



**TO:** Mayor and Councilmembers

**FROM:** Charles W. Ebeling, Public Works Director

**CONTACT:** Everett King, Environmental Services Coordinator

**SUBJECT:** A Proposal from MarBorg Industries for a 10-year Extension of the Franchise Agreement for Solid Waste Collection Services

**RECOMMENDATIONS:**

- A. Consider the March 15, 2018 proposal submitted by MarBorg Industries to extend the term of the Solid Waste Collection Services Franchise Agreement for an additional 10 years beyond the current termination date, to June 30, 2031; and,
- B. If City Council accepts MarBorg's proposal, direct Public Works Public Works staff to prepare an amended and restated Franchise Agreement for Council's approval and execution at the July 17, 2018 City Council Meeting.

**BACKGROUND:**

On April 5, 2011, the City of Goleta ("City") approved a Franchise Agreement for Solid Waste Handling Services ("Agreement") with MarBorg Industries ("Contractor") to provide citywide residential and commercial solid waste collection services, effective July 1, 2011. The Agreement's term is through June 30, 2019, with an option to extend the term by up to two (2) years, at Council's sole discretion.

As provided for under Section 4.5 Extension of Term of the Agreement (Agreement No. 2011-023), on May 4, 2017 the Contractor submitted a written request for an extension of the term of up to two (2) years. On August 15, 2017, Council approved the Contractor's request, extending the Agreement's term to June 30, 2021. At that same hearing, Council directed Public Works staff to conduct an analysis of granting an additional extension of up to ten (10) years, and to bring recommendations back to Council within a 12-month period.

On March 15, 2018, the Contractor submitted an unsolicited proposal ("Proposal") for a 10-year extension, beyond the Agreement's current expiration date of June 30, 2021, for a new expiration date of June 30, 2031. The Proposal (Attachment 1) includes a

significant reduction to residential and commercial collection rates, addition of some new services, and enhancements to several services currently provided under the Agreement. The Contractor has indicated that the Proposal remains valid for a period of 120 days following submittal, or until July 13, 2018.

On March 22, 2018, Public Works staff brought the Contractor's proposal to the Solid Waste Issues Committee for their consideration, input and direction. The Committee directed Public Works staff to bring the Proposal, with any revisions that the City and Contractor have discussed, to the City Council for its consideration at the June 5, 2018 Council Meeting.

## **DISCUSSION:**

### **Procurement of Solid Waste Services**

California Public Resources Code Section 40059 grants jurisdictions the maximum flexibility for procuring solid waste management services, including the type of service and method of procurement. Broadly speaking, Public Works staff identified the following procurement options:

1. Open Market (unregulated)
2. Competitive Procurement (open bid)
3. Sole-Source Negotiation
4. Competitive Procurement (limited to existing providers)
5. Municipal Operation

The Open Market (1) and Municipal Operation (5) options were determined by Public Works staff to be unsuitable, because either they do not provide enough control over rates and services, or they require more resources than are currently available to the City. Similarly the Competitive Procurement (4), limited to existing providers, does not apply as there is currently only one service provider. The remaining two options are Sole-Source Negotiation (3) and a Competitive Procurement (2) open to all qualified service providers.

#### **Sole-Source Negotiation**

Sole-source negotiation is used when a jurisdiction chooses to extend an existing contract and negotiate with an existing service provider, or to enter into exclusive negotiations with another identified service provider, and involves good-faith negotiations regarding contract service changes and rates. The Public Resource Code allows sole-source negotiations with any service provider the City chooses.

Sole-source procurement typically defines a negotiation period, after which it is at the City's sole discretion to continue or cease negotiations and distribute an RFP for open market competition, if a satisfactory agreement cannot be obtained. This provides the prospective service provider an incentive to come to negotiate an acceptable agreement within the specified time frame, or face a possible competitive process. The process,

however, might take longer than an open market competition procurement option, since a satisfactory agreement might not be negotiated with the existing service provider within the specified negotiation period, necessitating the initiation of a competitive procurement.

When negotiating with an existing service provider, a high quality of service can be achieved based on past performance, and a smooth transition into the future realized, because the existing provider already has a terminal and equipment within the immediate vicinity. However, the City's leverage in service and rate negotiations may be lower than what would exist in a competitive procurement.

An extension of the Agreement's term beyond the current termination date of June 30, 2021, as proposed by the Contractor, will constitute a sole-source procurement of services beyond that date. This will require amending the Agreement language to allow such an extension, since the current Agreement only provides for the two-year extension that Council granted on August 15, 2017. The extent of the amendments needed to accommodate changes in services outlined in the Contractor's Proposal and other changes deemed necessary, may require preparing an amended and restated Agreement for execution, should the Council accept the Contractor's Proposal.

### Competitive Procurement

A competitive procurement process involves developing service and contract specifications included in an RFP that would be widely distributed to all interested parties. Distribution would include publication in industry trade journals. Interested parties would respond to the RFP including proposed services and rates. RFPs can include alternative proposals that include service or contract specifications not included in the base level of requested services. The intention would be to attract as many qualified service providers as possible. There would be multiple criteria used to evaluate the proposals, not based solely on price.

While this approach could potentially get the best market price due to competition, there is a less known quality of service if the provider has not served the City in the past. Similarly, the transition to a new service provider would be less predictable.

A competitive procurement process would also require a much longer lead time and the dedication of more Public Works staff resources to develop an RFP, a Scope of Services, and review and rank submitted proposals.

With the withdrawal of Republic Waste Services from the South Coast following the loss of their collection zones in the cities of Goleta and Santa Barbara, the Contractor is the sole hauler providing collection services to the cities of Goleta, Santa Barbara, and the unincorporated areas of the South Coast. The closest haulers are Waste Management, based in Santa Maria and providing collection services to the City of Solvang and the unincorporated areas of north County; Waste Connections, operating out of San Luis Obispo County; and E.J. Harrison, operating out of Ventura.

One challenge for a competitive procurement process would be attracting a qualified hauling company that would be willing to provide service to a relatively small and isolated service area, without having other nearby service areas. An outside hauler would also face land acquisition challenges, since they would need to establish a local terminal for their operations.

Large hauling companies are sometimes willing to enter into new market areas, often with the hope of expanding into other adjacent jurisdictions or service areas, and can underbid contracts since they can subsidize any losses through their other service areas.

Unless the City of Santa Barbara or the County of Santa Barbara were to consider a competitive bid process when their respective Agreements with the Contractor expire, many hauling companies will likely not be interested in competing for Goleta's service area in isolation, viewing it as too small to be economical.

## **Contractor's Proposal**

### **Term Extension**

The Contractor is proposing a ten (10) year extension to the Agreement, beyond the current termination date of June 30, 2021, for a new termination date of June 30, 2031. In exchange, the Contractor has proposed an initial reduction in the collection rates, enhancements to existing services, new services, and the maintenance of the remaining services contained in the current Agreement.

### **Rate reductions**

The Contractor is proposing substantial reductions in the collection rates for Goleta residents and businesses. Residential and multi-family rates are proposed to be reduced by 15% over current rates, and commercial rates are proposed to be reduced by 5% over current rates. These rates are proposed to go into effect July 1, 2018. The Contractor has expressed a willingness to implement the reduced rates at that time, should Council accept their Proposal at the June 5, 2018 Council meeting, with the understanding that an amended Agreement would be brought to Council for approval and execution at the July 17 Council meeting. Those rate reductions are reflected in Attachment 2 of this report.

The proposed rate reductions are similar in scope to those that were applied to collection rates at the time that the current Agreement was executed in 2011. Those reductions were due to labor cost savings that resulted from a transition from a semi-automated residential collection system using rear-loading collection vehicles with a two-man crew, to the current automated collection which requires only a driver. Because automated residential collection does not require manual collection, worker's compensation claims were also expected to decrease.

The Contractor has indicated that the offered reductions in collection rates are based on population and economic growth in Goleta during the past few years, and the resulting increase in the Contractor's revenues.

The current collection rates saw an increase of 17.76 percent over FY 2016/17 collection rates. This was due to a combination of significant increases in the tipping fees charged by the County for the receipt, processing and disposal of refuse and recyclables, and a one-time 5.92 percent adjustment that was necessary due to a four month delay in implementing FY 2017/18 collection rates in order to comply with the requirements of Prop. 218. The rate reductions offered in the Contractor's Proposal are to be applied to the current rates, including that one-time adjustment.

Prior to submitting the Proposal, the Contractor had calculated FY 2018/19 collection rates based on the new rate setting methodology that Council approved in September 2017. After first removing one-time adjustments that had to be applied to the FY 2017/18 collection rates, the Contractor applied a CPI adjustment to the collection component of the rates, and the increase to the tipping fee charged at the Tajiguas Landfill, effective July 1, 2018, to the disposal component of the rates to arrive at FY 2018/19 collection rates that are one (1) percent less than current rates. This rate reduction is reflected in Attachment 3 of this report and is included to inform Council what the collection rates will be, effective July 1, 2018, should it elect not to accept the Contractor's proposal at this time.

## **Enhancements to existing services**

### **Increased City Recycling Education Payment**

Under *Section 10.8.1 Contractor Education and Public Relations Contribution*, of the current Agreement, the Contractor will reimburse the City up to \$25,000 annually for expenses related to solid waste and recycling education and outreach efforts undertaken by the City. In its Proposal, the Contractor has offered to increase that amount by an additional \$75,000, for a total of \$100,000 annually.

Until recently, the City did not draw upon this provision. The Contractor provides outreach to Goleta residents and businesses through its periodic newsletters which include information about the recycling programs and services offered to residents and businesses and provide information about new state mandates for commercial recycling and organic diversion requirements. In addition, the County provides a variety of recycling programs to Goleta under contract, and provides messaging and outreach to all South Coast residents and businesses about important recycling campaigns.

Public Works staff is unsure whether there is a need to consistently expend \$100,000 annually on solid waste and recycling outreach and education when there are already multiple means by which this is currently accomplished. Some of this additional revenue could be used to focus outreach and education about recycling of organics as well as additional outreach and incentivizing overall waste reduction because of tightening

recycling markets, which have reduced the recyclability of some materials, particularly mixed paper and plastics. Upon receipt of the Proposal, Public Works staff contacted the Contractor and asked if it would be willing to consider applying the additional funding to other solid waste and recycling programs that could potentially benefit from it. The Contractor expressed a willingness to allow the City to determine how to expend the additional offered funding.

Subsequent to the March 22 Solid Waste Issues Committee meeting, the Contractor proposed adding the offered \$75,000 per year to the \$25,000 base Franchise Fee payment that the Contractor pays to the City's General Fund in the first quarter of each fiscal year. Directing these additional revenues to the General Fund provides the City more flexibility as to how they are expended. Because the City's solid waste and stormwater programs do not receive any general fund revenues, the application of these additional funds to solid waste or stormwater programs would be at the Council's discretion.

### Community Cleanup Events

Under *Section 5.19 Community Cleanup Projects*, of the current Agreement the Contractor provides support for up to six (6) community cleanup events annually. This includes the provision of roll-off boxes, and portable toilet facilities for use by Public Works staff and volunteers during these events. This provision has been used to support the Beautify Goleta Program. The Contractor proposes increasing the number of community cleanup events they will provide support for, from the current six per year to twelve per year. Additional Public Works staff resources would need to be devoted to the Program in order for the City to take full advantage of this service enhancement.

### Abandoned Waste Collection

Under *Section 5.20 Abandoned Items* of the current Agreement, the Contractor will conduct up to 45 individual collections of abandoned waste, as requested by the City, or up to 15 tons annually. The Proposal would increase the collection of abandoned waste to 80 individual collections or up to 20 tons annually.

### **New Services**

The Contractor proposes to provide up to two (2) Earth Machine Compost Bins to residential account holders, upon request, and without charge. The Earth Machine is the most widely distributed backyard compost bin in North America, and has a retail value of approximately \$99.00. The County has distributed thousands of Earth Machine compost bins to County residents over the past 25 years, and they are currently available for purchase from the County at a reduced rate of \$45.00 per unit.

Backyard composting is a way for residents to divert food and yard waste from landfilling, while at the same time producing a soil amendment that can be applied to their own yards and landscapes. Backyard composting is an activity that is best suited to single family

residences, which typically have adequate yard space to accommodate it, generate sufficient yard waste to mix with food waste to achieve the ideal blend of materials, and landscaping upon which to apply the finished product. Backyard composting however is not conducive to residents living in townhomes, condominiums and apartment complexes.

### **Maintained services**

The Contractor will continue to provide the following free services to residents:

- Free carry-out service for customers in automated areas who are physically unable to bring their containers to the curb for pickup
- Curbside battery collection program
- Two bulky-item waste collections per calendar year
- Provision of sharps disposal containers upon request
- Christmas collection services, including Christmas tree disposal and additional waste collection for two weeks following the holiday
- Access to the Contractor's Goleta and Santa Barbara recycling facilities

The Contractor will continue to provide the following free services to the City:

- Free solid waste, recycling and green waste service to City facilities, parks, festivals and public containers
- Free collection services to all schools in the Goleta Valley Union School District
- Disposal of all street sweeping material collected by the City's street sweeping contractor
- Maintenance of current franchise diversion efforts and applying available methods to increase diversion levels in the City
- Provision and regular servicing of portable toilet facilities in City Parks and Open Spaces.

### **Additional recommended changes**

#### Diversion Standard

When the current Agreement was negotiated in 2010/11, a diversion standard was developed that required the Contractor to increase the combined residential and commercial franchise diversion above an established baseline. This was included because in analysis conducted prior to the negotiations, Public Works staff identified opportunities to increase diversion on the basis that:

1. Republic's commercial diversion numbers were significantly lower than what the Contractor was at the time achieving in its collection zone, and
2. The provision of unlimited residential recycling and green waste capacity as part of the current Agreement offered opportunities to increase franchise diversion.

*Article 8 Diversion*, specifies the diversion requirements, including the methodology for calculating the base year diversion percentage, identifying the diversion goals to be

achieved in Contract Years 4 and 7, and provisions for reporting, enforcement and penalties for failure to satisfy the diversion goals.

With the exception of residential food waste collection, the opportunities to increase residential diversion are limited, and there is a point of diminishing return on curbside recycling and diversion programs. In the commercial sector, state mandated commercial recycling and organics diversion programs are currently either in place or developing.

The City, along with the County and Cities of Santa Barbara, Solvang and Buellton is expecting the proposed Tajiguas Resource Recovery Facility (TRRP) to meet the state's organic diversion mandates, and if constructed as planned, the TRRP would essentially divert all the recyclable and organic materials that remain in the waste stream, in addition to processing source-separated recyclable and organic materials. While all existing residential and commercial diversion programs would remain in place, the recovery and diversion of those materials that are not currently captured by those programs significantly reduces the need to increase franchise diversion.

If the TRRP cannot be financed, permitted and constructed as planned, then residential food scrap collection would become necessary in order to meet the state mandates, specifically the requirements of SB 1383. The collection of residential food waste would require either 1) a new residential collection program involving the provision of separate food waste containers, and collection routes in addition to those serving refuse, recyclables and green waste, 2) allowing residents to commingle food waste with green waste, or 3) switching to a completely new "wet/dry" collection system which provides residents with two containers – one for recyclables and "dry" refuse, and one for "wet" food waste and green waste. Each of these options presents challenges and impacts to the environment and the rate payers.

Because the status of the TRRP remains unclear as of this hearing, Public Works staff recommends amending the Agreement to require the Contractor to maintain the current level of combined residential and commercial franchise diversion at 41.5% for the remainder of the extended term, with the exception that if separate residential food scrap collection becomes necessary, then the parties to the Agreement will meet and confer to develop a franchise diversion goal that can reasonably be met through the diversion of that waste stream.

### Transfer Fee

Under the current Agreement, Section 22.1.3 Transfer Approved; Payment of Transfer Fee, this section provides a financial disincentive to the Contractor from transferring the Agreement to another entity. In addition, the Fee would address a situation where a successor entity failed to perform, and the City had to bring in another company to provide the necessary level of service until the successor entity was able to adequately perform, or the Agreement was awarded to another qualified hauling company.



The Transfer Fee is structured to require the Contractor pay the City a penalty of \$1 million if the Agreement were transferred within the first year and decreasing by \$100,000 each year thereafter. While it is not expected that the Contractor will, or intends to sell its operation in whole or in part to another company, a 10-year extended Agreement would potentially be worth millions of dollars, and the City should consider revising this provision, as appropriate, to reflect any extended Agreement.

The Contractor has proposed resetting the Transfer Fee to an initial amount of \$500,000 through June 30, 2021, then decreasing annually by \$20,000 until reaching \$300,000 in the final year of the Agreement. Because this provision would only apply if the Contractor were to transfer the Agreement to another entity, and does not require the Contractor to post a bond, security, or letter of credit with the City, recalibrating the Transfer Fee for an extended term should not impose an undue financial burden to the Contractor.

#### Status of the Emergency Communication Trailers

Under *Article 18 Emergency Service* of the Agreement, the Contractor has equipped and maintained two emergency communication trailers that can be deployed, at the City's request, during natural disasters and other emergencies, as a means of efficiently communicating important information to Goleta residents. The Contractor has proposed transferring these assets to the City, providing operational and technical training/support to Public Works Department or Neighborhood Services Department, and eliminating this provision from the Agreement.

The utility and importance of these trailers may have diminished slightly since the Agreement was entered into. The County maintains and operates an effective Emergency Operations Center that is capable of effectively communicating important information to area residents during natural disasters and other emergencies. However, these trailers do provide the City with additional flexibility and could provide local residents with critical information in circumstances where other means of communication have been disrupted.

If the City decides to accept these assets, provision for their secure storage and on-going maintenance will have to be made. In addition, Public Works staff will have to be identified as being responsible for their deployment and operation. The City could also potentially find other uses for these trailers, to provide information about City programs, or to deploy them at other events such as the Goleta Lemon Festival or Fiesta Ranchera.

The Contractor will continue to provide the emergency services outlined in Article 18, such as providing assistance to the City in the event of a major disaster, such as an earthquake, storm, flood, fire riot or civil disturbance, by making available Collection vehicles and drivers normally assigned to the City at no additional charge.

Public Works staff has identified sections in the Agreement that will need to be amended to reflect the Contractor's Proposal, or removed, as they no longer serve a function. For example, the City Attorney has determined that *Section 16.3 Proposition 218 Indemnification* is not valid and should be deleted from the Agreement. In addition, there

are other parts of the Agreement, such as a number of recitals that reference the situation that existed in the City prior to executing the current Agreement in 2011, and *Section 5.2 Transition to City-Wide Franchise Services*, that are no longer relevant and could be removed as part of amending the Agreement to incorporate the Contractor's Proposal.

If the Council accepts the Contractor's proposal, staff will bring an amended Agreement, reflecting the service enhancements contained in the Proposal and any additional revisions deemed necessary or desirable, back to Council for execution at the July 17, 2018 Council hearing.

### **FISCAL IMPACTS:**

Under the current Agreement the Contractor remits to the City a 5% Franchise Fee and an 8% Solid Waste Program Fee, based on the Contractor's monthly-adjusted gross franchise revenues. The Franchise Fee goes to the General Fund, and the Solid Waste Program Fee goes to the Solid Waste Fund. Because the amount remitted is a percentage of the Contractor's Franchise revenue generated from customer billing, approving the Contractor's proposal for a 10-year extension, with its offered reduction in collection rates, would result in a reduction in the amount remitted to the City. In subsequent years under an extended Agreement, the amount remitted to the City would gradually increase concomitant with increases in collection rates.

In FY 2016/17, the Franchise Fee payment to the City, excluding the \$25,000 base fee, totaled \$354,320. The Solid Waste Program Fee payment to the City for the same period was \$566,911. The reduction in the Contractor's remittance of the Franchise and Solid Waste Program Fees that would result from the proposed rate reductions in FY 2018/19, are not expected to have a significant impact to either the General Fund, or the Solid Waste Fund.

Under the current Agreement, the Contractor makes a \$25,000 base Franchise Fee payment to the City in the first quarter of the Fiscal Year. The Contractor proposes increasing that base Franchise Fee payment by \$75,000, to \$100,000 annually. Over the course of the extended Agreement that represents \$975,000 of additional revenue to the General Fund.

### **ALTERNATIVES:**

The City Council may elect not to accept the Contractor's proposal at this time. Under that scenario, the Agreement would terminate on June 30, 2021, the solid waste collection rates shown in Attachment 3, with a 1% reduction to current rates, would apply July 1, 2018, and the Services provided to residents and City under the current Agreement would continue.

As noted above, the status of the planned TRRP remains uncertain. The County is currently engaged in negotiations with the Project's litigants and if a successful resolution cannot be achieved by the end of this year, then the TRRP, at least in its current iteration,

may have to be abandoned, and alternative approaches for the long-term management of solid waste on the south coast will have to be developed. The County may then seek to place the burden of meeting the State's organic waste diversion mandates on the Contractor, since that is a common approach in the solid waste industry, and amend its Agreement with the Contractor to reflect that requirement. The City would likely have to follow suit, since it also must comply with the organic diversion requirements, and is not able to develop the necessary infrastructure. The failure of the TRRP could potentially require making further changes to the Agreement. Deferring acceptance of the Contractor's proposal for a period of six months would likely resolve the status of the TRRP and inform any necessary additional changes to the Agreement that would need to be made to account for that development.

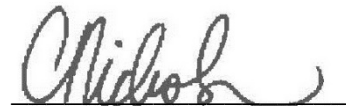
Well in advance of the June 30, 2021 termination date, Council would need to direct Public Works staff to either enter into sole-source negotiations with the Contractor for an amended or successor Agreement, or initiate a procurement for a competitive bid process to identify potentially interested, qualified hauling companies, for the provision of Franchise solid waste and recycling collection services, effective July 1, 2021.

In the case of a competitive bid procurement, significant effort and time would need to be devoted to the development of an RFP and Scope of Services, issuing the RFP and providing adequate time for potentially interested service providers to submit comprehensive responses, evaluating and ranking the received proposals, identifying a lead bidder, and entering into negotiations for a successor Agreement.

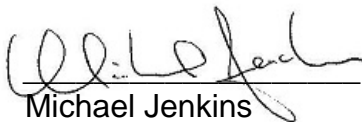
**Reviewed By:**

**Legal Review By:**

**Approved By:**



Carmen Nichols  
Deputy City Manager



Michael Jenkins  
City Attorney



Michelle Greene  
City Manager

**ATTACHMENTS:**

1. Proposal from MarBorg Industries dated March 15, 2018
2. FY 2018/19 Solid Waste Collection Rate Schedule, reflecting the reductions offered in MarBorg's Proposal
3. FY 2018/19 Solid Waste Collection Rate Schedule, as calculated according to the Franchise Agreement, independent of MarBorg's Proposal



## **ATTACHMENT 1**

MarBorg Industries Proposal for Franchise Solid Waste Services to  
the City of Goleta, March 15, 2018





# Proposal for Franchise Solid Waste Services

---

## City of Goleta

---

March 15, 2018

On August 15, 2017 Council gave direction to bring back a proposal for a ten year solid waste contract extension within twelve months for consideration. In compliance with that request, MarBorg Industries is pleased to present the City of Goleta with a Proposal for a ten year extension to the Franchise Solid Waste Services Contract for the City of Goleta.

MarBorg is a long-standing partner of the City of Goleta, and hopes to continue this relationship over the next decade as solid waste regulations and handling procedures within California and Santa Barbara County evolve. This proposal builds on the current franchise agreement, maintaining all services that benefit both the Goleta rate-payers and the City of Goleta, while providing enhancements for all parties as well. These contract enhancements include:

#### **Reduced Rates**

- Residential Rates will be reduced by 15% from current rates.
- Multi-Family Rates for can & cart customers will be reduced by 15% from current rates.
- Commercial and Multi-Family bin rates will be reduced by 5% from current rates.
- All rate reductions are proposed be implemented July 1, 2018, allowing customers to enjoy rate reductions prior to the end of our current agreement in 2021.
- These rate reductions will save City ratepayers over \$2,000,000 through the next three years of our current contract period, and will continue to serve as a rate reduction throughout the extended ten year term saving customers another \$7,000,000 from current rates.

#### **Increased City Recycling Education Payment**

- MarBorg Industries is currently paying \$25,000 per year to a City recycling education fund. We are proposing to increase our funding in an extended contract to \$100,000 per year for enhanced recycling education in the City of Goleta.

#### **Service Enhancements**

- MarBorg will provide free backyard composting containers upon request to residential customers.
- MarBorg will double the number of community clean-ups that we offer each year from six to twelve. These clean-up services include free hauling and disposal of waste and free site services such as portable restrooms and hand wash stations.
- MarBorg will double the free abandoned waste collections that we perform every year, allowing for eighty events and collecting up to twenty tons of illegally dumped material.

#### **Continued Customer Benefits**

- MarBorg will continue to provide free carry-out service for customers in automated areas who are physically unable to bring their containers to the curb for pickup.
- MarBorg will continue the convenient curbside battery collection program.



- Residential customers will continue to be eligible for two bulky-waste clean ups per calendar year.
- MarBorg will continue to provide sharps disposal containers upon request.
- MarBorg will continue enhanced Christmas collection services, including free Christmas tree disposal and free additional waste collection for two weeks following the holiday.
- MarBorg's recycling facilities in Goleta and Santa Barbara will remain available for the use of all Goleta customers.

#### **Continued City Benefits**

- MarBorg will continue to provide free service to City of Goleta facilities, parks, festivals, and public containers.
- MarBorg will continue to provide free service to all schools in the Goleta Valley Union School District.
- MarBorg will continue to dispose of all street sweeping material at no cost to the City.
- Since 2011, MarBorg brought the City of Goleta's franchise diversion rate from 33% to 42%. MarBorg will continue to utilize all company methods to maintain or increase diversion levels in the City.
- MarBorg will continue to work with the City of Goleta to maintain or reach compliance with all current and future state and local solid waste legislation.

MarBorg Industries thanks the Councilmembers for the opportunity to present this Proposal for Franchise Solid Waste Services and welcomes any questions or discussions that arise. Thank you for your time and consideration.

With appreciation,

Derek Carlson

Business Manager

MarBorg Industries



## Table of Contents

Goleta Service Proposal .....	1
Residential Service .....	1
Collection Vehicles .....	1
Service Considerations.....	2
Residential Carts .....	3
Composting .....	3
Carry Out .....	4
Curbside Battery Collection .....	4
Bulky Item Collection .....	5
Sharps Collection.....	5
Christmas Collection .....	5
Commercial Service.....	5
Collection Vehicles .....	6
Containers .....	6
Roll-Off Service.....	6
Jurisdiction Services .....	7
Collection Service to City Facilities.....	7
Customer Advertising Fund.....	7
Neighborhood Clean-Up Events.....	7
Illegal Dumping Abatement .....	7
Goleta Street Sweepings.....	7
Transition Between Franchise Agreements.....	7
Timing Considerations .....	7
Rate Proposal .....	8
Rate Comparisons .....	9
Residential.....	9
Multi-Family .....	9
Commercial .....	10
Rate Schedules .....	10
Proposed Residential Rates .....	11
Proposed Multi-Family Rates.....	13

Proposed Commercial Rate Sheet .....	15
About MarBorg Industries .....	17
Company History.....	17
Corporate Structure .....	18
Company Principals.....	18
Company Experience .....	20
MarBorg Facilities .....	21
MarBorg C&D Facility .....	21
Goleta Recycling Center.....	23
Goleta ABOP.....	24
Goleta Buy Back .....	25
MarBorg’s History in Goleta.....	26
Expanded Services Since 2011 .....	26
Extra Item Collection.....	26
Household Battery Collection .....	26
Sharps Collection.....	27
Recycling Facilities .....	27
Free City Services .....	27
Increased Goleta Diversion .....	28
Increased Commercial Recycling Participation.....	28
Increased Residential Recycling .....	28
Diversion Results.....	28
Benefits of Homogeneous Service .....	30
MarBorg as an Industry Leader .....	32
Investments in Sustainability .....	32
Alternative Fuels .....	32
Green Business & Leadership in Energy and Environmental Design (LEED) .....	33
Waste Reduction.....	33
Water Conservation .....	33
Energy Efficiency and Solar Power .....	34
Integrated Pest Management .....	36
Customer Service .....	36

Employee Training .....	36
Customer Communication .....	37
Customer Feedback .....	46
Community Outreach.....	48
Disaster Support .....	51
Existing and Upcoming Legislation .....	51
AB 341 .....	51
AB 1826 .....	52
SB 1383 .....	52
Concluding Remarks.....	52

## Figures

Figure 1: Natural Gas Collection Vehicles .....	2
Figure 2: MarBorg Service Carts.....	3
Figure 3: Orbis Compost Bin .....	4
Figure 4: MarBorg Recycle Bin .....	6
Figure 5: Charlie and Mario Borgatello, Circa 1936 .....	17
Figure 6: MarBorg Construction & Demolition Tipping Floor .....	21
Figure 7: MarBorg C&D Facility 2017 Material .....	22
Figure 8: Line Sorters at the Goleta Recycling Center .....	23
Figure 9: Fiscal Year 2010-2011 Goleta Diversion Rates from Two Haulers.....	29
Figure 10: MarBorg’s Solar Installation.....	35
Figure 11: Falconer with Hawk Used for Pest Control .....	36
Figure 12: Winter 2017 Newsletter Cover Page This is the cover page of the winter 2017 newsletter that was sent to all residential customers in Goleta and County of Santa Barbara.....	38
Figure 13: Winter 2017 Newsletter Contents.....	38
Figure 14: Example of Service Schedule Magnet .....	39
Figure 15: MarBorg Website Updated Homepage .....	40
Figure 16: MarBorg Website Updated Homepage with Service Delay Banner .....	41
Figure 17: MarBorg Website Online Payment Portal .....	42
Figure 18: MarBorg Website Service Schedule Lookup .....	43
Figure 19: MarBorg Website Employment Opportunities.....	44
Figure 20: MarBorg Website Residential or Commercial Services Inquiries .....	45
Figure 21: MarBorg Touch a Truck Presentation at Goleta Valley Nursery School .....	49
Figure 22: MarBorg’s Earth Day Booth, 2017 .....	50

## Tables

Table 1: Multi-Year Comparison of Residential Rates .....	9
Table 2: Multi-Year Comparison of Multi-Family Rates.....	9
Table 3: Multi-Year Comparison of Commercial Rates.....	10
Table 4: 2017 Goleta ABOP Materials Received .....	25
Table 5: Goleta Franchise Material by Sector and Hauler, 2010-11 .....	29
Table 6: Goleta Franchise Diversion Rates by Fiscal Year .....	30
Table 7: MarBorg Solar Power Installations and Outputs.....	35

## Goleta Service Proposal

### Residential Service

MarBorg Industries will continue to serve the City of Goleta under the current superior level of service. All services currently available will continue under the new agreement, with the addition of backyard composting containers available for residential customers. Trash and greenwaste will continue to be collected weekly, and recycling will continue to be collected biweekly. Carry-out service will continue to be available, and will remain free of charge for customers who need it. Curbside battery collection, sharps containers, bulky waste clean-ups, and Christmas tree and additional material collections will all remain in place.

### Collection Vehicles

As with all of the services provided by MarBorg, the needs of the customers come first. The methodology currently used by MarBorg to determine which type of vehicle to use in which location is focused on delivering the highest level of service to the customer utilizing cost-effective strategies to reduce pricing. Automated collection service is the most cost-effective, allowing for the greatest number of pick-ups per day and thereby reducing rates for Goleta customers. However, MarBorg also understands that all areas in Goleta are not conducive to this service methodology and imposing this service unilaterally throughout Goleta would not provide all of the customers in this city with the high level of service that they deserve. When MarBorg first transitioned to automated service in Goleta, MarBorg representatives conducted on-site assessments throughout the service area and conducted interviews with residents, home owners associations and property owners. Through this evaluation process MarBorg determined that three different methodologies would be required in order to satisfy everyone's needs appropriately. Because the geography of the City of Goleta has not changed, no dramatic differences are needed at this time. As the customer base has evolved since the previous contract began 7 years ago, MarBorg has continued to make small adjustments as needed, to best serve Goleta customers.

MarBorg proposes to continue collecting all single-family residential properties with automated service where practical. A satellite truck must be used in areas with special considerations such as private roads, dead end streets, narrow roads, or low clearance due to overhead power lines or trees. Satellite trucks are also required on roads with weight restrictions, such as those with small bridges or areas susceptible to road damage. There are also areas in Goleta where a satellite truck will not be needed, but fully automated service would not be possible. These include irregularly designed streets, areas with no suitable curbsides for placement of containers, streets with no place for an automated vehicle to turn around at the end, and areas where customers cannot reasonably be expected to bring their containers to the curb.

MarBorg is also dedicated to eliminating unnecessary traffic and road damage to residential neighborhoods. That is why some areas that would be suitable for automated service will be serviced by rear loader instead. If all of the surrounding streets must be serviced by rear-loader, and there is no main artery to provide access to the street, MarBorg will continue to service that entire area by rear-loader.

This allows for servicing of that area with three collection vehicles instead of six, cutting the number of vehicle trips in half and reducing traffic, noise, emissions, and potential road damage.

All automated side-loader vehicles that operate in the City of Goleta currently run on CNG (Compressed Natural Gas), and that will continue to be the case throughout this extension. Any new vehicles purchased during the term of this agreement will also run on CNG (Figure 1).



**Figure 1: Natural Gas Collection Vehicles**

All automated side-loader collection vehicles operating in Goleta will run on Compressed Natural Gas, as these vehicles pictured.

### Service Considerations

It is MarBorg's intention to continue to provide the best possible service to residents of the City. If any extra material is left adjacent to the collection containers, MarBorg's drivers will collect this material and dispose of it, where possible. They will then communicate this to the Customer Service Representatives available by radio, who will make a note of the event in MarBorg's customer service software. In the event that this practice becomes repetitive by a particular customer, MarBorg will e-mail, call or write the customer who is taking advantage of this practice and encourage them to increase their service level. If all of the above fails, MarBorg's Route Supervisor will personally visit the customer. This practice will be in addition to the extra trash and recycling that will be collected from each customer for the two weeks following Christmas. For those two weeks, MarBorg will collect this extra material without noting the practice in the customer service software.

In addition, all lids will be closed at the conclusion of servicing and put in the exact same place from where the container was picked up, including returning carts to the backyard for those customers with backyard or Carry-Out service. Carts that may have been tipped over, for whatever reason, prior to the collectors' arrival will be turned right side up and all the contents that are on the ground will be cleaned



up and placed in the appropriate containers. The above services will ensure tidy neighborhoods, minimize complaints from customers, and help to ensure that both MarBorg and the City can continue to be proud of the service provided under the new franchise agreement.

### Residential Carts

Carts are provided in 35, 65, and 95-gallon sizes for refuse, recycling, and green waste. All carts required for this contract will be provided by Rehrig Pacific. These containers are produced with up to 30% post-consumer material, and the containers are 100% recyclable. Each cart is color-coded to correspond to the waste stream, with beige carts for trash, green carts for green waste, and blue carts for recycling, as seen in Figure 2. These containers with the same color scheme are currently in use in all of MarBorg’s jurisdictions, including the County of Santa Barbara, the City of Santa Barbara, the City of Goleta, the City of Buellton, and the University of California. In addition to being color-coded, the top of each container is imprinted with the text “Trash Only”, “Recycle Only”, or “Green Waste Only”. Each recycle and green waste cart also features a sticker on the underside of the lid that describes what materials may be disposed of in that container. All container labels and other signage will be approved by the City prior to use for this contract.

Under this new agreement, Goleta customers will be able to keep their current carts, unless they choose to change their service levels. Throughout the agreement, customers will continue to be able to request replacement carts if theirs become damaged in any way.



**Figure 2: MarBorg Service Carts**

MarBorg carts are color-coded for easy identification, with beige carts for trash, green carts for green waste, and blue carts for recycling.

### Composting

MarBorg Industries will offer residential customers in Goleta backyard composting bins free of charge to use while they are MarBorg customers. MarBorg will provide Orbis 80 Gallon Earth Machine compost bins, as shown in Figure 3. Approximately 25-50% of the waste that people generate is organic waste (food waste and yard waste) that does not belong in the landfill. In most landfills, organic waste decomposes anaerobically by methane-producing microbes. A potent greenhouse gas, methane is actually 25 times more powerful than carbon dioxide in regards to short-term climate change effects. Alternatively, the aerobic process of composting eliminates or reduces the amount of methane produced because methane-producing microbes are not active in the presence of oxygen.<sup>1</sup> Composting reduces

---

<sup>1</sup> <https://www.agric.wa.gov.au/climate-change/composting-avoid-methane-production>

greenhouse gas emissions, ultimately helping the City of Goleta meet statewide mandates SB1383 and SB32.

Residents who participate in backyard composting will enjoy many benefits. First, composting can significantly reduce the overall amount of trash that a resident generates. Organic waste takes up a lot of



**Figure 3: Orbis Compost Bin**  
MarBorg will provide compost bins to all residential customers who request them.

space in a trash container, so transferring it to a compost bin will reduce the amount of waste generated by a resident, potentially lowering their trash bill. Furthermore, the addition of compost improves overall soil and plant health by: increasing organic matter in soil, providing extra nutrients to soil and plants, helping plants absorb nutrients, helping soil retain water, maintaining the pH balance of soil, and helping control soil erosion. Because compost helps soak up water, customers that add compost to their plants may reduce their water usage and lower their water bill. Another possible benefit of composting is that it brings awareness to the consumer about how much food he/she wastes. It is easy to ignore food waste when it is thrown into a garbage bin. However, if residents have to handle the food waste and carry it to their compost bins they might become more conscious consumers and reduce their food waste.

### Carry Out

For those customers who may be physically unable to bring their containers to the curbside, MarBorg's drivers collect the containers from wherever they are stored, empty the containers, and return the containers to their original location. This service will continue to be provided free of charge to any customers who certify that they are unable to complete these tasks themselves, and that there are no other residents in the household who may complete these tasks. MarBorg currently provides this free service to approximately 110 Goleta residential customers.

In addition to the standard carry-out service requested by the City for those customers with documented disabilities, MarBorg also commits to providing carry-out service on a temporary basis for any customers who call to request the service. This will apply to any customers with illnesses or injuries, customers who may rely on another resident to bring their carts out if the other resident is not available, or any other hardship or circumstance that would render a customer unable to bring their carts to the usual location. A customer must simply call the office to request this service for their collection day, and the drivers will bring the carts out and return them to their original location free of charge.

### Curbside Battery Collection

MarBorg will continue to offer curbside battery collection to residential customers. To participate in this program, customers must only collect their used batteries and place them in a zip-top bag on top of their recycling container, where they will be collected by the driver during the customer's recycling pickup. MarBorg will continue to remind customers to tape over the poles of the batteries to prevent contact

between batteries in the bag. Without this safety precaution, batteries that contact each other may leak acid or pose a fire risk.

### **Bulky Item Collection**

MarBorg currently provides bulky item collection, known as annual clean ups, to all residents of Goleta. This service is available twice per year to each residential account-holder, and MarBorg will continue to offer this service with the current procedure. Customers may call in to request the two special collections for any Wednesdays of their choice. Customers may call as late as Tuesday to request a pick up on that Wednesday, or they may call in advance to schedule a pick up for a later week. Customers are informed at the time they call when the service will be performed, and they are also informed of the guidelines for this service. Customers are also asked for information regarding what they will be putting out, so that MarBorg's customer service staff knows which collection vehicles should be dispatched to the area. Bulky waste is generally collected in a rear-loader, while universal waste and e-waste will be collected with a flatbed truck to avoid compaction of sensitive materials during the collection process, or breakage of those materials when the loads are tipped. All items collected through this service will be sorted at MarBorg's C&D Facility to ensure maximum diversion. This practice has been in place for years in Goleta and throughout the County.

### **Sharps Collection**

MarBorg will continue to provide mail-in sharps containers to any customers who request them. These one-gallon containers are supplied by GRP & Associates, Inc. and come complete with postage-paid return packaging, and instructions for use.

When a customer calls to request this service, a sharps container will be delivered on the next business day to the customer's doorstep, or other location as requested by the customer. When the container is full, the customer only needs to pack up the container according to the directions in the box, and mail it to the address that will already be on the box. Return postage will be pre-paid by MarBorg, and all shipping manifests will already be completed by MarBorg customer service personnel. MarBorg currently provides this service to residential customers in the City of Goleta and all other franchise service areas.

### **Christmas Collection**

MarBorg proposes to collect Christmas trees at any time at no additional charge to the customer. Trees must be stripped of all ornamentation and must have metal stands removed. The trees do not need to be cut to any specific length, and customers are not limited to the first two weeks of January to take advantage of this service. All Christmas trees will be collected along the regular green waste routes.

Additionally, MarBorg will continue to collect extra trash and recycling for free for two weeks following the Christmas holiday. MarBorg understands that the holidays very often lead to extra waste generation, and customers are encouraged to dispose of this waste properly, without having to use one of their annual clean-ups or pay for additional bags of waste.

### **Commercial Service**

Commercial customers in the City of Goleta will continue to be serviced through both bins and carts, depending on the service levels requested by the customer. Bin service is available six days per week,

while cart service is available two days per week. Customers may choose the container sizes and frequency of collection to match their service needs. Unlike residential service, commercial recycling cart service is offered weekly instead of biweekly.

### Collection Vehicles

MarBorg will service all commercial bin customers with front-loader collection vehicles, and commercial cart service will be provided by the nearest residential collection vehicle. All commercial front-loader collection vehicles that operate in the City of Goleta run on CNG, and this will continue to be the case throughout the term of this agreement. All new vehicles purchased during the agreement for use in Goleta will also run on CNG.

### Containers

Commercial cart service will be provided in the same carts available for residential customers, described above. All bins provided for this contract will be color-coded based on the waste stream, with beige for trash, blue for recycling (Figure 4), and green for green waste. All bins will also feature appropriate signage as approved by the county. This will include MarBorg's name and phone number on each bin, as well as stickers on the bins indicating what materials are allowed in each type of bin. All bin stickers and signage used for this contract will be approved by the City prior to distribution. Commercial customers may keep their current containers, unless they decide to change their service levels.



**Figure 4: MarBorg Recycle Bin**

All bins used in the City of Goleta will be provided by MarBorg, and will be color-coded based on the waste stream.

### Roll-Off Service

MarBorg Industries will continue to provide roll-off service to all large-volume waste producers. There are currently 36 customers in the City of Goleta who use franchise roll-off service to haul large volumes of waste and debris on a regular basis. This material, with the exception of hazardous materials such as those generated at the Hospital, is sorted for maximum diversion at MarBorg's C&D Facility. Customers may choose to have their roll-off boxes or compactors serviced on a regular schedule, or as needed.

## **Jurisdiction Services**

In addition to providing service to the residents and businesses of Goleta, MarBorg Industries will also continue to provide free services to the City of Goleta.

## **Collection Service to City Facilities**

MarBorg Industries will continue to provide free solid waste, recycling, and liquid waste collection service to all City facilities, parks, and public containers, as requested by the City.

## **Customer Advertising Fund**

MarBorg Industries will increase the annual customer advertising fund from \$25,000 to \$100,000 per year, an increase of 300%.

## **Neighborhood Clean-Up Events**

MarBorg will continue to assist the City of Goleta with neighborhood clean-up events. For each event, the City will inform MarBorg where the event will take place, and MarBorg will provide free roll-off service and portable toilets for the day of the event. MarBorg will continue to provide the City with reports of material collected at each event. MarBorg will double this free service for up to twelve clean-up events per year.

## **Illegal Dumping Abatement**

MarBorg will provide on-call collection of abandoned or illegally dumped waste as requested by the City of Goleta. Depending on the type of waste abandoned, MarBorg will collect this waste with either a rear-loader collection vehicle or a flatbed vehicle with a hydraulic-lift tail gate. MarBorg will double the collections up to 20 tons per year and respond to up to 80 incidents of illegal dumping.

## **Goleta Street Sweepings**

MarBorg Industries will continue to collect street sweeping material from the City of Goleta. This material may continue to be deposited in a roll-off container at the Goleta Corporate Yard, and hauled away by MarBorg as needed. In 2017, more than 17 tons of material was swept from the Goleta streets and hauled by MarBorg. All rental, hauling, and dump fees will be included in the franchise agreement.

## **Transition Between Franchise Agreements**

By remaining in a franchise hauling agreement with MarBorg Industries, there will be no transition period for Goleta customers. All customers will be able to keep their current containers, service levels, and service days, with no action required. Prior to the new agreement, MarBorg will send information to all current Goleta customers informing them of the new rates and any new services available to them, such as backyard composting containers for residential customers. Any such communications sent by MarBorg will be subject to approval by the City of Goleta.

## **Timing Considerations**

MarBorg is proposing immediate rate reductions and enhanced services beginning in 2018 as part of a ten year extended agreement even though our existing contract does not expire until 2021. At a time when increased requirements for diversion and uncertain commodity markets are driving disposal and processing fees higher a reduction in collection fees to the ratepayer will help offset the burden of these



price escalations. Regardless of what future facility will be receiving the solid waste, recycling, and greenwaste from the City of Goleta, these materials will still need to be collected from Goleta homes and businesses by a trusted and reputable hauler. Securing a long-term franchise agreement at reduced rates with MarBorg Industries placed the City and its ratepayers in the most advantageous position.

## Rate Proposal

Goleta's franchise collection rates have undergone a number of adjustments in recent years. In July of 2016, the County of Santa Barbara increased the residential recycling tip fee from \$5 per ton to \$30 per ton, and the rate model for the City of Goleta had not been set up to handle such fluctuations. Therefore, the 2016-17 rates were not adjusted for this recycling tip fee increase, resulting in approximately \$60,000 of revenue shortfall that needed to be added into the 2017-18 rates.

In July of 2017, the County of Santa Barbara further increased tip fees for both trash and recycling to \$99 per ton. This dramatic increase ultimately resulted in administrative delays in the implementation of Goleta's 2017-18 rate schedule, which then necessitated a higher increase as 12 months of additional revenue had to be earned over only 8 months. The end result was that the rates for Goleta customers increased in 2017 by nearly 18%, but these higher rates didn't go into effect until November instead of July.

MarBorg has been asked to calculate rates for 2018-19 by first removing the 2017-18 adjustments for \$60,000 in recycling costs and an 8 month instead of 12 month increase, and then adjusting rates for the new County tip fees and the CPI increase. These rates will be shown here, for comparison purposes, but MarBorg then proposes to reduce these rates further in exchange for a new franchise agreement. From a baseline of current 2017-18 rates, MarBorg will reduce residential rates by 15%, and reduce commercial rates by 5%. Roll-off and administrative charges will remain consistent with current rates. In the case of residential customers, this will result in rates nearly equivalent to the 2016-17 rates, before any of the dramatic tip fee increases or rate adjustments. These decreases will come about even with further increasing tip fees from the County, as well as the annual cost of living increases. A higher discount has been proposed for residential customers so as to provide the highest discount to the greatest number of individual customers in the City of Goleta.

## Rate Comparisons

Complete proposed rate schedules are attached. A comparison of some of these proposed rates to current and previous rates is shown here.

### Residential

The majority of Goleta customers fall under the residential category. Out of 6,800 total Goleta service accounts, 5,900 of these qualify for residential service rates. Rates for 2018-19 under the current franchise agreement will be approximately 1% lower than current 2017-18 rates. Under this proposal, those rates will be reduced to 15% lower than current 2017-18 rates, putting the rates within pennies of the 2016-17 rates (Table 1).

Service Level	2016-17	2017-18	2018-19 current agreement	2018-19 proposed new agreement
35 gl trash	\$26.09	\$30.72	\$30.42	\$26.11
65 gl trash	\$29.22	\$34.41	\$34.07	\$29.25
95 gl trash	\$33.76	\$39.76	\$39.36	\$33.79

**Table 1: Multi-Year Comparison of Residential Rates**

Proposed residential rates are 15% lower than the current 2017-18 rates, and very similar to the 2016-17 rates.

### Multi-Family

Multi-family service rates apply to those customers in multi-family areas where no greenwaste service is needed. These are generally single-family units in condo associations or communities where landscaping services are provided by the association. Multi-family cart rates are shown here, and multi-family bin rates will follow the commercial rate schedule below. There are currently 63 customers who qualify for these rates in the City of Goleta. All multi-family cart rates will follow the same reduction pattern as the residential rates, which is 15% lower than the 2017-18 rates and within 2-3 cents of the 2016-17 rates (Table 2).

Service Level	2016-17	2017-18	2018-19 current agreement	2018-19 proposed new agreement
35 gl trash	\$22.14	\$26.07	\$25.82	\$22.16
65 gl trash	\$24.69	\$29.07	\$28.79	\$24.71
95 gl trash	\$28.65	\$33.74	\$33.41	\$28.68

**Table 2: Multi-Year Comparison of Multi-Family Rates**

Proposed multi-family rates are 15% lower than the current 2017-18 rates, and very similar to the 2016-17 rates.

## Commercial

There are approximately 800 commercial customers in the City of Goleta. These customers may have service in carts or in bins, and will receive a 5% discount over the current 2017-18 rates (Table 3).

Service Level	2016-17	2017-18	2018-19 current agreement	2018-19 proposed new agreement
95 gl trash	\$38.58	\$45.43	\$44.98	\$43.16
95 gl recycling	\$15.31	\$18.03	\$17.85	\$17.13
1.5 yd trash, 1x/wk	\$115.21	\$135.67	\$134.34	\$128.89
4 yd trash, 5x/wk	\$1,231.69	\$1,450.44	\$1,436.17	\$1,377.92
1.5 yd recyc, 1x/wk	\$77.55	\$91.32	\$90.42	\$86.76
4 yd recyc, 5x/wk	\$743.04	\$875.00	\$866.40	\$831.25

**Table 3: Multi-Year Comparison of Commercial Rates**

Proposed commercial rates will provide customers with a 5% rate reduction over current 2017-18 rates.

## Rate Schedules

Complete proposed rate schedules for the 2018-19 year are shown on the following pages.



**Proposed Solid Waste Collection Rates, 2018-2019**  
**Residential Services**  
**Single-Family Dwellings**

<b>Cart Services</b>						
<b>Service Description</b>						<b>Monthly Rate</b>
35 gallon solid waste cart (weekly collection)						<b>\$26.11</b>
65 gallon solid waste cart (weekly collection)						<b>\$29.25</b>
95 gallon solid waste cart (weekly collection)						<b>\$33.79</b>
95 gallon recyclable cart (bi-weekly collection)						No Charge
95 gallon green waste cart (weekly collection)						No Charge
Each additional 35, 65 or 95 gallon solid waste cart						<b>\$6.81</b>
Each additional 95 gallon recyclable cart (35 or 65 gallon upon request)						No Charge
Each additional 95 gallon green waste cart (35 or 65 gallon upon request)						No Charge
Recycling only, any size (biweekly collection)						<b>\$7.67</b>
35 gallon green waste cart (weekly collection, no trash service)						<b>\$14.20</b>
65 gallon green waste cart (weekly collection, no trash service)						<b>\$15.27</b>
95 gallon green waste cart (weekly collection, no trash service)						<b>\$16.35</b>
Extra Bag Charge (each)						<b>\$2.71</b>
<b>Additional Cart Services</b>						
<b>Service Description</b>						<b>Rate</b>
Backyard cart service for eligible customers						No Charge
Backyard cart service for ineligible customers (each cart, per month)						<b>\$6.81</b>
Go-back service (each occurrence)						<b>\$11.36</b>
<b>Bin Services</b>						
<b>Service Description</b>	<b>Monthly Rate</b>					
	<b>Number Of Collections Per Week</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1.5 cubic yard solid waste bin*	<b>\$128.89</b>	<b>\$228.98</b>	<b>\$329.11</b>	<b>\$429.20</b>	<b>\$529.31</b>	<b>\$629.41</b>
2 cubic yard solid waste bin*	<b>\$167.67</b>	<b>\$301.14</b>	<b>\$434.58</b>	<b>\$568.11</b>	<b>\$701.58</b>	<b>\$835.02</b>
3 cubic yard solid waste bin*	<b>\$237.99</b>	<b>\$438.22</b>	<b>\$638.42</b>	<b>\$838.65</b>	<b>\$1,038.85</b>	<b>\$1,239.06</b>
4 cubic yard solid waste bin*	<b>\$310.12</b>	<b>\$577.07</b>	<b>\$844.04</b>	<b>\$1,110.97</b>	<b>\$1,377.92</b>	<b>\$1,644.88</b>
* Any SFD solid waste bin service includes recyclables and green waste cart services above.						
<b>Service Description</b>						<b>Rate (per collection)</b>
Additional bin collection:						
1.5 cubic yard solid waste bin						<b>\$42.96</b>
2 cubic yard solid waste bin						<b>\$55.89</b>
3 cubic yard solid waste bin						<b>\$79.34</b>
4 cubic yard solid waste bin						<b>\$103.38</b>

- continued on following page -

<b>Additional Bin Services</b>	
<b>Service Description</b>	<b>Rate</b>
Padlock rental	<b>\$17.37/month</b>
Padlock installation (each bin)	<b>\$46.76</b>
Bar lock installation (each bin)	<b>\$106.91</b>
Overloaded bin collection (each bin)	<b>\$20.04</b>
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	<b>\$56.12</b>
<b>Additional SFD Collection Services</b>	
<b>Service Description</b>	<b>Rate</b>
Bulky item collection (2x /fiscal year)	No Charge
E-Waste and white goods collection	No Charge
Holiday (Christmas) tree collection	No Charge
Household battery collection	No Charge
Sharps waste containers	No Charge
Access to MarBorg Goleta Buy Back Center	No Charge

**Proposed Solid Waste Collection Rates, 2018-2019**  
**Residential Services**  
**Multi-Family Dwellings**

<b>Cart Services</b>						
<b>Service Description</b>						<b>Monthly Rate</b>
35 gallon solid waste cart (weekly collection)						<b>\$22.16</b>
65 gallon solid waste cart (weekly collection)						<b>\$24.71</b>
95 gallon solid waste cart (weekly collection)						<b>\$28.68</b>
95 gallon recyclable cart (bi-weekly collection)						No Charge
Each additional 35, 65 or 95 gallon solid waste cart						<b>\$6.81</b>
Each additional 95 gallon recyclable cart (35 or 65 gallon upon request)						No Charge
35 gallon green waste cart (weekly collection)						<b>\$14.20</b>
65 gallon green waste cart (weekly collection)						<b>\$15.27</b>
95 gallon green waste cart (weekly collection)						<b>\$16.35</b>
<b>Additional Cart Services</b>						
<b>Service Description</b>						<b>Rate</b>
Go-back service (each occurrence)						<b>\$11.36</b>
<b>Bin Services</b>						
<b>Service Description</b>	<b>Monthly Rate</b>					
	<b>Number Of Collections Per Week</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1.5 cubic yard solid waste bin*	<b>\$128.89</b>	<b>\$228.98</b>	<b>\$329.11</b>	<b>\$429.20</b>	<b>\$529.31</b>	<b>\$629.41</b>
2 cubic yard solid waste bin*	<b>\$167.67</b>	<b>\$301.14</b>	<b>\$434.59</b>	<b>\$568.11</b>	<b>\$701.57</b>	<b>\$835.02</b>
3 cubic yard solid waste bin*	<b>\$238.00</b>	<b>\$438.21</b>	<b>\$638.42</b>	<b>\$838.65</b>	<b>\$1,038.85</b>	<b>\$1,239.06</b>
4 cubic yard solid waste bin*	<b>\$310.12</b>	<b>\$577.08</b>	<b>\$844.04</b>	<b>\$1,110.97</b>	<b>\$1,377.92</b>	<b>\$1,644.88</b>
1.5 cubic yard recyclables bin	<b>\$86.76</b>	<b>\$146.00</b>	<b>\$205.26</b>	<b>\$264.49</b>	<b>\$323.75</b>	<b>\$382.99</b>
2 cubic yard recyclables bin	<b>\$111.67</b>	<b>\$190.67</b>	<b>\$269.67</b>	<b>\$348.67</b>	<b>\$427.68</b>	<b>\$506.66</b>
3 cubic yard recyclables bin	<b>\$154.61</b>	<b>\$273.10</b>	<b>\$391.60</b>	<b>\$510.10</b>	<b>\$628.60</b>	<b>\$747.10</b>
4 cubic yard recyclables bin	<b>\$199.26</b>	<b>\$357.26</b>	<b>\$515.29</b>	<b>\$673.26</b>	<b>\$831.25</b>	<b>\$989.24</b>
* Any solid waste bin service includes 30% of the solid waste bin capacity for recyclables at no additional charge. Contractor to determine capacity of recyclables container to be provided.						
<b>Service Description</b>						<b>Rate (per collection)</b>
Additional bin collection:						
1.5 cubic yard solid waste bin						<b>\$42.96</b>
2 cubic yard solid waste bin						<b>\$55.89</b>
3 cubic yard solid waste bin						<b>\$79.34</b>
4 cubic yard solid waste bin						<b>\$103.38</b>

- continued on following page -

Additional Bin Services	
Service Description	Rate
Padlock rental	\$17.31/month
Padlock installation (each bin)	\$46.76
Bar lock installation (each bin)	\$106.91
Overloaded bin collection (each bin)	\$20.04
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	\$56.12
Additional MFD Collection Services	
Service Description	Rate
Bulky item collection (2x /fiscal year)	No Charge
E-Waste and white goods collection	No Charge
Holiday (Christmas) tree collection	No Charge
Household battery collection	No Charge
Sharps waste containers	No Charge
Access to MarBorg Goleta Buy Back Center	No Charge

**Proposed Solid Waste Collection Rates, 2018-2019**  
**Commercial Services**

<b>Cart Services</b>						
<b>Service Description</b>						<b>Monthly Rate</b>
35 gallon solid waste cart (weekly collection)						<b>\$31.73</b>
65 gallon solid waste cart (weekly collection)						<b>\$36.82</b>
95 gallon solid waste cart (weekly collection)						<b>\$43.16</b>
35 gallon green waste cart (weekly collection)						<b>\$23.80</b>
65 gallon green waste cart (weekly collection)						<b>\$27.63</b>
95 gallon green waste cart (weekly collection)						<b>\$32.38</b>
95 gallon recyclable cart (weekly collection)						<b>\$17.13</b>
Each additional 35, 65 or 95 gallon solid waste or green waste cart						<b>\$8.88</b>
Each additional 95 gallon recyclable cart (35 or 65 gallon upon request)						No Charge
<b>Additional Cart Services</b>						
<b>Service Description</b>						<b>Rate</b>
Padlock Rental						<b>\$17.37</b>
Padlock Installation (each cart)						<b>\$36.07</b>
Go-back service (each occurrence)						<b>\$12.70</b>
<b>Bin Services</b>						
<b>Service Description</b>	<b>Monthly Rate</b>					
	<b>Number Of Collections Per Week</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1.5 cubic yard solid waste bin	<b>\$128.89</b>	<b>\$228.98</b>	<b>\$329.11</b>	<b>\$429.20</b>	<b>\$529.31</b>	<b>\$629.41</b>
2 cubic yard solid waste bin	<b>\$167.67</b>	<b>\$301.14</b>	<b>\$434.59</b>	<b>\$568.10</b>	<b>\$701.57</b>	<b>\$835.02</b>
3 cubic yard solid waste bin	<b>\$238.00</b>	<b>\$438.21</b>	<b>\$638.42</b>	<b>\$838.65</b>	<b>\$1,038.85</b>	<b>\$1,239.06</b>
4 cubic yard solid waste bin	<b>\$310.12</b>	<b>\$577.08</b>	<b>\$844.04</b>	<b>\$1,110.97</b>	<b>\$1,377.92</b>	<b>\$1,644.88</b>
1.5 cubic yard recyclables bin	<b>\$86.76</b>	<b>\$146.00</b>	<b>\$205.25</b>	<b>\$264.49</b>	<b>\$323.75</b>	<b>\$382.99</b>
2 cubic yard recyclables bin	<b>\$111.67</b>	<b>\$190.67</b>	<b>\$269.67</b>	<b>\$348.67</b>	<b>\$427.68</b>	<b>\$506.66</b>
3 cubic yard recyclables bin	<b>\$154.61</b>	<b>\$273.10</b>	<b>\$391.60</b>	<b>\$510.10</b>	<b>\$628.60</b>	<b>\$747.10</b>
4 cubic yard recyclables bin	<b>\$199.26</b>	<b>\$357.26</b>	<b>\$515.29</b>	<b>\$673.26</b>	<b>\$831.25</b>	<b>\$989.24</b>
<b>Service Description</b>						
<b>Service Description</b>						<b>Rate (per collection)</b>
Additional bin collection:						
1.5 cubic yard solid waste bin						<b>\$42.96</b>
2 cubic yard solid waste bin						<b>\$55.89</b>
3 cubic yard solid waste bin						<b>\$79.34</b>
4 cubic yard solid waste bin						<b>\$103.38</b>

- continued on following page -

Additional Bin Services	
Service Description	Rate
Padlock rental	\$17.31/month
Padlock installation (each bin)	\$46.76
Bar lock installation (each bin)	\$106.91
Overloaded bin collection (each bin)	\$20.04
On-call bin collection:	
1.5 cubic yard recyclables bin	\$64.45
2 cubic yard recyclables bin	\$83.84
3 cubic yard recyclables bin	\$119.01
4 cubic yard recyclables bin	\$155.07
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	\$56.12
Roll-Off Services	
Service Description	Rate
Roll-off box rental (11, 17, 25 or 40 cubic yard)	\$4.75
Disposal (compacted and non-compacted)	actual cost per ton plus City fees
Non-compacted collection to designated transfer and processing facility or Contractor's facilities (all roll-off boxes)	\$180.40
Non-compacted collection to designated disposal site (all roll-off boxes)	\$238.69
Compacted collection	\$274.84
Additional Roll-Off Services	
Service Description	Rate
Steam clean compactor:	
1x per fiscal year (each compactor)	No Charge
2x or more per fiscal year (each compactor)	\$118.95
Administrative Charges	
Description	Amount
Restart Service Charge	\$26.72
Delinquency Charge	\$6.68
Return Check Charge	\$19.92

## About MarBorg Industries

### Company History

MarBorg Industries is a local, family-owned business which has been serving Santa Barbara County for 90 years. The business was started by Mario Borgatello Sr. and Charlie Borgatello in the late 1920s. Recycling has been at the heart of MarBorg since the beginning when Mario and Charlie Borgatello would supply used metal, cotton, nylon, glass and other materials to meet the demand for low-cost goods created by the 1930s depression and the 1940s war mobilization. They would sort through the trash they collected to recover any item that could be reused. These resourceful practices became the foundation for today's recycling efforts at MarBorg Industries.



**Figure 5: Charlie and Mario Borgatello, Circa 1936**

Charlie (left) and Mario (center) Borgatello began hauling trash in the early 1930's. By the 1930's, they were recovering useful materials from the trash, establishing the foundation for MarBorg Industries' recycling practices today.

When he retired, Mario Borgatello Sr. passed on the daily operations of the company to his sons, Mario Borgatello Jr. and David Borgatello, who served as the Company's President and Vice President, respectively. Mario Borgatello has since passed his leadership role to his son, Brian Borgatello, who serves as MarBorg's President. Mario Jr.'s other son Anthony Borgatello manages the Liquid Waste Division of MarBorg, and Mario Jr.'s son-in-law Derek Carlson serves as the Company's Business Manager. David's daughter Kathy Koeper serves as Executive Assistant to the President and Vice-President. Members of a fourth generation of Borgatellos have begun working at MarBorg on school breaks. Although the business has grown since the 1920's it still maintains a comfortable atmosphere and pride of service that are only found in a family business.

## **Corporate Structure**

MarBorg Industries was incorporated in 1974. Prior to incorporation, the business operated as Channel Disposal and Borgatello Brothers. The company is owned entirely by members of the Borgatello family: Mario A. Borgatello Jr., David Borgatello, Anthony Borgatello and Brian Borgatello each own greater than 10% of MarBorg Industries.

## **Company Principals**

MarBorg Industries employs a team of dedicated professionals who work together to best service Goleta and surrounding jurisdictions. Numerous drivers, helpers, recycling sorters, excavator operators, customer service representatives, and others all work hard every day to ensure that the residents and businesses of Goleta are serviced promptly and professionally. Behind these teams are managers and supervisors who coordinate daily operations and extended projects, striving to provide the highest level of service ever seen in the industry.

### ***Mario A. Borgatello, Chairman of the Board***

Mario A. Borgatello was born in Santa Barbara, CA on February 5, 1944, and has been working for MarBorg since its inception. Mario is currently an owner and Chairman of the Board of MarBorg Industries. He has been working in the solid waste business for over half a century, beginning with collecting trash as a teenager. For much of his tenure, Mario has been responsible for overseeing all of the Company's operations and successfully elevated MarBorg Industries to one of the most respected solid waste operations in the State of California.

### ***Brian Borgatello, President***

Brian Borgatello, grandson of the original founder of MarBorg Industries, has been with the company for over 25 years. As MarBorg's Operations Manager for many years, he developed MarBorg's innovative C&D Recycling Facility, and oversaw the daily operations of the recycling facilities as well as waste collection. Now, as president, Brian continues to oversee the daily operations as well as long-term projects at MarBorg.

### ***David J. Borgatello, Vice-President***

David Borgatello joined his father in working for MarBorg in 1974 and has served the company since its inception for over 40 years. He is currently an owner and vice-president of MarBorg. David has been working in and around waste management for the majority of his life, and is responsible for managing all of the franchise operations for the company.

### ***Derek Carlson, Business Manager***

Derek Carlson serves as the company's Business Manager and has been with MarBorg for over 20 years. He graduated from UCSB with a degree in Environmental Science with an emphasis in Environmental Law and a Master's in Organizational Management. Derek is responsible for overseeing all of the franchise contracts for the company, including with the City of Goleta.



***Kathy Koeper, Executive Assistant***

Kathy Koeper, the daughter of MarBorg's Vice President, oversees the collections department at MarBorg Industries. She also manages some of the company's larger accounts that require more attention, and works closely with customers and cities seeking monetary or service donations.

***Elizabeth Castañeda, Human Resources Director***

Elizabeth Castañeda got her start at MarBorg 14 years ago working in customer service, but she has been with Human Resources for the past 12 years. Her duties include organizational development, handling benefits, managing payroll and hiring personnel.

***Robert Caldwell, Controller***

Robert Caldwell, the company's Controller for the past 18 years, oversees the Accounting department. He graduated from Westmont College with a degree in Psychology and has a MBA from Vanderbilt University.

***Tisha Levy, Customer Service Training & Development Manager***

Tisha Levy serves as MarBorg's Customer Service Manager, and supervises personnel in the Franchise, Collection, and Roll-Off departments. She oversees day to day operations in MarBorg's main office, and ensures cohesion between departments.

***Dena Philips, Data Analyst***

Dena Philips has been with MarBorg Industries since 2009, and is responsible for record-keeping, data analysis, and reporting to local and state jurisdictions. She also maintains the company's database that contains and manages all customer, billing, and routing information.

***Sarah Stark, Customer Outreach***

Sarah Stark is one of MarBorg's newer employees, and joined the team in 2017. Her job duties include customer outreach and environmental compliance, particularly with respect to state and local diversion subscription regulations.

***Alan Coulter, Risk Manager***

Alan Coulter, MarBorg's Risk Manager since 2012, develops and administers risk-management and loss-prevention programs to mitigate injury and loss at both MarBorg and the communities it operates in. He also manages policies and procedures to ensure regulatory compliance.

***Cesar Medina, Safety Manager***

Cesar Medina serves as MarBorg's Safety Manager. He has worked for MarBorg for 14 years, with the last 12 years in his current position. Cesar has 20 years of experience in Management and Customer Service, and has been in the field since he graduated from Santa Barbara High School. Cesar is in charge of MarBorg Industries' Injury and Accident Prevention Program.

***Danny Mayorga, Residential Route Supervisor***

Danny Mayorga has been with MarBorg Industries for over 30 years, and has served as the Residential Route Supervisor for the last 15 years. He has extended experience and expertise with the roll-off department, commercial and semi driving. He currently oversees all of the operations and daily issues

with the Residential department, including scheduling drivers and navigating their routes to ensure that they are executed in a timely manner.

### *Clemente “Tito” Escarcega, Commercial Route Supervisor*

Tito Escarcega has worked for MarBorg Industries for 10 years, after working for BFI/Allied Waste for 20 years. He currently supervises the commercial drivers and routes. Tito began his career in solid waste by working as a helper and driver on residential routes, commercial routes, roll-offs, and automated vehicles.

## **Company Experience**

MarBorg Industries has been operating on the South Coast for nearly a century. With the advancement of regulations and franchise agreements, MarBorg has acquired all necessary licenses and certifications to continue to service the South Coast, and to build and operate multiple recycling facilities. MarBorg’s current franchise agreements include the City of Goleta, three out of five solid waste zones of the County of Santa Barbara, the City of Santa Barbara, the City of Buellton, and the University of California at Santa Barbara. Additionally, MarBorg Industries provides non-franchise roll-off services, as well as portable restrooms, showers, construction offices, temporary fencing, and septic pumping. MarBorg Industries also owns and operates four recycling facilities that range in operations from sorting mixed collection loads to accepting self-hauled controlled household materials, to Buy Back sites for state refunds for cans and bottles. Through all of its operations and departments, MarBorg maintains a commitment to service customers with the highest standards of care and respect. MarBorg’s operations have steadily expanded since the company’s beginnings in the 1920s, but the company’s core values have been maintained.

## MarBorg Facilities

In addition to being a fully licensed and certified waste hauler on the South Coast, MarBorg Industries also operates several recycling facilities in the area. These facilities offer a variety of services and benefits to Goleta residents and businesses, from the sorting of roll-off containers and other waste loads to providing a location for the self-haul and recycling of personal and business waste, recycling, and household controlled materials.

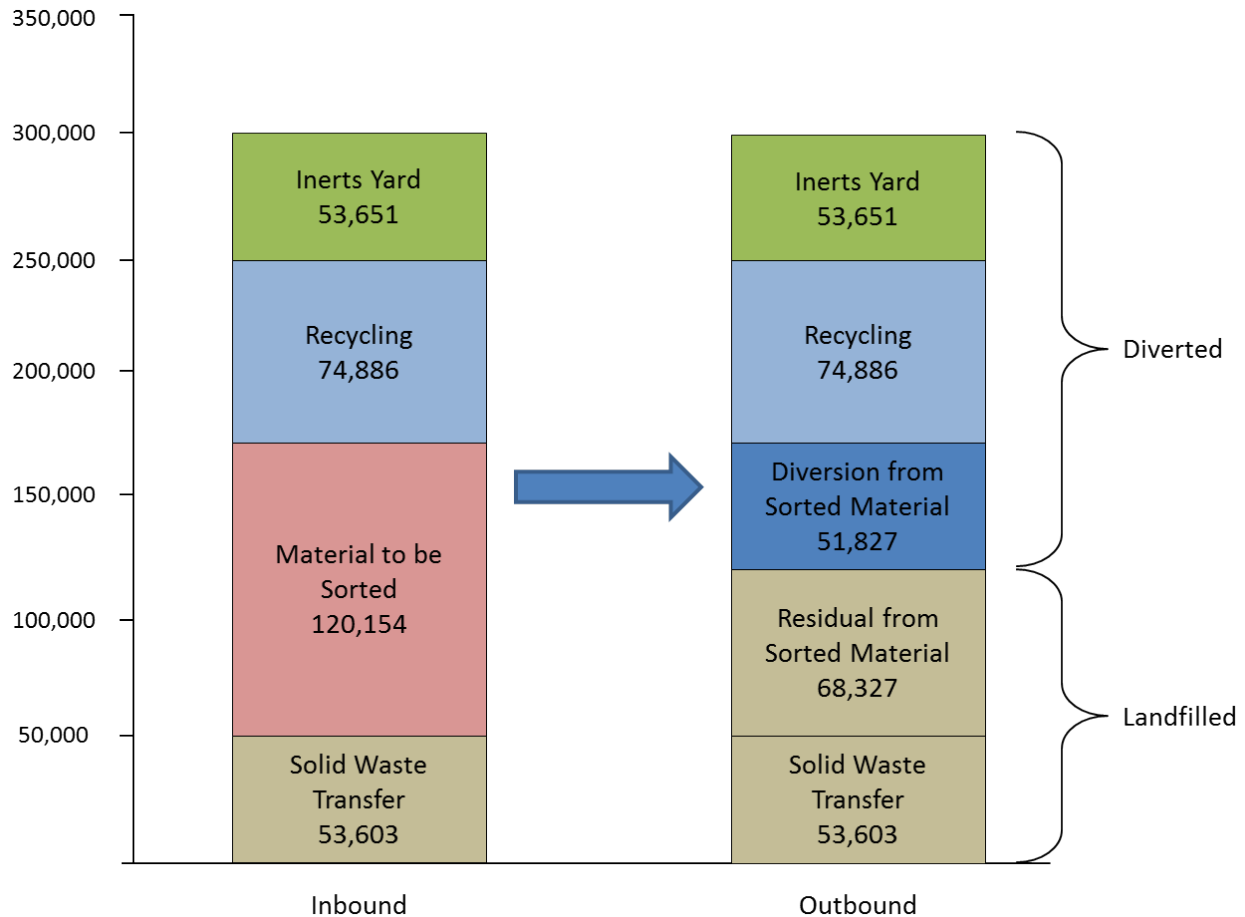
### MarBorg C&D Facility

MarBorg's innovation in recycling engineering has been observed through the development of its Construction and Demolition Recycling Facility. In 1996 MarBorg began sorting out usable materials from loads from construction and demolition projects. The success of this recycling strategy was convincing enough for MarBorg Industries to invest over \$15,000,000 in developing a one of a kind, state of the art recycling facility that opened in 2005. The facility was 100% financed by MarBorg Industries and assists MarBorg in being the largest private source of diversion for the County of Santa Barbara.



**Figure 6: MarBorg Construction & Demolition Tipping Floor**

An excavator unloads the vehicle of a self-hauling customer on the C&D tipping floor. Piles of sorted greenwaste, wood waste, and mulch can be seen in the background.



**Figure 7: MarBorg C&D Facility 2017 Material**

In 2017 MarBorg's C&D Facility and Inerts Yard received over 300,000 tons of material in the form of pre-sorted recycling, material to be sorted, and solid waste to be transferred.

This facility accepts a variety of materials. All materials accepted in the commingled recycling program can be sorted here, including paper, plastics, cardboard, glass and metal. This facility also accepts construction and demolition materials such as wood, drywall, dirt, concrete, green waste, asphalt, rubble and white goods. MarBorg's C&D Facility is also a Certified Appliance Recycler with the State of California, accepting an average of 23-25 appliances per day. This facility is also a permitted chipping and grinding facility for greenwaste and wood waste, and for the transferring of food waste. In 2017, MarBorg collected over 40,000 tons of green waste that was converted to mulch. MarBorg employs 48 local workers in the sorting and recycling process.



## Goleta Recycling Center

MarBorg's Goleta Recycling Center serves many functions, to the benefit of both MarBorg Industries and Goleta and the surrounding communities. During the construction of the C&D Recycling Facility in 2004 MarBorg Industries continued to grow its recycling capabilities through the purchase of the CEC Recycling Facility in Goleta, located at 20 David Love Place, where recyclables from commercial customers in the County of Santa Barbara had long been processed. Since acquiring the David Love facility MarBorg Industries has made many upgrades which have positively influenced the company's ability to divert material from the landfill. MarBorg uses this facility to sort commercial recycling loads from collection routes, and for the baling and staging of sorted recyclables, as shown in Figure 8. This facility is also open to the public, and accepts self-hauled recyclable materials, controlled household waste, and serves as a Buy Back Center for materials with a California Refund Value.



**Figure 8: Line Sorters at the Goleta Recycling Center**

Sorters pick through loads for recyclable materials on the sort line at MarBorg's Goleta Recycling Center. Baled recyclables awaiting shipment can be seen in the background.

## Goleta ABOP

MarBorg Industries operates two ABOP (Antifreeze, Batteries, Oil, and Paint) and Buy-Back facilities. These facilities are located at the Goleta Recycling Center at 20 David Love Place and at 725 Cacique St. in downtown Santa Barbara. The Goleta facility primarily serves the western portion of the South Coast, while the Santa Barbara Center serves the eastern portion. Both facilities are open to all area customers.

In 2005 MarBorg Industries began operating the Santa Barbara ABOP facility, and opened the Goleta facility in 2008. These facilities are convenient, one-stop locations for recycling many common universal waste items. In addition to antifreeze, batteries, oil, and paint, the facilities accept fluorescent lights, compact disks, cell phones, computers, televisions, DVD players and other electronics. There is no cost for residential customers to drop off any of these items.

These facilities are one more step towards meeting MarBorg's goal of providing the South Coast with safe, effective and convenient recycling and hazardous waste management. It has been MarBorg's sincere hope that these one-stop facilities, open 6 days a week, will motivate local residents to increase their recycling efforts and keep hazardous waste materials out of the community's landfills and storm drains. These materials are not collected in either the residential or commercial commingled recycling programs, and could have been deposited in the Tajiguas landfill had they not been collected at the ABOP centers.

With the ever-increasing pace of technological advancement, electronic devices such as computers, monitors, cell phones, televisions, and printers are replaced as consumers want the latest and greatest. As technology is replaced, the old devices must be disposed of responsibly. In 2003, California enacted the Electronic Waste Recycling Act, mandating the collection of an e-waste recycling fee to be paid by the consumer, and distribution of recovery and recycling payments to approved collectors and recyclers of e-waste. MarBorg Industries has been a registered e-waste collector with the California Department of Resources Recycling and Recovery (CalRecycle) since 2005. Because MarBorg is a registered collector in CalRecycle's e-waste program, the company is required to use authorized recyclers and to report all materials recycled through this program. This ensures that the materials collected are truly recycled, and not just shipped overseas for disposal. Electronic waste is accepted free of charge from all residential customers at both of the ABOP Facilities. Commercial customers are also welcome to dispose of electronics and other controlled materials at these facilities, for a small fee.

The ABOP facility at David Love Place provides the residents of Goleta and surrounding communities with an accessible location to drop off universal waste and keep that material out of the landfills. In 2017, the Goleta ABOP accepted more than 220,000 pounds of universal waste in nearly 6,000 separate transactions, primarily in the form of used electronic devices, as shown in Table 4.

Category	Material	Amount	Units
<b>Electronics</b>	CRTs (televisions, computer monitors)	57,361	Pounds
	CPUs (computer towers)	12,539	Pounds
	Misc. Electronics	79,198	Pounds
<b>Batteries</b>	Car Batteries	2,357	Pounds
	Dry Cell Batteries	3,547	Pounds
<b>Other Controlled Materials</b>	Antifreeze	223	Gallons
	Oil	1,426	Gallons
	Latex Paint	4,465	Gallons
	Fluorescent Bulbs	12,425	Feet

**Table 4: 2017 Goleta ABOP Materials Received**

In the 2017 calendar year, the Goleta Recycling Center ABOP accepted over 220,000 pounds of universal waste. The majority of this was electronic materials.

### Goleta Buy Back

The Goleta Recycling Center also serves as a California Buy Back Center, where customers may turn in recyclables such as bottles and cans and receive the CRV (California Redemption Value) for qualifying materials. The program is administered by the State of California through CalRecycle, and pays 5 cents for containers less than 24 ounces and 10 cents for containers 24 ounces or larger. This program also pays for containers by the pound, with rates varying based on the type of material. Aluminum, glass, bimetal, and plastics #1-7 are accepted through this program with varying redemption values. In 2017, MarBorg distributed more than \$850,000 in CRV from the Goleta Recycling Center.

## **MarBorg's History in Goleta**

Prior to the incorporation of the City of Goleta in 2002, the area was included in two different solid waste zones in the County of Santa Barbara. The area north of Hollister Ave was in the County's Zone 2, serviced by Allied Waste, and the area south of Hollister Ave was in the County's Zone 3, serviced by MarBorg Industries. When Goleta incorporated, these hauler contracts were maintained and transferred the City of Goleta from the County. For several years, Goleta maintained relationships with both haulers. This presented Goleta with the unique capability to directly compare two waste hauling companies. In 2011, MarBorg Industries proposed to the City of Goleta that after comparing two haulers for several years, MarBorg had proved to be the superior hauler. From diversion rates to customer service to additional services offered, contracting with MarBorg had benefits over the competition.

## **Expanded Services Since 2011**

### **Extra Item Collection**

MarBorg already provided bulky item collection, known as annual clean ups, to all residents in the portion of Goleta serviced by MarBorg since 2002. MarBorg extended this service to the other half of Goleta customers, with the additional enhancement of allowing each customer to utilize this service twice per year as requested by the City. Bulky waste is generally collected in a rear-loader, while universal waste and e-waste is collected with a flatbed truck to avoid compaction of sensitive materials during the collection process, or breakage of those materials when the loads are tipped.

Since 2011, MarBorg has performed over 7,500 bulky item collections and 1,800 e-waste collections for 4,142 unique customers in the City of Goleta. These clean-ups have resulted in the collection of over 1,500 tons of bulky waste, of which 834 tons was diverted from the landfill. This diversion was achieved through the use of MarBorg's C&D Facility, which allows for the sorting of untraditional recyclable materials such as wood from furniture.

### **Household Battery Collection**

MarBorg began collecting household batteries from residential accounts when the customer places the batteries in a plastic bag and places the bag on top of the recycle cart on any recycling service day. MarBorg requested from all customers to tape over the poles of the batteries to prevent contact between batteries in the bag. Since 2011, MarBorg has collected over 14,000 pounds, or 7 tons, of batteries from residential customers in Goleta.

While the weight of these batteries may be small compared to the overall tons of material generated in Goleta, batteries can be particularly harmful to the environment if they are not disposed of properly. As a battery's casing corrodes, which is what would happen in a landfill, any chemicals in the battery such as cadmium, lead, mercury, nickel, or lithium will leech into the soil and eventually make their way to the water supply. Every battery that is collected by MarBorg is disposed of responsibly by a certified Hazardous Waste disposal company.



### **Sharps Collection**

MarBorg began providing mail-in sharps containers to any customers who requested them. These one-gallon containers, supplied by GRP & Associates, Inc., come complete with postage-paid return packaging, and instructions for use. When requested, the containers are delivered to the customer's doorstep, or other location as requested by the customer. When the container is full, the customer only needs to pack up the container according to the directions in the box, and mail it to the address that is already on the box. Return postage is pre-paid by MarBorg, and all shipping manifests are already completed by MarBorg customer service personnel. Since 2011, MarBorg has delivered 535 sharps containers to Goleta customers, at no additional charge to the customer.

### **Recycling Facilities**

In 2011 MarBorg Industries committed to maintaining the David Love Place facility throughout the term of the contract to ensure that residents of Goleta would have a convenient drop-off location for all of the above-mentioned items. This commitment has been met, and will be extended throughout the term of the next contract as well. Goleta customers are also welcome to use MarBorg's C&D Facility and Santa Barbara ABOP/Buy-Back Facility, should either of those be more suitable or convenient to the customer.

When customers self-haul material to one of MarBorg's facilities, it is not considered part of the franchise services and therefore does not contribute to franchise diversion rates. However, it is beneficial to everyone to have all material properly disposed of, and to divert as much material as possible from the rapidly-filling Tajiguas Landfill. As mentioned on page 25, the MarBorg's Goleta ABOP Facility saw more than 6,000 visitors in 2017, and accepted more than 220,000 pounds or 110 tons of controlled household waste.

### **Free City Services**

Beginning in 2011, MarBorg pledged to provide free solid waste, recycling, and liquid waste collection services to all City facilities. The facilities at which these services were requested have received free services since that time. This has included trash, greenwaste, and recycling service at numerous City buildings, parks, and public containers; portable toilet service at several City parks; and portable restroom and litter box service at City-sponsored events. In 2017, the free services provided to City facilities exceeded \$110,000.

### ***Solid Waste Services to Goleta Valley Union School District***

Since 2011, MarBorg has provided free solid waste, recycling and green waste collection services at all schools in the Goleta Valley Union School District. In 2017 the value of these services exceeded \$113,000.

### ***Goleta Street Sweepings***

MarBorg Industries has collected the debris from Goleta street sweepings, free of charge. This material is deposited in a roll-off container at the Goleta Corporate Yard, and hauled away by MarBorg as needed. All rental, hauling, and dump fees are included in the franchise agreement.

### ***Customer Advertising Fund***

Also since 2011, MarBorg has provided an annual contribution of \$25,000 to the City of Goleta to be used for advertising and customer communications regarding franchise waste service. This contribution will be increased to \$100,000 per year under the new agreement.

### **Increased Goleta Diversion**

The programs described above, such as bulky waste clean-ups, sharps and battery collection programs, and holiday waste services were implemented with the aim of increasing diversion, lowering contamination, and providing a higher level of service to Goleta residents. Additionally, MarBorg personnel worked with both Goleta customers and with recycling vendors to increase the franchise diversion rate throughout the City.

### **Increased Commercial Recycling Participation**

In addition to structuring the rates such that diversion services are considerably less expensive than trash service, MarBorg also employs an Environmental Compliance and Outreach Coordinator, whose job duties include working with commercial customers to encourage them to subscribe to or to increase their diversion services. Every year, the Environmental Compliance and Outreach Coordinator partners with the City of Goleta to identify customers who are out of compliance with state and local recycling laws. The Coordinator reaches out to dozens of customers through a series of letters, phone calls, site visits, and in-person meetings in order to educate customers about recycling laws and set them up for recycling success. Once the customer is brought into compliance, the Coordinator will perform site visit checkups to ensure that the new level of service is adequate and that the customer is diverting waste correctly.

### **Increased Residential Recycling**

By providing Goleta residential customers with free unlimited recycling and greenwaste with any trash subscription level, MarBorg has incentivized diversion as much as possible. MarBorg has also worked with recycling vendors to expand the types of materials that can be accepted in the curbside recycling containers. Such expansions rely on many factors outside of MarBorg's control, such as recycling policies overseas and the economics associated with collecting, transporting, and recycling materials. Regardless, whenever possible, MarBorg expands the types of materials collected and spreads the word to customers through MarBorg newsletters and the marborg.com website. Recent examples include Tetra Pak containers and milk cartons, which MarBorg has recently begun accepting in curbside recycling containers.

### **Diversion Results**

Traditionally, in most service areas, diversion rates are higher among residential customers than among commercial customers. The area north of Hollister, serviced by Allied Waste, had many more residential customers than the area south of Hollister, serviced by MarBorg. Inversely, the MarBorg service area had more commercial customers than the Allied Waste area. It would therefore be expected, if all other factors were equivalent, that the Allied Waste area would have a higher diversion rate than the MarBorg area. For the fiscal year of July 2010 – June 2011, the last fiscal year for which Goleta had two haulers, this was decidedly not the case. As shown in

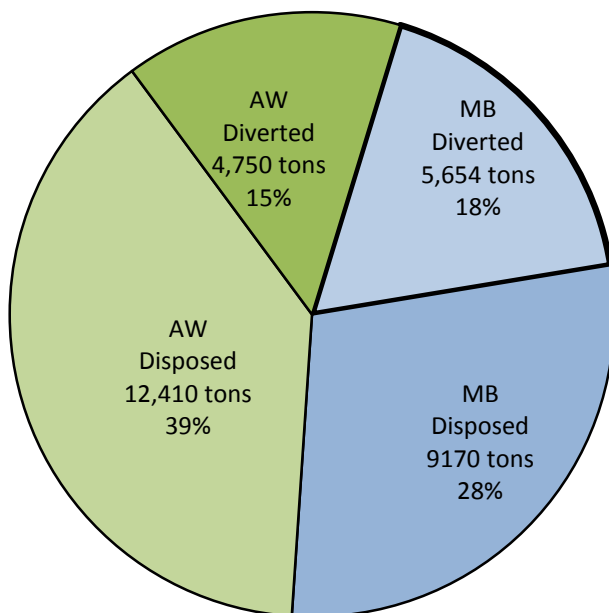
Table 5, MarBorg's diversion rate was higher than that of Allied Waste for residential customers, commercial customers, and all customers combined.

Sector	FY 10-11 Material	Allied Waste	MarBorg Industries	Combined Zones
Residential	Tons Collected	8,008	2,796	10,804
	Diversion Rate	<b>37%</b>	<b>49%</b>	<b>40%</b>
Commercial	Tons Collected	9,151	12,029	21,180
	Diversion Rate	<b>19%</b>	<b>33%</b>	<b>29%</b>
Total Franchise	Tons Collected	17,159	14,824	31,984
	Diversion Rate	<b>28%</b>	<b>38%</b>	<b>33%</b>

**Table 5: Goleta Franchise Material by Sector and Hauler, 2010-11**

From July 2010 – June 2011, Goleta residential and commercial customers produced approximately 32,000 tons of franchise waste at an overall diversion rate of 33%.

Additionally, even though MarBorg Industries collected only 46% of the material from the City of Goleta, with Allied Waste collecting 54%, MarBorg was responsible for more overall diversion from the City in 2010-11. MarBorg diverted a total of 5,126 tons of material from the landfill, while Allied Waste diverted 4,750 tons, as seen in Figure 9.



**Figure 9: Fiscal Year 2010-2011 Goleta Diversion Rates from Two Haulers**

Prior to the new franchise agreement in 2011, Goleta was serviced by both MarBorg Industries and Allied Waste. Of the 32,000 tons of franchise material produced in 2010-2011, Allied Waste was responsible for 39% of the material disposed and 15% of the material recycled, while MarBorg was responsible for 28% of the material disposed and 18% of the material recycled.

In July of 2011, after negotiations between the City of Goleta and MarBorg Industries that resulted in a rate decrease and increased services for all residents and business in Goleta, MarBorg began servicing all Goleta customers on both sides of Hollister Ave. Immediately, MarBorg increased diversion efforts in the northern half of Goleta and the first fiscal year of the new contract showed dramatic increases in diversion for the City. These diversion increases have been maintained throughout the duration of the contract.

<b>Fiscal Year</b>	<b>Allied Waste</b>	<b>MarBorg Industries</b>
2010-11	28%	38%
	33%	
	<b>MarBorg Industries</b>	
2011-12	40%	
2012-13	41%	
2013-14	41%	
2014-15	42%	
2015-16	41%	
2016-17	42%	

**Table 6: Goleta Franchise Diversion Rates by Fiscal Year**

Goleta's franchise diversion rate increased from 33% to 40% in the year after MarBorg was awarded an exclusive franchise agreement with the City in 2011.

## Benefits of Homogeneous Service

Over the years, the jurisdictions and customers on the South Coast have had the opportunity to compare MarBorg Industries to other haulers. Those comparisons were useful, and allowed jurisdictions to make fully informed decisions about which hauler would best suit the needs of their community. Repeatedly over the last decades, the City of Goleta and other local jurisdictions have chosen MarBorg Industries.

After comparisons have been made, there are distinct benefits to having a single hauler in a region. Operating across the entire South Coast allows MarBorg to operate with higher efficiencies, which in turn results in lower rates for customers. More efficient routes also reduce the number of large collection vehicles on the local roads, which reduces traffic congestion and benefits Goleta's air quality. MarBorg is also able to invest more heavily in local facilities and equipment, which benefits the entire community. With MarBorg, all Goleta customers have access to multiple local recycling facilities, which is not something that could be offered by any other hauler without such investments in the area.

While the City of Goleta is its own entity, the residents and businesses located here are not isolated from the surrounding areas. Residents may live in Goleta, work in the County of Santa Barbara, and attend school in the City of Santa Barbara. Likewise, employees and owners of Goleta businesses may live in the surrounding areas of Santa Barbara. By having one hauler service all of these areas, MarBorg can eliminate the confusion of who to call for service questions, or knowing what services are available where. Goleta customers also will not have to see their neighbors experiencing a higher level of service than they are receiving, at superior rates.

## MarBorg as an Industry Leader

In addition to being a longstanding fixture in the South Coast community and an integral part of life in the City of Goleta, MarBorg is committed to operating at the highest standard. This requires investments in innovative sustainable technologies, both to benefit the company's operations and to serve as an example to other businesses in the community. As a local business, MarBorg is committed to superior customer service practices, a high level of community outreach and education, and support for the community in the face of natural disasters. As an operator in the larger community of the State of California, MarBorg keeps abreast of all current and upcoming State legislation to be prepared to assist the jurisdictions in compliance with State laws.

## Investments in Sustainability

MarBorg Industries is a leader in the community and has made the process of waste collection and diversion simple, streamlined, and environmentally beneficial. Through well-established programs and services, MarBorg Industries is able to focus on increasing efficiency while reducing harmful impacts to the environment. Promoting change lies at the heart of the organization, and it is reflected in the improvements they have made to their collection fleet, corporate headquarters, equipment, and services.

### Alternative Fuels

For more than a decade, MarBorg Industries has been replacing older diesel engines with newer and cleaner models. Starting with Bio-Diesel and then moving to Compressed Natural Gas (CNG) engines, MarBorg has invested heavily in progressive clean fuel technology. MarBorg was the first hauler on the South Coast to use CNG collection vehicles, and they continually add CNG vehicles to their fleet. They remain ahead of the curve in greenhouse gas reduction efforts.

In 2007, MarBorg began the process of converting the entire collection fleet to B5 Bio-Diesel, and became the first hauler in the County to do so. In 2009, MarBorg went a step further by putting into service the first near zero emission CNG collection vehicle on the South Coast. In anticipation of state requirements to reduce diesel exhaust, MarBorg has since upgraded more than 60 vehicles to run on CNG engines. This state-verified best available control technology eliminates emissions of diesel particulate matter and decreases oxides of Nitrogen (NOx) emissions by 90% (as compared to a 5 year old diesel engine). To ensure a comprehensive fleet of sustainable collection vehicles, MarBorg Industries continues to use Bio-Diesel fuel (B5) in all of its existing diesel vehicles.

To support this new fleet of cleaner vehicles, MarBorg constructed their own CNG refueling station in 2009-10. At the ribbon cutting ceremony in September of 2010, MarBorg Industries was awarded a Certificate of Special Congressional Recognition by United States Representative Lois Capps, in recognition of outstanding and invaluable service to the community.

MarBorg's CNG fill station, located at 30 S. Quarantina Street in Santa Barbara, is currently capable of fueling 30 trucks each day with a demand of 30 diesel gallon equivalents (DGE) per vehicle. The system features a gas dryer with a capacity of 744 standard cubic feet per minute (scfm), and two CNG compressors, each with an output of 323 scfm. There are thirty fill posts, as well as one "quasi fast-fill

post” and a 48” diameter storage container, with a capacity of 90 DGEs. Additional fill posts can be added in a manner of days, easily expanding this station to fuel 50 vehicles per day with the current gas dryers and compressors. This station can be further expanded to fuel MarBorg’s entire fleet, as more dryers, compressors, fill posts, and storage may be added at any time. This station has required an investment of over \$1,000,000 by MarBorg Industries.

### **Green Business & Leadership in Energy and Environmental Design (LEED)**

In addition to being a certified Green Business through the County of Santa Barbara and the California Green Business Network, MarBorg Industries is actively engaged in Energy Star and holds a Platinum certificate from the LEED for Existing Buildings: Operations & Maintenance program. Participation in these programs has resulted in the development and implementation of key sustainable operations policies including a green cleaning policy, integrated pest management policy, and an environmentally preferable purchasing policy.

### **Waste Reduction**

MarBorg employees practice what they preach by diverting as much waste away from the landfill as possible. MarBorg’s kitchens are stocked with reusable cups, plates, and cutlery, as well as compostable alternatives for to go items. In addition, MarBorg participates in the City of Santa Barbara’s Foodscrap program to turn food, soiled paper products, and compostable materials into compost. Comingled recycling, battery recycling, and e-waste recycling are just a few additional ways that MarBorg partakes in diversion.

### **Water Conservation**

MarBorg Industries believes that it is important to conserve and preserve all natural resources, not just those used for fuel. That is why MarBorg works very hard to both conserve water and to reduce water contamination. Through responsible landscaping, water treatment, and strategically placed sewer connections, MarBorg ensures that all water flow is accounted for and handled responsibly.

MarBorg’s headquarters facility has documented indoor water use savings of 23% through the installation of low-flow aerators and high efficiency toilets and urinals. Landscaping irrigation is minimal due to MarBorg’s water wise plants and utilization of green landscaping services. MarBorg irrigates the landscaping outside of our C&D Facility and the Liquid Waste Division Building with reclaimed water. The areas are also regularly covered with mulch that is generated within the yard, reducing the irrigation needs by preserving soil moisture.

Within the C&D Facility, drainage is fully controlled. Storm water runoff from the roofs and paved areas drains to the City of Santa Barbara storm drain system. A bio-swale along the west perimeter of the building allows clean storm water to recharge into the ground. This facility has a Storm Water Pollution Prevention Plan (SWPPP), and runoff is sampled twice per year to ensure that the level of contaminants do not rise above acceptable levels. Results from these tests are filed annually with the State of California. Most of the water used for dust suppression inside the C&D Facility is absorbed by the material inside. Any water that is not absorbed drains into a trench surrounding the facility and is discharged into the City of Santa Barbara sewer system. A permit has been obtained for this discharge.

Wastewater from the truck tire wash at the facility exit is re-circulated, and replaced only weekly. When the water is replaced, it is treated in a Vortechs storm water treatment system prior to discharge to the storm drain. All of these drainage controls have been established with the cooperation and support of the local Public Health Department to ensure that wastewater is properly handled.

The Recycling Center at David Love Place is also governed by a Storm Water Pollution Prevention Plan on file with the State of California, and storm water runoff is sampled twice per year there as well. The wastewater needs at this facility are less involved than those at the C&D Facility because there is no enclosed building or tire wash. Here, storm water is controlled through a series of drains and trenches before it flows to the storm drains.

Within MarBorg's maintenance yards, water is used for a variety of purposes. Each day, collection vehicles are cleaned when they return from their routes. This water is not discharged to the storm drain, but instead flows to another sewer connection in the maintenance yard to prevent the flow of contaminants to the storm drain. A washing bay in the maintenance yard is used to wash the undersides of the vehicles, and water used within the bay is collected in trenches and collected in a sediment tank. Within the tank, sludge settles at the bottom of the tank, while the water flows into the sanitary sewer, not in the storm drains. The sludge is routine pumped out and collected and disposed of by a hazardous waste disposal company. Around the rest of the maintenance yard, a trench is in place to collect all water flow from within the yard. This water is pumped to a central area, from which it is discharged to the sewer.

### **Energy Efficiency and Solar Power**

MarBorg's headquarters facility ranks among the top 34% of buildings of similar type and usage in the country. These efforts have resulted in an Energy Star score of 82 out of 100. Home to one of the largest solar installations on the South Coast, MarBorg has a 30kw solar system on their corporate facilities' roofs. This installation generates 13% of MarBorg's daily energy consumption, which is enough energy to power 40 homes on a sunny day.

MarBorg's large solar panel installation has been in place since 2006. This system of over 400 solar panels is installed over several MarBorg buildings, covers more than 6,000 square feet, and produces 100,000 kWh annually (Figure 10). This helps to offset MarBorg's carbon footprint by eliminating 137,000 pounds of carbon dioxide per year. MarBorg has four separate solar panel installations, as shown in Table 7. The solar panels on the Shop building power the main office, while each of the other installations power the building on which they are located.





**Figure 10: MarBorg’s Solar Installation**

MarBorg has utilized solar power since 2006, with four solar installations that generate a total of 100,000 kWh per year.

Installation	Output (Watts)
Shop Building	17,280
Liquid Waste Division Building	12,800
Sandblast Building	11,550
Shop Building Addition	36,480
<b>Total</b>	<b>78,110</b>

**Table 7: MarBorg Solar Power Installations and Outputs**

MarBorg has four solar power systems installed, producing enough electricity to power 40 homes each day.

### Integrated Pest Management

Seagulls and other birds are the most common pests at MarBorg's C&D facility, so MarBorg utilizes an ecosystem-based approach to ensure that birds do not transport waste from their facility elsewhere. During business hours, a hawk is used to scare and intimidate smaller birds away from the facility (Figure 11). This predator-prey relationship is the same that occurs in nature, and it does not cause harm to people or the environment like pesticides do.



**Figure 11: Falconer with Hawk Used for Pest Control**

MarBorg employs a licensed falconer to patrol the grounds of the C&D Facility with a hawk, to prevent seagulls from entering the facility.

### Customer Service

Superior customer service is of the utmost importance to MarBorg Industries, and is even our company slogan: "Where Service is a Family Tradition". We are honored to serve the residents and businesses of Goleta, and we train all of our employees to be courteous, professional, and to go above and beyond whenever possible.

### Employee Training

When a new employee joins the MarBorg team, they undergo extensive on-the-job training to ensure that they are comfortable with the role that they will perform. Employees review documentation on everything from office and phone etiquette to company policies to software use, and especially what resources to turn to with further questions. Employees receive one-on-one training from a supervisor, and may shadow an experienced employee to receive further training.

Comprehensive help documentation is available to all employees through an internal website. This site contains policies, rate information, lists of available services, and locations and hours of MarBorg facilities. The information is updated on a regular basis, and new information is added to the site as requested by supervisors.

In addition to the preliminary training, all employees receive ongoing training through their department. Many departments, including the Customer Service Department, have monthly training meetings where a particular topic or set of topics is reviewed. These can include changes to existing policies, any issues that have arisen since the previous meeting, or any policies or procedures that need to be renewed.

All departments related to field work, such as the Residential and Commercial drivers and helpers, the Shop employees, and the recycle facility employees have weekly safety meetings as well. Every other week these meetings are led by MarBorg's Safety Manager, and on opposing weeks are led by the

department supervisor. Subjects may vary by department. In 2017 these meetings covered such topics as driving downhill; boots and other personal protective equipment; tire safety; heat illness, dehydration, and sun exposure; driving safely on windy roads; spill clean-ups; and many other topics throughout the year.

### *Service Standards*

In addition to collecting the trash, green waste, and recyclables our employees have a list of service requirements that they must follow at each account. Some of our employee service requirements include:

- Replace all of the lids back on the containers;
- Replace all containers where they were originally found;
- Clean up any spills or overflows with brooms and shovels that they carry;
- Walk up driveways and sidewalks not across lawns or through bushes;
- Initiate radio contact with the office staff to report any problems or containers that have not been put out for service;
- Go back and pick up any containers that were missed or not put out in time before returning to the yard;
- Direct street traffic around the collection vehicles; and
- Interact with any customers present in a professional and courteous manner.

Our hourly pay system rewards employees for taking the extra time, usually eight extra seconds per home, to make sure each house is left neat and tidy.

The hourly pay system also disincentivizes the unfortunate practice of trash haulers combining waste streams in order to save time. We are also aware of the fact that the faster tasks are performed, the more potential there is for serious accidents to occur. This is especially true when employees are driving large vehicles through crowded streets and residential neighborhoods. Once again our hourly pay system works hand in hand with our safety requirements. Our employees are trained to adhere to speed limits, take time in crossing traffic on foot and in the vehicle, and to operate in a safe and responsible manner at all times, and they are rewarded financially for taking the appropriate time to ensure they and the rest of the community are safe.

### *Customer Communication*

MarBorg will continue to keep customers informed of all available services and programs. MarBorg has provided \$25,000 annually and will increase this contribution to \$100,000 annually, to an advertising and informational campaign in conjunction with the City to inform and communicate the benefits of source reduction, waste diversion and recycling. Under a new franchise agreement, MarBorg will increase this amount to \$100,000 per year. The programs described below will be included in this campaign, and other programs will be developed in conjunction with the City.

### *New Customer Welcome Guides*

Upon commencement of service with MarBorg, each customer will be provided with a New Customer Welcome Guide. The 2018 version has already been approved by the City of Goleta. This 16-page guide is filled with useful information specific to Goleta customers. The guide begins with a history of MarBorg



Industries, important contact information, and detailed explanations of the customer's services. In addition, there is information about what material can be put into each container, MarBorg's holiday service schedule, additional services MarBorg offers, and several pages of information about disposing of non-household waste. Each guide includes a magnet that shows the dates of all recycling pickups for the year. The New Customer Welcome Guide is a comprehensive and convenient source of information for Goleta customers.

## Newsletters

MarBorg sends each residential customer a biannual newsletter in the spring and winter detailing any pertinent announcements and providing helpful recycling and waste reduction tips. An example of a recent newsletter that MarBorg distributed to its customers is shown in Figure 12 and Figure 13. In addition, commercial customers receive one newsletter in the summer that is tailored more specifically to business issues. These newsletters will be distributed throughout the term of the contract.



**Figure 12: Winter 2017 Newsletter Cover Page**  
This is the cover page of the winter 2017 newsletter that was sent to all residential customers in Goleta and County of Santa Barbara.



**Figure 13: Winter 2017 Newsletter Contents**  
This is another example of content from the winter 2017 newsletter that was sent to all residential customers in Goleta and County of Santa Barbara.



**Figure 14: Example of Service Schedule Magnet**

Refrigerator magnets are currently sent to customers in Goleta to keep track of biweekly recycling service.

### *Recycle Schedules*

Because residential recycling is a biweekly service, as specified by the City, MarBorg will continue to provide each residential customer with a schedule by which they can easily identify their collection days. Until 2016, these schedules were printed in brown ink on refrigerator magnets, and displayed the schedule for the entire year. Beginning with the 2017 Recycling Schedules, MarBorg switched to a “MagNot”, which is a thin, recyclable sticker that adheres through static to any smooth surface, and is fully removable and repositionable (Figure 14). A new recycling schedule MagNot will be sent to each

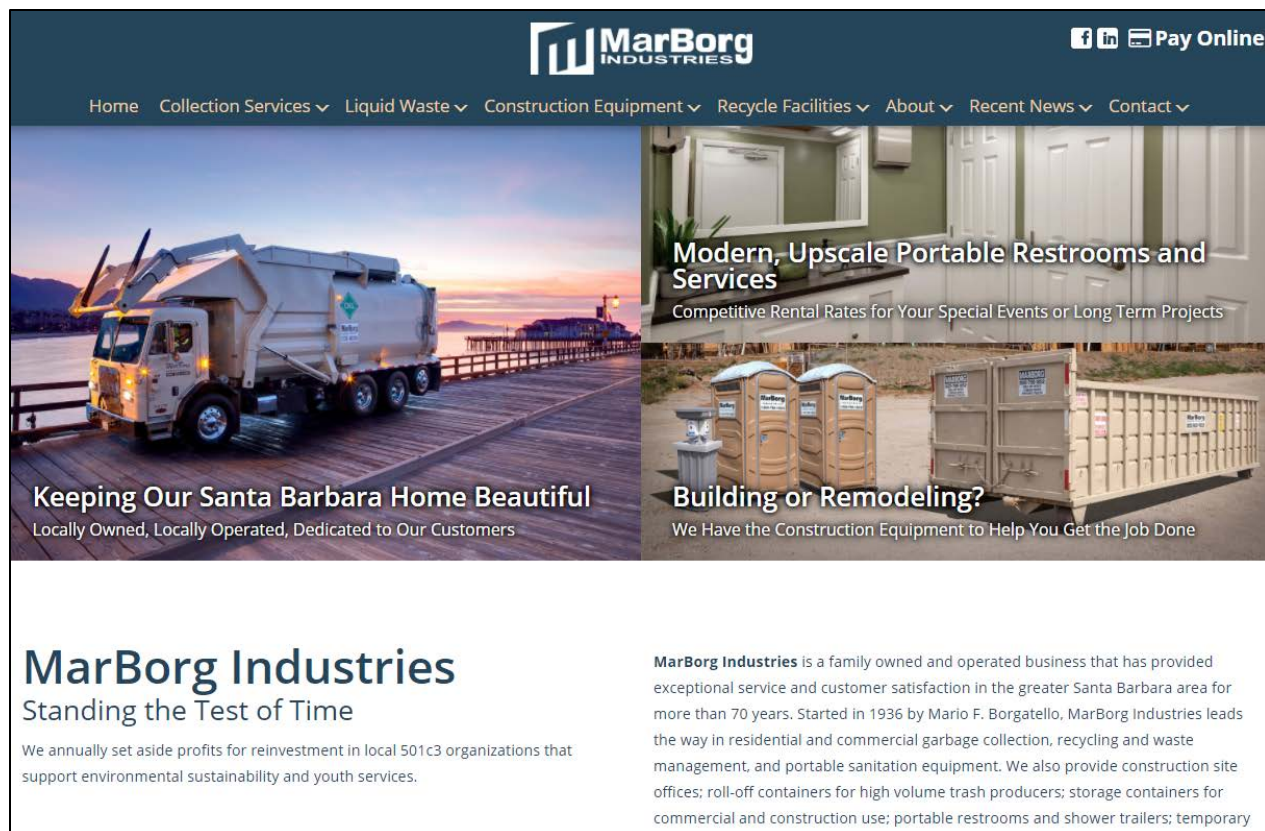
customer annually. MarBorg has been sending magnetic or adhesive recycle schedules to those with biweekly service for the last fifteen years. This is yet another example of MarBorg’s long-term commitment to customer satisfaction.

### *Emails*

MarBorg alerts customers about normal holiday service schedule changes as well as emergency service schedule changes through emails. MarBorg sends advance notice to customers whose service will be delayed one day due to the following holidays: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas. During emergency service schedule changes, like those experienced during the 2017 Thomas Fire, MarBorg can quickly and effectively alert effected customers through email.

## Website

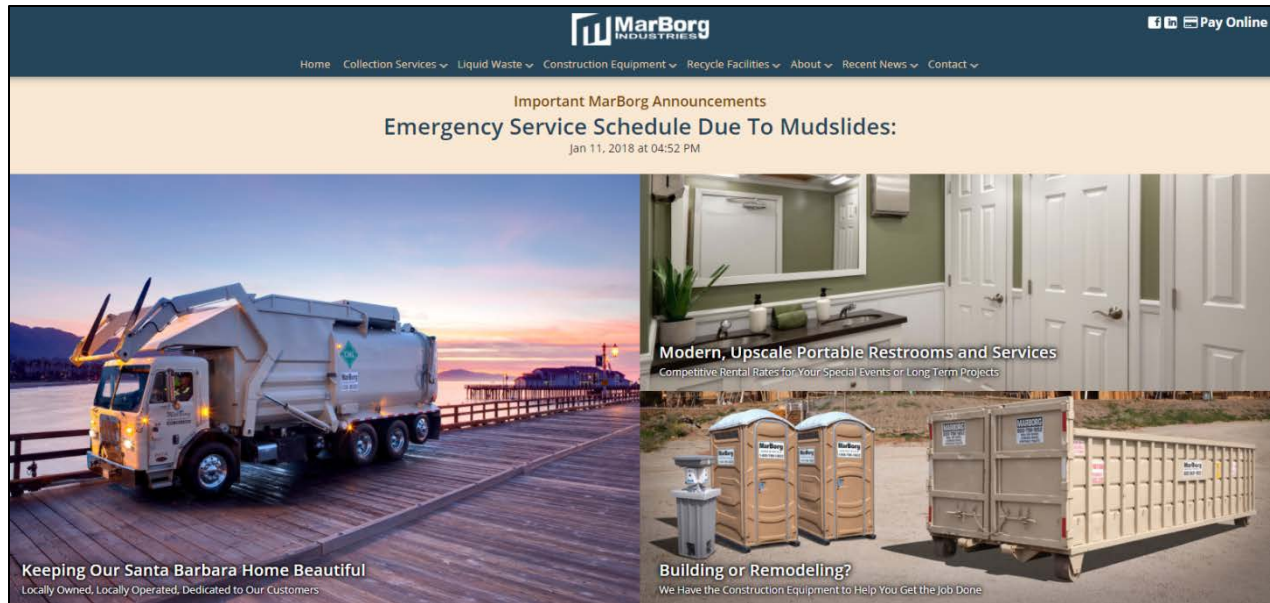
MarBorg launched an updated and redesigned website in December 2017 (Figure 15). This website now includes all of the previous information with a more modern aesthetic, as well as additional features to benefit MarBorg's customers.



**Figure 15: MarBorg Website Updated Homepage**

MarBorg's newly updated website homepage ([www.marborg.com](http://www.marborg.com)) is easy to navigate. Customers can access information about all of MarBorg's different departments, as well as information about sustainability, company history, and more. The "Pay Online" button is always available and conveniently located at the top of every page.

Included in this redesign is a dedicated page to inform customers of service delays and emergency alerts. If there are any such alerts, an “Important MarBorg Announcements” banner will display on the top of the home page, as shown in Figure 16.



**Figure 16: MarBorg Website Updated Homepage with Service Delay Banner**


If MarBorg is experiencing service delays or has issued any emergency updates, a large notification will be displayed as a banner at the top of the home page. The notification links to a page explaining the important announcement.



MarBorg's convenient online payment portal is easily accessed through the "Pay Online" button located at the top of every page (Figure 17). This service allows customers to pay their bills online, and allows new users to register, existing customers to login or reset passwords, and has a helpful link for frequently asked questions regarding the online bill pay feature. Customers who already have an online account will not need to make any changes to access the new website.

**MarBorg INDUSTRIES**

Welcome to MarBorg Industries On-Line Payments

 Are you a new user?

Click on the button below to register now!

Please have your customer number and access code ready.

**Register Now**

Please enter your e-mail address and password to sign into your account.

Enter E-Mail:

E-Mail Address

Enter Password (Case Sensitive):

Password

**Sign In**

Forgot your password?

Click on the button below to reset it.

You will be asked to provide the e-mail address you use to log in.

**Reset Password**

[Need Help? Click here to view our FAQ!](#)

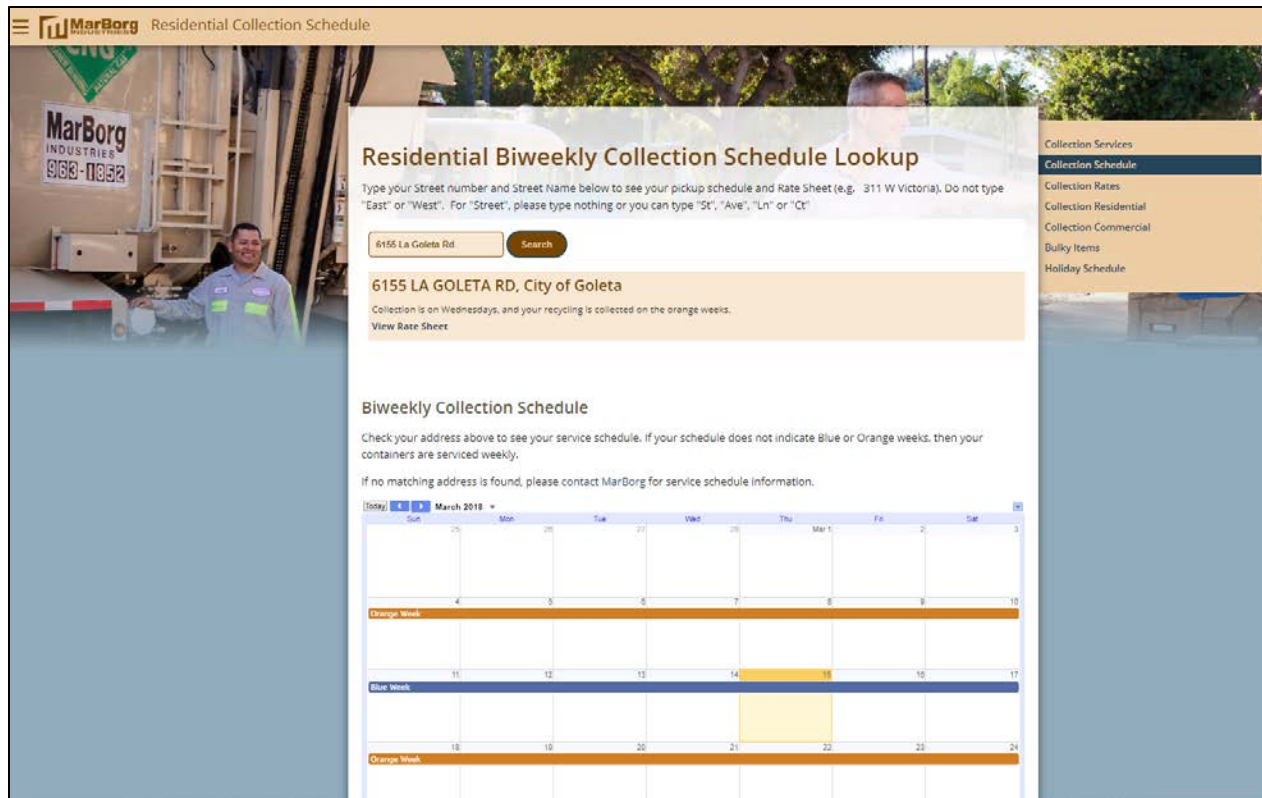
Soft-Pak © 2016 All Rights Reserved (3.0.11)

**Figure 17: MarBorg Website Online Payment Portal**

The "Pay Online" page allows customers to pay their bill online. The page includes options for new users to register, a login for existing users, a password reset button, and a FAQ page for online bill pay. This page may be accessed from any other page at this site, or directly at <https://online.marborg.com/webpak/signin.jsp>.



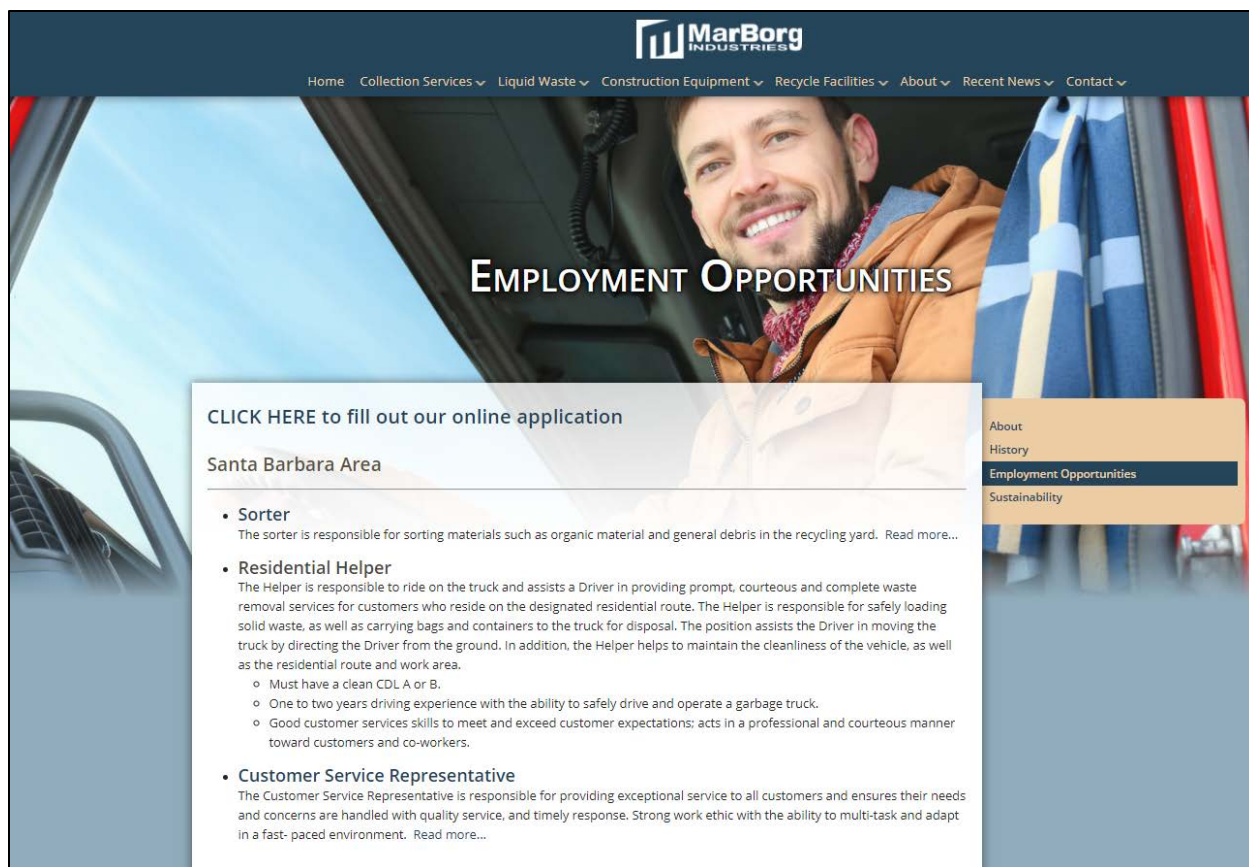
A significant new feature on MarBorg's website allows residential customers to look up their service day, both the weekday and their biweekly recycling week. Customers are not required to register to use this service, and instead search by their street address. If multiple matching addresses are found, a drop-down list will be displayed. Each address also shows the jurisdiction and links to the corresponding rate sheet for that address. The calendar displays color-coded weeks that match the service schedule description, and will also be used to display service delays due to holidays.



**Figure 18: MarBorg Website Service Schedule Lookup**

MarBorg's website now allows customers to see their service schedule by searching for their address. The calendar shows alternating weeks of service, and will also be used to display service delays due to holidays.

Another new feature of the MarBorg website is a list of employment opportunities. These are organized by geographic location, list information about each available position, and the page includes a link to an online application form (Figure 19).



**Figure 19: MarBorg Website Employment Opportunities**

A new feature of MarBorg's updated website is the page of current employment opportunities available in Santa Barbara, Paso Robles, and Lompoc. Prospective employees can browse detailed job descriptions to determine eligibility. This page may be accessed from the "About" tab at this site, or directly at <https://www.marborg.com/employment-opportunities>.

Customers may also use the MarBorg website to submit a question or comment about residential and commercial services (Figure 20). A MarBorg representative will follow up with online form submissions. Additional forms are available for submitting inquiries regarding other MarBorg divisions and services.

**MarBorg INDUSTRIES**

Home Collection Services Liquid Waste Construction Equipment Recycle Facilities About Recent News Contact

Pay Online

### Residential or Commercial Services

Submit Question About Residential or Commercial Services:

First Name: \*

Last Name: \*

E-mail Address: \*

Phone #: \*

Questions or Comments:

Please contact me via: \*

☐ Email

☐ Phone

**Submit**

\* Required

- Contact
- Pay Your Bills
- General Inquires
- Request a Quote
- Residential or Commercial Services**
- Recycle Facilities
- Portable Restrooms, Showers, or Sinks
- Special Events
- Temporary Fencing
- Roll-Offs, Storage Boxes, and/or Site Offices
- Donation Requests

**Figure 20: MarBorg Website Residential or Commercial Services Inquiries**

This form allows current or prospective customers to submit questions or comments online. A customer service representative responds to all inquiries submitted in this manner.

## Customer Feedback

Each of the measures described above, from employee training to compensation to an affirming and comfortable workplace atmosphere, results in employees who interact positively with our customers. Over the years, many customers have called or written to us to express their pleasure with our service, and it is our pleasure to share some of the many comments that we have received.

*"My compliments to your phone customer service staff, and the knowledgeable and competent attention to professionalism that exists at Marborg Industries.*

*In my humble opinion, it is becoming a rare experience in business these days to find genuinely helpful and attentive people on the job in service organizations, whether it is in the office or in field operations (in your case the truck drivers).*

*I have been a Marborg customer in Goleta for many years and on occasion I have added or unusual requests of your company. In every case my odd demands have been responded to, and provided with pleasant efficiency."*

-Letter in August 2016 from a customer on N La Patera Ln

*"I just wanted you to see what awesome workers we have taking care of our Goleta neighborhoods. Above and beyond. Some leaves fell while my trash can was being dumped, so he got out of his truck, walked around to get a hand broom and dust pan, came back and swept them all up! When I went outside to thank him, he apologized to me for making a mess! There's a guy who takes pride in his work! I didn't get his name, but it was today on Cathedral Oaks, near Carlo. I hope he gets recognized for his conscientious work and his friendly attitude. ☺"*

-Comment on MarBorg's Facebook page, January 2016.

(The employee was indeed recognized, and the above comment was included on his employee record.)

*"I wanted to let you know that Lisa has been a huge help to me... She has been extremely helpful, friendly, and great to work with. I do not know Lisa's last name, but please let her manager know that she has provided excellent customer service. Thank you!"*

-E-mail in January 2016 from a customer on Amador Ave

*"I am impressed with your service and especially your drivers. I see them polishing the wheels on their trucks almost every week on trash pick-up day, and they (or maybe it is only one driver) are right in front of our home. To say I am impressed is an understatement."*

-E-mail in August 2016 from a customer on Gerard Dr

In other cases, customers call in to the office and customer service representatives record their comments on the customer accounts.

*"Customer said men for annual [clean up] did a good job on annual and went above and beyond"*

-Phone call in June 2017 from a customer on San Carpino Dr

*"Customer wanted to highlight that both Hope and Olga were extremely helpful, positive and pleasant to deal with overall. She has had nothing but good experiences in dealing with customer service and it is a pleasure to deal with us."*

-Phone call in October 2017 from a customer on Serenidad Pl

*"Really rewarding when the driver goes out of his way to say hello to her two year old son and always very polite and patient with him, brought tears to her eyes today."*

-Phone call in June 2017 from a customer on Big Sur Dr

*"Customer is very happy with all the hard work the drivers, helpers and supervisors do."*

-Phone call in April 2016 from a customer on La Goleta Rd

*"Customer called to give a thank you to our driver driving #134 today. He rode his bike to him to ask if he could go back to empty is trash and he did go back. Thank you again."*

-Phone call in August 2016 from a Goleta customer

*"Customer wanted us to know that the service he gets is impeccable, first class company, office employees are always polite."*

-Phone call in November 2016 from a customer on King Daniel Ln

*"Customer says his trash driver always has a huge smile and does great service, thank you."*

-Phone call in December 2016 from a customer on Savona Ave

*"Customer called to let us know that her husband was having a hard time dragging the cart out when the driver saw him and jumped out of his truck to help him. They were appreciative and wanted to let us know how much it meant to them."*

-Phone call in May 2016 from a customer on Pacific Oaks Rd

*"She really appreciated you picking up all the extra cardboard. Her tenants had no clue that it had to be flattened. She is very grateful to you!"*

-Phone call in July 2016 from a customer on Parkhurst Dr

These comments, and others like them, are recorded on a customer's account and linked directly to the specific employee or employees they are referring to. If the customer doesn't know the employee's name, MarBorg's customer service supervisor or whoever takes the call will determine the employee's identity based on who services that location. These comments are recorded in the employee's record, and are even taken into account when determining year-end or quarterly employee bonuses. Occasionally, especially complementary messages are distributed to the entire office to boost morale and encourage employees.<sup>2</sup>

## **Community Outreach**

MarBorg understands the importance of quality interactions with our customers, both when they require assistance regarding services, and when they just wish to learn about recycling and company operations. That is why MarBorg operates a variety of public outreach programs designed to educate the public. These programs are free of charge, and arranged regularly at the convenience of those requesting the program.

### ***Tours of the C&D Facility***

MarBorg provides tours of the C&D Facility to anyone requesting this service, from school children to cub scouts to community members just looking to see what MarBorg does. In the past year, MarBorg has conducted approximately 30 tours of this facility to various groups, from 2 people to 30 and from 3-year-olds to adults. These tours begin outside of the facility, with an age appropriate discussion of both recycling in general and MarBorg's specific operations. Next, the tours receive a presentation about integrated pest management practices and meet MarBorg's resident falcon. The tours then move inside the facility to see the operations in action. Safety is a primary concern at MarBorg Industries, and these tours are conducted from the safety of an observation platform that overlooks the tipping floor. Many tour attendees enjoy the tour so much that they come back again, particularly school teachers who bring their classes year after year, and individuals who attend with one group and then return later with a new group to see the operations.

### ***Community Speaking***

On several occasions, community members have called MarBorg to request a speaker at a local event that is in some way related to recycling or waste management. In the last year, MarBorg has sent a guest speaker to events ranging from retirement community meetings to a monthly meeting of the Santa Barbara chapter of the Assistance League. In each case, the presentation is designed to meet the needs of the organization requesting the talk, and to contain information that the organization will find both interesting and instructive.

---

<sup>2</sup> Especially when those messages include pictures of our customer's children dressed up as MarBorg employees for Halloween.



### *Vehicle Presentations*

Sometimes, instead of requiring teachers to bring their classes to MarBorg, MarBorg will bring their operations to the classroom with a Touch a Truck presentation. This is particularly suitable for younger children who may be intimidated by the noise and activity level within the facility, and large groups that are harder to take on a field trip. In the last few years, MarBorg has taken vehicles to several different preschools in the area. Generally, teachers request this service because their classes get so excited when the trash is picked up each week. MarBorg employees will arrive with a collection vehicle, and let the children walk around the truck, sit in the driver seat, and have their picture taken in front of it (Figure 21). This will generally be followed by an age-appropriate discussion of recycling, and end with the distribution of MarBorg coloring books to the children.



**Figure 21: MarBorg Touch a Truck Presentation at Goleta Valley Nursery School**

MarBorg driver Rosendo Jimenez demonstrates how the truck services a trash cart at Goleta Valley Nursery School in October of 2017.

### *Sponsorships and Festivals*

MarBorg Industries is, and always has been, a local company with roots in the community. As such, MarBorg recognizes the importance of caring for the community, as the community has supported the Company since its beginning. MarBorg Industries donates time and money to many causes and events in the Santa Barbara area, and has made numerous cash donations to hundreds of community non-profit organizations, youth support groups, environmental groups, medical care foundations, community resources, events and many other deserving groups that help sustain our community. MarBorg also provides numerous in-kind donations to community groups and events to support them in their efforts to improve the quality of life in the area, including partnering with the Foundation for Girsh Park to help build the MarBorg Industries Fieldhouse with a permanent restroom facility.

MarBorg is a sponsor of the California Lemon Festival in Goleta in perpetuity. Knowing that this sponsorship will be available forever allows the Goleta Valley Chamber of Commerce to focus on enhancing all aspects of the festival, instead of on fundraising.

Another festival that is sponsored by MarBorg each year is Earth Day. There, MarBorg employees enjoy the opportunity to interact with and educate the public about many of the services and programs that MarBorg offers (Figure 22). The message of Earth Day, promoting conservation and sustainable living, aligns with MarBorg's corporate philosophy and provides MarBorg with another opportunity to emphasize the importance of MarBorg's diversion and sustainability programs.



**Figure 22: MarBorg's Earth Day Booth, 2017**

MarBorg Industries supports Earth Day each year by donating both money and time to educate the public about the importance of sustainable practices.



## Disaster Support

Goleta is a beautiful community, situated between the Santa Ynez Mountains and the Pacific Ocean. This location, while rife with natural beauty and recreational opportunities, has also been subject to many natural disasters in recent years. Numerous wildfires have spread through the Santa Ynez Mountains, threatening or even reaching into the City of Goleta. Since 1990, there have been at least thirteen significant fires that have affected Goleta, Santa Barbara, and the surrounding County. The most recent, the Thomas Fire, resulted in catastrophic mudslides in the City and County of Santa Barbara.

Throughout each of these disasters, MarBorg Industries has supported the community both during the disaster event and throughout the recovery and clean-up efforts. MarBorg works directly with CalFire, CHP, first responders, Army Corps of Engineers, and other disaster relief organizations to provide them with supplies as quickly as possible. During the Thomas Fire, MarBorg sent daily e-mails to thousands of customers with updates to service schedules, and made automated phone calls to hundreds of customers to update them on make-up service days. Route managers and drivers coordinated to continue scheduled pickups whenever and wherever they could, both during and after the disaster. To this day, MarBorg continues to haul load after load of debris from the affected area, and to sort through this debris at the C&D Recycling Facility.

In many areas of the Country, committing to support a community through any potential natural disaster may seem like an empty promise. On the South Coast, MarBorg's commitment to do just that is anything but empty. MarBorg has proven time and again that they can be counted on in a disaster, and any future franchise agreement will include MarBorg's proven commitment to disaster relief and recovery efforts.

## Existing and Upcoming Legislation

The State of California has always been at the forefront of environmental stewardship. The beautiful Goleta coastline is an ever-present reminder of the fragility of our environment and the need to maintain that beauty. The California legislature has passed several pieces of legislation that impose limits or requirements on the waste industry, and several more bills are forthcoming. As we have for years, MarBorg Industries will continue to work tirelessly to ensure compliance with all State regulations, and to assist Goleta with all diversion and reporting requirements.

### AB 341

AB 341, also known as Mandatory Commercial Recycling, was adopted in 2012 and mandates that all commercial generators with four cubic yards per week of trash generation must subscribe to a recycling program.<sup>3</sup> MarBorg tracks the subscription levels and recycling participation of all customers and over the years has assisted the City of Goleta in identifying and sending letters to customers who have not been in compliance with this regulation.

In addition to mandatory commercial recycling, AB341 also mandates a goal of 75% statewide diversion by 2020. This goal is not required for each jurisdiction, but instead will be evaluated for the state overall. MarBorg's diversion efforts in Goleta and the surrounding areas will contribute to this state-wide goal.

---

<sup>3</sup> <http://www.calrecycle.ca.gov/recycle/commercial/>

## **AB 1826**

AB 1826 was signed in 2014 and became effective in 2016, and requires businesses to recycle their organic waste.<sup>4</sup> As of January 1, 2017, it is the law that businesses that generate four cubic yards of organic waste per week should recycle their organic waste. In 2019, the requirement will expand to any commercial generators with four cubic yards of trash per week. The bill also mandates that 50% of all organics will be diverted by 2020, and if that goal is not met, then commercial generators with only two cubic yards of trash per week will be required to divert their organic waste.

As with AB 341, MarBorg will work with the City of Goleta to identify customers who may not be in compliance with this regulation.

## **SB 1383**

SB 1383 was signed in 2016, and establishes methane emissions reduction targets.<sup>5</sup> By 2020, SB 1383 mandates a 50% reduction in the disposal of organic waste, as compared to 2014 levels. This reduction jumps to 75% in 2025. The ultimate goal of this bill is a 40% reduction in methane emissions by 2030. CalRecycle is continuing to develop the specific regulations that will be implemented to achieve these targets. Food waste is expected to be specifically targeted, as it accounts for 17-18 percent of total landfill disposal.

While many of the specific programs implemented will be left to the discretion of the jurisdictions, MarBorg will work alongside the City of Goleta to develop and implement these programs. Residential backyard composting, as proposed here, will contribute to this state-wide goal. MarBorg will also support any edible foodwaste recovery programs implemented in the MarBorg service area.

## **Concluding Remarks**

MarBorg Industries would like to thank the City of Goleta for the opportunity to present this proposal for a ten year solid waste contract extension. By committing to continue the partnership between the City and MarBorg Industries, Goleta will secure rate reductions for the ratepayer, funding increases for educational programs and enhanced services for the community. MarBorg looks forward to be of continued service to the City of Goleta.

---

<sup>4</sup> <http://www.calrecycle.ca.gov/recycle/commercial/organics/>

<sup>5</sup> <http://www.calrecycle.ca.gov/climate/slcp/>

## **ATTACHMENT 2**

FY 2018/19 Solid Waste Collection Rate Schedule, reflecting rate reductions offered in MarBorg's March 15, 2018 Proposal



**Proposed Solid Waste Collection Rates, 2018-2019**  
**Residential Services**  
**Single-Family Dwellings**

<b>Cart Services</b>						
<b>Service Description</b>						<b>Monthly Rate</b>
35 gallon solid waste cart (weekly collection)						<b>\$26.11</b>
65 gallon solid waste cart (weekly collection)						<b>\$29.25</b>
95 gallon solid waste cart (weekly collection)						<b>\$33.79</b>
95 gallon recyclable cart (bi-weekly collection)						No Charge
95 gallon green waste cart (weekly collection)						No Charge
Each additional 35, 65 or 95 gallon solid waste cart						<b>\$6.81</b>
Each additional 95 gallon recyclable cart (35 or 65 gallon upon request)						No Charge
Each additional 95 gallon green waste cart (35 or 65 gallon upon request)						No Charge
Recycling only, any size (biweekly collection)						<b>\$7.67</b>
35 gallon green waste cart (weekly collection, no trash service)						<b>\$14.20</b>
65 gallon green waste cart (weekly collection, no trash service)						<b>\$15.27</b>
95 gallon green waste cart (weekly collection, no trash service)						<b>\$16.35</b>
Extra Bag Charge (each)						<b>\$2.71</b>
<b>Additional Cart Services</b>						
<b>Service Description</b>						<b>Rate</b>
Backyard cart service for eligible customers						No Charge
Backyard cart service for ineligible customers (each cart, per month)						<b>\$6.81</b>
Go-back service (each occurrence)						<b>\$11.36</b>
<b>Bin Services</b>						
<b>Service Description</b>	<b>Monthly Rate</b>					
	<b>Number Of Collections Per Week</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1.5 cubic yard solid waste bin*	<b>\$128.89</b>	<b>\$228.98</b>	<b>\$329.11</b>	<b>\$429.20</b>	<b>\$529.31</b>	<b>\$629.41</b>
2 cubic yard solid waste bin*	<b>\$167.67</b>	<b>\$301.14</b>	<b>\$434.58</b>	<b>\$568.11</b>	<b>\$701.58</b>	<b>\$835.02</b>
3 cubic yard solid waste bin*	<b>\$237.99</b>	<b>\$438.22</b>	<b>\$638.42</b>	<b>\$838.65</b>	<b>\$1,038.85</b>	<b>\$1,239.06</b>
4 cubic yard solid waste bin*	<b>\$310.12</b>	<b>\$577.07</b>	<b>\$844.04</b>	<b>\$1,110.97</b>	<b>\$1,377.92</b>	<b>\$1,644.88</b>
* Any SFD solid waste bin service includes recyclables and green waste cart services above.						
<b>Service Description</b>						
<b>Additional bin collection:</b>						<b>Rate (per collection)</b>
1.5 cubic yard solid waste bin						<b>\$42.96</b>
2 cubic yard solid waste bin						<b>\$55.89</b>
3 cubic yard solid waste bin						<b>\$79.34</b>
4 cubic yard solid waste bin						<b>\$103.38</b>

- continued on following page -

<b>Additional Bin Services</b>	
<b>Service Description</b>	<b>Rate</b>
Padlock rental	<b>\$17.37/month</b>
Padlock installation (each bin)	<b>\$46.76</b>
Bar lock installation (each bin)	<b>\$106.91</b>
Overloaded bin collection (each bin)	<b>\$20.04</b>
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	<b>\$56.12</b>
<b>Additional SFD Collection Services</b>	
<b>Service Description</b>	<b>Rate</b>
Bulky item collection (2x /fiscal year)	No Charge
E-Waste and white goods collection	No Charge
Holiday (Christmas) tree collection	No Charge
Household battery collection	No Charge
Sharps waste containers	No Charge
Access to MarBorg Goleta Buy Back Center	No Charge

**Proposed Solid Waste Collection Rates, 2018-2019**  
**Residential Services**  
**Multi-Family Dwellings**

<b>Cart Services</b>						
<b>Service Description</b>						<b>Monthly Rate</b>
35 gallon solid waste cart (weekly collection)						<b>\$22.16</b>
65 gallon solid waste cart (weekly collection)						<b>\$24.71</b>
95 gallon solid waste cart (weekly collection)						<b>\$28.68</b>
95 gallon recyclable cart (bi-weekly collection)						No Charge
Each additional 35, 65 or 95 gallon solid waste cart						<b>\$6.81</b>
Each additional 95 gallon recyclable cart (35 or 65 gallon upon request)						No Charge
35 gallon green waste cart (weekly collection)						<b>\$14.20</b>
65 gallon green waste cart (weekly collection)						<b>\$15.27</b>
95 gallon green waste cart (weekly collection)						<b>\$16.35</b>
<b>Additional Cart Services</b>						
<b>Service Description</b>						<b>Rate</b>
Go-back service (each occurrence)						<b>\$11.36</b>
<b>Bin Services</b>						
<b>Service Description</b>	<b>Monthly Rate</b>					
	<b>Number Of Collections Per Week</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1.5 cubic yard solid waste bin*	<b>\$128.89</b>	<b>\$228.98</b>	<b>\$329.11</b>	<b>\$429.20</b>	<b>\$529.31</b>	<b>\$629.41</b>
2 cubic yard solid waste bin*	<b>\$167.67</b>	<b>\$301.14</b>	<b>\$434.59</b>	<b>\$568.11</b>	<b>\$701.57</b>	<b>\$835.02</b>
3 cubic yard solid waste bin*	<b>\$238.00</b>	<b>\$438.21</b>	<b>\$638.42</b>	<b>\$838.65</b>	<b>\$1,038.85</b>	<b>\$1,239.06</b>
4 cubic yard solid waste bin*	<b>\$310.12</b>	<b>\$577.08</b>	<b>\$844.04</b>	<b>\$1,110.97</b>	<b>\$1,377.92</b>	<b>\$1,644.88</b>
1.5 cubic yard recyclables bin	<b>\$86.76</b>	<b>\$146.00</b>	<b>\$205.26</b>	<b>\$264.49</b>	<b>\$323.75</b>	<b>\$382.99</b>
2 cubic yard recyclables bin	<b>\$111.67</b>	<b>\$190.67</b>	<b>\$269.67</b>	<b>\$348.67</b>	<b>\$427.68</b>	<b>\$506.66</b>
3 cubic yard recyclables bin	<b>\$154.61</b>	<b>\$273.10</b>	<b>\$391.60</b>	<b>\$510.10</b>	<b>\$628.60</b>	<b>\$747.10</b>
4 cubic yard recyclables bin	<b>\$199.26</b>	<b>\$357.26</b>	<b>\$515.29</b>	<b>\$673.26</b>	<b>\$831.25</b>	<b>\$989.24</b>
* Any solid waste bin service includes 30% of the solid waste bin capacity for recyclables at no additional charge. Contractor to determine capacity of recyclables container to be provided.						
<b>Service Description</b>						<b>Rate (per collection)</b>
Additional bin collection:						
1.5 cubic yard solid waste bin						<b>\$42.96</b>
2 cubic yard solid waste bin						<b>\$55.89</b>
3 cubic yard solid waste bin						<b>\$79.34</b>
4 cubic yard solid waste bin						<b>\$103.38</b>

- continued on following page -

<b>Additional Bin Services</b>	
<b>Service Description</b>	<b>Rate</b>
Padlock rental	<b>\$17.31/month</b>
Padlock installation (each bin)	<b>\$46.76</b>
Bar lock installation (each bin)	<b>\$106.91</b>
Overloaded bin collection (each bin)	<b>\$20.04</b>
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	<b>\$56.12</b>
<b>Additional MFD Collection Services</b>	
<b>Service Description</b>	<b>Rate</b>
Bulky item collection (2x /fiscal year)	No Charge
E-Waste and white goods collection	No Charge
Holiday (Christmas) tree collection	No Charge
Household battery collection	No Charge
Sharps waste containers	No Charge
Access to MarBorg Goleta Buy Back Center	No Charge



**Proposed Solid Waste Collection Rates, 2018-2019**  
**Commercial Services**

<b>Cart Services</b>						
<b>Service Description</b>						<b>Monthly Rate</b>
35 gallon solid waste cart (weekly collection)						<b>\$31.73</b>
65 gallon solid waste cart (weekly collection)						<b>\$36.82</b>
95 gallon solid waste cart (weekly collection)						<b>\$43.16</b>
35 gallon green waste cart (weekly collection)						<b>\$23.80</b>
65 gallon green waste cart (weekly collection)						<b>\$27.63</b>
95 gallon green waste cart (weekly collection)						<b>\$32.38</b>
95 gallon recyclable cart (weekly collection)						<b>\$17.13</b>
Each additional 35, 65 or 95 gallon solid waste or green waste cart						<b>\$8.88</b>
Each additional 95 gallon recyclable cart (35 or 65 gallon upon request)						No Charge
<b>Additional Cart Services</b>						
<b>Service Description</b>						<b>Rate</b>
Padlock Rental						<b>\$17.37</b>
Padlock Installation (each cart)						<b>\$36.07</b>
Go-back service (each occurrence)						<b>\$12.70</b>
<b>Bin Services</b>						
<b>Service Description</b>	<b>Monthly Rate</b>					
	<b>Number Of Collections Per Week</b>					
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
1.5 cubic yard solid waste bin	<b>\$128.89</b>	<b>\$228.98</b>	<b>\$329.11</b>	<b>\$429.20</b>	<b>\$529.31</b>	<b>\$629.41</b>
2 cubic yard solid waste bin	<b>\$167.67</b>	<b>\$301.14</b>	<b>\$434.59</b>	<b>\$568.10</b>	<b>\$701.57</b>	<b>\$835.02</b>
3 cubic yard solid waste bin	<b>\$238.00</b>	<b>\$438.21</b>	<b>\$638.42</b>	<b>\$838.65</b>	<b>\$1,038.85</b>	<b>\$1,239.06</b>
4 cubic yard solid waste bin	<b>\$310.12</b>	<b>\$577.08</b>	<b>\$844.04</b>	<b>\$1,110.97</b>	<b>\$1,377.92</b>	<b>\$1,644.88</b>
1.5 cubic yard recyclables bin	<b>\$86.76</b>	<b>\$146.00</b>	<b>\$205.25</b>	<b>\$264.49</b>	<b>\$323.75</b>	<b>\$382.99</b>
2 cubic yard recyclables bin	<b>\$111.67</b>	<b>\$190.67</b>	<b>\$269.67</b>	<b>\$348.67</b>	<b>\$427.68</b>	<b>\$506.66</b>
3 cubic yard recyclables bin	<b>\$154.61</b>	<b>\$273.10</b>	<b>\$391.60</b>	<b>\$510.10</b>	<b>\$628.60</b>	<b>\$747.10</b>
4 cubic yard recyclables bin	<b>\$199.26</b>	<b>\$357.26</b>	<b>\$515.29</b>	<b>\$673.26</b>	<b>\$831.25</b>	<b>\$989.24</b>
<b>Service Description</b>						
<b>Rate (per collection)</b>						
Additional bin collection:						
1.5 cubic yard solid waste bin						<b>\$42.96</b>
2 cubic yard solid waste bin						<b>\$55.89</b>
3 cubic yard solid waste bin						<b>\$79.34</b>
4 cubic yard solid waste bin						<b>\$103.38</b>

- continued on following page -

Additional Bin Services	
Service Description	Rate
Padlock rental	\$17.31/month
Padlock installation (each bin)	\$46.76
Bar lock installation (each bin)	\$106.91
Overloaded bin collection (each bin)	\$20.04
On-call bin collection:	
1.5 cubic yard recyclables bin	\$64.45
2 cubic yard recyclables bin	\$83.84
3 cubic yard recyclables bin	\$119.01
4 cubic yard recyclables bin	\$155.07
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	\$56.12
Roll-Off Services	
Service Description	Rate
Roll-off box rental (11, 17, 25 or 40 cubic yard)	\$4.75
Disposal (compacted and non-compacted)	actual cost per ton plus City fees
Non-compacted collection to designated transfer and processing facility or Contractor's facilities (all roll-off boxes)	\$180.40
Non-compacted collection to designated disposal site (all roll-off boxes)	\$238.69
Compacted collection	\$274.84
Additional Roll-Off Services	
Service Description	Rate
Steam clean compactor:	
1x per fiscal year (each compactor)	No Charge
2x or more per fiscal year (each compactor)	\$118.95
Administrative Charges	
Description	Amount
Restart Service Charge	\$26.72
Delinquency Charge	\$6.68
Return Check Charge	\$19.92

## **ATTACHMENT 3**

FY 2018/19 Solid Waste Collection Rate Schedule, as calculated independent of MarBorg's March 15, 2018 Proposal



**Solid Waste Collection Rates, 2017-2018**  
**Schedule 1**  
**Residential Services**  
**Single-Family Dwellings**

Cart Services						
Service Description				Monthly Rate		
32 gallon solid waste cart (weekly collection)				\$30.42		
64 gallon solid waste cart (weekly collection)				\$34.07		
96 gallon solid waste cart (weekly collection)				\$39.36		
96 gallon recyclable cart (bi-weekly collection)				No Charge		
96 gallon green waste cart (weekly collection)				No Charge		
Each additional 32, 64 or 96 gallon solid waste cart				\$7.93		
Each additional 96 gallon recyclable cart (32 or 64 gallon upon request)				No Charge		
Each additional 96 gallon green waste cart (32 or 64 gallon upon request)				No Charge		
Additional Cart Services						
Service Description				Rate		
Backyard cart service for eligible customers				No Charge		
Backyard cart service for ineligible customers (each cart)				\$7.93 /month		
Go-back service (each occurrence)				\$13.23		
Bin Services						
Service Description	Monthly Rate					
	Number Of Collections Per Week					
	1	2	3	4	5	6
1.5 cubic yard solid waste bin*	\$134.34	\$238.66	\$343.02	\$447.34	\$551.69	\$656.02
2 cubic yard solid waste bin*	\$174.76	\$313.87	\$452.96	\$592.13	\$731.23	\$870.33
3 cubic yard solid waste bin*	\$248.06	\$456.74	\$665.41	\$874.10	\$1,082.77	\$1,291.44
4 cubic yard solid waste bin*	\$323.23	\$601.48	\$879.72	\$1,157.94	\$1,436.17	\$1,714.42
* Any SFD solid waste bin service includes recyclables and green waste cart services above.						
Service Description				Rate		
Additional bin collection:						
1.5 cubic yard solid waste bin				\$44.78/collection		
2 cubic yard solid waste bin				\$58.25/collection		
3 cubic yard solid waste bin				\$82.69/collection		
4 cubic yard solid waste bin				\$107.75/collection		
Additional Bin Services						
Service Description				Rate		
Padlock rental				\$17.20/month		
Padlock installation (each bin)				\$46.30		
Bar lock installation (each bin)				\$105.86		
Overloaded bin collection (each bin)				\$19.85		

<b>Additional Bin Services (cont.)</b>	
<b>Service Description</b>	<b>Rate</b>
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	<b>\$55.57</b>
<b>Additional SFD Collection Services</b>	
<b>Service Description</b>	<b>Rate</b>
Bulky item collection (2x /fiscal year)	No Charge
E-Waste and white goods collection	No Charge
Holiday (Christmas) tree collection	No Charge
Household battery collection	No Charge
Sharps waste collection	No Charge
Access to MarBorg Goleta Buy Back Center	No Charge

**Solid Waste Collection Rates, 2017-2018**  
**Schedule 2**  
**Residential Services**  
**Multi-Family Dwellings**

Cart Services						
Service Description					Monthly Rate	
32 gallon solid waste cart (weekly collection)					\$25.82	
64 gallon solid waste cart (weekly collection)					\$28.79	
96 gallon solid waste cart (weekly collection)					\$33.41	
96 gallon recyclable cart (bi-weekly collection)					No Charge	
Each additional 32, 64 or 96 gallon solid waste cart					\$7.93	
Each additional 96 gallon recyclable cart (32 or 64 gallon upon request)					No Charge	
Additional Cart Services						
Service Description					Rate	
Go-back service (each occurrence)					\$13.23	
Bin Services						
Service Description	Monthly Rate					
	Number Of Collections Per Week					
	1	2	3	4	5	6
1.5 cubic yard solid waste bin*	\$134.34	\$238.66	\$343.02	\$447.34	\$551.69	\$656.02
2 cubic yard solid waste bin*	\$174.76	\$313.87	\$452.96	\$592.13	\$731.23	\$870.33
3 cubic yard solid waste bin*	\$248.06	\$456.74	\$665.41	\$884.10	\$1,082.77	\$1,291.44
4 cubic yard solid waste bin*	\$323.23	\$601.48	\$879.72	\$1,157.94	\$1,436.17	\$1,714.42
1.5 cubic yard recyclables bin	\$90.42	\$152.18	\$213.94	\$275.67	\$337.43	\$399.19
2 cubic yard recyclables bin	\$116.39	\$198.74	\$281.07	\$363.41	\$445.76	\$528.08
3 cubic yard recyclables bin	\$161.14	\$284.65	\$408.15	\$531.67	\$655.17	\$778.69
4 cubic yard recyclables bin	\$207.68	\$372.37	\$537.08	\$701.72	\$866.40	\$1,031.06
* Any solid waste bin service includes 30% of the solid waste bin capacity for recyclables at no additional charge. Contractor to determine capacity of recyclables container to be provided.						
Service Description					Rate	
Additional bin collection:						
1.5 cubic yard solid waste or recyclables bin					\$44.78/collection	
2 cubic yard solid waste or recyclables bin					\$58.25/collection	
3 cubic yard solid waste or recyclables bin					\$82.69/collection	
4 cubic yard solid waste or recyclables bin					\$107.75/collection	
- continued on following page -						

<b>Additional Bin Services</b>	
<b>Service Description</b>	<b>Rate</b>
Padlock rental	<b>\$17.20/month</b>
Padlock installation (each bin)	<b>\$46.30</b>
Bar lock installation (each bin)	<b>\$105.86</b>
Overloaded bin collection (each bin)	<b>\$19.85</b>

<b>Service Description</b>	<b>Rate</b>
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	<b>\$55.57</b>

<b>Additional MFD Collection Services</b>	
<b>Service Description</b>	<b>Rate</b>
Bulky item collection (2x /fiscal year)	No Charge
E-Waste and white goods collection	No Charge
Holiday (Christmas) tree collection	No Charge
Household battery collection	No Charge
Sharps waste collection	No Charge
Access to MarBorg Goleta Buy Back Center	No Charge



**Solid Waste Collection Rates, 2017-2018**  
**Schedule 3**  
**Commercial Services**

Cart Services						
Service Description					Monthly Rate	
32 gallon solid waste cart (weekly collection)					\$33.07	
64 gallon solid waste cart (weekly collection)					\$38.37	
96 gallon solid waste cart (weekly collection)					\$44.98	
32 gallon green waste cart (weekly collection)					\$25.05	
64 gallon green waste cart (weekly collection)					\$29.08	
96 gallon green waste cart (weekly collection)					\$34.08	
96 gallon recyclables cart (weekly collection)					\$17.85	
Each additional 32, 64 or 96 gallon solid waste or green waste cart					\$9.26	
Each additional 96 gallon recyclables cart (32 or 64 gallon upon request)					No Charge	
Additional Cart Services						
Service Description					Rate	
Padlock rental					\$17.20/month	
Padlock installation (each cart)					\$35.72	
Go-back service (each occurrence)					\$13.23	
Bin Services						
Service Description	Monthly Rate					
	Number Of Collections Per Week					
	1	2	3	4	5	6
1.5 cubic yard solid waste bin	\$134.34	\$238.66	\$343.02	\$447.34	\$551.69	\$656.02
2 cubic yard solid waste bin	\$174.76	\$313.87	\$452.96	\$592.11	\$731.23	\$870.33
3 cubic yard solid waste bin	\$248.06	\$456.74	\$665.41	\$874.10	\$1,082.77	\$1,291.44
4 cubic yard solid waste bin	\$323.23	\$601.48	\$879.72	\$1,157.94	\$1,436.17	\$1,714.42
1.5 cubic yard recyclables bin	\$90.42	\$152.18	\$213.93	\$275.67	\$337.43	\$399.19
2 cubic yard recyclables bin	\$116.39	\$198.74	\$281.07	\$363.41	\$445.76	\$528.08
3 cubic yard recyclables bin	\$161.14	\$284.65	\$408.15	\$531.67	\$655.17	\$778.69
4 cubic yard recyclables bin	\$207.68	\$372.37	\$537.08	\$701.72	\$866.40	\$1,031.06
Service Description						
Additional bin collection:						
1.5 cubic yard solid waste or recyclables bin					\$44.78	
2 cubic yard solid waste or recyclables bin					\$58.25	
3 cubic yard solid waste or recyclables bin					\$82.69	
4 cubic yard solid waste or recyclables bin					\$107.75	
- continued on following page -						

<b>Additional Bin Services</b>	
<b>Service Description</b>	<b>Rate</b>
Padlock rental	<b>\$17.14/month</b>
Padlock installation (each bin)	<b>\$46.30</b>
Bar lock installation (each bin)	<b>\$105.86</b>
Overloaded bin collection (each bin)	<b>\$19.85</b>

<b>Additional Bin Services (cont.)</b>	
<b>Service Description</b>	<b>Rate</b>
On-call bin collection:	
1.5 cubic yard recyclables bin	<b>\$67.17</b>
2 cubic yard recyclables bin	<b>\$87.38</b>
3 cubic yard recyclables bin	<b>\$124.04</b>
4 cubic yard recyclables bin	<b>\$161.62</b>
Steam clean bin:	
1x per fiscal year (each bin)	No Charge
2x or more per fiscal year (each bin)	<b>\$55.57</b>
<b>Roll-Off Services</b>	
<b>Service Description</b>	<b>Rate</b>
Roll-off box rental (11, 18, 25 or 40 cubic yard)	<b>\$4.70/day</b>
Disposal or processing (compacted and non-compacted)	<b>Actual per ton cost + City fees</b>
Non-compacted collection to designated transfer and processing facility or Contractor's facilities (all roll-off boxes)	<b>\$178.62/collection</b>
Non-compacted collection to designated disposal site (all roll-off boxes)	<b>\$236.34/collection</b>
Compacted collection	<b>\$272.14/collection</b>
<b>Additional Roll-Off Services</b>	
<b>Service Description</b>	<b>Rate</b>
Steam clean compactor:	
1x per year (each compactor)	No Charge
2x or more per year (each compactor)	<b>\$117.78</b>

**Solid Waste Collection Rates, 2017-2018**  
**Schedule 4**  
**Administrative Charges**

<b>Administrative Charge Description</b>	<b>Amount</b>
Restart Service Charge	<b>\$26.46</b>
Delinquency Charge	<b>\$6.61/30 days</b>
Return Check Charge	<b>\$19.73</b>