

REGULAR MEETING
SAND CITY COUNCIL

AND

SUCCESSOR AGENCY OF THE
REDEVELOPMENT AGENCY

AGENDA

SAND CITY COUNCIL CHAMBERS

TUESDAY, FEBRUARY 4, 2014

7:00 P.M.

AGENDA
JOINT SAND CITY COUNCIL AND SUCCESSOR AGENCY
OF THE REDEVELOPMENT AGENCY

Regular Meeting – February 4, 2014

7:00 P.M.

CITY COUNCIL CHAMBERS

Sand City Hall, One Sylvan Park, Sand City, CA 93955

1. **INVOCATION**
2. **ROLL CALL**
3. **PLEDGE OF ALLEGIANCE**
4. **COMMUNICATIONS**

Members of the public may address the City Council/Successor Agency on matters not appearing on the City Council/Successor Agency Agenda at this time for up to three minutes. In order that the City Clerk may later identify the speaker in the minutes of the meeting, it is helpful if speakers state their names. Public comments regarding items on the scheduled agenda will be heard at the time the item is being considered by the City Council/Successor Agency.

The City Council Chambers podium is equipped with a portable microphone for anyone unable to come to the podium. If you need assistance, please advise the City Clerk as to which item you would like to comment on and the microphone will be brought to you.

A. Written

B. Oral

5. **CONSENT CALENDAR**

The Consent Agenda consists of routine items for which City Council approval can be taken with a single motion and vote. A Council member may request that any item be placed on the Regular Agenda for separate consideration.

- A. Approval of January 21, 2014 Sand City Council Meeting Minutes
- B. Approval of Successor Agency RESOLUTION Approving an Administrative Budget through June 2014
- C. Approval of Donations/Contributions
 - 1) Seaside Pony Baseball - \$500
 - 2) Monterey High School Sober Grad Night - \$200
- D. Acceptance of Police Department Annual Report for 2013

6. CONSIDERATION OF ITEMS PULLED FROM CONSENT CALENDAR

7. PRESENTATION

- A. Presentation and Update by Dr. Ed Ghandour regarding Monterey Bay Shores Coastal Resort (10 minutes)

8. OLD BUSINESS

- A. Progress report on Public Works projects, South of Tioga Redevelopment project, Coastal projects, and other Sand City community programs by City Engineer/Community Development Director/City Administrator.

9. NEW BUSINESS

- A. Consideration of City RESOLUTION Directing the City Administrator to Begin Negotiations with GreenWaste Recovery for a Ten Year Franchise Agreement beginning in April 2015 and Presentation by Charlie Cordova, District Representative (10 minutes)
- B. Update by Waste Management District Manager Felipe Melchor on Waste Management Franchise Proposal (5 minutes)
- C. Upcoming Meetings/Events

10. CLOSED SESSION

- A. City Council /Agency Board to adjourn to Closed Session:
- 1) To confer with Legal Counsel regarding pending litigation in accordance with Section 54956.9(c) of the Ralph M. Brown Act,
 - a) *Monterey Peninsula Water Management v. State Water Resources Control Board (No. M102101), and related cases*
 - b) *Seaside v. Sand City (No. M120996) and related cross action*
 - 2) To confer with Legal Counsel regarding anticipated litigation in accordance with Government Code Section 54956.9(d) of the Ralph M. Brown Act, once case
- B. Re-adjourn to Open Session to report any action taken at the conclusion of Closed Session in accordance with 54957.1 of the Ralph M. Brown Act

11. ADJOURNMENT

Next Scheduled Council Meeting:
Tuesday, February 18, 2014
7:00 P.M.
Sand City Council Chambers
1 Sylvan Park, Sand City

This is intended to be a draft agenda. The City reserves the right to add or delete to this agenda as required.

The current Sand City agenda is available in PDF format on our website at:
www.sandcity.org/agenda

If you have a request for a disability-related modification or accommodation, including auxiliary aids or services, which will allow you to participate in a Sand City public meeting, please call the City Clerk at (831) 394-3054 extension 20, or give your written request to the City Clerk at One Sylvan Park, Sand City, CA 93955 at least 48 hours prior to the scheduled meeting to allow the City Clerk time to arrange for the requested modification or accommodation.

AGENDA ITEM

5A

**MINUTES
JOINT SAND CITY COUNCIL AND SUCCESSOR AGENCY
OF THE REDEVELOPMENT AGENCY**

Regular Meeting – January 21, 2014
7:00 P.M.
CITY COUNCIL CHAMBERS

Mayor Pendergrass opened the meeting at 7:04 p.m.

The invocation was led by Reverend Robert Hellam.

The Pledge of Allegiance was led by Police Chief Michael Klein.

Present: Council Member Blackwelder
Council Member Carbone
Council Member Hubler
Council Member Kruper
Mayor Pendergrass

Staff: Steve Matarazzo, City Administrator/Community Development Director
Jim Heisinger, City Attorney
Leon Gomez, City Engineer
Michael Klein, Police Chief
Connie Horca, Deputy City Clerk
Charles Pooler, Associate Planner

AGENDA ITEM 4, COMMUNICATIONS

Mayor Pendergrass commented that a Notice of Intent was received from the City of Seaside indicating that Seaside will commence litigation challenging Sand City's certification of the Environmental Impact Report for the Collection at Monterey Bay Project. The City Attorney recommends that an Urgency Item be added to Closed Session as Item 11A1).1 To confer with Legal Counsel regarding anticipated litigation in accordance with Government Code Section 54956.9(d) of the Ralph M. Brown Act, one case.

Motion to add Closed Session Agenda Item 11A1).1 To confer with Legal Counsel regarding anticipated litigation in accordance with Government Code Section 54956.9(d) of the Ralph M. Brown Act, one case was made by Council Member Blackwelder, seconded by Council Member Hubler. AYES: Council Members Blackwelder, Carbone, Hubler, Kruper, Pendergrass. NOES: None. ABSENT: None. ABSTAIN: None. Motion carried.

A. Written communications distributed to the Council were a list of possible conflicts for tonight's meeting, and a replacement page indicating appraisal values re: Carroll Property, to the Long Range Management

Plan (Agenda Item10A).

B. Oral

7:07 P.M. Floor opened for Public Comment.

There was no comment from the public.

7:07 P.M. Floor closed to Public Comment.

AGENDA ITEM 5, CONSENT CALENDAR

- A. Conditional Use Permits (CUP) and Coastal Development Permits (CDP) are subject to annual review by the City Council and City staff. Upon review of each of the following Use Permits, staff is recommending continued operation of the Use Permits to the City Council based on the finding that these uses are in compliance with their permits. There was no discussion of the following use permits.
- (1) CUP #110, Solis Automotive (Auto Body), 531 Shasta Avenue
 - (2) CUP #179, Roy Hubbard (2nd Floor Residential), 542 Ortiz Avenue
 - (3) CUP #238, Just Andy Auto Repair (Auto Repair), 465-A Olympia Avenue
 - (4) CUP #344, Thomas Felix (Woodwork Shop), 672-A Dias Avenue
 - (5) CUP #375, J&D Auto (Auto Repair), 1695 Contra Costa
 - (6) CUP #401, Kyle Racing engines (Motorcycle Engine Assembly), 801-B California Avenue
 - (7) CUP #191, Lifeline Food (Food Process) 426 Orange Avenue
- B. There was no discussion of the December 17, 2013 Council Meeting Minutes.
- C. There was no discussion of the January 7, 2014 Council Meeting Minutes.
- D. There was no discussion of the Public Works Monthly Report, December 2013.
- E. There was no discussion of the Successor Agency/City Monthly Financial Report, December 2013.
- F. There was no discussion of the City **Resolution** approving Time Extensions to April 30, 2014 of Multiple Conditional Use Permits (CUPs 450, 503, 508, 527, 532 & 533) and Coastal Development Permit 08-03 to continue as interim uses at their respective locations within the South of Tioga Area.
- G. There was no discussion of the Police Department Monthly Report, December 2013.
- H. There was no discussion of the Comment Letter regarding California Coastal Commission Draft Sea Level Rise Policy – INFORMATION ONLY.
- I. There was no discussion of the Fort Ord Reuse Authority (FORA) Monthly

Report, January 2014.

Motion to approve the Consent Calendar was made by Council Member Kruper, seconded by Council Member Blackwelder. AYES: Council Members Blackwelder, Carbone, Hubler, Kruper, Pendergrass. NOES: None. ABSENT: None. ABSTAIN: None. Motion carried.

AGENDA ITEM 6, CONSIDERATION OF ITEMS PULLED FROM CONSENT CALENDAR

There were no items pulled from the Consent Calendar.

AGENDA ITEM 7, PRESENTATION

A. Presentation by Ronal Rygg, Director of United Way Monterey County Chapter regarding 2-1-1 Program and the Community Assessment for Monterey County (CAMC)

Ronald Rygg, Director of United Way Monterey County Chapter, introduced Ms. Kelly Mitchell who will be presenting information with him regarding the Community Assessment Program for Monterey County.

Mr. Rygg reported that the 211 Program provides referral social services to the community 24 hours per day, seven days a week, and is available in 170 languages. Last year, the 211 Program received 896 calls in the 93955 area code. A total of 1,648 requests were received for food and housing assistance. Other needs addressed were for legal assistance, income support, employment referral, and mental health issues. The 211 Program was able to provide information, and direct these callers to the agencies that were available to assist them.

Ms. Kelly Mitchell reported that the Community Assessment for Monterey County is designed to acknowledge community conditions and aspirations of residents to improve their quality of life; focusing on education, income and health. The program involves diverse organizations coming together to solve complex social problems. Ms. Mitchell presented the organizational chart, and defined the roles and duties of each departmental team. She explained the organization's assessment methodology that collects and analyzes data related to education, income, and health. This data is used to evaluate, test conclusions, and prioritize community goals. As depicted in the timeline, the expected date of implementation would begin in January 2015. Ms. Mitchell presented a few ideas of how the Council may become involved, such as volunteering for a Community Engagement Event, spreading the word throughout the neighborhood, providing a meeting place to host forums and focus groups, and to participate in a survey.

Mayor Pendergrass commented that Sand City's Salvation Army also provides assistance to the homeless and needy. He invited the Community Assessment Program to utilize the Council Chambers for any future meetings they have scheduled, and to contact City Staff for its availability. Vice Mayor Carbone added that she is involved with other

cities that address the homeless and would be happy to work with the Community Assessment Program in coordinating outreach.

The Mayor thanked Mr. Rygg and Ms. Mitchell for the informative presentation.

AGENDA ITEM 8, PUBLIC HEARINGS

{Council Members Blackwelder and Hubler stepped down from the dais due to possible conflicts of interests by residing/working within 500' of the subject property}

A. Consideration of City Resolution approving Conditional Use Permit 577 for Raymond Hamilton to utilize a commercial unit at 495 Elder Avenue for Limited Storage of a Personal Car Collection and a Family Art Workshop

Associate Planner Charles Pooler presented an application submitted by Raymond Hamilton to use an existing commercial unit at 495 Elder Avenue for storage of personal collectable automobiles and an artist workshop. The subject property is a multi-unit building which accommodates multiple commercial uses. There are 18 on-site parking spaces with an additional 15 spaces on Elder Avenue. It is estimated that the unit will be occupied between 16 to 20 hours per week for automobile storage and art workshop activities. Activities related to stored vehicles should be restricted to the hours of 7:00 a.m. to 6:00 p.m., Monday through Friday and 10:00 a.m. to 7:00 p.m. on weekends. The applicant estimates that 2 of his vehicles will be stored on-site, with up to 4 vehicles for local auto events. Staff recommends the permit limit the total number of on-site vehicle storage to not exceed 5 at any one time. The applicant does wish to perform part assembly and vehicle upholstery on-site. The proposed assembly use should not pose a problem. Staff recommends the permit prohibit vehicle engine or body work on-site, but allow the vehicle upholstery and limited part assembly work. Family members will be using a section of the unit as an art workshop focusing on painting, graphic art, drawing and digital photography, and it is not anticipated to generate noticeable impacts. Loading/unloading activities will be transportation of the applicant's cars to car events and back. Staff recommends the permit limit the parking of vehicle transport carriers/trailers along Elder Avenue for a period no longer than two hours per week. The limited scale of uses as an artist's workshop, parts assembly, and materials storage should not create a nuisance. Staff recommends approval of the conditional use permit.

There was Council discussion regarding outside storage of vehicles and if it would pose a permit violation. Staff confirmed that vehicles will need to be stored within the building in order to remain in compliance with the City's parking code. Vice Mayor Carbone suggested that the applicant notify the Police Department should they wish to host a special art and/or car show event.

7:40 P.M. Floor opened for Public Comment.

Real Estate Agent, Allison Goss commented on behalf of the property owner that they are fortunate to have Mr. Hamilton express interest in the property. There is not a large inventory of available properties in Sand City for the proposed use. Mr. Hamilton has developed relationships with artists and collectors, and he would be a valued member of the artist community.

The applicant, Mr. Hamilton, commented that he is not a car collector, but does own a variety of cars he brings to auto shows. He will not be performing bodywork on the vehicles and plans to utilize other Sand City businesses for automotive repair services. His wife and daughter are the artists in the family and will be using the art workshop to do some painting. They were able to visit the West End Celebration last year in August and plan to participate in this year's event. The Mayor asked the applicant if he was in agreement with the conditions of the use permit. Mr. Hamilton responded that he was in agreement.

7:44 P.M. Floor closed to Public Comment.

Motion to approve the City **Resolution** by title, approving Conditional Use Permit 577 for Raymond Hamilton to utilize a commercial unit at 495 Elder Avenue for Limited Storage of a Personal Car Collection and a Family Art Workshop was made by Council Member Kruper, seconded by Council Member Carbone. AYES: Council Members Carbone, Kruper, Pendergrass. NOES: None. ABSENT: None. ABSTAIN: Council Members Blackwelder, Hubler. Motion carried.

{Council Members Blackwelder and Hubler returned to the dais}

B. Consideration of City Resolution approving Conditional Use Permit 578 for Red Door Art and Garden Gallery authorizing an Art Gallery and Garden Sales at 860 Tioga Avenue

Associate Planner Charles Pooler presented an application submitted by Gilbert Julian and Ken Holt to use a vacant residential dwelling at 860 Tioga Avenue for an art and garden gallery for display of art and garden products. The subject property was formerly a residential dwelling and located within the South of Tioga planning district targeted for future redevelopment. The applicant intends to use the site for the display and sale of paintings, jewelry, sculptures, and wood work. The outside yard area will offer outdoor garden art, furniture, plants, and sculptures for sale. Hours of operation are intended to be from 10:00 a.m. to 5:00 p.m., Tuesday through Sunday. The site provides two on-site parking spaces. The applicant proposes adding a third parking space along the frontage of the building. Provided the applicant installs the third parking space as shown on the submitted site plan, then parking will meet zoning requirements. Shipments to the location will be minimal, arriving via Federal Express or UPS. The applicant is aware that the subject property is located within the South of Tioga planning district and their application for a use permit is being considered only as an interim use. It is recommended that a termination clause specifying a termination date of

one year with 90-day time extensions thereafter be include as part of permit conditions. Staff recommends approval of the use permit with the conditions/restrictions suggested by Staff.

7:50 P.M. Floor opened for Public Comment.

The applicants Ron Holt and Gilbert Julian, were present to comment on the use permit. Mr. Julian expressed his gratitude to the Council for their support of local artists in Sand City. The location will be used for the display and resale of jewelry, and wood working items. Drought resistance plants will also be available to the public for purchase. Mr. Holt added that they would like to have live music on the first Thursday of each month. The music would be primarily acoustical, slightly amplified with additional instruments and vocal accompaniment. Mr. Holt clarified that there will be no 'rock band' type of music performed.

Associate Planner Pooler commented that the applicant's request for live music was not addressed in the application. The Council discussed possible noise impacts to the surrounding businesses and residents along Tioga Avenue. Mr. Pooler recommended that the use permit allow for acoustical music on-site as long as it does not exceed 45 decibels at the property line, and may be amended to include live music at the Council's discretion.

Mayor Pendergrass commented that the Police Department be notified of any events open to the public.

7:59 P.M. Floor closed to Public Comment.

Council Member Hubler commented on the positive aesthetic improvement of the property and asked the applicants to consider taking part in the Art Committee's future art walk event. Mr. Julian and Mr. Holt expressed their interest and provided Council Member Hubler with their contact information.

The Mayor asked the applicants if they were in agreement with the conditions of the use permit. Mr. Julian and Mr. Holt responded that they were in agreement.

Motion to approve the City **Resolution** as amended, approving Conditional Use Permit 578 for Red Door Art and Garden Gallery authorizing an Art Gallery and Garden Sales at 860 Tioga Avenue was made by Council Member Hubler, seconded by Council Member Kruper. AYES: Council Members Blackwelder, Carbone, Hubler, Kruper, Pendergrass. NOES: None. ABSENT: None. ABSTAIN: None. Motion carried.

AGENDA ITEM 9, OLD BUSINESS

- A. Progress report on Public Works projects, South of Tioga Redevelopment project, Coastal projects, and other Sand City community programs by City Engineer/Community Development Director/City Administrator**

City Engineer Leon Gomez reported that the desalination plant was inoperable for a few days in January due to the inability of the plant to blend down the brine discharge within the permitted limits. The lack of rainfall has caused higher salinity levels in the feed water. Cal-Am has contracted with a consultant to assess the discharge well to determine whether it is impacting the supply wells located at Vista Del Mar. Preparation of the desalination plant's discharge permit will include a request for an increase in the salinity level. If this increase is approved, it would allow for additional flexibility to operate the plant.

There was Council discussion regarding the desalination plants high brine discharge effluent, and the unanticipated drought. The City Administrator advised the Council that Martin Feeney was contracted to prepare the Adaptive Water Management Plan. The administrative draft of the plan would allow the wells to be moved further inland to address the salinity issue. This should be done as soon as possible, and Cal-Am has been contacted regarding the proposed relocation. The Mayor requested that Staff continue working on this issue so the plant can continue normal operations.

City Administrator Steve Matarazzo reported that King Ventures has signed a 49 day waiver with the Coastal Commission to determine if there is a substantial issue regarding the appeal recently filed by the Sierra Club regarding the Collections Project. The substantial issue hearing is scheduled for May in Santa Rosa.

AGENDA ITEM 10, NEW BUSINESS

A. Successor Agency Consideration of Resolution approving Long Range Property Management Plan

The plan involves all the properties as listed, and will be heard collectively as one motion and vote. A straw draw was conducted with members of the Successor Agency who were in conflict. *Successor Agency Members Blackwelder and Kruper stepped down from the dais as a result of the straw draw due to a possible conflict of interest by residing within 500' feet of the subject properties.*

Successor Agency Executive Director, Steve Matarazzo reported that there are basically five properties and some easements the Successor Agency holds in trust from the former Redevelopment Agency. The properties are the Carroll Property, Community Garden, Public Plaza at the Independent, the McDonald Site, and the Tioga Pump Station. Staff recommends that the Carroll Property be transferred to the City since it was purchased with tax exempt bonds for the purpose of providing public parking. This would be a natural transference and would give the City the ability to sell the property at a future time if it so desired. Three parties have expressed interest in the Carroll property. Staff has not received communication from the interested parties on their proposed use for this property. Two values of the property were determined (subdivided vs. not

subdivided) with those amounts depicted on the handout.

8:20 P.M. Floor opened for Public Comment.

On behalf of the Orosco Group, Patrick Orosco apologized to the City Administrator for not submitting a letter of intent regarding the Carroll Property. A draft proposal is pending approval from Don Orosco who is presently in the hospital. The proposal intends to use a portion of the Carroll Property for public parking with an effort to develop the remaining portion located at Contra Costa. The Tioga Property would be incorporated into a larger site for future development.

The City Attorney concurred that the recommendation regarding the Carroll Property for future use as parking, and transference of the property to the City is advisable.

8:30 P.M. Floor closed to Public Comment.

There was consensus of the Successor Agency Members that the following actions be taken regarding each of the properties: the Carroll Property, Community Garden, and the Public Plaza at the Independent be transferred to the City, the Tioga Pump Station be sold to the Orosco Group, and no action be taken regarding the McDonald Coastal site since it is presently under contract.

Motion to approve the City **Resolution** approving the Long Range Property Management Plan (LRPMP) and submitting said Plan for Final Review and Approval to the Sand City Oversight Board and Department of Finance was made by Successor Agency Member Carbone, seconded by Successor Agency Member Hubler. AYES: Successor Agency Members Carbone, Hubler, Pendergrass. NOES: None. ABSENT: None. ABSTAIN: Successor Agency Members Blackwelder, Kruper. Motion carried.

{Council Members Blackwelder and Kruper returned to the dais}

B. Upcoming Meetings/Events

There were no RSVP's from the Council.

AGENDA ITEM 11, CLOSED SESSION

8:31 p.m.

A. City Council /Agency Board to adjourn to Closed Session:

1) To confer with Legal Counsel regarding pending litigation in accordance with Section 54956.9(c) of the Ralph M. Brown Act,

a) *Monterey Peninsula Water Management v. State Water Resources*

Control Board (No. M102101), and related cases

b) *Seaside v. Sand City (No. M120996) and related cross action*

1).1) To confer with Legal Counsel regarding anticipated litigation in accordance with Government Code Section 54956.9(d) of the Ralph M. Brown Act, one case

2) Public Employee Performance Evaluation, pursuant to Section 54957 of the Ralph M. Brown Act, position: City Administrator

3) Consideration of Public Employment (Gov. Code Section 54957(b)(1), Unrepresented Employee: Interim City Administrator Candidate

9:30 p.m.

- B. Re-adjourn to Open Session to report any action taken at the conclusion of Closed Session in accordance with 54957.1 of the Ralph M. Brown Act**

The Council received advice from the City Attorney regarding Item 11A. The Council received a report on Item 11A(2) that the City Administrator has announced his retirement.

AGENDA ITEM 12, NEW ITEM

- A. Consideration of Appointment of City Negotiator for Interim City Administrator Position**

There was consensus of the City Council that Mayor Pendergrass enter into negotiations for the position of Interim City Administrator, and to extend an offer to Kelly Morgan.

AGENDA ITEM 13, ADJOURNMENT

Motion to adjourn the City Council meeting was made by Council Member Hubler, seconded by Council Member Blackwelder to the next regularly scheduled Council meeting on Tuesday, February 4, 2014 at 7:00 p.m. There was unanimous consensus of the Council to adjourn the meeting at 9:32 p.m.

Connie Horca, Deputy City Clerk

AGENDA ITEM

5B

SAND CITY SUCCESSOR AGENCY

RESOLUTION SA _____, 2013

**RESOLUTION OF THE SAND CITY SUCCESSOR AGENCY APPROVING AN
ADMINISTRATIVE BUDGET THROUGH JUNE 2014**

WHEREAS, Assembly Bill 1484 (AB 1484), the Redevelopment Clean Up legislation, allows the Sand City Successor Agency to have an administrative budget necessary to carry out its duties; and

WHEREAS, an administrative budget has been prepared which is attached and incorporated herein by this reference, and said budget includes an itemized list of services and related expenses necessary to carry out successor agency duties for the remainder of Fiscal Year 2013-2014; and

WHEREAS, in accordance with AB 1484, an administrative cost allowance will be provided by the County Auditor from the property tax trust fund to be provided for administrative expenses of the Successor Agency and said amount will be a maximum of \$250,000 for the Fiscal Year.

NOW, THEREFORE, BE IT RESOLVED that the Sand City Successor Agency Board hereby approves the attached budget (Exhibit A).

PASSED AND ADOPTED by the Sand City Successor Agency on this 4th day of February, 2014 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED:

David K. Pendergrass, Chair of the
Successor Agency

ATTEST:

Linda K. Scholink
Clerk of the Successor Agency

Exhibit A

SUCCESSOR AGENCY OF THE REDEVELOPMENT AGENCY OF THE CITY OF SAND CITY				
ADMINISTRATIVE BUDGET				
July 1, 2013 through June 30, 2014				
	Actuals thru 12-31-13	Budget July - Dec 2013 Employee Costs - 15%	Budget Jan - June 2014 Employee Costs - 15%	Total FY 13-14 Budget
EMPLOYEE COSTS:				
Salaries	58,351.34	\$51,599.47	54,245.58	105,845.05
Deferred Compensation	450.00	\$450.00	427.50	877.50
PERS Retirement	16,719.15	\$17,937.00	17,433.88	35,370.88
Health	7,792.58	\$7,274.63	7,121.93	14,396.56
Dental	755.52	\$835.25	702.29	1,537.54
Vision	108.00	\$135.00	135.00	270.00
LTD	654.05	\$502.70	547.24	1,049.94
Life	198.60	\$182.10	165.04	347.14
Workers Comp	100.69	\$52.50	52.50	105.00
Fitness	162.00	\$162.00	148.50	310.50
Auto	542.49	\$540.00	472.50	1,012.50
SUBTOTAL	\$85,834.42	\$79,670.65	\$81,451.96	161,122.61
SUPPLIES & SERVICES:				
Audit Services	3,750.00	\$3,750.00	1,250.00	5,000.00
Legal - SA Counsel/Heisinger	5,634.78	\$23,000.00	-13,000.00	10,000.00
Legal - OB Board Counsel/Lozano	0.00	\$10,000.00	0.00	10,000.00
Outside Legal Services	9,626.07	\$60,000.00	-20,000.00	40,000.00
Consultant Services	6,628.00	\$1,000.00	9,000.00	10,000.00
Office Supplies	500.00	\$500.00	500.00	1,000.00
Training	468.56	\$500.00	0.00	500.00
Financial Advisor	0.00	\$1,000.00	0.00	1,000.00
Appraisals	0.00	\$3,000.00	0.00	3,000.00
Public/Private Partnership - Carroll	0.00	\$0.00	15,000.00	15,000.00
Bond Expenses	0.00	\$1,750.00	1,450.00	3,200.00
SUBTOTAL	\$26,607.41	\$104,500.00	-\$5,800.00	98,700.00
ALLOCATED COSTS:				
Computer Services	500.00	\$500.00	0.00	500.00
Misc. Expense	128.18	\$0.00	200.00	200.00
SUBTOTAL	\$628.18	\$500.00	\$200.00	700.00
TOTAL	\$113,070.01	\$184,670.65	\$75,851.96	260,522.61

**AGENDA ITEM
5C**

Memo

To: City Council
From: City Administrator/Executive Director
Date: January 28, 2014
Subject: Review of City Contributions/Donations

Enclosed are requests from two organizations for support and contribution for FY 2013-14. After reviewing these requests, the following contributions/donations are recommended:

- 1) Seaside Pony Baseball - \$500
- 2) Monterey High School Sober Grad Night - \$200

If any Council member wants to discuss these requests or to propose a different contribution, then this item should be pulled from the consent calendar for discussion with the full Council.

The following finding is specified in the annual City/Successor Agency Budget: *"The Sand City Council finds that it is a valid public purpose and in the best interest of this small city to support and participate in various community programs and activities of the larger Monterey Peninsula area. This support includes not only the City's financial contributions outlined in the attached pages but also the active involvement/participation by council members, city staff, Sand City businesses and citizens. This is Sand City's pledge and commitment of support for the larger regional community in which it is an active and dedicated member".*



www.seasideponybaseball.com

Tax Id 77-0431396

RECEIVED

JAN 27 2014

Dear Community Member,

CITY OF SAND CITY

Seaside Pony Baseball and Softball had an amazing 2013 baseball & softball season 350 kids from ages four to fourteen learning the fundamentals, developing their skills, appreciating team work, building lifelong friendships all while learning respect and gaining a sense of community. It's now that time of year again to start thinking about the 2014 season, with the anticipation of our program being even bigger and better than the 2013 season.

As you may know, operating such a program requires a great deal of resources, both in manpower and financial support. In order for Seaside Pony Baseball and Softball to keep our registration fees affordable and provide scholarships for families struggling in this economy, we rely on community-minded businesses and individuals, such as yourself, to partner with us as we seek to remain a positive influence on this and the generations to come. Equipment, uniforms, player insurance, umpires, and field maintenance are some of the biggest operating expenses that depend on business partnerships.

We certainly understand that such donation decisions must be a two-way street, and because of this, we are always ready, willing and able to help our generous donors receive the recognition they deserve. All contributors will have their company logo and website link placed on our website and our Facebook page, those that contribute at the higher levels range from having sign advertising on one or more fields to having your company name placed on a team uniform. As always, all contributions and donations are tax-deductible.

We would also like this letter to serve as an open invitation to attend our games throughout the season and cheer on these great boys and girls.

On behalf of Seaside Pony Baseball and Softball and all our players, we would like to thank you in advance for your time and generosity. For more information, or if you would like to speak with me directly, please feel free to call me any time at 831-262-6994 or email me at amy@seasideponybaseball.com We hope to see you at some of our games and thank you for being a member of our supportive community.

Sincerely,

Amy Susemihl

Fundraising Cordinatior

Seaside Pony Baseball & Softball

Enclosures: Donor Sponsorship Form



Sponsorship Opportunities
TAX ID #77-0431396

RECEIVED

JAN 27 2014

GRAND SLAM HITTER
\$500

Company name on team uniforms
3'x6' Banner displayed at the field of your choice
Thank You plaque with team picture & company name
Link to your company website on Seaside Pony Baseball & Softball website

CITY OF SAND CITY

HOME RUN HITTER
\$350

3'x6' Banner displayed at the field of your choice
Link to your company website on Seaside Pony Baseball & Softball website

TRIPLE
\$200

Funds applied to the League Registration Scholarship Fund
allowing all children, regardless of economic background, to join our league
Link to your company website on Seaside Pony Baseball & Softball website

DOUBLE
\$25 - \$200

These donations, be it cash or gift cards/gift certificates, will be offered as raffle prizes during
our great festivities: Closing Ceremonies/All Star Sectional Tournaments/Memorial Day Tournament
Link to your company website on Seaside Pony Baseball & Softball website

SINGLE
Flat Donation

If you would like to contribute and have the league decide where the funds would be best suited this is the hit for you!
Link to your company website on Seaside Pony Baseball & Softball website

For more information please contact our Fundraising Coordinator at
amy@seasidebaseball.com or 831-262-6994

SPONSOR INFORMATION

COMPANY NAME: _____ CONTACT PERSON / PHONE NUMBER: _____

COMPANY ADDRESS: _____ WEBSITE: _____

PLEASE INDICATE SPONSORSHIP LEVEL: GRAND SLAM HITTER- \$500
IF YOU WISH TO SUPPORT A SPECIFIC DIVISION AND/OR TEAM PLEASE
SPECIFY: _____
 HOME RUN HITTER- \$350
 TRIPLE - \$200
 DOUBLE - \$25-\$200
PLEASE INDICATE TYPE & AMOUNT OF DONATION _____
 SINGLE - FLAT DONATION
PLEASE INDICATE AMOUNT OF DONATION _____

AMOUNT ENCLOSED: _____

MAKE ALL CHECKS PAYABLE TO: SEASIDE PONY BASEBALL

CREDIT CARDS ARE ACCEPTED - THE CONTACT PERSON ABOVE WILL BE CONTACTED BY AMY UPON RECEIPT OF FORM

Monterey High Sober Grad Night 2014
Monterey High School PTSA
101 Herrmann Drive, Monterey CA 93940
(831) 392-3801



January 21, 2014

City of Sand City
1 Sylvan Way
Sand City CA 93955

RECEIVED

JAN 27 2014

Dear MHS Sober Grad Supporter:

CITY OF SAND CITY

The Monterey High Sober Grad Committee would like to express our sincere thanks and appreciation for your support in the past and is looking forward to this year's event. We will graduate our current class of Seniors on June 6th, several short months away. We hope you are willing/able to help us again this year.

The Monterey High community is once again preparing for our annual Sober Grad Night Celebration to be held at the Monterey High Harmon Gym on June 6, 2014. This celebration comes together thanks to our parent volunteers, school staff, the PTSA and donors such as yourself. Graduation is not until June 6th, but the work, the planning and the expenses for this event begin now. This fun and well-attended event is made possible through donated funds. The Sober Grad Celebration event costs approximately \$15,000 a year. Each graduate pays for a portion of this cost by buying a ticket. However, donations are required to keep the ticket price reasonable. An affordable ticket price assures ALL students can afford to join the festivities. The graduate enjoys a night of entertainment, food, music, prizes and games, all in a safe and well supervised environment.

We sincerely hope that you will help make Sober Grad Night a reality. We want to make the event memorable in a safe but festive way! Please know that you can make a difference in the lives of these graduating students. For your convenience, we have enclosed a self-addressed envelope to send your tax deductible donation.

Please do not hesitate to call Carolyn Grebing at (831) 261-8550 if you have any questions.

Again, we thank you for your generosity and for considering this project worthy of your support again this year!

Sincerely,


MHS Sober Grad Committee 2014

TOGETHER WE CAN MAKE IT HAPPEN

The California State PTA is a tax-exempt nonprofit organization as described in Section 501(c)(3) of the Internal Revenue Code.
This exemption applies to all the California State PTA's constituent organizations.
MHS PTA is a 501(c)3 Tax Exempt Organization #23-7040695

**AGENDA ITEM
5D**

SAND CITY POLICE DEPARTMENT

ANNUAL REPORT

1-28-14

Date: February 3, 2014
 To: The Honorable Mayor and City Council Members
 From: J. Michael Klein, Chief of Police
 Subject: **POLICE ACTIVITY FOR 2013**

This report presents a condensed overview of the Sand City Police Department's operational and administrative activities. It is an approximate analysis and not conclusive.

CRIMINAL OFFENSES REPORTED

Homicide	0
Rape	0
Robbery	0
Assault/Battery	9
Battery(spousal)	2
Burglary(commercial)	11
Burglary(residential)	2
Burglary(vehicle)	15
Theft(petty)	47
Theft(grand)	19
Theft(vehicle)	4
TOTAL PART 1 CRIMES:	109
Vandalism	6
Arson	0
Forgery/Counterfeiting	6
Fraud/Embezzlement	29
Health/Safety violations	2
Business/Professions	0
TOTAL PART 2 CRIMES:	43
TOTAL CRIMINAL OFFENSES:	152

ARRESTS

Adult Felony	8
Adult Misdemeanor	39
Juvenile Felony	0
Juvenile Misdemeanor	4
Warrants	18
Drunk Driving	2
TOTAL ARRESTS:	71

CITATIONS

Traffic Violations	121
Parking Violations	313
Sand City Muni Code	1
Warrants	11
TOTAL CITATIONS:	446

TRAFFIC ACCIDENTS

Non-Injury	80
Injury	5
Fatal	0
Hit/Run(property damage)	9
TOTAL ACCIDENTS:	94

MISCELLANEOUS CALLS FOR SERVICE

Alarms (commercial)	99
Security checks (comm)	85
Security/welfare checks (resd)	147
Animal Complaints	95
Suicide (attempted)	0
Suicide (completed)	0
Vehicle (tow/abatement)	35
Medical Emergencies	84
Fire Emergencies	30
Civil/Peace Disturbances	391
TOTAL MISC CALLS FOR SERVICE:	966

ALL OTHER CALLS FOR SERVICE

Complaint initiated	699
Officer initiated	990
TOTAL ALL OTHER CALLS:	1689

EDGEWATER CENTER RESPONSES:	870
SAND DOLLAR CENTER RESPONSES:	498
ALL OTHER CITY CALLS:	2050

GRAND TOTAL ALL CALLS: **3418**

SAND CITY POLICE DEPARTMENT
DISTRIBUTION OF PERSONNEL

Administration	2
Chief of Police	1
- J. Michael Klein	
Full time employee	1
- Nancy Fletcher	
Operations/Patrol	10
Sergeants	2
- Vito Graziano	
- Dale Allen	
Full time officers	5
- Veronica Stevenson	
- Jeff Bushnell	
- David Blaul	
- Michael Mount	
- David Ducoeur	
Part time reserve officers	3
- Jeff Parker	
- Mary Hostetler	
- Dennis Alexander	
Public Works	3
Supervisor	1
- Harvey Drone	
Full time Maintenance	2
- Fred Menezes	
- Richard Garza	

TOTAL PERSONNEL AS OF DECEMBER 31, 2013: 15

CHANGES IN PERSONNEL

Retirements: James Patty, Officer


AGENDA ITEM

9A

CITY OF SAND CITY
staff memorandum

DATE: January 27, 2014 (for City Council Meeting of February 4, 2014)

TO: Mayor and City Council

FROM: City Administrator 

SUBJECT: Consideration of Resolution Directing the City Administrator to Enter Into Negotiations with GreenWaste Recovery for a Potential Franchise Agreement Related to Solid Waste Management

BACKGROUND

Sand City has a franchise agreement (ten year term) with Waste Management, Inc. to collect garbage and recyclable materials in town. The franchise agreement is due to expire in March, 2015. The City has been well served by this contract; and, the City receives a 10 percent franchise fee for Waste Management services. Most other Peninsula communities also have a franchise agreement with Waste Management due, in part, to the economy of scale involved in delivering services to a group of cities in close proximity to one another. The other Peninsula communities also have an expiration date on their franchise agreements some time in the spring of 2015.

Due to state requirements to continually increase the percentage of recycling in California communities, and the desire of all of its members to start a competitive process for the next round of community waste management franchise agreements, the Monterey Regional Waste Management District (District) lead a three-year process to achieve state-of- industry waste management service delivery to all Peninsula cities. A request for proposals (RFP) was developed by the District for this purpose and sent to waste management companies. Participating agencies include the Cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Seaside, the Pebble Beach Community Services District and Sand City.

From the 4 firms that were reviewed by the technical advisory committee (TAC) of the District, GreenWaste Recovery was determined to be the top competitor based on the following evaluative criteria.

1. GreenWaste generally offered the lowest overall cost of service for the base and alternate proposals;
2. GreenWaste took no significant exceptions to the draft franchise agreement that was approved by the participating agencies;
3. GreenWaste appeared to provide leadership in the area of recycling by working proactively with each community to achieve statewide recycling goals;
4. GreenWaste was flexible in dealing with community outreach programs depending upon what each community desired in this respect; and
5. GreenWaste has also committed to hire drivers from Waste Management as they have done when they took over services in Santa Cruz County.

Although GreenWaste was the lowest cost provider overall, for two communities, Carmel-by-the Sea and Sand City, it did not provide the lowest cost (see attachment 1). However, if the Council desires to keep residential rates at a cost approximating existing levels, it can likely do so through rate adjustment for the commercial sector. The executive summary from the waste management consultant, Rob Hilton, details the rationale for selecting GreenWaste as the top-ranked firm and describes the process and the proposals from the four finalist firms. (See attachment 2.)

CONCLUSION/RECOMMENDATION

Greenwaste Recovery plans to give a presentation of its proposal to the City Council. Waste Management has also been notified of the Council Meeting and may want to present their proposal.

Following public testimony and council deliberations, it is **RECOMMENDED** that the City Council adopt the attached resolution directing the City Administrator to begin negotiations with GreenWaste. It is further recommended that the City contract with Rob Hilton, the waste management consultant throughout this process, to assist in those negotiations. Estimated cost for this service is \$7,000, and can be expended under the existing FY 13/14 budget line item for public works contract services.

ATTACHMENTS:

1. Summary of Competitive Procurement Process
2. District staff report dated January 8, 2014 Regarding the Selection of GreenWaste Recovery As Top-Ranked Proposer for Solid Waste, Recycling and Organics Collection
3. Draft Resolution of Approval

Proposer Rankings

	BSI	GWR	GWR Carmel On-call BY	GWR Recycling @ MRWMD	MRR	WMI	WMI Cost Savings 1 Existing Capital	WMI Cost Savings 2 EOW Rec/Orgs
Carmel	Base Cost	\$ 3,013,111	\$ 2,444,151	\$ 2,307,168	\$ 2,514,947	\$ 3,413,804	\$ 1,989,942	\$ 1,910,200
	Base Rank	5	3	2	4	6	1	
	Total Cost	\$ 3,115,693	\$ 2,524,693	\$ 2,387,710	\$ 2,595,489	\$ 3,965,088	\$ 2,297,550	\$ 2,217,807
	Overall Rank	5	3	2	4	6	1	
Carmel (On-Call Backyard)	Base Cost	\$ 2,720,810	\$ 2,307,168	\$ 2,307,168		\$ 3,260,199	\$ 1,908,015	
	Base Rank	4	2	2		5	1	
	Total Cost	\$ 2,823,392	\$ 2,387,710	\$ 2,387,710		\$ 3,811,483	\$ 2,215,622	
	Overall Rank	4	2	2		5	1	
Del Rey Oaks	Cost	\$ 420,693	\$ 453,657	\$ 466,190	\$ 473,876	\$ 1,267,788	\$ 448,839	\$ 418,612
	Rank	1	3	4	5	6	2	
	Total Cost	\$ 439,355	\$ 457,472	\$ 470,005	\$ 477,691	\$ 1,670,589	\$ 467,338	\$ 437,112
	Overall Rank	1	2	4	5	6	3	
Marina	Cost	\$ 3,257,557	\$ 2,923,395	\$ 2,949,057	\$ 2,984,346	\$ 3,890,170	\$ 2,979,917	\$ 2,791,165
	Rank	5	1	2	4	6	3	
	Total Cost	\$ 3,455,802	\$ 3,056,176	\$ 3,081,839	\$ 3,117,128	\$ 4,526,981	\$ 3,201,752	\$ 3,013,000
	Overall Rank	5	1	2		6	4	
Pacific Grove	Cost	\$ 3,723,162	\$ 3,588,612	\$ 3,628,460	\$ 3,663,639	\$ 4,601,237	\$ 3,891,151	\$ 3,105,258
	Rank	4	1	2	3	6	5	
	Total Cost	\$ 3,917,927	\$ 3,755,772	\$ 3,795,619	\$ 3,830,798	\$ 5,072,769	\$ 4,159,838	\$ 3,373,945
	Overall Rank	4	1	2	3	6	5	
Pebble Beach	Cost	\$ 1,885,591	\$ 1,820,117	\$ 1,853,352	\$ 1,914,742	\$ 2,625,394	\$ 1,887,930	\$ 1,784,534
	Rank	3	1	2	5	6	4	
	Total Cost	\$ 1,935,506	\$ 1,858,796	\$ 1,892,031	\$ 1,953,421	\$ 3,138,129	\$ 1,968,573	\$ 1,865,178
	Overall Rank	3	1	2	4	6	5	
Sand City	Cost	\$ 283,646	\$ 511,597	\$ 520,806	\$ 519,355	\$ 1,030,360	\$ 471,564	\$ 436,139
	Rank	1	3	5	4	6	2	
	Total Cost	\$ 331,214	\$ 532,254	\$ 541,464	\$ 540,012	\$ 1,380,540	\$ 504,203	\$ 468,778
	Overall Rank	1	3	5	4	6	2	
Seaside	Cost	\$ 5,361,092	\$ 4,525,971	\$ 4,568,001	\$ 4,618,771	\$ 5,693,233	\$ 5,065,439	\$ 4,805,600
	Rank	5	1	2		6	4	
	Total Cost	\$ 5,478,533	\$ 4,701,180	\$ 4,743,211	\$ 4,793,981	\$ 6,461,635	\$ 5,368,726	\$ 5,108,887
	Overall Rank	5	1	2	3	6	4	
ALL AGENCIES	Cost	\$ 17,944,852	\$ 16,104,824	\$ 16,130,103	\$ 16,522,778	\$ 17,869,319	\$ 16,734,782	\$ 15,251,509
	Rank	6	1	2	3	5	4	
	Total Cost	\$ 18,674,030	\$ 16,723,669	\$ 16,748,949	\$ 17,141,623	\$ 19,097,096	\$ 17,967,981	\$ 16,484,707
	Overall Rank	5	1	2	3	6	4	

Executive Summary

Following the development of a model franchise agreement and a competitive request for proposals process that resulted in proposals from four qualified firms, the evaluation committee recommends that GreenWaste Recovery be selected as the new solid waste, recycling, and organics collection franchisee in each of the seven participating agencies. The committee found GreenWaste Recovery's proposal provided the greatest overall value relative to the stated objectives of the RFP process, as approved by each of the participating agencies. Some of the key distinguishing characteristics of GreenWaste Recovery's proposal that form the basis for this recommendation include:

1. GreenWaste Recovery generally offers the lowest overall cost of service for the base and alternative proposals (NOTE: there are some conditions and communities where Waste Management offered lower cost options).
2. GreenWaste Recovery, uniquely, took no significant exceptions to the draft franchise agreement that was approved by each of the participating agencies. This ensures that the participating agencies will get the business terms that they wanted. Additionally, neither the agency nor the customer will be required to assume more risk.
3. GreenWaste Recovery demonstrated a commitment to the communities' goal of reaching a 75% recycling rate by 2020 – consistent with the state goal established in AB 341 and the local 75% recycling goal adopted by the MRWMD. The committee believes that GreenWaste Recovery will provide leadership in this area, working proactively with the agencies to promote continual improvement to achieve this goal.
4. GreenWaste Recovery demonstrated flexibility in its partnership with the communities. This was evidenced in several ways, including: their options for processing recyclables, desire to partner with the District on aspects of their proposal, willingness to serve any number of the participating agencies, and a variety of approaches to community engagement and outreach.
5. A smooth transition between service providers. GreenWaste Recovery has demonstrated success in implementing services and particularly in transitioning franchise services from other contractors. They described transitioning seven franchises from Waste Management and two from Recology since 2007. In their 2007 Santa Cruz County transitions from Waste Management, GreenWaste Recovery reports hiring 54 drivers from the previous operation and notes that all of those drivers remain employed with them today.

Assuming that each agency approves the recommendation, the next step in the process is for the agency staff to meet with the identified service provider to finalize the negotiation of rates to be charged to customers and any other contractual terms. Each agency's approval of this recommendation is only an authorization for staff to proceed with the negotiation – it is specifically not an authorization to enter into the franchise agreement.

Process Overview

The Monterey Regional Waste Management District (District), on behalf of the cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Sand City, Seaside, and the Pebble Beach Community Services District (hereinafter "Participating Agencies"), requested proposals for the collection of solid waste,

recyclable materials, and organic materials. While the District has facilitated the process, each participating agency will have a separate franchise agreement with the service provider that is selected.

Each participating agency wanted to ensure the rates charged in their community reflect their specific cost of service and are not subsidizing (or being subsidized by) other communities. As such, the participating agencies requested that each proposer provide separate proposal cost forms, by agency, along with a proposed cost savings resulting from the award of multiple agreements to one company.

The process began in January 2011 when the District enlisted the professional services of HF&H Consultants. This firm is recognized as a leader in the State in working with public agencies and local government to develop state-of-the-industry franchise agreements, competitively select service providers, and negotiate fair contracts. Next, the District funded development of a model franchise agreement for member agency use. The terms of the new agreement were developed and agreed upon by all participating agency committee members.

After the model franchise agreement was finalized by the participating agencies, it was circulated to potential proposers to solicit their feedback. The purpose for soliciting this input was to ensure any significant issues, from the industry's perspective, were addressed in advance of the proposal process. The participating agencies considered the comments received and made appropriate adjustments to the model franchise.

The District and participating agencies began developing the request for proposals (RFP) in October 2012. One of the key principals of the RFP process was that the base services requested in the RFP were programs and services very similar to the current services provided in each participating agency. The RFP relied heavily on the District's Summer 2012 waste characterization analysis when considering system design. This characterization study helped the committee understand the constituent parts of the waste stream and to develop programs to target the largest remaining recyclable or compostable material types. This resulted in four additional services:

1. **Residential Mixed Organics Collection:** This program allows residents to recycle their food scraps and food-soiled paper by placing them in their green cart along with yard trimmings for composting.
2. **Commercial Organics Collection:** This would expand the current pilot program to include any food generating business that wanted to participate in recycling their food waste.
3. **Expanded Bulky Item Collection:** This would expanded the current program frequency and acceptable materials and would reorient the collection program to partner with the Last Chance Mercantile for re-use; and,
4. **Enhanced Public Education and Outreach:** This would significantly increase the volume, frequency, and effectiveness of communication with the public with the goal of increasing participation in waste reduction, recycling, reuse, and composting programs.

Each of alternative was priced separately as an option to provide transparency to elected officials and the public when making program and service choices that could impact rates. The RFP also asked proposers for cost savings proposals, if appropriate.

The final RFP was approved by the District Board as well as each of the participating agency's individual elected bodies in April and May 2013. The RFP was issued on May 28, 2013 to eight potential service providers and two statewide industry associations. The RFP, model franchise agreement, and all attachments were posted to our consultant's website for download.

A pre-proposal meeting was held at the District's offices on June 20, 2013. It was mandatory for all interested parties to attend and the District reserved the right to reject proposals received from proposers that did not attend. The interested parties were asked to submit any questions regarding the RFP by July 12 via email. There were four addenda distributed to interested parties between June 27 and July 19. The addenda responded to questions from interested parties, clarified data, and provided additional information that became available after the issuance of the RFP.

In response to requests from proposers, the proposal deadline was extended from the original due date of August 16 to September 13, 2013. The District received proposals from four companies: Bayside Sanitation, GreenWaste Recovery; Monarch Resource Recovery; and, Waste Management

An evaluation team was assembled by the District to perform a detailed evaluation of the proposals. This included a comprehensive review of the proposals received. The factors that were considered by the evaluation team when evaluating each proposal included: responsiveness to the RFP; the company's collection experience, key personnel, performance record, and financial stability; the technical proposal for base services; technical proposal for alternative services; implementation plan, acceptance of the RFP and franchise terms; environmental considerations; and, cost proposals.

This committee was comprised of the following: at least one staff person from each participating agency; senior District staff; the District's consultant; an outside agency expert from the City of Monterey; and, an outside industry expert from the South Bayside Waste Management Authority who recently went through a similar multi-agency competitive procurement.

Interviews of all four proposers were conducted at the District's offices on October 30, 2013. Each team of proposers was interviewed for 90 minutes by the evaluation committee.

Public presentations were made by all four proposers at Seaside City Hall on November 18, 2013. The goal of these presentations was to communicate the highlights of each proposal to the public and to help the public understand the companies, their capabilities, and their approaches to providing service. The evaluation committee conducted two additional meetings to discuss the proposals and develop recommendations to the District Board and the elected body of each of the participating agencies.

Summary of Proposals Received

Proposals were received from four companies (Bayside Sanitation, GreenWaste Recovery, Monarch Resource Recovery, and Waste Management). Each of the four companies are qualified and financially capable of performing the work described in the RFP and each have demonstrated experience providing similar services in other communities.

The following presents a brief summary of the distinguishing elements of each proposal. The proposals received were voluminous and include descriptions of the operational, staffing, capital, implementation, customer service, outreach, and other plans of the proposer that are necessary elements of performing the work. In the interest of transparency and to provide the public with the full and unabridged details of each proposal, they have been made available to the public at www.hfh-consultants.com/MRWMD/.

Bayside Sanitation

- **Recycling and Public Outreach:** Bayside Sanitation believes that they would be capable of achieving recovery rate requested in the RFP, if the alternative services identified in the RFP

were adopted and if the agencies took a more exclusive approach to the management of construction and demolition debris.

- **Facilities:** Bayside Sanitation would lease space for vehicle parking, vehicle maintenance, and administrative/customer service offices from the District. In addition, Bayside Sanitation would deliver recyclables collected under these contracts to the District's MRF.
- **Vehicles & Fueling:** Bayside Sanitation would utilize a CNG fleet and would establish a CNG fueling station at the vehicle parking area leased from the District. Bayside Sanitation has experience with three similar fueling stations and CNG equipment.
- **Implementation:** The implementation plan provided by Bayside Sanitation was thorough and demonstrated their data-driven and technology-oriented approach to understanding the service requirements and ensuring the success of the roll-out. During the interview, the owners committed to being personally focused on the transition and start-up. They gave an example of this dedication in a previous roll-out. In the City of Livermore, the owner gave their personal cell phone number to customers who had problems to ensure satisfactory resolution of their issues.
- **Labor:** Bayside Sanitation has expressed their interest in retaining the employees that are currently providing service in the area (especially the drivers, supervisors, and customer service staff). Bayside Sanitation also stated their willingness to sign an MOU with the bargaining group representing those employees to demonstrate their commitment to working with the local labor organization.
- **Local Presence:** Bayside Sanitation would establish a local presence at the District's facility and would do as much local purchasing as economically feasible. The owners of the company are located in the Bay Area and a local management team would be hired.
- **Cost of Service:** Bayside Sanitation was generally a higher-cost proposal, being the most expensive in the combined (all agencies) base proposal and second most expensive in the proposal including all alternate services. They did offer the lowest cost of service for the two smallest communities: Del Rey Oaks and Sand City; however, they stated in their interview that it would be impractical for them to receive the contract for a small portion of the service area because of the facility requirements and their need to reallocate certain overhead and facility costs.
- **Contract Exceptions:** Bayside Sanitation took 18 exceptions to the draft franchise language (the second most of any proposal) with half of those exceptions representing issues of medium or high significance to the agencies. Notably, they asked for the compensation methodology be revised such that all wage and benefit expenses for unionized workers be passed through to the ratepayers and not indexed.

GreenWaste Recovery

- **Recycling and Public Outreach:** The evaluation committee felt that GreenWaste Recovery's recycling, public education, and outreach plans were superior to any of the other proposals. GreenWaste Recovery included all of the education and outreach requirements of proposal alternative #4 in their base proposal at no additional cost. Their stated reason for this is that they believe the education and outreach is critical to achieving the 65% recovery rate requested by the RFP. GreenWaste Recovery demonstrated through the interview, public presentation, and examples of their activities in other communities that they will provide proactive leadership for regional recycling and waste reduction efforts. In addition, GreenWaste Recovery

demonstrated their commitment to the 75% recycling goal during their interview, their public presentation, and their performance in other communities that they serve.

- **Facilities:** GreenWaste Recovery would lease space for vehicle parking, vehicle maintenance, and administrative/customer service offices from the District. GreenWaste Recovery will either: transfer recyclables at the District's facility and process them at their recycling facility in San Jose, resulting in a guaranteed \$30/ton rebate to customers for the life of the agreement(s); or, deliver the recyclables to the District for processing.
- **Vehicles & Fueling:** GreenWaste Recovery would utilize a CNG fleet and would establish a CNG fueling station at the vehicle parking area leased from the District.
- **Implementation:** GreenWaste Recovery provided a thorough and well-documented implementation plan that clearly identifies the major issues that are likely to occur during the transition and their approach to resolving those issues. During their interview, GreenWaste Recovery talked about how their focus during a transition is primarily to ensure the material is collected and that the company's internal issues have to be secondary to the customers' need. GreenWaste Recovery illustrated their service transition capability by noting that they have successfully transitioned seven franchises from Waste Management and two from Recology during a recent seven year period.
- **Labor:** GreenWaste Recovery expressed their desire to retain the current labor force that provides service to the community currently and noted their success in transitioning former Waste Management organized labor forces in previous transitions. In fact, GreenWaste Recovery reports that they continue to employ 100% of the work force (54 employees) that they transitioned from Waste Management in their Santa Cruz County, Capitola, Scotts Valley, and State Beach contracts in 2007.
- **Local Presence:** GreenWaste Recovery is currently providing service in several jurisdictions in Santa Cruz County and at CSUMB. They would establish a local operations and customer service presence for these contracts at the District's facility. GreenWaste Recovery would establish relationships locally for purchasing the goods, services, and supplies needed to provide service under the agreement. GreenWaste Recovery has been actively involved in the community for the past several years and would expand their support and involvement in local environmental activities and community groups. GreenWaste Recovery's owners are located in the South Bay. The General Manager that will be responsible for these contracts used to be Waste Management's local manager for operations in Monterey and Santa Cruz counties. Notably, this GM would split their time between Santa Cruz County operations and the Peninsula communities.
- **Cost of Service:** Looking at all of the service areas as a whole, GreenWaste Recovery offers the lowest cost of service for the base and alternate service packages. It is worth noting that GreenWaste Recovery was more expensive than Waste Management in the individual communities of Carmel and Sand City for both the base and alternative services.
- **Contract Exceptions:** GreenWaste Recovery took only one exception to the draft franchise agreement which the evaluation committee considers insignificant (a minor change to a noticing requirement on insurance). The ability to proceed on the business terms and under the risk allocation that the agencies defined at the outset of the process is a significant distinguishing factor for GreenWaste Recovery.

Monarch Resource Recovery

- **Recycling and Public Outreach:** Monarch Resource Recovery offered a very robust recycling and public outreach program. This program includes the use of a highly-regarded recycling outreach consulting group to train local CSUMB interns to provide technical assistance to each and every business and multi-family property in the service area. In addition, Monarch's proposal provides for the most staffing for the public education and outreach efforts that will be needed to achieve the recycling goals of the agencies.
- **Facilities:** Monarch Resource Recovery would lease space for vehicle parking, vehicle maintenance, and administrative/customer service offices from the District. In addition, Monarch Resource Recovery would deliver recyclables collected under these contracts to the District's MRF and has arranged for back-up capacity with A&S Metals (especially important during the construction at the District MRF).
- **Vehicles & Fueling:** Monarch Resource Recovery would utilize a CNG fleet and would establish a CNG fueling station at the vehicle parking area leased from the District.
- **Implementation:** Monarch Resource Recovery prepared a thorough transition plan that clearly articulates their process and includes frequent meetings with agency staff to ensure that they are aware of issues and involved in the process. Monarch Resource Recovery illustrated their experience with complex transitions in their recent two-month transition in the City of Fresno where the company assumed the City's former employees, vehicles, containers, and customer data and had to quickly prepare for and implement the new services.
- **Labor:** Monarch Resource Recovery expressed their desire to retain the current employees who are providing service to ensure continuity and described a number of previous transitions where retaining the employees was critical to the success of the transition. Monarch Resource Recovery is willing to work with an organized labor group and assumed the costs of the current collective bargaining agreement in their estimate of labor costs, however none of their current labor force is represented.
- **Local Presence:** Monarch's owners are located in Kerman, California (near Fresno) and they would establish a local management team that would be dedicated to the operations in Monterey County. The company would engage in local purchasing for the services, goods, and supplies required to provide service under this agreement.
- **Cost of Service:** Monarch Resource Recovery was generally the highest-cost proposal. Monarch Resource Recovery presented a significant discount for the award of combinations of multiple agencies, the biggest discount coming from the award of all contracts. Even with the significant discount for the award of multiple agencies, Monarch Resource Recovery was still the most expensive.
- **Contract Exceptions:** Monarch Resource Recovery took 13 exceptions to the draft franchise with 8 of those exceptions being in areas that the evaluation committee believed to be of medium or high significance to the agencies.

Waste Management

- **Recycling and Public Outreach:** Waste Management is the only company under Alternative #2 to offer universal rollout of commercial organics collection service to all businesses (as opposed to only those businesses primarily engaged in food preparation). This comes at an expense

nearly double that (approximately \$400,000/year) of what is assumed by GreenWaste Recovery. In addition, Waste Management (under Alternative #4) is proposing the highest spending (though not the highest staffing) on enhanced public education.

The evaluation committee is concerned that Waste Management did not understand the agencies' goals for an improved recycling system. This concern comes from several issues in their proposal, interview, and public presentation:

- Waste Management did not initially understand that Marina and Seaside would implement universal green waste collection in an effort to increase diversion.
- Waste Management initially proposed a 10% per year increase in the number of customers participating in the commercial food waste program. When pressed for the current participation, they identified only 10 current customers. Adding one customer per year is inconsistent with the goal of having all food generating businesses participate in this program. Once these assumptions were questioned by the evaluation committee, Waste Management did revise their proposal to have the most robust commercial organics collection program of any of the proposers.
- Waste Management offered a cost saving proposal that would reduce the frequency of recycling and green waste collection from weekly to every-other-week. The evaluation committee believes that this would have a negative impact on diversion of between 2,000 and 5,000 tons per year and considered that this alternative was not responsive to the diversion goal stated in the RFP.
- Waste Management offers no value for the recyclables collected in the community and will not deliver those recyclables to the District's proposed single stream MRF given their ownership of a preexisting MRF in Castroville.
- During the interviews and public presentation, Waste Management presented an overview of the programs it currently provides and did not explain in detail any new programs or services necessary to help achieve the community's recycling diversion goals. The committee believes that this perspective is contrary to the community's desire to be sustainability leaders and to continuously improve.
- **Facilities:** Waste Management would operate out of their current facility in Castroville. Waste Management would process recyclables at the Castroville MRF. Waste Management offered to establish a local call center for customer service; however, that option would add \$685,000 per year to their proposed cost of service for the whole service area (and, depending on how that cost was allocated, would change their overall cost ranking in several communities).
- **Vehicles & Fueling:** Waste Management has already begun to convert their fleet to CNG, using natural gas produced at the Altamont Landfill. The balance of the fleet would be converted to CNG under these agreements.
- **Implementation:** Waste Management is in the unique position of having a much smaller scale implementation, given that the facilities, some equipment, customer data, and routing are already in place. They could, uniquely, begin implementation in advance of the expiration of the current contracts. Waste Management's initial implementation plan submittal was a high-level outline that did not provide sufficient detail for the evaluation committee to understand if they had adequately prepared for the transition. When pressed, Waste Management prepared a much more thorough implementation plan documenting the details of their approach and their resource capacity.

- **Labor:** Waste Management would utilize their current labor force.
- **Cost of Service:** Waste Management offered the second lowest cost of service, overall, for the base and alternative proposals. They were the lowest cost base and alternate proposal for Carmel and the lowest viable proposal for Sand City (note: Bayside was the absolute lowest, but they stated that they could not offer that pricing on a stand-alone basis if only awarded one agency's franchise agreement).

In addition, Waste Management submitted two cost saving proposals, which allow for a lower cost. The committee does not believe that these cost saving approaches, especially Cost Saving Proposal #2, are consistent with the communities' desires and the goals of the RFP:

- **Cost Saving Proposal 1 – Existing Capital:** Waste Management proposed to phase in new trucks and containers at approximately 10% per year. This would result in used equipment being in place for nearly all of the term of the new franchise agreements. The committee included a requirement in the RFP and franchise for the selected contractor to implement brand new equipment throughout the service area that establishes a uniform container color coding scheme matching the approach of other communities throughout the state (blue for recycling, green for green waste, and black or grey for waste). The committee believes (and other proposers reinforced) that the current container inventory is dilapidated and does a poor job of communicating what materials are placed in which container. The committee believes that this is an impediment to the "high quality and consistent services" and the achievement of "high levels of customer engagement" in recycling that were stated goals in the RFP. A survey was done to document the problems with the existing container inventory and that research is presented in Attachment B.
- **Cost Saving Proposal 2 – Every Other Week Recycling/Green Waste:** Waste Management proposed to modify the current program of collecting recycling and green waste on a weekly basis. Waste Management proposed to establish a program where customers would alternate collection weeks with one week being a green waste week and the next week being a recycling week. The committee believes that this is a significant step backwards and would have a significant and negative impact on the level of recycling in the community. Accordingly, the committee considered the proposal to be unresponsive to the RFP recycling goal.
- **Contract Exceptions:** Waste Management took the largest number of exceptions (48) and the most significant exceptions (30) to the model franchise. When questioned about some of the specific terms, Waste Management was willing to withdraw its position on many of the most severe issues. While the severity and number of the contract issues has been reduced by their clarifications, the number of issues remaining to be negotiated with Waste Management is significant and the risk allocation they have proposed places the most risk on the agencies of any of the proposers.

Basis for Evaluation Committee Recommendation

The evaluation committee considered each of the evaluation criteria identified in Section 6.2 of the RFP as well as the goals and objectives of the RFP process in making their recommendation. The basis for the committee's recommendation of GreenWaste Recovery is presented below with regard to each of the goals and objectives of the process.

1. Maximizing Quality and Consistency of Services

Service quality is one of the consistent features of the solid waste collection industry and most companies do a very good job at providing responsive customer-service. All four proposers highlighted their focus on service quality through their proposals, interviews, and public presentations. All proposers have implemented systems for tracking the quality of service provided by their drivers and customer service teams.

The evaluation committee felt that the significant distinguishing factor in this objective was Waste Management's Cost Savings #1 proposal utilizing the equipment (particularly the containers) currently in service for a significant period of time before purchasing new equipment. This approach, while producing cost savings, does not meet the goal of maximizing quality and consistency of service. Based on the survey of conditions in each of the communities, it is clear to the evaluation committee that Waste Management's existing equipment is of poor quality (e.g. broken lift bars, cracked lids, vandalized carts and bins, etc.) and functionality (e.g. numerous and inconsistent color coding, incorrect labeling, containers with other communities' branding, etc.). The committee believes that accepting Waste Management's Cost Savings #1 proposal would be contrary to the stated objective.

An additional distinguishing factor was the inclusion of a local customer service call center in the base proposals for Bayside, GreenWaste, and Monarch to ensure familiarity with local communities and conditions. Waste Management would require an additional \$685,000 per year to establish a local call center for all seven agencies. The committee believes that this local familiarity is an important element of service quality.

2. Minimizing Cost of Services to Customers

GreenWaste Recovery offers the lowest overall pricing for the system that was requested in the RFP, \$16,104,824 (base proposal or \$16,522,778 for Recycling @ District MRF scenario) vs. Waste Management at \$16,734,782. In addition, GreenWaste Recovery provided the most favorable responses to interview questions about the dynamics of negotiating future changes to services that may save money for customers.

Waste Management offers a lower cost option in Carmel and Sand City for both the base and alternative services and in Del Rey Oaks for the base services. If the \$685,000 annual cost to establish a local call center was included in their proposal, Waste Management would likely not have the lowest cost in Del Rey Oaks or Sand City. If one of Waste Management's cost saving alternatives were selected they would be the lowest cost option in nearly every agency. As noted above, the evaluation committee does not recommend that the participating agencies consider either of the two "cost saving" proposals from Waste Management because those approaches do not meet the stated objectives of: 1) maximizing quality and consistency of services; 2) meeting the state and local 75% recycling goal; and, 3) providing state-of-the-industry services that maximize resource value and customer involvement.

It is worth noting that while Waste Management offers a lower cost under certain pricing scenarios. The committee is concerned that those costs may not accurately reflect true costs given the number of contractual exceptions taken by the company. The contractual issues that need to be negotiated with Waste Management could result in a significant increase in risk (especially future rate escalation) to the agencies and customers, relative to GreenWaste Recovery who has accepted all of the terms of the draft agreement. However, it should be noted that Waste Management's annual costs for alternative programs specified in the RFP is approximately \$1.2 million or double that of GreenWaste Recovery.

Attachment A presents a series of tables illustrating the proposed pricing options, in aggregate and for each of the participating agencies. The percentages presented at the bottom of each table indicate the estimated percentage change relative to the current revenue received by the current service provider in each community. The current revenues presented are estimated based on Waste Management's representations in their franchise fee payments to each agency. The percentages presented are specifically not the rate adjustment that will be experienced by customers. The specific rate impact to each sector and service level remains to be negotiated with the selected service provider and may be significantly different from the percentages identified here, either in total or for given service levels.

3. Meeting the State's 75% Recycling Goal Locally by 2020

The evaluation committee believes that GreenWaste Recovery demonstrated through their proposal, interview, and public presentation that they would be a good partner to move the communities to the 75% recycling goal. GreenWaste Recovery was the only company that acknowledged the hauler-controlled recycling rate requirement in their proposal and specifically identified how that requirement would be achieved. GreenWaste Recovery demonstrated their commitment to achieving this goal by including all of the recycling education and outreach (requested as Alternative #4 in the RFP) in their base pricing, noting that if we want to get to 75% the education and outreach cannot be a stand-alone option and needs to be included in the overall costs of services. During the public presentations when other companies focused on service delivery, internal systems, or productivity issues, GreenWaste Recovery focused on their vision for the recycling system and the innovative nature of their company in working with communities to move to higher levels of recycling.

While the committee felt that Monarch Resource Recovery would provide a similarly beneficial partnership with regard to recycling, the difference in cost between the two firms was significant.

4. Providing State-of-the-Industry Services that Maximize Resource Value and Customer Involvement

GreenWaste Recovery and Monarch Resource Recovery both provided significant value relative to this objective. Both companies took an aggressive approach to engaging customers in the system. One element of this approach was their focus on being community partners and providing the education, outreach, and hands-on technical assistance to make sure that the community understands how best to participate in the system. Both GreenWaste Recovery and Monarch Resource Recovery focused on the "maximize resource value" portion of this objective by emphasizing monitoring and customer feed-back systems that would help to minimize the contamination of recyclables; thereby increasing the value of those recyclables in the commodity markets.

The committee was impressed with the systems integration approach proposed by Bayside and appreciated the company's willingness to share their computer systems in a transparent way with agency staff.

While Waste Management described the modernization and integration of their information systems, the systems demonstrated were focused on internal issues like driver productivity and safety and were not generally customer-facing. Waste Management's Cost Saving #2 proposal that would cut recycling and green waste service to customers in half – the reverse of a twenty five-year trend in the industry to move towards greater levels of recycling and green waste service – seems contrary to the goal of "state of the industry" services.

5. Receiving Franchise Fees

All proposers agreed to pay the franchise fees that were identified in the RFP and none of the proposers offered additional incentives, therefore this objective did not ultimately provide any differentiation among proposers.

Conclusion

Current franchise collection agreements are based on a contract nearly twenty years old. Public education, customer service, reporting standards, rate adjustment methodology, and diversion activities have evolved over the years to a standard that, by comparison, makes current contracts appear nearly obsolete. After decades where local collection contracts were simply extended with the existing provider, this RFP process marks the first time that local franchise agreements have been subject to a competitive procurement process.

Over the ten year base-term of these agreements, the collective value of the collection contracts among the seven participating agencies exceeds \$170,000,000. This process is intended to ensure that the agencies receive excellent service, value, and an overall collection and diversion system responsive to community needs and desires.

Comparison of Evaluation Committee Decision Points

The evaluation committee prepared their recommendation on the basis of identifying the “best overall value” to the community. In assessing this overall value, the committee considered cost a significant factor and the quantifiable ranking of cost weighed heavily in the committee’s consideration. However, numerous qualitative elements were also considered by the committee and those qualitative elements could not be measured in the same way as the cost proposals. The table below presents both the qualitative and quantitative factors considered by the committee with regard to the key decision points in this process.

	GreenWaste Recovery: Base Proposal	Waste Management: Base Proposal	Waste Management: Cost Savings #1	Waste Management: Cost Savings #2
Cost of Service to Rate Payers (Sand City)	Ranked #4 Base: \$511,597 With Alternatives: \$532,254	Ranked #3 Base: \$471,564 With Alternatives: \$524,198	Ranked #1 Base: \$436,139 With Alternatives: \$489,158	Ranked #2 Base: \$446,244 With Alternatives: \$503,126
Recycling and Public Outreach	Highly Responsive Proposed recycling programs and education exceed RFP standard.	Responsive Proposed recycling programs and education met RFP standard.	Not Responsive Lack of consistency in container colors creates significant barriers to effective education.	Not Responsive Every-other-week recycling and green waste collection likely to reduce recycling rates and customer participation.
Facilities	Responsive	Responsive	Responsive	Responsive
Vehicles & Fueling	Highly Responsive All new vehicles and local CNG fueling	Responsive All new CNG vehicles, CNG trucked from Alameda County landfill	Marginally Responsive CNG fleet transition over 10 years rather than at contract implementation	Marginally Responsive CNG fleet transition over 10 years rather than at contract implementation
Implementation	Responsive	Responsive	Responsive	Marginally Responsive No clear plan for how customers would be educated about availability of extra carts for recycling
Labor	Highly Responsive Commitment to hire displaced workers stated in proposal and LOU with Local 270 signed	Marginally Responsive Contract exceptions included ability to lock-out employees during labor negotiations without penalty	Marginally Responsive Proposal requested ability to lock-out employees during labor negotiations without penalty	Marginally Responsive Proposal requested ability to lock-out employees during labor negotiations without penalty

Comparison of Evaluation Committee Decision Points

	GreenWaste Recovery: Base Proposal	Waste Management: Base Proposal	Waste Management: Cost Savings #1	Waste Management: Cost Savings #2
Local Presence	Highly Responsive Local ownership, management, customer service, and purchasing. Option for local recycling.	Marginally Responsive Local operations and recycling. Remote corporate ownership, remote management and customer service, national purchasing.	Marginally Responsive Local operations and recycling. Remote corporate ownership, remote management and customer service, national purchasing.	Marginally Responsive Local operations and recycling. Remote corporate ownership, remote management and customer service, national purchasing.
Contract Exceptions	Highly Responsive No significant exceptions taken	Not Responsive 20 medium and high significance exceptions taken to contract and not retracted when given opportunity	Not Responsive 20 medium and high significance exceptions taken to contract and not retracted when given opportunity	Not Responsive 20 medium and high significance exceptions taken to contract and not retracted when given opportunity
Quality & Consistency of Service	Responsive	Responsive	Not Responsive Use of existing carts and inconsistent container coloring scheme reduce quality and prevent consistency of service.	Not Responsive Use of existing carts and inconsistent container coloring scheme reduce quality and prevent consistency of service.
Providing State-of-the-Industry Services	Highly Responsive Demonstrated company culture of recycling/organics leadership and innovation. Offered to provide many services beyond the RFP specification, including: enhanced public education and outreach; partnerships with "The Offset Project" and Central Coast Media Coalition; additional agency-specific programs.	Responsive	Not Responsive Use of existing containers and inconsistent color scheme is contrary to state-wide and national trend towards blue= recycling; green=organics.	Not Responsive Every-other-week recycling and green waste collection degrades service levels and is contrary to state and national trends towards weekly recycling and green waste. Every other week green waste service would prevent inclusion of food waste per CA Health & Safety Code requirements for weekly collection of putrescible waste.

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MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Home of the Lost Chama Marquette

Corrected

SPECIAL MEETING NOTICE & AGENDA

Wednesday
January 8, 2014

Seaside City Hall
Council Chambers
440 Harcourt Avenue, Seaside, CA 93955

CALL TO ORDER AT 5:00 PM

ROLL CALL AND ESTABLISHMENT OF QUORUM

PLEDGE OF ALLEGIANCE

PUBLIC COMMUNICATIONS

Anyone wishing to address the Board on the matter listed on the Agenda may do so. *Please limit comments to a maximum of three (3) minutes.*

ITEM FOR BOARD CONSIDERATION, DISCUSSION AND ACTION

- 1) Receive Recommendation from MRWMD's Technical Advisory Committee to Select GreenWaste Recovery of San Jose, CA, as the Solid Waste, Recycling, and Organics Collection Franchisee for the Seven Participating Agencies of the District (The Cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Sand City, Seaside, and the Pebble Beach Community Services District), for a Ten Year Contract Beginning at the Conclusion of the Current Refuse and Recycling Collection Contracts in 2015.

DATE OF NEXT REGULAR MEETING: JANUARY 17, 2014

This agenda was posted at the District offices at 14201 Del Monte Blvd, Marina, CA. Staff reports and additional information regarding these agenda items are available on the District website (www.mrwmd.org) and at the District offices during regular business hours (additional fee for copying). Information distributed after distribution of Board packets will be made available in the same manner. *Americans with Disabilities Act (ADA)*: In compliance with the ADA, if you need special assistance to participate in this meeting, please contact Becky Aguilar at 831-384-5313 or baguilar@mrwmd.org. Notification in advance of the meeting will enable District to make reasonable arrangements to ensure accessibility.



Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

Reviewed by LOMM Date: 1.3.14
General Manager

Date: January 3, 2014
To: General Manager
From: Deputy General Manager for Community Programs
Subject: Recommendation of Franchisee for New Solid Waste, Recycling, and Organics Collection Agreements

EXECUTIVE SUMMARY

Following the development of a model franchise agreement, the Technical Advisory Committee (TAC) of the Monterey Regional Waste Management District (District) drafted and issued a competitive request for proposals (RFP) that resulted in proposals from four qualified firms. The evaluation committee of the TAC extensively reviewed and discussed those proposals, and now recommends that GreenWaste Recovery of San Jose be selected as the new solid waste, recycling, and organics collection franchisee in each of the seven participating member agencies of the District for a ten-year term beginning in 2015. The TAC found GreenWaste Recovery's proposal provided the greatest overall value relative to the stated objectives of the RFP process, as approved by each of the participating agencies. Some of the key distinguishing characteristics of GreenWaste Recovery's proposal that form the basis for this recommendation include:

1. GreenWaste Recovery generally offers the lowest overall cost of service for the base and alternative proposals (NOTE: there are some conditions and communities where Waste Management offered lower cost options).
2. GreenWaste Recovery, uniquely, took no significant exceptions to the draft franchise agreement that was approved by each of the participating agencies. This ensures that the participating agencies will get the business terms that they wanted. Additionally, neither the agency nor the customer will be required to assume more risk.
3. GreenWaste Recovery demonstrated a commitment to the communities' goal of reaching a 75% recycling rate by 2020 - consistent with the state goal established in AB 341 and the local 75% recycling goal adopted by the District. The TAC believes that GreenWaste Recovery will provide leadership in this area, working proactively with the participating agencies to promote continual improvement to achieve this goal.
4. GreenWaste Recovery demonstrated flexibility in its partnership with the communities. This was evidenced in several ways, including: their options for processing recyclables, desire to partner with the District on aspects of their proposal, willingness to serve any number of the participating agencies, and a variety of approaches to community engagement and outreach.
5. A smooth transition between service providers. GreenWaste Recovery has demonstrated success in implementing services and particularly in transitioning franchise services from other contractors, while retaining local drivers. They described transitioning seven franchises from Waste Management and two from Recology since 2007. In their 2007 Santa Cruz County transitions from Waste Management, GreenWaste Recovery reports hiring 54 drivers from the previous operation and notes that all of those drivers remain employed with them today.

Assuming that each agency accepts and approves the recommendation of the TAC, the next step in the process is for the participating agency staff to meet with the identified service provider to finalize the negotiation of rates to be charged to customers and any other contractual terms. Each participating agency's acceptance and approval of this recommendation is only an authorization for their staff to proceed with the negotiation – it is specifically not an authorization to enter into the franchise agreement.

PROCESS OVERVIEW

The District TAC, on behalf of the cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Sand City, Seaside, and the Pebble Beach Community Services District (hereinafter "Participating Agencies"), requested proposals for the collection of solid waste, recyclable materials, and organic materials. While the District has facilitated the process, through its TAC, each participating agency will enter into a separate franchise agreement with the service provider that is selected.

Each participating agency wanted to ensure the rates charged in their community reflect their specific cost of service and are not subsidizing (or being subsidized by) other communities. As such, the participating agencies requested that each proposer provide separate proposal cost forms, specific to each participating agency, along with a proposed cost savings resulting from the award of multiple agreements to one company.

The process began in January 2011 when the District enlisted the professional services of HF&H Consultants. This firm is recognized as a leader in the State in working with public agencies and local government to develop state-of-the-industry franchise agreements, competitively select service providers, and negotiate fair contracts. Next, the District funded development of a model franchise agreement for member agency use. The terms of the new agreement were developed and agreed upon by all participating agency TAC members.

After the model franchise agreement was finalized by the participating agencies, it was circulated to potential proposers to solicit their feedback. The purpose for soliciting this input was to ensure any significant issues, from the industry's perspective, were addressed in advance of the proposal process. The TAC considered the comments received and made appropriate adjustments to the model franchise agreement.

The District and TAC began developing the RFP in October 2012. One of the approaches to the RFP process was that the base services requested in the RFP were programs and services similar to the current services provided in each participating agency. The RFP relied heavily on the District's July 2012 waste characterization analysis when considering system design. This characterization study helped the TAC understand the constituent parts of the waste stream and to develop programs to target the largest remaining recyclable or compostable material types. This resulted in four optional alternative services:

1. **Residential Mixed Organics Collection:** This program allows residents to recycle their food scraps and food-soiled paper by placing them in their green cart along with yard trimmings for composting.
2. **Commercial Organics Collection:** This would expand the current pilot program to include any food generating business that wanted to participate in recycling their food waste.
3. **Expanded Bulky Item Collection:** This would expand the current bulky item program frequency and range of acceptable materials, and would reorient the collection program to partner with the District's Last Chance Mercantile to maximize re-use.

- 4. Enhanced Public Education and Outreach:** This would significantly increase the volume, frequency, and effectiveness of communication with the public with the goal of increasing participation among residential and commercial customers while minimizing contamination in waste reduction, recycling, reuse, and composting programs.

Each alternative service was priced separately as an option to provide transparency to elected officials and the public when making program and service choices that could impact rates. The RFP also asked proposers for cost savings proposals, if appropriate.

The final RFP was approved by the District Board as well as each of the participating agency's individual elected bodies in April and May 2013. The RFP was issued on May 28, 2013 to eight potential service providers and two statewide industry associations. The RFP, model franchise agreement, and all attachments were posted to the HF&H website for download.

A pre-proposal meeting was held at the District's offices on June 20, 2013. It was mandatory for all interested parties to attend and the District reserved the right to reject proposals received from proposers that did not attend. The interested parties were asked to submit any questions regarding the RFP by July 12 via email. There were four addenda distributed to interested parties between June 27 and July 19. The addenda responded to questions from interested parties, clarified data, and provided additional information that became available after the issuance of the RFP.

In response to requests from proposers, the proposal deadline was extended from the original due date of August 16 to September 13, 2013. The District received proposals from four companies: Bayside Sanitation of Santa Clara, GreenWaste Recovery of San Jose; Monarch Resource Recovery of Fresno; and, Waste Management, Inc. of Houston, Texas.

An evaluation committee was assembled by the District TAC to perform a detailed evaluation of the proposals. This included a comprehensive review of the proposals received. The factors that were considered by the evaluation committee when evaluating each proposal included: responsiveness to the RFP; the company's collection experience, key personnel, performance record, and financial stability; the technical proposal for base services; technical proposal for alternative services; implementation plan, acceptance of the RFP and franchise terms; environmental considerations; and, cost proposals.

The evaluation committee was comprised of the following: at least one staff person from each participating agency; senior District staff; the District's HF&H consultant; an outside agency expert from the City of Monterey; and, an outside industry expert from the South Bayside Waste Management Authority who recently went through a similar multi-agency competitive procurement.

Interviews of all four proposers were conducted at the District's offices on October 30, 2013. Each team of proposers was interviewed for 90 minutes by the evaluation committee.

Public presentations were made by all four proposers at Seaside City Hall on November 18, 2013. The goal of these presentations was to communicate the highlights of each proposal to the public and to help the public understand the companies, their capabilities, and their approaches to providing service. The evaluation committee conducted two additional meetings to discuss the proposals and develop recommendations to the District Board and the elected body of each of the participating agencies.

SUMMARY OF PROPOSALS RECEIVED

As noted above, proposals were received from four companies (Bayside Sanitation, GreenWaste Recovery, Monarch Resource Recovery, and Waste Management). Each of the four companies is qualified and financially capable of performing the work described in the RFP and each has demonstrated experience providing similar services in other communities.

The following presents a brief summary of the distinguishing elements of each proposal. The proposals received include descriptions of the operational, staffing, capital, implementation, customer service, public outreach, and other plans of the proposer that are necessary elements of performing the work. In the interest of transparency and to provide the public with the full and unabridged details of each proposal, they have been made available to the public at www.hfh-consultants.com/MRWMD/. Printed copies of the proposals may also be reviewed during MRWMD office hours, by appointment.

Bayside Sanitation

- **Recycling and Public Outreach:** Bayside Sanitation believes that they would be capable of achieving the recovery rate requested in the RFP, if the alternative services identified in the RFP were adopted and if the participating agencies took a more exclusive approach to the management of construction and demolition debris.
- **Facilities:** Bayside Sanitation would lease space for vehicle parking, vehicle maintenance, and administrative/customer service offices from the District. In addition, Bayside Sanitation would deliver recyclables collected under these contracts to the District's MRF.
- **Vehicles & Fueling:** Bayside Sanitation would utilize a Compressed Natural Gas (CNG) fleet and would establish a CNG fueling station at the vehicle parking area leased from the District. Bayside Sanitation has experience with three similar fueling stations and CNG equipment.
- **Implementation:** The implementation plan provided by Bayside Sanitation was thorough and demonstrated their data-driven and technology-oriented approach to understanding the service requirements and ensuring the success of the roll-out. During the interview, the owners committed to being personally focused on the transition and start-up. They gave an example of this dedication in a previous roll-out. In the City of Livermore, the owners provided their personal cell phone numbers to customers who had problems to ensure satisfactory resolution of their issues.
- **Labor:** Bayside Sanitation has expressed their interest in retaining the employees that are currently providing service in the area (especially the drivers, supervisors, and customer service staff). Bayside Sanitation also stated their willingness to sign a Memorandum of Understanding with the employee bargaining groups to demonstrate their commitment to working with the local labor organization.
- **Local Presence:** Bayside Sanitation would establish a local presence at the District's facility and would do as much local purchasing as economically feasible. The owners of the company are located in the Bay Area and a local management team would be hired.

- **Cost of Service:** Bayside Sanitation was generally a higher-cost proposal, being the most expensive in the combined (all participating agencies) base proposal and second most expensive in the proposal including all alternate services. They did offer the lowest cost of service for the two smallest communities: Del Rey Oaks and Sand City; however, they stated in their interview that it would be impractical for them to receive and execute the contract for a small portion of the service area because of the facility requirements and their need to reallocate certain overhead and facility costs.
- **Contract Exceptions:** Bayside Sanitation took 18 exceptions to the draft franchise language (the second most of any proposal) with half of those exceptions representing issues of medium or high significance to the participating agencies. Notably, they asked that the compensation methodology be revised such that all wage and benefit expenses for unionized workers be passed through to the ratepayers and not indexed.

GreenWaste Recovery

- **Recycling and Public Outreach:** The evaluation committee felt that GreenWaste Recovery's recycling, public education, and outreach plans were superior to any of the other proposals. GreenWaste Recovery included all of the education and outreach requirements of proposal alternative #4 in their base proposal at no additional cost. Their stated reason for this is that they believe the education and outreach is critical to achieving a 75% recycling rate by 2020, consistent with the state goal established in AB 341 and the local 75% recycling goal adopted by the District. GreenWaste Recovery demonstrated through the interview, public presentation, and examples of their activities in other communities that they will provide proactive leadership for regional recycling and waste reduction efforts.
- **Facilities:** GreenWaste Recovery would lease space for vehicle parking, vehicle maintenance, and administrative/customer service offices from the District. GreenWaste Recovery will either: transfer recyclables at the District's facility and process them at their recycling facility in San Jose, resulting in a guaranteed \$30/ton rebate to customers for the life of the agreement(s); or, deliver the recyclables to the District for processing.
- **Vehicles & Fueling:** GreenWaste Recovery would utilize a CNG fleet and would establish a CNG fueling station at the vehicle parking area leased from the District.
- **Implementation:** GreenWaste Recovery provided a thorough and well-documented implementation plan that clearly identifies the major issues that are likely to occur during the transition and their approach to resolving those issues. During their interview, GreenWaste Recovery talked about how their focus during a transition is primarily to ensure the material is collected and that the company's internal issues have to be secondary to the customers' need. GreenWaste Recovery illustrated their service transition capability by noting that they have successfully transitioned seven franchises from Waste Management and two from Recology during a recent seven-year period.
- **Labor:** GreenWaste Recovery expressed their desire to retain the current labor force that provides service to the community currently and noted their success in transitioning former Waste Management organized labor forces in previous transitions. In fact, GreenWaste Recovery reports that they continue to employ 100% of the work force (54 employees) that they transitioned from Waste Management in their Santa Cruz County, Capitola, Scotts Valley, and State Beach contracts in 2007.
- **Local Presence:** GreenWaste Recovery is currently providing service in several jurisdictions in Santa Cruz County and at CSUMB. They would establish a local operations and customer service presence for these contracts at the District's facility. GreenWaste Recovery would establish relationships locally for purchasing

the goods, services, and supplies needed to provide service under the agreement. GreenWaste Recovery has been actively involved in the community for the past several years and would expand their support and involvement in local environmental activities and community groups. The General Manager (GM) that will be responsible for these contracts was previously Waste Management's local manager for operations in Monterey and Santa Cruz counties. Notably, the GM would split time between Santa Cruz County operations and the Peninsula communities.

- **Cost of Service:** Looking at all of the service areas as a whole, GreenWaste Recovery offers the lowest cost of service for the base and alternate service packages. GreenWaste Recovery was more expensive than Waste Management in the individual communities of Carmel and Sand City for both the base and alternative services.
- **Contract Exceptions:** GreenWaste Recovery took only one exception to the draft franchise agreement which the evaluation committee considers insignificant (a minor change to a noticing requirement on insurance). The ability to proceed on the business terms and under the risk allocation that the agencies defined at the outset of the process is a significant distinguishing factor for GreenWaste Recovery.

Monarch Resource Recovery

- **Recycling and Public Outreach:** Monarch Resource Recovery offered a very robust recycling and public outreach program. This program includes the use of a recycling outreach consulting group to train local college interns to provide technical assistance to each and every business and multi-family property in the service area. In addition, Monarch's proposal provides for the most staffing for the public education and outreach efforts that will be needed to achieve the recycling goals of the agencies.
- **Facilities:** Monarch Resource Recovery would lease space for vehicle parking, vehicle maintenance, and administrative/customer service offices from the District. In addition, Monarch Resource Recovery would deliver recyclables collected under these contracts to the District's MRF and has arranged for back-up capacity with A&S Metals of Castroville.
- **Vehicles & Fueling:** Monarch Resource Recovery would utilize a CNG fleet and would establish a CNG fueling station at the vehicle parking area leased from the District.
- **Implementation:** Monarch Resource Recovery prepared a thorough transition plan that clearly articulates their process and includes frequent meetings with participating agency staff to ensure that they are aware of issues and involved in the process. Monarch Resource Recovery illustrated their experience with complex transitions in their recent two-month transition in the City of Fresno where the company assumed the City's former employees, vehicles, containers, and customer data and had to quickly prepare for and implement the new services.
- **Labor:** Monarch Resource Recovery expressed their desire to retain the current employees who are providing service to ensure continuity and described a number of previous transitions where retaining the employees was critical to the success of the transition. Monarch Resource Recovery is willing to work with an organized labor group and assumed the costs of the current collective bargaining agreement in their estimate of labor costs, however none of their current labor force is represented.
- **Local Presence:** Monarch's owners are located in Kerman, California (near Fresno) and they would establish a local management team that would be dedicated to the operations in Monterey County. The company would engage in local purchasing for the services, goods, and supplies required to provide service under this agreement.

- **Cost of Service:** Monarch Resource Recovery was generally the highest-cost proposal. Monarch Resource Recovery presented a significant discount for the award of combinations of multiple participating agencies, the biggest discount coming from the award of all contracts. Even with the significant discount for the award of multiple participating agencies, Monarch Resource Recovery was still the most expensive.
- **Contract Exceptions:** Monarch Resource Recovery took 13 exceptions to the draft franchise agreement with 8 of those exceptions being in areas that the evaluation committee believed to be of medium or high significance to the participating agencies.

Waste Management

- **Recycling and Public Outreach:** Waste Management is the only company under Alternative #2 to offer universal rollout of commercial organics collection service to all businesses (as opposed to targeting food generating businesses only). This comes at an expense nearly double that (approximately \$400,000/year) of what is assumed by GreenWaste Recovery. In addition, Waste Management (under Alternative #4) is proposing the highest spending (though not the highest staffing) on enhanced public education. The evaluation committee is concerned that Waste Management did not understand the participating agencies' goals for an improved recycling system. This concern comes from several issues in their proposal, interview, and public presentation:
 - Waste Management did not initially understand that the Cities of Marina and Seaside would implement universal green waste collection in an effort to increase diversion.
 - Waste Management initially proposed a 10% per year increase in the number of customers participating in the commercial food waste program. When pressed for the current participation, they identified only 10 current customers. Adding one customer per year is inconsistent with the goal of having all food generating businesses participate in this program. Once these assumptions were questioned by the evaluation committee, Waste Management did revise their proposal to have the most robust commercial organics collection program of any of the proposers.
 - Waste Management offered a cost saving proposal that would reduce recycling and green waste collection frequency from weekly to every-other-week. The evaluation committee believes that this reduced collection frequency would have a negative impact on diversion of between 2,000 and 5,000 tons per year and considered that this alternative was not responsive to the diversion goal stated in the RFP.
 - Waste Management offers no financial value for the recyclables collected in the community and will not deliver those recyclables to the District's material recovery facility (MRF) for processing, given their ownership of a preexisting MRF in Castroville.
 - During the interviews and public presentation, Waste Management presented an overview of the programs it currently provides and did not explain in detail any new programs or services necessary to help achieve the community's recycling diversion goals. The committee believes that this perspective is contrary to the community's desire to be sustainability leaders and to continuously improve programs aimed at increasing recycling and sustainability.
- **Facilities:** Waste Management would operate out of their current facility in Castroville. Waste Management would process recyclables at the Castroville MRF. Waste Management offered to establish a local call center for customer service; however, that option would add \$685,000 per year to their proposed cost of service for the whole service area (and, depending on how that cost was allocated, would change their overall cost ranking in several communities).

- **Vehicles & Fueling:** Waste Management has already begun to convert their fleet to CNG, using landfill gas produced at the Altamont Landfill, located in Alameda County. The balance of the fleet would be converted to CNG under these agreements.
- **Implementation:** Waste Management is in the unique position of having a much smaller scale implementation, given that the facilities, some equipment, customer data, and routing are already in place. They could, uniquely, begin implementation in advance of the expiration of the current contracts. Waste Management's initial implementation plan submittal was a high-level outline that did not provide sufficient detail for the evaluation committee to understand if they would be adequately prepared for the transition. Upon request, Waste Management prepared a much more thorough implementation plan documenting the details of their approach and their resource capacity.
- **Labor:** Waste Management would utilize their current labor force.
- **Cost of Service:** Waste Management offered the second lowest cost of service, overall, for the base and alternative proposals. They were the lowest cost base and alternate proposal for Carmel and the lowest viable proposal for Sand City (note: Bayside was the absolute lowest, but they stated that they could not offer that pricing on a stand-alone basis if only awarded one participating agency's franchise agreement). In addition, Waste Management submitted two cost saving proposals, which allowed for a lower cost. The committee does not believe that these cost saving approaches, especially Cost Saving Proposal #2, are consistent with the communities' desires and the goals of the RFP:
 - **Cost Saving Proposal 1 – Existing Capital:** Waste Management proposed to phase in new trucks and containers at a rate of approximately 10% per year. This would result in used equipment being in place for nearly all of the term of the new franchise agreements. The committee included a requirement in the RFP and franchise for the selected contractor to implement brand new equipment throughout the service area that establishes a uniform container color coding scheme matching the approach of other communities throughout the state (blue for recycling, green for green waste, and black or grey for waste). The committee believes (and other proposers reinforced) that the current container inventory is dilapidated and does a poor job of communicating to the customer what materials are placed in which container. The committee believes that this is an impediment to the "high quality and consistent services" and the achievement of "high levels of customer engagement" in recycling that were stated goals in the RFP. A survey was done to document the condition of the existing container inventory and that research is presented in Attachment B.
 - **Cost Saving Proposal 2 – Every Other Week Recycling/Green Waste:** Waste Management proposed to modify the current program of collecting recycling and green waste on a weekly basis. Waste Management proposed to establish a program where customers would alternate collection weeks with one week being a green waste week and the next week being a recycling week. The committee believes that this is a significant step backwards and would have a significant and negative impact on the level of recycling in the community. Accordingly, the committee considered the proposal to be unresponsive to the RFP recycling goal.
 - **Contract Exceptions:** Waste Management took the largest number of exceptions (48) and the most significant exceptions (30) to the model franchise agreement. When questioned about some of the specific terms, Waste Management was willing to withdraw its position on many of the most severe issues. While the severity and number of the contract issues has been reduced by their clarifications, the number of issues remaining to be negotiated with Waste Management is significant and the risk allocation they have proposed places the most risk on the participating agencies of any of the proposers.

BASIS FOR EVALUATION COMMITTEE RECOMMENDATION

The evaluation committee considered each of the evaluation criteria identified in Section 6.2 of the RFP as well as the goals and objectives of the RFP process in making their recommendation. The basis for the committee's recommendation of GreenWaste Recovery is presented below with regard to each of the goals and objectives of the process.

1. Maximizing Quality and Consistency of Services

Service quality is one of the consistent features of the solid waste collection industry and most companies do a very good job at providing responsive customer-service. All four proposers highlighted their focus on service quality through their proposals, interviews, and public presentations. All proposers have implemented systems for tracking the quality of service provided by their drivers and customer service teams.

The evaluation committee felt that the significant distinguishing factor in this objective was Waste Management's Cost Savings #1 proposal utilizing the equipment (particularly the containers) currently in service for a significant period of time before purchasing new equipment. This approach, while producing cost savings, does not meet the goal of maximizing quality and consistency of service. Based on the survey of conditions in each of the communities, it is clear to the evaluation committee that Waste Management's existing equipment is of poor quality (e.g. broken lift bars, cracked lids, vandalized carts and bins, etc.) and functionality (e.g. numerous and inconsistent color coding, incorrect labeling, containers with other communities' branding, etc.). The committee believes that accepting Waste Management's Cost Savings #1 proposal would be contrary to the stated objective.

An additional distinguishing factor was the inclusion of a local customer service call center in the base proposals for Bayside, GreenWaste, and Monarch to ensure familiarity with local communities and conditions. Waste Management would require an additional \$685,000 per year to establish a local call center for all seven participating agencies. The committee believes that this local familiarity is an important element of service quality.

2. Minimizing Cost of Services to Customers

GreenWaste Recovery offers the lowest overall pricing for the system that was requested in the RFP, \$16,104,824 (base proposal or \$16,522,778 for Recycling @ District MRF scenario) vs. Waste Management at \$16,734,782. In addition, GreenWaste Recovery provided the most favorable responses to interview questions about the dynamics of negotiating future changes to services that may save money for customers.

Waste Management offers a lower cost option in Carmel and Sand City for both the base and alternative services and in Del Rey Oaks for the base services. If the \$685,000 annual cost to establish a local call center was included in their proposal, Waste Management would likely not have the lowest cost in Del Rey Oaks or Sand City. If one of Waste Management's cost saving alternatives were selected they would be the lowest cost option in nearly every agency. As noted above, the evaluation committee does not recommend that the participating agencies consider either of the two "cost saving" proposals from Waste Management because those approaches do not meet the stated objectives of: 1) maximizing quality and consistency of services; 2) meeting the state and local 75% recycling goal; and, 3) providing state-of-the-industry services that maximize resource value and customer involvement.

It is worth noting that while Waste Management offers a lower cost under certain pricing scenarios, the committee is concerned that those costs may not accurately reflect true costs given the number of contractual exceptions taken by the company. The contractual issues that remain to be negotiated with Waste Management could result in a significant increase in risk (especially future rate escalation) to the participating agencies and customers, relative to GreenWaste Recovery who has accepted all of the terms of the draft agreement. Additionally, it should be noted that Waste Management's annual costs for alternative programs specified in the RFP are approximately \$1.2 million or double that of GreenWaste Recovery.

Attachment A presents a series of tables illustrating the proposed pricing options, in aggregate and for each of the participating agencies. The percentages presented at the bottom of each table indicate the estimated percentage change relative to the current revenue received by the current service provider in each community. The current revenues presented are estimated based on Waste Management's representations in their franchise fee payments to each agency. These estimates are based on historical reporting of revenues (some going back to 2012) and do not accurately reflect the current customer base, subscription level, and rates charged. The percentages presented are specifically not the rate adjustment that will be experienced by customers. The specific rate impact to each sector and service level remains to be negotiated with the selected service provider and may be significantly different from the percentages identified here, either in total or for given service levels.

3. Meeting the State's 75% Recycling Goal Locally by 2020

The evaluation committee believes that GreenWaste Recovery demonstrated through their proposal, interview, and public presentation that they would be a good partner to move the communities to the 75% recycling goal. GreenWaste Recovery was the only company that acknowledged the hauler-controlled recycling rate requirement in their proposal and specifically identified how that requirement would be achieved. GreenWaste Recovery demonstrated their commitment to achieving this goal by including all of the recycling education and outreach (requested as Alternative #4 in the RFP) in their base pricing, noting that if this community wants to get to a 75% diversion level, the education and outreach cannot be a stand-alone option and needs to be included in the overall cost of services. During the public presentations when other companies focused on service delivery, internal systems, or productivity issues, GreenWaste Recovery focused on their vision for the recycling system and the innovative nature of their company in working with communities to move to higher levels of recycling.

While the committee felt that Monarch Resource Recovery would provide a similarly beneficial partnership with regard to recycling, the difference in cost between the two firms was significant.

4. Providing State-of-the-Industry Services that Maximize Resource Value and Customer Involvement

GreenWaste Recovery and Monarch Resource Recovery both provided significant value relative to this objective. Both companies took an aggressive approach to engaging customers in the system. One element of this approach was their focus on being community partners and providing the education, outreach, and hands-on technical assistance to make sure that the community understands how best to participate in the system. Both GreenWaste Recovery and Monarch Resource Recovery focused on the "maximize resource value" portion of this objective by emphasizing monitoring and customer feed-back systems that would help to minimize the contamination of recyclables; thereby increasing the value of those recyclables in the commodity markets.

The committee was impressed with the systems integration approach proposed by Bayside and appreciated the company's willingness to share their computer systems in a transparent way with agency staff.

While Waste Management described the modernization and integration of their information systems, the systems demonstrated were focused on internal issues like driver productivity and safety and were not generally customer-facing. Waste Management's Cost Saving #2 proposal would reduce recycling and green waste service to customers by 50% – the reverse of a twenty five-year trend in the industry to offer greater levels of recycling and green waste service.

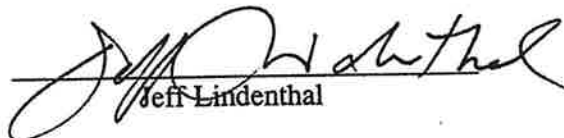
5. Receiving Franchise Fees

All proposers agreed to pay the franchise fees that were identified in the RFP and none of the proposers offered additional incentives, therefore this objective did not ultimately provide any differentiation among proposers.

CONCLUSION

Current franchise collection agreements are based on a contract nearly twenty years old. Public education, customer service, reporting standards, rate adjustment methodology, and diversion activities have evolved over the years to a standard that, by comparison, makes current franchise contracts in this community appear nearly obsolete. After decades where local collection contracts were simply extended with the existing provider, this RFP process marks the first time that local franchise agreements have been subject to a competitive procurement process.

Over the ten year base-term of these agreements, the collective value of the collection contracts among the seven participating agencies exceeds \$170,000,000. This process is intended to ensure that the participating agencies receive excellent service, value, and an overall collection and diversion system most responsive to community needs and desires. With the selection of GreenWaste Recovery, the TAC believes the participating agencies will receive the highest level of service at the most competitive cost while providing the greatest overall benefit to the participating agencies, residents and businesses. The TAC believes the selection of GreenWaste Recovery is in the best interest of the participating agencies.


Jeff Lindenthal

**Attachment A
Cost Proposal Comparison**

ALL AGENCIES

	BSI		GWR		MRR		WMI	
	Base Proposal	Recycling @ MRWMD	Base Proposal	Base Proposal	Base Proposal	Base Proposal	Cost Saving 1	Cost Saving 2
Annual Cost of Operations								
Labor-Related Costs	\$4,431,376	\$2,595,418	\$2,595,418	\$3,257,577	\$2,679,762	\$2,601,533	\$2,183,091	
Vehicle-Related Costs	\$815,122	\$325,335	\$325,335	\$611,400	\$846,957	\$902,210	\$691,253	
Fuel Costs	\$214,931	\$470,724	\$470,724	\$609,115	\$454,474	\$817,353	\$656,162	
Other Costs	\$399,604	\$502,111	\$502,111	\$171,820	\$181,758	\$179,198	\$167,646	
Direct Depreciation	\$2,235,224	\$1,445,145	\$1,445,145	\$1,584,488	\$1,854,708	\$1,061,393	\$906,851	
Total Allocated Costs - Labor, Vehicle, Fuel & Other	\$2,704,332	\$3,784,131	\$3,784,131	\$4,621,279	\$2,649,460	\$2,492,172	\$2,126,319	
Total Allocated Costs - Depreciation & Start-Up	\$333,561	\$454,263	\$454,263	\$128,123	\$0	\$0	\$0	
Total Annual Cost of Operations	\$11,134,150	\$9,577,126	\$1,609,346	\$10,983,802	\$8,667,119	\$8,053,857	\$6,731,322	
Profit	\$1,237,128	\$1,609,346	\$1,220,422	\$2,684,619	\$2,553,260			
Pass-Through Costs								
Disposal Cost	\$2,033,185	\$2,124,485	\$2,124,485	\$2,046,122	\$2,033,154	\$2,033,154	\$2,033,154	
Net Processing Costs	\$684,464	\$291,575	\$664,878	\$696,829	\$693,332	\$693,332	\$677,807	
Interest Expense	\$520,397	\$310,706	\$310,706	\$737,426	\$0	\$0	\$0	
Direct Lease Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Allocated Costs - Lease	\$250,000	\$306,728	\$306,728	\$250,000	\$0	\$0	\$0	
Total Pass-Through Costs	\$3,488,045	\$3,033,495	\$3,406,797	\$3,730,377	\$2,726,486	\$2,726,486	\$2,710,961	
Total Costs before City Fees*	\$15,859,324	\$14,219,967	\$14,593,270	\$15,934,602	\$14,764,151	\$13,464,963	\$11,995,544	
City Fees								
Franchise Fee	\$1,938,473	\$1,744,524	\$1,786,242	\$1,770,494	\$1,832,301	\$1,676,154	\$1,499,578	
Litter Abatement Fee	\$147,056	\$140,333	\$143,267	\$164,224	\$138,330	\$110,392	\$101,117	
Total City Fees	\$2,085,528	\$1,884,857	\$1,929,508	\$1,934,718	\$1,970,631	\$1,786,546	\$1,600,695	
Total Proposed Annual Costs	\$17,944,852	\$16,104,824	\$16,522,778	\$17,869,319	\$16,734,782	\$15,251,509	\$13,596,239	
Alternative 1 - SFD Mixed Organics	(\$2,711)	\$14,250	\$14,250	\$286,637	\$88,086	\$88,086	\$88,086	
Alternative 2 - Commercial Organics	\$387,297	\$423,175	\$423,175	\$194,191	\$817,039	\$817,039	\$817,039	
Alternative 3 - Expanded Bulky Item Events	\$253,933	(\$3,179)	(\$3,179)	\$537,353	\$22,517	\$22,517	\$22,517	
Alternative 4 - Enhanced Public Education/Outreach	\$90,659	\$184,600	\$184,600	\$209,594	\$305,556	\$305,556	\$305,556	
Local Call Center	Included	Included	Included	Included	\$685,000	\$685,000	\$685,000	
Total Proposed Annual Costs - Base + Alternatives	\$18,674,030	\$16,723,669	\$17,141,623	\$19,097,096	\$18,652,981	\$17,169,707	\$15,514,437	
\$15,370,850								
Base Services vs. Est. Current Revenue	17%	5%	7%	16%	9%	-1%	-12%	
Base & Alternate Services vs. Est. Current Revenue	21%	9%	12%	24%	21%	12%	1%	
Impact vs. Estimated Current Revenues								

**Attachment A
Cost Proposal Comparison**

CAH...L

	BSI		GWR		MRR		WMI	
	Base Proposal	Recycling @ MRWMD	Base Proposal	Base Proposal	Base Proposal	Base Proposal	Base Proposal	Base Proposal
Annual Cost of Operations	\$1,210,390	\$556,705	\$556,705	\$716,939	\$355,244	\$355,244	\$278,539	
Labor-Related Costs	\$144,086	\$63,169	\$63,169	\$114,400	\$107,455	\$107,455	\$79,112	
Vehicle-Related Costs	\$36,896	\$62,419	\$62,419	\$106,800	\$59,941	\$120,128	\$90,441	
Fuel Costs	\$68,976	\$73,596	\$73,596	\$39,120	\$11,351	\$11,351	\$9,623	
Other Costs	\$296,798	\$184,627	\$184,627	\$241,479	\$203,648	\$136,345	\$111,826	
Direct Depreciation	\$304,576	\$636,068	\$636,068	\$1,011,313	\$364,220	\$363,420	\$302,909	
Total Allocated Costs - Labor, Vehicle, Fuel & Other	\$37,567	\$58,516	\$58,516	\$26,000	\$0	\$0	\$0	
Total Allocated Costs - Depreciation & Start-Up	\$2,099,288	\$1,635,100	\$1,635,100	\$2,256,050	\$1,101,858	\$1,093,943	\$872,451	
Total Annual Cost of Operations	\$233,254	\$268,854	\$268,854	\$250,672	\$428,501	\$364,648	\$330,930	
Profit								
Pass-Through Costs								
Disposal Cost	\$167,138	\$186,544	\$186,544	\$167,656	\$167,153	\$167,153	\$167,153	
Net Processing Costs	\$91,495	\$26,311	\$26,311	\$95,914	\$93,455	\$93,455	\$77,930	
Interest Expense	\$92,496	\$39,695	\$39,695	\$52,163	\$0	\$0	\$0	
Direct Lease Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Allocated Costs - Lease	\$28,156	\$43,233	\$43,233	\$250,000	\$0	\$0	\$0	
Total Pass-Through Costs	\$379,285	\$295,783	\$295,783	\$565,732	\$260,607	\$260,607	\$245,082	
Total Costs before City Fees*	\$2,711,827	\$2,199,736	\$2,199,736	\$3,072,455	\$1,790,966	\$1,719,197	\$1,448,462	
City Fees								
Franchise Fee	\$301,284	\$244,415	\$244,415	\$341,350	\$198,976	\$191,003	\$160,924	
Total City Fees	\$301,284	\$244,415	\$244,415	\$341,350	\$198,976	\$191,003	\$160,924	
	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	
Total Proposed Annual Costs - Base	\$3,013,111	\$2,444,151	\$2,444,151	\$3,413,804	\$1,989,942	\$1,910,200	\$1,609,386	
Alternative 1 - SFD Mixed Organics	(\$1,544)	\$1,800	\$1,800	\$140,290	\$19,562	\$19,562	\$19,562	
Alternative 2 - Commercial Organics	\$53,243	\$44,695	\$44,695	\$132,437	\$256,903	\$256,903	\$256,903	
Alternative 3 - Expanded Bulky Item Events	\$32,421	(\$95)	(\$95)	\$129,420	\$0	\$0	\$0	
Alternative 4 - Enhanced Public Education/Outreach	\$18,463	\$34,143	\$34,143	\$149,137	\$31,142	\$31,142	\$31,142	
Local Call Center	Included	Included	Included	Included	\$ 87,085	\$ 93,042	\$ 88,783	
Total Proposed Annual Costs - Base + Alternatives	\$3,115,693	\$2,524,693	\$2,595,489	\$3,965,088	\$2,384,634	\$2,310,850	\$2,005,777	
\$2,011,280								
Impact vs. Estimated Current Revenues								
Base Services vs. Est. Current Revenue	50%	22%	25%	70%	-1%	-5%	-20%	
Base & Alternate Services vs. Est. Current Revenue	55%	26%	29%	97%	19%	15%	0%	

**Attachment A
Cost Proposal Comparison**

DEL REY CAKS

	BSI		GWR		MRR		WMI	
	Base Proposal	Recycling @ MRWMD	Base Proposal	Recycling @ MRWMD	Base Proposal	Base Proposal	Cost Saving 1	Cost Saving 2
Annual Cost of Operations								
Labor-Related Costs	\$96,642	\$58,888	\$58,888	\$58,888	\$158,926	\$78,364	\$78,364	\$66,576
Vehicle-Related Costs	\$20,056	\$7,901	\$7,901	\$7,901	\$43,550	\$21,879	\$21,879	\$16,127
Fuel Costs	\$5,284	\$13,950	\$13,950	\$13,950	\$40,380	\$14,109	\$17,042	\$14,896
Other Costs	\$9,864	\$12,648	\$12,648	\$12,648	\$20,580	\$2,609	\$2,609	\$2,278
Direct Depreciation	\$56,810	\$42,664	\$42,664	\$42,664	\$113,245	\$62,676	\$50,780	\$43,438
Total Allocated Costs - Labor, Vehicle, Fuel & Other	\$68,595	\$119,802	\$119,802	\$119,802	\$328,863	\$64,683	\$63,423	\$52,211
Total Allocated Costs - Depreciation & Start-Up	\$8,461	\$14,110	\$14,110	\$14,110	\$12,000	\$0	\$0	\$0
Total Annual Cost of Operations	\$265,712	\$269,963	\$269,963	\$269,963	\$717,544	\$244,320	\$234,097	\$195,525
Profit	\$29,524	\$71,677	\$71,677	\$71,677	\$79,727	\$95,013	\$78,032	\$74,165
Pass-Through Costs								
Disposal Cost	\$52,537	\$55,675	\$55,675	\$55,675	\$52,538	\$52,526	\$52,526	\$52,526
Net Processing Costs	\$11,857	(\$6,646)	(\$6,646)	\$11,551	\$11,412	\$12,099	\$12,099	\$12,099
Interest Expense	\$12,658	\$9,173	\$9,173	\$9,173	\$29,799	\$0	\$0	\$0
Direct Lease Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Costs - Lease	\$6,341	\$8,450	\$8,450	\$8,450	\$250,000	\$0	\$0	\$0
Total Pass-Through Costs	\$83,392	\$66,652	\$66,652	\$84,849	\$343,749	\$64,625	\$64,625	\$64,625
Total Costs before City Fees*	\$378,628	\$408,292	\$408,292	\$426,489	\$1,141,021	\$403,959	\$376,755	\$334,315
City Fees								
Franchise Fee	\$42,066	\$45,365	\$45,365	\$47,387	\$126,767	\$44,880	\$41,857	\$37,142
Total City Fees	\$42,066	\$45,365	\$45,365	\$47,387	\$126,767	\$44,880	\$41,857	\$37,142
	10%	10%	10%	10%	10%	10%	10%	10%
Total Proposed Annual Costs	\$420,693	\$453,657	\$453,657	\$473,876	\$1,267,788	\$448,839	\$418,612	\$371,458
Alternative 1 - SFD Mixed Organics	(\$26)	\$300	\$300	\$300	\$51,921	\$1,973	\$1,973	\$1,973
Alternative 2 - Commercial Organics	\$10,172	\$3,197	\$3,197	\$3,197	\$81,699	\$8,487	\$8,487	\$8,487
Alternative 3 - Expanded Bulky Item Events	\$6,425	(\$12)	(\$12)	(\$12)	\$135,170	\$1,287	\$1,287	\$1,287
Alternative 4 - Enhanced Public Education/Outreach	\$2,090	\$330	\$330	\$330	\$134,010	\$6,753	\$6,753	\$6,753
Local Call Center	Included	Included	Included	Included	Included	\$19,310	\$19,911	\$19,897
Total Proposed Annual Costs - Alternatives	\$439,355	\$457,472	\$457,472	\$477,691	\$1,670,589	\$486,648	\$457,022	\$409,854
Total Proposed Annual Costs - Alternatives	\$423,200	\$423,200	\$423,200	\$423,200	\$423,200	\$423,200	\$423,200	\$423,200
Base Services vs. Est. Current Revenue	-1%	7%	7%	12%	200%	6%	-1%	-12%
Base & Alternate Services vs. Est. Current Revenue	4%	8%	8%	13%	295%	15%	8%	-3%

Cost Proposal Comparison

	BSI		GWR		MRR		WMI	
	Base Proposal	Recycling @ MRWMD	Base Proposal	Recycling @ MRWMD	Base Proposal	Recycling @ MRWMD	Base Proposal	Recycling @ MRWMD
Annual Cost of Operations								
Labor-Related Costs	\$720,325	\$469,587	\$469,587	\$469,587	\$661,330	\$469,587	\$442,579	\$364,232
Vehicle-Related Costs	\$150,791	\$58,791	\$58,791	\$58,791	\$139,800	\$58,791	\$185,923	\$137,767
Fuel Costs	\$39,829	\$89,921	\$89,921	\$89,921	\$132,600	\$89,921	\$187,439	\$154,180
Other Costs	\$74,006	\$96,733	\$96,733	\$96,733	\$47,270	\$96,733	\$14,517	\$12,278
Direct Depreciation	\$443,745	\$274,407	\$274,407	\$274,407	\$349,305	\$274,407	\$180,843	\$153,450
Total Allocated Costs - Labor, Vehicle, Fuel & Other	\$518,455	\$681,730	\$681,730	\$681,730	\$980,657	\$681,730	\$457,577	\$384,563
Total Allocated Costs - Depreciation & Start-Up	\$63,948	\$91,702	\$91,702	\$91,702	\$18,050	\$91,702	\$0	\$0
Total Annual Cost of Operations	\$2,011,099	\$1,762,871	\$1,762,871	\$1,762,871	\$2,329,011	\$1,762,871	\$1,468,877	\$1,206,471
Profit	\$223,455	\$238,255	\$238,255	\$238,255	\$258,779	\$238,255	\$489,626	\$457,627
Pass-Through Costs								
Disposal Cost	\$452,466	\$470,617	\$470,617	\$470,617	\$452,474	\$470,617	\$452,450	\$452,450
Net Processing Costs	\$100,501	\$43,156	\$43,156	\$98,006	\$101,124	\$98,006	\$101,121	\$101,121
Interest Expense	\$96,382	\$58,997	\$58,997	\$58,997	\$122,300	\$58,997	\$0	\$0
Direct Lease Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Costs - Lease	\$47,928	\$57,166	\$57,166	\$57,166	\$237,500	\$57,166	\$0	\$0
Total Pass-Through Costs	\$697,276	\$629,937	\$629,937	\$684,786	\$913,398	\$684,786	\$553,571	\$553,571
Total Costs before City Fees*	\$2,931,830	\$2,631,062	\$2,631,062	\$2,685,912	\$3,501,188	\$2,685,912	\$2,512,074	\$2,217,669
City Fees								
Franchise Fee	\$325,726	\$292,332	\$292,332	\$298,434	\$388,982	\$298,434	\$279,091	\$246,383
Total City Fees	\$325,726	\$292,332	\$292,332	\$298,434	\$388,982	\$298,434	\$279,091	\$246,383
Total Proposed Annual Costs	\$3,257,557	\$2,923,395	\$2,923,395	\$2,984,346	\$3,890,170	\$2,984,346	\$2,791,165	\$2,464,052
Alternative 1 - SFD Mixed Organics	\$350	\$2,700	\$2,700	\$2,700	\$114,868	\$2,700	\$5,516	\$5,516
Alternative 2 - Commercial Organics	\$129,760	\$96,346	\$96,346	\$96,346	\$150,140	\$96,346	\$144,637	\$144,637
Alternative 3 - Expanded Bulky Item Events	\$51,019	(\$1,102)	(\$1,102)	(\$1,102)	\$183,961	(\$1,102)	\$4,685	\$4,685
Alternative 4 - Enhanced Public Education/Outreach	\$17,116	\$34,838	\$34,838	\$34,838	\$187,841	\$34,838	\$66,997	\$66,997
Local Call Center	Included	Included	Included	Included	Included	Included	\$ 124,932	\$ 122,774
Total Proposed Annual Costs - Alternatives	\$3,455,802	\$3,056,176	\$3,056,176	\$3,117,128	\$4,526,991	\$3,117,128	\$3,137,931	\$2,808,661
\$2,938,781								
Impact vs. Estimated Current Revenues								
Base Services vs. Est. Current Revenue	11%	-1%	2%	32%	1%	32%	-5%	-16%
Base & Alternate Services vs. Est. Current Revenue	18%	4%	6%	54%	13%	54%	7%	-4%

**Attachment A
Cost Proposal Comparison**

PACIFIC GROVE

	BSI		GWR		MRR		WMI		
	Base Proposal	Base Proposal	Base Proposal	Recycling @ MRWMD	Base Proposal	Base Proposal	Base Proposal	Cost Saving 1	Cost Saving 2
Annual Cost of Operations									
Labor-Related Costs	\$791,533	\$527,001	\$527,001	\$527,001	\$828,707	\$602,779	\$524,550	\$452,779	
Vehicle-Related Costs	\$163,944	\$68,278	\$68,278	\$68,278	\$172,000	\$183,755	\$184,531	\$163,543	
Fuel Costs	\$43,945	\$107,845	\$107,845	\$107,845	\$208,200	\$84,073	\$115,319	\$85,187	
Other Costs	\$81,341	\$116,254	\$116,254	\$116,254	\$53,400	\$117,284	\$114,723	\$112,918	
Direct Depreciation	\$469,991	\$332,495	\$332,495	\$332,495	\$380,175	\$420,097	\$199,671	\$177,975	
Total Allocated Costs - Labor, Vehicle, Fuel & Other	\$626,780	\$811,889	\$811,889	\$811,889	\$1,151,204	\$627,170	\$471,638	\$400,846	
Total Allocated Costs - Depreciation & Start-Up	\$77,309	\$100,151	\$100,151	\$100,151	\$20,000	\$0	\$0	\$0	
Total Annual Cost of Operations	\$2,254,842	\$2,063,913	\$2,063,913	\$2,063,913	\$2,813,686	\$2,035,158	\$1,610,432	\$1,393,247	
Profit	\$250,538	\$394,740	\$394,740	\$394,740	\$312,632	\$791,450	\$536,811	\$528,473	
Pass-Through Costs									
Disposal Cost	\$381,276	\$400,572	\$400,572	\$400,572	\$381,795	\$381,294	\$381,294	\$381,294	
Net Processing Costs	\$154,315	\$86,626	\$86,626	\$151,187	\$157,398	\$155,804	\$155,804	\$155,804	
Interest Expense	\$104,910	\$71,486	\$71,486	\$71,486	\$77,842	\$0	\$0	\$0	
Direct Lease Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Allocated Costs - Lease	\$57,942	\$70,663	\$70,663	\$70,663	\$250,000	\$0	\$0	\$0	
Total Pass-Through Costs	\$698,444	\$629,347	\$629,347	\$693,907	\$867,034	\$537,098	\$537,098	\$537,098	
Total Costs before City Fees*	\$3,203,824	\$3,088,000	\$3,088,000	\$3,152,561	\$3,993,351	\$3,363,705	\$2,684,340	\$2,458,817	
City Fees									
Franchise Fee	\$372,283	\$358,861	\$358,861	\$366,364	\$443,661	\$389,115	\$310,526	\$284,437	
Litter Abatement Fee	\$147,056	\$141,750	\$141,750	\$144,714	\$164,224	\$138,330	\$110,392	\$101,117	
Total City Fees	\$519,338	\$500,611	\$500,611	\$511,078	\$607,886	\$527,446	\$420,918	\$385,555	
	14%	14%	14%	14%	13%	14%	14%	14%	
Total Proposed Annual Costs	\$3,723,162	\$3,588,612	\$3,588,612	\$3,663,639	\$4,601,237	\$3,891,151	\$3,105,258	\$2,844,372	
Alternative 1 - SFD Mixed Organics									
Alternative 1 - SFD Mixed Organics	(\$1,825)	\$4,200	\$4,200	\$4,200	\$27,946	\$34,929	\$34,929	\$34,929	
Alternative 2 - Commercial Organics									
Alternative 2 - Commercial Organics	\$103,072	\$89,880	\$89,880	\$89,880	\$141,417	\$153,072	\$153,072	\$153,072	
Alternative 3 - Expanded Bulky Item Events									
Alternative 3 - Expanded Bulky Item Events	\$63,963	(\$77)	(\$77)	(\$77)	\$144,968	\$6,152	\$6,152	\$6,152	
Alternative 4 - Enhanced Public Education/Outreach									
Alternative 4 - Enhanced Public Education/Outreach	\$29,554	\$73,157	\$73,157	\$73,157	\$157,202	\$74,534	\$74,534	\$74,534	
Local Call Center	Included	Included	Included	Included	Included	\$160,847	\$136,971	\$141,781	
Total Proposed Annual Costs - Alternatives	\$3,917,927	\$3,755,772	\$3,755,772	\$3,830,798	\$5,072,769	\$4,320,685	\$3,510,916	\$3,254,840	
\$4,022,990									
Impact vs. Estimated Current Revenues									
Base Services vs. Est. Current Revenue	-7%	-11%	-9%	14%	-3%	-23%	-29%		
Base & Alternate Services vs. Est. Current Revenue	-3%	-7%	-5%	26%	7%	-13%	-19%		

Attachment A

PEBBLE BEACH

Cost Proposal Comparison

	BSI		GWR		MRR	WMI	
	Base Proposal	Recycling @ MRWMD	Base Proposal	Recycling @ MRWMD		Base Proposal	Cost Saving 1
Annual Cost of Operations							
Labor-Related Costs	\$449,596	\$344,283	\$441,340	\$344,283	\$352,516	\$290,394	
Vehicle-Related Costs	\$93,134	\$43,201	\$96,250	\$43,201	\$109,057	\$81,447	
Fuel Costs	\$24,807	\$64,693	\$118,200	\$64,693	\$70,032	\$83,852	
Other Costs	\$46,047	\$61,265	\$34,250	\$61,265	\$11,947	\$9,424	
Direct Depreciation	\$261,897	\$189,330	\$223,895	\$189,330	\$228,470	\$121,958	
Total Allocated Costs - Labor, Vehicle, Fuel & Other	\$351,993	\$463,230	\$798,756	\$463,230	\$307,522	\$253,707	
Total Allocated Costs - Depreciation & Start-Up	\$43,416	\$60,256	\$19,000	\$60,256	\$0	\$0	
Total Annual Cost of Operations	\$1,270,889	\$1,226,258	\$1,731,691	\$1,226,258	\$1,079,543	\$840,780	
Profit	\$141,210	\$200,200	\$192,410	\$200,200	\$419,822	\$318,917	
Pass-Through Costs							
Disposal Cost	\$162,262	\$181,471	\$162,780	\$181,471	\$162,236	\$162,236	
Net Processing Costs	\$130,105	\$38,689	\$110,614	\$128,576	\$131,932	\$131,932	
Interest Expense	\$58,796	\$40,706	\$46,705	\$40,706	\$0	\$0	
Direct Lease Costs	\$0	\$0	\$0	\$0	\$0	\$0	
Total Allocated Costs - Lease	\$32,540	\$41,676	\$250,000	\$41,676	\$0	\$0	
Total Pass-Through Costs	\$383,703	\$302,542	\$570,098	\$392,429	\$294,168	\$294,168	
Total Costs before City Fees*	\$1,795,801	\$1,728,999	\$2,494,199	\$1,818,886	\$1,793,534	\$1,453,865	
City Fees							
Franchise Fee	\$89,790	\$91,118	\$131,195	\$95,855	\$94,397	\$76,519	
Total City Fees	\$89,790	\$91,118	\$131,195	\$95,855	\$94,397	\$76,519	
	5%	5%	5%	5%	5%	5%	
Total Proposed Annual Costs	\$1,885,591	\$1,820,117	\$2,625,394	\$1,914,742	\$1,887,930	\$1,530,384	
Alternative 1 - SFD Mixed Organics	\$113	\$2,220	\$136,440	\$2,220	\$23,855	\$23,855	
Alternative 2 - Commercial Organics	\$15,219	\$38,459	\$80,523	\$38,459	\$28,254	\$28,254	
Alternative 3 - Expanded Bulky Item Events	\$28,842	(\$57)	\$143,793	(\$57)	\$3,061	\$3,061	
Alternative 4 - Enhanced Public Education/Outreach	\$5,740	(\$1,943)	\$151,980	(\$1,943)	\$25,474	\$25,474	
Local Call Center	Included	Included	Included	Included	\$ 85,321	\$ 85,321	
Total Proposed Annual Costs - Alternatives	\$1,935,506	\$1,858,796	\$3,138,129	\$1,953,421	\$2,053,894	\$1,696,588	
	Impact vs. Estimated Current Revenues						
	26%	21%	75%	28%	26%	19%	2%
	Base Services vs. Est. Current Revenue						
	29%	24%	109%	30%	37%	30%	13%
	Base & Alternate Services vs. Est. Current Revenue						

Cost Proposal Comparison

	BSI		GWR		MRR		WMI	
	Base Proposal	Recycling @ MRWMD	Base Proposal	Base Proposal	Base Proposal	Base Proposal	Base Proposal	Base Proposal
Annual Cost of Operations								
Labor-Related Costs	\$64,999	\$52,896	\$52,896	\$77,964	\$109,970	\$109,970	\$109,970	\$109,527
Vehicle-Related Costs	\$13,986	\$6,510	\$6,510	\$29,670	\$18,044	\$18,044	\$18,044	\$17,747
Fuel Costs	\$3,381	\$9,201	\$9,201	\$33,420	\$8,989	\$8,989	\$19,761	\$19,679
Other Costs	\$6,589	\$7,226	\$7,226	\$14,290	\$2,504	\$2,504	\$2,504	\$2,497
Direct Depreciation	\$39,772	\$30,657	\$30,657	\$65,678	\$50,693	\$50,693	\$29,174	\$28,918
Total Allocated Costs - Labor, Vehicle, Fuel & Other	\$23,801	\$109,377	\$109,377	\$313,391	\$62,792	\$62,792	\$60,168	\$59,861
Total Allocated Costs - Depreciation & Start-Up	\$2,936	\$5,648	\$5,648	\$6,000	\$0	\$0	\$0	\$0
Total Annual Cost of Operations	\$155,464	\$221,516	\$221,516	\$540,413	\$252,993	\$252,993	\$239,622	\$238,228
Profit	\$17,274	\$158,593	\$158,593	\$60,046	\$98,386	\$98,386	\$79,874	\$90,362
Pass-Through Costs								
Disposal Cost	\$54,441	\$59,041	\$59,041	\$54,959	\$54,441	\$54,441	\$54,441	\$54,441
Net Processing Costs	\$17,547	\$10,485	\$10,485	\$1,418	\$18,592	\$18,592	\$18,592	\$18,592
Interest Expense	\$8,357	\$6,591	\$6,591	\$20,490	\$0	\$0	\$0	\$0
Direct Lease Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Costs - Lease	\$2,200	\$4,212	\$4,212	\$250,000	\$0	\$0	\$0	\$0
Total Pass-Through Costs	\$82,546	\$80,328	\$80,328	\$326,866	\$73,033	\$73,033	\$73,033	\$73,033
Total Costs before City Fees*	\$255,284	\$460,437	\$467,419	\$927,325	\$424,412	\$424,412	\$392,529	\$401,624
City Fees								
Franchise Fee	\$28,362	\$51,160	\$51,935	\$103,035	\$47,152	\$47,152	\$43,610	\$44,620
Total City Fees	\$28,362	\$51,160	\$51,935	\$103,035	\$47,152	\$47,152	\$43,610	\$44,620
Total Proposed Annual Costs	\$283,646	\$511,597	\$519,355	\$1,030,360	\$471,564	\$471,564	\$436,139	\$446,244
Alternative 1 - SFD Mixed Organics	(\$333)	\$30	\$30	\$38,879	\$14	\$14	\$14	\$14
Alternative 2 - Commercial Organics	\$37,667	\$14,685	\$14,685	\$73,658	\$31,091	\$31,091	\$31,091	\$31,091
Alternative 3 - Expanded Bulky Item Events	\$4,849	(\$15)	(\$15)	\$114,633	\$212	\$212	\$212	\$212
Alternative 4 - Enhanced Public Education/Outreach	\$5,384	\$5,958	\$5,958	\$123,010	\$1,322	\$1,322	\$1,322	\$1,322
Local Call Center	Included	Included	Included	Included	\$19,995	\$19,995	\$20,380	\$24,243
Total Proposed Annual Costs - Alternatives	\$331,214	\$532,254	\$550,012	\$1,380,540	\$524,198	\$524,198	\$489,158	\$503,126
\$438,565	Impact vs. Estimated Current Revenues							
Base Services vs. Est. Current Revenue	-35%	17%	18%	135%	8%	8%	-1%	2%
Base & Alternate Services vs. Est. Current Revenue	-24%	21%	23%	215%	20%	20%	12%	15%

**Attachment A
Cost Proposal Comparison**

SL-101DE

	BSI		GWR		MRR		WMI	
	Base Proposal	Recycling @ MRW/MID	Base Proposal	Recycling @ MRW/MID	Base Proposal	Recycling @ MRW/MID	Base Proposal	Recycling @ MRW/MID
Annual Cost of Operations								
Labor-Related Costs	\$1,097,892	\$612,275	\$612,275	\$612,275	\$745,563	\$612,275	\$738,310	\$621,044
Vehicle-Related Costs	\$229,127	\$80,771	\$80,771	\$80,771	\$178,200	\$80,771	\$268,510	\$195,511
Fuel Costs	\$60,790	\$127,449	\$127,449	\$127,449	\$183,000	\$127,449	\$255,124	\$207,929
Other Costs	\$112,781	\$139,460	\$139,460	\$139,460	\$57,010	\$139,460	\$21,547	\$18,629
Direct Depreciation	\$666,211	\$405,561	\$405,561	\$405,561	\$451,795	\$405,561	\$307,950	\$269,285
Total Allocated Costs - Labor, Vehicle, Fuel & Other	\$810,132	\$1,000,259	\$1,000,259	\$1,000,259	\$1,468,423	\$1,000,259	\$764,591	\$672,222
Total Allocated Costs - Depreciation & Start-Up	\$99,924	\$128,469	\$128,469	\$128,469	\$32,000	\$128,469	\$0	\$0
Total Annual Cost of Operations	\$3,076,857	\$2,494,245	\$2,494,245	\$2,494,245	\$3,115,991	\$2,494,245	\$2,356,032	\$1,984,620
Profit	\$341,873	\$293,283	\$293,283	\$293,283	\$346,221	\$293,283	\$785,344	\$752,787
Pass-Through Costs								
Disposal Cost	\$763,065	\$792,026	\$792,026	\$792,026	\$790,467	\$792,026	\$763,054	\$763,054
Net Processing Costs	\$178,645	\$95,900	\$95,900	\$174,780	\$184,214	\$174,780	\$180,331	\$180,331
Interest Expense	\$146,799	\$87,196	\$87,196	\$87,196	\$152,523	\$87,196	\$0	\$0
Direct Lease Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Allocated Costs - Lease	\$74,892	\$84,427	\$84,427	\$84,427	\$250,000	\$84,427	\$0	\$0
Total Pass-Through Costs	\$1,163,400	\$1,059,549	\$1,059,549	\$1,138,429	\$1,377,203	\$1,138,429	\$943,385	\$943,385
Total Costs before City Fees*	\$4,582,130	\$3,847,077	\$3,847,077	\$3,925,957	\$4,839,415	\$3,925,957	\$4,084,760	\$3,680,792
City Fees								
Franchise Fee	\$778,962	\$678,894	\$678,894	\$692,814	\$853,818	\$692,814	\$720,840	\$649,551
Total City Fees	\$778,962	\$678,894	\$678,894	\$692,814	\$853,818	\$692,814	\$720,840	\$649,551
Total Proposed Annual Costs	\$5,361,092	\$4,525,971	\$4,525,971	\$4,618,771	\$5,693,233	\$4,618,771	\$4,805,600	\$4,330,343
Alternative 1 - SFD Mixed Organics	\$553	\$3,000	\$3,000	\$3,000	\$160,937	\$3,000	\$2,237	\$2,237
Alternative 2 - Commercial Organics	\$38,163	\$135,914	\$135,914	\$135,914	\$174,135	\$135,914	\$194,596	\$194,596
Alternative 3 - Expanded Bulky Item Events	\$66,414	(\$1,821)	(\$1,821)	(\$1,821)	\$224,733	(\$1,821)	\$7,121	\$7,121
Alternative 4 - Enhanced Public Education/Outreach	\$12,311	\$38,117	\$38,117	\$38,117	\$208,596	\$38,117	\$99,333	\$99,333
Local Call Center	Included	Included	Included	Included	Included	Included	\$ 200,386	\$ 201,961
Total Proposed Annual Costs - Alternatives	\$5,478,533	\$4,701,180	\$4,701,180	\$4,793,981	\$6,461,635	\$4,793,981	\$5,309,274	\$4,835,591
\$4,036,034								
Base Services vs. Est. Current Revenue	33%	12%	12%	14%	41%	14%	26%	19%
Base & Alternate Services vs. Est. Current Revenue	36%	16%	16%	19%	60%	19%	38%	20%

ATTACHMENT B
Survey of Collection Container Inventory

Refuse, Recycling and Yard Waste Container Visual Assessment Report for Seaside

Conducted December 5 & 10, 2013

The purpose of this visual assessment was to survey the general condition of carts and bins used for the collection of refuse, recycling and yard waste in the City of Seaside. Student interns assisted MRWMD staff in the visual assessment of residential and commercial carts and bins and reported their observations.

RESIDENTIAL: While photographing refuse carts in Seaside, inconsistencies were noticed in the labeling of the carts. Color used for the residential carts seemed arbitrary in relation to whether the cart was meant for recycling or garbage. There were grey, blue, black and green carts with a variety of lid colors in these areas. They have different uses depending on the residence. Some labels indicated whether the cart was for recycling or garbage, but in some cases, cart color was the only identifier.

COMMERCIAL: Commercial labeling in Seaside appeared to be consistent with green bins: Labeling was not consistent; garbage labeled "trash only", recycling was not always labeled. Those labeled had the mixed material label.

Commercial Location: Behind Noodle Bar on Fremont St.

Comments: Garbage bin labeled "Trash Only," other bin unlabeled. Garbage bin in good condition, unlabeled bin had some graffiti.



Residential Location: Highland St.

Comments: Green cart used for garbage. Green cart with brown lid for recycling, though recycling label is extremely faded. Both in good condition, otherwise.



Residential Location: Elm St.

Comments: Blue cart used for recycling. Black carts and green carts used for garbage.



Commercial Location: 1130 Fremont Blvd. Adjacent to Breakfast Club restaurant.

Comments: Green bins used for both trash and recycling. Label on left indicates mixed recycling.



Refuse, Recycling and Yard Waste Container Visual Assessment Report for Sand City

Conducted December 5 & 10, 2013

The purpose of this visual assessment was to survey the general condition of carts and bins used for the collection of refuse, recycling and yard waste in Sand City. Student interns assisted MRWMD staff in the visual assessment of residential and commercial carts and bins and reported their observations.

RESIDENTIAL: Only two sets of residential collection containers were observed in Sand City; the Multi-Family Residence at the "Independent" building and one private residence. Containers were not consistent, and not all were labeled.

COMMERCIAL: In Sand City, the commercial garbage bins were all green. Green bins are also provided for recycling. Carts were also seen in the commercial area, both green w/ brown lid and blue for recycling. Labels for the most part indicated "trash" or "recycling". However, the method of labeling was inconsistent. Behind Petsmart, the garbage bin is labeled garbage only, while the recycling bin is unlabeled. Behind Orchard Supply Hardware (OSH), the recycling bin is labeled recycling only, while the garbage bin is unlabeled.

Commercial Location: Behind OSH

Comments: Recycling bin labeled "Cardboard Only," other bin unlabeled. Both are in good condition.



Commercial Location: California Ave., Behind Petsmart

Comments: Garbage bin labeled "Trash Only," and label is difficult to read due to scrapes. Other bin appears to be recycling, unlabeled. Both a bit scraped and rusted. Labeling is inconsistent with the other commercial bins.



Residential Location (Multi-family): Independent apartment complex

Comments: Single bin, unlabeled. Plus a green cart labeled "Yard Waste Only". Both in good condition



Residential Location:

Comments: Black cart used for garbage. Green cart with brown lid used for recycling. Both were labeled.



Commercial Location: Left is across from city hall in Sand City.

Comments: Blue cart is recycling and Green cart with grey lid is for garbage. Both were labeled.



Commercial Location: California Ave.

Comments: Another variation of the recycling cart - Labeled Mixed Recyclables.



Refuse, Recycling and Yard Waste Container Visual Assessment Report for Pacific Grove

Conducted November 29 & December 12, 2013

The purpose of this visual assessment was to survey the general condition of carts and bins used for the collection of refuse, recycling and yard waste in the City of Pacific Grove. Student interns assisted MRWMD staff in the visual assessment of residential and commercial carts and bins and reported their observations.

RESIDENTIAL: Carts were seen in a range of colors. Cart colors used in Pacific Grove are not always consistent with those used in neighboring cities. Issues that could lead to confusion were noted, including the use of varying container colors, degraded labels as well as mislabeling or lack of labels.

COMMERCIAL: The 2 and 4-yard commercial bins and carts are used in the Pacific Grove business area. Containers for the most part appeared to be in good condition, however inconsistency in colors was observed, and labels were mostly in poor condition. Several of the trash bins observed had no labels.

Commercial Location: 16th St. and Lighthouse Ave located behind Bank of America Parking lot.

Comments: Blue and green carts both being used for recycling. Most labels are in good condition but some are aged and unreadable.



Commercial Location: 222 Forest Ave next to The Healing Collaborative
Comments: Green cart with brown lid was labeled "Trash Only".



Commercial Location: 16th St and Laurel Ave
Comments: Green lid for "trash only" cart is not consistent. Other "trash only" carts were seen with brown lid.



Commercial Location: Grand Ave and Laurel Ave
Comments: There is a black garbage only container. This is the third color combination for garbage. Previous cans were labeled "trash only" and could be a point of confusion. Is "trash only" and "garbage only" the same thing? Worn and hard to read Recycle label.



PACIFIC GROVE

Commercial Location: Grand and Central Ave behind Holman Building

Comments: Recycling is collected in labeled green bin (right) and blue and green carts which are labeled, but labels are mostly older and faded.



Residential Location: Forest Ave hill across from 76 gas station.

Comments: The "Trash Only" stickers seen on previous green carts with brown lid are not present.



Commercial Location: Grand Ave. between Lighthouse & Laurel

Comments: Green cart is garbage, brown cart labeled for recycling.



PACIFIC GROVE

Residential Location (Multi-Family): 2905 David Ave The Norwood Apts

Comments: There appears to be no consistency in container color and designated usage. Green containers with brown lid used previously as "trash only" are now labeled "recycling".



Commercial Location: Grand Ave. and Central behind Natural History Museum

Comments: Not all cart labels are legible



Refuse, Recycling and Yard Waste Container Visual Assessment Report for Marina

Conducted December 4 & 10, 2013

The purpose of this visual assessment was to survey the general condition of carts and bins used for the collection of refuse, recycling and yard waste in Marina. Student interns assisted MRWMD staff in the visual assessment of residential and commercial carts and bins and reported their observations.

RESIDENTIAL: In Marina the color used for the residential bin seemed arbitrary in relation to whether the bin was meant for recycling or garbage. There were grey, blue, black and green bins with a variety of lid colors in these areas. They have different uses depending on the residence. Some labels indicated whether the bin was for recycling or garbage, but in some cases bin color was the only identifier.

COMMERCIAL: Different types of commercial bins and carts were seen in Marina for recycling. Green bins labeled with both "Mixed Recyclables" and "Cardboard Only" and blue carts, green carts w/brown lids and unlabeled green carts were seen used for recycling. The garbage collection units were consistently 2yd. and 4yd. green bins, some labeled "trash" and some without labels.

Commercial Location: Marina Dental on Reindollar

Comments: Blue and unmarked green cart for recycling. Green carts marked "Trash Only". All in good condition.



Residential Location: Reindollar Ave.

Comments: Green cart with brown lid for recycling. Green cart with grey lid for garbage. Both had label on the lids, but fading a bit- both in good condition otherwise. Color scheme is inconsistent with Commercial receptacles.



Commercial Location: DUNES Shopping Center

Comments: Green Bins used for both Recycling and Garbage. Both were labeled clearly.



Commercial Location: Marina Civic Center Hillcrest Ave.

Comments: Green Bin used for Garbage. No recycle bin or cart so recyclables/cardboard left uncontained. Recycling carts in front of Community center.



Refuse, Recycling and Yard Waste Container Visual Assessment Report for Del Rey Oaks

Conducted December 2 & 10, 2013

The purpose of this visual assessment was to survey the general condition of carts and bins used for the collection of refuse, recycling and yard waste in the City of Del Rey Oaks. Student interns assisted MRWMD staff in the visual assessment of residential and commercial carts and bins and reported their observations.

RESIDENTIAL: Carts were seen in a range of colors. Cart colors are not always consistent with those used in neighboring cities. Issues that could lead to confusion were noted, including the use of varying container colors, degraded labels as well as mislabeling or lack of labels.

COMMERCIAL: Commercial bins and carts were observed in Del Rey Oaks. The commercial bins observed at the Stone Creek Complex Off Hwy 68 were all green. Labels were either not present or visible.

Commercial Location: Del Rey Park

Comments: Varying container color combinations including green container with brown lid and no label as well as a green container with grey lid and no label.



Residential Location: Two residences near 930 Angelus Way
Comments: Blue recycling cart is inconsistent color relative to other carts in the area.



Commercial Location: Altura Place and Angelus Way
Comments: Poor yard waste cart condition with partially missing lid.



Commercial Location: Stone Creek Village shopping center

Comments: There appeared to be no signage conveying the proper use of these 4-yard refuse bins.



Commercial Location : Behind Tarpys Road House

Comments: Large refuse containers have no labels describing acceptable contents. Containers appear to be in good working condition except the rusty container in the second picture may be missing a lid.



Commercial Location: Calle Del Oaks

Comments: Two recycling containers of different color. Labels clearly identify use. "Trash Only" container same color as one of recycling containers.



Refuse, Recycling and Yard Waste Container Visual Assessment Report for Carmel

Conducted November 29 & December 11, 2013

The purpose of this visual assessment was to survey the general condition of carts and bins used for the collection of refuse, recycling and yard waste in the City of Carmel. Student interns assisted MRWMD staff in the visual assessment of residential and commercial carts and bins and reported their observations.

RESIDENTIAL: Carts were seen in a range of colors. Cart colors are not always consistent with those used in neighboring cities. Issues that could lead to confusion were noted, including the use of varying container colors, degraded labels as well as mislabeling or lack of labels.

COMMERCIAL: Observed 2 yd. and 4 yd bins (green), carts (green) and customer-provided 32 gallon barrels (grey) used for garbage collection. Carts were labeled. Not all bins were found to be labeled.

Residential Location: Dolores St and Alta Ave

Comments: Trash and yard waste cart are both green. The yard waste cart is labeled clearly in both English and Spanish.



Commercial Location: Sunset Center

Comments: Recycling is collected in both blue carts and green carts with brown lid. Labeled, but some labels need replacement. Green bins used for trash, not labeled.



Residential Location: Dolores St and 2nd Ave

Comments: Brown lid with green container for recycling. Two green containers were used for different materials and only distinguished by an adhesive label. Label on recycling cart notifies resident not to place cans on curb.



Commercial Location: Mission St and Fourth Ave near the Wayfarer Inn

Comments: Labels are showing wear. The Labels are not consistent with other observed labels describing recycling. Label may have out of date information.



Commercial Location: Mission St.

Comments: Green cart with brown lid. Black cart was not consistent with other containers observed in the area. Photo was taken at a distance so labels could not be examined.



Location: COMMERCIAL: Fourth St. near Dolphin Inn

Comments: Multiple green carts were used for what appeared to be recycling but some contents were non-recyclables.



Location: COMMERCIAL: San Carlos Ave and Fourth St, near Svendsgarrd's Inn

Comments: Old worn labels and/or missing labeling may be leading to improper use of recycling receptacles.



Location: COMMERCIAL: Fifth St X Dolores near Friar Tucks restaurant

Comments: Three different easily identified carts with different body color. Labels are legible and clearly identify cans.



Commercial Location: 6th Ave near Del Monte Fine Art

Comments: 2-yard bin with no visible label. Gray cart is inconsistent with previously observed cart and label is severely worn.



Commercial Location: 7th Ave & Mission St

Comments: Private trash cans used for commercial collection.





Memorandum

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT

DATE: January 3, 2014
TO: Board of Directors
FROM: General Manager
SUBJECT: Agenda Information for the January 8, 2014 Special Board Meeting

CALL TO ORDER AT 5:00 P.M.

ROLL CALL AND ESTABLISHMENT OF QUORUM

PLEDGE OF ALLEGIANCE

PUBLIC COMMUNICATIONS

Anyone wishing to address the Board on the matter listed on the Agenda may do so. *Please limit comments to a maximum of three (3) minutes.*

OTHER ITEMS FOR BOARD CONSIDERATION, DISCUSSION AND ACTION

- 1) **Receive Recommendation from MRWMD's Technical Advisory Committee to Select GreenWaste Recovery of San Jose, CA, as the Solid Waste, Recycling, and Organics Collection Franchisee for the Seven Participating Agencies of the District (The Cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Sand City, Seaside, and the Pebble Beach Community Services District) for a Ten Year Contract Beginning at the Conclusion of the Current Refuse and Recycling Collection Contracts in 2015.**

Please refer to the enclosed memo and attachments from Deputy General Manager for Community Programs Jeff Lindenthal. In the memo, Jeff outlines the process followed by the MRWMD's Technical Advisory Committee (TAC) and the Board over the last three years leading up to this unanimous decision by the TAC. The TAC members and all of the member agencies of the District have invested a considerable amount of time and resources on this effort. This competitive process for the Monterey Peninsula franchise collection agreements is the first time these contracts have been subjected to competition. The resulting process has allowed the TAC members, the participating agencies, the Board, and the member agency residents and businesses to engage in a very productive discussion about the type of recycling and waste management programs best suited to this community.

The TAC members are to be recognized for their dedication to this effort over the last three years. This includes staff from all of the member agencies of the District, an outside expert on the subject matter, the consultants Rob and Bob Hilton, District Counsel Rob Wellington, and District staff.

With this recommendation to select GreenWaste Recovery, the TAC envisions enlisting the services of a company which has best demonstrated a Proposal with the most competitive cost, a commitment and ability to respond to the needs and desires in achieving the recycling and sustainability goals of the participating agencies, and whose selection is in the best interest of the participating agencies. The value of the contract over the ten year term is estimated at \$170 million for the seven participating member agencies.

The members of the TAC are unanimous in making this recommendation. The Board is requested to receive the recommendation of the TAC. In doing so, the matter will then move to the individual participating member agencies for their individual decisions.

Recommendation: Receive Recommendation from MRWMD Technical Advisory Committee to Select GreenWaste Recovery of San Jose as the Solid Waste, Recycling, and Organics Collection Franchisee for the Seven Participating Agencies of the District for a Ten Year Contract Beginning at the Conclusion of the Current Refuse and Recycling Collection Contracts in 2015.

NEXT REGULAR MEETING DATE: JANUARY 17, 2014

Respectfully submitted,



William M. Merry

RESOLUTION SC _____, 2014

RESOLUTION OF THE CITY COUNCIL OF SAND CITY DIRECTING THE CITY ADMINISTRATOR TO BEGIN NEGOTIATIONS WITH GREENWASTE RECOVERY FOR A TEN YEAR FRANCHISE AGREEMENT BEGINNING IN APRIL 2015

WHEREAS, the City of Sand City has a franchise agreement for waste management services with Waste Management, Inc that is due to expire in March, 2015; and

WHEREAS, the City of Sand City is a member of the Monterey Regional Waste Management District (District) and each member agency of said District participated in developing a comprehensive approach to soliciting proposals for garbage, recycling and organics collection; and

WHEREAS, the City of Sand City staff participated as part of the District's technical advisory committee (TAC) on this subject; and said TAC has conducted a request for proposals process and has reviewed all proposals received and unanimously selected GreenWaste Recovery as the best proposal; and

WHEREAS, the City of Sand City has received a presentation by GreenWaste Recovery and Waste Management, Inc regarding the provision of garbage, recycling and organics collection through a new franchise agreement through a public hearing held on February 4, 2014.

NOW, THEREFORE, BE IT RESOLVED that the City Council of Sand City hereby authorizes the City Administrator with the assistance of technical support from Rob Hilton to proceed with negotiations with GreenWaste Recovery and return to the City Council for final deliberations on this matter at a later date.

PASSED AND ADOPTED by the City Council of Sand City on this 4th day of February, 2014 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

APPROVED:

Linda Scholink, City Clerk

David K. Pendergrass, Mayor

**AGENDA ITEM
9C**



January 28, 2014



CHAMBER CONNECTION

A weekly e-publication of the Monterey Peninsula Chamber of Commerce

IN THIS ISSUE:

- Upcoming Events**
- [Turn 12 Bar & Grill Mixer](#)
- [Hayashi Wayland Ribbon Cutting](#)
- [Palace Business Solutions Ribbon Cutting](#)
- From Our Members**
- [Dunkin' Donuts Franchising Opportunities](#)
- [Chris Botti in Concert](#)
- [In Other News...](#)
- [Clark Miller Bankruptcy Attorney](#)

CHAMBER QUICK LINKS

- [ChamberLink](#)
- [Chamber Events](#)
- [Chamber News](#)
- [Chamber Photos](#)
- [About the Chamber](#)

MONTHLY CHAMBER COMMITTEE MEETINGS

- Education**
2nd Monday: 3:30pm
- Membership**
2nd Tuesday: 9:00am
- Government Affairs**
2nd Wednesday: 3:30pm
- Finance**
2nd Friday: 9:00am
- Ambassador**
3rd Friday: 8:00am

UPCOMING EVENTS...

THURSDAY

Turn 12 Bar & Grill Mixer

Date: Thursday, January 30
 Time: 5:00 to 7:00pm
 Cost: \$10 Members / \$20 Prospective Members
 Location: 400 Tyler Street, Monterey



Turn 12 Bar & Grill is excited to invite you to their new restaurant, providing the perfect atmosphere for networking and mingling with fellow members of the community at this mixer! Downtown Monterey's newest restaurant serves California Comfort Cuisine and features a spectacular 50 foot pewter bar top, motorcycles and vintage photographs in a modern and sporty environment that pays homage to Laguna Seca Raceways 11 Turns.

[Click here to read more](#)

Hayashi Wayland Ribbon Cutting

Date: Tuesday, February 11
 Time: 5:00 to 6:30pm
 Cost: Complimentary
 Location: 26515 Carmel Rancho Blvd, Suite 100, Carmel



HAYASHI | WAYLAND

Join us at our Open House & Ribbon Cutting with the Monterey Peninsula Chamber of Commerce and the Carmel Chamber of Commerce to celebrate the joining of our Monterey and Carmel offices and the merger with D. Bradburn & Co., LLC. Enjoy refreshments and visit with your Hayashi Wayland team of professionals!

[Click here to read more](#)

Palace Business Solutions Ribbon Cutting

Economic Vitality

1st Friday: 10:00am

Special Events

Varies per Event

Meetings are subject to change. If you're interested in joining a committee, please contact the Chamber office at 831-648-5350 to confirm time and location.

[Click here to learn more](#)

SAVE THE DATE

THIS WEEK!

Thursday, January 30

Turn 12 Bar & Grill

Mixer

5:00 to 7:00pm

Tuesday, February 11

Hayashi Wayland

Ribbon Cutting

5:00 to 6:30pm

Tuesday, February 18

Palace Business Solutions

Ribbon Cutting

5:00 to 6:30pm

Wednesday, February 19

Brown Bag Seminar

12:30 to 1:30pm

Tuesday, February 25

Campisi Financial Group

Ribbon Cutting

5:00 to 6:30pm

Tuesday, March 4

Oma's Attic

Ribbon Cutting

5:00 to 6:30pm

Tuesday, March 11

Central Coast Visiting Nurse

Association & Hospice Inc.

Ribbon Cutting

5:00 to 6:30pm

Saturday, March 15



Date: Tuesday, February 18

Time: 5:00 to 6:30pm

Cost: Complimentary

Location: 30 Ragsdale Dr, Suite #101, Monterey

Come see the office of the FUTURE and experience our Brand Refresh. This will be a fun event where you will meet our team and get the full Palace treatment!

Join us for our:

- Food and Refreshments
- Drawing for an HP Slate tablet
- Gift bag for all guests

[Click here to read more](#)

FROM OUR MEMBERS...

Franchise Opportunities with Dunkin' Donuts



Dunkin' Donuts is the number one retailer of hot and iced coffee by the cup, and the largest coffee and baked goods chain in the world. With nearly 11,000 locations in 33 countries, we are looking for exceptional franchise candidates in Monterey to help keep America running on Dunkin' Donuts each and every day.

[Click here to read more](#)

Announcing

Chris Botti in Concert

Date: Saturday, March 22

Location: Hyatt Regency Monterey Hotel & Spa

Two Shows: 6:00pm and 9:00pm

1 Old Golf Course Road, Monterey



Chris Botti is a grammy-award winning performer who, with his awesome band, plays to sold out audiences allover the world.

106th Annual Awards
Dinner
Monterey Marriott Hotel
6:00 to 10:00pm



Net proceeds from concerts go to Rotary Club of Monterey's funding efforts to rejuvenate youth arts and music programs on the Monterey Peninsula.

[Click here to read more](#)

IN OTHER NEWS...

Clark Miller Bankruptcy Attorney Believes in Education

Join bankruptcy expert and attorney Clark A. Miller for Sip, Savor and Learn, where he opens up his Salinas office (217 W. Alisal St.) to help the financially burdened learn more about debt relief.



May 22nd | September 18th | November 20th
Start time 5:30 p.m.
RSVP to (831) 424-1764

[Click here to learn more](#)

CONTACT US

The Monterey Peninsula Chamber of Commerce
30 Ragsdale Drive, Suite 200 | Monterey, CA 93940 | 831.648.5350
www.montereychamber.com | info@montereychamber.com



[Forward email](#)



This email was sent to connie@sandcity.org by communications@montereychamber.com | [Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).

Monterey Peninsula Chamber of Commerce | 30 Ragsdale Drive, Suite 200 | Monterey | CA | 93940

Heslie Magaster

Section	Summary of Contract Language	Summary of Exception	W/M Response
2.1	Cities may renew term (up to 5 yrs) without W/M consent	Renewal terms must be agreed upon by W/M	In any contract, both parties should have the opportunity to decide whether the partnership is working before an extension is given. Reduces the potential for both parties not to continue in a relationship where only one side benefits.
7.8	Unlimited audits of W/M's billings and payments of fees. If audit reveals errors of 1% or more of Gross Revenues, W/M pays for the audit.	Limit audits to two (2) during term. If audit reveals errors of 5% or more of Gross Revenues, W/M pays for audit up to \$10,000.	All cities are attempting to contain costs and unlimited audits would result in increased costs. There is truly no business reason to have an unlimited audit provision.
8.3	Regarding extraordinary rate adjustments, W/M has burden to show financial loss or failure to achieve reasonable profitability. Agency may request any information they determine necessary in their sole judgment.	Instead of showing a failure to achieve "reasonable profitability" as a basis for the adjustment, W/M may instead show "increased operational costs." Also, replace "sole judgment" with "reasonable judgment" with regard to Agency's need for information to establish reasonableness or accuracy of W/M's rate increase request.	W/M is willing to provide the necessary information to show why it needs an increase in an extraordinary situation. Reasonable profitability is truly in the "Eye of the beholder" and creates a situation that is subjective instead of objective.
10.1	"All provisions of the Agreement are considered material."	Delete because they are not. We don't want an immaterial violation to be considered an event of default.	It is a unreasonable to expect or agree that all provisions are material. A minor issue could be utilized to affect the overall contract. How many contracts exist where all provisions are material?
10.1.F	Failure to provide services for 2 consecutive calendar days or more = event of default	W/M excused from performance if failure is due to Force Majeure	An attempt to clarify language and make it congruent with other parts of the contract.
10.1.K	If there is termination or suspension of service for more than 2 calendar days (even due to strike, etc) = event of default	Delete	An attempt to clarify language and make it congruent with other parts of the contract. It is erroneous to point to this clause as an attempt by W/M to lock-out employees. W/M has not experience a work stoppage in Monterey and only attempted to clarify language.
10.1.L	If W/M (or officer, manager, employee) is found guilty of criminal activity directly or indirectly related to this agreement = event of default	Limited to management level employees, and W/M may first terminate or remove the employee.	It is unreasonable to expect an organization to accept a clause that could potentially place the contract in default if an entry level employee commits a criminal activity. We expect that this would seem unfair for any party to a new contract.
10.1.O	"Contractor fails to perform any obligation established under this Agreement" = event of default	Delete. Duplicative of 10.1.H (which gives W/M opportunity to cure)	This is duplicative language. Why should W/M be penalized if it is helping the cities to have a clean contract.
10.2	W/M will not have a right to cure a default if W/M committed the same or similar breach/default within 24 months.	Delete	This places significant risk on an organization and its investments, specially if a minor infraction could potentially be utilized to place a contract in default.

10.6	LD section	<p>W/M added that "Contractor shall retain appellate rights." Our intent with this exception is explain that W/M will have the right to file a petition for writ of administrative mandate under the California Code of Civil Procedure § 1094.5, regardless of the "final" decision by the city.</p>	<p>W/M looks at this added clause as a protection of its legal rights in the State of California.</p>
10.7	<p>Labor disruptions involving W/M employees are not Force Majeure, and W/M "shall continue to provide a reasonably satisfactory level of performance...; but the Contractor shall not be required to adhere strictly to the specific requirements of the Agreement regarding routes, Collection times or similar matters; provided, however, that in no event shall more than seven (7) calendar days elapse between pickups.."</p>	<p>Added that labor disruption involving W/M employees will be Force Majeure for the first 7 days.</p>	<p>W/M wants to clarify that its intention with this language was not to have lock-out language but instead wanted time to be able to provide services in a strike situation. As a reminder W/M has not had a work stoppage in Monterey and has very good labor relations.</p>
13.5	<p>If a "non-material" provision of the agreement is deemed invalid, it won't impact the remaining provisions.</p>	<p>Deleted "non-material", so even material provisions deemed invalid will not impact the agreement.</p>	<p>Once again, an attempt by W/M to make the contract congruent with all provisions.</p>
Exh A		<p>In the definition of "Recyclable Materials", we added language that "Agency acknowledges that certain categories of materials set forth above may not be recyclable as a result of market conditions."</p>	<p>This is a change in language that will allow both W/M and the cities to make a decision on materials that possibly could not have any valuable in terms of marketability. This helps both entities with managing costs.</p>
Exh E (they indicate D D by mistake)	<p>The Agency/City "shall make a good faith effort to approve Rates by June 1 of each year..."</p>	<p>We deleted "make a good faith effort" to make it clear that the cities must approve rates by June 1.</p>	<p>There is a rating making mechanism and W/M stronger believes that this process must be objective and not subjective in terms of authorization of new rates.</p>
Exh F	<p>Catchall LD for "Each failure to perform any obligation of the Agreement not specifically stated above"</p>	<p>Deleted</p>	<p>Open ended liquidated damage that places undo risk on the hauler.</p>



CALIFORNIA STATE UNIVERSITY
Monterey Bay

OFFICE OF THE VICE PRESIDENT
FOR ADMINISTRATION AND FINANCE

100 CAMPUS CENTER, BUILDING 84D
SEASIDE, CA 93955-8001
831-582-3398
FAX 831-582-3339
WWW.CSUMB.EDU

January 9, 2014

Subject: Letter of Commendation for GreenWaste Recovery

To Whom It May Concern:

Please accept this letter of commendation for GreenWaste Recovery and their follow through on their commitment to increase recycling, improve service at a lower cost than their competitors and to have seamlessly transitioned as the new service provider to California State University Monterey Bay (CSU Monterey Bay). Using a public RFP process, GreenWaste was also unanimously selected as our new service provider for waste hauling and recyclable material processing services campus-wide. They are locally owned and operated, their reputation was excellent, they had demonstrated their ability to work with Waste Management to take over operations and transition into new service areas seamlessly and they offered competitive pricing and expanded recycling programs that were unmatched.

With the CSU Monterey Bay campus itself managed by three separate and distinct entities: 1) CSU Monterey Bay, 2) the University Corporation at Monterey Bay, and 3) Alliance Residential Company, doing a procurement of this nature was complicated. Each of these entities is charged with the management and administration of different aspects of campus facilities and activities and has different responsibilities, priorities and revenue sources. Each entity has a responsibility and obligation, to ensure uninterrupted and reliable service delivery and to seek out the highest level of services for the lowest cost. We all understand and respect the challenges in selecting contractors through competitive bid processes and the decision to issue a RFP and award the Franchise Agreement to a new hauler was not a decision we took lightly.

I write this letter with first-hand knowledge of how important of a decision this was. As Vice President of Administration and Finance and Chief Financial Officer for CSU Monterey Bay, I direct a wide range of campus departments that provide essential services to students, faculty, and staff and have direct oversight of finance, facility maintenance operations, campus planning, construction and public safety. Further, in my capacity as Executive Director of the University Corporation at Monterey Bay, I am responsible for the oversight of faculty/staff housing, student housing, commercial services, grants and contracts post award administration. The service contract with GreenWaste has direct connectivity with nearly all aspects of campus-wide operations and touches each of the departments I oversee and direct; I stand behind our decision to have selected GreenWaste.

Immediately upon taking over service from Waste Management, GreenWaste developed informative and appealing outreach pieces targeting the different areas (residential, campus, eateries) and programs available throughout campus. Their comprehensive Recycling Guide developed specifically for CSU Monterey Bay includes details on all residential collection programs, including promotion of donation and re-use programs like the Last Chance Mercantile and also information on proper HHW disposal. We have been impressed with GreenWaste's

commitment to our two weeks of residential 2013 Move-out events when we have over 1800 students vacating their residences. Historically, these events have been confusing to residents and facilitated conditions for both illegal dumping and scavenging with a lack of container monitoring and prompt pick-ups. Leading up to and throughout these events, GreenWaste maintained an active presence, supported extensive outreach efforts and developed inviting and informative signage to ensure residents moving out knew where to place their materials. We also appreciate GreenWaste's voluntary participation and sponsorship in a few high-profile events we have held including distinguished guests such as Leon Panetta and Dr. David Orr, offering composting collection, signage and professional recycling station staffing.

GreenWaste was notified in early September 2012 and *successfully transitioned as our new service provider in fewer than three (3) weeks*. GreenWaste's transition was smooth and virtually unnoticeable to residents, students, faculty and staff; they worked proactively with our various campus-wide teams to understand our diverse and at times divergent needs, and they immediately began an aggressive outreach campaign to promote the new expanded recycling program. By October 1, 2012, GreenWaste was providing regular and expanded recycling services throughout campus. We know we made the right choice in selecting GreenWaste; the transition was smooth, our costs have decreased and our diversion has improved – our expectations have been exceeded.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Saunders', with a long horizontal flourish extending to the right.

Kevin Saunders
VP Administration and Finance,
Executive Director, The University Corporation at Monterey Bay



420 Capitola Avenue
Capitola, California 95010
Telephone: (831) 475-7300
FAX: (831) 479-8879
Website: www.cityofcapitola.org

January 14, 2014

To: The Honorable Mayors and Council Members of the Peninsula Cities in Monterey, CA, and the Chair of the Pebble Beach Community Services District;

Subject: Green Waste Recovery Franchise Agreement

It is with great pleasure that I am able to recommend to your communities Green Waste Recovery as your franchise hauler. The City of Capitola began its relationship with Green Waste Recovery in 2007 when they took over the Agreement from Waste Management. The City Council subsequently approved a ten-year Agreement in 2008 through 2018 and recently extended the Agreement an additional five years. During the tenure of this Agreement and the Agreement with the previous hauler, I have been the contract manager.

Green Waste Recovery has an excellent record in our community for prompt, efficient and friendly service. They are deeply imbedded in our community through their financial sponsorship of our city events which include Twilight concerts, Begonia Festival, and Movies on the Beach. In addition they provide services above and beyond the call of duty for the Wharf to Wharf race, Art & Wine Festival and the annual car show to name just a few of our many events. We recently had a case where a resident was living in deplorable conditions and Green Waste donated services to help restore this person's home. One final example of their service was in 2011 when the City had a major storm water pipe break in a mobile home park which flooded the park and the entire Capitola Village. The Green Waste crew was out in force, immediately upon our call during the emergency to assist the City in its clean up and recovery.

The City of Capitola offers a food waste composting program for our commercial businesses. This program would not be as successful as it is if it were not for the incredibly dedicated staff at Green Waste. Due to our small staff I relied heavily on their staff to develop and implement the program and to maintain the program today.

Finally, our community has greatly benefited from the excellent customer service which the drivers and the administrative staff have provided over the years. I am proud to have the opportunity to recommend Green Waste Recovery.

If you should have any questions, please contact me at 831 475-7300.

Sincerely,

Lisa Murphy
Administrative Services Director



CITY OF SCOTTS VALLEY

One Civic Center Drive Scotts Valley, California 95066
Phone 831.440.5600 Facsimile 831.438.2793

January 14, 2014

SUBJECT: FRANCHISE HAULING AGREEMENT WITH GREEN WASTE RECOVERY

To: The Cities of Pacific Grove, Seaside, Marina, Sand City, Del Rey Oaks, Carmel-by-the-Sea and the Pebble Beach Community Service District

Since May 1, 2007 the City of Scotts Valley has had a franchise agreement with Green Waste Recovery (GWR) for the collection and processing of recycling and yard waste and disposal of refuse. As the staff person responsible for negotiating and overseeing the agreement I am intimately familiar with the level of service, community involvement, and responsiveness of GWR.

A seamless transition took place in 2007 when Waste Management of Santa Cruz County (WM) assigned the rights of the City's franchise agreement to GWR. GWR hired the existing WM employees, not only securing their institutional knowledge, but ensuring those local employees retained their employment and honoring the terms of their collective bargaining agreement.

GWR has demonstrated a commitment to the Scotts Valley community by providing service for City sponsored events and events sponsored by service groups or other nonprofits. Most recently GWR was asked to provide dumpster service for demolition debris generated from renovating an old building for the new Boys and Girls Club site. Like many community events, GWR is providing the service at no charge.

It is a rare occasion that complaint calls are received regarding GWR service. On those rare instances, I have found GWR staff is quick to respond, meet with City staff and the private homeowner or business and remedy the situation.

I recommend Green Waste Recovery to any city or county considering their services.

Sincerely,

Scott Hamby
Public Works Director



OPERATING ENGINEERS LOCAL UNION No. 3

325 DIGITAL DRIVE, MORGAN HILL, CA 95037 • (408) 465-8260 • FAX (408) 778-1135

Jurisdiction: Northern California, Northern Nevada, Utah, Hawaii, and the Mid-Pacific Islands

To: The Cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Sand City, Seaside and the Pebble Beach Community Service District

The Honorable Mayors of the Peninsula Cities in Monterey, CA
Mayor Bill Kampe, City of Pacific Grove
Mayor Delgado, City of Marina
Mayor Rubio, City of Seaside
Mayor Edelen, City of Del Rey Oaks
Chair Laska, Chair, Pebble Beach Community Services Chair
Mayor Pendergrass, City of Sand City
Mayor Burnett, Mayor, City of Carmel-by-the-Sea

I write to you to allay any potential concerns that may arise in regards to GreenWaste's commitment to hire the current employees when transitioning into a new service area.

In 2007 a similar transition occurred in Santa Cruz County and no issues arose whatsoever. The entire process including the collective bargaining agreement was a smooth, professional and successful transition. I would expect nothing less in their transition into providing services for the Peninsula Cities.

If there are any questions I can answer for you to help with your concerns, please do not hesitate to contact me.

Best regards,

Manuel Pinheiro
District Representative
Operating Engineers Local Union No. 3
(408) 690-2909



Northern California District Council of Laborers

Affiliated with the Laborers' International Union of North America

Business Manager
Oscar De La Torre

Secretary-Treasurer
David Gorgas

President
Doyle Radford

Vice President
Sam Robinson

Sergeant at Arms
Jack Munoz

Executive Board Members
Randy LeMoine | Victor Parra | Bruce Rust

Auditors
Enrique Arguello | Fernando Estrada | Jeff Hayes

Laborers' Local 67
8400 Enterprise Way
Suite 119
Oakland, CA 94621

Laborers' Local 73
3984 Cherokee Road
Stockton, CA 95215

Laborers' Local 166
8400 Enterprise Way
Suite 103
Oakland, CA 94621

Laborers' Local 185
1320 National Drive
Sacramento, CA 95834

Laborers' Local 261
3271 - 18th Street
San Francisco, CA 94110

Laborers' Local 270
609 Emory Street
San Jose, CA 95110

Laborers' Local 294
5431 East Hodges
Fresno, CA 93727

Laborers' Local 304
29475 Mission Blvd
Hayward, CA 94544

Laborers' Local 324
611 Berrelasa Street
Martinez, CA 94553

Laborers' Local 886
8400 Enterprise Way
Suite 110
Oakland, CA 94621

Laborers' Local 1130
PO Box 3448
Modesto, CA 95353

NCDCL
4780 Chabot Drive
Suite 200
Pleasanton, CA 94588
P 925-469-6800
F 925-469-6900
NCDCLABORERS.ORG

LETTER OF UNDERSTANDING

BETWEEN

NORTHERN CALIFORNIA DISTRICT COUNCIL OF LABORERS
and
LABORERS' LOCAL 270

AND

GREEN WASTE RECOVERY OF SAN JOSE, CA

GREEN WASTE RECOVERY OF SAN JOSE, CA hereby agrees to adopt and be bound by the terms and conditions of the May 1, 2013 through April 30, 2016 agreement between the NORTHERN CALIFORNIA DISTRICT COUNCIL OF LABORERS and its affiliate LABORERS' LOCAL 270, and CARMEL MARINA CORPORATION, SALINAS DISPOSAL SERVICE, INC. and RURAL DISPOS-ALL (USA Waste of California, Inc., dba Carmel Marina Corporation, aka Waste Management) through the term of the agreement, for the Cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Sand City, Seaside and the Pebble Beach Community Services District.

**GREEN WASTE RECOVERY OF
SAN JOSE, CA**

By



Title

General Manager

Date

1-8-14

**NORTHERN CALIFORNIA DISTRICT
COUNCIL OF LABORERS**

By


Oscar De La Torre, Business Manager

Date

01-07-14

LABORERS' LOCAL 270

By _____

Title _____

Date _____

