

How Not to Organize Citywide Trash Collection

Lessons from St. Paul's Contested Program

October 2019

Prepared by St. Paul Trash Lawsuit

A registered political action committee supporting a "No" vote on the City of
St. Paul's Residential Coordinated Collection Program

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Introduction

In May 2018, the City of St. Paul mailed postcards to over 70,000 residential property owners. The postcards announced the start of the City's new organized trash collection program and instructed recipients to select a garbage-cart size and weekly or every-other-week collection by June 1. Quite a few residents were surprised to learn of a new city program that promised stable and uniform prices, reduced truck traffic in alleys and streets, and less illegal dumping. Many residents were also unhappy about the new program's higher prices and inability to share a cart with their neighbor.

Two citizens groups soon formed in opposition – [St. Paul CARTless](#) and [St. Paul Trash](#) – and collected over 6,000 signatures to hold a vote on the trash program's newly passed ordinance. Residents subsequently sued and won to have a referendum after the City Council denied the petition's request for a referendum.¹

This report presents excerpts from City of St. Paul documents and emails on how the City negotiation process led to the program's two principal shortcomings: higher prices and no sharing or opting-out.

¹ Please read Jessica Lee's article for more details: [St. Paul's epic fight over trash collection, explained](#). Minnpost, September 13, 2019.

Key Dates & Events

[Minnesota Statutes 115A.94](#) required the City to first negotiate with current residential garbage haulers to establish organized collection. The City could then competitively bid out the service if negotiations did not result in an acceptable proposal after at least 60 days. The haulers' proposal had to:

- Address the City's identified priorities on services provided, prices, zone creation, traffic, safety, environmental performance; and
- Maintain the participating haulers' market share.

Feb. 24, 2016	Council Resolution RES 16-337 directed "the Public Works Department to solicit input from residents [and] develop draft goals and objectives for implementing a system of organized trash collection."
June 1, 2016	Public Works submitted its report .
Aug. 15, 2016	Start date of statutorily required 60-day negotiations with currently licensed haulers.
Aug. 18, 2016	City staff and haulers' first negotiation meeting.
Nov. 11, 2016	Haulers submit first proposal.
Jan. 26, 2017	Haulers submit second proposal.
Mar. 23, 2017	Haulers submit third proposal.
May 23, 2017	Haulers submit fourth proposal.
July 26, 2017	Council Resolution RES PH 17-203 authorized "staff to begin final contract negotiations with the currently licensed residential trash collectors."
Nov. 8, 2017	Council Resolution RES 17-1776 approves the final contract with the haulers' consortium.
May 2018	Program rollout begins.
Sept. 5, 2018	Council Resolution RES 18-39 creates "Chapter 220 of the Saint Paul Legislative Code regulating coordinated collection of certain residential trash."
Oct. 1, 2018	First day of organized trash collection.
Oct. 16, 2018	Residents submit a petition with the required number of signatures to have a referendum on Ordinance 18-39.

Nov. 11, 2018	Council Resolution RES 18-1922 finds that “the Petition for a referendum of Ord 18-39 is legally sufficient but that the subject matter is not appropriate to submit to the electorate.”
February 7, 2019 through August 22, 2019	Residents sue and win in Ramsey County District Court to have the referendum placed on the November 5, 2019 ballot. The City appeals the district court’s decision directly to the Minnesota Supreme Court, which orders the City to place the referendum on the ballot.
Aug. 23, 2019	Council Resolution RES 19-1401 directs the City Clerk to place the referendum on the November 5, 2019 ballot.

One Big Misguided Priority

The City Council established 16 “must achieve” priorities and five “would like to achieve” priorities (Attachment A). None of the priorities were ranked further, but one priority overshadowed all others: “Maintain opportunities for small, local, minority and women-owned trash haulers.” This priority influenced the City’s decision to continue negotiations beyond the statutorily required 60-day period and despite the haulers’ accurate, dire prediction:

City’s “Must Achieve” Priorities	Haulers’ Response	City Staff Responses
	Hauler to incur disproportionately high labor, transportation, fuel and equipment costs while being compensated the same as the other Haulers.	
Maintain opportunities for small, local, minority and women-owned trash haulers	Organized Collection is inherently incompatible with this City priority. All of the small, local trash haulers participating in this organized collection process firmly believe the City’s efforts at moving away from an open market system will ultimately be destructive for the small, local trash haulers.	The City is following the Organized Collection Statute (M.S. 115A.94.) and is negotiating in good faith with all 15 current haulers in the City. The City intends to continue to negotiate in good faith with all 15 Haulers in part due to this City priority.

Excerpt from OTC Meeting #8 Packet.PDF, page 8.

The City’s Public Works Director explained that, “one of the values the Council had laid out clearly was making sure no one was put out of business, and there was a cost to that.”² Although the City sought to support small haulers, the requirement to continue serving delinquent accounts concerned them:

<ul style="list-style-type: none"> Billing and Delinquent Account Procedures – City staff summarized the proposed changes to this exhibit. (For more details, see the City’s written response via the <i>Billing and Delinquent Account Procedures</i> exhibit as emailed on Wed., June 7 .) <p>The Haulers emphasized that the number of potential unpaid accounts is an unknown and major concern. The negative economic impact, especially on the smaller haulers, could be</p>
<p>very significant.</p> <p>The Haulers again asked if the City would re-consider allowing the Haulers to discontinue service, at least on a temporary basis, for residents that are significantly past due in their payments. The Haulers restated that, under the current open hauling system, this is the most effective means to get most customers with delinquent accounts to pay their balance due. City staff emphasized, “No,” this (i.e., discontinuing service for delinquent accounts) will not be allowed by the City.</p>

Excerpt from *Notes Mtg 15 on 6-8-17.pdf*, bottom of page 3 and top of page 4.

The City’s performance bond requirements also created another burden:

² Excerpt from St. Paul City Council [July 26, 2017 meeting minutes](#) (Attachment B)

By the way, the City's latest proposed Performance Bond requirements are attached. As noted in item #19 in the Preliminary list of questions for the Haulers, this 1-13-17 version was sent to the Haulers on 1-20-17 by Kris as part of a larger email packet. We have not had much internal discussion specifically about this document or any direct discussion with the Haulers about these proposed Performance Bond requirements. These will be a heavy lift for some of the individual haulers (2-year value for the 5-year term Contract and 3-year value for the 7-year Contract value). This Performance Bond item maybe should be formulated into a question for the Haulers.

City contractor email to City staff (excerpt), March 25, 2017

Nine of the fifteen haulers exited the St. Paul market before organized collection began or within the first nine months. M&R Sanitation, the smallest hauler and the only one located in St. Paul proper, sold out right before the trash program began. The six remaining haulers are four national firms (Advanced, Aspen, Republic and Waste Management)³ and two large suburban firms (Highland and Gene's).

³ Waste Management is acquiring Advanced Disposal in Spring 2020. This nationwide merger is unrelated to the St. Paul trash program.

Illegally Closed Doors

City staff insisted that the hauler meetings were closed to the public, effectively excluding the ultimate customer's perspectives. Minnesota Statutes 115A.94 requires the City to negotiation "exclusively" with all current haulers serving the city:

Subd. 4d. **Participating collectors proposal; requirement.** Before establishing a committee under subdivision 4a to consider organizing residential solid waste collection, a city or town with more than one licensed collector must notify the public and all licensed collectors in the community. The city or town must provide a period of at least 60 days in which meetings and negotiations shall occur **exclusively** between licensed collectors and the city or town to develop a proposal in which interested licensed collectors, as members of an organization of collectors, collect solid waste from designated sections of the city or town. The proposal shall include identified

City staff interpreted "exclusively" as permission to keep the negotiations and all related documents confidential:

4.	<p>Overview of Hauler Negotiation Process: Jennefer Klennert summarized the Organized Collection Statute (M.S. 115a.94), including Subdivisions: 1, 4d, 7, and 4a.</p> <p>Jennefer and Anne discussed the City's intent to negotiate in good faith with all of the residential haulers licensed in Saint Paul to the point of a mutually agreeable proposal.</p> <p>(Note: The City is interpreting the Statute (M.S. 115a.94, Subd. 4d) term "... exclusively ..." to mean that negotiations, meeting materials and other communications between the City and the Haulers shall remain confidential during these negotiations similar to regulations regarding other procurement processes for professional services. As such, the meeting materials will NOT be posted and should NOT be released to any other parties.</p>
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Excerpt from *Draft minutes - mtg #1 on 8-18-16 KH.docx*.

"Exclusively" really means that the City could only negotiate with the 15 currently licensed residential. Other haulers could not join the negotiations because the law intends for current haulers to maintain their market share under the new system. The State's Open Meeting Law mandates that government meetings "be open to the public" unless "otherwise expressly provided in statute."⁴ The organized trash law does not specifically state that the negotiations and meetings are closed to the public.

⁴ [Minnesota Statutes 13D.01](#): *Meetings Must be Open to the Public, Exceptions*.

City staff repeated the confidentiality rule in later meetings:

8. Confidentiality Reminder

During this negotiation process, all discussions, meetings and negotiations by existing licensed haulers interested in participating in the process must be with the City's negotiation team and in accordance with State Statute. All questions and comments outside of the closed meetings, related to waste collection and the process must be

directed to the City's Lead staff person, Kris Hageman, Environmental Coordinator, or a designated team representative. Questions and comments related to waste collection and the process should not be to other City staff, members of the City Council, Mayor or residents. This is to maintain the integrity of the negotiation process and to foster good faith discussion between the Haulers and the City team. This confidentiality rule is in effect until a Contract for services has been fully executed.

Excerpt from *OTC Meeting #9 Follow Up info 1 9 17.PDF*, bottom of page 1 and top of page 2.

"Residents" were added to the final version.

Two newspaper articles reporting on the negotiations prompted some acrimony:

Second, can a hauler invite a news reporter(s) to the joint session of Tuesday's night meeting? Although you noted in the Agenda for next week's meeting that "Meeting discussions are confidential," I assume you inadvertently left that in there, right? Given your and Anne's recent shocking and disappointing violations of the confidentiality rule, it is unreasonable for you to expect that the haulers consider the "meeting discussions are confidential." After all, if you truly believed that "meeting discussions are confidential", you and Anne presumably wouldn't have communicated those discussions to the media last week. As I mentioned in my February 15 email, the City violated the confidentiality rules by improperly disclosing substantive content of the haulers' proposals and of previous discussions between the haulers and City to third parties, including the media. More specifically, you and Anne informed news reporters that the haulers have agreed to 17 of 20 priorities or goals, and went on to specifically identify which priorities the haulers and City disagree (e.g., Labor Peace Agreement). You and Anne also described to the media the parties' conflicting positions regarding creation of a single legal entity. Additionally, you and Anne told reporters about your subjective and uninformed impressions of the pricing the haulers submitted in their supposedly confidential proposals. Your and Anne's blatant disregard for the confidentiality of the meeting discussions is evidenced by the multiple news articles published after your clandestine meeting with the City Council (see the Pioneer Press's "Centralized Trash Collection Finally Coming to St. Paul, but Sticking Points Remain" and the Star Tribune's "St. Paul continues to Negotiate Organized Trash Collection with Haulers"). **St. Paul's residents have the right to know the reality of what you are trying to do behind closed doors, as opposed to residents only having access to the one-sided image you and Anne paint for the media.** Accordingly, a hauler should be entitled to invite a news reporter(s) to the Tuesday, February 28, 2017 joint meeting. Are you and Anne okay with that? Similarly, can a hauler record the audio of Tuesday's joint meeting as well?

Hauler email to city staff (excerpt), February 24, 2017.

To which City staff discussed internally:

Kris,

I don't know if it is also worth noting that we know that the haulers have also been communicating about the process on Facebook and to their customers in the billing statements.

I think that we should be clear if the media is invited that the city will not participate in the meeting. And that recording is not allowed unless all the parties agree. And the city would not agree.

City staff internal mail (excerpt), February 27, 2017

City staff also kept information from City Council members:

2.	City update on City Council Policy Session: Anne summarized the results of discussions with City Council at the Wed Feb 15 Policy Session. Anne stated this session was a higher level summary of the status of negotiations with Haulers and did not get into details. For example, details such as specific prices or language from the Term Sheet were not presented or discussed with Council. Rachel serves as the City Council Attorney and stated these Policy Sessions do not include votes or official rulings.
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Excerpt from *Notes Mtg 10 on 2-28-17.pdf*

<p>From: Hageman, Kris (CI-StPaul) Sent: Tuesday, June 20, 2017 2:27 PM To: Beckmann, Kristin (CI-StPaul); Stark, Russ (CI-StPaul); Bostrom, Dan (CI-StPaul); Lantry, Kathy (CI-StPaul) Cc: Biales, Ellen (CI-StPaul); Hunt, Anne (CI-StPaul); Tierney, Rachel (CI-StPaul); Renstrom, Scott (CI-StPaul); Henningson, Samantha (CI-StPaul) Subject: Coordinated Collection Options Committee Meeting #2</p> <p>Good afternoon,</p> <p>Please see the attached information in preparation for the second meeting of the Coordinated Collection Options Committee. We will meet on Wednesday, June 21 in the City Council Hearing Room, room 330 City Hall, from 1:30 p.m. – 3 p.m.</p>

<ul style="list-style-type: none">• Staff will share a very brief overview of the status of the current negotiation process. We ask that you not seek detailed information about the current negotiation terms and details in this forum. The Options Committee is not the platform to discuss negotiation details, but rather to contemplate other options for the city—such as the development of an RFP should the negotiations fail.

City staff email (excerpt), June 20, 2017.

The City provided few details even after a tentative agreement was reached:

<p>Dear Councilmember Noecker;</p> <p>Our comment for the public hearing on July 19 on coordinated collection is not around the initiative, itself, since we did not receive sufficient notice of the hearing nor of the substance of the proposal in time to react in a manner which would allow informed and thoughtful comment by our board, much less the community.</p> <p>Instead, we are protesting how this has been handled. After months of hearing nothing but updates of meeting schedules on this matter, on July 10 our executive director was copied on an email from Department of Public Works staff stating that a tentative agreement had been reached and a public hearing was being scheduled for July 19—less than 10 days away. No substantive information was shared, nor did we see anything with any program details until an article in the Pioneer Press appeared on July 12. While providing more information than the July 10 email, it failed to answer the many questions and concerns we know Summit Hill residents will have regarding this initiative, especially in light of the disastrous implementation of the new recycling program earlier this year which resulted in scores of calls and visits to our office by frustrated and angry community members.</p> <p>We are mystified and unhappy about how this is apparently being rammed through without adequate public information and time for public comment. As noted in an earlier email in which you and your</p>

Summit Hill Association, [July 13, 2017 letter](#) (excerpt).

City Giveaways

#1: Cart sharing was the first casualty, appearing on the term sheet after the second City-Hauler meeting. The minutes hold no explanation other than “trash services and cart ownership were discussed.”⁵

Confidential – Not for Distribution

City of Saint Paul
Organized Trash Collection
Proposed Scope of Services
Term Sheet

Contract Framework

- City of Saint Paul will contract with a Consortium consisting of all 14 currently licensed residential haulers.
- A single individual contract will be signed by the Consortium representing the participating haulers.
- The Consortium will ensure its members maintain their City garbage hauling licenses.
- Performance bonds, liquidated damages, insurance

Applicable Households

- Single-family to 4 unit dwellings
- Multifamily (5+ units) and commercial properties generally excluded.
- Townhomes are included if they currently pay individually for solid waste services.
- “Opt In” option for townhome associations
- “Sharing” of service will not be allowed. All eligible residential dwelling units will be required to have collection service under the new Contract.

Excerpt from *OTC Meeting #3 Packet*, September 16, 2016, page 5. See Attachment B for the City’s original Proposed Scope of Services sheet. Blue items were additions but not agreed to until shown in green. City staff and haulers agreed to no cart sharing at the October 13, 2016 meeting,

No-sharing became a principal criticism of organized trash collection. Council members’ primary concerns during the July 19 and 26, 2017 council meetings were lack of a sharing option and high prices. Once council member even stated that, “The thing noticeably missing from this agreement is the shared services option.”⁶ Staff responded that one priority was to “Require every household to have trash service” and that the every-other-week service level was intended for residents currently sharing services. Less than a week later, City staff crafted notes for final negotiations that did not recommend sharing services due to the administrative costs and as contrary to service for every household:

⁵ *Draft notes - mtg #2 on 9-9-16.docx*, page 2.

⁶ [July 19, 2017 St. Paul City Council meeting video](#), at the 1:45:00 mark.

Staff Recommendation- All Carted Services

In an effort to reduce costs for low volume generators we are suggesting adding an additional service level – On Call service. In addition to the 5th level of service we will work to reduce the rate for the 32 gallon every other week and weekly services.

- 1. 32 gallon, On Call Goal Price = \$10.45/mo
 - a. Maximum 14 pick ups/year
 - b. Still has opportunity to pay for bulky items per individual item price list.
 - c. No additional services.
- 2. 32 gallon, Every other week Goal Price = \$ (adjust disposal by a minimum ½ of weekly rate)
 - a. Can take advantage of all additional services.
- 3. 32 gallon, weekly Goal Price = \$
 - a. Can take advantage of all additional services.
- 4. Overall lower price across all service levels Goal Price = \$

Staff does not recommend

Staff does not recommend allowing Shared Service (with neighbor or within a multi-unit property), Opt Out provisions, a reduced rate for Seniors, or an On-call level using a plastic bag. These examples work in opposition to one of the city’s top priorities for changing the system. In addition, these options may exacerbate the illegal dumping problem, would require additional administrative costs to support a system for oversight and enforcement and would remove an unknown number of properties from the assessment roll placing increased burden of financially supporting the program on fewer residents.

Excerpt from *Service and Pricing ideas 8 7.docx*

Eleven months after “no sharing” had been first proposed in September 2016, City staff were asking for price reductions in exchange:

The City staff team has removed “sharing” and “opt out” from further consideration, but the City is proposing the above price reductions in exchange. The City also proposed two extra ideas to help increase timely payments from residents. The City included as part of the counter-proposal a \$0.50 per household per month electronic statement incentive and an annual payment incentive of 5 percent.

Excerpt from *Saint Paul CNWG 8-14-17 Meeting with Notes.pdf*

#2: New garbage carts were City staff's \$4 million gift to the haulers, who were content with using their carts for current customers:

- **Carts:** Kris summarized that City staff presented to City Council the staff proposal to purchase all trash carts under the new Organized Trash Collection (OTC) system. This means that every Saint Paul single family residence (from one to four units) would be receiving new City trash carts.

Excerpt from *Notes Mtg 10 on 2-28-17.pdf*, page 2.

The new carts' cost is a large part of the City's much criticized \$24.60 annual administrative fee. Some residents also criticized the waste generated by disposing of the hauler-owned carts.

#3: Unpaid Debt Collection is another significant portion of the annual \$24.60 administrative fee. City staff insisted that haulers continue service to households that did not pay their garbage bills. In exchange, the City would reimburse the haulers for all delinquent accounts and then assess the cost to the property's tax statement:

Unpaid Debt: City staff summarized that the City is currently evaluating the costs associated with bad debt. City staff will provide follow up information as soon as possible regarding payment terms and schedules for City payments to the Haulers. This analysis of the City's costs of unpaid debt and other costs of cash "float" is a major process. The estimated costs to the City are very high whether for five (5) or a seven (7) year term of the contract. The unpaid debt and other financing costs are now a big issue for the City.

The City is concerned about the provision in the Haulers' third proposal to stop service for residents that have fallen into arrears. The Haulers explained that their proposal for stopping collection service to a property that has not paid within three months was an alternative to the City assessing for the unpaid charges / bad debt. The Haulers reiterated past discussions that stopping service is a tool available to haulers today and that it is very effective in getting customers with unpaid bills to immediately pay their balance due.

Excerpt from *Notes Mtg 12 on 4-4-17.pdf*, page 2.

Billing and Delinquent Account Procedures:

The City has agreed to assume responsibility for unpaid service charges. The City also agrees to pay the haulers on a semi-annual basis for debt related to unpaid service bills that are six months or more past due. The City recognizes the haulers acceptance of most of the processing protocols and we believe that the specific details of notices can be worked out later between the City and the LLC. Exhibit D. will follow early next week with specific revisions.

Excerpt from City Staff's letter to haulers regarding their fourth proposal, *Fourth Proposal Follow up 6 2 17.pdf*

#4: Inflation-adjustments for both fuel and non-fuel costs, at the haulers' request:

• **Pricing:** City staff summarized that the Haulers' proposed price schedules in their second proposal packet was not acceptable. The Haulers responded that due to the number of unknown variables and lack of annual inflation / fuel adjustment provisions, the base collection fee prices needed to account for these additional risks. City staff stated that with the City providing the trash carts, willing to take on the certification/assessment of delinquent accounts, additional savings beyond just organized routing should be factored in.

The City staff team requested a brief recess and then came back to the Haulers with a conceptual proposal to include a more robust annual Consumer Price Index (CPI) inflation adjustment on the non-fuel portion of the base trash collection fee and a fuel adjustment on the fuel portion of the base trash collection fee. Specific caps and triggers for renegotiating the base trash collection fee price schedule were presented by the City staff team. The Haulers asked questions and then requested the proposed CPI and fuel adjustment clauses be sent to them in writing.

Excerpt from *Notes Mtg 10 on 2-28-17.pdf*

City staff did trade on one issue important to them. Staff was pushing hard for a “labor peace agreement”⁷ (an original City Council priority⁸). Staff themselves also wanted the haulers to form a single legal entity for easier communication and negotiation (not a council priority). The haulers strenuously opposed both ideas. City staff subsequently exchanged the labor peace agreement for a single entity:

Subject: OTC additional clarifying information
Importance: High

Good afternoon,
In an effort to clarify our position further, the City team offers this additional statement.

If the Hauler Group can agree to the Single Entity language proposed by the City, the City team will recommend that the city accept the Haulers Service Quality and Service Disruption Avoidance Program proposal as an alternative to our original Labor Peace requirement.

I hope this is helpful for your conversation and deliberation today. Kris

City staff email to haulers (excerpt), June 15, 2017

⁷ “A policy of the City of Saint Paul requiring selected contractors to allow labor union officials to contact and meet with employees, including providing time and contact information, to determine their interest in establishing a union organization in the workplace. If there is interest by the employees, the employer may not interfere with or influence the organization process or the election process.” (City staff’s original proposed language). *Labor Peace Agreement language 10.5.16.pdf*

⁸ Council Resolution RES [16-337](#).

Is the Price Right?

The haulers provided seven price proposals by three cart sizes for a five-year contract:

Proposal Date	Small (E.O.W.)	Small	Medium	Large
Nov. 11, 2016	\$52.80	\$57.73	\$62.54	\$64.66
Jan. 26, 2017	\$41.09	\$45.98	\$50.83	\$53.17
Mar. 23, 2017	\$25.46	\$28.97	\$33.82	\$36.16
July 7, 2017	\$21.86	\$25.15	\$30.51	\$32.30
Aug. 21, 2017	\$21.20	\$24.49		
Aug. 30, 2017	\$20.48	\$23.78		
Oct. 10, 2017	\$19.79	\$22.85		

E.O.W = every other week. Prices are for base collection, hauler billing, up to three bulky items and taxes. Prices are based on 2017 dollars. Proposal #7 was adjusted for inflation to the 2018 prices that residents pay. See Attachment E.

City staff's primary negotiation strategy was to argue that prices should be lower due to greater efficiencies and the City's assuming certain costs:

City's "Must Achieve" Priorities	Haulers' Response	City Staff Responses
city.	Exhibit C.	
Realize greater efficiencies to reduce costs for a majority of residents	The demands and priorities of the City require Haulers to incur costs and provide services that previously were not incurred or available (e.g., bulky waste items, liquidated damages, complimentary cart swaps, etc.) Accordingly, given the burdensome demands of the City, the costs of trash services will in fact increase for most residents.	The Haulers' preliminary proposal includes proposed prices that are 100% to 140% higher than average prices within the Twin Cities metro area. There are ample reasons that costs of operations should come down from the current open hauling system: (1) Increased collection efficiency (less fuel use, potential for fewer labor hours each day, etc.); (2) The Organized Trash Collection (OTC) process results in a reliable level of market share for an extended period of time (e.g., five or seven years); and (3) Cart replacement costs are currently being offered to be paid by the City. If the City takes on billing, the Haulers will likely be guaranteed payment for collection services. If so, this would reduce the Haulers' costs of payment collections for unpaid bills.

Excerpt from OTC Meeting #8 Packet.pdf, discussing City's response to haulers' first proposal.

Pricing still remains too high for both the base prices and bulky items services. Given the greater efficiencies offered with condensed routing, saving both time and fuel the prices for base and bulky services can and should be adjusted again.

Excerpt from City Staff's letter to haulers regarding their second proposal, Second Proposal Cover letter 2 22 17.docx

4. Pricing: Under the proposed contract, the Haulers will benefit from greater efficiencies offered with condensed routing the elimination of additional marketing expenses, increased stability and greater utilization of your work forces and equipment. In addition the Haulers will benefit from the City's commitment to purchase carts, absorb cart assembly and delivery (A&D) expenses, and offer a Consumer Price Index (CPI) escalator and fuel surcharge option over the course of the contract. The price structure in the third proposal improved but still remains too high for both the base trash collection/disposal prices as well as the other special services. We believe the proposed pricing structure fails to recognize the additional costs the City will incur related to administration. The propose prices reflect a reduction over previous proposals, but fail to fully recognize, the numerous benefits to the haulers.

Excerpt from City Staff's letter to haulers regarding their third proposal, *Third Proposal Cover letter 4 13 17 ALL.pdf*

The Haulers reiterated that only a reduction in service will provide a lower price at this point. Kathy asked if the Haulers had a counter-proposal to the City's request. It was then stated that the Haulers have decided to stick with their current prices and they feel it is reasonable. The Haulers stated they are sticking with the 7th proposal prices previously provided.

The Haulers stated the City cannot demand lower prices without service changes. Anne reiterated the risk the City has agreed to: purchasing new carts, CPI adjustments, and fuel adjustments without corresponding reductions in the Haulers' prices. The Haulers stated they have reduced their pricing 50 percent since the 1st proposal

Excerpt from *Saint Paul CNWG 8-30-17 Meeting with Notes.pdf*

Path of Greatest Resistance

1. Unlikely the City and haulers will re-negotiate the current contract:

Subject: RE: OTC City Response to Second Proposal

Kris and Anne,

It has become clear that the City is negotiating in bad faith with the Haulers for several different reasons, including, but not limited to, failing to comply with deadlines, being unreasonable during negotiations, violating confidentiality rules and misleading the City Council and general public about the current state of negotiations between the City and fifteen haulers.

Hauler's email to city staff (excerpt), February 15, 2017.

Subject: RE: OTC City Response to Second Proposal

Follow Up Flag: Follow up
Flag Status: Flagged

Kris and Anne,

I fully support Micah in his assessment. Your decision to knowingly withhold information from the haulers, neglect to inform us of a critically important meeting with the city council, knowingly misleading us that you both had autonomy in this process (when decisions are clearly coming from the council and neither of you seem to have any power to negotiate or make decisions) and knowingly misleading us with the idea that negotiations will continue so long as forward progress from both parties is made are all repeated examples of bad faith demonstrated by the city of St. Paul through you, it's representatives.

Hauler's email to city staff (excerpt), February 16, 2017.

Subject: RE: City Response to Hauler Second OTC Proposal

Kris,

It is insulting that the City continues to snub the hauler's concerns over the single entity contract framework. It seems to me that the City can accomplish all of their goals without requiring a single entity framework, *unless* the City is really looking for joint and several liability. Based on the City's response and the reasoning you provided, that would be the result despite what you contend is not the City's goal. Our concerns are valid and should not be ignored.

Hauler's email to city staff (excerpt), February 23, 2017.

To simplify this – The city is saying it does not want hauler A to be responsible for haulers B service. Instead the city wants hauler A and hauler B to be members of a single entity, in which if hauler A is unable to complete their route, hauler B is required to complete the route. If you think we are naïve enough to not understand that this is the city's way of requiring joint and several liability without specifically stating it, you are mistaken. It would be appreciated if the city could be honest about what it wants instead of trying to conceal it's real goals behind the guise of a single entity.

Hauler's email to city staff (excerpt), February 24, 2017.

Subject: Re: Scheduling Haulers meeting - Revised

Kris,

I would also concur with Micah, every time we ask this question we get a different answer, this creates a lot of confusion for the haulers.

In a respectful way we are trying to get an idea where the city stands on this constant changing answer. Is there anyway we can get some clarification, or will you leave us in the dark?

Hauler's email to city staff (excerpt), May 22, 2017

Subject: Term Sheet

Importance: High

Team Trash,

Thanks for all of your work last night. I apologize that I left Micah get under my skin numerous times during the evening. I do think that we made quite a bit of progress.

City staff internal email (excerpt), June 9, 2017

Subject: RE: Follow up to 5th Proposal information
Attachments: Single Entity Contract Framework MB Comments 6.15.17.docx

Kris,

These deadlines that you are unilaterally setting are beyond unreasonable. The hauler group submitted its last and final proposal to you on June 14 after previously submitted a last and final before that. The City seems to keep moving the goal posts which is not at all consistent with the proposal process set forth in the statute or in line with the spirit of good faith negotiations.

The revised proposal for a single entity framework that you offered in your email below is not much different than the language you last offered and which the hauler group rejected. Attached are comments to the proposed language which explain why at least some of the City's language is unacceptable. You have the hauler's proposal which was submitted this week. This proposal was negotiated with the hauler group (fifteen of us) with the understanding that this is the final proposal.

Your email also seems to suggest that the City may now want to reopen negotiations on the labor peace language. Is that correct? If so, then this derails the entire process as the single entity framework that the hauler group proposed was only agreeable by some of the haulers if the City dropped its labor peace requirement.

I hope you can appreciate all of the work that the hauler group has put into these negotiations. While I only represent Advanced Disposal and can only speak for it, I think other haulers would agree that this process has been incredibly frustrating and unfair. We constantly feel threatened by the City to agree to terms with which we are not comfortable and put under unreasonably deadlines that the City unilaterally sets.

Hauler's email to city staff (excerpt), June 15, 2017

Subject: RE: Final Package for signature

Kris,

Expecting 15 haulers to not only fully review 20-pages of documents, but also to each sign the documents in less than 30 hours is unreasonable. Requiring 15 parties to the negotiations to comprehensively review and sign off on important documentation that one party to the negotiations (i.e., the City) failed to produce in a timely manner is not exactly a fair negotiation tactic indicative of good faith negotiations, especially when the documents you are asking the haulers to sign off on will presumably end up in front the City Council and be available to the public.

Hauler's email to city staff (excerpt), June 29, 2017.

Subject: RE: kind of weird there has been no response to the packet

Evidently.

I am inclined to say no. but am open to persuasion. I also thought about saying noon Saturday.

Everything is electronic on their end.

They'll just have to wait to read the next chapter of the novel they are reading and read our 20 pages....

City staff internal email (excerpt), June 29, 2017

Subject: RE: reply to stick with 4:30 tomorrow

Lordy, Lordy.

Melissa kind of asked nicely but was still a little snarky.

I really don't want to relent.

The small guys should have read it last evening as they don't have time during the day. The big guys should make the time in the day to read it.....

City staff internal email (excerpt), June 30, 2017

Subject: RE: reply to stick with 4:30 tomorrow

I think that it is rather ironic that we only hear from the firms with the most resources to review the documents.

City staff internal email (excerpt), June 30, 2017

2. The haulers were far from unified during negotiations:

Great question for Kris. However, I believe the question of zone clarification has been brought up before. From my understanding, the answer should be dependent on the remaining haulers within the market at the time of an agreed upon proposal. I also believe that we all have equal negotiating power regardless of market share. Am I mistaken Kris?

Hauler's email to city staff (excerpt), May 12, 2017

Also, a couple general questions that would be extremely helpful to have a response to by the meeting on Tuesday, the 14th.

1. Does the city need a proposal signed by ***every*** hauler? Or is it sufficient to submit a proposal that only a majority of haulers agree to and sign?
2. There are some issues that are divisive between haulers – is the process for deciding these issues provided by the state statute that each company gets 1 vote and majority rules?
 - a. If so, if a company that was not in the majority refuses to sign the proposal that the majority ruled on, does that then equate to them “opting out” of the process if that proposal is accepted by the city?

Hauler’s email to city staff (excerpt), March 9, 2017.

Subject: RE: Scheduling Haulers meeting - Revised

Importance: High

Kris,

Monday works for me.

And the haulers could use a bit of clarification on something. As it currently stands, there are potentially multiple sub-groups of haulers from amongst the 15 licensed haulers that are considering submitting proposals to the City by May 23 signed by only those haulers that are part of the respective sub-group (i.e., not signed by all 15 of the haulers). Originally, I believe you indicated that the City required all 15

Hauler’s email to city staff (excerpt), May 12, 2017

Subject: Re: Scheduling Haulers meeting - Revised

Kris,

I would like to add some clarity to the email and question from Micah. As you can imagine getting 15 competing haulers to agree on anything is difficult. In spite of our many difference we have been able to resolve most of these matters peacefully thru compromise and negotiations. However, there is one remaining issue we haven’t been able to resolve and if we don’t get it resolved soon this matter will be put to a vote.

Hauler’s email to city staff (excerpt), May 12, 2017

To clarify, the haulers have not agreed to put anything to a vote. Contrary to Steve’s assertion, there will not be a vote amongst the haulers, especially when the votes are not weighted to take into account market shares. In Bloomington, at the beginning of negotiations the 7 haulers agreed to resolve conflicts by majority vote with one hauler having one vote. In St. Paul, the haulers never agreed to resolve disputes by vote. And as you stated previously, there is no guidance in the statute to provide guidance amongst haulers how to resolve disputes. However, what Minn. Stat. Section 115A.94, Subd 4d. does clearly contemplate is a single proposal coming from all the haulers.

Hauler’s email to city staff (excerpt), May 12, 2017

3. The tentative agreement that almost wasn't:

Haulers:

When we last met, we all left the room believing we had a deal. We gave you an opportunity to discuss any remaining or new issues at that time or prior to our last meeting in writing. We discussed all of your issues extensively and ended the meeting with an agreement. We submitted to the haulers on July 29, 2017 all of the revised agreed upon documents and expected to have a signed document accepting the changes.

We are extremely disappointed and frustrated to see new issues, in your response dated July 3, 2017, that had never before been brought to our attention.

We have been very clear about our timeline, which we have extended on several occasions. We have run out of time. We will make one final attempt to come to an agreement with this group before we suspend negotiations and focus on creating an organized trash collection system under the Options Committee process.

City staff email to haulers (excerpt), July 5, 2017

Subject: RE: City's Response

Kris,

I also came away from the meeting last Tuesday thinking that the City and the haulers had a deal. However, when we received the City's packet it appears that the City changed its mind on a key term, which is the Change in Law language.

Hauler's email to city staff (excerpt), July 6, 2017.

She's a peach.

The language she suggested was not even seen by all of the haulers that evening. Her statement about "all haulers agreed to " is bs.

City staff internal email (excerpt), July 7, 2017

Subject: RE: City's Response

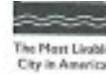
Anne,

I'm sure that most of the haulers also thought we had a deal when we left the June 27 meeting, but then a couple of days later, you sent over revised documents (a day after you said you'd send them to us) that contained extensive revisions, many of which did not reflect what was discussed during the June 28 meeting. The City making ridiculous demands and ultimatums is not going to benefit the City or the haulers in this negotiation process. Unfortunately, the City staffs' lack of prior experience negotiating waste service agreements with haulers is becoming more and more evident. The issues the City has with a few portions of the Haulers' Sixth Proposal can be resolved during the contract negotiations phase of this process; there is no need to put the brakes on the entire process simply because you did not get everything you wanted verbatim in the Sixth Proposal. In fact, it is insulting that the City is willing to walk away from all of this over rather minor substantive issues considering how much time the haulers have already cumulatively dedicated to these negotiations. And to say we're running out of time is a bit disingenuous considering that we are currently negotiating terms and conditions for services that will start in over a year; there is plenty of time.

Hauler's email to city staff (excerpt), July 5, 2017.

Attachment A

Saint Paul Priorities



Per Minnesota Statute 115A.94 Organized Collection, the City of Saint Paul City Council approved (RES 16-1300) the following priorities (in no particular order within categories):

Must Achieve:

- Provide customer service that is consistent across the city and includes ability to talk to a customer service representative.
- Have only one hauler service residences on any given block.
- Require every household to have trash service.
- Provide options for the disposal of bulky items such as appliances, mattresses, tires, etc., to reduce illegal dumping and the City's cost of removing dumped items.
- Provide arrangements for pickup from less able-bodied residents.
- Improve access to information for non-English speakers.
- Create routes that fairly recognize differing neighborhood characteristics and challenges.
- Maintain opportunities for small, local, minority and women-owned trash haulers.
- Support living wage jobs and labor peace agreements.
- Provide stable, equitable, and uniform rates for residents throughout the city.
- Realize greater efficiencies to reduce costs for a majority of residents.
- Provide prices for different size containers.
- Create routes that minimize the use of fuel and air pollution and reduce wear and tear on the streets and alleys.
- Provide meaningful financial incentives to residents to recycle more and divert organic material from the waste stream.
- Process trash at Ramsey Washington Recycling and Energy Center.
- Design service such that organics collection can be added in the near future.

Would like to achieve:

- Provide options for the disposal of yard waste
- Provide option to increase amount of material removed (i.e. extra bag).
- Coordinate trash and recycling collection days.
- Provide options for shared service and temporary suspension of service.
- Use trucks that utilize best environmental fuel technology (i.e. biogas, compressed natural gas).

08.12.16

Attachment B

Council President Stark asked Public Works director Kathy Lantry to provide an overview of how the price structure was developed. He noted that Councilmember Bostrom had raised concerns the previous week about significantly lower prices in Maplewood and other municipalities.

Ms. Lantry said a trash bill analysis had been conducted by Public Works and had been illustrative of what was happening in the market currently. She said people were paying between \$20 and \$60 a month for a large can, with similar ranges for other sizes. She said they were using averages (to establish rates) and knew from the public testimony that some people were currently on the low end of the range. She said staff had done a good job of using the Council's priorities, and one thing that continued to come up was the need for stable, equitable, and uniform rates throughout the City. She said those who had good social cohesion in the neighborhood and the ability to negotiate could get a low rate for their neighborhood. She said their experience showed that a lot of people didn't have time or the language skills to negotiate, and she knew equity in trash service was a priority for the Council and Mayor Coleman. She said they didn't want to be in a position where those who had the time and ability to negotiate got one price and the people who could usually least afford it either didn't have trash service or were paying \$60 when others were paying \$20. She reiterated that they were using an average. In response to Councilmember Bostrom's concerns about Maplewood rates, she said Maplewood had presented at an Option Committee meeting in June, so they (Public Works) was knew what Maplewood residents paid. She said she would caution against comparing with Maplewood because Maplewood didn't have alleys and their priority was price. She said they went to an RFP and didn't negotiate and there were haulers that no longer worked in Maplewood; she said they had one national hauler. She said one of the values the Council had laid out clearly was making sure no one was put out of business, and there was a cost to that. With reference to administrative costs, she said they knew it looked like a lot. She said the costs included cart replacement, additional staff, and transition and implementation costs. She said they knew some people wouldn't pay their bills, and it would go to assessment but the City would carry the costs. She said they were hoping that portion of the fee could go down as the fund was built. She said the administrative fee was a

Attachment C

City of Saint Paul Organized Trash Collection Proposed Scope of Services

Contract Framework

- City of Saint Paul will contract with a Consortium consisting of all 14 currently licensed residential haulers.
- A single individual contract will be signed by the Consortium representing the participating haulers.
- The Consortium will ensure its members maintain their City garbage hauling licenses.

Applicable Households

- Single-family to 4 unit dwellings
- Multifamily (5+ units) and commercial properties generally excluded.
- Townhomes are included if they currently pay individually for solid waste services.

Trash Services

- Weekly trash collection from every household in wheeled-lidded carts.
- Option for every other week. Four cart sizes offered: 20, 35, 65, 95 gallon with variable rates that provide meaningful financial incentives to residents to recycle more and divert organic material from the waste stream.
- All trash required to be processed at the Ramsey Washington Recycling and Energy Center.
- Allowance for doorstep service for eligible residents with City approval.

Cart Ownership

- Wheeled lidded carts will be purchased, owned and maintained by the Contractor.
- All carts will be labelled with a City sticker prior to start date.
- All carts will be washed by the Haulers during the switch-out /transition period within 30 days prior to the organized trash collection start date.

Bulky Items, Appliances and Electronic Waste

- Proposed price includes 2-4 bulky items (mattresses, couches, furniture, etc.), appliances, electronics and tires (up to 8-16 at 4 unit dwellings) per year per household.
- Optional year round bulky item service proposed for additional items for a set fee at competitive rates.
- Household hazardous waste is not included.

Service Days and Hours of Operation

- Trash, bulky items, appliances, and electronic waste will be collected Monday through Friday from 7 a.m. till 5 p.m. and on Saturdays following major holidays or City declared snow emergencies. For example, if Independence Day falls on a Wednesday, then collection shall be on Thursday, Friday and Saturday.
- Bulky items, appliances, and electronic waste will be collected on the same day as trash.
- No service on six major holidays (New Year's Day, Memorial Day, 4th of July, Labor Day, Thanksgiving Day and Christmas Day)
- Collection may be postponed due to severe weather with City approval.

August 17, 2016

Billing and Customer Service

- Customers will be billed directly by.... (TBD)
- Consistent and high-quality customer service provided with stable, equitable, uniform rates for residents throughout the city.
- Customer service phone line/email address is the requirement of the Contractor. First point of contact for service related complaints is the Contractor. Billing questions will be directed TBD.
- Special provisions for collections of unpaid debt may be paid through the City assessment process. (TBD)

Contractor Public Education

- Contractor is required to maintain a link to the City of Saint Paul's specific website.
- Consistent signage on carts with appropriate phone number.

City Public Education Commitments

- City will notify residents annually of rates, regulations and complaint procedures.
- City will approve education components prior to sending or posting by Contractor.

Contractor Reporting

- Requirements for monthly tonnage reporting of all items including trash, bulky items, appliances, and electronics collected under Contract.
- Annual plan for continuous improvement required.

Yard Waste

- Optional additional service (if household subscribes).
- 95 gallon yard waste cart for full season service with extra bags outside of cart at no additional charge.
- Pay-per-bag option (compostable bags only)
- Weekly service April 1 – November 30

Organics

- Optional service (if household subscribes)
- Organics program to be planned, designed and implemented within one year of Contract start date. Specifications and price to be negotiated in good faith between the City and the Contractor within six months of the Contract start date.

Recycling Services

- Maintained as a separate contract.

City-Wide Community Cleanup

- Maintained as a separate contract.

Collections from Municipal Facilities and Parks

- Maintained as a separate contract.

Term of Contract

- 5 to 7 year term
- Living wages component
- Labor Peace Agreement

August 17, 2016

Attachment D

Summary 2 (WITH Bulkies)

Haulers' 3rd Proposal as submitted 3-23-2017 (*WITH Bulkies in their 2nd and 3rd Proposals*)

3rd Proposal (Submitted 3-23-2017)	5 Year Contract Term				
	small 5 Yr <i>(every other week)</i>	Yr <i>(weekly)</i>	mid 5 Yr <i>(weekly)</i>	large 5 Yr <i>(weekly)</i>	Average
1st Hauler proposal with disposal, no billing, <u>no bulkies</u> (pre-tax)	\$12.41	\$14.96	\$18.48	\$20.18	
Billing	\$2.15	\$2.15	\$2.15	\$2.15	
<i>Bulkies</i>	<i>\$3.92</i>	<i>\$3.92</i>	<i>\$3.92</i>	<i>\$3.92</i>	
Total collection, disposal, billing <i>and bulkies</i> (pre-tax)	\$18.48	\$21.03	\$24.55	\$26.25	
Taxes	\$6.98	\$7.94	\$9.27	\$9.91	
3rd Proposal Total including billing (After Taxes)	\$25.46	\$28.97	\$33.82	\$36.16	\$32.98
2016 City Study Rates		\$22.50	\$27.49	\$30.02	\$26.67
<i>Haulers' Rates vs. City Study Rates (as a percent of Haulers' Rates)</i>		22%	19%	17%	19%
2nd Proposal (Submitted 1-26-2017)	small 5 Yr <i>(every other week)</i>	Yr <i>(weekly)</i>	mid 5 Yr <i>(weekly)</i>	large 5 Yr <i>(weekly)</i>	Average
2nd Hauler proposal with disposal, no billing, <u>no bulkies</u> (pre-tax)	\$20.00	\$23.55	\$27.07	\$28.77	
Billing	\$4.50	\$4.50	\$4.50	\$4.50	
<i>Bulkies</i>	<i>\$5.33</i>	<i>\$5.33</i>	<i>\$5.33</i>	<i>\$5.33</i>	
Total collection, disposal and billing (pre-tax)	\$29.83	\$33.38	\$36.90	\$38.60	
Taxes	\$11.26	\$12.60	\$13.93	\$14.57	
2nd Proposal Total including billing (After Taxes)	\$41.09	\$45.98	\$50.83	\$53.17	\$42.65
2016 City Study Rates		\$22.50	\$27.49	\$30.02	\$26.67
<i>Haulers' Rates vs. City Study Rates (as a percent of Haulers' Rates)</i>		51%	46%	44%	37%
1st Proposal (Submitted 11-18-2016)	small 5 Yr <i>(every other week)</i>	Yr <i>(weekly)</i>	mid 5 Yr <i>(weekly)</i>	large 5 Yr <i>(weekly)</i>	Average
1st Hauler proposal with disposal, no billing, <i>with bulkies</i> (pre-tax)	\$33.83	\$37.41	\$40.90	\$42.44	
Billing	\$4.50	\$4.50	\$4.50	\$4.50	
Total collection, disposal and billing (pre-tax)	\$38.33	\$41.91	\$45.40	\$46.94	
Taxes	\$14.47	\$15.82	\$17.14	\$17.72	
1st Proposal Total including billing (After Taxes)	\$52.80	\$57.73	\$62.54	\$64.66	\$61.64
2016 City Study Rates		\$22.50	\$27.49	\$30.02	\$26.67
<i>Haulers' Rates vs. City Study Rates (as a percent of Haulers' Rates)</i>		61%	56%	54%	57%

Excerpt from: SUMMARY 2 (WITH Bulkies) - Eval of H_s 3rd prices - DRAFT 3-27-17.pdf
The author added the red boxes, which were not part of the City's original document.

Haulers' Proposed Prices (5 Year)
(7th Proposal as of 7-7-2017)

	(\$/HH/Month)			
	Small (Every other week)	Small (Weekly)	Medium (Weekly)	Large (Weekly)
Number of Bulkies	Three	Three	Three	Three
Base Collection	\$9.90	\$11.88	\$11.88	\$11.88
Disposal	\$1.99	\$2.40	\$6.29	\$7.59
Bulky Items	\$1.99	\$1.99	\$1.99	\$1.99
Billing	\$1.99	\$1.99	\$1.99	\$1.99
Subtotal	\$15.87	\$18.26	\$22.15	\$23.45
Taxes	\$5.99	\$6.89	\$8.36	\$8.85
TOTAL	\$21.86	\$25.15	\$30.51	\$32.30

Haulers' Proposed Prices (7 Year)
(7th Proposal as of 7-7-2017)

	(\$/HH/Month)			
	Small (Every other week)	Small (Weekly)	Medium (Weekly)	Large (Weekly)
Number of Bulkies	Three	Three	Three	Three
Base Collection	\$9.07	\$10.88	\$10.88	\$10.88
Disposal	\$1.99	\$2.40	\$6.29	\$7.59
Bulky Items	\$1.99	\$1.99	\$1.99	\$1.99
Billing	\$1.99	\$1.99	\$1.99	\$1.99
Subtotal	\$15.04	\$17.26	\$21.15	\$22.45
Taxes	\$5.68	\$6.52	\$7.98	\$8.47
TOTAL	\$20.72	\$23.78	\$29.13	\$30.92

City's Proposal 8/14/17 - 5 year contract with reductions in base, disposal & bulkies

	(\$/HH/Month)			
	Small (Every other week)	Small (Weekly)	Medium (Weekly)	Large (Weekly)
Number of Bulkies	One	Two	Three	Three
Base Collection	\$7.92	\$10.10	\$11.88	\$11.88
Disposal	\$0.75	\$1.50	\$6.29	\$8.00
Bulky Items	\$0.66	\$1.33	\$1.99	\$1.99
Billing	\$1.99	\$1.99	\$1.99	\$1.99
Subtotal	\$11.32	\$14.92	\$22.15	\$23.86
Taxes	\$4.27	\$5.63	\$8.36	\$9.01
TOTAL	\$15.59	\$20.55	\$30.51	\$32.87

2

Haulers Response 8/21/17 - 5 year contract with reduction in service of 2 bulkies & \$0.48 reduction in price.

	(\$/HH/Month)			
	Small (Every other week)	Small (Weekly)	Medium (Weekly)	Large (Weekly)
Number of Bulkies	Two	Two	Three	Three
Base Collection	\$9.90	\$11.88	\$11.88	\$11.88
Disposal	\$1.99	\$2.40	\$6.29	\$7.59
Bulky Items	\$1.51	\$1.51	\$1.99	\$1.99
Billing	\$1.99	\$1.99	\$1.99	\$1.99
Subtotal	\$15.39	\$17.78	\$22.15	\$23.45
Taxes	\$5.81	\$6.71	\$8.36	\$8.85
TOTAL	\$21.20	\$24.49	\$30.51	\$32.30

3

5 year contract w/ 2 one year extensions w/ Haulers 7 yr prices & 2 bulkies for EOW & small cart

	(\$/HH/Month)			
	Small (Every other week)	Small (Weekly)	Medium (Weekly)	Large (Weekly)
Number of Bulkies	Two	Two	Three	Three
Base Collection	\$9.07	\$10.88	\$10.88	\$10.88
Disposal	\$1.99	\$2.40	\$6.29	\$7.59
Bulky Items	\$1.32	\$1.32	\$1.99	\$1.99
Billing	\$1.99	\$1.99	\$1.99	\$1.99
Subtotal	\$14.37	\$16.59	\$21.15	\$22.45
Taxes	\$5.42	\$6.26	\$7.98	\$8.47
TOTAL	\$19.79	\$22.85	\$29.13	\$30.92

4

5 year contract with only reduction of service to one bulky for EOW & small cart service & price of \$99/mo.

	(\$/HH/Month)			
	Small (Every other week)	Small (Weekly)	Medium (Weekly)	Large (Weekly)
Number of Bulkies	One	One	Three	Three
Base Collection	\$9.90	\$11.88	\$11.88	\$11.88
Disposal	\$1.99	\$2.40	\$6.29	\$7.59
Bulky Items	\$0.99	\$0.99	\$1.99	\$1.99
Billing	\$1.99	\$1.99	\$1.99	\$1.99
Subtotal	\$14.87	\$17.26	\$22.15	\$23.45
Taxes	\$5.61	\$6.52	\$8.36	\$8.85
TOTAL	\$20.48	\$23.78	\$30.51	\$32.30

Not acceptable to haulers unless within a 7 year contract. The haulers countered with prices to the right, #4.

Reduction in service not overall price.

City's PriceTarget shared with City Councilmembers - 5 year contract

	(\$/HH/Month)			
	Small (Every other week)	Small (Weekly)	Medium (Weekly)	Large (Weekly)
Number of Bulkies	Two	Two	Three	Three
Base Collection	\$9.90	\$11.88	\$11.88	\$11.88
Disposal	\$0.75	\$1.50	\$6.29	\$8.00
Bulky Items	\$1.33	\$1.33	\$1.99	\$1.99
Billing	\$1.99	\$1.99	\$1.99	\$1.99
Subtotal	\$13.97	\$16.70	\$22.15	\$23.86
Taxes	\$5.27	\$6.30	\$8.36	\$9.01
TOTAL	\$19.24	\$23.00	\$30.51	\$32.87

Final, approved Prices

10/10/2017				
2017 Trash Prices (As Negotiated To-Date):				
	Small	Small	Medium	Large
Collection Frequency:	Every other week	----- Weekly -----		
Number of Bulkies:	Two	Two	Three	Three
Base Collection	\$9.07	\$10.88	\$11.88	\$11.88
2017 Disposal	\$1.99	\$2.40	\$6.29	\$7.59
Bulky Items	\$1.32	\$1.32	\$1.99	\$1.99
Billing	\$1.99	\$1.99	\$1.99	\$1.99
Subtotal	\$14.37	\$16.59	\$22.15	\$23.45
Taxes	\$5.42	\$6.26	\$8.36	\$8.85
TOTAL	\$19.79	\$22.85	\$30.51	\$32.30
Calculated Future Prices (Based on R&E Center Disposal Price Adjustments):				
2018 Disposal	\$2.23	\$2.69	\$7.05	\$8.51
2018 TOTAL *	\$20.13	\$23.25	\$31.56	\$33.57
2019 Disposal	\$2.37	\$2.86	\$7.48	\$9.03
2019 TOTAL *	\$20.32	\$23.49	\$32.15	\$34.29
(* Includes taxes)				

Trash Price Schedules - 10-10-17.docx