



**Health Sanitation Service**

A WASTE MANAGEMENT COMPANY  
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October 3, 2009

Ms. Leslie Wells, Program Leader  
Resource Recovery & Waste Management Division  
Santa Barbara County Department of Public Works  
130 E. Victoria, Suite 100  
Santa Barbara, Ca 93101

**RE: Waste Management's Exclusive Franchise Agreements for the Collection of Trash, Green Waste, and Recyclables**

Dear Ms. Wells:

Thank you for the opportunity to provide the County of Santa Barbara information to consider related to Waste Management's Exclusive Franchise Agreement for the Collection of Trash, Green Waste, and Recycling for Zones 4 and 5, which expire June 30, 2011. The partnership that we have built with the County is extremely important and as such, Waste Management respectfully requests that the County of Santa Barbara consider extending the current agreement for a mutually agreed term that would include enhancements that would benefit both the County and its residents.

We understand that there a number of variables to consider when deciding on how to proceed with the Exclusive Franchise Agreements that are expiring. As such, we thought it was important to highlight a few of the compelling reasons why the County of Santa Barbara should enter into discussions with Waste Management to extend or negotiate a new franchise agreement. We appreciate and the support the processes that the County Staff has taken to evaluate Waste Management's performance in its current contract. Those steps include a customer satisfaction survey and a contract compliance audit.

**Customer Satisfaction** – If the County chooses to renegotiate with Waste Management, it will continue to enjoy high customer satisfaction levels, and not risk receiving diminished service from another hauler. Simply put, County of Santa Barbara residents and businesses alike are highly satisfied with Waste Management and the world-class service they receive. It does not happen by accident – it comes from years of experience in the community and our employee's personal commitment to customer satisfaction.

The County does not have to take our word for it. Our customer service is measured and tracked by J.D. Powers and Associates, who provide statistics on customer satisfaction from this market area. The numbers speak for themselves: 95% of Customers would prefer to do business with Waste Management if given the choice.

In addition, the County of Santa Barbara recently conducted a customer satisfaction survey and the results were consistent and with our on-going surveys. Our own survey even seems to be more critical of our operations than the County survey. That is an example of how we want to be the best!

***Contract Compliance*** – The County recently completed an audit of Waste Management’s franchise agreement that revealed a few inconsistencies. All items of concern that were identified in the audit were quickly investigated and remedied to the full satisfaction of the County and the customer.

***Operations Excellence/Safety*** – We have developed proactive training programs and an extra staffing pool to ensure that experienced drivers are on each route every day – no matter what the situation or cost. The development of our safety programs that is a way of life for our employees has reduced injuries by almost 20% in the past 5 years.

***Seasoned Professional Drivers*** - For over 25 years, our drivers have provided quality service to the county’s residents and businesses and they take pride in knowing and understanding the needs of the community firsthand.

***Education/promotional materials*** - We are proud of the work we have accomplished together to provide efficient and effective recycling programs that have helped the County exceed strict state diversion goals. We took it upon ourselves to create the unique Recycling Education Roll-off Box. The Recycling Education Roll-off Box has been used all over the Santa Maria and Santa Ynez Valleys. The unique educational tool has spurred many young minds onto the ideas of recycling and waste reduction. The tool has also been used at fairs, shows, special events, and other venues to raise the community’s awareness about the importance of waste reduction and recycling. This tool has been extremely effective and we estimate that it has helped raise awareness in over 10,000 people on an annual basis.

***Community Support/Involvement*** – Waste Management is a large supporter of community events. We participate in many events throughout the County including the Coastal Clean-up to support youth and their animal projects at the Santa Barbara County Fair each year, numerous local charities and civic organizations, youth sports, and campaigns to fight disease and support health and wellness. In today’s economic climate, this type of support and commitment from a company is extremely important.

***Environmental Stewardship*** – Waste Management isn’t just a trash company – we are an environmental solutions company that is committed to exceed diversion requirements and providing creative affordable solutions to meet State Mandates and raise the environmental awareness of the communities we service. We have highlighted some of

the programs and efforts that have been made to assist the County in meeting AB939 requirements. Waste Management built a Material Recovery Facility (MRF) and invested in two subsequent equipment retrofits to maximize diversion for the County while minimizing any increases to the ratepayers.

- *Standardization* – Waste Management standardized the colors of all of the residential carts and commercial bins within the County of Santa Barbara to minimize confusion of what materials go into which container in an effort to maximize diversion.
- *Commercial Recycling* – Waste Management proactively started a wet/dry commercial recycling pilot route to increase diversion in this waste stream. Through this process we have been able to divert 63% of the loads. We estimate that over this effort will increase commercial recycling diversion by 28-30%. Once our pilot program confirms this diversion, we will begin the process of expanding the program, which will greatly assist in the County in being in compliance with the Commercial Recycling mandate.
- *Fleet* - The Waste Management fleet that services the County of Santa Barbara is CARB compliant. New trucks are sought that utilize the best technology for a greener environment. Whether LNG or diesel, WM makes sure that it is the cleanest type of power at the time of purchase.
- *Buy Back Centers* - Waste Management operates 2 buyback centers for public use. Residents can receive the redemption of California Redemption Value (CRV) in addition to other scrap material. Those centers also recycle materials that cannot be disposed of in the landfill such as such as e-waste, latex paint, wet cell car batteries, and large appliances (with or without hazardous materials such as Freon gas or mercury switches).
- *Manure Collection* – Waste Management implemented a manure collection program in the Santa Ynez Valley in 2008. The program provides a convenient way from residents to properly dispose of horse manure. We collect approximately 9-12 tons per week that is taken to a local composter.
- *Public Education and Outreach*– Local Waste Management staff worked closely with County Staff to enhance the newsletter content and provide more information to the community. Quarterly newsletters are distributed to all of Waste Management’s customers through bill inserts. Waste Management has a staff that actively goes out to schools and civic organizations to present messages and assemblies on recycling.
- *Green Business Partner* – Waste Management has teamed up with the County as a Green Business Partner.

- *Diversion* –As a result of the quality programs and public education, Waste Management is proud of the high participation and diversion rate in recycling programs.

Waste Management is willing to discuss numerous value add benefits to the County should they elect to extend or renegotiate a new agreement beyond the scope of the current franchise agreement including a Sharps program, community centric battery collection programs, and a phase in of Alternative Fuel Vehicles to name just a few. Waste Management has consistently proven its ability to meet the County's service expectations on an ongoing basis. We track our service data every day and use it to manage our business for continuous improvement. This quality of service is found throughout our operations and is the result of years of effort. By hiring and training skilled professionals, and by investing in and developing innovative, effective systems and procedures, we have been able to provide a high quality service throughout our operations. The results of this effort are seen in the quality of service enjoyed by the residents and businesses in those areas of the County that we serve.

We are confident in our belief that the County will benefit by negotiating with Waste Management to extend the franchise agreements in Zone 4 and 5. Our proven commitment to service, combined with the strength of our local, regional and corporate staff, as well as our equipment, processes and support ensure a successful sustainable partnership in the County of Santa Barbara.

More now than ever, Waste Management can help the County of Santa Barbara retain world-class waste management solutions and innovative sustainability programs at competitive rates. We respectfully request the County consider negotiating a new agreement with Waste Management. We look forward to continuing to work together well into the future.

Respectfully,

Keith Ramsey, District Manager

*From everyday collection to environmental protection, Think **Green**. Think **Waste Management**.*