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Team Based Process Improvement in Waste Collection Violation Notices: Impacting Customer Knowledge and Voluntary Compliance

Category COMMUNITY RELATIONSHIPS
 Jurisdiction Name Alachua County
 City/County Manager Randall H. Reed
 Population 247,336 (U.S. Census 2010)

Submit Innovation Study for an Alliance Innovation Award Yes [X] No []

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Synopsis

The Code Officers within the solid waste division specialize in helping the community comply with the Alachua County Solid Waste Code. This work, with both the residential and business sectors, is done with an “education first” approach. This approach, implemented to achieve ‘voluntary compliance’ whenever possible, has been very successful. Of the 7,000 plus educational contacts during recent years, Notices of Violation (NOVs) have only been issued for less than 5% of cases where compliance was not achieved voluntarily. The NOVs have subsequently resulted in compliance for 100% of cases during the last two years. Even with this measurable success, the dedicated Waste Collection code officers desired to further improve this process.

Part of the enforcement program includes educational postings advising the public of certain violations and the potential penalties that can be incurred by non-compliance. These postings are most commonly used for overflowing garbage carts, scattered trash violation, or containers left curbside on non-collection days. The means of communication employed since the year 2000 had often met criticism from the citizenry due to both the perceived unprofessionalism of the postings (flyers made in-house on brightly colored paper and affixed to garbage containers with packing tape) and the language (“fines up to \$1,000 a day may be imposed”). Additionally, staff was unhappy with the process due to lengthy posting times caused by the above procedure.

Intent of the idea/program/project/service and length of time it has been enacted

When looking to revamp and/or replace the cart posting system with another, we kept three goals in mind that had to be met for the change to take place: (1) voluntary compliance, (2) engaging the citizen and code enforcement officer in a productive dialogue, and (3) improved productivity.

Innovative characteristics

The most innovative characteristics to our process improvement were the methods used to approach and resolve the issue. The first thing we did was to establish a team to evaluate the process. A county staff member from the court services department who is far removed from solid waste and recycling services was recruited to provide an unbiased outside view. While a team approach is not new, having the team leader be a frontline staff member with his direct supervisor and his manager as team members is not the norm. We believed that the person most qualified to be in charge of this process improvement team was not necessarily the highest ranking individual. In this case the situation was directly involved with code enforcement, and it was an officer who brought the issue to our attention.

During the team evaluation, one of the problems identified was the harsh and confusing language on the postings. The team identified possible alternative statement options. To find out which was the best language option, the team wanted to survey customers. The decision to request the opinion of many people not on the team, led to some other issues. For example, how do you survey a large group that is representative of the customer base and how do you do that cost effectively?

In this case, the methodology used was different, the team decided to survey many county employees who were not in Waste Management but were our customers. This concept took care of a time consuming and costly public survey. We used the employee/customer responses to assist us in the language and design of our posting (see attached report).

Anticipated and actual outcomes

Our goals were increased efficiency for the code enforcement officers, cost savings on materials, and a more positive interaction with the resident. There are measurable increases to program effectiveness and efficiency, officer productivity and employee morale with the use of these new educational notices.

We began our new cart posting process in July 2009.

Not surprisingly, our code officers have noticed a considerable increase in productivity since the employ of the stickers instead of flyers. This is not only illustrated in a 20% increase in monthly overflow postings but also in a 50-75% increase in the assigned inspection areas covered daily by our code enforcement officers.

Costs and/or savings, if any

Unlike the previous flyers which were made in-house by our own enforcement personnel, the new sleek stickers are professionally printed and have an adhesive backing (see attachment). Even with the use of external sources for production, the cost is less and the in office production time saved by our code officers is now used towards seeking compliance. At an initial cost of \$983.00 for printing 10,000 stickers the county will save \$0.065 cents per flyer application. This will result in an average savings of \$360.00 each year when compared to the cost of printing the in-house flyers. While this money is not a significantly large amount, coupling it with a marked increase in productivity greatly increases the effective utilization of staff time – as the staff are not having to manage this office function instead of monitoring compliance. In addition, the time for frontline personnel answering confused, concerned, and often irate citizens has notably reduced. Much more often calls to the Waste Collection Office concerning these postings are inquiries as to how to rectify the situation and open, productive dialog versus the worry and concern over a fine being imposed.

Obstacles and results achieved

There have been no new issues/problems with the new system. In fact, it has exceeded expectations with regard to citizen contacts, while maintaining, or increasing the already high level of voluntary compliance.

Innovation/Creativity

How did the idea/program/project/service improve the organization?

With the newly adopted printing and application method (adhesive backing vs. packing tape) along with the new language, the level of professional appearance and content of our posting materials has greatly improved. This has been demonstrated by a complete lack of citizen complaints for sticker content. The reconfiguration of our posting material from a simple, yet effective, in-house printed flyer to a sleek, professional, friendly and informative adhesive flyer has had positive impact to our code enforcement section and its ability to educate and communicate compliance objectives to the public.

Were new technologies used?

No, new technologies were not used. What was new was the methodology of producing an education posting that would inform the citizen of an infraction of the ordinance without creating an adversarial confrontational situation.

Was a consultant used?

No consultants were used. However, a professional advertising agency was used in the design and production of the educational postings.

Outcomes Achieved

What customer/community needs and expectations were identified and fulfilled?

The Waste Collection Office's code enforcement officers identified a need to improve the present means of educational notice notification in both appearance and content, as well as a need to develop a faster means of application of said notices. Aggravated citizens often fight compliance, and attaching flyers to containers with packing tape is neither the most efficient nor professional looking method. The problem statement was strongly reinforced through a comprehensive survey of the notices as well as possible alternates. Through which we developed milder language for the legal educational notice and enhanced its appearance. The second was illustrated with a field test employing the old method one week and the new process the following week.

Has service delivery been enhanced?

Service has been enhanced for both the Officer and the citizen. Code officers can now apply an educational notice to a cart violation much faster which enables them to cover more areas daily which is also a benefit to the citizens as they are then receiving more coverage for their same tax dollar. Furthermore, it is beneficial to the citizen at large in that the tempered language has led to less confusion and irritation among notification recipients which has led to less citizen complaints, faster and more willful compliance, a benefit also to the neighboring citizens, and a better rapport between the office and the public.

Did the initiative improve access to your government?

This initiative has improved access to our government in many ways. Firstly, the professionally manufactured stickers deliver the information better to the public. This not only allows the residents to understand the rules that govern their service, but also provides them with specific access numbers to our offices on a sticker with a solid shelf –life even exposed in a subtropical climate. Additionally, the milder language on the new educational material has also broken down the barriers of communication between the public and government. People have become more open to calling our office or stopping our officers in the field for more information as we have transformed their view of our offices from fund-hunting vultures to people there to help solve their problems.

Has the health of the community improved as a result?

The financial, safety, physical and mental health of the community has improved as a result of implementing this new idea. By lowering production costs and increasing productivity, by greatly reducing educational notice application time, the financial health of the community has improved as it is getting more for its individual tax dollars.

By sending a clearer and milder message to the citizens, compliance of violations where the cart is left at the curb on days without solid waste collection has considerably increased. This results in fewer objects obstructing driver's visions as they drive through residential areas, and, therefore, creating a safer environment for all; thus the community's safety health has improved.

The use of less aggressive language on the new educational sticker has led to less aggravation and frustration felt by the residents being informed of their compliance issue; resulting in less complaints to the office and, overall, a healthier state of mind of the residents as a whole.

Applicable Results and Real World Practicality

What practical applications will be shared?

We will share the journey we took in team development, surveying, and implementation. The team development component will reinforce the notion that you don't have to structure your team in the same hierarchical model as the agency, and in some cases an unconventional team structure may enhance the results.

We will also cover the importance of perception from the customers and the use of surveying, where even a small representative sample of population can shed new light on a process.

The practical application although designed for use in solid waste code enforcement could also be applied to code enforcement in general as well as any other type of enforcement activity where education is a primary way to increase compliance.

How applicable is the idea/program/project/service to other local governments?

This initiative is highly applicable to other local governments. In just the code enforcement aspect of the idea, these polished mild language stickers would help other jurisdictions obtain a higher percentage of voluntary compliance which means a cleaner, healthier community for a lesser cost; people are usually more willing to comply when you say please. The program is very applicable to other local governments, especially considering that many counties/cities are facing difficult decisions due to the current economy. Achieving code compliance without creating strife would be a welcome relief in many jurisdictions. It is also simple enough to use at any level of an organization.

What results/outcomes will you share?

Being only in its second year of application, data resulting from this initiative is still being accumulated; however, from the results to date, one can notice a clear amelioration in compliance. With an average of 1.1 million services a year in the community, over the ten years prior to the implementation of this idea, the annual compliance average for overflow violations was 99.27% and for curbside violations 93.78%. After one year of using the new stickers, overflow violation compliance rose to 99.39% and curbside violation compliance rose to 96.29%; so far this year, those numbers are respectively 99.56% and 96.92%. Please note that the areas covered have increased with the productivity boost and therefore officers are more likely to find more violations yet compliance is rising.

Innovation Study Presentation

We will provide a power point presentation demonstrating the original product, survey data and the finished product. We will detail the journey we took through the brainstorming all the way to final production and implementation. This journey will include the challenges and rewards of our unconventional team structure from differing perspectives. Open discussion and questions can occur throughout the presentation.

Attachments

New Adhesive "Cart Smart" Fliers
Process Improvement Project Team Report

Process Improvement Project

Waste Collection Team

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June 3, 2009

The process by which the Alachua County Office of Waste Collection implements its 'education first' approach of code enforcement was thoroughly evaluated and measured by a process improvement team for the purpose of ameliorating this course of action. The Team, consisting of two code enforcement officers, the program coordinator and the manager from the Waste Collection Office and an outside representative from the Court Services Department hoped to identify and implement work methods that would both improve the effectiveness and efficiency of the public education process utilized for two specific solid waste program policies. Inclusion of an outside representative, and his unbiased view of the issue, proved invaluable to the entire effort.

This report will provide an overview of the project chosen for process improvement as well as a description of the existing work process, outputs and major activities (see appendix F). The Team members and their roles will be identified. A Fish Bones diagram (see appendix E) will be used to graphically illustrate the impacts of the current cart posting process for public education and a Pareto Chart (see appendix G) will clearly illustrate the process for improvement. The baseline performance data and the survey instrument utilized to illicit public input regarding the options identified for method of delivery and the message itself were major evaluation tools. These components and the resulting data collected via these tools are included in this report. Finally, the Team's results for process improvement are reported.

In addition, this report will document the successful creation of a team of co-workers, their common pursuit of the goal and the resulting improvement in a work process. This improved process will benefit Waste Collection staff on a daily basis and, more importantly, will benefit the residents for whom we serve. There is another important benefit to the Team members and Alachua County as an agency that this report does not show the reader. By working as a Team on this project, co-workers

from differing areas and with differing roles in the county have fostered positive relationships both within and outside departments. Knowledge, respect, understanding and trust have been developed and shared. This experience and the strengthened relationships will continue to impact us as Team members in our work as we serve Alachua County and its citizens.

Once the aforementioned composition of the team was established, a leader was selected by consensus and given the responsibility to “call meetings, handle or assign administrative details, and oversee preparations for reports and presentations (Scholtes, Joiner, Streibel, 2-3).” This role was assigned to Sam Sullivan. Jeanne Chandler, Christopher Drouillard, Milton Towns and Mary Ulseth composed the team and “contributed fully to the project (Scholtes, Joiner, Streibel, 2-2).” No coach or sponsor was chosen or necessary as the team provided itself with the necessary expertise and direction required to achieve its chosen objective.

To determine which alternative methods would be contemplated as potential replacement to the presently employed one, the team employed the process of multivoting (Scholtes, Joiner, Streibel, 3-20) (see appendix I). Aside from that instance, all other group resolutions were achieved via consensus where teammates searched for “the best decision through the exploration of the best of everyone’s thinking (Scholtes, Joiner, Streibel, 3-27).”

In order to compare present and possible future means of communication with the public for solid waste infractions involving their cart use (overflow and/or leaving cart curbside or placing it in the street—see appendix P), we field tested two alternative methods and the present method during a one week period. In each case, field operatives selected specific areas to conduct the survey. For each posting under any of the chosen methods, the inspector was to time the length of the posting

process with the help of a stopwatch. The timing parameters were simple: seat-belt removal at arrival to seat-belt fastening when completed.

The first tested method is the one presently employed by field personnel to communicate the infractions. This consists of taping a brightly colored notice to the garbage cart in question with packing tape (see appendix J & K). During the experimental process, field personnel applied notifications to a total of 162 solid waste containers in an average time of 56.4 seconds per container.

The second tested method consisted of attaching specifically designed notices to the handles of the garbage cans with zip tie locks (see appendix L). The test notices were specifically designed by members of the team for the test period. During the experimental process, field personnel applied notifications to a total of 96 solid waste containers in an average time of 47.5 seconds. Upon re-inspecting these postings post-collection, field personnel found that 18.75% of the flyers had detached themselves during collection or due to weather conditions.

The third and final method tested consisted of applying informational stickers to the garbage containers. Instead of developing new stickers for the experiment which would prove to be expensive, field operatives applied pre-existing stickers that address the issue of non-containerized garbage in containers (see appendix M). Although the message is different to what potential future stickers would say, the process is identical and therefore was employed as a means of experimentation. During the final experimental process, field personnel applied notification to a total of 154 solid waste containers in an average time of 30.3 seconds per container.

Although all three tested methods proved to be effective (see appendix A & B), it is undeniable that the last tested method was the most effective with a mean posting speed of 118.81 carts per hour

compared to 63.83 for the presently employed method and 75.79 (61.58 when taking weather and conditions loss into perspective) for the zip-tie method. In addition to providing a faster means of communicating with the public about solid waste cart infractions, the sticker method also provides a more permanent mean as the sticker will remain legible and on the container for several weeks or even months, thus reducing materials consumption when dealing with multiple offenders.

Having accumulated and compiled the data from our field tests, the team embarked on surveying colleagues who also received our curbside collection service. In this survey (see appendix D), they would be asked a series of questions regarding communications methods and language associated with the two specific solid waste policies analyzed in this project.

Upon reviewing the data collected from our Team Survey (see appendix C), there were apparent preferences for method of delivery and for which message was to be delivered. In the course of this review we will look at each section of the survey and its results bringing light to such general trends and preferences.

We will begin by looking at Section A of the survey which consisted of five questions relating to which method of delivery was most appropriate. With Question 1 referring to how professional each of the three options appeared, there was an apparent quantitative trend leaning towards Options 2 &3, with Option 3 being considered marginally more professional. As noted in comments such as “Option 1 is tacky and does not look professional, Number 1 looks like it could blow off before I got home and saw it, and Option 1 just kind of looks like something slapped on the side” it was apparent that Option 1 (the current method of delivery) was not preferred. However, with comments such as “I think the sticker (Option 2) looks the best, but am not opposed to the zip-tie (Option 3), #2 is very neat in

appearance and 3 is also very neat, and I think the 3rd option is preferable” give a definite sense that either Option 2 or 3 would appear the most professional and appropriate methods of delivery. Question 2 referred to how noticeable each of the different options appeared. Again we see that, quantitatively, Option 3 appeared more noticeable albeit marginally with Option 1 being the next most noticeable. In looking at the comments and responses to this question it became apparent that the color of the notice being delivered made quite a difference in preference for which Option was most noticeable. As seen in comments such as “If Opt 3 was hot pink or neon yellow, I would mark it as excellent beyond Opt 1, Option 1 is most visible because of the color, Option number 1 being in a bold color would be the one I would most notice and possibly pay attention to, and perhaps a combo of zip tie (Option 3) w/ pink paper” there was a definite preference for more noticeable brighter colors. With question 3 referring to how noticeable each option would be if seen on a neighbor’s cart, the responses quantitatively pointed to Option 1 as the best method of delivery with Option 3 being the next most noticeable option. From the comments it can again be seen that the color of the notice played an important role in how visible and noticeable each Option might be. As seen in comments such as “The paper stands out and is bright in option 1, White would be less noticeable from far away, and Option 1 would possibly be the most noticeable because of its bold color” the color of the message being delivered is an important consideration.

Question 4 asks to rate the level of customer service for each of the three options. Again, quantitatively we see that Options 2 & 3 were considered to express the greatest level of customer service, with Option 3 being marginally better. In review of the general comments for this question, there seemed to be some confusion as to how any of these options could exemplify customer service in that some of the respondents did not understand the question. Many of the other comments seemed to offer considerations for improving the process and delivery method over all. Such

comments as “if option 3 could be printed on plasticized paper, Perhaps you could start with that one (Option 2) and graduate up, Option 2 is permanent but not noticeable by neighbors. Option 3 is noticeable but not permanent, and I think it would be much better customer service to leave a notice at the residence front door” seem to offer advice toward improving the delivery options. And again, comments such as “I think professionally option 2 and 3 are much better than option 1” offer a sense of which options were considered more preferable.

Question 5 asks the respondent to identify their most preferred of the three options. Quantitatively, it can be seen that Options 2 & 3 were the most preferred, with Option 3 being marginally better. Some of the major concerns with the delivery method seemed to be how noticeable the delivery method is, how permanent it is, and how professional it appears. With comments such as, “I would prefer the loud bold colored noticed, it is noticeable to the owner and the cart but does not necessarily broadcast to neighbors, and but would wish for a brighter color” attest to the importance of how noticeable the message must be. Similarly, comments such as, “it can’t fly away, sticker as it is a permanent reminder, permanently attached, and sticker is very good since it will stay in place & hopefully not peel “ speaks to the importance of having a permanent method of delivery that will not be easily removed or ruined by inclement weather. Also, comments such as, “sticker on the garbage can is the most professional solution, looks professional and official, & appearance is professional, and prefer the sticker on the trash receptacle, as it looks more professional” speak to the importance of how professional the message must be. Keeping all these in mind it seems that one would lean more towards Option 2 as it is permanent and looks the most professional of the other options. Yet one would have to consider creating Option 2 with a bolder more noticeable color and mentioned above.

We will now begin looking at Section B which refers to current and considered language for our curbside violation postings. In Question 1, the respondent is asked to rate the level of professionalism between the two options. In review of the quantitative data captured, Option B2 was considered the more professional of the two. As noted in comments such as, “Option 2 is friendlier, #1 is too harsh, Option B2 is very respectful and easy to understand, B2 provides same information & is more customer service oriented, Option B2 is not as offensive, and Option B2 is professional and is written in a way the average Joe could understand” the importance of having a non-offensive, professional message that is easy to understand is of utmost importance.

In Question 2, the respondent is asked to rate how educational each message is. Again, we see that, quantitatively, Option B2 is by far the most educational. And as noted in comments such as, “B1 is so wordy and the language is way above the average reader, Bullets are good and get the information across concisely and clearly, B2 is concise, outlined and the language is at primary level- a child could read, and B2 provides an accurate description of what the problem is” the importance of having an easily understandable message is core to the message being educational to the citizen.

Question 3 asks the respondent to rate how clearly the code regulation is being conveyed. Quantitatively, we see that Option B2 is again the preferred choice, albeit somewhat marginally, for conveying the code regulation. With comments such as, “Both clearly articulate code, Both seem clear to me, and Both options clearly show the code regulation” it comes down to a question of which is more easily understood by the reader. As shown in comments such as, B1 is obviously more threatening & B2 more user friendly with a kinder tone, B2 is more professional and easier for the lay public to understand, and B2 good, simpler sentences, bullet points” the respondents give greater emphasis to a non-offensive, professional message that is easy to understand.

In Question 4, the respondent is asked to rate how the message is portrayed from a customer service perspective. From the quantitative data collected, there was an overall preference for Option B2 as being the most customer service oriented. As seen in such comments as, “Too strong of wording in B1, B1 seems this tactic is attempting to “scare straight” the violator, Option 1 immediately creates a negative feeling when you receive it, Option B1 is negative and a directive, and Option B1 does not provide customer service at all” there is an overwhelming concern over the strong negative language used in the message being delivered. In sharp contrast, comments such as, “B2—I read the whole thing and learned something, If we don’t want to penalize, but wish to educate, we must go with the educational disclaimer, Option 2 appears more informative, Option B2 gives excellent direction, and Option B2 is a little more relaxed but still clearly conveys the regulations” there is an emphasis on clear, concise, educational information that is more palatable to the common citizen of the county. Question 5 asks the respondent to rate their overall preferred method of receiving the notice of curbside violation. Again, quantitatively, there was an overwhelming preference for Option B2. As noted in the comments such as, “prefer the friendly informative style of option 2 over the negative, hostile format of option 1, Option B2 is more customer oriented, Option B2 provides the information to the home owner in a less threatening and more positive manner, and Option B2 is customer-friendly” the preference is for friendly, concise information that is educational which is clearly portrayed in Option B2.

In Section C, the respondents were asked a series of questions regarding current and considered language for overflow violation postings. In Question 1 the respondent is asked to rate the level of professionalism of the language in each option. Option C2 was considered marginally more professional as noted by the quantitative data that was collected. As shown in the following

comments, “Both show & tell of what is acceptable/unacceptable, Option C1 is entirely too elementary, where C2 covers all kinds of different individuals, Both options are good but option 2 contains additional information and avoids redundancy in graphics, and Option C1 seems somewhat remedial and appears as though the government entity is talking down to the home owner,” there appears to be an emphasis of reaching a variety of individuals regardless of their education and cultural background. The focus on having a clear, concise message that is non-threatening is again apparent.

Question 2 asks the respondent to rate how educational each option is. Quantitatively, Option C2 was considered as marginally more educational. As depicted in the following comments, “Both are very educational, it is good to have the visual, C2 lists all expectations and the penalty, citizen won’t have to try to interpret what is expected, and the rules are delineated and then there is a picture to reinforce what was mentioned” the emphasis was on having a clear description of what is expected accompanied by visual aids for those who might not be capable of reading. Overall, the comments emphasized that the message should be clear to whomever might be reading it, regardless of their level of education.

In question 3, the respondent is asked to rate how clearly the code regulation is conveyed in each option. When looked at from a quantitative perspective, the respondents overwhelmingly preferred Option C2. This was due in large part to the actual code being referenced on Option C2. As seen in comments such as, “In C1 the code regulation is really not conveyed, C1 actually does not have the actual regulation stated, Code language is included with other information on C2, Code is not quoted in option 1, and Option C1 is missing the code and Option C2 has the code,” most respondents judged that in Option C1 the code regulation was not clearly defined but that in Option C2 the code regulation was clearly referenced.

Question 4 asks the respondent to rate how the message is portrayed from a customer service perspective. Option C2 was, quantitatively, found to be marginally more preferred by the respondents as a more customer service oriented message. From comments such as, “Both give the message without being offensive, Both options are fine but option 2 gives the customer additional information about the code, the diagrams point out the guidelines, and large pictures catch the eye more, demonstrate/illustrate what you want,” the respondents felt that both messages were acceptable. However, the preferred message according to the respondents should be clear, concise, educational, and non-offensive.

Question 5 asks the respondent for their overall preferred method of receiving the notice of overflow violation. Quantitatively, it seems that the data points to Option C2 as being the most preferred. With comments such as, “educate without irritating, this one (Option C1) insults peoples intelligence, It (Option C2) is short and to the point, C2 provides better & more information while still offering visual aide, and Option C2 is less threatening and it is presented in a much less intimidating manner,” there is an emphasis on maintaining a concise, non-threatening educational message that portrays a higher level of professionalism and customer service and such a method was found in Option C2.

Overall it was learned that the respondents preferred a method of delivery that was permanent, professional looking, and easily noticeable. As for the preferred message being conveyed, the respondents leaned toward one that is clear, concise, inoffensive, educational, and reaches a large audience regardless of educational, social, or cultural background.

Having studied the productivity and human factors associated with the project, the sole remaining study for the team was the economic and fiscal factors of each method from labor and transportation to manufacturing costs

The three types of posting being evaluated are taping a flyer to a cart (our current method of posting), securing a notice to a cart handle with zip ties, and putting a sticker on the cart. Since we have the price per 10,000 for the stickers and the flyers, we will compute the price per 10,000 for each method. We will then divide by 10,000 to obtain the individual cost for each evaluated means of communication.

Group 5 Advertising, our contracted publicist, provided us with the cost of the stickers which is \$983 per 10,000. Using the average time computed for applying the stickers and the mid range salary for Waste Collection Inspectors, the cost of applying 10,000 stickers is \$1,769.00. Adding manufacturing and application costs, this posting method comes to \$2,752.00 or 27.5 cents each.

As provided by Group 5 Advertising, the cost for the printed hangers is \$1,700.00 per ten thousand. The cost for the zip ties necessary to attach the hangers to the cart is \$43.76 per ten thousand. The cost of the Inspector's wages for the time spent attaching 10,000 hangers is \$2,244.60, bringing the total cost for this method to \$3,988.36 or 39.9 cents each.

The cost analysis for the current method of posting was the most involved. The paper costs \$126.80 per ten thousand. The printer cost \$0.008 per sheet copied; which results in a sum of \$80.00 per 10,000. The tape used to attach the flyer to the garbage cart cost \$21.68 per 12 rolls. There are fifty-four yards to the roll. We estimate that each posting uses just about two feet of tape and that there is a waste of close to 10% due to faulty gun action and other mishaps. This yields approximately 778

postings for each \$21.88 purchase of tape. This leads to an estimated \$262.15 in tape for 10,000 postings. These flyers are not purchased pre-printed so an inspector must take the time to copy the original whenever their stock runs low. We did a time test and found it took an inspector 6 min 17 sec to walk from their desk, print 200 copies (the usual amount) and return to their desk. This computes to \$107.26 in inspector salaries for printing the flyers. The cost of the Inspector's salary for the time spent attaching 10,000 flyers is \$2,813.00. The total cost for this method of posting carts is \$3,401.91 or 34.09cents each.

In summation, placing stickers on a cart is the most cost effective method of posting for overflow or curbside violations (see appendix H).

The Team met to brainstorm ideas to use as a way to notify customers of policies or procedures that were out of compliance. After the brainstorm session, three methods were selected and trialed.

The first method tested was the existing one whereby the inspector taped a brightly colored 8"×11" flyer to the garbage receptacle. The system is temporary, has the potential to be detached from the cart before the resident has a chance to see or read the flyer, obvious to the neighbors, and is subject to inclement weather. The present method was used to set a baseline for comparing cost in materials and time, appearance (professionalism) and customer acceptance of the communication means.

The second method tested was a tag attached to the handle of the cart with a zip tie. This looked more professional; however, it was subject to damage when the cart was serviced by the vendor, obvious to the neighbors and exposed to the weather.

The third method tested was a bright colored water resistant self-adhesive sticker attached to the garbage receptacle's lid. This provided a weekly reminder to the resident each time they took trash out to the cart, was impervious to weather conditions, and discreet in regards to the neighbors.

While the three methods above were trialed, we also had the office staff doing a telephone study of calls received to determine if the alternative methods would increase, decrease or have no impact on the office call volumes.

In addition to the aforementioned trials, a customer survey was done using examples of all three methods, with existing and suggested alternate verbiage. Customers were asked to rate each method of receipt of information and the language options on the information provided.

After doing a quantitative comparison of material and labor costs, customer satisfaction, professional appearance, and information provided, it was determined that option two would be the one implemented.

We anticipate reduced costs with increased productivity because of the heightened efficiency of the process in question. Fewer complaint calls impacting customer service staff are predicted in light of the less offensive and clearer language employed in the new postings. Finally, cost and efficiency will both be beneficially served with the longevity of the stickers in that they withstand inclement weather for a greater length of time than all other tested methods.

Appendix A

Results of the posting field tests

Present Method: Posting Flyers

SAM									
sub/street	date	overflow postings	elapsed time	avg time	date	curbside postings	elapsed time	avg time	
zone 1	2/10/2009	11	05:01.9	00:27.4	2/6/2009	18	09:35.0	00:31.9	
zone 2	2/9/2009	20	11:02.7	00:33.1	2/4&2/10	36	20:33.9	00:34.3	
zone 3	2/10/2009	12	06:15.8	00:31.3	2/10/2009	12	06:15.8	00:31.3	
Sam average				00:31.2					

JEANNE									
sub/street	date	overflow postings	elapsed time	avg time	date	curbside postings	elapsed time	avg time	
zone 1	2/9/2009	21	32:16.0	01:32.2	2/11/2009	12	16:23.0	01:21.9	
zone 2	2/10/2009	20	23:34.0	01:10.7				#DIV/0!	
zone 3				#DIV/0!				#DIV/0!	
Jeanne average				01:21.7					

Combination	OF POST	CUM Time	AVG Time	CS POST	CUM Time	AVG Time	TOTAL POST	TOTAL Time	Overall AVG Time
	84	18:10.4	00:55.8	78	52:47.6	00:40.6	162	10:58.0	00:48.5
							RAW AVERAGE		00:56.4

Possible Alternative Method: Zip Ties

SAM								
sub/street	date	carts tied	elapsed time	avg time	date	ties recuperated	pctg	
zone 1	2/18/2009	40	20:58.0	00:31.5		25	62.50%	
zone 2	2/17/2009	36	20:08.1	00:33.6		33	91.67%	
zone 3				#DIV/0!			#DIV/0!	
Sam average				00:32.4				

JEANNE								
sub/street	date	carts tied	elapsed time	avg time	date	ties recuperated	pctg	
zone 1				#DIV/0!			#DIV/0!	
zone 2				#DIV/0!			#DIV/0!	
zone 3	2/17/2009	20	20:53.0	01:02.6		20	100.00%	

Combination	recuperated	pctg	TOTAL POST	TOTAL Time	Overall AVG Time
	78	81.25%	96	01:59.1	00:38.7
			RAW AVERAGE		00:47.5

Possible Alternative Method: Stickers

SAM								
sub/street	date	carts stuck	elapsed time	avg time				
zone 1	2/23/2009	34	14:48.2	00:26.1				
zone 2	2/24/2009	20	06:45.8	00:20.3				
zone 3	2/25/2009	16	05:25.8	00:20.4				
Sam average				00:24.0				

JEANNE								
sub/street	date	carts stuck	elapsed time	avg time				
zone 1	2/23/2009	55	33:49.0	00:36.9				
zone 2	2/24/2009	29	17:23.0	00:36.0				
zone 3				#DIV/0!				
Jeanne average				00:36.6				

Combination	TOTAL POST	TOTAL Time	Overall AVG Time
	154	18:11.9	00:30.5
		RAW AVEI	00:30.3

Appendix B

Compilation of results from the field tests

Method	Totals	Average	Raw Average	Loss Percentage (if applicable)
Present flyer taping	162	00:48.5	00:56.4	
Zip ties to carts	96	00:38.7	00:47.5	18.75%
Stickers	154	00:30.5	00:30.3	

Appendix C

Results of Customer Survey

SECTION A

Question 1	
option 1	1.93
option 2	3.31
option 3	3.56

Comments:

- sticker gives permanent reminder of rules
- I think the 3rd option is preferable—easy to see, can be removed w/o residue or damage. You might even consider it in pink like option 1 for much better visibility
- I would suggest maybe a 2-phase approach with Option 2 to educate and Option 1 to get their attention if there continues to be a problem with compliance. Also, the stick on labels would be a constant reminder where the tag (Option 3) would probably be removed
- Option 1 is tacky and does not look professional. As a fellow Alachua County employee, I think we should strive to be as professional and courteous to our #1 employer, the taxpayer. Options 2 and 3 both reflect this. I think the sticker looks the best, but am not opposed to the zip-tie.
- A bright color (like Opt. 1) is needed to easily see violation tag.
- I think the appearance of Option 1 is fine on most days, however there is the possibility of the wind blowing it off or it being rained on so perhaps if it were in a plastic protector sheet and the use a twist tie to adhere it to the handle. #2 is very neat in appearance and 3 is also very neat but may be easily ripped off (like the tag on your mattress).
- Number 1 looks like it could blow off before I got home and saw it. I might also assume it was something a child put on my container or a piece of paper the wind blew onto it. Also, I cannot see the text on the first option but if you look at how I have highlighted my responses above you can see it might be hard to read on the darkly colored paper. Number 2 might be overlooked by me and appears to be permanently affixed. Number 3 would draw my attention and also allow me to remove it and take it inside to read better without having to leave it taped or glued to my garbage container.
- I would ask who is going to notice these stickers on the garbage containers and furthermore who is going to take the time to read a sticker on the garbage container. Stickers on the garbage container don't look professional and do not appear to be the most effective delivery method. The sticker would remain on the garbage container long after the discrepancy was originally noticed.
- First, this question is misleading- dependent upon content of each option, the method may be appropriate. Are you asking if the message on option 3 were delivered in any of these ways, which would be most effective?
- Option 1 just kind of looks like something slapped on the side

Question 2	
option 1	3.50
option 2	3.06
option 3	3.81

Comments:

- Number 1 noticeable if it remained on my container but it looks like it could blow off before I got home and saw it. Number 2 might be overlooked by me. Number 3 would draw my attention and also allow me to remove it and take it inside to read better without having to leave it taped or glued to my garbage container

- The bright purple paper is very noticeable but easily destroyed in Option #1. I like option #2 the sticker idea very much, the down falls are that it fades and after awhile people tend to overlook it, if it were brighter and could withstand the sun a little. #3 looks professional but easily ripped off especially on the middle of the handle.
- If Opt 3 was hot pink or neon yellow, I would mark it as excellent beyond Opt 1
- If I find a little tag on my pile of garbage, I might ignore it, or be so mad that they didn't pick it up to just drop it off along with the garbage at the appropriate place. I think it could be very difficult to see in a multi-colored pile of garbage, which is much more likely than a neat pile of black garbage bags as shown above.
- Again, I would reserve Option 1 for those who do not respond to the Option 2 notice.
- I think Option 1 is most visible because of the color but I prefer the zip tie on the handle. Again, perhaps a combo of zip tie w/ pink paper.
- Sticker would most likely not be noticeable if cart was retrieved in the evening at dark.
- I am not certain I would notice stickers affixed to the garbage container. Option number 1 being in a bold color would be the one I would most notice and possibly pay attention to; however, if it is dark when I put out the garbage container and dark when I bring it in at the end of the day, it would also possible go unnoticed.
- All would definitely be noticed

Question 3	
option 1	3.31
option 2	1.94
option 3	3.00

Comments:

- Question is should your neighbor know your business of should this stay personal?
 - White would be less noticeable from far away but having it hanging from the handle increases visibility. Option 2 would not be noticeable to me at all and even if on my own cart, very easy to ignore, especially if there was already a sticker there.
 - Were you thinking that the neighbors' opinions would influence the customer?
 - Both Option 2 and 3 are much more visible than option 1. Option 2 and 3 physically have to be removed, where on a windy day, option 1 could blow away, be discarded by another neighbor trying to get back at the person in question as well.
 - It would really depend on the tag location. I responded as the pictures provided.
 - The paper stands out and is bright in option 1, option 2 is more discreet and option 3 is in between.
 - I rate options 1 and 3 as fair because to be honest I would probably never look at my neighbors cart unless it was overturned and strewing garbage on the street. But in the event I did glance at it I might notice 1 and 3. I would never notice 2 at all, possibly not even on my own cart.
 - Who pays any attention to the neighbor's garbage container? Option 1 would possibly be the most noticeable because of its bold color but that is possibly the only reason the home owner for whom the notice was intended noticed it.
 - Option 3 is on the handle in the back and option 2 is on the top and NOT visible

Question 4

option 1	2.00
option 2	3.14
option 3	3.71

Comments:

- Three is best if adequate information and instruction is included. Suggestion, if option 3 could be printed on plasticized paper that would not be damaged by rain and could have any debris washed or wiped off it would be better
- I do not understand the question
- Again, I think professionally option 2 and 3 are much better than option 1. I understand there will be an increase in cost, but the benefits outweigh the cost exponentially.
- If I am not complying with the basic rules than I should expect to see a violation notice. Most people won't appreciate the notice that is visible to their neighbors
- Option 2 would inform without getting in their face
- Not sure what you mean by customer service here—how friendly or sensitive the delivery option is to the receiver? Option 2 is the “softest”. I think it is also the easiest to ignore. Perhaps you could start with that one and graduate up?
- Option 2 is permanent but not noticeable by neighbors. Option 3 is noticeable but not permanent.
- Cannot answer because I'm not sure what you're asking. Question needs to be more specific
- I think leaving any type of note on the garbage container is poor customer service. I think it would be much better customer service to leave a notice at the residence front door. The person responsible for the household may not be the person responsible for taking the garbage container to the street and bringing it back in each day.

Question 5

option 1	2.17
option 2	3.15
option 3	3.38

Comments:

- (2) Sticker is private notification & reminder every week of rules, (3) is not noticeable by neighbors but tagged person will see. Not permanent, (1) too noticeable and calls out violator to neighbor
- I like option 3 the best because I think it is a happy medium—it is noticeable to the owner and the cart but does not necessarily broadcast to neighbors. It cannot really be ignored. And removal of it does not leave any potential pieces of residue and it can't fly away
- As a customer, I would prefer Option 2; as a worker having to put up with constant violations, I would prefer Option A.
- Option 3 would be my preferred method of notice. I would see it every time I took my container to the street.
- I think the sticker on the garbage can is the most professional solution. It requires the individual to physically remove the warning as opposed to it blowing away, or in the case of option 3 someone cutting it off. You also can't use the excuse, I didn't see it, unless the individual's cart ends up stolen.
- I prefer the sticker as it is a permanent reminder and appearance is more pleasant for me
- Looks professional and official. I would take it seriously and not be offended. Option 1 would offend me. I would ignore option 2.
- I like the attachment method of Opt 3 but would wish for a brighter color. Opt 2 would be too permanently attached. Opt 3 is more professional looking than Opt 1

- My preferred method is #1 if you are pointing out a violation. If you are just sending a friendly reminder say pickup days or tie so it won't fly I like option #2. I do not like option 3 as it is easily removed and not really noticeable and kinda in the way.
- I would actually prefer to receive a mailing or phone call first and then as a follow-up option 3 but realize that is not likely to be possible. If option 3 included thorough information, was easy to detach and read and directed me to a website or phone number for questions I might have it would be acceptable to me.
- Option 2- citizen may not notice. Option 3- citizen will notice & appearance is professional.
- I would not be in favor of leaving any notices affixed to the garbage container because it is just plain "tacky". Of the two stickers, I would prefer the loud bold colored noticed, otherwise I may not even notice the violation. The tag attached with a zip tie is the preferred method; however, I would prefer to see that notice affixed to the residence front door than to the garbage container. I am not going to want to touch and read a notice that has been on the garbage container.
- Again, I cannot answer because delivery method is targeted to message and each option has a different message- to which are you referring?
- If Option 3 is made with materials that are very durable & protected from getting dirty then is very good. Sticker also very good since it will stay in place & hopefully not peel
- Easy & quick peel off to stick on the container. Less work. Opt 1 over all views can not recognize if you're in the wrong side view
- I prefer the sticker on the trash receptacle, as it looks more professional. Although it may be harder to read unless standing near it, its look is less tacky for residential areas.

SECTION B

Question 1	
option B1	3.21
option B2	4.27

Comments:

- Option 1 seems hostile although it does just convey the legal information.

Option 2 is "friendlier"

- I think #1 is too harsh but certainly needs to be said, I think #2 is too wimpy but a combination say #2 first followed by some of the penalty language in #1 would be best
- The title in Opt 2 is too informal and suggests that the violation is not that significant
- Whereas B1 certainly is factual and gets the attention of the owner, B2 provides same information & is more customer service oriented
- Option B1 is too difficult for people to understand. I have a college-level education, but being involved in customer service with the citizens of this county on a daily basis, there are many citizens that would either not understand this label and some may be offended that you are insulting their lack of intelligence. Option B2 is very respectful and easy to understand.
- The language in B1 is too technical and, while it may be correct, people may not be interested in reading that much information.
- I would suggest the language from B1 on the bright color notice and the language from B2 on the less offensive colored notice.

- B1 seems overly threatening and way too wordy. B2 is easier on the eye, more friendly as a reminder but I would include the potential \$1000 fine on B2 as well. i.e. “failure to do so could result in prosecution and fines up to \$1000 per day...”
- B1 is a little too strong with the “you are in violation...” sentence, but great otherwise.
- Option B2 is not as offensive however may be appropriate as a secondary notice. Option B1 should be used first; however, I would add fine amount and underline as indicated. They are both “professional”- option B1 is less off-putting and you may get greater compliance
- Option B1 comes across to me as negative and threatening. I am certain that most “violations” are mistakes or lack of knowledge. Starting off with “Notice you are in violation” is negative. Option B2 seems to want to be informative. The information is educational and does not come across in a threatening manner.
- Option B1 is professional, however only for a select audience. The average Joe may not comprehend or grasp the language. Option B2 is professional and is written in a way the average Joe could understand. The expectations & the penalty is clear.
- Option B1 is more stern and straight-forward. People may tend to react in a negative manner to have this notice placed on their trash receptacles.

Question 2	
option B1	2.80
option B2	4.31

Comments:

- B1 states all rules & penalties, B2 states rules but not penalties
- B1 is so wordy and the language is way above the average reader (most text should be aimed at below an 8th grade level). B2 is easier to digest, less overwhelming
- Both are educational but Option B1 is more formal and looks more like an official notice; Option B2 gets the point across without being worded like a violation.
- B2 provides an accurate description of what the problem is, gives solution to fix the problem, and also informs the individual of the penalty they may incur for future infractions. Option B1 is just a legal notice that is not educational at all.
- I think that the fine amount should be on Opt 2
- Option one leaves no confusion and a visual is a good reminder for those who may not take the time to read in detail. However I would take #1 and add the Code section verbiage from #2 to #1
- Bullets are good and get the information across concisely and clearly. The code statement gets to the point without belaboring it.
- Both options clearly show the code regulation. Option B1 starts with you are in violation of Alachua County Code 75.301 and option B2 merely advises the home owner of the County Code that governs this regulation.
- Again B1 too many citizens will be as if they are reading Spanish, B2 is concise, outlined and the language is at primary level- a child could read the sheet to a parent who can't read
- Option B1 comes across in a more threatening manner “acceptable” and “unacceptable” appear as negative and somewhat hostile. Option B2 is much friendlier and merely is reminding the user to be Cart Smart. Reminding the home owner to be Cart Smart implies that the home owner is part of the team and his/her cooperation is needed for things to go smoothly.

- Option B2 is very educational and allows people the opportunity to comply with the regulations

Question 3	
option B1	3.27
option B2	4.07

Comments:

- Option 1 does more clearly convey every detail of the code but I wonder if that is really necessary for first time violations. Perhaps you might have stronger language for second violations but it seems hostile and unwarranted for first time “offenders”
- Both clearly articulate code but B1 is obviously more threatening & B2 more user friendly with a kinder tone.
- I think the code is conveyed easier on B1, but B2 is not bad either. I think B2 is more professional and easier for the lay public to understand.
- Both seem clear to me
- B1 too wordy too much legalese; B2 good, simpler sentences, bullet points
- Same as question 2 (B1 states all rules & penalties, B2 states rules but not penalties)
- Both options clearly show the code regulation. Option B1 starts with you are in violation of Alachua County Code 75.301 and option B2 merely advises the home owner of the County Code that governs this regulation.
- B1 is clear to me, however the language is not considerate for all audiences
- The Option B2 Code violation section’s font can be enlarged.

Question 4	
option B1	1.67
option B2	4.50

Comments:

- Too strong of wording in B1
- B1 seems this tactic is attempting to “scare straight” the violator. You’re likely to get the opposite result. B2 more informational, easy to read. I wouldn’t get far in B1 before I stopped reading. B2—I read the whole thing and learned something
- See comments above (both seem clear to me)
- Option B2 clearly has the right message for the county. If we don’t want to penalize, but wish to educate, we must go with the educational disclaimer.
- Option 1 immediately creates a negative feeling when you receive it. Option 2 appears more informative and assumes the customer will make the necessary adjustments once they are aware of the correct method of handling their waste
- B1- if you give a citizen a sheet of paper that the majority may not be able to read or comprehend, you fail in delivering customer service
- Option B1 is negative and a directive. Too many heavy handed words (i.e. violation, mandates) .Option B2 gives excellent direction and then advised what the consequences could be should these directions not be followed.
- Option 1 comes across more firm and serious as if you are breaking the law in a serious way. Option B2 is a little more relaxed but still clearly conveys the regulations.

- Option B1 does not provide customer service at all. It clearly speaks of the violation, whereas Option B2 outlines all the necessary information needed to be in compliance.

Question 5	
option B1	2.23
option B2	4.43

Comments:

- I prefer the friendly informative style of option 2 over the negative, hostile format of option 1. Even in looking at option 1 in this questionnaire I got a negative feeling similar to coming out and finding a parking ticket on my car
- Neither as I said above I think a combination of full pictures and the code section would be best
- Re: Opt 1—I like having all the info but do not like the “legal” language and the amount of words; Re: opt 2—I like that the info is concise but it is missing info regarding the fine amount
- B2 offers clear explanation however, I did like knowing the exact code language from B1
- Whereas I know that some people may need the strong language of B1, my preferred method is B2- perhaps B1 can be reserved for 2nd notice
- Option B1 has too much legal jargon and no pictures. We have to remember that we have to make this understandable for EVERY COUNTY RESIDENT. There are many in the county who have homesteads that cannot read or write, and option B2 is ideal for these residents. We cannot discriminate against anybody, and I would feel discriminated if I had a learning disability and was penalized for not understanding Option B1.
- Option B2 is my preferred method- it is much more friendly which may help with compliance
- Option B2 is more customer oriented; Option B1 is more “violator” oriented
- See above comments (B1 seems this tactic is attempting to “scare straight” the violator. You’re likely to get the opposite result. B2 more informational, easy to read. I wouldn’t get far in B1 before I stopped reading. B2—I read the whole thing and learned something)
- B1 is preferred if the “you are in violation...” is removed
- I much prefer Option B2. Option B2 provides the information to the home owner in a less threatening and more positive manner. Remember to be Cart Smart implies that this is something the home owner wants to do, it does not start off in a negative confrontational manner like option B1, Notice you are in violation
- B1- only a select audience will understand; B2-all citizens should be able to understand
- I just don’t want to feel like I’m about to be subpoenaed or something
- Clearly point out the rules (where to place containers)
- Option B1 is fine for violation notices only. If the goal is to be forceful, the goal is accomplished. Option B2 is customer-friendly and is something that I would not mind receiving to inform me of the Solid Waste Guidelines.

SECTION C

Question 1	
option C1	3.87
option C2	4.47

Comments:

- Both show & tell of what is acceptable/unacceptable

- I think both are professional but C2 is a little more cold and stated w/ the code and w/ less/small illustrations
- Option C1 is very clear and has good pictures for people to easily understand but I prefer Option C2 since it is more low key
- Both are professional, but this day in age in order to be professional, we must also respect all citizens of the county, which C2 does a better job with. Option C1 is entirely to elementary, where C2 covers all kinds of different individuals.
- I like how the info about ordering a larger cart is set apart from the other info. “Finger bullets” are not professional looking
- Both options are good but option 2 contains additional information and avoids redundancy in graphics
- Option C2 is reminding the home owner to be Cart Smart, to be a member of the team and to make certain he/she is doing things the correct way. Option C1 seems somewhat remedial and appears as though the government entity is talking down to the home owner.
- Both are “professional”

Question 2	
option C1	3.88
option C2	4.31

Comments:

- Both are very educational however since people learn/remember in different ways I think it is good to have the visual
- Opt 1 demonstrates all of the various overflow possibilities
- C2 states the reasons why the infraction noticed was placed, ways to fix it, possible penalties, and a contacts area. Also there is a illustration. C1 just offers big illustrations.
- Both get the point across without being offensive. Option C1 would be more clear to everyone because of the picture examples; Option C2 is more low-key and requires the customer to be interested enough to read the notice.
- I prefer C1- it gives you all the info you need through simple pictures that anyone should be able to understand and easily see. The pictures are large and show varied options of what is acceptable and what is not. I don't think its necessary to include the Alachua County Code. For C1 I like bullets better tough like C2 has (and I like the term “be cart smart” too- friendlier)
- As a “citizen” I can tell you one reason that people won't use yellow bags is the cost- it's ridiculous! They're also difficult to find at Publix (don't know about Zell's or Albertsons) They need to be less costly & more widely available, I would suggest you leave 1 yellow bag with first warning and availability info attached
- Option C2 is preferred because the rules are delineated and then there is a picture to reinforce what was mentioned in the previous paragraph. With Option C1, many home owners will only look at the pictures and they will not read the text below the pictures.
- C1- all expectations and penalties are not clear, a little too elementary. C2 lists all expectations and the penalty, citizen won't have to try to interpret what is expected

Question 3

option C1	2.38
option C2	4.38

Comments:

- C2 states that larger cart will be given & charged if this continues
- In C1 the code regulation is really not conveyed. In C2 it is clear you may be charged a mandatory cart increase
- C1 actually does not have the actual regulation stated... it gives guidelines. C2 clearly states the ordinance but requires the customer to take some time and effort to understand what is needed.
- Code language is included with other information on C2. No information on C1
- Opt 1 clearly conveys the code through pictures while Opt 2 clearly conveys the code through words—it would depend on the person viewing as to the effectiveness
- Code is not quoted in option 1. Appears to be summarized in option 2
- Option C2 is clearer to me because it is spelled out early on, prior to the pictures. Option C1 is not as clear because the pictures are where my primary focus is when I initially look at this sheet of paper.
- Code not referenced in option 1
- Option C1 is missing the code and Option C2 has the code.

Question 4

option C1	3.44
option C2	4.13

Comments:

- Both options are fine but option 2 gives the customer additional information about the code and where to purchase the yellow bags
- Both of these labels deliver the message, I think C2 does it better and more professional.
- Both give the message without being offensive. The note of “NOT ACCEPTABLE” on C1 may bother some, but it does not really detract from the message.
- I think large pictures catch the eye more, demonstrate/illustrate what you want. I think you could ass “be cart smart” to C1 also
- C2 states that larger cart will be given & charged if this continues
- Option C2 makes me want to do the right thing as the home owner. The information that I need to be Cart Smart is available at first glance and it is presented in a less threatening and intimidating manner.
- Option C1 has a clearer message in its use of diagrams because customers don’t always take the time to read. The diagrams point out the guidelines and there is little text but the text that is there is informational.

Question 5

option C1	3.43
option C2	4.43

Comments:

- I like the wording of C2 a little better than C1 if, in fact, a larger cart will be issued if overflow continues. If this doesn’t ever occur, then C1 is better
- I prefer C1. The only drawback to C1 is that it does not specifically state the regulation or consequences for non-compliance
- This is probably a toss-up... both C1 and C2 deliver the message without offense; educate without irritating.

- I don't like C1 at all. It is not professional and I think as opposed to B models, this one insults peoples intelligence.
- Option C2 is my preferred method. It is short and to the point.
- C2 provides better & more information while still offering visual aide
- I like C2 but with all four pictures. I feel strongly that all 4 pictures should be included, the "lid must close" note is there, and code #'s with charges are there
- I choose #2 because it has explicit words, states that it is regarding a county code and there are possible non-compliance consequences. Plus I like the wording of the last line.
- I prefer option 2 as it is concise, direct and gives me the needed information.
- C1-a little too elementary and the penalty is not clear. C2- expectation and penalties are clear and concise
- Option C2 makes me want to do the right thing as the home owner. The information that I need to be Cart Smart are published early and are available at first glance. Option C2 is less threatening and it is presented in a much less intimidating manner.
- See response to question 2 with emphasis on leaving a yellow bag on first notice
- Option 1 has more pictures i.e. examples and pictures are larger
- Well provide the information how to take care for EXCESS GARBAGE
- Option C1 is my pick because of the good use of diagrams. However, the code violation needs to be added.

	AVERAGE	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9	Survey 10	Survey 11	Survey 12	Survey 13	Survey 14	Survey 15	Survey 16	
SECTION A																		
Question 1																		
option 1	1.93	2	2	2	2	1	2	1	3	4	1	1	2		2	2	2	
option 2	3.31	5	3	4	4	5	4	2	2	4	2	3	2	4	3	3	3	
option 3	3.56	4	4	1	4	4	4	5	4	2	3	5	3	5	4	3	2	
Question 2																		
option 1	3.50	5	5	5	4	1	2	5	5	5	1	5	3	3	4	2	1	
option 2	3.06	4	2	4	3	5	4	2	1	4	2	1	2	5	4	3	3	
option 3	3.81	5	4	2	4	4	4	4	4	4	3	5	2	5	4	3	4	
Question 3																		
option 1	3.31	5	5	5	4	1	2	5	3	4	2	5	1	4	4	2	1	
option 2	1.94	1	1	4	1	5	4	1	1	1	1	1	1	2	2	3	2	
option 3	3.00	5	3	3	3	5	4	2	3	3	2	4	1	1	3	3	3	
Question 4																		
option 1	2.00	2	3	2	3	1	2	2	3		1	1	1		3	2	2	
option 2	3.14	5	4	5	4	5	4	1	1	1	1	3	1		4	3	3	
option 3	3.71	5	4	3	4	5	4	5	3		3	5	1		4	3	3	
Question 5																		
option 1	2.17	2	3	3		1		2	3	4		1	2		2	2	1	
option 2	3.15	5	2	5		5	5	1	1	3		3	1		4	3	3	
option 3	3.38	4	4	2		4		5	4	2	3	5	2		4	3	2	
SECTION B																		
Question 1																		
option B1	3.21	4	2	3	3	1	3	5	5	2	2	5	2		5		3	
option B2	4.27	4	4	5	5	5	5	4	4	3	4	5	4		5	4	3	
Question 2																		
option B1	2.80	5	2	3	2	1	2	3	4	4	2	1	3	3	5		2	
option B2	4.31	4	4	5	5	5	4	5	4	3	4	5	4	4	5	4	4	
Question 3																		
option B1	3.27	5	2	5	2	5	3	3	3	1	4	1	4	2	5		4	
option B2	4.07	4		5	4	4	3	4	4	4	3	5	4	5	5	4	3	
Question 4																		
option B1	1.67	3	1	3	1	1	1	1	3	1	1	1	2	1	4		1	
option B2	4.50	5	3	4	5	5	5	4	4	4	4	5	5	5	5	4	5	
Question 5																		
option B1	2.23	4	1	4		1	3	2	3		1	1	2	1	4		2	
option B2	4.43	4	4	5		5	5	5	4		4	5	5	3	5	4	4	
SECTION C																		
Question 1																		
option C1	3.87	5	5	4	4	3	3	4	3	3	3	5	3		5	4	4	
option C2	4.47	5	4	5	5	5	5	4	4	4	4	5	5		5	4	3	
Question 2																		
option C1	3.88	5	5	5	5	1	2	4	4	4	3	3	3	4	5	5	4	
option C2	4.31	5	4	5	5	5	5	4	3	4	4	5	5	2	4	5	4	
Question 3																		
option C1	2.38	4	2	3	4	1	1	3	4	1	1	1	3	1	4	4	1	
option C2	4.38	5	5	5	4	5	5	5	4	4	3	5	4	4	4	4	4	
Question 4																		
option C1	3.44	5	4	4	4	3	2	4	4	1	3	1	3	4	5	4	4	
option C2	4.13	4	3	5	5	5	5	4	5	3	4	5	5	2	4	4	3	
Question 5																		
option C1	3.43	4	5	5	4	1	2	4	3	3		1	3	4	5	4		
option C2	4.43	5	3	5	5	5	5	4	4	4	4	5	5		4	4		

Appendix D

Sample Survey Submitted to Customers

Hello

I am participating in a team project to improve a public education process and I am asking for your input to help the team evaluate the three options being considered. Each member of the team is contacting five co-workers. I have chosen to contact you because I respect and value your opinion.

Please take a few moments to review the attached public information materials and delivery methods and then send me your comments, whether positive or not, via the brief survey by March 17, 2009.

Background:

The Waste Collection Office is tasked with enforcing the County's Solid Waste Code. Portions of the code establish requirements related to the time and place whereby residents may utilize their garbage carts. Waste Collection staff believes that public education is preferable to official code enforcement action in most cases and are committed to an "education first" enforcement approach. This approach has resulted in voluntary compliance by residents without the need for official action in approximately 98% of the cases for each of the past 10 years.

The specific code issues for this project are: the time periods when carts can be left at the curb (5:00 PM the day prior to collection until 9:00 PM the day of collection), the placement of containers (on the curb and not in the street) and lastly, that overflowing carts are prohibited (must use official yellow bags or increase cart size).

Survey:

Included in the survey are the current delivery method (tape notice to garbage cart) and two other options (a sticker and a zip tie tag). We also would like your comments and suggestions for improving the language on the tags. The goal is to encourage voluntary compliance with the code without seeming to be threatening.

Please do not hesitate to contact me if you have any questions.

Thank you.

Please return completed surveys via inter-office mail to the Office of Waste Collection or via fax to (352) 491-4680.

Survey Appendix:

Section A appendix:

Below are the photographs of the current delivery method as well as the two other options considered for future use. Please refer to the name below each picture when completing **section A** of the survey.



OPTION 1
(Tag tapped to cart)



OPTION 2
(Tag info on sticker)



OPTION 3
(Tag attached with zip tie)

Section B Appendix:

Below are the current and considered language for our curbside violation postings, please refer to the caption when completing **Section B** of the survey:

OPTION B1:

NOTICE

YOU ARE IN VIOLATION OF ALACHUA COUNTY CODE SECTION 75.301 AND COULD BE SUBJECT TO PROSECUTION.

Alachua County Code Section 75.301(d) requires the occupant of residential property in Alachua County to place garbage and recycling “receptacles at the curbside/roadside no earlier than 5:00 p.m. on the day preceding the scheduled collection day and shall remove such receptacles from the curbside/roadside no later than 9:00 p.m. of the day of collection.”

Alachua County Code Section 75.301(d) mandates that occupants of residential property in Alachua County “shall not place receptacles or containers on the road or street.”

Continued violation of Alachua County Code Section 75.301(d) could result in prosecution before the Alachua County Code Enforcement Board. If found guilty, the Board can order violators to pay a fine of up to \$1,000 per day until the violation is corrected.

Waste Inspector
Alachua County Waste Collection Office
Tel: (352)338-3233

OPTION B2:

**REMEMBER TO
BE CART SMART**

PLACEMENT OF CONTAINERS

- Place garbage carts, recycling bins and yard trash on the curb, not on the street
- Garbage carts and recycling bins must be at the curb by 7 a.m. for pickup on collection day
- Do not place containers curbside before 5:00 p.m. on the day before collection
- Remove all containers from the curb by 9 p.m. on collection day

Alachua County Code Section 75.301(d) requires that the occupant of residential property comply with the above. Failure to do so could result in prosecution and fines.

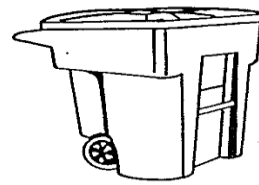
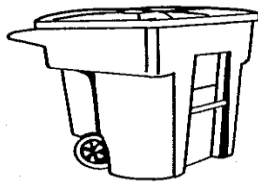
If you have any questions, please call the Alachua County Office of Waste Collection at (352) 338-3233

Section C Appendix:

Below are the current and considered language for our curbside violation postings, please refer to the caption when completing **Section C** of the survey:

OPTION C1:

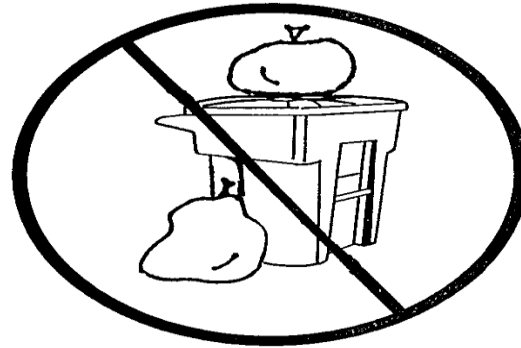
ACCEPTABLE FOR CURBSIDE COLLECTION



NOT ACCEPTABLE FOR CURBSIDE COLLECTION



OVERFLOW



OVERFLOW

- ☛ Place excess garbage in officially marked, yellow bags next to your cart.
- ☛ Officially marked, yellow bags can be purchased at Publix and Albertson's.
- ☛ To order a larger garbage cart size, please call 338-3233.
- ☛ Overflow carts may not be collected.

PUBLIC WORKS DEPARTMENT

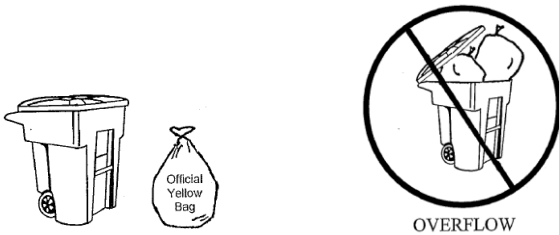


OPTION C2:

**REMEMBER TO
BE CART SMART**

EXCESS GARBAGE

- Garbage must be contained in the garbage cart
- The lid of the garbage cart must close completely
- Place excess garbage in officially marked yellow bags next to your cart
- Purchase official yellow bags at Publix, Albertson's & Zell's Ace Hardware



OVERFLOW

Alachua County Code Section 75.301(a)(2) requires that the occupant of residential property comply with the above. Failure to do so could result in a charged mandatory garbage cart increase.

If you have questions or wish to order a larger cart size, please call the Alachua County Office of Waste Collection at (352) 338-3233

Please complete survey on the pages below. Thank you for your cooperation.

SECTION A

1- If you were to receive this on your garbage container, rate the professional appearance of each delivery method (pictures above)

	Poor	Fair	Good	Very Good	Excellent
<i>option 1</i>	1	2	3	4	5
<i>option 2</i>	1	2	3	4	5
<i>option 3</i>	1	2	3	4	5

comments:

2- If you were to receive this on your garbage container, rate how noticeable each of these options are

	Poor	Fair	Good	Very Good	Excellent
<i>option 1</i>	1	2	3	4	5
<i>option 2</i>	1	2	3	4	5
<i>option 3</i>	1	2	3	4	5

comments:

3- Rate how noticeable each option would be if you saw them on your neighbor's cart

	Poor	Fair	Good	Very Good	Excellent
<i>option 1</i>	1	2	3	4	5
<i>option 2</i>	1	2	3	4	5
<i>option 3</i>	1	2	3	4	5

comments:

4- Rate the level of customer service for each delivery option

	Poor	Fair	Good	Very Good	Excellent
<i>option 1</i>	1	2	3	4	5
<i>option 2</i>	1	2	3	4	5
<i>option 3</i>	1	2	3	4	5

comments:

5-What is your overall preferred method and please provide brief explanation of scoring

	Poor	Fair	Good	Very Good	Excellent
<i>option 1</i>	1	2	3	4	5
<i>option 2</i>	1	2	3	4	5
<i>option 3</i>	1	2	3	4	5

comments:

SECTION B

1- Rate the level of professionalism of the language in each option

	Poor	Fair	Good	Very Good	Excellent
<i>option B1</i>	1	2	3	4	5
<i>option B2</i>	1	3	3	4	5

comments:

2- Rate how educational each option is

	Poor	Fair	Good	Very Good	Excellent
<i>option B1</i>	1	2	3	4	5
<i>option B2</i>	1	3	3	4	5

comments:

3- Rate how clearly the code regulation is conveyed

	Poor	Fair	Good	Very Good	Excellent
<i>option B1</i>	1	2	3	4	5
<i>option B2</i>	1	3	3	4	5

comments:

4- Rate how message is portrayed from a customer service perspective

	Poor	Fair	Good	Very Good	Excellent
<i>option B1</i>	1	2	3	4	5
<i>option B2</i>	1	3	3	4	5

comments:

5- What is your overall preferred method and please provide brief explanation of scoring

	Poor	Fair	Good	Very Good	Excellent
<i>option B1</i>	1	2	3	4	5
<i>option B2</i>	1	3	3	4	5

comments:

SECTION C

1- Rate the level of professionalism of the language in each option

	Poor	Fair	Good	Very Good	Excellent
<i>option C1</i>	1	2	3	4	5
<i>option C2</i>	1	3	3	4	5

comments:

2- Rate how educational each option is

	Poor	Fair	Good	Very Good	Excellent
<i>option C1</i>	1	2	3	4	5
<i>option C2</i>	1	3	3	4	5

comments:

3- Rate how clearly the code regulation is conveyed

	Poor	Fair	Good	Very Good	Excellent
<i>option C1</i>	1	2	3	4	5
<i>option C2</i>	1	3	3	4	5

comments:

4- Rate how message is portrayed from a customer service perspective

	Poor	Fair	Good	Very Good	Excellent
<i>option C1</i>	1	2	3	4	5
<i>option C2</i>	1	3	3	4	5

comments:

5- What is your overall preferred method and please provide brief explanation of scoring

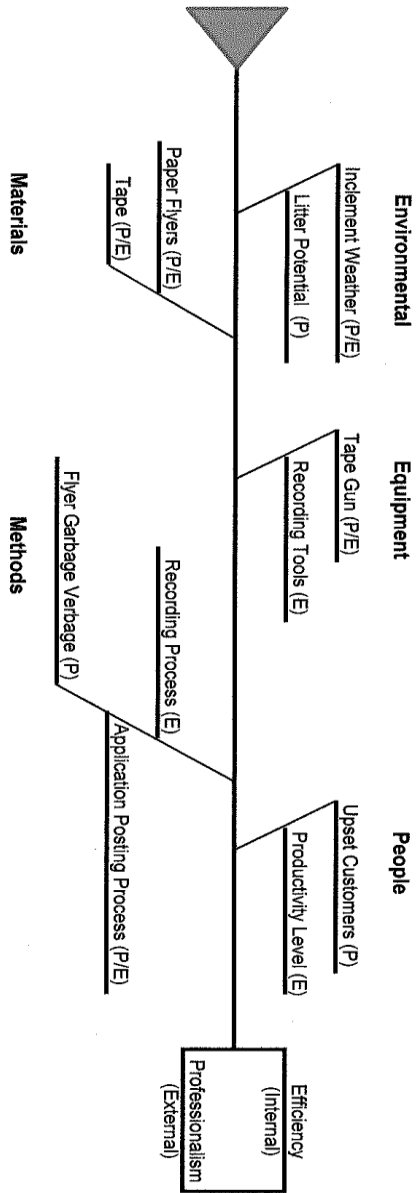
	Poor	Fair	Good	Very Good	Excellent
<i>option C1</i>	1	2	3	4	5
<i>option C2</i>	1	3	3	4	5

comments:

Appendix E

Fish Bones Chart

Fish Bones Chart for Impacts of Present Cart Posting Process

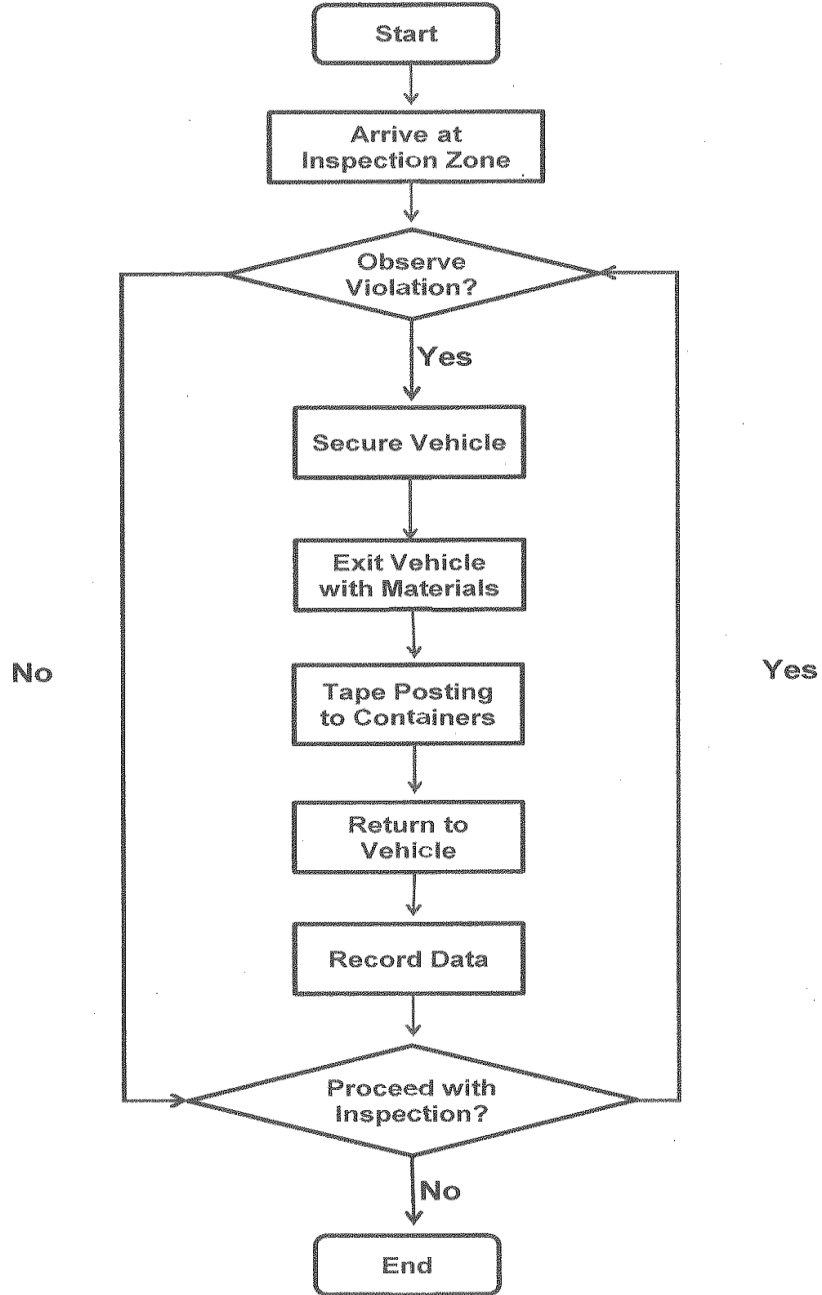


V:\public\Mary\Projects\CPML\level_11\Trash_Mullet.xlx

Appendix F

Posting Process Flowchart

Flow Chart For Cart Posting Process for the Waste Collection Inspectors

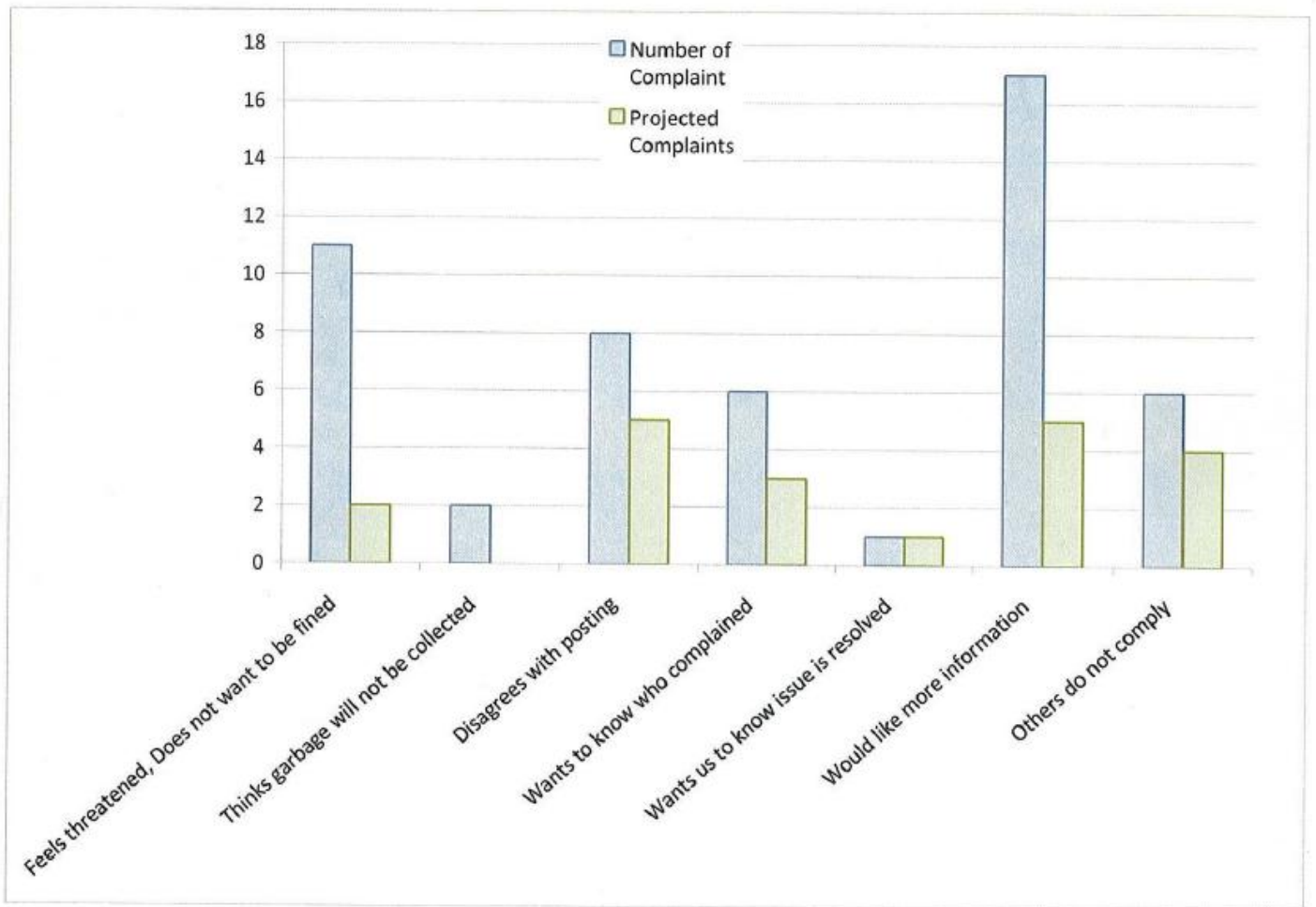


Appendix G

Pareto Chart

Complaints from Residents Concerning Posted Carts

Type of Complaint	Number of Projected Complaint	Projected Complaints
Feels threatened, Does not want to be fined	11	2
Thinks garbage will not be collected	2	0
Disagrees with posting	8	5
Wants to know who complained	6	3
Wants us to know issue is resolved	1	1
Would like more information	17	5
Others do not comply	6	4



APPENDIX H
Cost Calculation Spreadsheet

Material	Current Method	Cart Hangers	Stickers
Paper or Stickers	\$126.80	1,700.00	983.00
Zip Ties		43.76	
Printer Cost	80.00		
Tape	262.15		
Tape Gun	12.70		
Inspector Printing Cost	107.26		
Inspector Application Cost	2,813.00	2,244.60	1,769.00
Cost Per:			
10,000	\$3,401.91	\$3,988.36	\$2,752.00
Each	34.0 cents	39.9 cents	27.5 cents

	Sec. per each	Hours per each	Salary per each	Salary per 10,000
Stickers	30.5	0.00847	\$0.18	\$1,769.00
Hangers	38.7	0.01075	\$0.22	\$2,244.60
Flyer	48.5	0.01347	\$0.28	\$2,813.00

APPENDIX I

List of Options Considered Before Team Multivote

Proposed Communication / Public education Methods (from team brainstorming session on 2/10/2009)

- Door Hangers
- Zip Ties
- Rubber Bands
- Stickers
- Mail box
- Letters
- Yard Stakes
- Direct Contact
- Stay with current

	Pro	Con
Door Hangers	More likely to be seen by an adult Likely to be read Less embarrassing for resident Good professional image	More time consuming More potential for injury (dogs, obstacles) May not be seen (use other door) May advertise that the home is vacant Outsource printing Kids remove them
Zip Ties	Easy to use Secure Good professional image Likely to be read High visibility Less materials	Outsource printing
Rubber Bands	Less costly than ties Likely to be read Less materials	Not as professional an image Less easy to use Not as secure Outsource printing
Stickers	Ease of use Secure Likely to be read Good professional image Hard to remove Less embarrassing for resident	Outsource printing
Letters	Good professional image Increased field production Material savings	Increase office time / lessen field time Tennant information not readily available Mailing cost (estimated cost > \$8,000.00 / year)
Mail box		Illegal
Yard Stakes	Ease of use Highly visible Good professional image	Time consuming (assembly) Limited storage capacity in truck Outsource printing and materials Difficult to separate multi-family units Not all homes have convenient places to plant signs
Direct Contact	Very effective	Very time consuming No access to names or numbers Increases potential hazard Difficult to achieve
Stay with current	We know how to do this Costs are internalized Effective Good visibility	Unprofessional Embarrassing to resident No process improvement Difficult in certain climate conditions (rain)

Resolution of Communication Ideas

Rejected

- | | |
|----------------------|--|
| 1. Door Hangers | Eliminated for risk liability for vacancy issue and personal injury to inspectors |
| 2. Rubber Bands | Eliminate because same concept as Zip ties but not as good |
| 3. Letters | Eliminate because neither cost nor time effective |
| 4. Mailbox | Eliminate because it is illegal |
| 5. Yard Stakes | Eliminate because neither cost nor time effective |
| 6. Direct Contact | Eliminate because it is not time effective |
| 7. Stay with current | Eliminate for non-professional image (if other methods being tested are effective) |

Field Test

1. Zip Ties
2. Stickers
3. Stay with current (measure for baseline cost and time)

Appendix J
Current Posting for Curbside Violations

NOTICE

**YOU ARE IN VIOLATION OF ALACHUA
COUNTY CODE SECTION 75.301 AND
COULD BE SUBJECT TO PROSECUTION.**

Alachua County Code Section 75.301(d) requires the occupant of residential property in Alachua County to place garbage and recycling “receptacles at the curbside/roadside no earlier than 5:00 p.m. on the day preceding the scheduled collection day and shall remove such receptacles from the curbside/roadside no later than 9:00 p.m. of the day of collection.”

Alachua County Code Section 75.301(d) mandates that occupants of residential property in Alachua County “shall not place receptacles or containers on the road or street.”

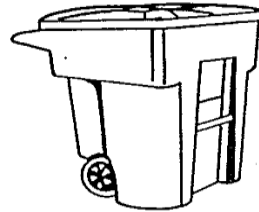
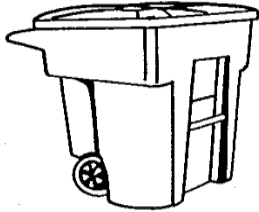
Continued violation of Alachua County Code Section 75.301(d) could result in prosecution before the Alachua County Code Enforcement Board. If found guilty, the Board can order violators to pay a fine of up to \$1,000 per day until the violation is corrected.

Waste Inspector
Alachua County Waste Collection Office
Tel: (352)338-3233

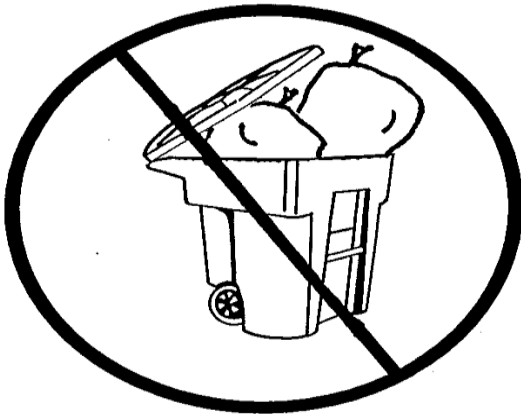
Appendix K

Current Posting for Overflow Violations

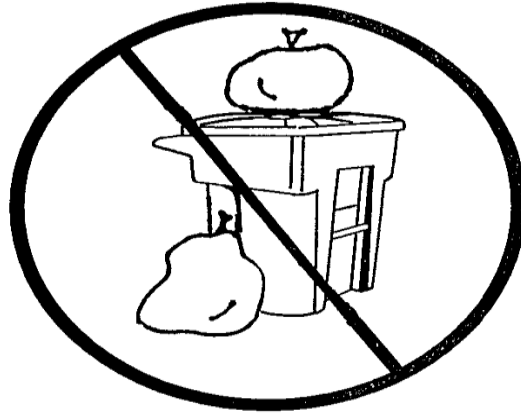
ACCEPTABLE FOR CURBSIDE COLLECTION



NOT ACCEPTABLE FOR CURBSIDE COLLECTION



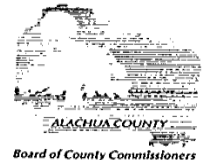
OVERFLOW



OVERFLOW

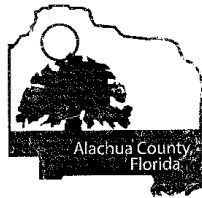
- ☛ Place excess garbage in officially marked, yellow bags next to your cart.
- ☛ Officially marked, yellow bags can be purchased at Publix and Albertson's.
- ☛ To order a larger garbage cart size, please call 338-3233.
- ☛ Overflow carts may not be collected.

PUBLIC WORKS DEPARTMENT



Appendix L

Sample Post used for Testing the Zip-Tie Method



TEST TAG

**PLEASE
DO NOT REMOVE**

BEFORE 5:00 PM TODAY

THE OFFICE OF WASTE
COLLECTION IS WORKING TO
IMPROVE COMMUNICATION
WITH OUR SOLID WASTE
CUSTOMERS. THIS TAG IS
BEING FIELD TESTED.

OUR STAFF WILL RETURN
LATER TODAY TO REMOVE
THIS TAG.

THE WASTE COLLECTION
OFFICE **THANKS YOU FOR
YOUR COOPERATION.**

IF YOU HAVE ANY QUESTIONS,
PLEASE CALL **(352) 338-3233.**

Appendix M

Sample Sticker Utilized to Test the Sticker Method

Help Reduce Litter

Before you put household garbage in your official cart please be sure it's in a bag and is tied securely. Help reduce litter in your neighborhood... remember to **Bag and Tie So Trash Won't Fly!**

Reuse tip: use plastic shopping bags as garbage bags!



352-338-3233

www.bigblue.alachua.fl.us



Appendix N
New Language Proposed for Curbside Postings

**REMEMBER TO
BE CART SMART**

PLACEMENT OF CONTAINERS

- Place garbage carts, recycling bins and yard trash on the curb, not on the street
- Garbage carts and recycling bins must be at the curb by 7 a.m. for pickup on collection day
- Do not place containers curbside before 5:00 p.m. on the day before collection
- Remove all containers from the curb by 9 p.m. on collection day

Alachua County Code Section 75.301(d) requires that the occupant of residential property comply with the above. Failure to do so could result in prosecution and fines.

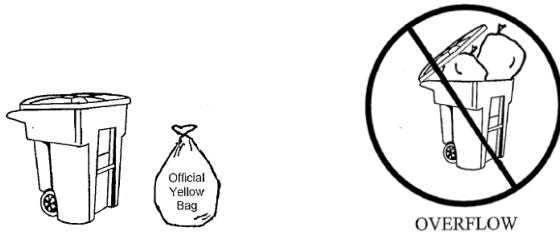
If you have any questions, please call the Alachua County Office of Waste Collection at (352) 338-3233

Appendix O
New Language Proposed for Overflow Postings

**REMEMBER TO
BE CART SMART**

EXCESS GARBAGE

- Garbage must be contained in the garbage cart
- The lid of the garbage cart must close completely
- Place excess garbage in officially marked yellow bags next to your cart
- Purchase official yellow bags at Publix, Albertson's & Zell's Ace Hardware



Alachua County Code Section 75.301(a)(2) requires that the occupant of residential property comply with the above. Failure to do so could result in a charged mandatory garbage cart increase.

If you have questions or wish to order a larger cart size, please call the Alachua County Office of Waste Collection at (352) 338-3233

Appendix P

Curbside and Overflow Ordinances

Curbside Ordinance- Alachua County Code 75.301(d)

Placement of receptacles. No earlier than 5:00 p.m. on the day preceding the scheduled collection day, an owner or occupant of residential property in the mandatory area or in the non-mandatory area shall place such solid waste receptacles and recycling containers at the curbside/roadside, but shall not place the receptacles or containers on the road or street. No later than 9:00 p.m. of the day of collection, the owner or occupant of residential property in the mandatory area or in the non-mandatory area shall remove the solid waste receptacles and recycling containers and shall place them at least 15 feet away from the curbside/roadside or out of the public right-of-way, whichever is a greater distance from the edge of the road.

Overflow Ordinance- Alachua County Code 75.301(a)(2)

(2) No residential property owner in the mandatory area who uses the residential collection service provided by a contractor shall use a receptacle for solid waste disposal other than a receptacle provided by such contractor. The residential property owner shall select a receptacle that is adequate in size to contain all solid waste that is normally generated on such property. The residential property owner shall dispose of solid waste that exceeds the capacity of the receptacle in the manner prescribed in the manual, "Let's Talk Trash," promulgated by the division of waste management. The residential property owner or tenant shall pay an additional fee for the collection and disposal of the excess solid waste. Such fee shall be established by the board by resolution. In the event that the county determines that the receptacle selected by the property owner is not adequate in size to contain all solid waste that is normally generated on such property, the county may replace the receptacle with the next larger size and assess the property owner for the larger receptacle.



REMEMBER TO BE CART SMART



Overflow

EXCESS GARBAGE

- Garbage must be contained in the garbage cart
- The lid of the garbage cart must close completely
- Place excess garbage in officially-marked yellow bags next to your cart
- Purchase official yellow bags at Publix Super Markets

Alachua County Code Section 75.301(a.2) requires that the occupant of residential property comply with the above. Failure to do so could result in prosecution and fines.

If you have questions or would like to order a larger cart size, please call the Alachua County Office of Waste Collection at (352) 338-3233.



REMEMBER TO BE CART SMART



4'



4'



PLACEMENT OF CONTAINERS

- Place garbage carts, recycling bins and yard trash on the curb – not on the street
- Garbage carts and recycling bins must be at the curb by 7 a.m. for pick up on collection day
- Do not place containers curbside before 5 p.m. on the day before collection
- Remove all containers from the curb by 9 p.m. on collection day

Alachua County Code Section 75.301(d) requires that the occupant of residential property comply with the above. Failure to do so could result in prosecution and fines.

If you have any questions, please call the Alachua County Office of Waste Collection at (352) 338-3233.