



ORANGE COUNTY

Waste & Recycling

Our Community. Our Commitment.



2012

Balanced Scorecard

Michael B. Giancola, Director



Executive Summary

2012 Balanced Scorecard

The 2012 Balanced Scorecard for OC Waste & Recycling has been developed to highlight the department's core business functions, report on performance measures and to forecast trends in our service areas. OC Waste & Recycling is responsible for managing the County's solid waste disposal system which consists of three active regional landfills, 21 former solid waste disposal sites, and four regional household hazardous waste collection centers. This waste disposal system functions as an integrated network and represents one of the largest municipal landfill disposal operations in the country. In FY 2010-11, the Department handled over 3.4 million tons of waste and, together those landfills provide over 50 years of disposal capacity for Orange County residents.

In 2010, OC Waste & Recycling revised its Mission Statement to more closely align the department's core functions with the County's strategic initiatives and greater goals. The Department's revised mission is:

To Provide Waste Management Services, Protect the Environment, and Promote Recycling in Order to Ensure a Safe and Healthy Community for Current and Future Generations.

In concert with the revision of the mission statement, OC Waste & Recycling also successfully developed and implemented a Balanced Scorecard. Performance measures have been developed within the core service areas of waste management, environmental stewardship, recycling and administration, to gauge the department's progress towards achieving its objectives and supporting the County's strategic initiatives.

Waste management is the central component of the department's business. The performance measures in this area reflect the strong operational record of OC Waste & Recycling. Careful future planning has ensured landfill capacity that exceeds the state's minimum requirement and enables the county to avoid expensive out of county disposal alternatives. Efficient operational practices result in short and well-managed queues at the landfill providing accessible waste disposal and excellent customers service in a timely manner. Finally, rigorous operational safety programs minimize accidents at the landfills and maximize safety for customers and employees alike.

With respect to environmental stewardship, the household hazardous waste centers play a pivotal role in keeping household hazardous waste out of County landfills, and thus contributing to the Department's success in serving as an environmental steward. In FY 2010-11, the County's four Regional Household Hazardous Waste Collection Centers handled a total of 8,710,153 pounds of household hazardous waste, resulting in an increase of 95 percent from the previous year. Through biological mitigation projects, the Department continues to preserve and enhance habitat for sensitive plants and animals as it continually strives to protect the environment. Due to the difficulty in obtaining timely permits from federal and state biological regulatory agencies for habitat mitigation sites, the Department did not meet the performance measure goal for

compensatory habitat mitigation. It is anticipated that once the Department receives permit approval from the regulatory agencies, this issue will be resolved and the Department will reach the target goal. Environmental regulations are challenging, but the Department will continue to work collaboratively with regulators to address and resolve those challenges. Environmental stewardship is also pursued by working diligently to maximize energy production for the beneficial use of landfill gas in an environmentally sound and fiscally responsible manner.

To promote recycling, the Department has assumed a leadership role in countywide efforts to comply with the Solid Waste Management Act of 1989 (AB 939) by recommending and implementing various programs designed to encourage diversion and recycling efforts. This is evident in the successful partnership the department entered into with the Discovery Science Center to create an environmentally themed, eco-friendly exhibit that teaches millions of children and visitors how to better reduce, reuse and recycle. The implementation of public education and outreach programs directly influence the trend in reduction of disposal in pounds per person, per day at the landfills and thereby increase waste diversion.

Prudent administration of the County's waste management system is vital. OC Waste & Recycling is in the second 10-year term of Waste Disposal Agreements which obligate Orange County cities to deliver their non-recyclable waste to County landfills. The steady waste stream guaranteed by these Waste Disposal Agreements allows the Department to continue to offer some of the most competitive disposal rates in the region and to attract and retain landfill customers. Through implementation and administration of these agreements, we have continued to meet or exceed this performance measure ensuring a steady stream of revenue through the year 2020. Additionally, our Fiscal Management performance measure indicates the financial stability of the County's disposal system, ensuring the long-range self-sustainability of the County's landfills while maintaining fiscal integrity.

In order to excel in our performance measures, the Department recognizes that its workforce is its greatest resource. Our employees are committed to continuous learning which is dependent upon the Department's long-term commitment to providing developmental opportunities for employees at all levels of the organization. This commitment is demonstrated through the Leadership Development Program with over 30 percent of the workforce enrolled in the program. Investment in employees has paid dividends resulting in noteworthy accomplishments for the Department including breaking ground at the Olinda Alpha Landfill on the construction of a new landfill gas-to energy facility and receiving the 2011 Landfill Management Excellence Bronze Award by the Solid Waste Association of Northern America.

As OC Waste & Recycling enters the coming year, the department will continue to monitor the performance measures, identify areas for improvement, and evaluate progress toward the achievement of the department's goals. As a team, the Department will continue its efforts to provide excellent waste management services for the residents of Orange County while pursuing our vision: *To be the best disposal system in America.*

2011 Balanced Scorecard Summary

		Performance Results for 2011			
		Trend	Excel Level	Target Level	Concern Level
Service Area: Waste Management					
1.	Daily Availability				
	a. Average time in queue at fee booth during peak time, per site	↑	●		
	b. Average peak time wait from arrival at active area to unload, per site (revised)	↑	●		
2.	Capacity Planning				
	a. Long-term permitted system capacity	↔	●		
	b. Number of years of landfill life within existing phase				
	Frank R. Bowerman Landfill	↔	●		
	Olinda Alpha Landfill	↑	●		
	Prima Deschecha Landfill	↔	●		
3.	Landfill Operations				
	a. Daily Utilization Rate for Core Equipment (new)				
	Frank R. Bowerman Landfill	*New Measure Under Development			
	Olinda Alpha Landfill				
	Prima Deschecha Landfill				
	b. *Total Number of Recordable Occupational Injuries and Illnesses at the Landfills (new)				
	Frank R. Bowerman Landfill	new		▲	
	Olinda Alpha Landfill	new		▲	
	Prima Deschecha Landfill	new		▲	
Service Area: Environmental Stewardship					
4.	Household Hazardous Waste Collection				
	a. Total number of visits at Household Hazardous Waste Collection Centers (revised)	↑	●		
	b. Total number of visits for Material Exchange Program (new)	new	●		
5.	Regulatory Compliance and Permitting				
	a. Number of Monetary Enforcement Actions	↔	●		
	b. Number of Notices of Non-Compliance	↔	●		
6.	Habitat Restoration				
	a. Compliance with Habitat Mitigation Permit Requirements (revised)	↑	●		
	b. Compensatory Habitat Mitigation Initiated (i.e., in the ground) prior to impact at Frank R. Bowerman, Olinda Alpha, and Prima Deschecha Landfills (revised)	↔			◆

2011 Balanced Scorecard Summary

		Performance Results for 2011			
		Trend	Excel Level	Target Level	Concern Level
7.	Energy Renewal (revised)				
	Total amount of renewable energy generated in megawatts	↔		▲	
Service Area: Recycling					
8.	Encourage Countywide Recycling Programs				
	*Disposal in pounds per person per day (revised)	↑	●		
9.	Public Education and Outreach				
	a. Public Contacts with Educational Purpose (revised)	↑	●		
	b. Community Event Participation (new)	*New Measures Under Development			
	c. Earned Media Coverage (new)				
Service Area: Administration					
10.	Waste Disposal Contracts' Management				
	a. Percent variance between OC Unincorporated collection rates and OC City collection rate average (residential) (revised)	↑	●		
	b. Percent variance between OC Unincorporated collection rates and OC City collection rate average (commercial) (revised)	↑	●		
	c. Percent variance between OC Landfills city contracted disposal rates and disposal rates in surrounding counties (revised)	↑	●		
11.	Leadership Development (revised)				
	Percentage of total active OC Waste & Recycling workforce enrolled in OC Waste & Recycling's Leadership Development Program	↑	●		
12.	Fiscal Management				
	a. Debt Service Coverage (net operating revenues/debt service)	↑	●		
	b. Percentage Target of Reserves (% of operating fund reserves to expenditures)	↑	●		
	c. Regulatory Requirement Compliance (non-operating funds)	↑	●		
13.	Customer Service				
	Percentage of Surveyed Customers that state that they are satisfied or very satisfied with OC Waste & Recycling Services	↔		▲	

Measures with an asterik () have data collected on a calendar year basis.

Note: Some of the performance measures have recently been developed or revised (as noted in parenthesis) to align more appropriately with the Department's mission and vision.

**2011 Balanced Scorecard
Summary of Key Goals Measures**

Department:	OC Waste & Recycling		Service Area:	Waste Management			
Alignment to Great Goal:	Promote & Maintain a Healthful Environment		Mission Critical Service:	1. Daily Availability			
Performance Measures:	a. Average time in queue at fee booth during peak time, per site b. Average peak time wait from arrival at active area to unload, per site						
What:	Provide efficient solid waste disposal services in a timely manner.						
Why:	To manage the daily volume of solid waste to ensure that Orange County Landfills are accessible and managed efficiently.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
a. Quarterly/ 1:54 minutes (per truck)	1:05 minutes (per truck)	<1:35 minutes	<1:35 minutes	≤1:45 minutes	1:46 - 2:20	≥2:21	Results indicate that the Department exceeded the target goal of less than 1:35 minutes.
b. Quarterly/ 13:22 minutes (per truck)	12:08 minutes (per truck)	<13 minutes	<13 minutes	≤14 minutes	14:01 - 15:00	≥15:01	Results indicate that the Department exceeded the target goal of less than 13 minutes.

Department:	OC Waste & Recycling		Service Area:	Waste Management			
Alignment to Great Goal:	Provide and maintain essential infrastructure and community programs		Mission Critical Service:	2. Capacity Planning			
Performance Measures:	a. Long-term Permitted System Capacity b. Number of years of landfill life within existing phase						
What:	Measures whether Orange County meets state minimum standard of providing 15 years of landfill capacity.						
Why:	Continued waste disposal services cannot be provided without landfill capacity. To ensure that Orange County meets the state minimum standard and that the residents of Orange County are provided with adequate landfill capacity. Maintaining adequate long-term in-county landfill capacity enables the County to avoid expensive out-of-county disposal alternatives.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
a. Annual/ >40 years	>40 years	>15 years	>15 years	> or = 20	15 - 19	<15	The Department has more than adequate capacity to fulfill state minimum standard.
b. Semi-Annual/ ≥5 years Frank R. Bowerman Landfill Olinda Alpha Landfill Prima Deshecha Landfill	4 years 10 years 4 years	>3 years	>3 years	>3	2 - 3	<2	Results indicate that the Department exceeded the target goal of greater 3 years in the number of years of landfill life within existing phase.

**2011 Balanced Scorecard
Summary of Key Goals Measures**

Department:	OC Waste & Recycling			Service Area:	Waste Management		
Alignment to Great Goal:	Promote and maintain a healthful environment			Mission Critical Service:	3. Landfill Operations		
Performance Measure:	a. Daily Utilization Rate for Core Equipment						
What:	Measures efficiency of daily machine usage.						
Why:	To efficiently manage solid waste in Orange County Landfills.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
Monthly	new measure	≥70%	≥70%	≥70%	65 - 69%	≤64%	This is a new measure that is currently under development.

Department:	OC Waste & Recycling			Service Area:	Waste Management		
Alignment to Great Goal:	Promote and maintain a healthful environment			Mission Critical Service:	3. Landfill Operations (continued)		
Performance Measure:	b. Total Number of Recordable Occupational Injuries and Illnesses at the Landfills						
What:	Measures the number of occupational injuries comparable to the national average North American Industry Classification System (NAICS) code 562212 for Solid Waste Landfills.						
Why:	To ensure a high standard of safe operations at Orange County landfills for OC Waste & Recycling employees.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
<u>Annual/ 7-8</u> Frank R. Bowerman Landfill Olinda Alpha Landfill Prima Deshecha Landfill	8 7 7	<6	≤6	≤6	7 - 8	>9	This is a new measure that is currently under development.

**2011 Balanced Scorecard
Summary of Key Goals Measures**

Department:	OC Waste & Recycling	Service Area:	Environmental Stewardship
Alignment to Great Goal:	Promote and maintain a healthful environment.	Mission Critical Service:	4. Household Hazardous Waste Collections
Performance Measures:	a. Total number of visits at Household Hazardous Waste Collection Centers (4 centers) b. Total number of visits for Material Exchange Program		
What:	Collect household hazardous waste from County residents at the Household Hazardous Waste Collection Centers.		
Why:	Reduce illegal and improper household hazardous waste disposal.		

Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
a. Annual/ 111,717 visits	123,539	≥120,000	≥120,000	≥120,000	90 - 99% of target	Below 89% of target	The Department continues its public outreach efforts and directs residents to the Household Hazardous Waste Collection Centers.
b. Annual/ 2,490 visits	9,008	≥6,000	≥6,000	≥6,000	90 - 99% of target	Below 89% of target	The Department continues its public outreach efforts and directs residents to the Household Hazardous Waste Collection Centers.

Department:	OC Waste & Recycling	Service Area:	Environmental Stewardship
Alignment to Great Goal:	Promote and maintain a healthful environment.	Mission Critical Service:	5. Regulatory Compliance and Permitting
Performance Measures:	a. Number of Monetary Enforcement Actions b. Number of Notices of Non-Compliance		
What:	Inspection reports of the landfills prepared by regulatory agencies.		
Why:	To continuously monitor, maintain, and comply with mandated Federal, State and local requirements in landfill management.		

Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
a. Annual/ 0	0	0	0	0	n/a	1	Results indicate that the Department met the target goal of zero monetary enforcement actions.
b. Quarterly/ 1	1	≤1	≤1	≤1	2	≥3	The Department met its target goal, receiving one notice of non-compliance from CalRecycle - Local Enforcement Agency's Disposal Facility Inspection Reports.

**2011 Balanced Scorecard
Summary of Key Goals Measures**

Department:	OC Waste & Recycling		Service Area:	Environmental Stewardship			
Alignment to Great Goal:	Provide and maintain essential infrastructure and community programs.		Mission Critical Service:	6. Habitat Restoration			
Performance Measures:	a. Compliance with Habitat Mitigation Permit Requirements b. Compensatory Habitat Mitigation Initiated (i.e., in the ground) prior to impact at Frank R. Bowerman, Olinda Alpha, and Prima Deshecha Landfills.						
What:	Measures the effectiveness and performance of habitat mitigation required by both Federal and State biological regulatory agencies.						
Why:	From a Federal and State regulatory perspective, habitat mitigation must be implemented prior to initiating each new landfill development phase. Through biological mitigation, OC Waste & Recycling will continue to preserve and enhance habitat for sensitive plants and animals as it is important to protect the environment.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
a. Annual/ 75%	100%	100%	100%	100%	85 – 99%	<85%	All existing mitigation sites are in compliance. Results indicate that the Department met the target goal of 100%.
b. Annual/ 75%	83%	100%	100%	100%	85 – 99%	<85%	The Department anticipates receiving sign-off from the California Department of Fish & Game and U.S. Fish & Wildlife Service on one additional mitigation site. The Department will continue to work proactively with resource agencies resulting in a positive response from the California Department of Fish & Game and U.S. Fish & Wildlife Service. The remaining permit must still be obtained from U.S. Army Corps of Engineers.

Department:	OC Waste & Recycling		Service Area:	Environmental Stewardship			
Alignment to Great Goal:	Maintain fiscal integrity.		Mission Critical Service:	7. Energy Renewal			
Performance Measure:	Total amount of renewable energy generated in megawatts (MW)						
What:	The target renewable energy production demonstrates maximizing the beneficial use of landfill gas in an environmentally sound and fiscally responsible manner.						
Why:	Utilizing the landfill gas generated at our landfills for beneficial purposes such as generating renewable energy allows OC Waste & Recycling to offset landfill operating costs which will assist in maintaining a stable disposal rate for Orange County residents. Measuring the amount of renewable energy produced helps the Department better realize how the landfill gas resource is utilized and identifies areas to focus our efforts to maximize this potential.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
Annual/ 130,129 MW hours	121,801 MW hours	>130,784 MW hours	>130,784 MW hours	130,129 MW hours or more	130,128 - 104,104 MW hours	104,103 MW hours or less	OC Waste & Recycling currently has landfill gas utilization facilities operating at three of its landfills. There is currently a 30 MW facility expansion project in progress at Olinda Alpha Landfill. In addition contracts for construction of new landfill gas utilization facilities at the Santiago Canyon and FRB landfills were approved this year and projected to be online in 2013 and 2014, respectively.

**2011 Balanced Scorecard
Summary of Key Goals Measures**

Department:	OC Waste & Recycling		Service Area:	Recycling			
Alignment to Great Goal:	Provide and maintain essential infrastructure and community programs.		Mission Critical Service:	8. Encourage Countywide Recycling Programs			
Performance Measure:	Disposal in pounds per person per day						
What:	To employ programs with a regional focus that will directly assist the County and our partner Cities to achieve our joint recycling and waste diversion goals in compliance with the State mandates set forth in the Integrated Waste Management Act of 1989 (AB 939).						
Why:	The AB 939 program at OC Waste & Recycling is tasked with creating sustainable programs that increase waste diversion through recycling and diversion activities. This supports the countywide efforts to meet or exceed state-mandated recycling standards.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
Annual/ 5.1 pounds	5.1 pounds	<5.9 pounds	<5.9 pounds	<5.9	5.9 - 7.19	>7.19	Results indicate that the Department exceeded the target goal of less than 5.9 pounds of solid waste disposal per person per day. Please note data depicted in the column "FY 10-11 Results" reflects State approved results for the 2009 calendar year.

Department:	OC Waste & Recycling		Service Area:	Recycling			
Alignment to Great Goal:	Promote self-sufficiency and healthy lifestyles.		Mission Critical Service:	9. Public Education and Outreach			
Performance Measures:	a. Public contacts with Educational Purpose b. Community Event Participation c. Earned Media Coverage						
What:	To continuously educate and inform the public on the merits of reduce, reuse, and recycle.						
Why:	Providing education and outreach to ensure a safe and healthy community and ultimately increasing landfill disposal capacity.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
a. Annual	666,694 contacts	≥345,000	≥345,000	≥345,000	<345,000 - 250,000	<250,000	Results indicate that the Department exceeded the target goal of greater than 345,000 public contacts with educational purpose.
b. Annual	new measure	≥12	≥12	≥12	9 - 11	≤10	This is a new measure. Data will be available for FY 2011-12.
c. Annual	new measure	≥4	≥4	≥4	3	2	This is a new measure. Data will be available for FY 2011-12.

**2011 Balanced Scorecard
Summary of Key Goals Measures**

Department:	OC Waste & Recycling		Service Area:	Administration			
Alignment to Great Goal:	Maintain fiscal integrity.		Mission Critical Service:	10. Waste Disposal Contracts' Management			
Performance Measures:	a. Percent variance between OC Unincorporated collection rates and OC City collection rate average (residential) b. Percent variance between OC Unincorporated collection rates and OC City collection rate average (commercial) c. Percent variance between OC Landfills city contracted disposal rates and disposal rates in surrounding counties						
What:	Comparison of waste disposal rates charged to users of the Orange County landfill system.						
Why:	To ensure that Orange County residents are provided a competitive disposal rate.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
a. Annual/ 1.10% lower	4.47% lower	>3% lower than city	>3% lower than city	>3% lower	3% lower to 3% higher	>3% higher	The Department continues to offer a competitive rate for waste disposal in Orange County.
b. Annual/ 10.94% lower	8.36% lower	>3% lower than city	>3% lower than city	>3% lower	3% lower to 3% higher	>3% higher	The Department continues to offer a competitive rate for waste disposal in Orange County.
c. Annual/ 82.49% lower	67.52% lower	30% less than market rate	30% less than market rate	>30% lower	20 to 29% lower	<20% lower	The Department continues to offer a competitive rate for waste disposal in Orange County.

Department:	OC Waste & Recycling		Service Area:	Administration			
Alignment to Great Goal:	Attract and retain the best and brightest workforce.		Mission Critical Service:	11. Leadership Development			
Performance Measure:	Percentage of total active OC Waste & Recycling workforce enrolled in OC Waste & Recycling's Leadership Development Program						
What:	Measures the percentage of active participants enrolled in the Leadership Development Program.						
Why:	To provide an educational resource to OC Waste & Recycling employees and promote employee growth with greater skills, knowledge and abilities.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
Annual/ 31%	31%	≥26%	≥26%	≥26%	20 - 25%	<20%	Results indicate that the Department exceeded the target goal of greater than 26% of total active OC Waste & Recycling workforce enrolled in OC Waste & Recycling's Leadership Development Program.

**2011 Balanced Scorecard
Summary of Key Goals Measures**

Department:	OC Waste & Recycling	Service Area:	Administration				
Alignment to Great Goal:	Maintain fiscal integrity.	Mission Critical Service:	12. Fiscal Management				
Performance Measures:	a. Debt Service Coverage (net operating revenues/debt service) b. Percentage Target of Reserves (% of operating fund reserves to expenditures) c. Regulatory Requirement Compliance (non-operating funds)						
What:	Indicates the financial stability of the County's disposal system.						
Why:	To provide financial management services to ensure the long-range self-sustainability of Orange County's solid waste disposal system.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
a. Annual/ 0.52%	1.75%	>1.20%	>1.20%	>1.20%	n/a	<1.20%	Results indicate that the Department exceeded the target goal.
b. Annual/ 100%	58%	>25%	>25%	>25%	20-25%	<20%	Results indicate that the Department exceeded the target goal.
c. Annual/ 100%	101%	>100%	>100%	>100%	100%	<100%	Results indicate that the Department exceeded the target goal.

Department:	OC Waste & Recycling	Service Area:	Administration				
Alignment to Great Goal:	Promote self-sufficiency and healthy lifestyles.	Mission Critical Service:	13. Customer Service				
Performance Measure:	Percentage of Surveyed Customers that state they are satisfied or very satisfied with OC Waste & Recycling Services						
What:	Ensure that OC Waste & Recycling staff provide friendly, competent and timely services to all customers.						
Why:	To meet expectations of Orange County residents and businesses.						
Frequency of Measurement/Baseline	FY 10-11 Results	FY 11-12 Target	FY 11-12 Anticipated Results	Excel (Green)	Target (Yellow)	Concern (Red)	How Are we Doing
Annual/ 65.38%	65.38%	>80%	>80%	>80%	60-80%	<60%	OC Waste & Recycling will continue to monitor customer satisfaction by conducting annual waste hauler surveys, annual Recycling Coordinator surveys, and ongoing surveys at the Material Exchange Program areas at the Household Hazardous Waste Collection Centers.