



STAFF REPORT

Report To: Board of Supervisors

Meeting Date: 04/05/18

Staff Contact: Darren Schulz, Public Works Director

Agenda Title: For Possible Action: To provide staff direction on key decision points regarding a new Solid Waste and Recyclable Materials Franchise request for proposal to be issued to public bidders in June 2018. (Rick Cooley; RCooley@carson.org)

Staff Summary: The current Solid Waste and Recyclable Materials Franchise Agreement expires on June 30, 2019. In order to have a vendor in place ready to serve a new franchise agreement by July 1, 2019, a new agreement must be awarded by December 2018. Direction is being sought on the following items: 1) franchised residential and commercial service; 2) mandatory residential service; 3) automated trash and single-stream recycling service; and 4) yard waste service.

Agenda Action: Formal Action/Motion

Time Requested: Two Hours, 30 minutes

Proposed Motion

Move to authorize staff to proceed with the creation of a draft agreement to be included in a Request for Proposal to include franchised residential and commercial service, mandatory residential service, automated trash and single-stream recycling service, and options for yard waste services.

Board's Strategic Goal

Efficient Government

Previous Action

None

Background/Issues & Analysis

In November 2017, the City hired the consulting firm of Sloan Vazquez McAfee (SVM) to assist in the development of a request for proposal for solid waste and recyclable materials franchise agreement. SVM would also assist in soliciting public input and conducting public meetings to gather input as to what should be included into the new agreement.

SVM developed a questionnaire to stimulate feedback from current and potential residential and commercial customers from within Carson City. The City converted the questionnaire into an online format that was hosted on the City's website so that the questionnaire could be completed and submitted directly from this site. SVM also established an email address specifically for individuals to request a questionnaire, submit a completed questionnaire, or to provide unscripted input. Questionnaires were also made available for pick-up at the Public Works Department.

Five public meetings were held during the months of February and March in order to meet with the public, engage in an open discussion, and collect additional input directly from public. The public meeting dates and times and a request to complete a questionnaire were advertised via a note on all water bills, via social media

(Facebook, Twitter), communications to the Cason City Chamber of Commerce, communications to the Downtown Business Association, on CarsonNow.org, within specific articles and the opinion section of the Nevada Appeal, and a specific advertisement in the Sunday edition of the Nevada Appeal prior to each public meeting. A total of 475 completed questionnaires were received plus other unscripted comments via email and phone message. During this period, potential bidders and other interested local haulers have been solicited to get their input.

The end result of all of the information collected is the presentation before the Board today.

Applicable Statute, Code, Policy, Rule or Regulation

Chapter 5.10 - Solid Waste and Recyclable Materials of the Carson City Municiple Code

Financial Information

Is there a fiscal impact? Yes No

If yes, account name/number:

Is it currently budgeted? Yes No

Explanation of Fiscal Impact:

Alternatives

Board Action Taken:

Motion: _____

- 1) _____
- 2) _____

Aye/Nay

(Vote Recorded By)

APRIL 5, 2018



CONSOLIDATED MUNICIPALITY OF CARSON CITY FUTURE OF SOLID WASTE SERVICES

PRESENTED BY:

*SloanVAZQUEZ*McAFEE
MUNICIPAL SOLID WASTE ADVISORS

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Attachment 1: Solid Waste Services Questionnaire

A. Introduction

The Consolidated Municipality of Carson City is embarking on the process of issuing a Request for Proposals (RFP) for franchised solid waste collection services. The current solid waste services contract with Waste Management ends June 30, 2019. Because the implementation of a new contract requires approximately six months for the acquisition of equipment, Carson City intends to complete the process no later than December 2018.

1. Process Overview

Carson City has initiated a multi-part process in preparation for the development and implementation of an RFP. First, Carson City has conducted extensive outreach for public input on the process. This outreach included both the distribution of a solid waste services questionnaire and the conducting of a series of public meetings. Second, a review of the existing Carson City franchise agreement and information gathering regarding the regional context and industry best practices was conducted with the goal of identifying opportunities for improvements and enhancements to the contract language.

The current step in the process is to present the public input and the best practices identified through the review of the current agreement and analysis of the competitive landscape. Using the public input and best practices, a series of Decision Points have been developed for Supervisor consideration. The direction from the Supervisors will be used to conduct focused data review, develop a financial baseline proforma to analyze the potential impact of new service requirements, and then prepare the new franchise agreement and RFP documents.

This report provides a summary of the public input, the opportunities and best practices identified in the information review, and the Decision Points prepared for the Supervisors' consideration.

2. Stakeholder Input

Carson City implemented a comprehensive effort to obtain input from the public regarding the future of solid waste services. Interested members of the community, both residential and commercial, were invited to a series of public input meetings and given the opportunity to complete a solid waste services questionnaire.

a. Public Meetings

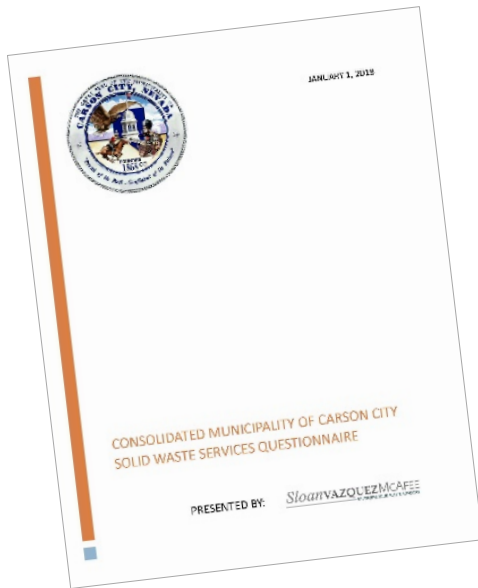
A series of five public meetings were conducted over the course of four weeks between February 7 and March 7, 2018. Carson City community members had the option of attending daytime and evening meetings. The public meetings were promoted via newspaper ads and articles, on the Carson City website, on bill notes and through the Chamber of Commerce.

Over the course of the five meetings, approximately 50 attendees participated. In addition to residents, who were the primary attendees, and business owners, solid waste companies interested in participating in the RFP were in attendance.

Public Meetings were held on the following dates/times:

- February 7, 2018 (2:00 pm and 6:00 pm)
- February 21, 2018 (6:00 pm)
- March 7, 2018 (2:00 pm and 6:00 pm)

b. Solid Waste Services Questionnaire



A questionnaire was provided to the public through the Carson City website, via email and in hard copy formats for six weeks. The questionnaire was completed by more than 475 Carson City stakeholders. The size of the response was significantly higher than that of other municipalities conducting similar outreach. This indicates that the communication facilitated by Carson City staff is highly effective, and that the community is highly engaged in the future of solid waste in Carson City.

In addition to the quantitative data generated through the questionnaire, a treasure trove of comments was included in the responses. This qualitative feedback provides additional insight into the past experiences and future preferences of the community. Highlights from the questionnaire results is included in the narrative of this report, and the complete

quantitative results are provided as Attachment 1: Solid Waste Questionnaire Results. Representative comments showcasing key themes are provided throughout the report.

3. Regional Context and Industry Best Practices

To provide further insight into opportunities to modernize the current franchise agreement and add value for Carson City, regional and industry best practices were reviewed and recommendations were identified. Additionally, the competitive landscape was studied to ensure that Carson City can anticipate the necessary level of interest in the RFP process. Additionally, specific service issues currently experienced in Carson City were examined in order to develop a plan to effectively address them in the new franchise agreement.

Key Questions

- What do the solid waste service contracts in similar regional municipalities look like?
- Are there opportunities to enhance programs, services and/or value for Carson City customers?
- What companies are interested in participating in RFP process?

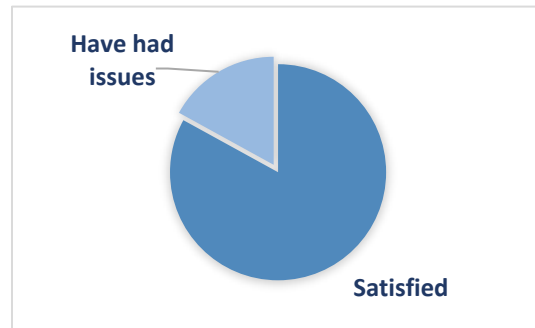
B. Public Input

1. Public Input Overview

The following are highlights of the quantitative and qualitative feedback from the Solid Waste Services Questionnaire and public meetings. The comments included in this report are representative of the feedback provided through the five public meetings and the questionnaire. The complete questionnaire results are provided as Attachment 1. Some 476 Carson City stakeholders completed the survey, either on-line, in person or via email. 94% of the participants were residential customers. Six percent were either commercial customers or both commercial and residential customers.

a. Overall satisfaction with current service provider

Overall, 83% of community members responding to this question indicated that they were satisfied with service. 17% had experienced issues, including inconsistent communication, failure to pick up, difficulty reaching customer service offices, and various issues with drivers.



The following are representative comments from questionnaire and public meeting participants:

Satisfied

“We have had Waste Management for 27 years and have always had good experience with Waste Management. Being on a fixed income it is a plus that Waste Management has kept their rates reasonable all these years.”

“Why mess with something that is working well!”

“Overall I am satisfied with current service. I have had very few problems/complaints. The change that would be of most benefit to me is single-container recycling, however I do not think this would merit a rate increase.”

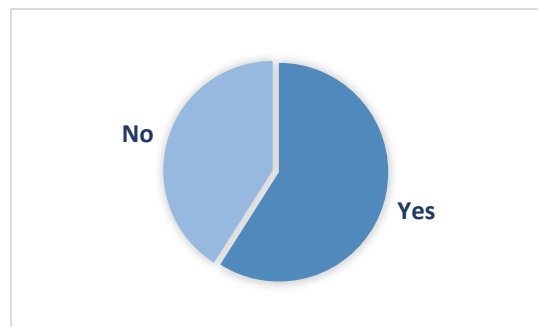
Have had issues

“Would seriously recommend looking for local or regional contractors OTHER than Waste Management.”

“Please drive a hard bargain with WM. Many people don't appear to be using WM because of the expense. Families share one of those huge waste containers.”

b. Mandatory Service

A majority of questionnaire participants, 59%, were in favor of mandatory service. This topic was the most discussed during the public meetings, with both sides vocally advocating for their position.



Yes

“My biggest complaint is the absence of mandatory pick-up. As the owner of a commercial property we are constantly finding household waste in our trash containers and abandoned appliances, furniture and construction waste in our dumpsters.”

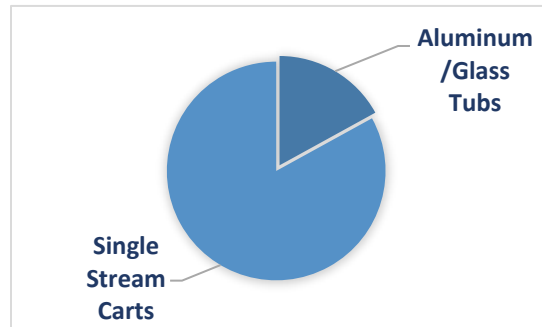
“We need to consider the public health and safety aspects of people who won’t sign up for service. Sorting trash in unsecured containers, or in garages, or in backyards.”

No

“We don't want to be like Reno and Vegas, where you have to pay for trash on a vacant home. Hating mandatory service idea. And I speak for everyone in Carson City, every last person, no matter what they tell you to your face, they secretly hate the idea.”

c. Single Stream Recycling

The overwhelming majority of questionnaire participants, some 81%, preferred single-stream recycling. Many pointed out that Carson City is already technically participating in single-stream recycling since all materials placed in the aluminum and glass tubs are collected in the same truck and commingled during transport to the Waste Management processing center in Reno.



Many of the comments emphasized the importance of increasing recycling participation in Carson City, the convenience of single-stream recycling carts, and the current challenge with wind-blown recyclables scattered after the tubs are placed by the curb.

Prefer Single-Stream Recycling Program

“The provided recycle tubs for plastic are way too small for the amount of recycling we have.”

“I am hopeful that our recycling efforts will improve. I am frustrated with the amount of waste that I cannot recycle (e.g. cardboard).”

“Tubs are of no use since everything goes into one truck at the same time.”

“Recycling is my priority, so at the very least, please expand our recycling program into single stream.”

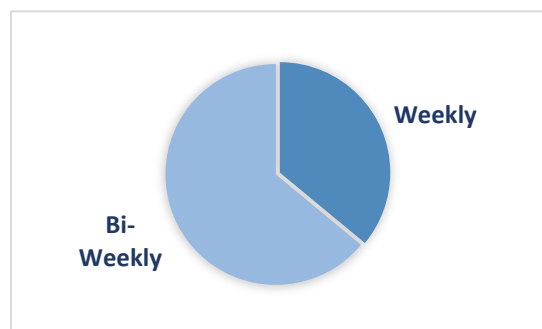
“I would prefer single stream recycling. With tubs, recyclables blow around in the wind.”

“Due to our windy weather, stacking newspapers, aluminum cans, cardboard and such often results in an unfortunate mess.”

“Those little tubs are horrible in a windy environment. We should be using large cans for recycling and smaller cans for trash.”

d. Recycling Collection Frequency

There was a quantitative preference for bi-weekly service, with 63% preferring the every-other week service option. Some reasons include the anticipation that costs will lower and that the large cart will accommodate a greater volume of recyclables. Some of the feedback in favor of weekly recycling included the desire to maximize recycling, to extend the life of the landfill by keeping recyclables out of the trash, and the inconvenience of remembering the every-other week schedule.



Weekly

“I would prefer this is be weekly, as I never seem to remember which week is the week for recycling and also prefer single stream recycling.”

“I would love weekly service, please! Single stream!!”

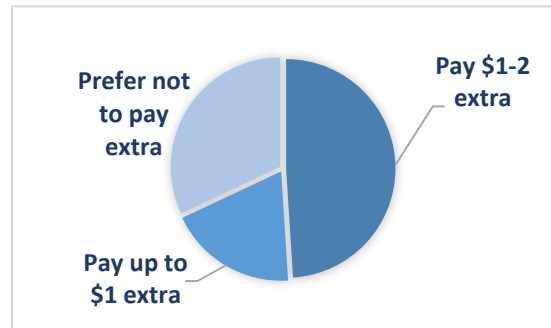
Bi-Weekly

“The bi-weekly pickups are working, but my issues include insufficient collection of materials. Chipboard, such as cereal boxes, is recyclable where I used to live, but not here. Cardboard is recyclable as well.”

“Please send us a calendar magnet when to recycle like you used to.”

e. Willing to Pay Extra for Weekly Recycling Service

The residents’ preference for enhanced recycling was backed-up by their willingness to pay more for weekly service. Some 68% of those indicating a preference were willing to pay up to \$1 per month extra, or up to \$2 per month extra.



In general, questionnaire participants are seeking the best value possible, and would prefer not to see their costs increase. However, the majority is willing to pay up

5-10% more to ensure the implementation of an enhanced recycling program in Carson City.

Willing to pay additional costs

“Not a large increase as a new widow funds are slightly tight already but I am willing to do all I can to keep things out of the dump.”

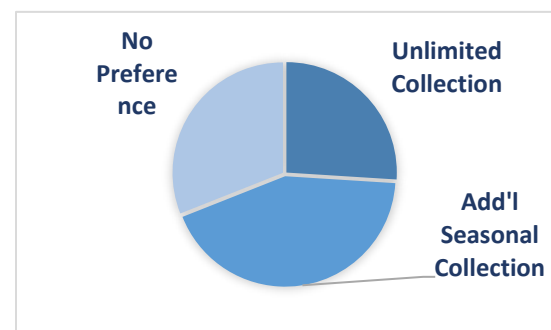
“There is a cost with what we do with waste products, both recyclable and other. By recycling, we absorb the cost upfront rather than pass it along to our children and their children. It is the responsible thing to do.”

Prefer not to pay extra

“I would really like to see the same services we have now just with single stream recycling added at no extra cost. “

f. Yard Waste (Leaf) Collection

After mandatory service and single-stream recycling, the most important issue for many participants in public input was the collection of yard waste during leaf-falling season. There is no consensus, however, for the best approach to this ongoing issue. Some want unlimited collection of leaves included in trash service. Others preferred separate yard waste containers as part of a three-cart program (trash, recycling and yard waste), with either weekly collection of all three carts, or the



recycling and green waste carts serviced on alternating weeks. Another popular option was the self-haul of yard waste to either the landfill or to a centralized collection spot. Finally, a small, but vocal group advocated strongly for composting services.

Yard waste collected as trash

“The trucks are out anyway so pick up the bags. Make it a reasonable number of bags allowed and don't charge more.”

“Unlimited bags for seasonal yard waste.”

Yard waste collected separately

“I would like to see additional "green" waste carts provided and would be willing to pay a small increase to offset cost of carts.”

Additional Seasonal Collection

“Just like with bulky items, announce there will be special pick-ups for fall leaves say once in October and once in November, as I think is done now for Community clean up times. In any event, don't make people drag stuff to a certain spot. People might just dump it behind their fence etc. creating fire hazards, etc.”

“Increase or eliminate the limit for bags during fall cleanup; also acknowledge the time period for falling leaves varies with weather-it is not a definitive period year to year.”

Self-transport extra yard waste

“I wouldn't mind having a place to dump a lot of yard waste a few times per year. I would prefer to have designated weeks where we can place our excessive yard waste two to three times per year (Spring and Fall, most likely) at the curb, kinda like how we do the Xmas tree collection.”

Separate, bi-weekly yard waste collection

“I have lived in other cities where they provide a separate cart for yard waste which is picked up every other week, on the off week of the recycling cart. It works very well. “

Compost

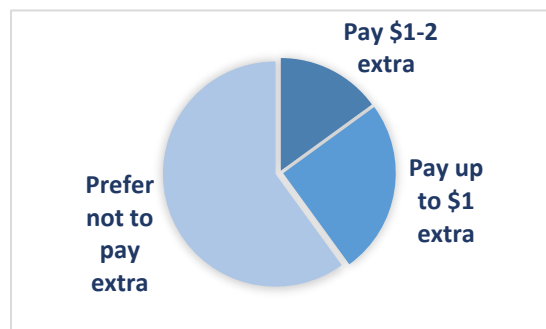
“I'm okay with a reasonable charge too as long as I know yard waste is not going into landfill. I'm okay with it being used as a top layer but I strongly believe it should be made into a compostable item.”

g. Additional Yard Waste Services

While there was no consensus on a preferred yard waste solution, there was consensus that questionnaire participants would prefer not to pay more to have additional yard waste services.

Prefer not to pay extra

“We bring any of the above to the dump ourselves and pay accordingly. We never have yard waste -- essentially zeroscape -- so would prefer that people be charged for



that by usage, not an amount per month (assessed on everyone). Our very minimal yard waste we include in our weekly pickup.”

“Seasonal yard waste is currently satisfactory. This is just another way to increase this cost.”

“To me, this is a "nice to have" but not critical. I can always transport my large items to the landfill. I don't think the entire community should pay an additional cost so a few people can go to a local collection point to drop stuff off for free. The rates at the landfill are reasonable.”

h. Customer Service

The following comments are representative of additional feedback provided by questionnaire participants regarding customer service. This feedback was also consistent during the public meetings.

Communication

“Whatever new trash collection/recycling company Carson City ends up with, I hope they communicate better with customers than Waste Management does!”

“There has been next to no info shared on recycling since we moving here. Schedules are not posted online or mailed out anymore which probably doesn't help. I'm not sure other houses are aware. The info also needs to be bilingual English-Spanish.”

Call Center/Office

“How do you get a hold of a local representative, in Carson City? I know you cannot, AZ is usually the closest.”

“When I moved here I received different answers about what was allowed for recycling every time I called to ask questions.”

“Very poor customer service. Hard to contact by phone (calls go to Arizona or someplace; can't get hold of local office.) Office hours in Carson City have been reduced to just a few hours two days per week. Office person seems not to care about W/M service.”

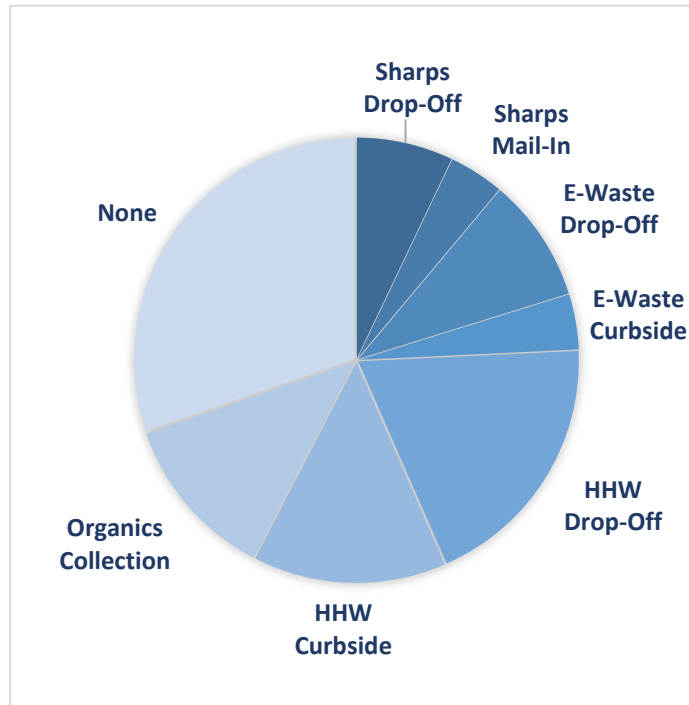
Collection Service

“The drivers are inconsistent. Sometimes they pick up all the extra bags. Sometimes they only pick up one.”

i. Other Environmental Services

Questionnaire respondents were also asked for additional feedback regarding their interest in additional environmental services. While there was some interest shown in additional services, overall, there was not a strong preference. shown, apart from continued interest in Household Hazardous Waste (HHW) drop-off, which is currently available through Carson City by appointment at the landfill.

Additional issues discussed during public meetings included the importance of any solid waste service provider working with schools, the hospital, motels housing large populations of transient residents and other special customers to provide customized solutions



There was also a focus by a few residents seeking the option of bear-proof containers. These specialized containers, which cost approximately four-times the price of standard containers, could be made available for optional purchase and additional service fees to the impacted customers by the franchise service provider.

Finally, feedback was provided regarding the need for occasional clean-up days, and discussion regarding Carson City services that are currently being provided by City staff becoming a component of the franchise agreement.

2. Public Input Summary

The following is a brief overview of key feedback regarding potential Supervisor Decision Points gathered through the questionnaire and during the public meetings.

a. Mandatory Service

The majority (59%) of residents who provided input prefer mandatory service. The residents most vocally opposed to mandatory service were those who regularly self-haul to the landfill.

b. Single-Stream Recycling

An overwhelming majority (81%) prefer single-stream recycling using large carts. There is a split regarding whether it should be weekly or bi-weekly service.

A majority (69%) of residents are willing to pay up to \$1 or \$2 extra for increased recycling service levels.

c. Yard Waste (Leaf) Service

Residents agree that a yard waste solution is needed. However, the opinions regarding approach varies from, unlimited collection included in trash service, to separate yard waste collection, to seasonal collection events, or free self-haul. A small group strongly advocated a composting program.

There is a greater price-sensitivity regarding additional yard waste fees than for increased recycling services. Residents are interested in a solution but prefer that it be as cost-neutral as possible.

d. Customer Service

The predominant themes regarding customer service were as follows:

- Challenges with lack of local call center/contacts
- Lack of communication regarding service schedules, service offerings (bulk item, other solid waste services and resources), and recycling program (what is accepted, why do all materials go in the same truck)
- Inconsistent service from drivers regarding what is collected
- Service issues such as spilled trash, tubs/carts overturned after service

e. Commercial Service

There was limited feedback from commercial customers, but those that did participate communicated the following:

- Need for mandatory residential service to reduce illegal dumping
- Need for increased commercial recycling service

“I think all businesses should have to recycle, especially restaurants and casinos.”

C. Regional Context and Industry Best Practices

1. Interested Companies

In order to ensure a competitive process, it is important that multiple solid waste companies participate in the RFP process. The Carson City RFP process has already garnered strong interest from potential service providers. The following companies have indicated interest in participating in the RFP:

- C&S Waste Solutions
- Douglas Disposal & Recycling Services
- Empire Contractors
- Olcese Waste Services
- Recology
- South Tahoe Refuse & Recycling Services
- TRASHCO
- Waste Connections
- Waste Management

2. Franchised Service Best Practices

While multiple regional solid waste companies are requesting a change from franchised commercial services to “open market” commercial services, there are a number of disadvantages to Carson City associated with this approach.

Financial: First, the inclusion of commercial services within the franchise allows the franchised hauler to improve the economies of scale associated with service provision. When there is a larger customer base over which to allocate fixed costs such as facilities, administration, billing, customer service, etc., there is an opportunity for all residential and commercial customers to benefit from the economies of scale. Breaking commercial off from the residential franchise typically results in approximately 20% residential rate increases.

Environmental and Other City Impacts: When multiple companies are servicing commercial customers, a larger number of collection trucks are operating in Carson City. This increases the wear and tear on roadways and increases the impact of collection trucks on traffic. There is also an additional impact on staff time, as multiple companies must be monitored.

3. Mandatory Service Best Practices

Most municipalities of similar size to Carson City require mandatory services as a matter of health and safety. Without mandatory service, numerous impacts to the health, safety and aesthetics of the community would continue to exist. The issues include:

- nuisance complaints such as burning waste and hoarding waste (and the associated vermin, animals and sanitary issues),
- illegal dumping at local businesses and by the river, the mountains, etc.,
- unsecured transportation of materials to the landfill, creating road hazards and litter; and,
- subsidizing of cost associated with the issues listed above by responsible residents

A vocal minority of residents who consistently self-haul to the landfill and/or who reside on larger parcels would like to continue to do so. There is an opportunity to include a limited set of exemptions to existing residents that could be phased-out over time. Options for exemption from mandatory service, including parcel size and proof of self-hauling, have been offered successfully in other municipalities.

4. Franchise Agreement Language for New Service Opportunities

The regional infrastructures, available processing technologies and recycling capabilities of solid waste companies are dynamic. Because of the juxtaposition of rapid changes in the industry and the long-term nature of solid waste contracts, the inclusion of flexible language to address these changes is considered a best practice. Provisions can be included in the new franchise agreement to allow Carson City and/or the service provider to explore the use of new infrastructure, technologies, or capabilities and to negotiate a fair adjustment to compensation.

5. Local Office and Customer Service Staff Requirements

A recurring issue identified in Carson City is the disconnect between the hauler’s regional call center and the local operations. This has resulted in escalated issues, inconsistent service provision and confusion regarding Carson City-specific programs. While many large solid waste companies utilize regional call centers, municipalities are increasingly requiring the provision of local offices staffed with customer service representatives. Provisions can be included in the new franchise agreement to require the use of a local office staffed with customer service representatives.

6. Roadway Impact Best Practices

Municipalities have identified the ongoing impact of collection vehicles on their roadways. The wear and tear associated with solid waste collection services creates a burden on municipal budgets. Increasingly, municipalities are including a roadway impact fee as part of their solid waste franchise agreements.

D. Develop and Implement RFP

1. RFP Process Timeline

The following is the recommended timeline for the Carson City RFP process. This timeline includes a two-month buffer to accommodate any potential delays.

Milestones	Date
Carson City RFP Released	June 11, 2018
Mandatory pre-proposal meeting	June 20, 2018
Deadline for proposer questions	June 27, 2018
Response to questions and RFP addenda issued	July 10, 2018
Proposals Due	July 24, 2018
Requests for clarifications sent to proposers	August 17, 2018
Clarifications due from proposers	August 24, 2018
RFP Results Presented/Supervisors Select Proposer	October 4, 2018
Negotiations finalized	October 25, 2018
Supervisors Award Franchise	November 1, 2018
Contractor Commence Providing Services	July 1, 2019

E. Key Decision Points and Recommendations

1. Franchised Residential and Commercial Service

- Recommendation: Continue with franchised residential and commercial service.
- Alternative option: Allow Construction and Demolition service to be open market (on call, project-based service using a tractor and trailer or roll-off truck and roll-off box).

2. Mandatory Service

- Recommendation: Adopt mandatory service requirement.

3. Single-Stream Recycling Service

- Recommendation: Residential automated single-stream recycling service with standard 96-gallon carts.
- Recommendation: Require proposers to provide cost proposals for weekly and bi-weekly residential single-stream recycling services for consideration.
- Recommendation: Fee-based commercial recycling program that incentivizes both the service provider and the customer to participate.

4. Yard Waste Service

- Recommendation: Ask proposers to include possible options and solutions to remove yard waste, along with the associated fees.

F. Conclusion

The final step before moving forward with the RFP process is to receive direction from the Supervisors regarding the key decision points which were developed using the public input obtained through the public meetings and questionnaires, and the opportunities identified while reviewing the current franchise agreement and identifying relevant industry best practices.

Because of Carson City's comprehensive public outreach prior to the decision-making process, and due to the current level of interest in the Carson City RFP process from regional solid waste companies, the municipality is well-positioned to achieve value for the community through this process. The direction from the Supervisors will be critical in the development of new contract requirements and the establishment of goals and objectives for the RFP process.

Attachment 1: Carson City Solid Waste Services Questionnaire Results



APRIL 5, 2018

CONSOLIDATED MUNICIPALITY OF CARSON CITY
SOLID WASTE SERVICES QUESTIONNAIRE

PRESENTED BY:

*SloanVAZQUEZ*McAFEE
MUNICIPAL SOLID WASTE ADVISORS

QUESTIONNAIRE RESULTS: Solid Waste Services Questionnaire

<p>1. I am a:</p>	<p>94% Residential Customer</p> <p>01% Commercial (Business) Customer</p> <p>05% Both</p> <p>N with answer = 476</p>
<p>2. <u>Overall satisfaction</u> with weekly trash collection:</p>	<p>83% Satisfied</p> <p>17% Have had issues (please describe)</p> <p>N with answer = 450</p>
<p>3. <u>Overall satisfaction</u> with bi-weekly recycling collection (yellow and green crates for aluminum and glass):</p>	<p>58% Satisfied</p> <p>42% Have had issues (please describe)</p> <p>N with answer = 396</p>
<p>4. Satisfaction with recycling collection <u>program</u> (items that can be recycled and type of container used for collecting the recyclables) and <u>frequency</u>:</p>	<p>15% I am satisfied with <u>aluminum and glass</u> collection using crates on a <u>bi-weekly</u> basis.</p> <p>02% I am satisfied with <u>aluminum and glass</u> collection, but would like to have crates collected on a <u>weekly</u> basis.</p> <p>49% I would like the recycling collection program expanded to a “Single-Stream Recycling” program, where aluminum, glass, plastic, paper, cardboard, etc. are placed in a single cart for collection, but I am satisfied with collection of the <u>cart</u> occurring on a <u>bi-weekly</u> basis.</p> <p>34% I would like the recycling collection program expanded to a “single-stream recycling” program, where aluminum, glass, plastic, paper, cardboard, etc. are placed in a single cart for collection, and I would like to have the <u>cart</u> collected on a <u>weekly</u> basis.</p> <p>N with answer = 406</p>

<p>5. Costs associated with Recycling collection <u>program</u> and <u>frequency</u>:</p>	<p>02% I would be willing to pay an addition \$1-to-\$2 per month for <u>weekly</u> recycling collection of <u>aluminum and glass using crates</u>.</p> <p>01% I would be willing to pay an additional \$0.05- to \$0.99 per month for <u>weekly</u> recycling collection of <u>aluminum and glass using crates</u>.</p> <p>10% I am only interested in <u>weekly aluminum and glass crate</u> recycling collection services if the monthly rates are not increased as a result.</p> <p>47% I would be willing to pay an addition \$1-to-\$2 per month for a <u>weekly “single-stream recycling”</u> program, where aluminum, glass, plastic, paper, cardboard, etc. are placed in a single cart for collection.</p> <p>18% I would be willing to pay an additional \$0.05- to \$0.99 per month for <u>weekly “single-stream Recycling”</u> program, where aluminum, glass, plastic, paper, cardboard, etc. are placed in a single cart for collection.</p> <p>21% I am only interested in <u>weekly “single-stream recycling”</u> program, where aluminum, glass, plastic, paper, cardboard, etc. are placed in a single cart for collection if the monthly rates are not increased as a result.</p> <p>N with answer = 393</p>
<p>6. Overall satisfaction with number of bags of “yard waste” (i.e. leaves and yard debris) placed curbside for collection with trash:</p>	<p>72% Satisfied</p> <p>13% Have had issues (please describe)</p> <p>15% N/A</p> <p>N with answer = 444</p>
<p>7. “Yard waste” service needs:</p>	<p>26% Yard waste collection should be unlimited.</p> <p>43% Yard waste collection should include seasonal variations in the number of bags allowed.</p> <p>31% I don’t have a preference.</p> <p>N with answer = 413</p>

<p>8. Costs associated with increased “yard waste” collection services:</p>	<p>25% I would be willing to pay an additional \$0.05- to \$0.99 per month for unlimited or seasonal increases in the number of “yard waste” bags allowed to be set out for collection.</p> <p>15% I would be willing to pay an addition \$1-to-\$2 per month for unlimited or seasonal increases in the number of “yard waste” bags allowed to be set out for collection.</p> <p>60% I am only interested in unlimited or seasonal increases in the number of “yard waste” bags allowed to be set out for collection if the monthly rates are not increased as a result.</p> <p>N with answer = 355</p>
<p>9. Overall satisfaction with “bulky item” (i.e. sofas, chairs, washers, dryer, etc.) collection:</p>	<p>31% Satisfied</p> <p>13% Have had issues (please describe)</p> <p>56% N/A</p> <p>N with answer = 450</p>
<p>10. Overall satisfaction with safety of services:</p>	<p>79% Satisfied</p> <p>07% Have had issues (please describe)</p> <p>14% N/A</p> <p>N with answer = 455</p>
<p>11. Overall satisfaction with customer service (i.e. calling to set up service, schedule a bulky item pick-up, report a missed pick-up):</p>	<p>54% Satisfied</p> <p>18% Have had issues (please describe)</p> <p>28% N/A</p> <p>N with answer = 449</p>
<p>12. Overall satisfaction with community involvement (i.e. sponsoring and/or donating to community events, etc.):</p>	<p>34% Satisfied</p> <p>06% Have had issues (please describe)</p> <p>60% N/A</p> <p>N with answer = 435</p>
<p>13. Additional seasonal yard waste collection input:</p>	<p>73% I would like to transport additional yard waste to designated collection points for no additional charge.</p>

	<p>27% I would be like to see the following solution offered for seasonal yard waste (please describe).</p> <p>N with answer = 320</p>
<p>14. I would be interested in the option to request a smaller trash cart for a reduced rate.</p>	<p>68% Yes 32% No</p> <p>N with answer = 360</p>
<p>15. I agree that participation in the Carson City trash collection services should be mandatory for all residents.</p>	<p>59% Yes 41% No</p> <p>N with answer = 434</p>
<p>16. I would be willing to pay additional surcharges or increased rates for the following programs/services: (check all that apply)</p>	<p>7% Sharps drop-off program 4% Sharps mail-in program 9% E-waste drop-off program 4% E-waste curbside collection program 19% Household Hazardous Waste drop-off program 14% Household Hazardous Waste curbside collection program 12% Organics/Food Waste collection 30% No Answer</p> <p>N with answer = 264 (703 selections)</p>
<p>17. Costs associated with adding new environmental programs and/or additional recycling services:</p>	<p>54% I would be willing to pay additional surcharges or increased rates for adding new environmental programs and/or additional recycling services</p> <p>36% I would be interested in adding new environmental programs and/or additional recycling services if the monthly rates are not increased as a result.</p> <p>N with answer = 345</p>



Consolidated Municipality of Carson City

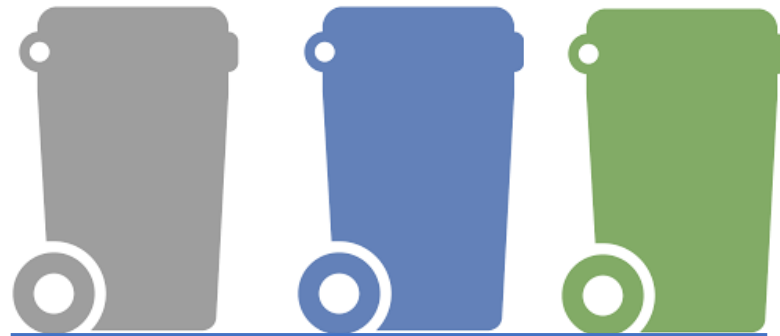
Future of Solid Waste Services

April 5, 2018

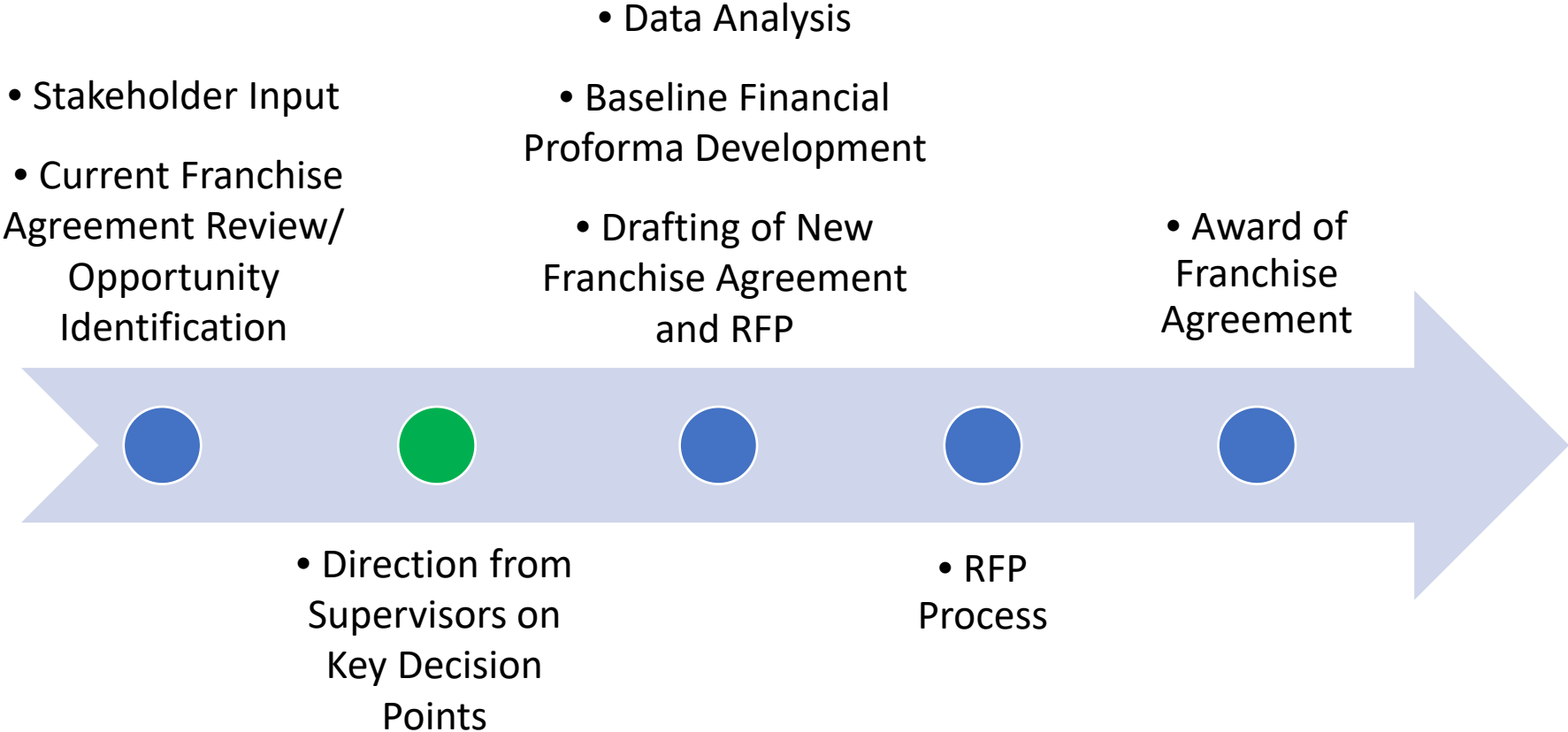
Future of Solid Waste in Carson City

Overview

- Current solid waste services agreement ends June 30, 2019.
- Carson City wishes to conduct an RFP process to enter into a new franchise agreement.
- Before the development of an RFP, foundational decisions regarding contract components are required.
- Supervisors are being asked to provide direction regarding these key decision points.



Process Milestones



Completed Steps

1. Stakeholder Input

- Gather feedback through public meetings and questionnaires

2. Current Franchise Agreement Review/Opportunity Identification

- Are there opportunities to enhance programs, services and/or value for Carson City customers?
- What do the solid waste service contracts in similar regional municipalities look like?
- What companies are interested in participating in RFP process?



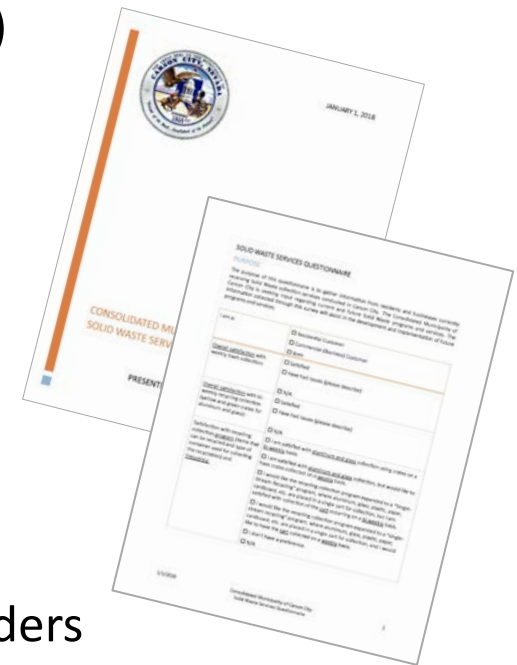
Stakeholder Input

Five Public Meetings

- Promoted via newspaper ads and articles, on the Carson City website, on bill notes, through the Chamber of Commerce, etc.
- Meetings held on the following dates/times:
 - February 7, 2018 (2:00 pm and 6:00 pm)
 - February 21, 2018 (6:00 pm)
 - March 7, 2018 (2:00 pm and 6:00 pm)
- Over 50 participants

Solid Waste Questionnaire

- Available online, via email, and in hard copy formats for six weeks
- Completed by over 475 Carson City stakeholders



Stakeholder Input

Input Analysis

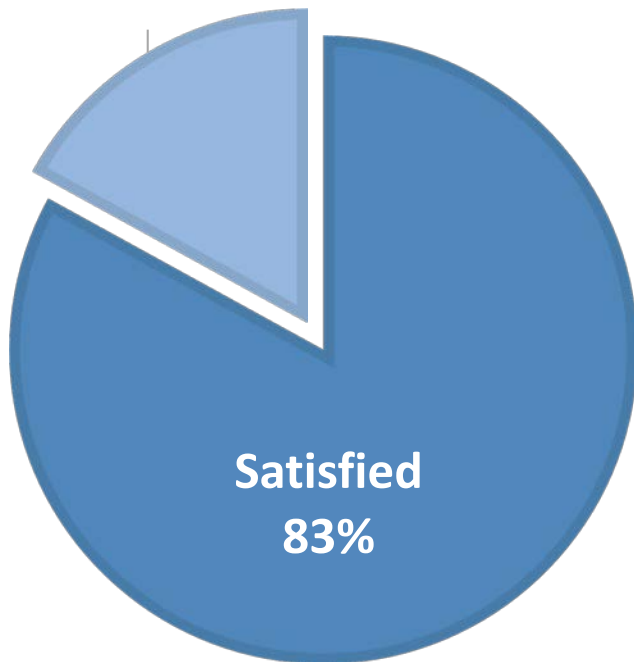
- Questionnaire responses were tabulated.
- Comments from public meeting participants and questionnaire respondents were reviewed for recurring themes. Representative comments are provided with corresponding data from questionnaires.
- Data and comments are highlighted in the following slides.



Stakeholder Input: Overall Satisfaction

Have had issues

17%



Satisfied

83%

Satisfied

“We have had Waste Management for 27 years and have always had a good experience with Waste Management. Being on a fixed income it is a plus that Waste Management has kept their rates reasonable all these years.”

“Why mess with something that is working well!”

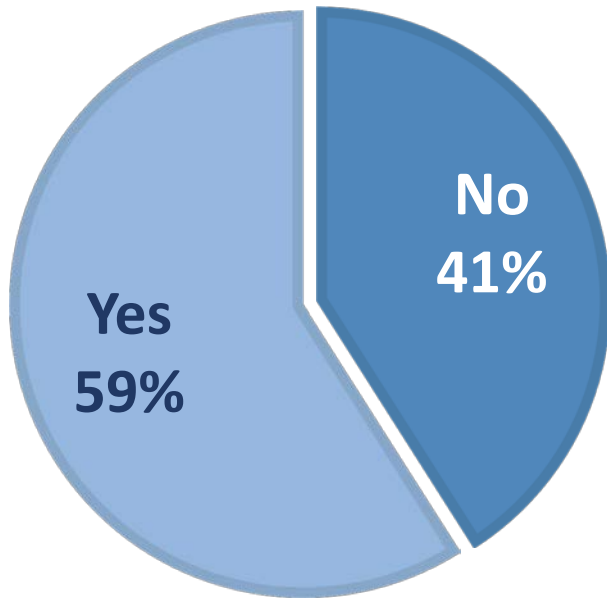
“Overall I am satisfied with current service. I have had very few problems/complaints. The change that would be of most benefit to me is single-container recycling, however I do not think this would merit a rate increase.”

Have had issues

“Would seriously recommend looking for local or regional contractors OTHER than Waste Management.”

“Please drive a hard bargain with WM. Many people don't appear to be using WM because of the expense. Families share one of those huge waste containers.”

Stakeholder Input: Mandatory Service



Yes

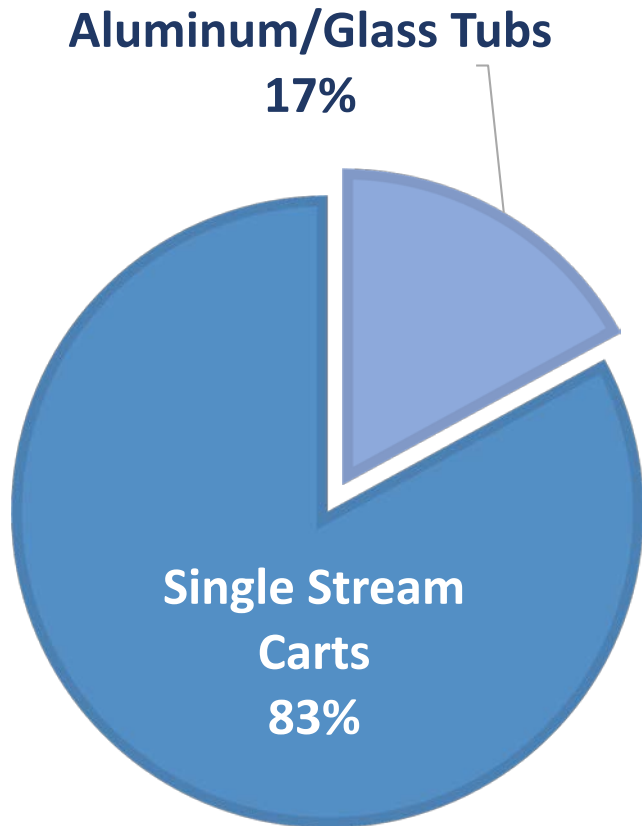
“My biggest complaint is the absence of mandatory pick-up. As the owner of a commercial property we are constantly finding household waste in our trash containers and abandoned appliances, furniture and construction waste in our dumpsters.”

“We need to consider the public health and safety aspects of people who won’t sign up for service. Sorting trash in unsecured containers, or in garages, or in backyards.”

No

“We don't want to be like Reno and Vegas, where you have to pay for trash on a vacant home. Hating mandatory service idea. And I speak for everyone in Carson City, every last person, no matter what they tell you to your face, they secretly hate the idea.”

Stakeholder Input: Single Stream Recycling



“The provided recycle tubs for plastic are way too small for the amount of recycling we have.”

“I am hopeful that our recycling efforts will improve. I am frustrated with the amount of waste that I cannot recycle (e.g. cardboard).”

“Tubs are of no use since everything goes into one truck at the same time.”

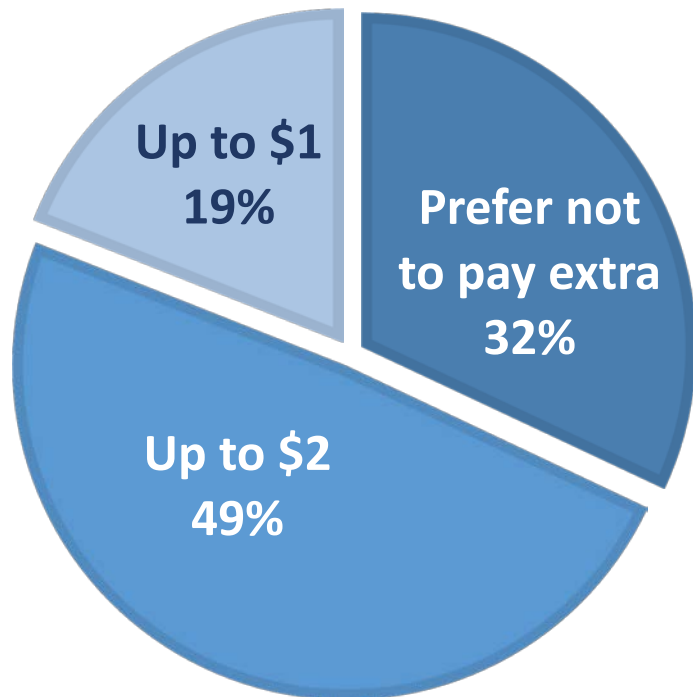
“Recycling is my priority, so at the very least, please expand our recycling program into single stream.”

“I would prefer single stream recycling. With tubs, recyclables blow around in the wind.”

“Due to our windy weather, stacking newspapers, aluminum cans, cardboard and such often results in an unfortunate mess.”

“Those little tubs are horrible in a windy environment. We should be using large cans for recycling and smaller cans for trash.”

Stakeholder Input: Single Stream Recycling



Willing to pay extra

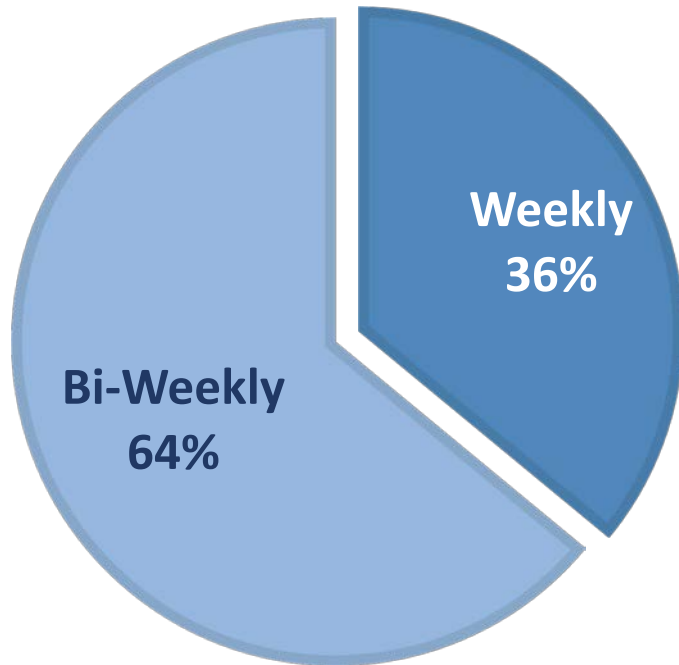
“Not a large increase as a new widow funds are slightly tight already but I am willing to do all I can to keep things out of the dump.”

There is a cost with what we do with waste products, both recyclable and other. By recycling, we absorb the cost upfront rather than pass it along to our children and their children. It is the responsible thing to do.”

Prefer not to pay extra

“I would really like to see the same services we have now just with single stream recycling added at no extra cost. “

Stakeholder Input: Recycling Collection Frequency



Weekly

“I would prefer this is be weekly, as I never seem to remember which week is the week for recycling and also prefer single stream recycling.”

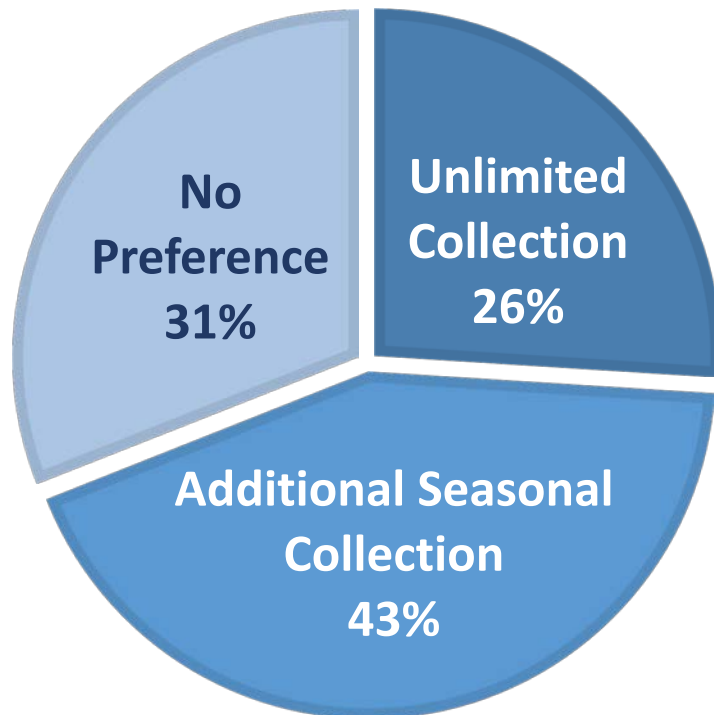
“I would love weekly service, please! Single stream!!”

Bi-Weekly

“The bi-weekly pickups are working, but my issues include insufficient collection of materials. Chipboard, such as cereal boxes, is recyclable where I used to live, but not here. Cardboard is recyclable as well.”

“Please send us a calendar magnet when to recycle like you used to.”

Stakeholder Input: Yard Waste Solutions



Yard waste collected as trash

“The trucks are out anyway so pick up the bags. Make it a reasonable number of bags allowed and don't charge more.”

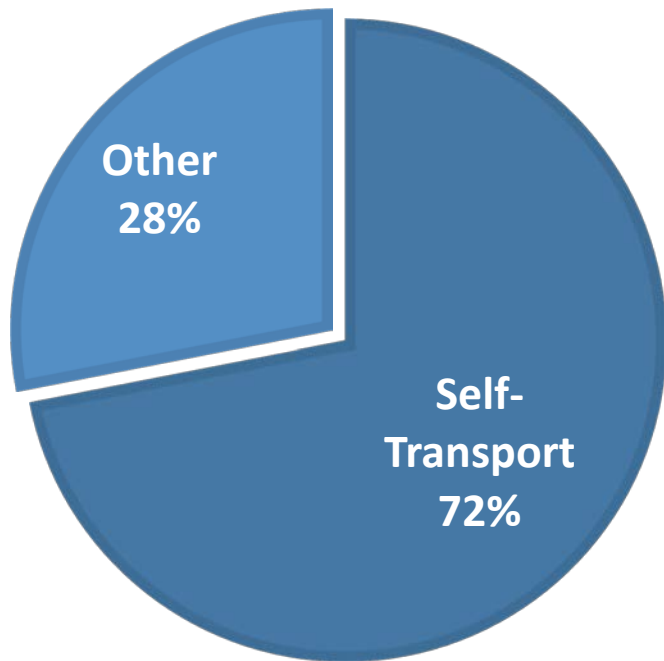
“Unlimited bags for seasonal yard waste.”

Additional Seasonal Collection

“Just like with bulky items, announce there will be special pick ups for fall leaves say once in October and once in November, as I think is done now for Community clean up times. In any event, don't make people drag stuff to a certain spot. People might just dump it behind their fence etc. creating fire hazards etc.”

“Increase or eliminate the limit for bags during fall cleanup; also acknowledge the time period for falling leaves varies with weather-it is not a definitive period year to year.”

Stakeholder Input: Yard Waste Solutions



Self-transport extra yard waste

“I wouldn't mind having a place to dump a lot of yard waste a few times per year. I would prefer to have designated weeks where we can place our excessive yard waste two to three times per year (Spring and Fall, most likely) at the curb, kinda like how we do the Xmas tree collection.”

“We transport excessive yard waste to the muni dump.”

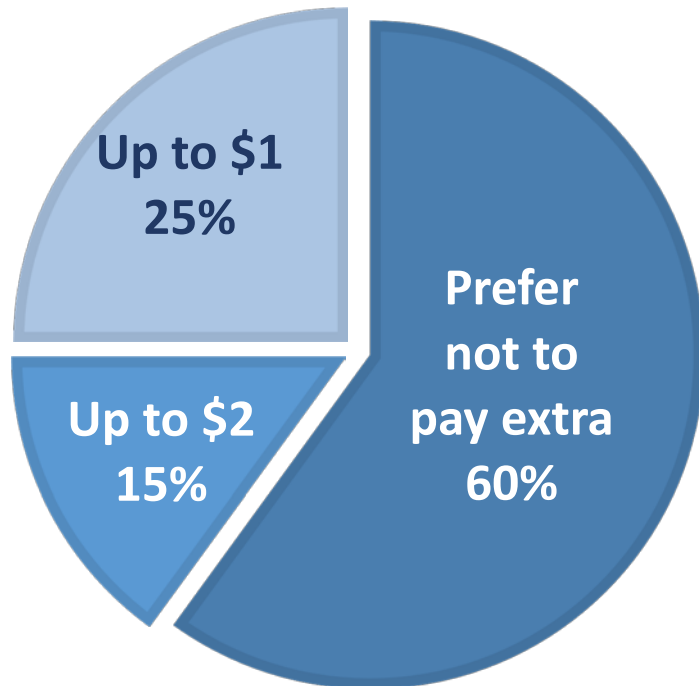
Yard waste collected separately

“Provided containers that are emptied / picked up, on a regular schedule.”

Compost

“I'm okay with a reasonable charge too as long as I know yard waste is not going into landfill. I'm okay with it being used as a top layer but I strongly believe it should be made into a compostable item.”

Stakeholder Input: Additional Yard Waste Solutions



Prefer not to pay extra

“We bring any of the above to the dump ourselves, and pay accordingly. We never have yard waste -- essentially zeroscape -- so would prefer that people be charged for that by usage, not an amount per month (assessed on everyone). Our very minimal yard waste we include in our weekly pickup.”

“Seasonal yard waste is currently satisfactory. This is just another way to increase this cost.”

“To me, this is a "nice to have" but not critical. I can always transport my large items to the landfill. I don't think the entire community should pay an additional cost so a few people can go to a local collection point to drop stuff off for free. The rates at the landfill are reasonable.”

Stakeholder Input: Customer Service



Communication

“Whatever new trash collection/recycling company Carson City ends up with, I hope they communicate better with customers than Waste Management does!”

“There has been next to no info shared on recycling since we moving here. Schedules are not posted online or mailed out anymore which probably doesn't help. I'm not sure other houses are aware. The info also needs to be bilingual English-Spanish.”

Call Center/Office

“How do you get a hold of a local representative, in Carson City? I know you cannot, AZ is usually the closest.”

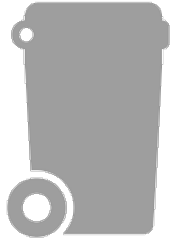
“When I moved here I received different answers about what was allowed for recycling every time I called to ask questions.”

“Very poor customer service. Hard to contact by phone (calls go to Arizona or someplace; can't get hold of local office.) Office hours in Carson City have been reduced to just a few hours two days per week. Office person seems not to care about W/M service.”

Collection Service

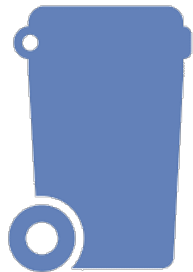
“The drivers are inconsistent. Sometimes they pick up all the extra bags. Sometimes they only pick up one.”

Stakeholder Input: Summary



Mandatory Service

- The majority (59%) of residents who provided input prefer mandatory service. However, those who regularly self-haul to the landfill vocally oppose mandatory service.



Single-Stream Recycling

- An overwhelming majority (81%) prefer single-stream recycling using large carts. There is a split regarding whether it should be weekly or bi-weekly service.
- A majority (69%) of residents are willing to pay up to \$1 or \$2 extra for increased recycling service levels.



Yard Waste (Leaf) Service

- Residents agree that a yard waste solution is needed. However, the opinions regarding approach varies from unlimited collection included in trash service, to separate yard waste collection to seasonal collection events or free self-haul. A small but vocal group strongly advocated a composting program.
- There is a greater price-sensitivity regarding additional yard waste fees than for increased recycling services. Residents are interested in a solution, but prefer that it be as cost-neutral as possible.

Stakeholder Input: Summary

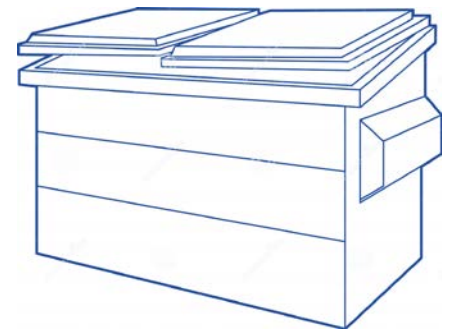


Customer Service

- The predominant themes regarding customer service were as follows:
 - Challenges with lack of local call center/contacts
 - Lack of communication regarding service schedules, service offerings (bulk item, other solid waste services and resources), and recycling program (what is accepted, why do all materials go in the same truck)
 - Inconsistent service from drivers regarding what is collected
 - Service issues such as spilled trash, tubs/carts overturned after service

Commercial Service

- There was limited feedback from commercial customers, but those that did participate communicated the following:
 - Need for mandatory residential service to reduce illegal dumping
 - Need for increased commercial recycling service



Best Practices in Solid Waste Services



Mandatory Service

- Most municipalities of the size of Carson City require mandatory services as a matter of health and safety.
- Some regional contracts include options for exemption from mandatory service, including parcel size and proof of self-hauling.

Franchise Agreement Language for New Services

- The regional infrastructures, available processing technologies and recycling capabilities of solid waste companies are dynamic.
- Provisions can be included in the new franchise agreement to allow Carson City and/or the service provider to explore the use of new infrastructure, technologies, or capabilities and to negotiate a fair adjustment to compensation.

Best Practices in Solid Waste Services

Local Office and Customer Service Staff

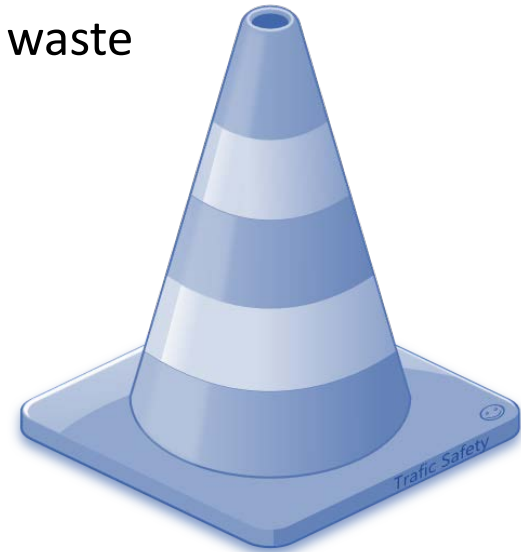
- A recurring issue identified in Carson City is the disconnect between the hauler's regional call center and the local operations. This has resulted in escalated issues, inconsistent service provision and confusion regarding Carson City-specific programs.
- While many large solid waste companies utilize regional call centers, municipalities are increasingly requiring the provision of local offices staffed with customer service representatives.
- Provisions can be included in the new franchise agreement to require the use of a local office staffed with customer service representatives.



Best Practices in Solid Waste Services

Addressing Roadway Impacts

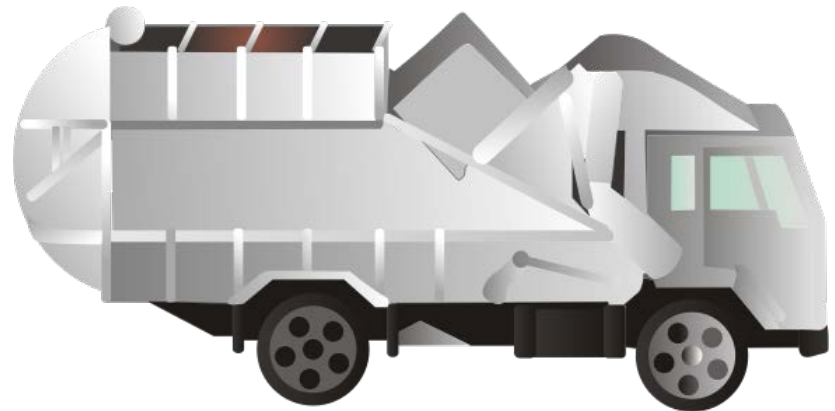
- Municipalities have identified the ongoing impact of collection vehicles on their roadways. The wear and tear associated with solid waste collection services creates a burden on municipal budgets.
- Increasingly, municipalities are including a roadway impact fee as part of their solid waste franchise agreements.



Process Update: Competitive Landscape

Interested Companies

- C&S Waste Solutions
- Douglas Disposal & Recycling Services
- Empire Contractors
- Olcese Waste Services
- Recology
- South Tahoe Refuse & Recycling Services
- TRASHCO
- Waste Connections
- Waste Management



Process Update: RFP Timeline



Milestones	Date
Carson City RFP Released	June 11, 2018
Mandatory pre-proposal meeting	June 20, 2018
Deadline for proposer questions	June 27, 2018
Response to questions and RFP addenda issued	July 10, 2018
Proposals Due	July 24, 2018
Requests for clarifications sent to proposers	August 17, 2018
Clarifications due from proposers	August 24, 2018
RFP Results Presented/Supervisors Select Proposer	October 4, 2018
Negotiations finalized	October 25, 2018
Supervisors Award Franchise	November 1, 2018
Contractor Commence Providing Services	July 1, 2019

Key Decision Points

1. Franchised Residential and Commercial Service

- Recommendation: Continue with franchised residential and commercial service.
- Alternative option: Allow Construction and Demolition service to be open market (on call, project-based trailer service using tractor truck).



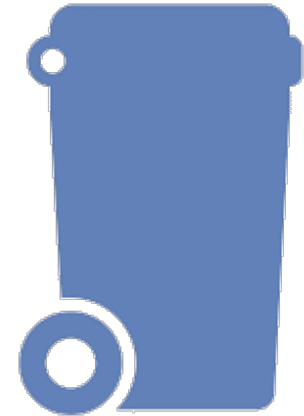
2. Mandatory Service

- Recommendation: Adopt mandatory service requirement.

Key Decision Points

3. Single-Stream Recycling Service

- Recommendation: Residential automated single-stream recycling service with standard 96-gallon carts.
- Recommendation: Require proposers to provide cost proposals for weekly and bi-weekly residential single-stream recycling services for consideration.
- Recommendation: Fee-based commercial recycling program that incentivizes both the service provider and the customer to participate.



4. Yard Waste Service

- Recommendation: Ask proposers to include possible options and solutions to remove yard waste, along with the associated fees.



Consolidated Municipality of Carson City Future of Solid Waste Services