Where Waste Travels

WHITE PAPER

High-Level Summary of

Municipal Solid Waste Management Practices

in California and of the

Monterey Regional Waste Management District

DBA ReGen Monterey

Monterey County, California

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Executive Summary

The management of municipal solid waste in California is a complex and interrelated system involving government, public agencies, the private sector, and many collection, processing, transportation, diversion, recycling and disposal facilities. California also has a complex framework of legislation and regulations to maximize the reduction, diversion, recycling, reuse and recovery of materials. Their objectives are to minimize the disposal of solid waste in the interest of public health and the environment.

This White Paper is organized into four sections, the first of which discusses the document's purpose. Section 2 summarizes the municipal solid waste management system and practices of California and Monterey County. Section 3 details ReGen Monterey's business practices. Section 4 explores some effects of ReGen Monterey's business practices on matters such as service rates and landfill disposal capacity.

In more detail, Section 2 summarizes public policy and common practices of the solid waste management industry in California and Monterey County. It presents that most jurisdictions do not own solid waste landfills, transfer stations, recycling facilities or composting facilities. Yet, in California, public policies require all jurisdictions to utilize such facilities to responsibly manage and dispose of the solid wastes generated by each community. As a result, wastes are transported in and out of counties to reach the appropriate waste management facilities. This transportation of solid waste to an appropriate permitted facility is a common industry practice across the country. In most states, this includes both interstate transportation and intrastate transportation between counties. Every community requires such public services, yet very few cities or counties own the necessary facilities – and even fewer restrict business exclusively to their own community. Two purposeful privatization trends have contributed to a relatively small number of city- or county-owned solid waste facilities in recent decades:

i) A trend to achieve ongoing infrastructure development (private capitalization capacity)
ii) A trend toward efficiency of operations, due to economies of scale and lower rates, relatively speaking (to reach more customers than are exclusively available in any one community).

Section 3 of this White Paper explores the history of ReGen Monterey and its evolution from a disposal-only facility to an integrated waste management facility that promotes waste reduction and offers diversion, recycling, and beneficial reuse services. During its entire history, ReGen Monterey has provided solid waste management services to the franchise waste collection companies for ReGen's Member Agency communities (which are represented on the Board of Directors). That's because communities' Member Agency agreements with ReGen Monterey state that each Member Agency must include a requirement in its franchise waste collection contract that directs non-hazardous solid waste materials to ReGen Monterey. Such franchise waste contracts are common in the solid waste industry. They are critically important because solid waste industry infrastructure and operations/maintenance are very expensive. These operations require a secure revenue stream to keep owners/operators in business. The franchise waste contract requirement placed on each Member Agency as part of its participation with ReGen Monterey provides a level of financial surety and assurance.

In contrast, ReGen Monterey is not required to exclusively serve only the Member Agency communities. Establishing such a requirement would take a Board majority, and, presumably, would be the result of a significant issue. In reality, such a change would conflict with basic economic principles and solid industry business practices for financial security and sustainability.

Section 4 presents some results associated with an increasing number of disposal customers and their shared financial support of ReGen's integrated recycling and disposal facilities. ReGen Monterey has consistently served other public customers (both Member Agency and non-Member Agency customers) and governmental, private commercial and residential customers from both Member Agency and non-Member Agency communities. The record shows greater tip fee rate changes by percent in the first 40 years, when there were fewer customers in addition to the Member Agencies. At that time, Member Agency franchise waste disposal revenue made up a greater share of total revenue.

With the Board's subsequent decisions for diversification of disposal customers and revenue sources, Member Agency disposal revenue share became about a quarter of total disposal revenues. A 1:3 ratio illustrates that many others are contributing, with Member Agencies sharing the financial support required to own, operate and maintain ReGen's integrated solid waste recycling and disposal facility. This creates lower rates and slower rate increases than without revenue and customer diversification. While predictions suggest that increased landfill disposal between 2009 and 2036 (28 years) will equate to 54 to 64 years of consumed capacity at the pre-existing baseline fill rate, a predicted 119 to 129 years of disposal capacity remains. (That is greater than the

Board-assigned 75 years of exclusive disposal capacity reserved for the Member Agencies).

The review of ReGen's history reveals that its business practices have been Board directed and approved. It is evident that ReGen's Board governance has been influenced by:

i) Common good business practices of diversifying the customer base and revenue sources for greater shared benefit
ii) Public policies influencing improvements for waste reduction, diversion, recycling and reuse measures.

ReGen has evolved from a disposal only model. The result is a more reliable and sustainable public works organization for Member Agencies and all communities and customers served by ReGen Monterey.

1.0 Purpose

The California municipal solid waste system involves government, public agencies, the private sector and various collection, processing, transportation, recycling and disposal facilities primarily owned by private companies. The system functions within a complex framework of legislation and regulations and is intended to:

- Maximize the reduction, diversion, recycling, reuse and recovery of materials
- Minimize the disposal of solid waste
- Manage solid waste disposal in discrete waste management units (e.g., landfills) for the protection of public health and the environment.

All jurisdictions (cities and counties) and their communities, businesses and industries require these collection, processing, transportation, recycling and disposal services to properly manage solid waste consistent with local, state and federal regulations. In California and the United States, solid waste management services are primarily provided by private for-profit companies as opposed to public entities such as cities and counties (jurisdictions) or joint power authorities (JPA) organizations.

This multi-faceted White Paper intends to provide a high-level summary of following:

- Solid waste industry practices in California and Monterey County (Section 2)
- General solid waste management practices at ReGen Monterey (Section 3)
- A historical summary of more specific practices at ReGen Monterey (Section 4)

There is a presentation of the impact of diversifying revenues and customers to include new contracted non-Member Agency customers. Adding new customers adds more recycling and disposal tons relative to baseline operations levels. That, in turn, affects financial aspects such as operating expenses, revenues and various service fee rates. It also shapes operational aspects such as the type and scale of ReGen's recycling and disposal services. These services are accessible to all customers, including the Member Agency communities. With increasing disposal quantities, the consumption of landfill "airspace" capacity increases and the remaining service life of the landfill decreases. Explaining the relationship between increased waste disposal quantities from serving more communities and the impact on revenue, customer rates and landfill lifespan is one objective of this White Paper.

2.0 Summary of Municipal Solid Waste Management in Monterey County

Credits: Primary contributions from Manatt, Phelps & Phillips, LLP

Edited by Guy R. Petraborg, P.E.

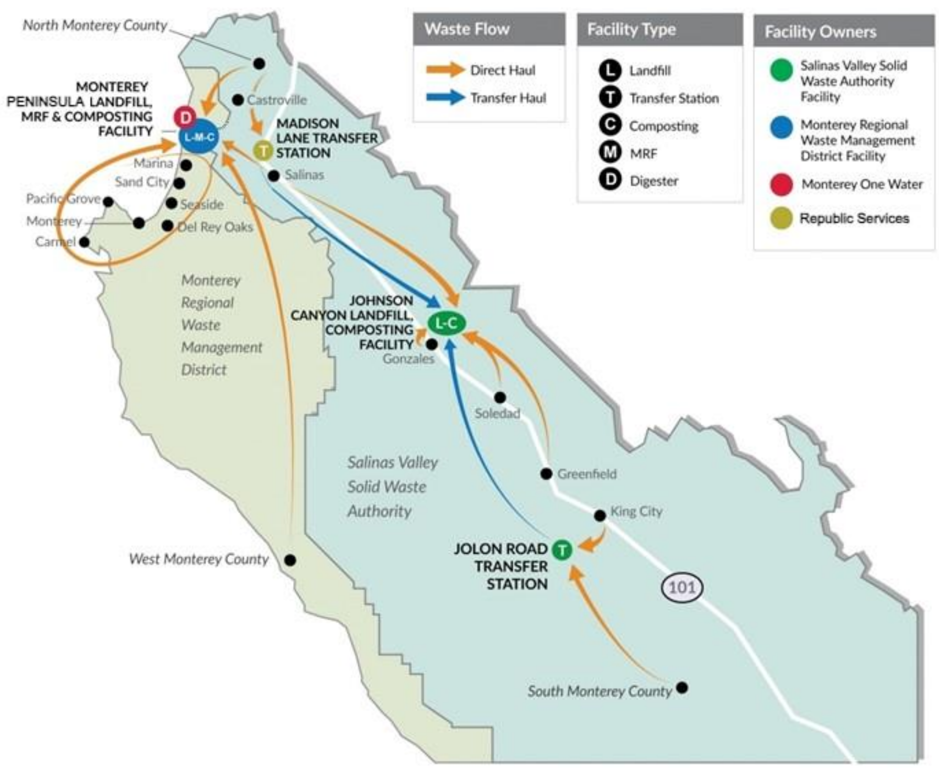
2.1 Introduction

The management of municipal solid waste in California is a complex and interrelated system involving government, public agencies, the private sector and many collection, processing, transportation, recycling and disposal facilities. In addition, the state of California has a complex framework of legislation and regulations intended to maximize the reduction, diversion, recycling, reuse and recovery of materials – all with the goal of minimizing solid waste disposal.

The Monterey Regional Waste Management District, a California Special District now also known as ReGen Monterey, provides solid waste facilities for processing, diversion, recycling and disposal services. These facilities primarily serve the western portion of the County of Monterey, inclusive of the Monterey Peninsula, and much of Santa Cruz County, excluding the City of Santa Cruz. ReGen Monterey's stated mission for providing these valuable public services is **"doing more to waste less."** The mission is consistent with principles to refuse waste creation, to reduce, reuse, re-purpose and recycle wastes, and to minimize overall waste disposal. Most solid waste produced in Monterey County is also managed within the county – typically at facilities operated by either ReGen Monterey or the Salinas Valley Solid Waste Authority (SVSWA). Refer to Figure 1 for a generalized illustration of solid waste "flow" in Monterey County.

There is also transportation of solid waste into and out of the county, which is a common solid waste industry practice in California and across the nation. In Monterey County, solid waste collection services are provided by private companies (e.g., GreenWaste Recovery, Monterey City Disposal Service, Republic Services, WM). Monterey County solid waste recycling and disposal services are provided by two public entities, the Salinas Valley Solid Waste Authority (DBA Salinas Valley Recycles) and the Monterey Reginal Waste Management District (DBA ReGen Monterey).

Figure 1: Solid Waste Facilities and Waste Flow within Monterey County [1] [2]



The above figure does not illustrate ReGen Monterey's sphere of influence for the City of Salinas and North County areas as approved in 2015 by the Monterey County Local Agency Formation Commission (LAFCO). Those larger areas include the City of Salinas and North County areas which are currently served by SVSWA, DBA Salinas Valley Recycles (SVR). The LAFCO sphere of influence determination figures is depicted in the about section at:

[1] Note that the SVR Sun Street Transfer Station (SSTS) in Salinas is not shown as it has been closed down and services primarily shifted to the Madison Lane Transfer Station currently operated by Republic Services Inc..

[2] Modified by ReGen (2024) to update MLTS ownership; North County direct haul; Transfer Haul from MLTS to JCL. Original Source: Monterey County – Evaluation and Analysis of Solid Waste Management System, R3 Consulting Group, April 18, 2020.

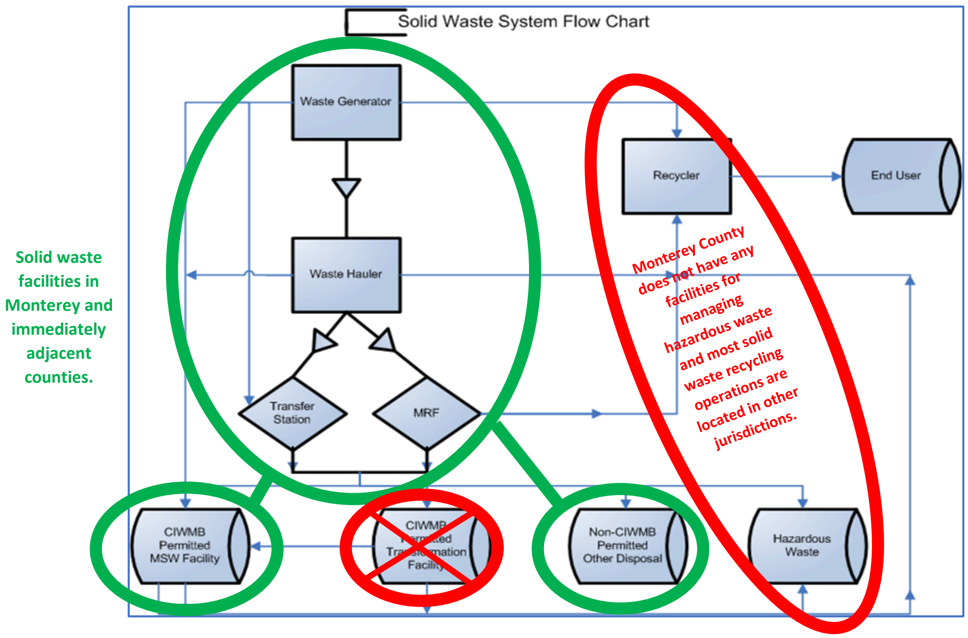
ReGenMonterey.org

Where necessary, some waste produced in Monterey County and processed at ReGen Monterey's recyclable materials facility is transported from ReGen Monterey to permitted facilities in other jurisdictions for further recycling, treatment and disposal. In fact, most facilities that actually process and recycle Monterey's solid waste into new reusable materials are located outside of Monterey County. The recycling facilities in other jurisdictions that receive processed solid waste/recyclable materials from ReGen Monterey include facilities that are needed for the recycling of glass, plastic, metals, paper, cardboard and other materials.

Waste in California is regulated in four different categories: solid waste, universal waste, hazardous waste (HW) and radioactive waste. (Refer to Appendix A for select definitions.) The management of solid waste will be discussed later in this document. Batteries, e-waste and other universal waste items get received by household hazardous waste (HHW) facilities or permitted, dedicated drop-off locations. These materials are not to be disposed in/collected by the three-cart collection system of the Member Agency franchise agreements. Monterey County's two solid waste management agencies, ReGen Monterey and Salinas Valley Recycles, each have HHW facilities for public use.

There are no hazardous waste facilities located in Monterey County. All hazardous waste generated by residents and business within the county must be delivered out-of-county to other jurisdictions that offer hazardous waste treatment, storage and disposal. Incidental hazardous waste is authorized to be removed from the solid waste stream by ReGen Monterey's Household Hazardous Waste (HHW) Facility, and it is transported out-of-county to permitted hazardous waste facilities. According to the Department of Toxic Substances Control (DTSC), the amount of HW delivered yearly to other jurisdictions is about 9,600 tons per year. However, Monterey County generated and exported approximately 12,000 tons of hazardous waste in 2020 (the most recent year with available data). In 2020, there were 276 generators of hazardous waste within Monterey County producing more than one ton of HW, 104 generators producing more than five tons, 74 generators producing more than 10 tons and 48 generators producing more than 20 tons. All that hazardous waste had to be delivered for proper management outside of Monterey County. Figure 2 generally portrays how solid and hazardous waste is managed within Monterey County.

Figure 2: Background Flow Chart by CalRecycle[3]



No waste incineration or transformation facilities exist in Monterey County.

There is only one registered medical waste facility located in Monterey County. It is operated by Altius Medical in the City of Monterey, and it's regulated by the California Department of Public Health. Altius only provides medical waste removal and collection services. All collected medical waste is transported to permitted medical waste treatment and disposal services located in other jurisdictions.

There are no permitted radioactive facilities located in Monterey County. Radioactive waste is collected in accordance with the requirements of the California Department of Public Health and transported out of Monterey County for disposal.

In addition, for various reasons, municipal solid waste generated in Monterey County has been transported to 18 other California counties for disposal. The approximately

[3] Basic Flow Chart provided by CalRecycle: *https://calrecycle.ca.gov/lgcentral/wastestream/swsflwchart/*

13,600 tons of waste transported from Monterey County in 2019 represent about 3% of the total waste generated in Monterey County that required disposal. Figure 3 illustrates the destination of municipal solid waste transported for disposal from Monterey County to other California counties in 2019 (the most recent year with available data). Similar numbers are available for the immediately preceding years. Refer to Table 1 for the list of solid waste tonnage by county. Note that many counties in California have similar figures/listings as those of Monterey County.

Figure 3: Solid Waste Disposal from Monterey County to other Counties (2019) [4]

Total ***leaving*** Monterey County for disposal elsewhere (3%) *Does not include waste disposal in Monterey County*	13,595 tons

4. Source: *https://www2.calrecycle.ca.gov/LGCentral/DisposalReporting/Statewide/TransportedSolidWaste*. Note that exported total is rounded to nearest whole number and does not equal all entries in Table. Several very small exports to other counties are not included.

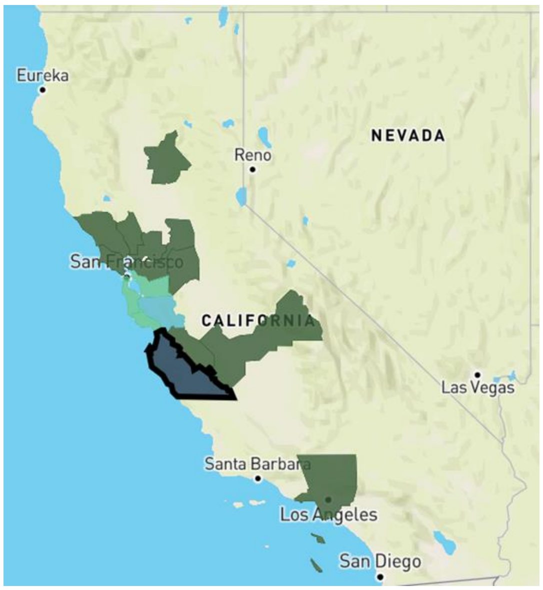
TABLE 1: Solid Waste Tonnage "FROM" / "TO" Monterey County & other named County (2019)			
Name of County	**Travel Distance (Miles)**	**Tonnage "FROM" Monterey County (Tons)**	**Tonnage "TO" Monterey County (Tons)**
Alameda	99	154.76	27,769.87
Butte	238		16.85
Contra Costa	114	345.01	3,167.99
Fresno	141	3,793.54	113
Kern	205	102.11	
Kings	149	4,783.98	
Los Angeles	303	16.36	178.6
Madera	118	2.65	
Marin	121		1,909.48
Merced	107	60.8	
Napa	142		11.98
Sacramento	174	1.56	206.12
San Benito	28	2,693.26	6,816.34
San Francisco	107		15,999.05
San Joaquin	129	40.14	72.79
San Luis Obispo	126	75.62	
San Mateo	81	23.36	55,135.28
Santa Clara	60	203.71	259,022.10
Santa Cruz	36.8	700.94	66,808.83
Shasta	302	3.61	
Solano	133	444.79	1,325.52
Sonoma	157		8,320
Stanislaus	110	143.3	
Yolo	169	5.75	
Yuba	211	0.07	
		Total "Sent From" MoCo = 13,595.32 tons	**Total "Sent To" MoCo = 446,873.8 tons**
		Net Total Tonnage = ("Sent To") - ("Sent From") MoCo = 433,278.48 tons into MoCo	
		Total Tonnage Generated Inside MoCo = 502,942.16.48 tons	
		Total Tonnage Disposed In MoCo = (446,873.8) + (502,942.16) = 949,815.96 tons	

ReGen Monterey also receives solid waste from other jurisdictions – primarily post-processing residuals for disposal. That's because most cities do not have their own recycling and disposal facilities, given the scarcity of appropriately zoned land in cities and the significant capital costs to design, permit, construct, operate and maintain such facilities. Plus, there has been a significant reduction in waste requiring disposal – both within Monterey County and in nearby counties – due to Assembly Bill 939 (AB 939-1989), the Integrated Waste Management Act. More recently, significant California legislation has required that all cities and counties reduce solid waste disposal by 75% by 2025 through enhanced waste reduction, diversion, recycling and resource recovery activities. For a complete summary of major solid waste reduction and recycling legislation of the past 30+ years, see *https://www.cawrecycles.org/caw-history*. This website is maintained by Californians Against Waste (*www.cawrecycles.org*), the leading solid waste reduction and recycling advocacy organization in California.

Table 1 and the summary below Figure 4 show that the amount of solid waste disposed of in Monterey County in 2019 totaled 949,816 tons from all sources. Of that amount, 446,874 tons (47%) were received from other counties/jurisdictions – principally from San Benito, Santa Cruz, Santa Clara and San Mateo counties. ReGen Monterey received almost 92% (~410,000 tons) of the solid waste materials sent from those other communities. ReGen received those materials to fulfill its service responsibilities associated with five regional customer contracts (that includes the City of Capitola, City of Scotts Valley, City of Watsonville, County of Santa Cruz, and San Jose area communities via the franchise agreement with GreenWaste Recovery-San Jose operations).

ReGen's Board of Directors initially approved those regional customer contracts between 2009 and 2013. In 2019, there were also 502,942 tons (53%) generated in Monterey County, approximately 325,000 tons sent to ReGen's facilities, and 177,000 tons directed to Salinas Valley Recycle's Johnson Canyon Landfill east of Gonzales. Refer to Table 1 for a list of the counties involved in sending waste to Monterey County and the counties that received waste from Monterey County. Note that many counties in California have similar solid waste tonnage figures/listings as those shown for Monterey County.

Figure 4: Solid Waste Disposed in Monterey County from all Jurisdictions (2019) [5]



Total solid waste ***entering*** Monterey County for disposal (47%)	446,874 tons
Does not include waste generated within Monterey County (53%)	*502,942 tons*
2019 *Total disposed in Monterey County Landfills = 949,816 tons*	

For more information about ReGen Monterey's history, facilities, organization, and operations, go to: ***ReGenMonterey.org.***

[5] Source: *https://www2.calrecycle.ca.gov/LGCentral/DisposalReporting/Statewide/TransportedSolidWaste*. Note that total is rounded to nearest whole number and may not equal all entries in Table 1. Several very small tonnages entering Monterey County from other counties are not included.

2.2 Standards and Benefits for Receiving Waste from other Jurisdictions

Standards for the management of waste in Monterey County:

- The California Environmental Protection Agency (Cal/EPA) administers and enforces the solid waste rules for the entire state of California through the Department of Resources Recycling and Recovery (CalRecycle), with the assistance of local enforcement agencies. Cal/EPA has delegated authority to administer federal solid waste regulations. Solid waste transporters (a.k.a. haulers) are regulated by local enforcement agencies.
- Monterey County does not have any permitted hazardous waste facilities, and all hazardous waste generated within Monterey County must be transported out-of-county and delivered to appropriately permitted facilities that manage the waste in accordance with applicable laws. All medical and radioactive waste must similarly be exported from Monterey County for proper management.
- ReGen Monterey ensures that municipal solid waste received for disposal from other jurisdictions meets and exceeds applicable standards for the reduction and recycling of solid waste prior to disposal in Monterey County.
- California regulations for the collection and transport of solid waste involve meeting local vehicle and equipment standards enforced by Monterey County and ReGen Monterey contract provisions.
- A person shall not collect, haul or transport refuse for hire in Monterey County/City without first obtaining a health permit from Monterey County Health Department (HD).
- The County of Monterey Health Department's Solid Waste Services (HD) is the local enforcement agency responsible for administering and enforcing the County of Monterey Code of Ordinance to all persons and businesses with vehicle(s) that haul solid waste in the County of Monterey area. The HD oversees the registration requirements and annual inspections for all solid waste haulers (vehicles) operating in Monterey County.

The purpose of these programs is to ensure proper containment of solid waste (including refuse) and leachate (liquid generated from solid waste or that has contacted solid waste) within a waste management unit (landfill). Solid waste shall only be disposed at a permitted disposal facility (landfill), processing facility (transfer station), compost operation and/or recycling facility.

Any openings, cracks, splits, holes, or breaches identified in the solid waste storage compartments, tanks, trailers, truck bed, bins, lids and/or covers from either an inspection or complaint inspection will result in a cease-and-desist order to discontinue any solid waste hauling-related activities for the vehicle(s) of interest. That order stands until the issue has been repaired and the business has received approval from the HD inspector, ensuring solid waste will be properly contained during storage and transport.

The Solid Waste Hauler program ensures that:

- Solid waste is properly disposed, recycled and/or reused at an authorized and permitted disposal facility (landfill), processing facility (transfer station), compost operation and/or recycling facility.
- All vehicles, storage compartments, tanks, trailers, truck bed, bins, lids and/or covers are watertight and free of any openings, cracks, splits, holes or breaches, preventing uncontrolled littering/disposal of solid waste during transport.

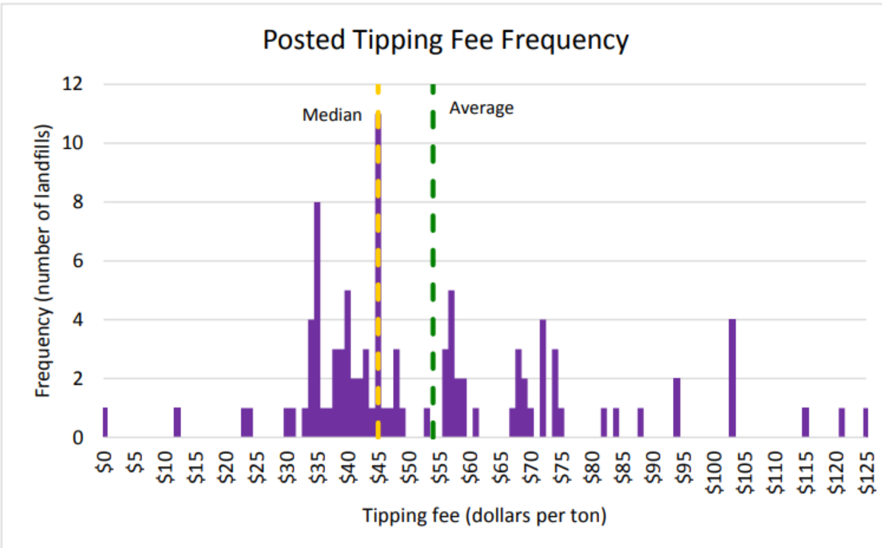
Benefits of Receiving Waste from other Jurisdictions

- **Public Health:** City and county planning policies and practices, such as zoning requirements, have been designed to protect public health by preventing or limiting the development of solid waste facilities in urban and suburban areas, and in residential or commercial developments located in rural areas. These public policies align with solid waste regulatory principles that involve managing waste in a designated management unit that is properly sited and permitted to protect public health and the environment. As a result, many jurisdictions do not have solid waste facilities in their jurisdictions and are required to use facilities located elsewhere. The solid waste facilities are sited and permitted in areas of less population density, using zoning designations to properly site such facilities. Once solid waste facilities are properly sited, the public policy challenge becomes protecting those zoning designations and preventing residential growth around existing solid waste facilities.
- **Environmental Health:** City and county planning policies and practices, such as zoning requirements, have also been designed to protect environmental health in most cases. The zoning designations for solid waste facilities often take into account the local natural resources that exist and provide for some degree of separation from consideration for those natural resources, so as to reduce or prevent environmental impacts. Together with requirements of the National Environmental Protection Act (NEPA) and the California Environmental Quality Act (CEQA), these public policies are used to properly site and permit solid waste

facilities. As a result, many jurisdictions do not have solid waste facilities in their jurisdictions and are required to use facilities located elsewhere.

- **Regulatory Requirements:** For jurisdictions that do not have solid waste facilities within their boundaries, there is an absolute regulatory requirement that the wastes generated in that jurisdiction be collected, processed, transported, recycled and disposed at a properly sited and permitted solid waste facility located outside the jurisdiction. This is a central principle of solid waste regulations: to properly manage wastes in a designated waste management unit that is actively operated, maintained, and contained in a way that controls waste exposure that would otherwise impact public health and the environment.
- **Lower Costs:** For jurisdictions that do not have solid waste facilities within their boundaries, the cost of developing, operating and maintaining such facilities is very large – whether or not such facilities can be sited and permitted in that jurisdiction in the first place. This stark reality influences coordination between jurisdictions to address common public service needs for solid waste management via an inclusive approach. In Monterey County, various cities came together with the county at different times to form two different agencies that manage solid waste: Monterey Regional Waste Management District (1951), for western Monterey County and its sphere of influence areas, and the Salinas Valley Solid Waste Authority (1997) for eastern Monterey County areas. These cities and the county have experienced lower solid waste management service costs than they would have without joining together to address this public service need. Historically, when both Monterey County agencies also provide solid waste services to other jurisdictions, the fixed costs of each agency's facilities are shared by the other jurisdictions. This lowers the cost for each agency's member cities and the county.
- **Lower Service Fees:** Receiving solid waste from other jurisdictions helps reduce the unit cost of solid waste recycling and disposal services for the owner/operator of the solid waste facility and the communities and customers served by the facility. This is a basic economic principle: the fixed costs are shared by more parties (jurisdictions or customers) and the variable-cost increase for adding a new party is small, so all parties have a lower unit cost. Lower tip fees equate to lower service costs, which is a financial benefit for Monterey County communities and their residents and businesses.

Figure 5: All landfills accepting public disposal in California, by tipping fee. The yellow dashed line represents the median of the data set, and the green line represents the average of the data set.



Source: Landfill Tipping Fees in California, CalRecycle, February 2015

- **Increased revenues:** The increased revenues from receiving waste from other jurisdictions also accrue to support investments in technology and infrastructure. This, in turn, reduces the amount of in-county revenues needed to support planned and permitted capital development and equipment replacement/maintenance, which are significant costs for Monterey County's solid waste management facilities.

2.3 Restrictions on the Intrastate Flow of Solid Waste Between Cities and Counties

There are currently no state or local provisions that either restrict, or allow the restriction of, the movement of solid waste between California cities and counties. Any limitation on solid waste delivery from other jurisdictions would be controversial and would have to be based on a need to protect the people and environment of the receiving area, while ensuring that the communities and environments where the wastes are generated are not unacceptably harmed. Given that solid waste recycling and disposal is strictly regulated by the State of California, it would likely be very difficult to justify a limitation on solid waste delivery and disposal from outside Monterey County. Historically, these practices have been consistent under existing state and federal law. Overall, solid waste from another jurisdiction is likely to be very similar in nature to municipal solid waste produced within Monterey County. In theory, it would not pose any additional public health, public safety or environmental harm different than the county's own solid waste.

2.4 Section Summary

The integrated waste management system in California is complex. Most cities (jurisdictions) do not have any, and certainly not all, of the necessary permitted facilities for managing solid waste generated within their own jurisdiction. Monterey County is no different. All hazardous waste generated within Monterey County must be hauled out-of-county to other jurisdictions for proper management because there are no hazardous waste management facilities in the county.

At the same time, Monterey County has sufficient disposal capacity to more than adequately manage the municipal solid waste generated within the county and other nearby jurisdictions for the foreseeable future. Monterey County, together with California, has sufficient regulations to ensure that solid waste delivered to the county is managed in accordance with all applicable regulations and requirements. And, the State of California has enacted sweeping legislation that requires all solid waste to be minimized, diverted, reduced and recycled to lessen the amount of waste requiring landfill disposal.

The delivery of solid waste for disposal in another county, such as Monterey County, lowers the overall cost responsibility of local waste management. Thus, one benefit of sharing a limited number of solid waste facilities between communities is reducing the per share cost of each jurisdiction or Member Agency. This is a basic economy of scale premise that's fundamental to financial business practices. In ReGen's case, the revenues collected beyond Member Agency franchise contract revenues play a significant role in the development of ReGen's recycling and diversion facilities. These recycling and diversion facilities and related services are available to all customers, including Member Agency communities, and the costs are shared more customers – not just by Member Agencies. This benefits Monterey County residents and businesses by expanding access to such non-disposal facilities, such as recycling facilities that are periodically improved, HHW facilities, compost facilities and more.

Reducing the disposal of recyclable materials helps preserve landfill airspace capacity for future use, and, when excess capacity exists, opens service to more communities. This is a basic public service that every community has needs, and it's one that most communities do not have access to within their own jurisdictions.

3.0 Summary of ReGen Monterey's Business Practices

Credits: Various ReGen Monterey records and staff records contributions

3.1 Introduction

The management of municipal solid waste in California is a complex and interrelated system involving government, public agencies, the private sector and many collection, processing, transportation, recycling and disposal facilities. ReGen Monterey is one of those public agencies performing a limited role in the solid waste management system in the tri-county area consisting generally of Monterey, San Benito and Santa Cruz counties.

ReGen Monterey was formed as a California Special District in 1951 to serve a solid waste management role for the interests of its Member Agencies. The Member Agencies consist of the cites of Carmel-by-the Sea, Del Rey Oaks, Marina, Monterey, Pacific Grove, Sand City and Seaside, along with the County of Monterey and the Pebble Beach Community Services District (PBCSD). In addition to its management role, ReGen Monterey also provides non-hazardous solid waste processing, diversion, recycling, transfer and composting services to the Member Agency communities, other cities and counties, private businesses and private individuals (either by contract with ReGen or by direct self-haul to ReGen).

3.2 Historic Background

More than 100 years ago, waste from the Monterey Peninsula was routinely dumped on the beach and into Monterey Bay and the ocean. Several decades later, a private dump operated on the coastal area of what is now part of Sand City. The site was for waste disposal primarily through the process of burning trash. City and county leaders knew there had to be a better way to manage refuse than by disposing of or burning it on the Monterey Bay shoreline.

In 1951, the Monterey County Board of Supervisors established the Monterey Peninsula Garbage and Refuse Disposal District, now known as ReGen Monterey (Legal Name: Monterey Regional Waste Management District, a California Special District with management responsibilities for non-hazardous solid waste). The first order of business was to find a suitable location for a sanitary landfill to replace the old "burn dumps" then in operation. An interim landfill was developed and operated in the vicinity of the Laguna Seca area until October 1965. At that time, ReGen Monterey opened the Monterey Peninsula Landfill as a Class III Landfill for non-hazardous solid waste disposal for its Member Agency franchise collection contracts. The contracts included a requirement that each Member Agency direct its community's non-hazardous solid wastes to ReGen's landfill, which provided financial assurance for ReGen. This type of assurance is what successful owners/operators pursue diligently to achieve business sustainability from an economic/financial perspective.

Since 1965, ReGen has provided disposal services to many different public and private customers originating from both Member Agency jurisdictional areas (sometimes referred to as "in-District" areas) as well as non-Member Agency jurisdictional areas (sometimes referred to as "out-of-District" areas or "Regional" customers). These customers are served in addition to the Member Agency franchise contract haulers' customers. In other words, ReGen has never served only its Member Agency franchise haulers and no other customers. Additionally, there has never been a situation at ReGen where its customers only came from Member Agency communities. The fact is, Member Agency franchise haulers are the only customers required to access and use ReGen facilities and services, and there have always been other customers from within and outside of Member Agency community areas who access ReGen's facilities and services.

Since about 1970, recycling and diversion services occurring at ReGen's 470-acre property have evolved. It is an evolution that continues today, as ReGen works hard to continue **doing more to waste less.** Director Gary Bales, who served on ReGen's Board of Directors for 52 years, was a key influence advocating for increased ReGen recycling services. As a result, ReGen Monterey has developed significant operations support facilities and recycling/diversion facilities, such as the:

- Heavy Equipment Maintenance Shop
- Franchise Hauler Truck Yard Lease Facility
- Material Recovery Facilities (including MRF 1.0 in the mid-1990s, used for construction and demolition debris (C&D) recycling, metal/glass containers, and

newspaper/paper/cardboard recycling; and MRF 2.0, with 2018 recapitalization upgrades for both C&D and single stream recyclables (SSR) processing)
- Household Hazardous Waste (HHW) Facility
- Compost Facility
- Modules 2 through 7.

It is known to be quite costly to develop, own, operate and maintain infrastructure for these types of solid waste facilities.

Over the years ReGen Monterey has added programs to reduce, reuse, divert and recycle materials. Examples include:

- 1953: Early cardboard recycling
- 1970s: Supporting the first community collection of glass bottles
- 1983: Beneficial reuse of landfill gas (LFG) for renewable energy generation
- 1988: Diversion of yard debris (a.k.a. green waste materials) and agricultural or food processing plant scrap materials to windrow composting
- 1991: Establishment of the Last Chance Mercantile for retail sales of usable materials
- 1996: Introduction of ReGen's first Materials Recovery Facility (MRF), which came online for the processing of construction and demolition (C&D) materials and recovery of recyclable or reusable materials
- 2018: The capital replacement of the C&D materials processing line and addition of a recyclables processing line – a.k.a. single-stream recycling (SSR) – as part of MRF 2.0 improvements.

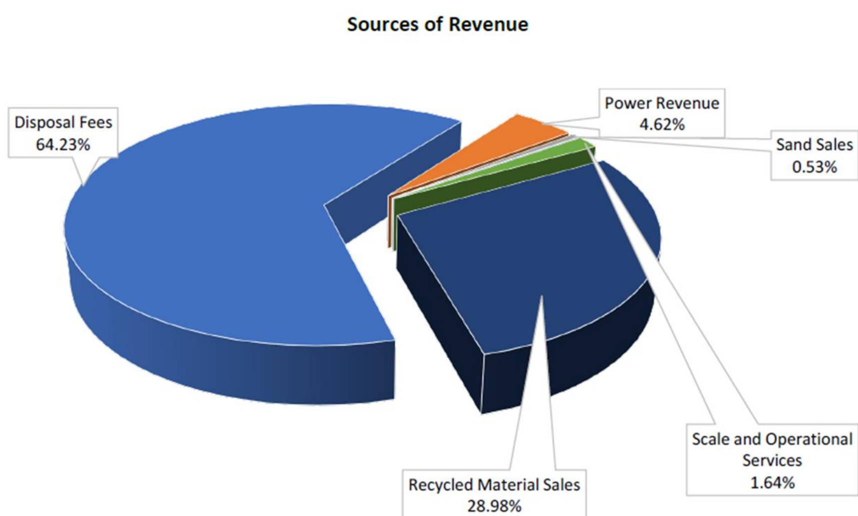
The integrated facilities that ReGen Monterey operates today are a unique resource for the tri-county region and embody the organization's mission of **doing more to waste less** by turning waste into a beneficial resource.

3.3 Evolution of Business Practices

In 1965, when ReGen began landfill operations, fees for waste disposal, or "tip fees," were charged to customers delivering waste to the landfill. Customers consisted of the Member Agency communities and other public and private self-haul customers from the nearby Salinas and North County areas. The disposal revenues represented 100% of ReGen's revenues and were collected to cover the landfill operations expenses, administrative expenses and other permit or ancillary service expenses.

As new diversion and recycling services were added over time, these added services typically had some level of revenue collection. As a result, landfill disposal fees no longer represented 100% of ReGen’s revenue collection. This basic business practice is referred to as revenue diversification. By 2008-09, the landfill disposal fees represented about 76% of all revenues. Figure 6 below illustrates the distribution of revenue sources in FY2021-22 at about 64%.

Figure 6: Summary of ReGen’s Revenue Sources (FY2021-22)



The evolution of business practices at ReGen Monterey was generally influenced by future trends that service providers, regulators and municipalities in the solid waste management industry proposed and discussed. Note that this evolution was from a “disposal-only” model to a “reduce, divert, recycle, reuse and disposal” model. It takes a strong will and vision to successfully transition a disposal-only model to that of an integrated waste management facility like ReGen Monterey. That’s because waste disposal has historically been where most revenues are collected. It is an essential public service and critical to accomplish the public policy goal of protecting public health and the environment.

The ReGen Monterey Board of Directors and staff leaders have had strong will and vision over much of the organization's history. ReGen has been an early adopter of technologies that lessen waste disposal by improving the reuse and recycling of materials. These developments mean additional costs. Many organizations have a limited ability for additional revenues, which often results in using the disposal tip fee to offset the additional expenses of non-disposal activities.

By October 15, 2004, the ReGen Board had formalized its practices in a Guiding Principles document and engaged with staff leadership to pursue business practices that would maintain relatively low service fees and sustainably manage annual fee increases. These discussions led to revisions to the Guiding Principles document on September 16, 2005, and later, on November 16, 2007. Refer to Appendix B for all three versions of the Guiding Principles documents. Of note, the 2004 version proposed that the Board consider a policy that would be:

"…*establishing a minimum 75 to 80 year landfill life to serve projected waste streams exclusively generated by the MRWMD member agencies. Certified landfill capacity exceeding the 75 to 80 years would be considered excess capacity, which could be considered for sale to the County of Santa Cruz and the Salinas Valley Solid Waste Authority (SVSWA) at "market rates". The purpose of the sale of the excess capacity is to mitigate further rate increases to the MRWMD member agencies and to permit the SVSWA and the County of Santa Cruz adequate time to identify and develop additional long term landfill capacity within their respective jurisdictions*."

This was revised in 2005 to read as follows:

"*The sale of the MRWMD excess landfill capacity will be subject to a contract approved by the MRWMD Board of Directors*" and that "*A "reserve landfill capacity" shall be established to provide an initial 75 year landfill life which will serve projected waste streams generated by the MRWMD member agencies to at least the year 2080. In other words, the amount of regional waste to be accepted will not reduce the MRWMD's certified landfill capacity below 75 years (to 2080). Certified landfill capacity exceeding 75 years would be considered to be "excess landfill capacity", which could be made available for sale to public agencies, such as the County of Santa Cruz and the SVSWA*."

Note that the exclusivity of the definition stating which parties the excess capacity could be sold to in the 2004 Guiding Principles version was eliminated in the 2005 version. (The current 2007 version remains "as revised in 2005.").

ReGen Monterey has long had the goal of maintaining relatively low disposal tip fees, year over year (refer to Figure 7). By around 2000, prevailing economic conditions showed a growth trend with rising costs (inflation) and the Board of Directors was reluctant to raise service fees. At that time, ReGen had a $30 per ton disposal tip fee rate and Salinas Valley Recycles had a $40 per ton tip fee rate. Even though ReGen had the lowest tip fee rate, staff recommendations for the annual service fee increases were deferred by the Board on one or more occasions. Instead, the Board directed staff to:

i) Control expenses
ii) Develop a plan with recommendations to reduce operational costs, and to identify new customers and other sources of revenue.

By 2007, ReGen Monterey was engaging with new, non-Member Agency municipal customers in Santa Cruz County for possible long-term (30 year) disposal service agreements. Ultimately, by 2009, Capitola, Scotts Valley, Watsonville and the County of Santa Cruz had signed long-term disposal agreements with ReGen Monterey. In 2013, ReGen signed a long-term agreement for disposal of residual materials (waste) following recycling processing at two materials recovery facilities (MRF) in the City of San Jose: a municipal solid waste processing MRF and a single-stream recycling materials MRF. Refer to Table 2 below for a summary of the current Regional Customer contracts.

Table 2: Summary of ReGen's Regional Customer Contract Information (2024)

COUNTY	REGIONAL CUSTOMER	CONTRACT		TERMS		DISPOSAL RATE	
		Start Date	End Date	Base (yrs)	Extension (yrs)	FY 2023/24	FY 2024/25
Santa Cruz	City of Capitola	10/14/2020	10/13/2050	30	N/A	$55/ton	**TBD** **95% of Posted Rate for Refuse Disposal**
	City of Scotts Valley	7/22/2022	7/21/2052	30	N/A		
	City of Watsonville	8/26/2020	8/25/2050	30	N/A		
	County of Santa Cruz	5/25/2021	5/24/2051	30	N/A		
Santa Clara	GreenWaste Recovery - San Jose MRF's	11/19/21 Amendment #3	12/31/2036	25	N/A	**Tiered** 0-75K tons $30.08/ton 75K-125K tons $29.39/ton 125K + tons $28.68/ton	TBD - Based on April CPI
	Waste Solution Group of San Benito, LLC (Gilroy & Morgan Hill communities)	3/31/2022	3/30/2026	4	Month to Month - 30 day notice	$35/ton	$37.50/ton

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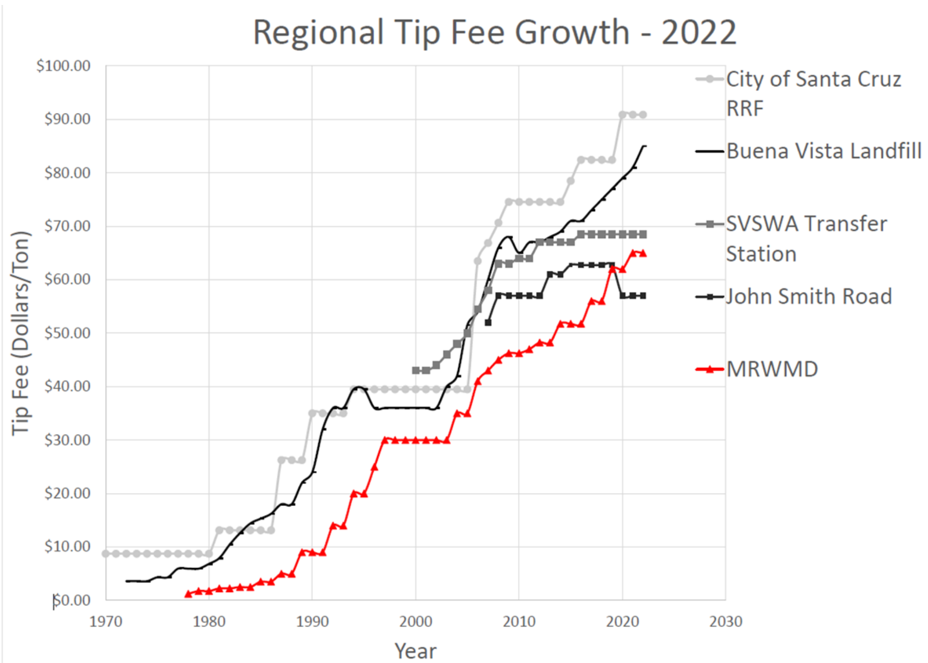
Figure 7: Summary of ReGen Monterey's (MRWMD) Disposal Tip Fee History (2022)



Between 2000 and 2007, ReGen Monterey's expense budget grew from about $9.1 million per year to $17.5 million per year (92%). In the same period, the expense rate of cost-per-disposal-ton grew from $50/ton to $91/ton (approximating total expenses distributed over only total disposal tons). Note that there was considerable capital investment in the 1990s for the ReGen Landfill Gas-to-Energy Facility, Materials Recovery Facility (MRF) 1.0, Last Chance Mercantile store, Household Hazardous Waste (HHW) Facility, Shop Maintenance Facility, and Truck Entrance Scale and Administration Offices. The development and breadth of services provided by these facilities influenced, in part, the expense increases. Refer to Figure 8 for revenue and expense budget data at various points in time between 2000 and 2017.

With the addition of new municipal customers and expansion of non-disposal revenue sources between 2007 and 2009 and beyond, financial metrics began to improve. Between 2007 and 2010, total expenses per disposal ton decreased from $91/ton to

$81/ton (>10% reduction). Between 2010 and 2017, total expenses per disposal ton decreased from $81/ton to $59/ton (27% reduction). This is illustrative of both increased waste volumes and associated revenues from new customers and diversification of revenue sources.

Figure 8: ReGen's Revenue and Expense Budget Snapshots (2000-2017)

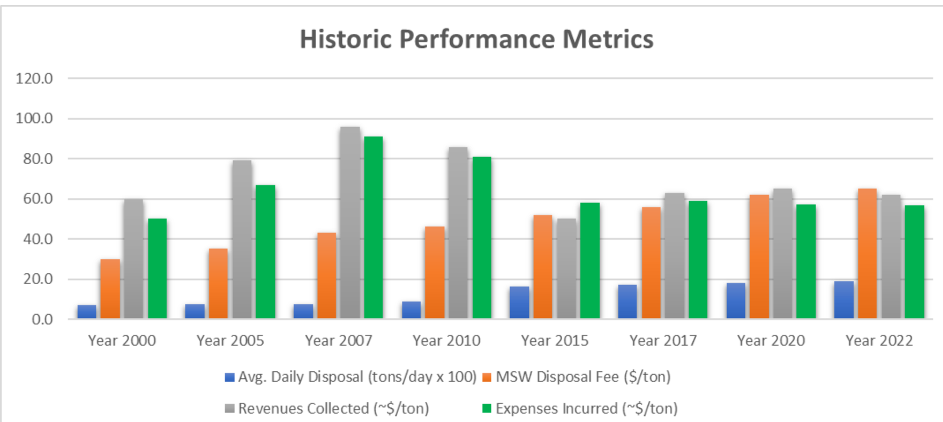
	YEAR 2000	YEAR 2005	YEAR 2007
MSW Tip Fee ($/ton)	30.00	35.00	43.00
Daily Tons (avg)	700	750	735
Annual Tons (avg)	182,000	195,000	191,100
Budget - Revenues	$10,836,000	$15,455,000	$18,420,000
Revenues/ton	$60	$79	$96
Budget - Expenses	$9,110,000	$13,039,000	$17,485,000
Expenses/ton	$50	$67	$91
Staff - FTE	119	123	145

	YEAR 2010	YEAR 2015	YEAR 2017
MSW Tip Fee ($/ton)	46.25	51.75	56.00
Daily Tons (avg)	888	1,633	1,700
Annual Tons (avg)	230,864	424,507	442,000
Budget - Revenues	$19,956,000	$21,235,000	$27,745,000
Revenues/ton	$86	$50	$63
Budget - Expenses	$18,802,000	$24,776,000	$25,858,000
Expenses/ton	$81	$58	$59
Staff - FTE	*130 est.*	*123 est.*	115

Refer to Figure 9 for a graphical representation of this information, which illustrates that total revenues collected per disposal ton and total expenses per disposal ton were near their highest points around 2007. They began to decline as ReGen grew its customer base and diversified its sources of revenues. By 2013, the cumulative increase in new revenue sources became an important foundational support for the improvement of ReGen's debt rating and its ability to bond approximately $45,000,000 in debt to develop the Franchise Truck Yard Lease Facility (2016) and to cover the replacement upgrade of the MRF 2.0 recycling facility (2018).

Figure 9: ReGen Monterey's Budget Historic Performance Metrics Chart (2000-2022)

Monterey Peninsula Landfill - Historic Performance Metrics				
	Avg. Daily Disposal (tons/day x 100)	MSW Disposal Fee ($/ton)	Revenues Collected (~$/ton)	Expenses Incurred (~$/ton)
Year 2000	7.0	$30.00	$60	$50
Year 2005	7.5	$35.00	$79	$67
Year 2007	7.4	$43.00	$96	$91
Year 2010	8.9	$46.25	$86	$81
Year 2015	16.3	$51.75	$50	$58
Year 2017	17.0	$56.00	$63	$59
Year 2020	18.0	$62.00	$65	$57
Year 2022	19.0	$65.00	$62	$57



3.4 Influence of Regulatory Policy

Local, state and federal regulations restrict not only how waste is managed and disposed of, but also where waste management facilities can be located, built and operated. Because of these regulatory restrictions, most cities do not have a landfill, waste transfer facility or recycling facility. All communities generate waste that requires waste management facilities. For jurisdictions that lack solid waste facilities within their boundaries, there is an absolute regulatory requirement that wastes generated in that jurisdiction be collected, processed, transported, recycled and disposed of at a properly sited and permitted solid waste facility located outside of the jurisdiction. This is a central principle of solid waste regulations that supports proper waste management in a designated waste management unit that protects public health and the environment.

For nonhazardous solid wastes, this is the role of ReGen Monterey's permitted operations. For non-hazardous liquid wastes, it is the role of Monterey One Water's (M1W) permitted operations at the wastewater treatment facility adjacent to ReGen's facilities. These two waste management facilities are approved conditional uses in an agricultural zoning area of unincorporated Monterey County. One goal of that zoning designation is to separate such facilities from residential and commercial developments that are common to incorporated cities and certain areas in rural settings.

Again, these public policies align with solid waste regulatory principles. As a result, many cities and some counties do not have solid waste facilities in their jurisdictions and are required to use facilities located in other jurisdictions. There are two active solid waste landfills in Monterey County, but neither is located in one of the county's 28 cities. Yet those cities, like all cities, require such facilities to receive the waste generated by each community. These public policies result in solid wastes facilities sited and permitted in areas of less population density, and often in areas of lower property value.

Once solid waste facilities are properly sited, the public policy challenge then becomes protecting those zoning designations and preventing residential growth around existing solid waste facilities. For example, the City of Marina was incorporated in 1975, about 12 years after ReGen's landfill had been sited. It has an urban growth boundary on its northern boundary, immediately abutting the unincorporated county lands that have agricultural zoning designation and contain the two public works waste management properties of ReGen and M1W. Those facilities have been properly developed to provide regional public services in an area located a couple of miles from the City of Marina. This is why the northern city limits of Marina should never be changed – the goal is to prevent the city from getting closer to these public works facilities. For that kind of growth to occur, public policies and plans designed to keep site waste management facilities appropriately far away from cities and residential areas would have to be undone and abandoned. The good public practice principles of such policies would have to be discarded.

3.5 Influence of Public Policy

Local, state and federal regulatory permits are required for ReGen Monterey to operate and deliver its non-hazardous solid waste management and processing services to the municipalities and their communities that generate the waste materials requiring the services. Over time, public policy initiatives can be adopted and cause changes not only to regulations and regulatory permits, but also to the practices used in the solid waste management systems.

Public policy has been one of the primary drivers for changes in ReGen Monterey business practices. That includes policies such as:

- The California Integrated Waste Management Act (AB 939, Sher, Chapter 1095, Statutes of 1989 as amended [IWMA]), which made all California cities, counties and approved regional solid waste management agencies responsible for enacting plans and implementing programs to divert 25% of their solid waste by 1995 and 50% by 2000. Later legislation mandated that the 50% diversion requirement be achieved every year.
- The Mandatory Commercial Recycling measures adopted in the Assembly Bill 32 Scoping Plan by the California Air Resources Board (CARB), pursuant to the California Global Warming Solutions Act (Chapter 488, Statutes of 2006). The Mandatory Commercial Recycling Measure focuses on increased commercial waste diversion as a method to reduce greenhouse gas (GHG) emissions. It is designed to achieve a reduction in GHG emissions of 5 million metric tons of carbon dioxide (CO2) equivalents. To make that happen, 2 to 3 million tons of materials more need to be recycled from the commercial sector each year, by the year 2020 and beyond.
- The more recent methane emissions reduction targets for California (SB 1383 Lara, Chapter 395, Statutes of 2016), part of a statewide effort to reduce emissions of short-lived climate pollutants by reducing and diverting organic materials to non-disposal processing (non-landfill) facilities. The SB 1383 targets are to reduce organic waste disposal in 2025 and beyond by at least 75% of 2014 organic waste levels, to rescue edible food for people to eat at a rate of at least 20% of currently disposed surplus food by 2025, and to reduce the generation of food waste in the first place.

ReGen Monterey staff tracks these public policy and regulatory topics over time and considers the impacts on permits operations, and business practices. Staff members also develop recommendations to address possible changes to permits, business plans and operational practices.

3.6 Section Summary

This review of ReGen's history reveals that its business practices have been Board directed and approved. It is evident that ReGen's Board governance has been influenced by:

i) Common good business practices of diversifying the customer base and revenue sources
ii) Public policies influencing improvements for waste reduction, diversion, recycling and reuse measures. This is ReGen's evolution from a disposal only model that has happened over the past 50 to 55 years.

The financial support that allowed the development of ReGen's recycling and diversion facilities and services was largely funded by additional disposal customers revenues, as Member Agency franchise waste contract revenues represent only about a quarter of disposal revenues. This investment in non-disposal alternatives, largely funded by disposal revenues, has resulted in a more reliable and sustainable public works organization acting in the interests of all Member Agencies and non-Member Agency customers and communities served by ReGen Monterey in the tri-county area.

4.0 Summary Effects of ReGen Monterey's Business Practices

Credits: Various ReGen Monterey records and staff records contributions

4.1 Introduction

The management of municipal solid waste in America has advanced during the past 100 years and provides some general conclusions that assist today's owners/operators and governmental bodies. Many standards have basic economic underpinnings that can influence the success of an organization, whether that be financial success or the successful delivery of a range of recycling and disposal services established by governmental policies. The record indicates that city- and county-owned and operated landfills are challenged by cost of services, ability to influence revenue growth, and difficulty of raising capital for continued development of a landfill. Private owners and joint power authority public entities like ReGen have business practices and policies that enable them to address the significant financial needs of landfill ownership, development, operations and maintenance, closure, and post-closure care for 30 years after cessation of disposal (and disposal revenues).

A Waste360 article dated September 18, 2018, and titled, "Why Some Landfills are Becoming Privatized, While Others Remain Public," references a 2017 Solid Waste Association of North America (SWANA) study. It presents the following information characterizing the privatization trend of landfill ownership: Forty years ago, in 1984, 83% of landfills were publicly owned (17% privately owned). In 1998, 64% of landfills were publicly owned (36% privately owned). By 2018, about 50% of landfills were publicly owned. More notably, the 50% of landfills that are privately owned are reported to have 85% to 90% of permitted disposal capacity.

That circumstance represents a significant challenge to public entity landfill owners/operators as they compete with privately owned and operated landfills in the same region. Public entity landfills that conduct business in a similar fashion as private owners (as delivered by their required public transparency and decision-making process) tend to have better financially sustainable characteristics than those public entities with discretionary requirements or possible limitations imposed by their decision-making bodies, especially when those requirements restrict or interfere with basic economic business practices.

Basic economic conditions impact the solid waste industry similarly to other businesses. Waste disposal quantities tend to increase in volume during growth cycles, when demand increases, and decrease during market slowdowns or moments of falling demand. The law of supply and demand also influences the disposal capacity sales market. Excess capacity tends to get sold for lower prices and that tends to lower the pace of tip fee rate increases. The opposite occurs where disposal capacity is limited or in high demand.

As people and businesses continue to generate waste, the landfill's remaining disposal capacity is an ever-decreasing quantity (status quo conditions assumed). As such, the ratio of supply-to-demand for disposal capacity is also an ever-decreasing ratio. Said another way, an ever-increasing demand to use disposal capacity increases the pressure on the tip fee rates and landfill economics. That is the case unless:

i) New landfill capacity is developed; and/or
ii) A combination of decreased waste generation rates and improved recycling and diversion processes are adopted.

Both reduced waste generation and improved recycling and diversion processes help reduce the rate of decline in landfill disposal capacity.

4.2 Effects of ReGen Monterey's Business Practices

As illustrated by the disposal tip fee history presented in Figure 7, ReGen's landfill disposal tip fee has been the lowest in the region. While that's, in part, because not all future financial liabilities are being captured or monetized in the tip fee rate, it is nonetheless a characteristic of ReGen's business practice and one that tends to indicate a favorable condition from the ratepayer's perspective. An inspection of Figure 7 tip fee history reveals other information to those who know the history of ReGen's Board decisions. The following paragraphs elaborate on that history, identify Board decisions that changed ReGen's business practices, and present some effects of those decisions on financial matters and landfill disposal service capacity.

Between late 1965, when ReGen's landfill opened for business, and 2009, when the Board approved regional waste disposal contracts, the customer base consisted of Member Agency franchise waste. That includes Member Agency residential, commercial and governmental self-haul customers, and non-Member Agency residential, commercial and governmental self-haul customers. During that time, ReGen saw its greatest rate of tip fee increases. ReGen's disposal tip fee rate doubled between 1986 and 1989, and then again between 1991 and 1994. The disposal tip fee later increased by 50% between 1995 and 1997, and increased again by 30% between 2003 and 2006.

The magnitude of these rate increases was due, in part, to the relatively low number of customers present at those times. With fewer customers, the Member Agencies represented a larger share of the financial responsibility. This, in turn, also means that Member Agency customers contributed proportionally more – in the form of higher rates – than they would have with a greater number of customers present at those times. Nonetheless, it is important to recognize the reasons for these disposal tip fee increases. The primary cause of the rate increases was the design and development of non-disposal facilities that included the following:

- The AB 939-influenced construction and demolition (C&D) debris recycling facility, MRF 1.0
- The Household Hazardous Waste Facility
- The new Landfill Gas-to-Energy Facility
- The Maintenance Shop addition
- The new Last Chance Mercantile store
- The Public Recycling Drop-off Facility
- The entrance Scale House Facility
- The new Administration Office building
- Related campus-area vehicle parking.

Notably, much of this infrastructure development involved considerable investments in recycling and diversion facilities – another example of ReGen **doing more to waste less**.

Between 1997 and 2003, the ReGen Board took a series of actions that diversified the customer base by increasing communities served, and also diversified revenue sources through continued investments in non-disposal facilities and services. These influences made ReGen the well-integrated solid waste recycling, diversion and disposal facility that it is today. Notable Board actions that occurred between 1997 and 2007 consist, in part, of the following:

- Delaying tip fee increases for six years
- Directing staff to control expenses to the extent possible
- Directing staff to develop guiding principles that would guide the subsequent development of a business plan
- Directing staff to develop a business plan that, when implemented, would result in diverse new sources of non-disposal revenues (such as recycling and beneficial reuse) and new sources of disposal revenue through customer diversification.

At its October 15, 2004, meeting, the Board agreed on the initial version of the Guiding Principles document, which included the following:

- Maintain governance structure of the nine-member Board of Directors
- Maintain labor policy of primary recycling/disposal services performed by ReGen staff
- Maintain operating reserve (25% of OPEX at that time)
- Maintain debt service ratio of any debt covenant
- Consider a policy establishing 75 to 80 years of landfill disposal life reserved exclusively for waste generated by the Member Agencies
- Consider a $3 to $5 per ton disposal tip fee increase in 2005, with annual increases thereafter of $1 per ton to "ensure fiscal solvency and financing of the ongoing range waste and recycling services provided…"

This was revised in 2005 and again in 2007, and titled "Guiding Principles for Acceptance of Regional Waste." Refer to Appendix B for the three different versions of guiding principles. The Board was relatively clear about the purpose of these principles, as illustrated by the opening paragraph in the most recent version of the document (2007):

" *The 'Guiding Principles for the Acceptance of Regional Waste' were developed to address the parameters for offering certain limited, excess landfill capacity to public agencies for the disposal of regional ("out-of-District") waste at the Monterey Peninsula Landfill. Three potential buyers of this excess landfill capacity include the City of Watsonville, the Salinas Valley Solid Waste Authority (SVSWA) and the County of Santa Cruz. The purpose of the sale of excess capacity is to stabilize disposal rates to the Monterey Regional Waste Management District (MRWMD) member agencies, provide funding for future expansion of the MRWMD's diversion and recycling programs, and to permit the City of Watsonville, the SVSWA and the County of Santa Cruz adequate time* *to identify and develop additional long-term disposal capacity within their respective jurisdictions."*

4.2.1 Regional Customer Contracts

By 2013, four regional customers from Santa Cruz County and one from the City of San Jose area of Santa Clara County were under contract to deliver waste to ReGen for landfill disposal. At that time, the contract rates were about half of the posted disposal tip fee paid by the Member Agencies and self-haul customers. Had this regional customer revenue not been secured by contract or otherwise received by ReGen, the disposal tip fee paid by the Member Agencies would have been higher – and there would also have been some cuts to labor and maintenance expenses, resulting in reduced service capacity. By 2022, the four Santa Cruz County regional customer contracts had been re-negotiated to include a step tip fee increase that, over five years, will reach 95% of the disposal tip fee paid by the Member Agencies and self-haul customers in FY2024-25 (Table 2).

Table 2 (repeated): Summary of ReGen Monterey's Regional Customer Contract Information (2024)

COUNTY	REGIONAL CUSTOMER	CONTRACT		TERMS		DISPOSAL RATE	
		Start Date	End Date	Base (yrs)	Extension (yrs)	FY 2023/24	FY 2024/25
Santa Cruz	City of Capitola	10/14/2020	10/13/2050	30	N/A	$55/ton	**TBD 95% of Posted Rate for Refuse Disposal**
	City of Scotts Valley	7/22/2022	7/21/2052	30	N/A		
	City of Watsonville	8/26/2020	8/25/2050	30	N/A		
	County of Santa Cruz	5/25/2021	5/24/2051	30	N/A		
Santa Clara	GreenWaste Recovery - San Jose MRF's	11/19/21 Amendment #3	12/31/2036	25	N/A	**Tiered** 0-75K tons $30.08/ton 75K-125K tons $29.39/ton 125K + tons $28.68/ton	TBD - Based on April CPI
	Waste Solution Group of San Benito, LLC (Gilroy & Morgan Hill communities)	3/31/2022	3/30/2026	4	Month to Month - 30 day notice	$35/ton	$37.50/ton

The contract tip fee rates for the two Santa Clara County regional customers (Table 2 above) are more than half as much as the disposal tip fee for others. Those contract rates were negotiated by ReGen staff and approved by the Board. ReGen did have market feedback to contract tip fee rates in 2015, when the organization submitted a disposal rate for the Milpitas Request for Proposal (RFP). ReGen quoted a contract tip fee rate for waste disposal services similar to that of GreenWaste Recovery (San Jose MRFs) at that time. ReGen was not successful in securing the Milpitas disposal contract, and it is understood that costs were one factor affecting the award of that RFP to a service provider.

Regional customer disposal volumes (tonnage) are presented in Table 3 below. The regional customers deliver about twice as much waste as the remaining customers (including Member Agencies) that use ReGen's disposal services. This is a relatively significant factor to the depletion of landfill airspace (available disposal capacity). Obviously, the disposal tonnage is the unit of measure for which the tip fee is charged to, and which generates the revenues from disposal of those waste materials.

Table 3: Summary of ReGen Monterey's Regional Customer Contract Disposal Tonnage (2024)

COUNTY	REGIONAL CUSTOMER	FY 2018/2019 ACTUAL ANNUAL DATA	FY 2019/2020 ACTUAL ANNUAL DATA	FY 2020/2021 ACTUAL ANNUAL DATA	FY 2021/2022 ACTUAL ANNUAL DATA	FY 2022/2023 ACTUAL ANNUAL DATA	FY 2023/2024 FORECASTED ANNUAL DATA
		Tons	Tons	Tons	Tons	Tons	Tons
Santa Cruz	City of Capitola	7,201	6,532	6,414	6,318	6,289	*6,353*
	City of Scotts Valley	6,337	6,344	5,914	5,780	5,985	*5,671*
	City of Watsonville	27,131	29,395	32,419	36,159	35,107	*34,307*
	County of Santa Cruz	3,880	9,602	15,722	14,705	20,128	*30,575*
Santa Clara	GreenWaste Recovery - San Jose MRF's	MSW	MSW	MSW	MSW	MSW	*MSW*
		408,553	375,259	331,814	275,620	270,072	*271,590*
		ADC	ADC	ADC	ADC	ADC	*ADC*
		45,178	34,613	60,352	92,323	106,070	*70,098*
	Waste Solution Group of San Benito, LLC (Gilroy & Morgan Hill communities)	-	-		15,282	58,714	*60,121*
	ADC + MSW Tonnage Total =	**498,280**	**461,745**	**452,635**	**446,187**	**502,365**	**478,715**

The disposal revenues collected from the regional customer waste disposal are presented in Table 4 below, and they amount to about $15,000,000 per year, or almost 30% of total revenues. That is a significant contribution to ReGen's finances. The $15,000,000 in revenue is about 36% more than the disposal revenue collected from the Member Agency franchise contract waste disposal. Hypothetically, if the regional customer revenue were eliminated and the remaining customers received the same level of service they were used to, it would require an approximately $25 to $30 per ton tip fee increase.

Table 4: Summary of ReGen Monterey's Regional Customer Contract Disposal Revenue (2024)

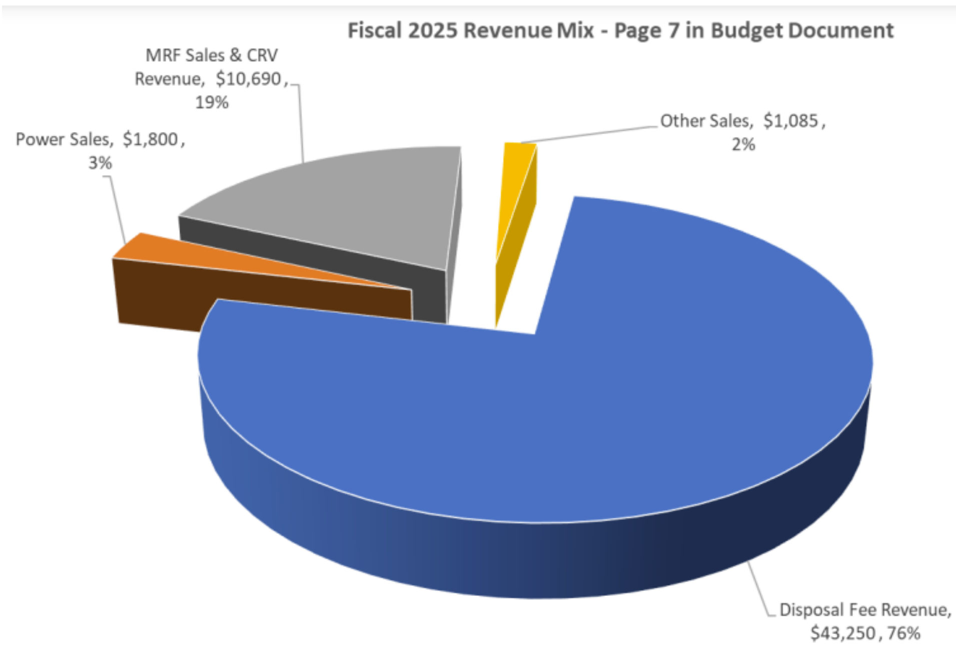
COUNTY	REGIONAL CUSTOMER	FY 2018/2019 ACTUAL ANNUAL DATA	FY 2019/2020 ACTUAL ANNUAL DATA	FY 2020/2021 ACTUAL ANNUAL DATA	FY 2021/2022 ACTUAL ANNUAL DATA	FY 2022/2023 ACTUAL ANNUAL DATA	FY 2023/2024 FORECASTED ANNUAL DATA
		Revenue ($000)	Revenue ($000)	Revenue ($000)	Revenue ($000)	Revenue ($000)	Revenue ($000)
Santa Cruz	City of Capitola	$ 258	$ 243	$ 257	$ 284	$ 315	*$ 349*
	City of Scotts Valley	$ 225	$ 234	$ 221	$ 260	$ 299	*$ 312*
	City of Watsonville	$ 963	$ 1,084	$ 1,297	$ 1,627	$ 1,756	*$ 1,887*
	County of Santa Cruz	$ 138	$ 354	$ 591	$ 662	$ 1,006	*$ 1,701*
Santa Clara	GreenWaste Recovery - San Jose MRF's						
		$ 10,062	$ 9,581	$ 8,551	$ 7,322	$ 7,532	*$ 7,973*
		$ 656	$ 511	$ 899	$ 1,416	$ 1,709	*$ 1,176*
	Waste Solution Group of San Benito, LLC (Gilroy & Morgan Hill communities)	$ -	$ -	$ -	$ 497	$ 1,945	*$ 2,133*
	Total Revenue =	**$ 12,302**	**$ 12,007**	**$ 11,816**	**$ 12,068**	**$ 14,562**	**$ 15,531**

4.2.2Revenue Diversification

The disposal revenues from regional customers presented in the preceding section illustrate the Board's goal of increasing revenues. The Board also had a goal of diversifying revenue sources, with the intention of reducing dependence on disposal revenues.

Figure 10 below illustrates that revenues projected for the FY2024-25 budget come from four leading sources. Disposal revenues are estimated at $43,250,000 and represent about 76% of all revenues projected for the next fiscal year. While there has been some improvement in developing non-disposal revenues (including MRF sales, power sales and other sales), Figure 10 illustrates that disposal revenues remain the largest revenue source for ReGen. Please note that disposal service expenses are not 76% of all expenses. Thus, net disposal revenues continue to pay for a portion of the non-disposal expenses such as recycling and diversion services. This is a common scenario in the solid waste industry across America and has been the constant scenario at ReGen to some degree since 1965, when the landfill opened, and waste disposal services began.

Figure 10: ReGen's Revenue Summary – FY2025 Preliminary Budget

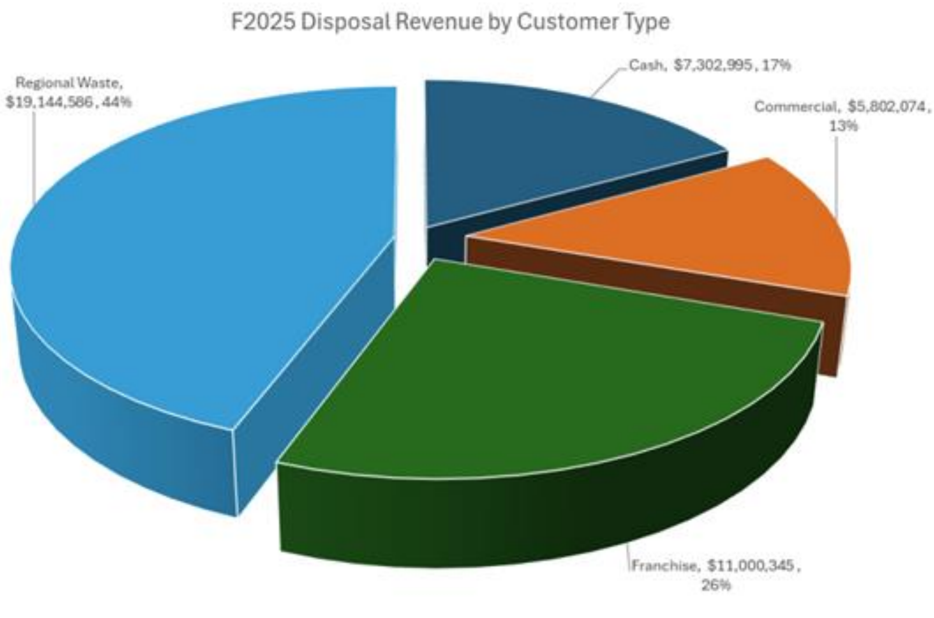


Looking at only disposal revenue sources, Figure 11 below illustrates the four major sources of disposal revenues as projected for the FY2024-25 budget. Revenues from regional customers represent the single largest source of disposal revenues at about $19,000,000 (44%) of all disposal revenues. This illustrates the importance of the regional customer's waste disposal in its contribution of revenue support to ReGen's activity. About $15,000,000 (almost 80%) of that source is from regional customers that have contracts with ReGen (refer to Table 2). The regional contracts have rates that range from a low of about 35% to 40% of the Member Agency tip fee rate to a high of 95% of the Member Agency tip fee rate. The GreenWaste Recovery-San Jose MRF residuals contract is the single largest regional customer disposal revenue source at about $9,000,000 (60%) of contracted regional customer disposal revenue. The other $4,000,000 of $19,000,000 in regional disposal revenues are from non-Member Agency residential, commercial and governmental self-haul customers who pay the Member Agency tip fee rate.

The Member Agency franchise waste disposal revenues are the second largest disposal revenue source at approximately $11,000,000 (26%) of total disposal revenues. Commercial and cash customers comprise about $13,000,000 (30%) of total disposal revenues, which is more than the Member Agency franchise waste contribution. Notably, the Member Agency franchise waste revenues are about a quarter of total disposal revenues. This illustrates the significantly greater extent that other customers are supporting the delivery of services to all customers, in addition to the Member Agencies.

The $9,000,000 in annual disposal revenues from the GreenWaste Recovery-San Jose MRFs regional customer contract is anticipated to end on December 31, 2036. The loss of $9,000,000 in disposal revenues will likely occur in association with a reduction in operating expenses preliminarily estimated around $4,000,000. This will likely leave needed revenues of about $5,000,000 to offset the net loss of this specific disposal revenue source. As a rough estimate, that scenario would likely translate to about a $20 per ton (25%) increase in tip fee rate for Member Agency franchise waste and self-haul customers. Staff considers this specific contract to represent a significant risk of loss to plan for and mitigate before the planned date of the loss in December 2036.

Figure 11: ReGen Monterey's Disposal Revenue by Customer Type – FY2025 Preliminary Budget


F2025 Disposal Revenue by Customer Type
Cash, $7,302,995, 17%
Commercial, $5,802,074, 13%
Regional Waste, $19,144,586, 44%
Franchise, $11,000,345, 26%

4.2.3 Landfill Capacity and Remaining Disposal Service Life

Increasing the number of disposal customers, independent of their location, leads to increased quantities (volume) of waste for landfill disposal, an increased rate of disposal capacity consumption (loss), and a corresponding reduction in the remaining disposal service life of the landfill. Following the ReGen Board of Directors' approval of regional contracts circa 2009, staff prepared an estimate of the impact of more waste disposal than had recently occurred. That estimate is referred to as the "2010 Joint Technical Document (JTD)" scenario, and it predicted a Closure Year of 2160 (137 years from now).

With the addition of the GreenWaste Recovery-San Jose MRFs regional contract in 2013, the actual volume of waste being received by ReGen exceeds the rate assumed for the 2010 JTD scenario. Thus, staff developed two scenarios with greater volumes of waste assumed in each. They intended to bracket the actual volumes anticipated to be received between 2009 and December 31, 2036. Scenario A estimates slightly less than actual volumes of waste delivered, and Scenario B estimates slightly more than actual volumes of waste delivered in that 28-year period. Refer to Table 5 below for the summary of predicted closure years and remaining landfill disposal service life.

Table 5: Estimate of Landfill Closure Year and Remaining Disposal Service Life (2024)

Source of Remaining Service Landfill Capacity Estimate	Approximate Remaining Landfill Capacity (circa 2009)	Estimated Remaining Landfill Life from 2009	Estimated Closure Year {Remaining Disposal Service Life - 2024}	Scenario Description
	(CY)	(YEARS)	(DATE & {YEARS})	
2010 Joint Technical Document (JTD)	72,300,000	152	2160 (137 years)	Assume ~330,000 tpy Total (Baseline + Regional Customer). Somewhat elevated Regional Customer disposal tonnage through 2036 is ~235,000 tpy on average). For Year 2037 going forward - return to lower (Baseline + Regional Customer) disposal rate of ~225,000 tpy (~75,000 tpy +/- Regional).
2024 Staff Estimate - Scenario A	72,300,000	144	2152 (129 years)	Assume ~580,000 tpy Total (Baseline + Regional Customer). Elevated Regional Customer disposal tonnage through 2036 is ~350,000 tpy on average. For Year 2037 going forward - return to new lower (Baseline + Regional Customer) disposal rate of ~350,000 tpy (~75,000 tpy +/- Regional Customers).
2024 Staff Estimate - Scenario B	72,300,000	134	2142 (119 years)	Assume ~665,000 tpy Total (Baseline + Regional Customer). Elevated Regional Customer disposal tonnage through 2036 is ~435,000 tpy on average. For Year 2037 going forward - return to new lower (Baseline + Regional Customer) disposal rate of ~350,000 tpy (~75,000 tpy +/- Regional Customers).

The regional waste delivery Scenario A assumptions predict the following:

- 26 additional years of disposal capacity would be consumed (relative to prior baseline disposal capacity consumption rate) during the 28-year period of regional waste deliveries assumed
- A predicted closure year of 2152, 129 years from 2024

The regional waste delivery Scenario B assumptions predict the following:

- 36 additional years of disposal capacity would be consumed (relative to prior baseline disposal capacity consumption rate) during the 28-year period of regional waste deliveries assumed
- A predicted closure year of 2142, 119 years from 2024

All three of the closure year estimates presented in Table 5 meet the Board-assigned criteria of 75 years of disposal capacity reserved exclusively for Member Agencies. Because the predicted 119 to 129 years of remaining disposal service life exceeds the 75-year requirement, this indicates remaining excess capacity available for use by the Member Agencies and/or available for sale to other communities in need of disposal capacity.

As time elapses and waste disposal continues, a landfill's disposal capacity decreases until the landfill is full. Once a landfill is closed, the customers that were using that landfill must find a new landfill to serve their disposal needs. Often, that landfill is not located nearby or as close as the landfill that was closed. This leads to increased demand for a scarcer resource: landfill disposal capacity. Table 6 presents a list of landfills in the region and their estimated closure year (Source: CalRecycle Solid Waste Information System (SWIS)). By 2037, when the GreenWaste Recovery-San Jose MRFs contract with ReGen is scheduled to end, five landfills in the region are predicted to have closed. Within 20 years, nine landfills in the region are predicted to have closed.

Table 6: Landfill Closure Year of Regional Landfills

LANDFILL NAME and COUNTY NAME	CLASSIFICATION	LANDFILL CLOSURE DATE (est.)	PERMIT DAILY TON LIMIT	TOTAL PERMIT AREA	PERMIT DISPOSAL AREA
	Class I, II, or III	(yyyy)	(tons/day)	(acres)	(acres)
John Smith Road Landfill- San Benito	Class III	2025	1,000	90.4	58
City of Watsonville Lanfill - Santa Cruz	Class III	2029	275	103	48
Buena Vista Drive Sanitary Landfill - Santa Cruz	Class II, III	2031	838	126	61
Corinda Los Trancos Landfill - San Mateo	Class III	2034	3,598	2786	173
City of Santa Cruz Resource Recovery Facility- Santa Cruz	Class III	2037	535	100.00	67
Chicago Grade Landfill - San Luis Obispo	Class III	2039	500	188	77.07
Cold Canyon Landfill, INC - San Luis Obispo	Class III	2040	1,650	209	121

Table 6: Landfill Closure Year of Regional Landfills (continued)

LANDFILL NAME and COUNTY NAME	CLASSIFICATION	LANDFILL CLOSURE DATE (est.)	PERMIT DAILY TON LIMIT	TOTAL PERMIT AREA	PERMIT DISPOSAL AREA
	Class I, II, or III	(yyyy)	(tons/day)	(acres)	(acres)
Newby Island Sanitary Landfill - Santa Clara	Class III	2041	4,000	342	298
Guadalupe Sanitary Landfill - Santa Clara	Class III	2043	3,650	411	115
Camp Roberts Landfill - San Luis Obispo	Class III	2045	618	85.4	13.34
City of Paso Robles Lanfill- San Luis Obispo	Class III	2051	450	80	65
Kirby Canyon Recycl. & Disp. Facility - Santa Clara	Class III	2059	2,600	743	311
Johnson Canyon Landfill - Monterey	Class III	2066	1,694 thru 2025; increasing thereafter	163	96.3
Monterey Peninsula Landfill - Monterey	Class III	>100 years	3,500	460	315

4.3 Section Summary

The ReGen Board's decisions to diversify customers and revenue sources in the mid-2000s, and the subsequent securing of regional customer contracts for limited-term disposal capacity, have provided the financial support that allowed the development of ReGen's recycling and diversion facilities. This investment in non-disposal alternatives, largely funded by disposal revenues, helps decrease the amount of waste landfilled and provides an integrated facility with more reliable and sustainable public works services.

This is squarely in the interests of all Member Agencies and non-Member Agency customers and communities served by ReGen Monterey in the tri-county area.

Having a larger customer base distributes a relatively smaller share of financial responsibility in the form of lower rates and smaller rate increases. While the increased disposal amounts associated with higher disposal revenues result in greater consumption of landfill airspace capacity, ReGen still maintains more than the Board-assigned 75 years of exclusive disposal capacity for Member Agencies. ReGen's experience is similar to that of other solid waste landfill owners and is associated with basic good business practices.

Secure revenue streams are a fundamental requirement for capital-intensive businesses such as landfill development, operations and maintenance, closure, and post-closure care responsibilities. The ReGen Board's decisions have secured revenue streams through December 31, 2036, when the GreenWaste Recovery-San Jose MRFs contract ends, and, to a lesser extent, through about 2050 for the four Santa Cruz County regional customer contracts (Table 2). Advanced planning and action will be necessary to mitigate the financial impacts of losing those regional customer revenues and to avoid a decrease in service associated with labor and expense reductions.

APPENDIX A

Definitions

CA. Public Resource Code (PRC) CHAPTER 2. Definitions [40100 – 40201]

40141. **"Hazardous waste"**

(a) "Hazardous waste" means a waste, defined as a "hazardous waste" in accordance with Section 25117 of the Health and Safety Code, or a combination of wastes, which because of its quantity, concentration, or physical, chemical, or infectious characteristics may do either of the following:

> (1) Cause, or significantly contribute to, an increase in mortality or an increase in serious irreversible, or incapacitating reversible, illness.
>
> (2) Pose a substantial present or potential hazard to human health or environment when improperly treated, stored, transported, or disposed of, or otherwise managed.

(b) Unless expressly provided otherwise, "hazardous waste" includes extremely hazardous waste and acutely hazardous waste.

40191. **"Solid waste"**

(a) Except as provided in subdivision (b), "solid waste" means all putrescible and non-putrescible solid, semisolid, and liquid wastes, including garbage, trash, refuse, paper, rubbish, ashes, industrial wastes, demolition and construction wastes, abandoned vehicles and parts thereof, discarded home and industrial appliances, dewatered, treated, or chemically fixed sewage sludge which is not hazardous waste, manure, vegetable or animal solid and semisolid wastes, and other discarded solid and semisolid wastes.

(b) "Solid waste" does not include any of the following wastes:

> (1) Hazardous waste, as defined in Section 40141.
>
> (2) Radioactive waste regulated pursuant to the Radiation Control Law (Chapter 8 (commencing with Section 114960) of Part 9 of Division 104 of the Health and Safety Code).

(3) Medical waste regulated pursuant to the Medical Waste Management Act (Part 14 (commencing with Section 117600) of Division 104 of the Health and Safety Code). Untreated medical waste shall not be disposed of in a solid waste landfill, as defined in Section 40195.1. Medical waste that has been treated and deemed to be solid waste shall be regulated pursuant to this division.

(Amended by Stats. 1996, Ch. 1041, Sec. 9. Effective January 1, 1997.)

CCR-Title 22, § 66261.9 - **Requirements for Universal Waste**

(a) The hazardous wastes listed in this section are exempt from the management requirements of chapter 6.5 of division 20 of the Health and Safety Code and its implementing regulations except as specified in chapter 23 and, therefore, are not fully regulated as hazardous wastes. The wastes listed in this section are subject to regulation pursuant to chapter 23 and shall be known as **"universal wastes."**

(1) Batteries, as described in section 66273.2, subsection (a);

(2) Electronic devices, as described in section 66273.3, subsection (a);

(3) Mercury-containing equipment, as described in section 66273.4, subsection (a);

(4) Lamps, as described in section 66273.5, subsection (a) (including, but not limited to, M003 wastes);

(5) Cathode ray tubes, as described in section 66273.6, subsection (a);

(6) Cathode ray tube glass, as described in section 66273.7, subsection (a);

(7) Aerosol cans, as specified in Health and Safety Code section 25201.16; and

(8) Photovoltaic modules, as described in section 66273.7.1, subsection (a).

(b) Unless specified otherwise in section 66273.60, universal wastes shall be managed as hazardous wastes pursuant to chapters 10 through 16, 18, and 20 through 22 of this division upon arrival at a destination facility.

APPENDIX B

"Guiding Principles" Documents

October 15, 2004

September 16, 2005

November 16, 2007

APPENDIX C

Select History of ReGen Monterey's Evolution of Business Practices

Select History of ReGen Monterey's Evolution of Business Practices:

Circa 2004 – Board declines a $5/ton disposal tip fee increase and encourages cost control and development of guidance measures to generally increase customer base and new sources of revenue. Board adopts a "Guiding Principle" document October 15, 2004.

2006 – Financial recession signals are present and decreasing disposal tons forecasted in future years associated with predicted declining market conditions. Board directs development of a strategic plan inclusive of a financial strategy to diversify revenue sources, broaden customer base, and seek operational efficiencies.

2007 – Strategic Plan drafted. Guiding Principles are updated to provide services to Regional Waste customers (cities/counties outside of Monterey County (direct or via Franchise Hauler)).

2008 – Operational efficiency for sand excavation adopted inclusive of material sale royalties and asphalt/concrete recycling services (Tenant contract with Don Chapin Company, Inc.).

2009 – Contracts approved with Regional Waste customers in Santa Cruz County.

2010 – Preliminary concept plans developed for District-wide Collection Services RFP, a Franchise Contract Truck Yard Facility onsite, and renovation of the MRF to improve C&D recycling process and to add a new processing line for batch processing of either Single-Stream Recycling (SSR) or mixed-municipal solid waste materials.

Circa 2013 – Board approves disposal services contract with franchise hauler GreenWaste Recovery (GWR) for MRF post-processing residuals from the San Jose/South Bay communities.

2014 – District-wide Collections Services RFP issued and Franchise Lease Truck Yard Facility identified as being available to all service providers submitting proposals for this solicitation.

Select History of Evolution of Business Practices (continued):

2015 – Seven (7) of the nine (9) Member Agencies approve new franchise collection contracts with GreenWaste Recovery (peninsula) and Board approves construction of the Franchise Lease Truck Yard Facility and CNG Fueling Facility. City of Monterey and Monterey County retained their respective existing franchise collections contracts.

2017 – Board approves construction of MRF 2.0 and facility begins new recycling operations in 2018 for processing of Single Stream Recyclable (SSR) materials for all Member Agencies and Construction & Demolition (C&D) materials for all customers visiting the facility.

2019 – Board approves additional single-stream recycling (SSR) processing contracts with new customers including City of Salinas via their franchise hauler Republic Services Inc..

2020 – Board approves RFP solicitation for Last Chance Mercantile operations.

2021 – Board approves contract with Veterans Transition Center of California (VTC) for Last Chance Mercantile operations.

2022 – Board approves short-term nonhazardous solid waste disposal contract for the cities of Gilroy and Morgan Hill via their franchise collections contractor Waste Connections, Inc.

2022-23 – Board approves additional single-stream recycling (SSR) processing contracts with new customers via their franchise hauler for temporary processing services during operational ‘outages’ of their primary recycling and/or transfer facilities.