

# FINAL REPORT

City of Santa Clara

## Cleanup Campaign Program Survey and Other Program Types

Submitted electronically: January 18, 2023



**City of  
Santa Clara**  
The Center of What's Possible



January 18, 2023

Mr. Dave Staub, Deputy Director of Public Works  
City of Santa Clara  
1700 Walsh Ave, Santa Clara, CA, 95050  
*submitted via email: dstaub@santaclaraca.gov*

**SUBJECT: Final Report – Cleanup Campaign Program Survey and Other Program Types**

Dear Mr. Staub,

R3 Consulting Group (R3) is pleased to submit this Final Report to the City of Santa Clara (City) detailing our statistically valid survey of residential opinion regarding the City's Cleanup Campaign (CUC) program and a description of other similar program types.

The survey focused on single family, multi-family, and high-density dwelling units – including those not currently eligible for participation in the CUC program – and gauged public opinion on other program types. This report presents the results of community engagement and surveying and describes comparable program types used in other communities.

***The objectives of the project were to:***

- » Analyze other program types actively used by other cities.
- » Identify the advantages and disadvantages of those other program types.
- » Analyze the public educational needs, community access, costs, and waste diversion potential of other program types.
- » Survey the community on residential preferences and needs to collect hard-to-dispose-of items.

The types of programs used frequently in other communities include on-call collection of bulky items and waste and free drop-off of waste materials to the local transfer stations or at local community events. Survey results demonstrated great overall satisfaction, awareness of and participation in the CUC program. The survey provided valuable feedback on what program elements are desired by Santa Clara residents.

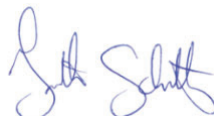
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We appreciate the opportunity to be of service to the City of Santa Clara. Should you have any questions on our Final Report, please don't hesitate to reach out directly.

Sincerely,



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## Attachments

1. Summary of Survey Results



# 1. EXECUTIVE SUMMARY

R3 was retained by the City to conduct community engagement and surveying regarding the Cleanup Campaign (CUC) program and to review other program types based on how other jurisdictions provide bulky item collection services to their residential customers. This report details how neighboring Bay Area municipal programs work, as well as examples from throughout California, and how those communities supplement each program to best serve their communities.

## Other Program Types

Bulky waste collection programs used throughout the Bay Area and the State of California have been profiled as examples of program types that could be considered in the City of Santa Clara. Other types of programs that are used by other municipalities can generally be broken down into on-call pick-up programs where items are picked up in front of residents' homes, and drop-off programs where residents bring items for free disposal.

***Such collection programs are typically tailored to the specific needs of each community and primarily fall into three categories:***

- » On-call Collection Programs
- » Drop-off Voucher Programs
- » Debris Box Drop-off Events

These different program types all have the potential to improve aspects of the CUC program, but also provide their own challenges, costs and limitations.

**On-call Collection Programs** are by far the most-used model throughout California, as they are convenient for residents to use if needed. However, with such programs, residents need adequate space to set out their items for collection by their hauler. Additionally, such programs may not be feasible for implementation in areas that are not currently served by the CUC program; for example, in larger, denser homeowner associations (HOA's). HOA's and other high-density dwelling areas often have private streets that are not adequate to provide access to large collection vehicles necessary for such programs and may require the permission of the HOA to enter. HOA's also may have aesthetic concerns about potential damage to landscape or hardscape by large collection vehicles, have limited parking/common areas for material set out, and concern that one set out will turn into a dumping ground for everyone.

**Drop-off Voucher Programs** and **Debris Box Drop-off Events** require residents to transport and load and unload bulky items. Not all residents have transportation or the physical ability to participate in these types of programs. Drop-off Events are typically not available year-round and require transportation unless locations are very close to high density areas. Space to host events is often unavailable in high-density areas, where a service like this could have the most value.

## Community Engagement and Statistically Valid Survey

Presentations regarding other program types were offered at three community meetings hosted on April 20, 2022 (at 3 p.m. and 6 p.m.) and April 25, 2022 (at 6 p.m.). An average of 20-25 participants attended each meeting for a total attendance of approximately 65 residents. Feedback from the community meetings was incorporated into a statistically valid survey was conducted by SCI Consulting Group. 23,561 households were sent surveys with a response rate of 21.9% (5,169 completed surveys). Responses indicated a very high level of participation and satisfaction with the CUC program.

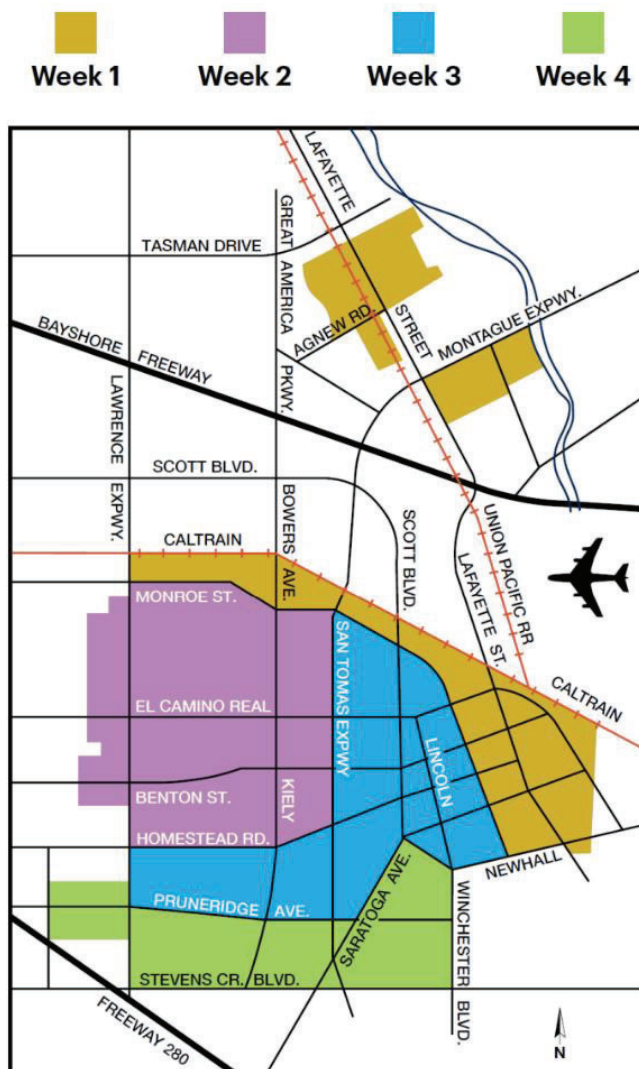
Survey results indicated that 86% of respondents were satisfied with the CUC format. A similar majority of respondents (87%) participate in the CUC program annually. Survey results revealed an overwhelming community support for the CUC program. Changes to the program design were viewed as concerning to long-term residents who have come to expect the CUC every spring. The survey also indicated community concern that additional programs may take away funding or resources from the CUC format.



## 2. BACKGROUND

### Current CUC Format

The City of Santa Clara has held the CUC since 1961, assisting almost 33,000 households annually with disposal of unwanted materials. The City, in partnership with R3 and SCI, conducted a survey following the 2022 CUC to look at other program types that could improve accessibility, encourage diversion of reusable, recyclable and compostable items, discourage illegal dumping and promote the proper disposal of household hazardous wastes.



**Week 1** – Set out materials no earlier than Saturday, April 30 and no later than 7 a.m., Monday, May 2.  
Note: Includes both sides of Monroe.

**Week 2** – Set out materials no earlier than Saturday, May 7 and no later than 7 a.m., Monday, May 9.  
Note: Includes both sides of Homestead between San Tomas and Lawrence.

**Week 3** – Set out materials no earlier than Saturday, May 14 and no later than 7 a.m., Monday, May 16.  
Note: Includes both sides of Newhall between Saratoga and Winchester, both sides of Saratoga between Scott and Pruneridge, and north side of Pruneridge between Saratoga and Lawrence.

**Week 4** – Set out materials no earlier than Saturday, May 21 and no later than 7 a.m., Monday, May 23.  
Note: Includes the south side of Pruneridge between Saratoga and Lawrence and both sides of Pruneridge west of Lawrence and east of Saratoga.

**Questions?**  
Visit [SantaClaraCA.gov/CleanUp](https://SantaClaraCA.gov/CleanUp)  
Call 408-615-3080  
Email [Environment@SantaClaraCA.gov](mailto:Environment@SantaClaraCA.gov)

Under the CUC format, the City is divided into four collection areas, each being serviced during a one-week period. Residents can place an unlimited amount of debris on the street in front of their home for collection. The City and its contractors remove the debris and sweep the street during the collection week. Over 90% of the material collected is transported to Newby Island Landfill for disposal. The total volume of material collected typically averages between 5,000 – 6,000 tons. The primary mission of the current program format is to remove debris from the street as safely and swiftly as possible and does not emphasize landfill diversion.

The CUC format generates significant amounts of illegally set out hazardous waste, loose construction and demolition debris on the street, and lightweight trash that unfortunately can be conveyed into catch basin inlets via run-off or wind. The City has undertaken many efforts to prevent contamination from entering the stormwater system. The CUC is now operated only during the dry season, construction and demolition debris is required to be placed in bulk bags, and streets are swept after the event to pick up as much waste as possible. Even with these countermeasures, improper setouts remain an area of concern for the City.

Not all households are eligible for this program due to insufficient frontage or narrow streets. Residents that do not have access to this program for these reasons, are not assessed the Cleanup Campaign charge on their monthly utility bill. However, these households still have materials to dispose of. This can lead to materials being placed out for collection illegally during the CUC. There is a need to offer bulky item collection service to customers that don't have access to the CUC, especially when residents are moving in or out of those locations. In addition, non-residents take advantage of this program by illegally dumping materials throughout the City during the campaign.

## Communities Providing Similar Service

### City of Campbell

The City of Campbell hosts an Annual CleanUp Program. A maximum of 70 pounds of material is collected and may be placed out in either a 32-gallon bags or 8 cubic foot boxes. All tree trimmings must be bundled. No loose items, Construction and Demolition Materials, E-Waste, Universal or Hazardous Waste, or refrigerators are accepted.

### Central Contra Costa Solid Waste Management Authority (RecycleSmart)

Two community garbage clean-ups per year. Customers are notified two weeks prior to event. Cleanup days are preceded by reuse days where donatable items are picked up by the garbage hauler. Residents can dispose of up to 14, 32-gallon bags or the equivalent in items, with no single item or bag weighing over 50 lbs. each, or longer than 4 feet. No hazardous materials, tires, large furniture, refrigerators, or yard waste will be accepted. These residents also have one On-call Collection Program per year.

### City of Citrus Heights

The City's hauler coordinates three set-out days per year and notifies residents with a door hanger one week prior to each pick-up day. Residents may place out up to 10 cubic yards of material per pick up. No boat or automotive parts, construction and demolition materials, or hazardous wastes are accepted.

### City of Inglewood

"Operation Clean Sweep" is a twice per year program, which allows single and multi-family residents to set out up to 15 bags or 10 bundles of unwanted bulky items including furniture appliances, bags of trash, or bundled yard waste (not exceeding 4ft in length). Bags and bundles should not exceed 60 lbs. This program is supplemented with On-call Collection Program.

### 3. ALTERNATIVE PROGRAM OPTIONS

R3 has prepared a summary of other program types, including On-call Collection Programs, Drop-off Voucher Programs and Neighborhood Debris Box Drop-off Events. The analysis includes cost data, service level options in terms of frequency and what material types could be accepted. Each program's potential advantages and disadvantages are stated along with public outreach needs.

#### Option 1: On-Call Collection Program



On-call pick-up programs are by far the most commonly available bulky item collection programs throughout California. Most on-call programs are available to single-family residential accounts that are subscribed to service. Additionally, high-density dwelling complexes may participate if they have adequate space to place items.

Each single-family account typically has access to at least two scheduled pick-ups annually and in some cities, this can be as high as six annual pick-ups. Mission Trail Waste Systems (MTWS) would be the provider of this service in Santa Clara, should the City choose to go this route. The City currently offers a version of this service through MTWS at a current rate of \$148.51 per pick-up for all residences regardless of whether or not they participate in the CUC. Residents requesting this service are billed directly through MTWS. If this program were offered as a service to all residents and costs were incorporated into the garbage collection rate pricing would be lower than what is currently offered.

With this program MTWS would drop off two 2-cubic yard heavy-duty bags to customers, on request, and then return with a flatbed truck using a crane to lift those filled bags and up to 3 loose bulky items onto the vehicle. Those 3 bulky items can also be electronic waste or appliances. There is an additional charge if the appliance is a refrigerator or contains Freon.

The heavy-duty bags allow residents to throw out items of various sizes and have them contained so they do not end up in the storm drain. Participation in these programs can be anywhere from 30-80% of customers using this service annually. MTWS has provided bulky item collection services to 145 customers over the initial two years of the program.

#### Advantages and Disadvantages

Residents must be aware of on-call pick-up programs to use them, so the success of these programs is directly tied to how well they are promoted. The outreach should be developed in multiple languages and should be promoted several times per year. Unlike the CUC, which is visible in the community and its own advertisement, on-call programs are frequently underused by customers. Robust outreach can propel a program like this into a higher threshold of participation.



When the community is aware of these programs participation rates can exceed 75%. Residents need to make an appointment to use the service. It is important that the hauler has bandwidth to make these pick-ups at the next scheduled pick-up day or within a week of the request.

Residents may be less inclined to use this service if the scheduled pick-up date is too far in the future. The popularity of these programs can be influenced by social media and its use has greatly increased participation in some areas. If the system is overloaded and residents must wait multiple weeks for a pick-up, it is good to have an alternative drop-off program that a resident can use immediately.

The ability of these programs, however, to serve high-density dwelling unit residences is limited. High-density dwelling areas that have HOA's with private streets require the permission of the HOA to enter. These HOA's have narrow streets, may have concerns about potential damage to landscape or hardscape by large collection vehicles, limited parking/common areas for material set out, and fear that one set out will become a dumping ground for everyone. MTWS has proactively reached out to 106 HOA's, but only 5 have authorized onsite bulky item collection.

### Potential Opportunities

Most communities using an on-call pick-up program also use their outreach to direct residents to reuse and outside recycling opportunities that already exist in the community. Pointing those residents to a reuse opportunity can extend the useful life of collected items and is the highest and best use of the material. The City of Santa Clara already currently does this for its CUC outreach and should continue to promote reuse before any other bulky waste disposal program.

As described in the section above, MTWS currently offers an on-call bulky item collection program which could be promoted with additional educational materials so that residents are fully aware that this is an option to them.

### Cost Estimates

MTWS currently offers on-call bulky item collection to residents at a fee of \$148.51 per pick-up. If implemented to the whole CUC service area at a participation rate of 80% to 90% (consistent with current CUC participation rates) this service will cost from \$10.00 to \$11.20 per ratepayer per month. At a lower participation rate of 40% to 45%, the service would cost \$5.00 to \$5.60 per ratepayer month.

The estimated costs for providing this service only to the 14,000 residences **not** in the current CUC area are the same as shown above, yielding total estimated annual costs of \$1.66 million to \$1.87 million assuming 80% to 90% participation (consistent with CUC participation rates) and \$830,000 to \$935,000 assuming lower 40% to 45% participation.

### Communities Providing On-Call Collection Programs

***On-Call Collection Programs are the most common bulky item collection programs used by municipalities in the state and are considered a best practice in the industry. This list of local municipalities is only a small representation of the total number of jurisdictions that use On-Call Collection Programs.***

#### Cities of Mountain View, Palo Alto and Sunnyvale

On-Call Bulky Waste Pick-Ups are currently available to these Cities' residents twice annually. This is supplemented by extra dumping weekend events, held in both spring and fall at the local Recycling Center (SMaRT Station). The costs for these services are bundled into residents' solid waste rates.

#### South Bayside Waste Management Agency

Residents have access to two On-call Bulky Item Pick-Ups per year. High-density dwelling unit residences must coordinate through their property manager to get access to this service. Additionally, SBWMA hosts local paper shredding and e-waste events throughout the year. The costs for these services are bundled into residents' solid waste rates.



### Central Contra Costa Solid Waste Management Authority (RecycleSmart)

Residents have access to one On-call Scheduled Bulky Item Pick-Up. This is supplemented by two communitywide Garbage Clean-Up events per year. The costs for these services are bundled into residents' solid waste rates.

### City of Milpitas

Single family residents in the City of Milpitas have four annual no fee On-Call Bulky Item Pick-Ups (with the costs for these services being bundled into residents' solid waste rates). High-density dwelling unit complexes can schedule a pick-up for a fee of \$163.51, with additional fees for major appliances and bulky items. No single items above 75-pounds are accepted. These pick-ups are supplemented with neighborhood clean-up events.

### City of San Jose

The City of San Jose has unlimited on-call junk pick-ups available to their residents funded by solid waste rates. This was a recent change in service away from San Jose's prior Neighborhood Clean-up Events. This program is provided by the City's Environmental Services Department through Integrated Waste Management Residential Garbage Contracts with GreenTeam and California Waste Solutions. Franchised haulers are paid per pickup of up to 3 large items from single and multifamily residents. Compensation for these services is almost \$10 million annually. The cost per pickup compensation is detailed in Franchise Agreements with the City's haulers. For some parts of the City, there are supplementary services including loose yard trimmings pick-up funded through solid waste rates.

### City of Los Altos

City of Los Altos residents have access to two annual On-Call Bulky Item Pick-Ups. The costs for these services are bundled into residents' solid waste rates.

### City of Oakland

Oakland residents have access to an On-Call Collection Program. This is supplemented by a no fee bulky waste drop-off at the Davis Street Resource Recovery Complex in San Leandro. The costs for these services are bundled into residents' solid waste rates.

### City of San Francisco

Tenants in five or less unit buildings are entitled to two annual, no fee pick-ups per year; tenants in high-density dwelling unit (six units or more) are entitled to one, no fee pick-up per year; property managers/owners are entitled to one, no fee pick-up per year; and residential customers (buildings with five units or less) receive two curbside Bulky Item Recycling collections, per year, at no additional charge. This is supplemented by their "Gigantic 3 Collection" events. The costs for these services are bundled into residents' solid waste rates.

### City of Fairfield

Fairfield residents have access to two On-Call Bulky Item Pick-ups annually. This is supplemented with a landfill voucher program for residents to drop off one load per year at the landfill. The costs for these services are bundled into residents' solid waste rates.

### City of Vallejo

Currently, the City of Vallejo has two on-call scheduled pick-ups for residents annually. They are also considering expanding this to four annual collections and supplementing this with a drop-off voucher for disposal at a local facility. The costs for these services are bundled into residents' solid waste rates.

### City of San Rafael

Single family residents in the City of San Rafael have two free annual On-Call Bulky Item Pick-Ups. A pilot program exploring free pickups at Multi-family dwellings (pre-scheduled pickup times) was also instituted in 2022. This is supplemented with a debris box drop-off event held monthly in the City. The costs for these services are bundled into residents' solid waste rates.

## Option 2: Drop-Off Voucher Program



On-call drop-off programs are a local and convenient option where a resident can take material to a local waste facility and drop off a set amount of material for no fee. Residency is usually verified at the facility, or the program can also be provided through a voucher system – which allows the resident verified access to a no fee drop-off. Some communities have an on-call pick-up service and will allow one of those on-call pick-ups to be swapped to a drop-off voucher. A voucher program for Santa Clara would use the conveniently located Mission Trails Transfer Station (MTTS), where the City of Santa Clara currently holds its Free Rubbish Disposal Days.

The City currently offers two (2) free disposal days at the MTTS each year through the agreement with MTWS. The MTTS is permitted to accept no more than 250 appointments per day so additional drop-off days usually need to be added to accommodate demand. On average, 206 residents attend each free disposal day.

### Advantages and Disadvantages

On-call drop-off programs are available to residents when they have a need to get rid of bulky waste. This is also the only alternative assessed that will be available to all residents with space constraints or a lack of street frontage necessary for the current CUC.

Drop-off vouchers do not require any HOA common area or street frontage use and are a convenient solution for those who cannot have pick up service at their residence. A drop-off voucher can also be an alternative solution for a resident who cannot wait for a pick-up to be scheduled or an annual campaign to occur.

Residents need access to a vehicle to haul these wastes and access drop-off sites. Depending on how far the drop-off sites are from a resident may be discouraged participation. Drop-off programs typically have a 5-15% participation rate if properly promoted. A drop-off program could be used in combination with the current CUC setup or an on-call pick-up program. Drop-off should not be the only option provided, as it will exclude those with no means of transporting large/bulky items.

### Potential Opportunities

On-call drop-off programs have the potential to enhance other special collection programs offered by the City and highlight regional waste diversion and disposal options being provided through outreach at the event. The City could expand on the current free drop off days and promotion of those events or could institute a voucher program that would provide more flexibility for residents to drop off the material during regular facility hours. The City could also consider allowing small businesses to use these services.

### Cost Estimates

Implementation of a drop-off voucher is a reasonable alternative analyzed for bulky item disposal. At a participation rate of 80%, the cost is around \$3.00 per month per ratepayer. That cost increases to

\$4.90 per month, if used at a 90% participation rate. These costs are proportional to the use of the program, so at an estimated participation of 40-45% the costs will range from \$1.50-\$2.45 monthly.

The City could alternatively expand on free drop off days at the MTTS with even less additional cost to the ratepayers. Although this option was not negotiated with MTWS they previously provided an estimate of \$45-\$65 per load to provide this service.

***In the current Agreement the City has up to 900 of these appointments included annually:***

- » Two Sundays each calendar year, up to 225 appointments each, AND
- » Up to 225 additional appointments scheduled after each event on successive Saturdays.
- » Altogether, this comes to 900 appointments included in the Agreement today.
- » An annual “price tag” on the allotment for this service, it would come to \$58,500 per year.

Currently less than half of these are being used, at an average of 412 appointments per year. Enhanced outreach and public education to encourage more customers to schedule appointments for the existing free drop off days could lead to a doubling of the service provided to residents without a change in the service cost to the City.

Adding more Sunday events and serving an additional 225 residents per event, would result in an additional cost of approximately ~\$15,000 per event. Dividing that cost over the total rate base of 47,000 residential units (CUC and non-CUC combined) is an additional monthly residential ratepayer cost of ~\$0.03 (rounded up to nearest cent). If the roughly 2,000 businesses subscribed to bulk garbage service were included, the cost would be divided over 49,000 accounts, still yielding a rounded-up figure of \$0.03 per month per ratepayer for each Sunday event that would be added.

If the City were to add 10 more events (making these events monthly instead of just 2x annually) the additional cost would be ~\$150,000 per year, for a monthly ratepayer cost of about \$0.27 per month (rounded up to nearest cent). If the City were to consider this option, it would need to explore MTWS’s actual ability to provide this service and discuss costing – figures included here are estimates only.

## Communities Providing Drop-Off Voucher Programs

### Cities of Mountain View, Palo Alto and Sunnyvale

Extra dumping weekend events are held in these cities, in both spring and fall, at the local Recycling Center (SMaRT Station®) to dispose of garbage, concrete, demolition materials, tires and other non-hazardous materials at no additional charge. This is supplemented by On-call Bulky Waste Pick-Ups available to residents twice per year.

### City of Oakland

Residents of Oakland have a no fee bulky waste drop-off at the Davis Street Resource Recovery Complex in San Leandro. This is supplemented by an On-Call Bulky Item Pick-Up program.

### City of Fairfield

The City of Fairfield provides a landfill voucher program for residents to drop off one load per year at the landfill. This is provided in combination with an On-Call Pick-Up program.

### City of Vallejo

The City of Vallejo is examining instituting a landfill voucher program this year. The program will be supplemented by On-Call Bulky Item Pick-Ups.

## Option 3: Neighborhood Debris Box Drop-Off Events



Neighborhood debris box drop-off programs were analyzed with a frequency of once per neighborhood every year, three years and five years. Neighborhood Debris Box Events have a high cost, a small geographic service area, and do not provide a regularly reoccurring solution for bulky item disposal unless funded at very high levels. Events need to be staffed to prevent illegal dumping and improper disposal. Each neighborhood would likely only receive an event every several years due to cost and planning efforts. Residents would likely need transportation to access these events and would have to empty their own vehicles. Space to host events is often unavailable in high-density areas, where a service like this could have the most value.

Santa Clara has limited space for these types of events in high-density areas where they would otherwise have the greatest impact to residents that do not have other bulky item disposal option. If not conveniently located, residents would require transportation to use these programs. These programs also have a high cost of implementation and rarely are available to the same residents on an annual basis.

### Advantages and Disadvantages

Neighborhood debris box drop-off events need to be made available in proximity to high-density dwelling unit housing and other areas that have issues with illegal dumping. If implemented in multiple different areas throughout the City at various times of the year, these events can be accessible options for residents who live close to an event location. Otherwise, residents will need transportation to access these sites. These programs require staff to be present to help residents unload their vehicles, and place items in debris boxes, and prevent any contamination from entering the debris boxes.

These programs can also be expanded to be visible, highly promoted events that can combine a selection of services and can promote the Cities other recycling, composting and disposal programs. Drop-off sites are only available in a neighborhood if there is an event hosted nearby that year. Due to the high-density and lack of space in some areas of the City, these sites may be hard to strategically locate for residents who need a local drop-off option. Additionally, if the debris box drop-off events do not rotate through neighborhoods that need them, residents may only have access to the service locally once every few years.

### Potential Opportunities

Neighborhood debris box drop-off events can be used as events to promote multiple diversion, recycling, composting and Household Hazardous Waste programs. In many areas paper shredding, electronic wastes, or other Universal Wastes are accepted for drop-off at the same time. These events are valuable to residents



disposing of various items from their home. Events in the spring can be promoted as spring cleaning events and the proximity to tax time makes recycling and shredding old financial documents very appealing to the community. This is like the City of Santa Clara’s Environmental Day provided by Recology, which could be combined or expanded to help address bulky waste issues as well but would require an amendment to the agreement with Recology.

**Cost Estimates**

Drop-off events are costly but can be scaled to help address the community need. Implementing a drop-off event program for bulky items could cost between \$2.50 and \$19.50 per ratepayer monthly. On the lower end of the spectrum this program would host a neighborhood drop off event in every neighborhood once every 5 years and would cost \$973,000 annually and if every neighborhood had an event hosted annually the cost could be as high as be \$10,942,000. These cost estimates are based on actual costs of Milpitas’ neighborhood cleanup events, and vary based on participation rates.

Monthly Per Ratepayer		
Event Frequency	Low	High
Every 5 Year Drop off Event	\$ 2.50	\$ 3.90
Tri-Annual NH Drop-off Event	\$ 4.10	\$ 6.50
Annual NH Drop-off Event	\$ 12.30	\$ 19.50

**Communities Providing Neighborhood Debris Box Drop-Off Programs**

**City of Milpitas**

Neighborhood Clean-Up events are starting this year and residents subscribe to an email list to see when they will be available.

**City of San Jose**

The City of San Jose has moved away from their Neighborhood Cleanup Program to Council District Beautification days. Each Council District receives an \$18,000 annual beautification budget and can choose to allocate the funds for cleanup days, litter pick-ups, graffiti removal, public plantings, etc. This resulted in 73 events in FY 20/21. The City supplemented this service with unlimited scheduled Junk Pick-Ups at residences (referenced elsewhere in this Report) which are funded via solid waste rates.

**City of San Francisco**

“Gigantic 3 Clean-Up” events are hosted once monthly in different districts of the City of San Francisco. They accept bulky items, yard trimmings, recyclables, electronics and universal wastes.

**City of San Rafael**

The City of San Rafael hosts Neighborhood Clean-Up events at various areas near sites where illegal dumping normally occurs. This service is only available to high-density dwelling unit customers. San Rafael has expanded this program to twelve events per year (consistent location and time) and is looking at ways to augment it to further reduce dumping.

**City of Los Angeles**

Five locations around the City of Los Angeles are used to host drop-off days 10 times per year for bulky items only. These events are held simultaneously at each of the five locations each occurrence.

**City of Berkeley**

Although currently on hold, the City of Berkeley has a community dumpster program in which a neighborhood can come together to request a bin for their local area.

**City of San Diego**

The Environmental Services Department hosts 50+ events per year by partnering with community groups resulting in 25 tons of disposal and 9 tons of recycling.

# 4. COMPARATIVE PROGRAM ANALYSIS

Alternative programs are presented side by side in this section of the report to demonstrate how other communities address bulky item collection and how those programs compare to one another.

**Figure 1** summarizes the bulky item programs used by in other neighboring jurisdictions. **Figure 2**, on the following page, outlines the benefits and characteristics of each bulky item program, including the current CUC format. **Figure 3**, on page 13, demonstrates the characteristics of each alternative program.

**Figure 1: Programs Used by Neighboring Jurisdictions**

<p><b>On-Call Collection Program</b></p> <ul style="list-style-type: none"> <li>• Mountain View</li> <li>• Palo Alto</li> <li>• Sunnyvale</li> <li>• Milpitas</li> <li>• San Jose</li> <li>• Los Altos</li> <li>• Oakland</li> <li>• San Francisco</li> <li>• Fairfield</li> <li>• Vallejo</li> <li>• San Rafael (<i>residential and pilot for multi-family</i>)</li> <li>• South Bayside Waste Management Agency</li> <li>• Central Contra Costa Solid Waste Management Authority (RecycleSmart)</li> </ul>	<p><b>Drop-Off Voucher Program</b></p> <ul style="list-style-type: none"> <li>• Mountain View</li> <li>• Palo Alto</li> <li>• Sunnyvale</li> <li>• Oakland</li> <li>• Fairfield</li> <li>• Vallejo</li> </ul>
<p><b>Debris Box Drop-Off Events</b></p> <ul style="list-style-type: none"> <li>• Milpitas</li> <li>• San Jose</li> <li>• San Francisco</li> <li>• San Rafael</li> <li>• Los Angeles</li> <li>• Berkeley</li> <li>• San Diego</li> </ul>	<p><b>Hybrid Program Design</b></p> <ul style="list-style-type: none"> <li>• Sunnyvale</li> <li>• Mountain View</li> <li>• Palo Alto</li> <li>• Milpitas</li> <li>• San Jose</li> <li>• San Rafael</li> <li>• San Francisco</li> <li>• Los Angeles</li> </ul>

Figure 2: Matrix of Alternatives and CUC Characteristics

Benefits/Characteristics	On-call Collection Program	Drop-off Voucher	Debris Box Event Program	CUC Program
Available Year Round	X	X	X	
Increases Recovery of Materials	X			
Drop-Off / Pick-Up Service	Pick-up	Drop-off	Drop-off	Pick-up
Available to CUC Customers	X	X	X	X
Available to High-density Dwelling Residents		X	X	
Discourages Illegal Dumping		X	X	
Prevents Litter	X	X	X	X
Commonly Used by Other Jurisdictions	X	X		
Addresses Stormwater Concerns	X	X	X	X
Collects Appliances	X	X		X

Figure 3: Characteristics of Proposed Alternative Programs

<p style="text-align: center;"><b>On-call Collection Program</b></p> <p><b>Accessibility</b> Can be made available to most city residents.</p> <p><b>Benefits</b> Collection happens throughout the year, regulating flow of material and increasing diversion potential.</p> <p><b>Promotion</b> Requires education to foster participation.</p> <p><b>Opportunities</b> Usually made available twice per year per household and could be increased depending on participation.</p> <p><b>Limitations</b> Requires set out space for items.</p> <p><b>High-density Dwelling Needs</b> High-density Dwelling Customers may participate but would need HOA and/or property manager approval and sufficient space for collection. This type of program is not feasible for most high-density dwelling properties.</p>
<p style="text-align: center;"><b>Drop-off Voucher Program</b></p> <p><b>Accessibility</b> Can be made at time convenient for residents.</p> <p><b>Benefits</b> No coordination of collection needed Residents deliver materials themselves.</p> <p><b>Promotion</b> Requires education to foster participation.</p> <p><b>Opportunities</b> Outreach can be sent out to residents along with voucher to promote other City Programs.</p> <p><b>Limitations</b> Requires transportation, loading and unloading of vehicles. Lower participation rate than other programs.</p> <p><b>High-density Dwelling Needs</b> High-density dwelling customers can participate.</p>
<p style="text-align: center;"><b>Debris Box Drop-off Events</b></p> <p><b>Accessibility</b> Hosting events throughout City allows localized access to events.</p> <p><b>Benefits</b> Impacts of program are contained to drop-off sites.</p> <p><b>Promotion</b> Requires considerable outreach for the events.</p> <p><b>Opportunities</b> Outreach can be provided to promote other City Programs.</p> <p><b>Limitations</b> Not available year-round, residents must unload vehicles.</p> <p><b>High-Density Dwelling Needs</b> High-density dwelling customers can participate locally.</p>



# 5. STATISTICALLY VALID SURVEY

## Community Engagement

Three Community Meetings were hosted on April 20, 2022 (at 3 p.m. and 6 p.m.) and April 25, 2022 (at 6 p.m.) to give presentations outlining the various bulky item collection program types described above. Approximately 65 residents attended the three events. Residents were provided the opportunity to ask questions and provide feedback on the other bulky item collection program types. The majority of residents at each meeting were supportive of the current CUC format and voiced concerns about the City moving away from it.

## Survey Design

R3's subconsultant, SCI developed a statistically valid survey designed to gather information to help the City understand residential preferences and needs to collect hard-to-dispose-of items.

## Survey Participation

With assistance from City staff, SCI designed and mailed surveys to households within the City of Santa Clara on September 9, 2022. The project initially planned to mail 13,000 surveys with an expectation of receiving approximately 1,500 completed surveys, which would provide a margin of error of 2.5%.

However, it was later decided to mail surveys to all 23,561 accounts which encompassed all households in the City that are either currently eligible for Program participation or could become eligible in the future. This was done to raise awareness of the CUC program and generate interest in possible Program improvements.

A total of 5,169 surveys were received from the property owners, representing a response rate of 21.9%. Approximately 25% of the surveys were completed online. The statistical margin of error for the results presented in this report is about 1.21%. This margin of error means that there is a 95% certainty that the actual levels of support are  $\pm 1.21\%$  from the results presented in this report.

## Survey Structure and Content

The survey recipients received a two-page survey which included 16 questions, and a postage-paid return envelope. Survey recipients were also given the option to respond to the survey online. Residents were given five weeks to respond to the survey.

The survey provided a general statement about the CUC program. The questions were based on the familiarity of the CUC Program, the usage of the Program, costs and impacts to rates, the amount of time participating in the Program, and the number of items set out for collection.

The survey also tested the community's preference for four alternate scenarios for collection/disposal options, as well as questions regarding on-call pick up program options. Questions regarding yard trimmings, salvaged materials, recycled materials, Citywide Garage Sales, Recology's Environmental Days, Santa Clara County Household Hazardous Waste Program and the level of satisfactions with the CUC Program were also included on the survey.

The survey also provided space for write-in comments and a total of 1,905 comments were received.

## Survey Results Overview

*The following is an overview of survey results. More detailed survey results can be viewed in Attachment 1 (CUC Program).*

## Familiarity

When asked whether the respondent was familiar with the CUC Program, 94% said “Yes.” This is not surprising since people unfamiliar with the Program would be less likely to participate in the survey. However, this response helps define the universe of households to which the remaining results apply.

## Utilization

*The extent to which respondents use the program are as follows:*

- » 90% - Small items
- » 78% - Bulky Items
- » 60% - Yard trimmings
- » 34% - Construction and demolition waste

## Frequency

Most respondents (87%) participate in the CUC Program annually. Approximately 9% participate less often, and approximately 4% have never participated.

## Other Regional Program Participation

Participation in related regional programs was also measured with the following results:

- » 12% - Twice-a-year Citywide Garage Sales
- » 19% - Recology’s Environmental Days
- » 60% - Santa Clara County Household Hazardous Waste Program

## Overall Satisfaction

Overall satisfaction with the CUC Program was 86%.

## Other Program Types

Respondents were asked to rank four other collection methods. For bulky, household and/or home improvement waste, the ranking was (from most to least desirable):

1. Participate in a City-organized pre-scheduled collection at my property
2. Schedule an on-call collection at my property throughout the year when needed
3. Schedule an appointment for drop-off at City-designated location when needed
4. Participate in a pre-scheduled drop-off event at City-designated location

For extra yard trimmings, the ranking was the same as shown above.

## Non-CUC Area Responses

The survey was also mailed to households that are not currently participating in the program that include higher density and multifamily housing areas of Santa Clara including a subset of the Rivermark<sup>1</sup> neighborhood. Notable results from that subset of respondents include the following:

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<sup>1</sup> The Rivermark neighborhood is comprised of 1,099 households, of which 133 responded to the survey. This represents a 12% response rate, which is about half that of the rest of the survey. However, this is understandable since that neighborhood is not currently served by the Program. The margin of error for this subset is much higher at 8.0%.

## CUC Program Familiarity

When asked whether the respondent was familiar with the Program, 58% said “Yes.” Although this is significantly lower than the rest of the respondents, it is somewhat higher than might be expected for a neighborhood that does not currently participate in the Program.

## Desired Program Options

Respondents were asked to rank four other collection methods. The results differed from the main survey with the first two options reversed as shown below.

***For bulky, household and/or home improvement waste, the ranking was (from most to least desirable):***

1. Schedule an on-call collection at my property throughout the year when needed
2. Participate in a City-organized pre-scheduled collection at my property
3. Schedule an appointment for drop-off at City-designated location when needed
4. Participate in a pre-scheduled drop-off event at City-designated location

***For extra yard trimmings, the ranking was the same:***

1. Schedule an on-call collection at my property throughout the year when needed
2. Participate in a City-organized pre-scheduled collection at my property
3. Schedule an appointment for drop-off at City-designated location when needed
4. Participate in a pre-scheduled drop-off event at City-designated location

Other survey questions were not significant for households not currently served by the Program.

## Write-In Comments

The option to write additional comments on the survey was popular. A total of 1,905 comments were received – much higher than normally seen on this type of survey. Of those, 1,592 were general comments on the overall survey (another 313 were targeted at specific questions). It is worth noting that these comments are purely anecdotal, and no numerical significance should be placed on the comments. However, a few common themes emerged and are noteworthy.

***Of the 1,592 general comments:***

- » The most common write-in comment expressed the desire to keep the program in place (33%).
- » Conversely, 1% recommended cancelling the Program.
- » The second and third most common write-in comments came under the recommendations category, a preference for on-call services (37%) and having the Program expanded to twice a year (19%).
- » Concerns about illegal dumping and scavenging made up 6% and 4%, respectively.
- » Scavenging was also mentioned another 37 times in reference to Question #11. Of those, only 7 were against scavenging.
- » Question #11 asked about scavenging, and 82% stated they did not mind that scavenging occurred.

Write-in comment notes: taking the time to write additional comments is typically motivated by negativity about the subject matter. In this case, general positive comments outnumbered the general negative comments by a ratio of three to one (6% to 2%).

## 6. CONCLUSIONS

### Strong Support for CUC

The majority of feedback was in support of the CUC program in its existing format. It would be very challenging to move away from the CUC format given its high participation rate and popularity with the community.

### Viable Additional Services to Consider

Feedback on other program types demonstrated some support for augmenting current service for bulky item collection. Adding any additional collection methods would provide additional hybrid design elements that serve those that currently do not or are unable to participate in the CUC. This could include increased outreach or expansion of existing City programs or roll out of new services.

### Enhanced Services and Promotion of Existing Programs

#### MTWS On-Call Collection (Pay to Use)

MTWS On-Call Collection existing Pay to Use Service currently is available to Santa Clara residents for a current cost of \$148.51 per pickup. Enhancing promotion of this option may result in more residents using the service on their own without creating an alternate funding mechanism for additional services.

#### Additional MTTTS Free Disposal Days

The City could also potentially add more free disposal days at the Mission Trails Transfer Station (MTTS). Enhanced promotion of the program, highlighting the additional opportunities could increase use of this program. This would require direction from the City Council and negotiation of an amendment to the current franchise agreement which would add some cost.

#### Environmental Day and Citywide Garage Sale

The existing Environmental Day and Citywide Garage Sale events provide the community additional options to recycle or reuse unwanted items. The Department of Public Works promotes the availability of these events through print, website and social media. DPW will look for opportunities to increase promotion of these events to increase awareness.

### Potential New Services

Free On-Call Collection or Drop-Off Vouchers for either the non-CUC area or the entire residential service area are good on demand options that exist in many other communities and could provide augmented Bulky Item solutions for residents year-round. These options come with considerable cost increases that would need to be considered by the City Council.





# City of Santa Clara Special Collection Programs Survey Results

PRESENTED BY SCI CONSULTING GROUP

November 9, 2022

# Survey Objective

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Conduct a statistically valid mailed survey to determine the following:

- Awareness of the CUC Program
- The usage and number of items set out for collection for the CUC Program for bulky items, other smaller items, yard trimmings and construction/demolition waste
- Method of payment for the Program fee
- Preference of four potential collection/disposal options for bulky, household and/or home improvement waste and extra yard trimmings
- On-call bulky item options
- Yard trimmings collection
- Determination of salvaged materials by residents and surrounding cities
- Determination of materials for reuse, recycled or donated through other providers
- Level of participation in Citywide garage sales, Recology's Environmental Days and Santa Clara County Household Hazardous Waste Program
- Level of satisfaction of current format of the CUC Program

## Survey Methodology

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- Mailed 23,561 surveys to households within the City of Santa Clara
  - Recipients received a two-page survey and a postage-paid return envelope
  - Option to complete the survey online
  - 16 questions – written format
  - 30 questions – online format
  
- Survey in the field for five weeks
  
- 5,169 of surveys returned, 21.93% return rate
  - 3,873 of surveys completed in written format
  - 1,296 of surveys completed online
  - More than 2,000 comments

**CITY OF SANTA CLARA**  
**Official Survey Regarding**  
**Special Collection Programs**



This survey has been mailed to households within the City of Santa Clara to gather information. The information will help the City understand residential preferences and needs to get rid of hard to dispose of items. Please complete and return this survey as soon as possible. You may take the survey online or mail the completed survey in the postage pre-paid return envelope. Please respond by Friday, October 7, 2022.

Survey Instructions:

1. Read each question listed below.
2. Please use a pen to completely fill in the circles with your responses.
3. Mail your survey back in the postage pre-paid return envelope provided.

If you prefer to complete this survey online:  
 Visit [www.inputlocal.com](http://www.inputlocal.com), enter SURVEY NAME "SCSCPS" and  
 SURVEY CODE \_\_\_\_\_ OR scan the QR CODE  
 with your smartphone and follow the instructions.

QR CODE



Under the current Cleanup Campaign Program ("CUC Program"), the City is divided into four collection areas, each being serviced during a one-week period. Residents are able to place an unlimited amount of debris (appliances, carpets, furniture, mattresses, etc.) on the street for collection. The City and its contractors remove the debris at some point during the collection week.

For each of the statements below, please fill in the circle for your response.

Yes    No    I don't know

1. Are you aware the City of Santa Clara has a CUC Program? .....  Yes     No     I don't know  
 My community does not receive CUC services.   
 If your community does not receive CUC services, please skip to #6.
2. Does your household regularly use any of the following CUC Program categories?  
 Bulky Items.....  Yes     No     I don't know  
 Other Smaller Items.....  Yes     No     I don't know  
 Yard Trimmings .....  Yes     No     I don't know  
 Construction/Demolition Waste .....  Yes     No     I don't know
3. Does your household pay the CUC Program monthly fee with your utility bill?.....  Yes     No     I don't know
4. How often does your household participate in the CUC Program?  
 Annually     Less than every 3 years     Every 2 to 3 years     Have never participated
5. How many items does your household set out for collection for each of these CUC Program categories? Please fill in the appropriate circles as your response.

Type of Items	None	1-2	3-4	5+
Bulky	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Smaller Items	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Yard Trimmings	None	1 cubic yard	2 cubic yards	More than 2 cubic yards
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Construction and Demolition Waste	None	1 bulk bag	2 bulk bags	More than 2 bulk bags
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1 cubic yard = 3 ft x 3 ft x 3 ft  
 1 bulk bag = 1 cubic yard

**City of Santa Clara Official Survey Regarding Special Collection Programs**

6. Please rank your preference for the following four potential scenarios for collection/disposal options. Indicate with 1, 2, 3, or 4. 1 = most desirable, 4 = least desirable. Please use 1-4 one time in each column.

Collection/Disposal Options	bulky, household and/or home improvement waste	extra yard trimmings
Participate in a City organized pre-scheduled collection at my property		
Participate in a pre-scheduled drop-off event at City designated location		
Schedule an on-call collection at my property throughout the year when needed		
Schedule an appointment for drop-off at City designated location when needed		

7. If an on-call bulky item (couch, mattress, washing machine, etc.) pick up program was offered, how likely are you to schedule an appointment?

Likely  Unlikely

8. If an on-call bulky item pick up had an option to set out up to 2 cubic yards of smaller items in contractor provided bulk bags, how likely are you to use the service to dispose of smaller items?

Likely  Unlikely

9. Does your household generate large quantities of yard trimmings that do not fit in your green cart?

Yes, in the spring  Yes, in the fall  Yes, in both the spring and fall  No

10. During the CUC Program, do you salvage materials that have been set out by other residents to be reused in your home?

Yes  No

11. If your household participates in the CUC Program, do you mind if others salvage items that have been set out for collection?

Yes  No  N/A - my community does not receive CUC services

12. Do you recycle materials through any other reuse, recycle or donation services throughout the year? (for example: Goodwill, Salvation Army, thrift store)

Yes  No  I don't have reusable items to donate

13. Has your household participated in one of the twice yearly Citywide Garage Sales?

Yes  No  Not familiar with this program

14. Has your household participated in Recology's Environmental Days?

Yes  No  Not familiar with this program

15. Has your household participated in the Santa Clara County Household Hazardous Waste Program to dispose of items such as batteries, cleaners, oil, paints, pesticides, etc.?

Yes  No  Not familiar with this program

16. What is your level of satisfaction with the current format of the CUC Program?

Satisfied  Unsatisfied  N/A - my community does not receive CUC services

Please add any additional comments on the City's current special collection programs or alternatives.

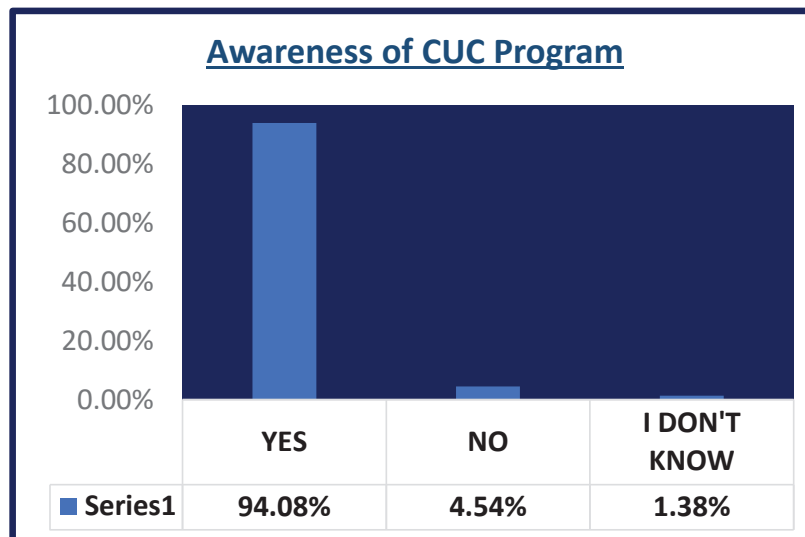

This survey is being conducted by an independent third party on behalf of the City. All information obtained through this process will be shared with the City in aggregate form.



# Question #1

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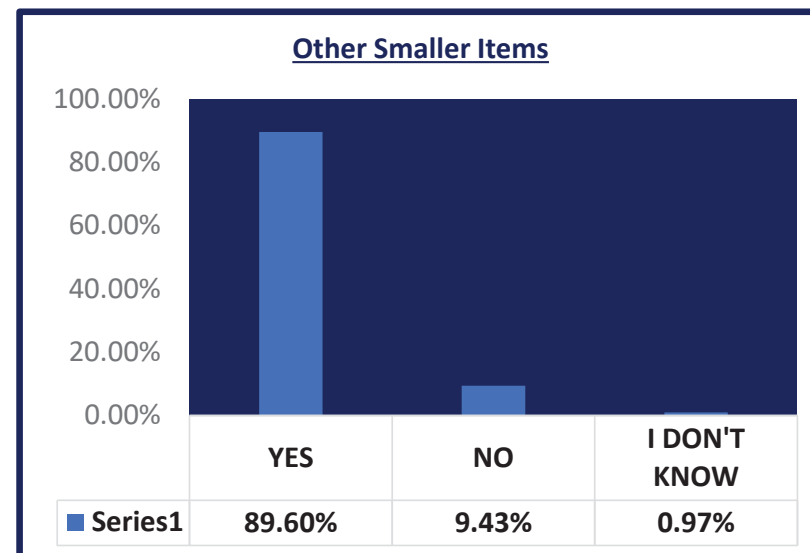
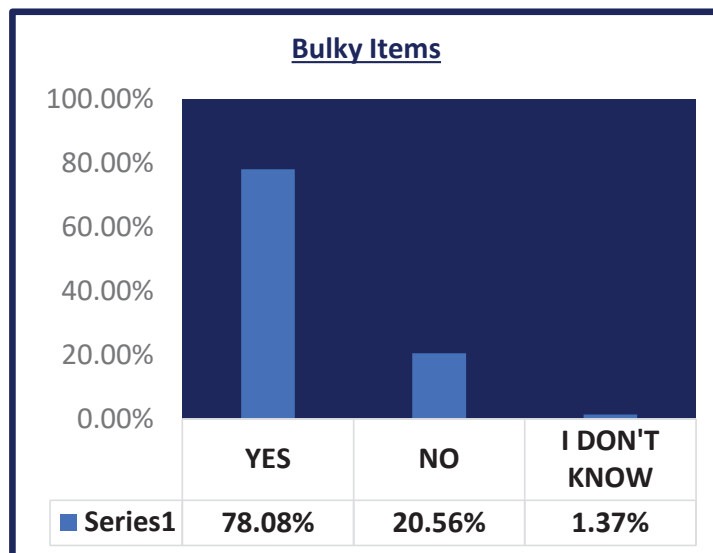
Are you aware the City of Santa Clara has a CUC Program?



My community does not receive CUC services = 6.76%

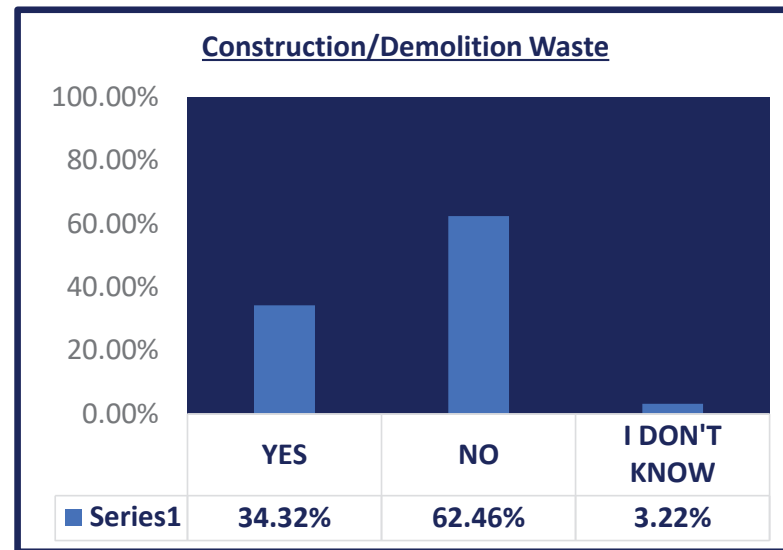
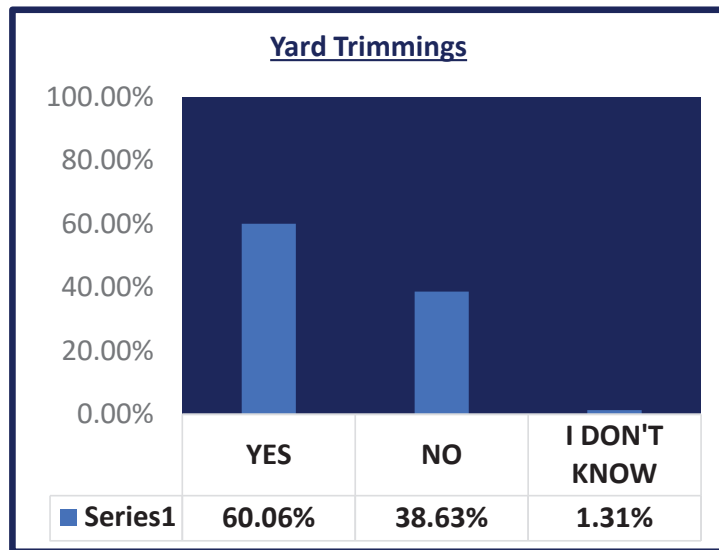
# Question #2

Does your household regularly use any of the following CUC Program categories?



# Question #2

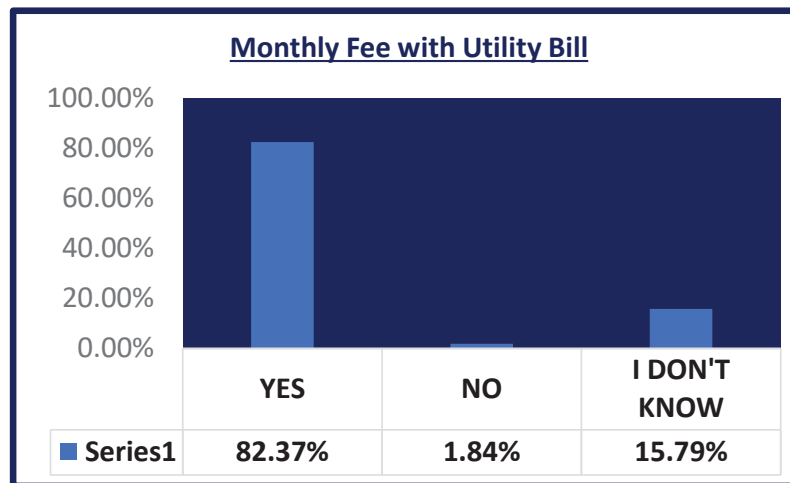
Does your household regularly use any of the following CUC Program categories?



## Question #3

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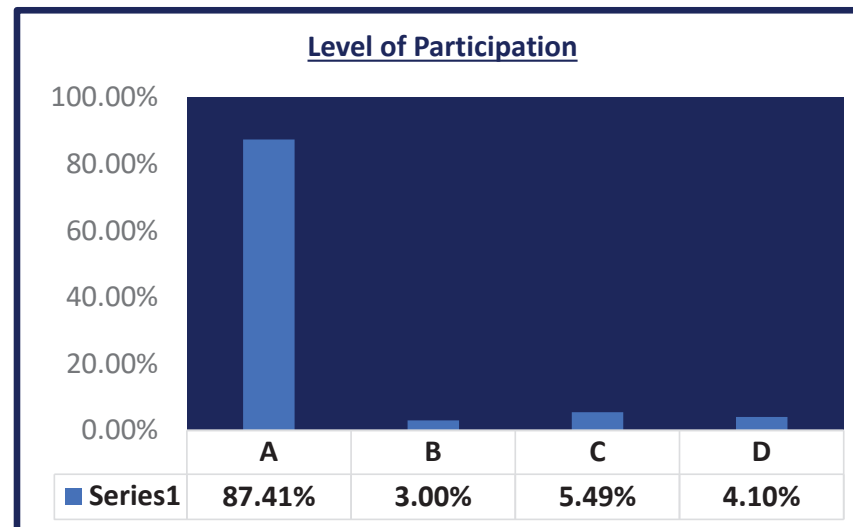
Does your household pay the CUC Program monthly fee with your utility bill?



## Question #4

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How often does your household participate in the CUC Program?

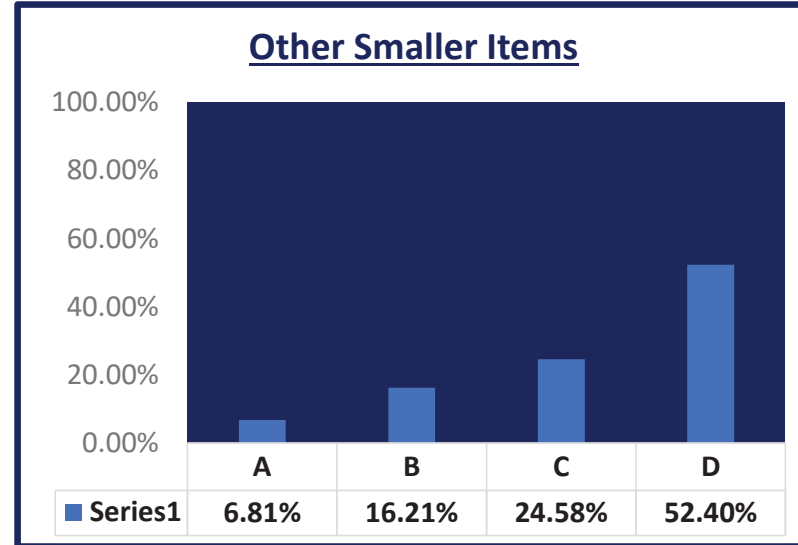
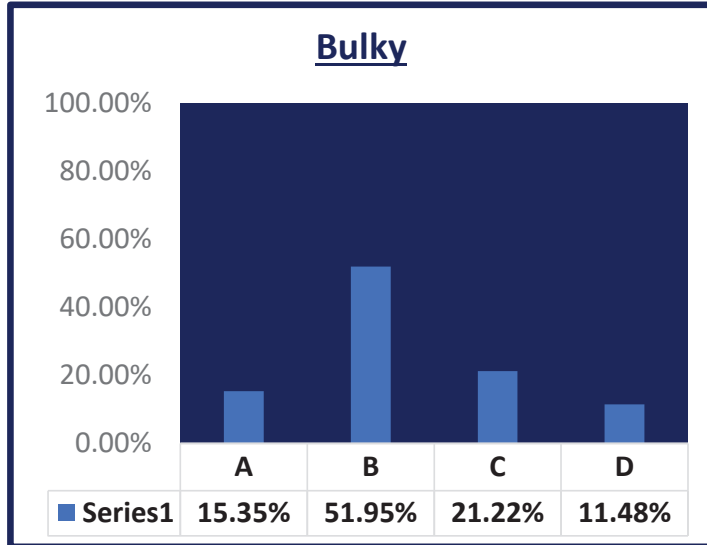


- A = Annually
- B = Less than every 3 years
- C = Every 2 to 3 years
- D = Have never participated



# Question #5

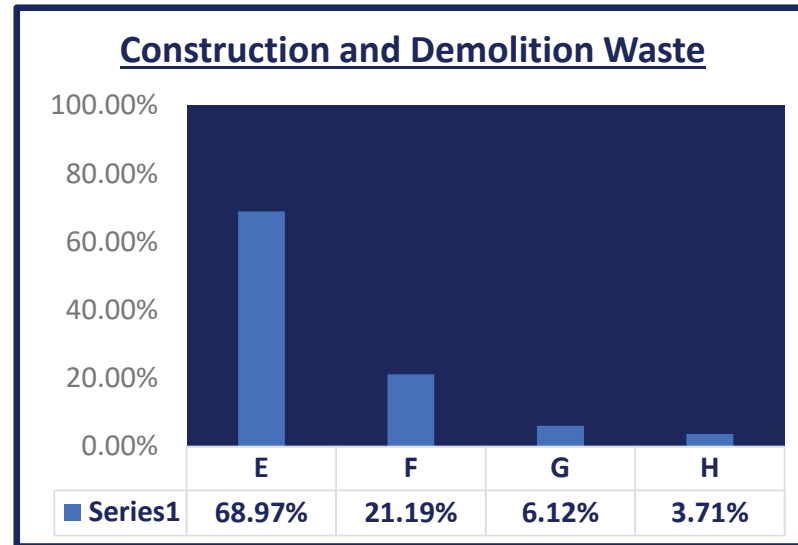
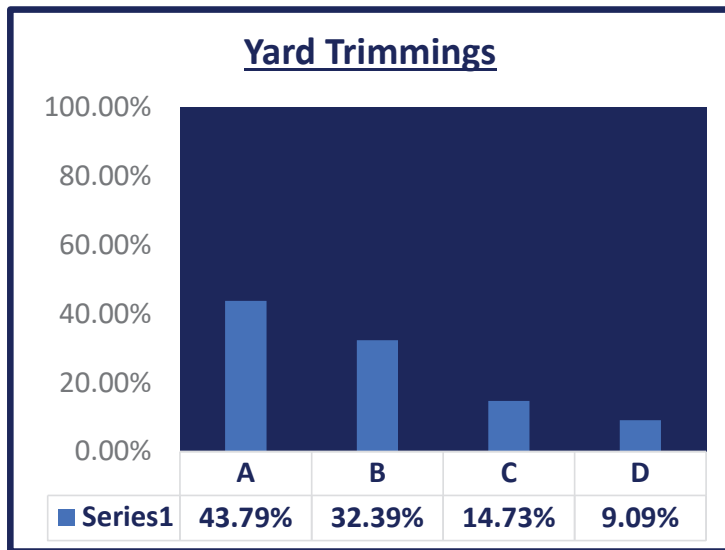
How many items does your household set out for collection for each of these CUC Program categories?



- A = None
- B = 1-2
- C = 3-4
- D = 5+

# Question #5

How many items does your household set out for collection for each of these CUC Program categories?



- A = None
- B = 1 cubic yd
- C = 2 cubic yds
- D = More than 2 cubic yds

- E = None
- F = 1 bulk bag
- G = 2 bulk bags
- H = More than 2 bulk bags

## Question #6 – Bulky, Household and/or Home Improvement Waste

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Page 1 of 2

Please rank your preference for the following four potential scenarios for collection / disposal options. Indicate with 1, 2, 3, or 4. 1 = most desirable, 4 = least desirable.

- 1 = Participate in a City organized pre-scheduled collection at my property
- 2 = Schedule on-call collection at my property throughout the year when needed
- 3 = Schedule an appointment for drop-off at City designated location when needed
- 4 = Participate in a pre-scheduled drop-off event at City designated location

## Question #6 – Extra Yard Trimmings

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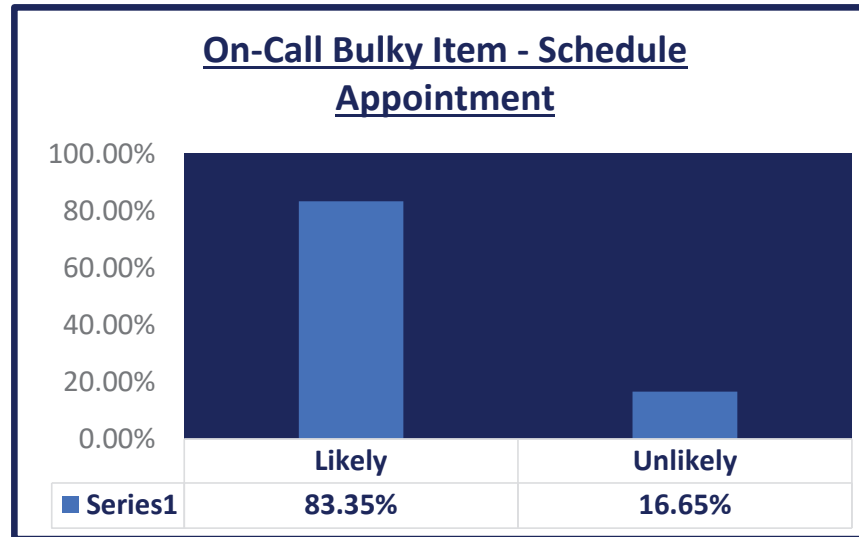
Please rank your preference for the following four potential scenarios for collection / disposal options. Indicate with 1, 2, 3, or 4. 1 = most desirable, 4 = least desirable.

- 1 = Participate in a City organized pre-scheduled collection at my property
- 2 = Schedule on-call collection at my property throughout the year when needed
- 3 = Schedule an appointment for drop-off at City designated location when needed
- 4 = Participate in a pre-scheduled drop-off event at City designated location

## Question #7

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If an on-call bulky item (couch, mattress, washing machine, etc.) pick up program was offered, how likely are you to schedule an appointment?

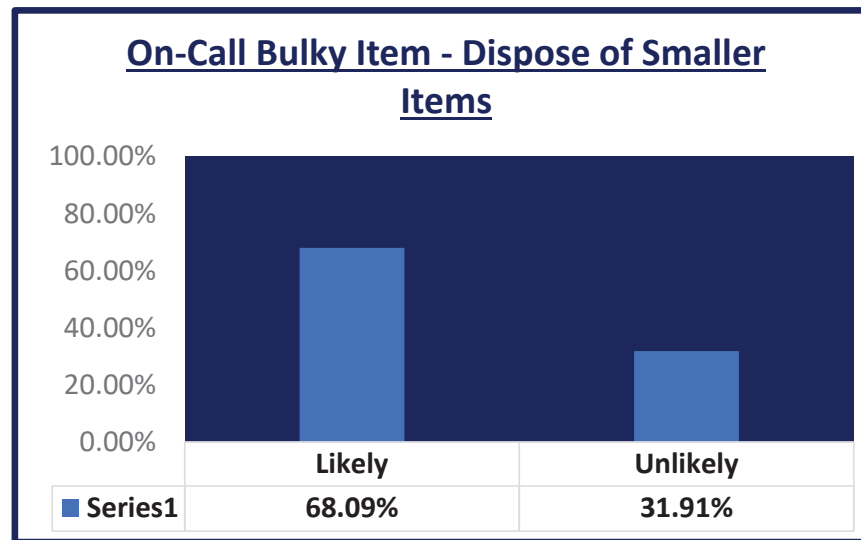




## Question #8

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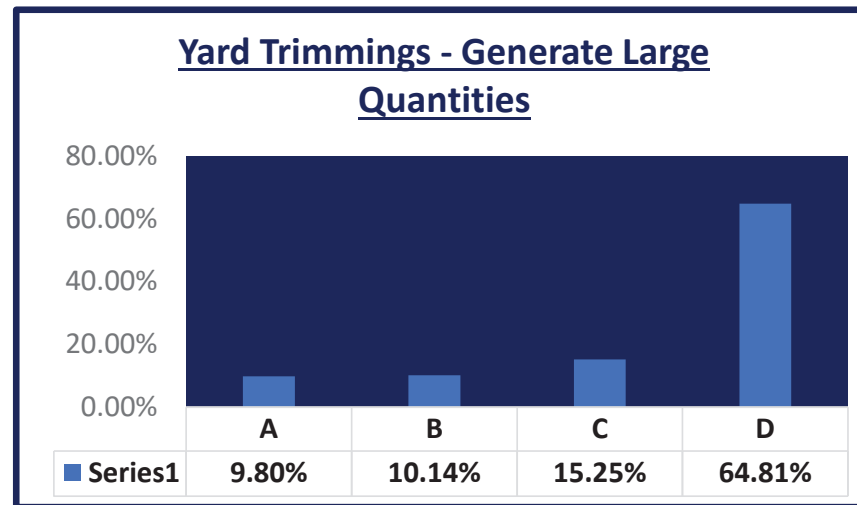
If an on-call bulky item pick up had an option to set out up to 2 cubic yards of smaller items in contractor provided bulk bags, how likely are you to use the service to dispose of smaller items?



## Question #9

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Does your household generate large quantities of yard trimmings that do not fit in your green cart?

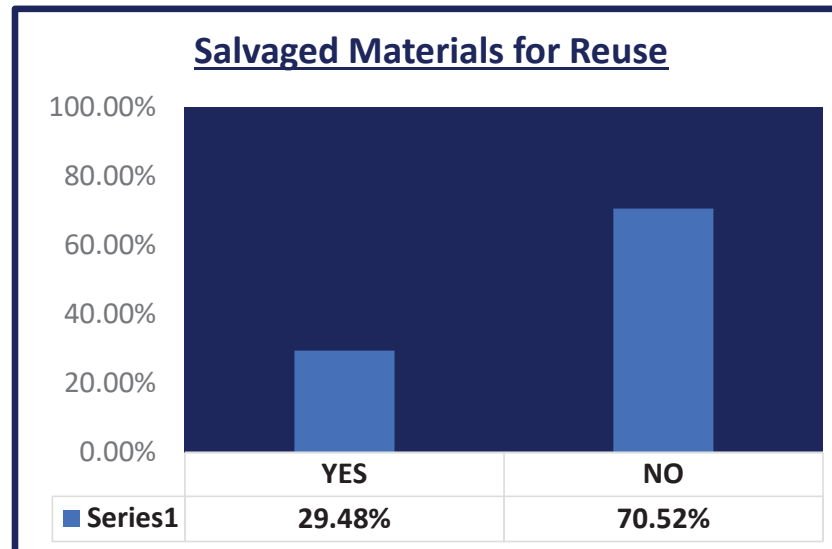


- A = Yes, in the spring       C = Yes, in both the spring and fall  
 B = Yes, in the fall       D = No

## Question #10

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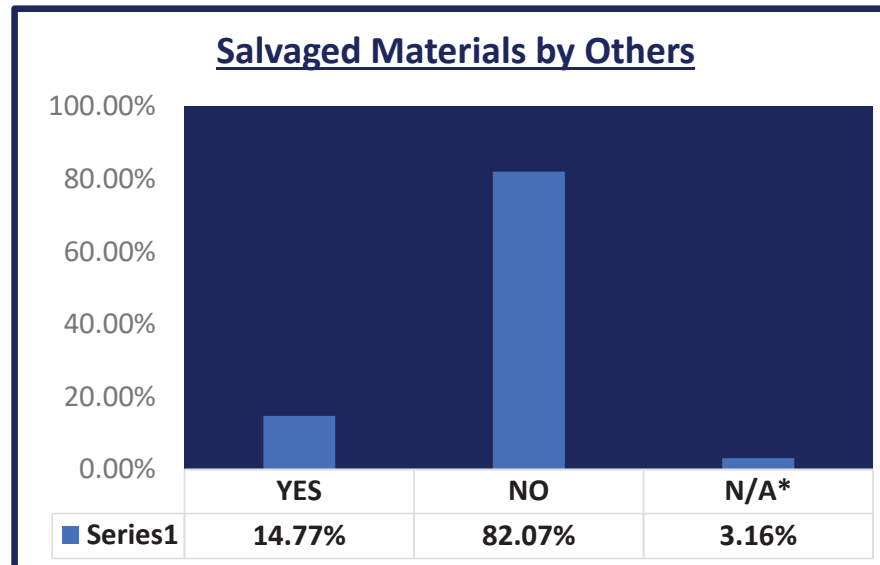
During the CUC Program, do you salvage materials that have been set out by other residents to be reused in your home?



## Question #11

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If your household participates in the CUC Program, do you mind if others salvage items that have been set out for collection?

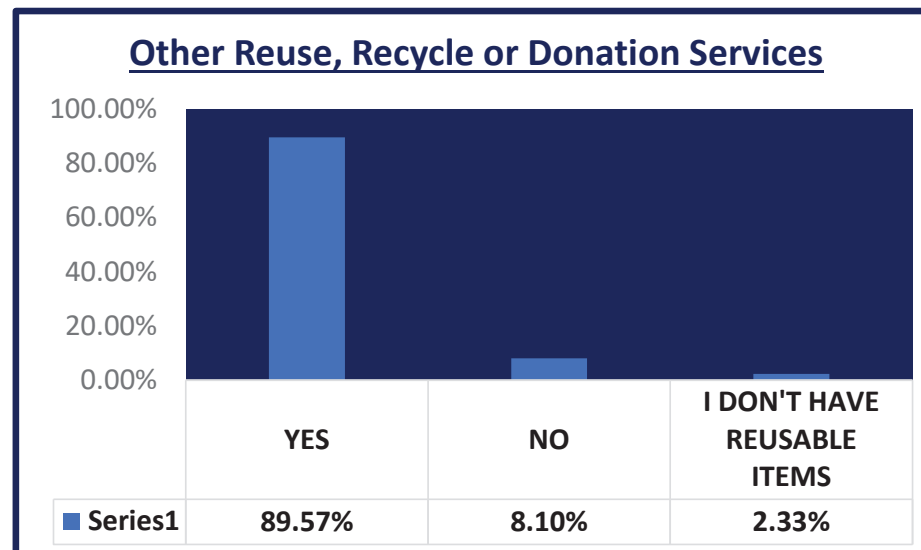


\* N/A – my community does not receive CUC services

## Question #12

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Do you recycle materials through any other reuse, recycle or donation services throughout the year? (for example: Goodwill, Salvation Army, thrift store)

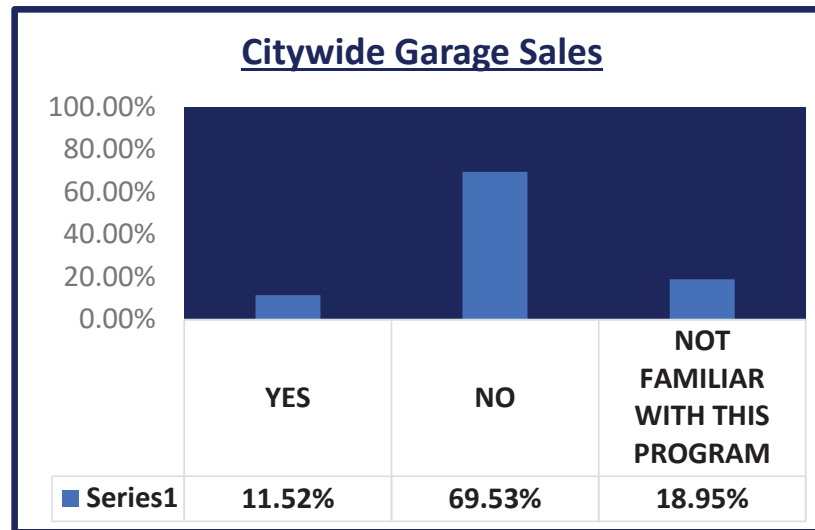




## Question #13

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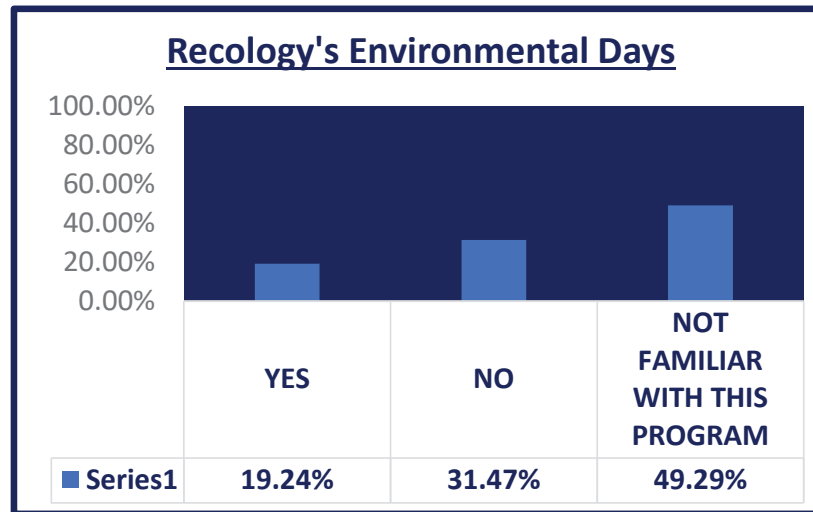
Has your household participated in one of the twice-yearly Citywide Garage Sales?



# Question #14

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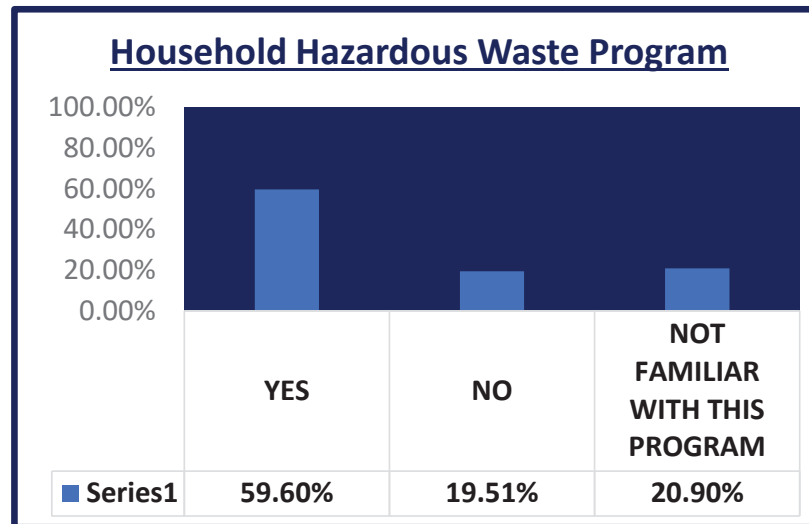
Has your household participated in Recology's Environmental Days?



## Question #15

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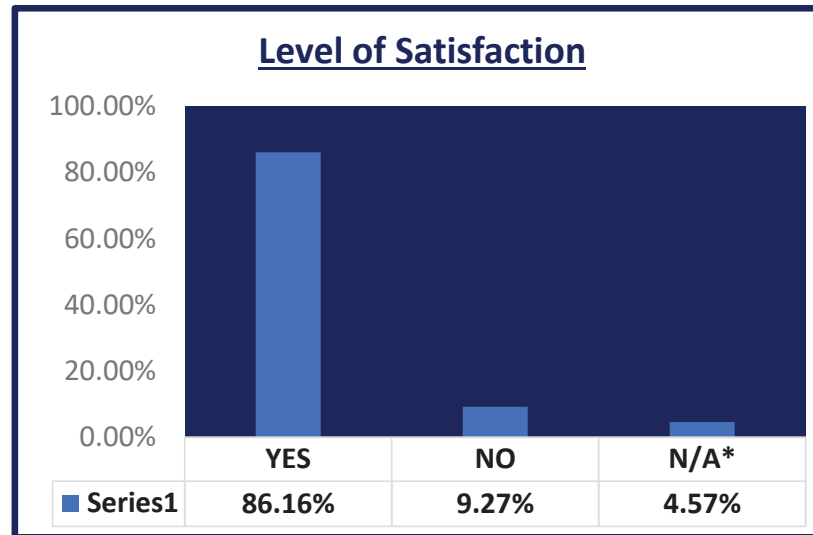
Has your household participated in the Santa Clara County Household Hazardous Waste Program to dispose of items such as batteries, cleaners, oil, paints, pesticides, etc.?



## Question #16

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What is your level of satisfaction with the current format of the CUC Program?





Keep the Program

Cancel the Program

Recommendations  
& Requests

Hazardous Waste

Salvage - Scavenge

Questions

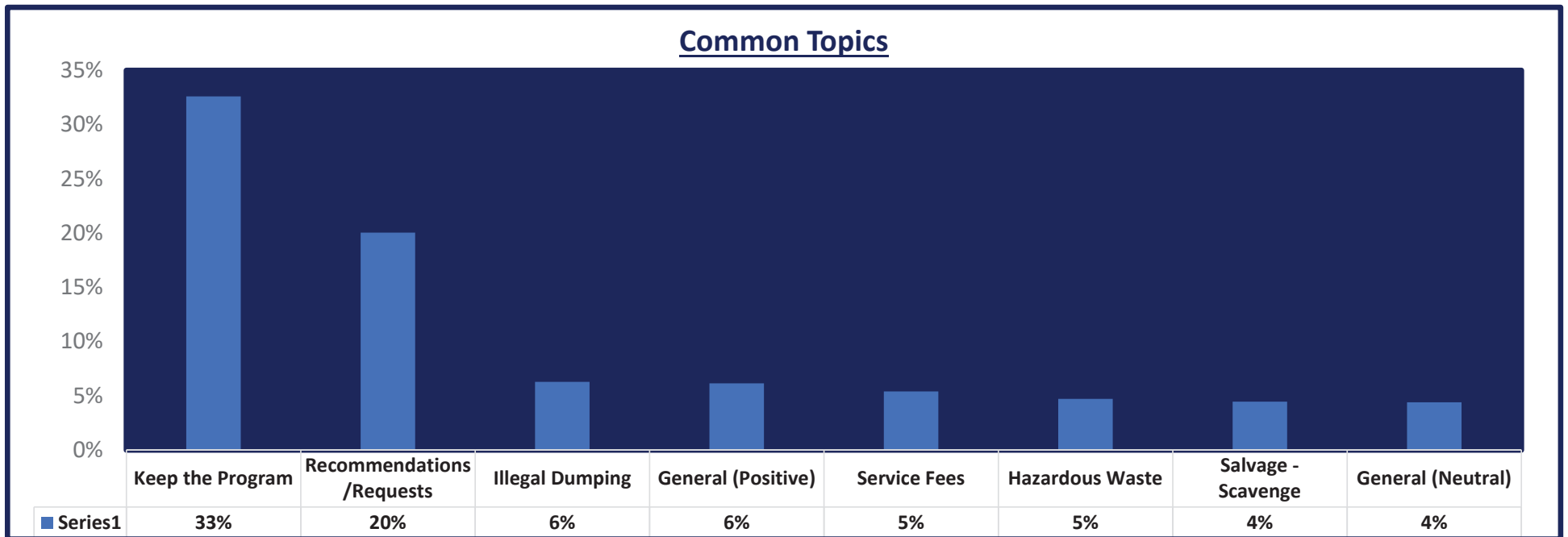
General Subjects

Illegal Dumping

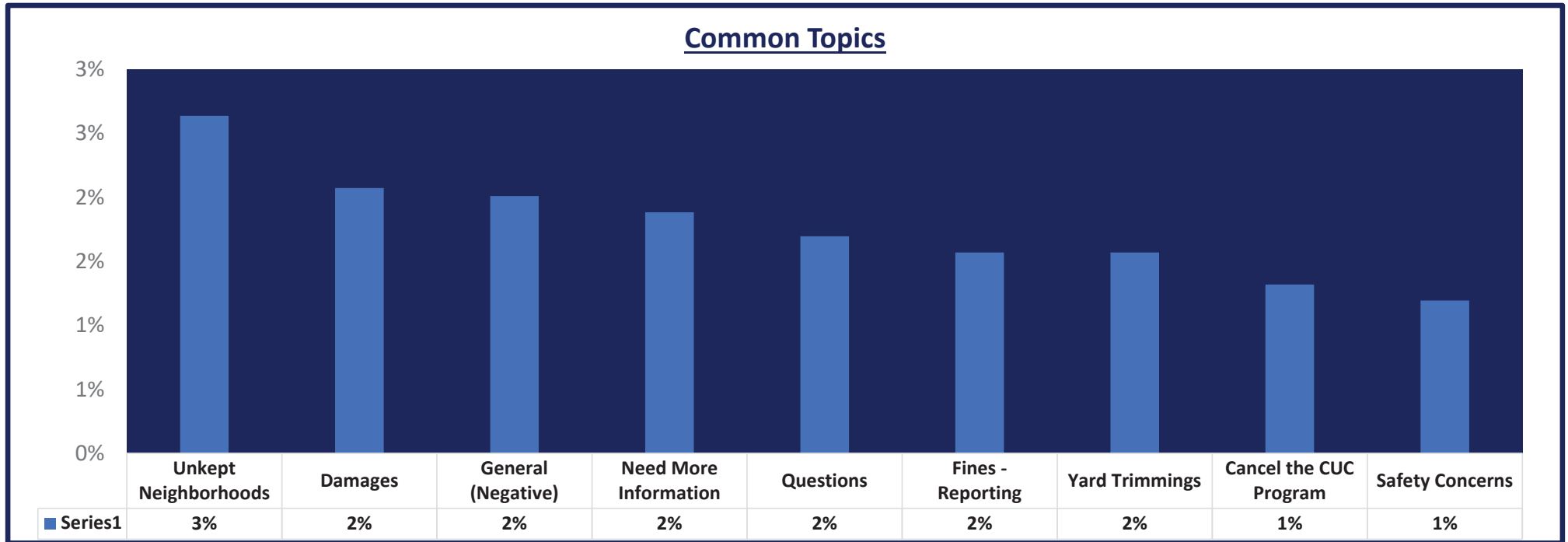
Need More Information

Service Fees

# Common Topics



# Common Topics



# Common Topics – Recommendations/Requests

