



Swartz Creek  
Credit: Heidi Phaneuf

# 4. Our Strategy

## Future Investments

Knowing the location and condition of our community's assets such as roads, parks, and public facilities helps agencies determine where to prioritize future investments while continuing services that residents rely on. Using current funding levels, staff determined over \$5.5 billion (federal, state, and local funds) is expected to be available over the next 25 years for the transportation, community development, and solid waste management programs (Figure 4-1). **This federal funding is critical since it assists in carrying out a variety of projects that make our communities a better place to live, work, and play.** Though, due to limited funding available, it can be a challenge to address every need our County has. Despite this, local agencies and communities are making a positive difference by implementing these projects (Figure 4-2) in an effective manner while maintaining financial constraint.

Figure 4-1

### Fiscal Constraint

	Committed Funds (in millions)	
	Solid Waste Management	Community Development
Projects	Transportation	
<b>Pavement Preservation Projects</b>	\$4,323	<b>\$4,323</b>
<b>Safety / Non-Motorized Projects</b>	\$115	<b>\$115</b>
<b>Transit Projects</b>	\$730	<b>\$730</b>
<b>Bridge Projects</b>	\$152	<b>\$152</b>
<b>System Performance / Congestion Projects</b>	\$58	<b>\$58</b>
<b>Community Development Block Grant</b>	\$64	<b>\$64</b>
<b>HOME Investment Partnerships</b>	\$28	<b>\$28</b>
<b>Emergency Solutions Grant</b>	\$5	<b>\$5</b>
<b>Solid Waste</b>		\$11 <b>\$11</b>
<b>Total Revenue</b>	\$5,378 <b>\$97</b>	\$11 <b>\$5,486</b>

Projects estimated in year-of-expenditure dollars (numbers are rounded)  
 Anticipated Revenue available equals committed funds  
 Transportation revenues cooperatively developed between MDOT, MTA and GCMPC

## Transportation Planning

The Genesee County Metropolitan Alliance (GCMA) is the Metropolitan Planning Organization (MPO) for the Flint/Genesee Metropolitan Area. The Genesee County Metropolitan Planning Commission

(GCMPC) functions as staff to GCMA. GCMPC oversees distributing funds from the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and the Michigan Department of Transportation (MDOT). Each committee includes a combination of representation from our cities, villages, townships, county road commission, state and federal agencies, transit authority, and airport authority.

*Genesee: Our County, Our Future* is guided by a performance, outcome-based planning approach to ensure transportation system investments will make progress toward the achievement of national goals identified in the 2015 federal legislation Fixing America's Surface Transportation (FAST) Act. Performance Measures for Genesee County were established in the areas of Safety, Bridge Asset Management, Pavement Asset Management, System Reliability, and Transit Asset Management. Annually staff collects and reviews baseline conditions for each performance measure as part of our MPO's unified work program (UWP) to prepare for annual performance target setting. MPOs may either support the statewide targets or set their own targets. To ensure consistency, GCMPC coordinates with both the Michigan Department of Transportation (MDOT) and the Flint Mass Transportation Authority (MTA) when setting performance targets.

As performance targets are set every year, GCMPC staff educates our committees on how to incorporate these elements into their transportation investments. Projects that help Genesee County towards achieving performance targets, such as improving traffic flow and freight movement, are rewarded with additional points during the selection of Genesee County's Transportation Improvement Program (TIP) and Long Range Transportation Plan (LRTP) projects. During the selection of the FY 2020-2023 TIP and LRTP 2045 projects, a comprehensive and inclusive public involvement process was undertaken. Each project was carefully reviewed at the time of application so there were no disproportionately high or adverse effects on minority populations residing in environmental justice zones. Genesee County is in air quality attainment and all TIP & LRTP projects have been analyzed and been determined to meet the U.S. Environmental Protection Agency (EPA) air quality conformity standards.



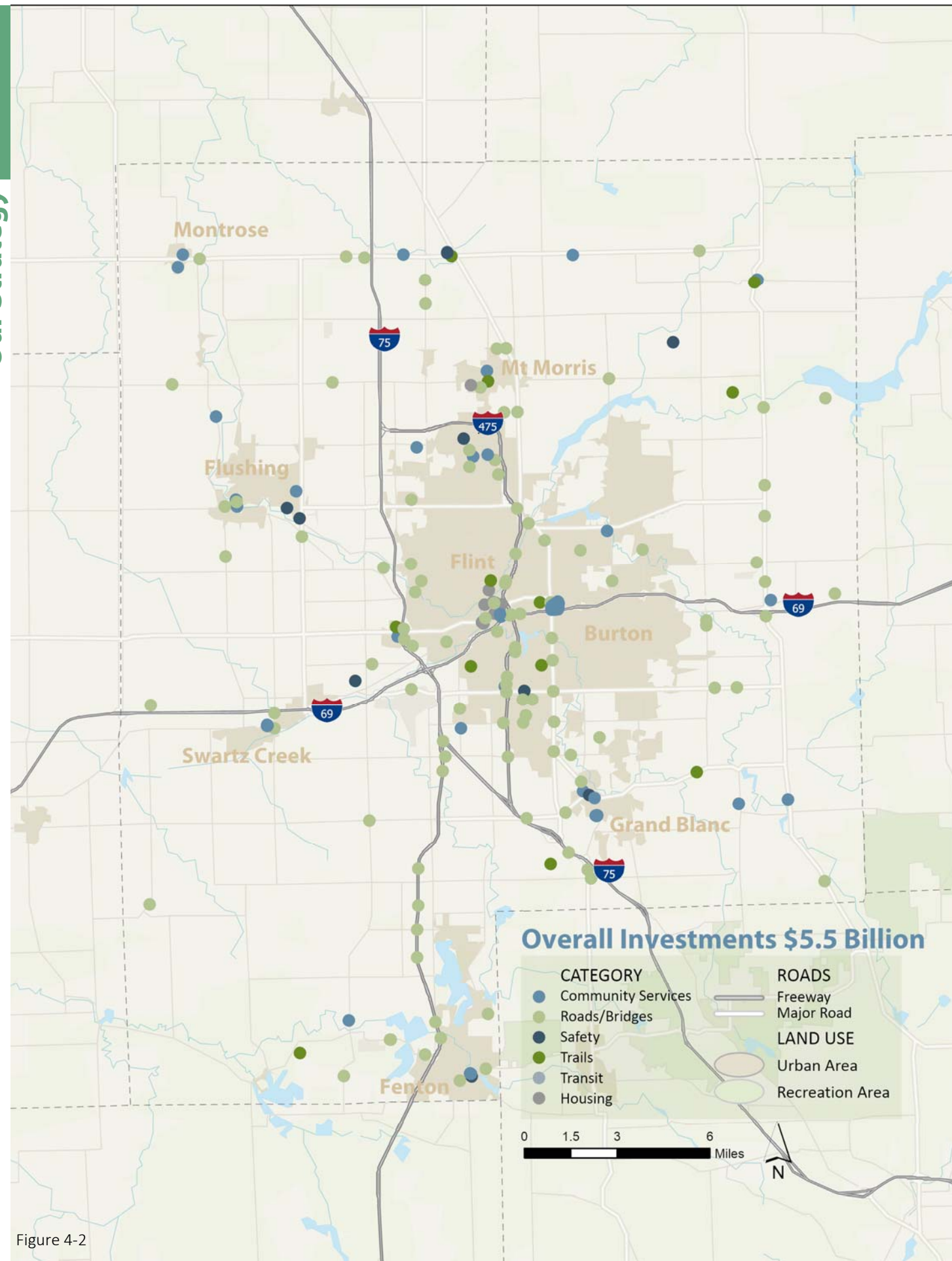


Figure 4-2



Figure 4-3

## Major Highway Improvements

- 1 **Baldwin Road**- Reconstruction and Addition of Turn Lanes from Holly Rd to 900 ft West — 2022
- 2 **Hill Road**- Roadway Expand—2 to 3 and 5 lanes (at intersection) S Saginaw Rd to Center Rd — 2020
- 3 **Grand Blanc Road**- Major Widening - Road Reconstruction and Addition of Turn Lane (2 to 3 Lanes) from Fenton Road to Dort Highway — 2022

- 4 **Grand Blanc Road**- Major Widening - Add a Continuous Center Turn Lane and Roundabout at Embury Road from Dort Highway to Grand Blanc City Limits — 2021
- 5 **Grand Blanc Road**- Widen to 5 Lanes and Addition of Turn Lanes from Fenton Rd to Grand Blanc City Limits — 2045
- 6 **Irish Road**- Reconstruction and Continuous Center Turn Lane (2 to 3 and 4 lanes) from Lippincott Rd to Bridge over Kearsley Creek — 2023

## Transportation System Performance Report

Progress made towards achieving national performance goals and the MPO-adopted performance targets are documented through the following system performance report. Genesee County’s System Performance Report will be updated annually in addition to being documented in Genesee County’s L RTP every five years. The annual updates will evaluate the condition as well as assess the overall performance of the transportation system. The following describes the common project types that will help achieve targets for each performance area, as well as what GCMA is currently doing to assist our local road and transit agencies to improve Genesee County’s transportation system performance. A summary of the performance areas, specific measures, baseline conditions and targets, general trends, financial investments, and anticipated impacts are included in Figure 4-4.

### Safety

While Genesee County does not select the safety projects for the annual MDOT call for projects themselves, staff prioritizes projects submitted. A time-of-return analysis (cost-benefit analysis) and annual crash data analysis is completed on all safety projects submitted. For the Genesee County TIP projects that implement safety improvements in conjunction with normal roadway improvements are prioritized for funding. These improvements can include 4-to-3 lane conversions, signage and signal upgrades, lane re-striping, access management, turn lane additions, bus turnouts,

and roundabouts. To understand the type of safety improvements that can be made, staff will continue to educate local municipalities on the local, regional, and statewide safety policies and strategies identified through both the Region V Traffic Safety Plan and the State of Michigan Strategic Highway Safety Plan.

### Pavement

Pavement conditions account for 65 percent of all points available on preservation and reconstruction applications submitted through Genesee County’s TIP call for projects. Projects with higher traffic volumes and projects that can incorporate performance principles receive higher priority. Performance principles may include transit design elements such as bus shelters and bus turnouts; or complete streets design elements such as sidewalks and bike lanes, safety upgrades including signal upgrades and lane-re-striping, and/or area-wide impacts such as improved connections to the community’s downtown. Staff will keep on making a concerted effort to educate member road agencies, collect and analyze pavement conditions, and improve criteria for future project prioritization. A recent example was allotting 15 percent of pavement funds for priority preservation projects with a pavement condition rating of five for Genesee County’s FY 2020-2023 TIP. By adding another project category, local road agencies have more options available to them to preserve their transportation system. Through our committees we continually evaluate how projects are selected and how we can better work toward meeting Genesee County’s performance targets.



### System Reliability

While the transportation network in Genesee County is relatively reliable, certain roadways are prone to increased congestion. The congestion management process (CMP) is used to identify system deficiencies that effect reliability, and to analyze projects that address the deficiencies. Only the most critical areas are considered for capacity increasing projects. Capacity improvement strategies may include shifting automobile trips to other modes such as transit and non-motorized, improving roadway operations through signal timing optimization, and adding thru-lane capacity. While there are a wide variety of projects, only the more significant capacity-related projects were identified on the map (Figure 4-3). Road and transit agencies will continue to be provided with the data necessary to identify areas with patterns of congestion and determine what level of improvement will have the greatest impact for a corridor. Staff will continue to work with agencies prior to each TIP and LRTP project selection cycles in order to review best potential CMP strategies for each project application. This in turn will contribute to an efficient transportation system and towards improving the economic vitality of our communities.

### Bridge

In Genesee County, 77 percent of our bridges are considered in "fair" condition or worse (MI Local Technical Assistance Program). Even as bridges are reconstructed and their condition improves, older bridges will continue to deteriorate and fall out of the "good" category. Typical projects are preventative maintenance or rehabilitation. Common temporary fixes include weight restrictions or lane closures. Rehabilitation may cost less than full replacement, but a more expensive fix will eventually be needed. As an MPO, we will continue to monitor bridge conditions, prioritize projects and assist in applications for bridge funding. Staff will continue to educate citizens and local officials about the importance of taking action and the impact of closing or restricting bridges. A strategic approach must also be instituted by road agencies when applying for grants to prioritize the most important structures.

### Transit Asset Management

Current projects programmed will improve transit performance including vehicle replacements and facility upgrades. Advancements in technology have made it cost-effective for the MTA to transition to a newer fleet. The MTA's ability to diversify their fuel sources helps to reduce costs, better maintain their current vehicles and facilities, as well as provide a higher quality service to residents. GCMA will continue ongoing coordination with the State, MTA, and other transit stakeholders to address areas of concern, secure funding, and prioritize transit projects. Our technical and policy committees continue to recognize the importance of allotting federal funding for transit asset management projects that will improve residents' access to core community resources. Roadway improvement project applications that incorporate transit elements such as bus stops and pull outs receive higher priority.



## Transportation System Performance

FY 2020-2045 Financial Investment (in millions)						
Performance Area	Impact on Condition	Measures	Baseline Condition		Trend	
			2017	2019		
<b>Safety</b>	Reduced potential for motor vehicle crashes and non-motorized crashes, injuries and fatalities in relationship to vehicle miles traveled (VMT)	Number of fatalities	981	1023	↑	\$114
		Rate of fatalities (per 100 million VMT)	1	1	↑	
		Number of serious injuries	5355	5407	↑	
		Rate of serious injuries (per 100 million VMT)	5	5	↓	
		Number of nonmotorized fatalities and serious injuries	744	760	↑	
<b>Pavement</b>	Improvement in surface condition and the international roughness index (IRI). Eliminate issues with cracking, rutting, and faulting on the interstate and non-interstate national highway system (NHS)	Percent Interstate pavement in good condition	57%	48%	↓	\$4,323
		Percent Interstate pavement in poor condition	5%	10%	↑	
		Percent Non-Interstate NHS pavement in good condition	50%	44%	↓	
		Percent Non-Interstate NHS pavement in poor condition	19%	25%	↑	
<b>System Reliability</b>	Improvement in freight movement, reduction in traffic congestion, and associated user delay costs	Interstate travel time reliability	85%	> 75%	↓	\$730
		Non-Interstate travel time reliability	86%	> 70%	↓	
		Freight travel time reliability	1.38	< 1.75	↑	
<b>Bridge</b>	Reduction in the number of structurally deficient and functionally obsolete bridges on national highway system (NHS)	Percent NHS Bridges in good condition	33%	26%	↓	\$152
		Percent NHS Bridges in poor condition	10%	7%	↓	
<b>Transit Asset Management</b>	Reduction in percentage of vehicles, equipment, and facilities that are past useful life benchmark (ULB)	Revenue Vehicles: small bus and van; demand response - past ULB	1%	1%	↔	\$58
		Revenue Vehicles: large bus class; motorbus - past ULB	51%	33%	↓	
		Service Vehicles - past ULB	50%	< 40%	↓	
		Facilities - all classes - past ULB	0%	0%	↔	

Figure 4-4

\*Condition Measures and Investments are rounded numbers.  
 \*\*Arrows indicate if the condition is trending up or down. Green arrow indicates a favorable trend, blue indicates no change, and gray indicates a negative trend.



## Community Development Planning

The Genesee County Metropolitan Planning Commission is an entitlement grantee for the Department of Housing and Urban Development (HUD) and oversees administration of Community Development Block Grant (CDBG) funds, Home Investment Partnerships (HOME) funds and Emergency Solutions Grant (ESG) funds. CDBG funds are distributed to local units of government to benefit low-to-moderate income populations throughout the County, which are determined by factors given by HUD. HOME funding is utilized to provide affordable housing for low-to-moderate income residents, and ESG funding has a strong focus on homelessness prevention.

Through the CDBG funding that is provided to Genesee County from the Federal Department of Housing and Urban Development, there are three national objectives that must be followed. Any projects carried out with this funding must either benefit low-to-moderate income persons, aid in the prevention or elimination of slums or blight, or meet a need having a particular urgency (urgent need). Genesee County mainly

utilizes the first two national objectives, with many of the projects carried out benefitting low-to-moderate income populations. In order to assure that we are meeting the national objectives and carrying out projects effectively, five goals were determined through public input and consultation with local units of government and local agencies. Under each of these goals, there are several "priority needs" that are addressed from implementation of the projects that fall under each. These needs help determine what projects hold the highest priority throughout our communities. During project selection, local units of government must hold a public hearing to gain input from their residents before undergoing a project application process that assures requested projects are meeting a national objective, accomplishing one of the set goals, and addressing the priority needs of the community.



City of Flint  
Credit: Anna Pinter



City of Burton Water Main  
Credit: David Yeoman



## Upcoming Community Development Projects

### Community Development Block Grant (CDBG)

- 1 City of Burton— Road Improvements— Scottwood Ave, Fire Safety Equipment, Senior Center Operations
- 2 City of Fenton— Blight Removal, Senior Programs, Home Improvement Program
- 3 City of Flushing— Blight Removal, ADA Picnic Tables, Senior Center Improvements & Operations
- 4 City of Grand Blanc— Physicians Park Restroom, Senior Center Improvements & Operations
- 5 City of Linden— Senior Center Operations
- 6 City of Montrose— Blueberry Park Improvements
- 7 City of Mt. Morris— Sidewalk Installation, Library ADA Improvements, Drainage Repairs
- 8 City of Swartz Creek— Street Sign Replacements, Senior Center Operations
- 9 Argentine Township— Home Improvement Program
- 10 Atlas Township— Senior Programs
- 11 Clayton Township— Road Improvements— Duffield Rd
- 12 Davison Township— Road Improvements— Lip-pincott/Irish Rd Intersection
- 13 Fenton Township— SLPR Scholarship, Road Improvements— Petts Rd
- 14 Flint Township— Crime Prevention, Senior Food Pantry, Sidewalk Installation, Road Improvements— Hogarth Ave, Utley Rd, River Valley Dr
- 15 Flushing Township— Township Hall ADA Entry, Senior Center Bus Purchase & Operations
- 16 Forest Township— Blight Removal, Senior Center Improvements
- 17 Gaines Township— Senior Center Operations, Home Improvement Program
- 18 Genesee Township— Senior Center Improvements, Road Improvements— George St
- 19 Grand Blanc Township— Senior Center Improvements/Operations, Smoke/CO Detectors, Road Improvements— Howe Rd

- 20 Montrose Township— Senior Center Improvements
- 21 Mt. Morris Township— Road Improvements— Mott Ave, Code Enforcement, Blight Removal, Senior Center Operations, Youth Program
- 22 Mundy Township— Vocational Independence Program, Home Improvement Program
- 23 Richfield Township— Road Improvements— Henderson Rd, Senior Center Operations
- 24 Thetford Township— Senior Center Operations, Road Improvements— Frances Rd
- 25 Vienna Township— Smoke/CO Detectors, Sidewalk Improvements, Senior Center Van Purchase & Operations, Art Program for Disabled Adults
- 26 Village of Gaines— Senior Center Operations
- 27 Village of Goodrich— Senior Programs
- 28 Village of Otisville— Sidewalk Improvements
- 29 Village of Otter Lake— Home Improvement Program

### HOME Investment Partnerships

- 31 GCMPC— Home Improvement Program, Administration
- 33 Habitat For Humanity— New Construction—Affordable Housing
- 35 Metro Community Development— Tenant Based Rental Assistance, Homeless Management Information System

### Emergency Solutions Grant (ESG)

- 30 GCCARD— Homelessness Prevention
- 32 Genesee County Youth Corporation— Emergency Shelter
- 34 Legal Services of E. Michigan— Fair Housing Center
- 36 My Brother's Keeper— Emergency Shelter
- 37 Shelter of Flint / One Stop— Emergency Shelter, Homelessness Prevention, Rapid Rehousing
- 38 YWCA— Emergency Shelter

\*Program Year 2019

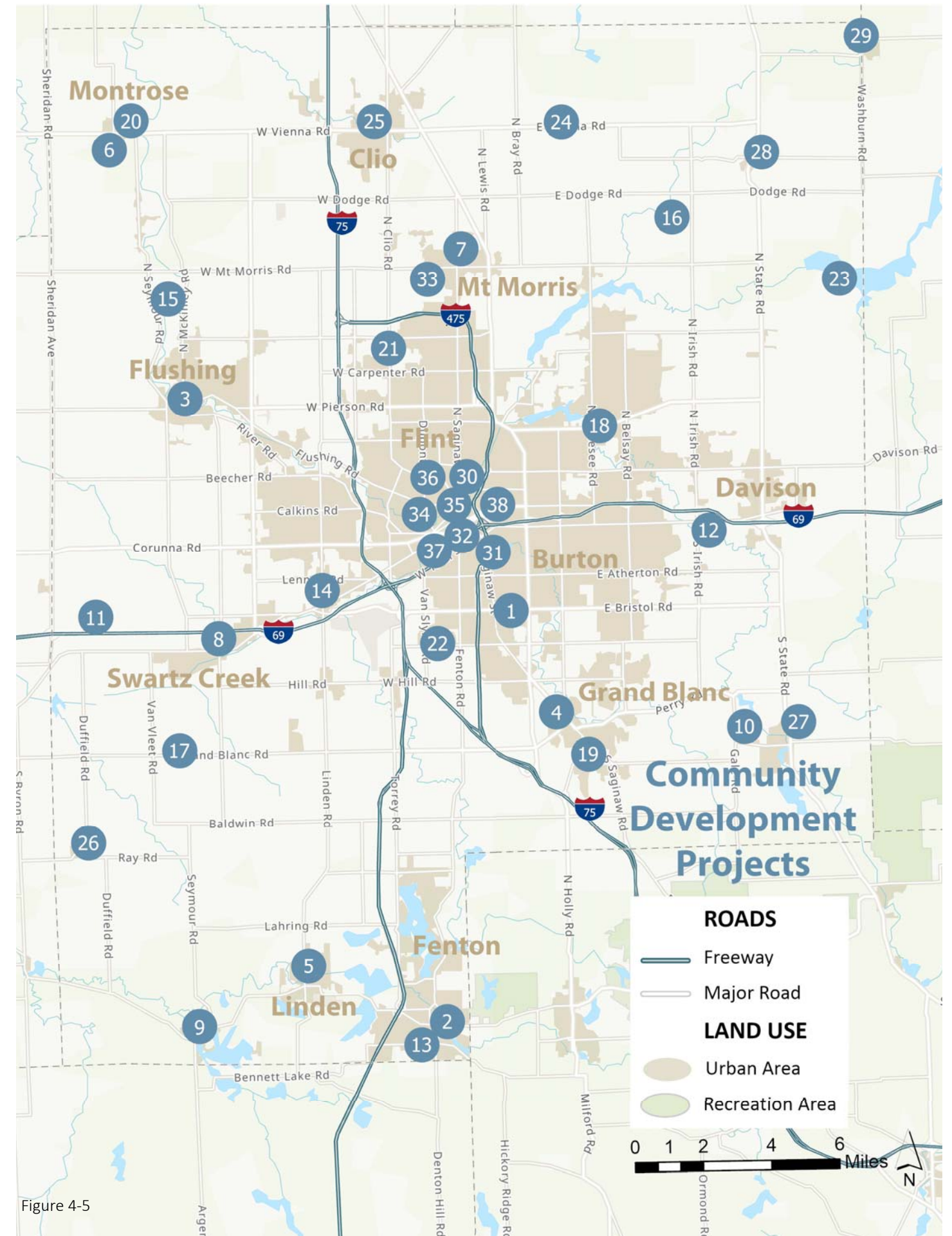


Figure 4-5



## Community Development System Performance Report

Every five years, the goals and priority needs of the community are reevaluated to ensure that project selection is addressing current needs and needed improvements, which can be found in the Genesee County 2020-2024 Consolidated Plan (Figure 4-5). Annually there is an evaluation of project performance to understand the goals achieved and the number of people that benefitted from the carried-out projects for the previous program year. These evaluations serve as a way for staff to ensure that the projects being selected are addressing the needs that have been presented by our communities. A summary of performance measures is included in Figure 4-6.

### Housing Conditions

The availability of quality affordable housing is a need in Genesee County, especially for low-to-moderate income residents. Projects that improve housing conditions for low-to-moderate income homeowners and renters include homeowner rehabilitation, demolition of blighted structures and the implementation of housing code enforcement. These projects are all considered high priority in Genesee County. Staff will continue to promote the resources that are available for homeowner rehabilitation, such as the Home Improvement Program that is funded through CDBG and HOME funds. GCMPC will also continue to work with local units of government to encourage blight elimination and code enforcement.

### Public Services

Access to public services are an essential part of experiencing a high quality of life. Public service projects include the funding of senior and youth services, safety resources, crime awareness and job training for low-to-moderate income residents. In order to assure that public service projects are carried out in the most effective manner, staff will continue to assist with and monitor the implementation of projects. It is important that there is continued communication between community organizations and local units of government, so that funds are being used for the highest priority services in each community.

### Public Facilities

Improvements to roads, sidewalks and sewer infrastructure, community facilities and public parks are all considered public facility improvements. The incorporation of ADA accessible improvements to public infrastructure also fall under this category and are considered high priority projects. Proper coordination with local agencies on projects that improve infrastructure is a key aspect of carrying out these types of projects. It is important that staff continues coordination with local units of government to ensure that projects are completed in a timely and cost-effective manner.

### Homeownership

Many low-to-moderate income families across Genesee County find themselves unable to afford the cost of a home. Projects that help increase homeownership opportunities include the construction of new housing units for low-to-moderate income residents, direct financial assistance to homebuyers and fair housing assessments. Fair housing is a high priority need in Genesee County. Staff will continue to work with Legal Services of Eastern Michigan Fair Housing Center to continue efforts to provide fair housing opportunities for all demographics. GCMPC will also continue to promote services such as the Down Payment Assistance Program for low-to-moderate income residents that are seeking help with purchasing a home.



## Community Development System Performance

FY 2019-2021 Financial Investment (in thousands)				
				Estimated to Benefit
Performance Area	Goals	Priority Needs Addressed		
<i>Housing Conditions</i>	<i>Improve housing conditions for homeowners and renters</i>	<i>Housing rehabilitation Energy efficiency improvements to housing Accessibility and barrier free improvements Demolition, clearance and remediation Code enforcement</i>	600 HH	\$2,704
<i>Public Services</i>	<i>Promote access to public facilities and services</i>	<i>Public facilities and services Supportive services Fair housing Economic development</i>	30,000 Ind.	\$435
<i>Public Facilities</i>	<i>Improve Public Facilities and Infrastructure</i>	<i>Street, Sidewalk, and Broadband Improvements  Parks, Recreation and Community Facilities Accessibility/Barrier Free Improvements Public Facilities and Services</i>	30,000 Ind.	\$1,847
<i>Homeownership</i>	<i>Increase Homeownership Opportunities</i>	<i>Housing rehabilitation Down payment assistance Energy efficiency improvements to housing Accessibility and barrier free improvements Fair housing Production of new units</i>	25 HH	\$1,035
<i>Homelessness Needs</i>	<i>Address the needs of homeless and at-risk persons</i>	<i>Public facilities and services Permanent supportive housing Emergency shelters Accessibility and barrier free improvements Supportive services Fair housing</i>	500 Ind.	\$594

Figure 4-6

\*HH = Households  
Ind. = Individuals

### Homeless Assistance

Homelessness is something that effects families and individuals in virtually every community. Addressing the needs of homeless and at-risk persons is accomplished through providing support and funding for homeless shelters and service providers. Staff will continue to work with the Continuum of Care a dedicated group of organizations who provide assistance to the homeless and near homeless populations in the County.



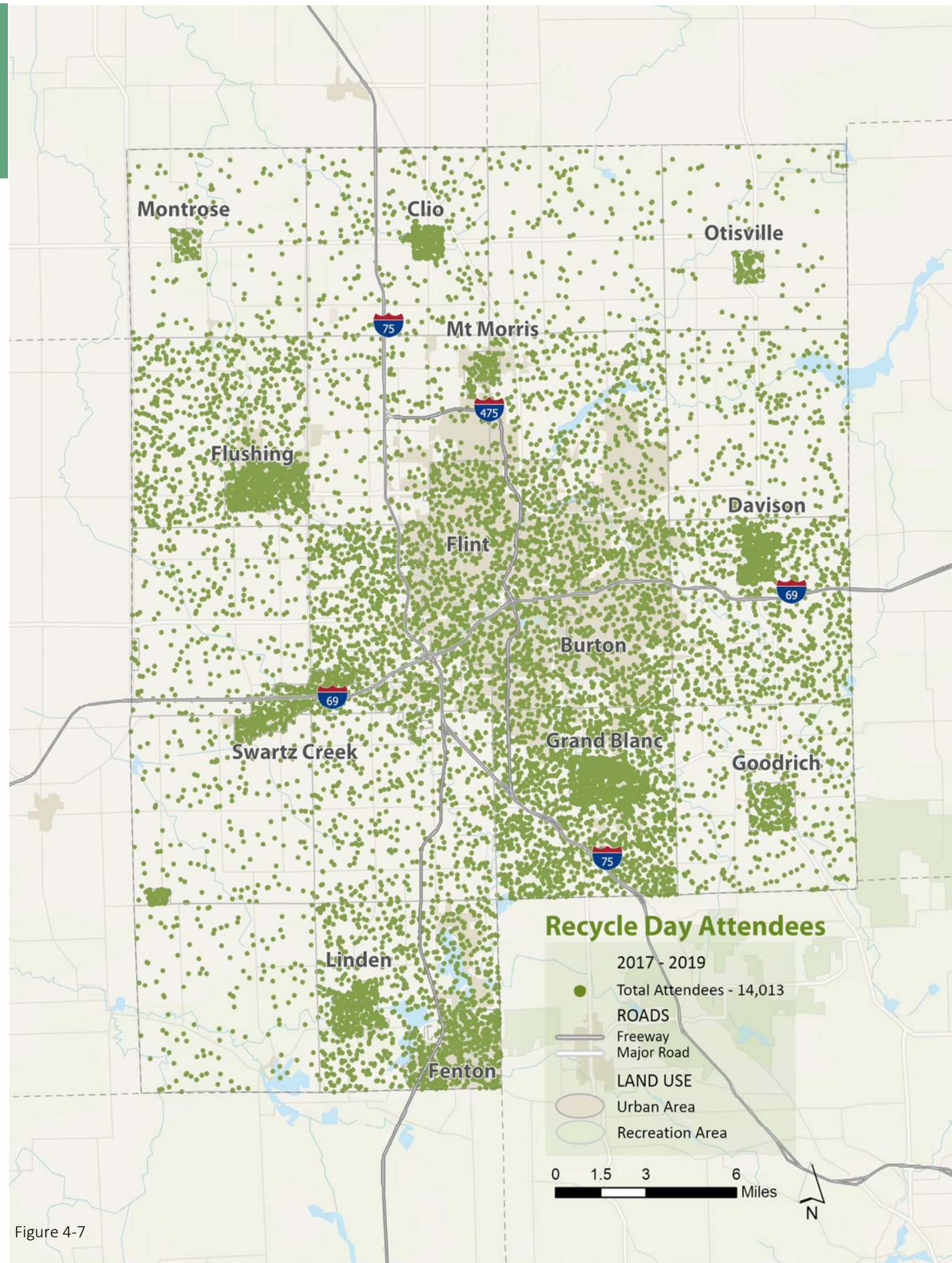


Figure 4-7

## Solid Waste Management Planning

Solid Waste Management programs are funded by the Genesee County Solid Waste Ordinance. Through the Ordinance, local landfills, waste haulers, and transfer stations pay \$0.12 per cubic yard on all waste collected or disposed of within our County. Annually, this generates about \$350,000. Most of the funding is used on Recycle Day events where residents can drop-off hard to dispose-of items including household hazardous waste and electronics (Figure 4-7). Other programs that use this funding include a free latex paint recycling drop-off for residents, recycling education and outreach. Programs that use Solid Waste Ordinance funding are guided by the Genesee County Solid Waste Management Plan. This plan primarily ensures that efficient disposal and recycling services as well as educational opportunities are available to our County's residents. .

## Solid Waste Management System Performance Report

Approximately every five years, the Genesee County Solid Waste Management Plan is updated to ensure there are efficient disposal and recycling services available to manage the waste generated within the County and that any needed improvements are being made. The solid waste programming and events are evaluated annually to ensure any public concerns are being addressed and that funding is being utilized in the most efficient way. The following narrative outlines each of the solid waste management performance areas (Figure 4-8).



Flint River GREEN Student Summit  
 Credit: Jef Johnson

## Solid Waste Planning

All solid waste initiatives in Genesee County are guided by the Solid Waste Management Plan (SWMP). The funding mechanism for implementing this plan is the Genesee County's Solid Waste Ordinance. The purpose of the SWMP is to foster sustainable practices that ultimately lead to increased waste diversion from landfills. This is done through outreach and education about recycling as well as providing opportunities for residents to properly dispose of their waste. The plan also addresses concerns from the current waste management system to provide policies and recommendations for an improved system in the future. For this plan to be successful, the County evaluates its goals and actions on a regular basis, as well as has an open dialogue with communities and residents about their waste management needs.

## Education and Outreach

A key component to increase waste diversion in our County is through education and outreach. Staff provides presentations to students, seniors, and other groups to enhance their knowledge about reducing, re-using, and recycling. Community events are also attended to distribute information about recycling programs available to residents. Social media is another effective method used for getting the word out about recycling opportunities. All these efforts allow people in Genesee County to stay informed on solid waste concerns, giving them an understanding on how to properly dispose-of their materials.



### Waste Diversion

Many recycling programs have been put into action in our County. Each community has access to curbside residential recycling for items such as paper, cardboard, and plastic. Recycle Day events are also held periodically throughout the year at various locations allowing residents to properly recycle hard to dispose-of items like paint, televisions, and tires free of charge. A permanent drop-off site where residents can take latex paint has been established at Habitat for Humanity in the City of Flint. This paint is recycled and sold as a new, usable paint at the same Habitat for Humanity location. Implementing programs like these creates a sustainable solid waste program that reduces the overall amount of waste going into our landfills.

### Economic Impact

Providing waste services is a large cost for many communities. It is important that local units of government develop partnerships with each other to help reduce the cost of these services, while at the same time providing increased recycling opportunities for residents. Recycling can also have a large economic benefit in terms of jobs and value of materials collected. In Genesee County, millions of dollars' worth of recyclables are thrown away every year. If these resources were diverted from the landfill, they could be very beneficial in stimulating the County's recycling industry. By developing a solid waste program that leverages local waste industry assets, more recycling opportunities could be provided for residents and businesses while also enhancing the local economy.



Mundy Township  
Credit: Damon Fortney

### Solid Waste System Performance

			Programs
		Measures	
Performance Area	Impact on Condition		
<b>Solid Waste Planning</b>	<b>A healthy environment and financially sound waste management system</b>	Monitor solid waste imports and exports to track long term disposal capacity Improving the quality and accuracy of solid waste data Evaluate existing solid waste programs to make improvements moving forward	Solid Waste Ordinance Solid Waste Management Plan Solid Waste Evaluation Study Data Maintenance
<b>Education and Outreach</b>	<b>Increased waste diversion</b>	Determine best practices from other agencies for education programs Expand recycling education to include a recycling curriculum that is available to teachers Increase outreach to adult populations through presentations, websites, and social media Educate local municipalities and businesses with the cost benefits of reducing waste generation	Recycling Presentations Social Media Marketing Education Outreach Event Attendance
<b>Waste Diversion</b>	<b>Reduction in the overall amount of waste landfilled</b>	Establish annual goals for evaluation of waste generation, creating a metric system to measure Increase participation in curbside residential recycling programs Conduct waste assessments within the commercial sector to recommend methods to increase recycling Research and make recommendations of implementing a Material Recovery Facility in the County	Curbside Residential Recycling Events Recycle Day Latex Paint Recycling Drop-off
<b>Economic Impact</b>	<b>Foster new economic development opportunities</b>	Utilize comparable organizations as examples to formulate a plan for potential revenue and expenditures based on their programs and facility operations Develop partnerships with and between local communities to reduce cost, increase recycling opportunities, and minimize the overall environmental footprint	Recycle Education and Waste Audits Solid Waste Evaluation Study Municipality Coordination

\*Solid Waste Management FY 2020-2023  
\$1.6 million total estimated investment

Figure 4-8