

AGENDA

REGULAR MEETING

CITY CLERK'S OFFICE

DATE 7/18/14 TIME 9:29

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SANTA FE SOLID WASTE MANAGEMENT AGENCY

SOLID WASTE ADVISORY COMMITTEE

(SWAC) MEETING # 11

JULY 31, 2014, 1:30 P.M.

GENOVEVA CHAVEZ COMMUNITY CENTER CLASSROOM #1

3221 RODEO ROAD, SANTA FE, NM

- I. Call to Order
 - a. Roll Call
- II. Introductions
 - a. New & Returning SWAC Members
 - b. Adam Schlachter, SFSWMA Education & Outreach Coordinator
- III. Approval of Agenda
- IV. Approval of Minutes for Meeting # 10 – FEBRUARY 6, 2013
- V. Review of Proposed Modifications to By-Laws and Operating Procedures
- VI. Solid Waste Assessment Updates
 - a. Santa Fe County Portion
 - b. City of Santa Fe Portion
 - c. SFSWMA Portion

VII. Updates from the Agency

- a. Amnesty Day Summary & Discussion
- b. Status Report: Agency Section of Solid Waste Assessment

VIII. Public Comments

IX. Date and Time for SWAC Meeting # 12

X. Adjournment

Anyone needing further information or requiring special needs for the disabled should contact Adam Schlachter at (505) 820-0208, extension 420.

SUMMARY INDEX
SOLID WASTE ADVISORY COMMITTEE MEETING #11
OF THE
SANTA FE SOLID WASTE MANAGEMENT AGENCY
July 31, 2014

ITEM	ACTION	PAGE
CALL TO ORDER AND ROLL CALL	Quorum	1-2
INTRODUCTIONS		
NEW AND RETURNING SWAC MEMBERS	Introduction	2
ADAM SCHLACHTER, SFSWMA EDUCATION & OUTREACH COORDINATOR	Introduction	2
APPROVAL OF THE AGENDA	Approved	2
APPROVAL OF MINUTES FOR MEETING #10 FEBRUARY 6, 2013	Approved [amended]	3
REVIEW OF PROPOSED MODIFICATIONS TO BY-LAWS AND OPERATING PROCEDURES	Information/discussion	3
SOLID WASTE ASSESSMENT UPDATES		
SANTA FE COUNTY PORTION	Information/discussion	3-7
CITY OF SANTA FE PORTION	Information/discussion	7-14
SANTA FE SOLID WASTE MANAGEMENT AGENCY PORTION	Information/discussion	14-19
<u>UPDATES FROM THE AGENCY</u>		
AMNESTY DAY SUMMARY & DISCUSSION	Information/discussion	19-20
STATUS REPORT: AGENCY SECTION OF SOLID WASTE ASSESSMENT		20
PUBLIC COMMENT	None	20
DATE AND TIME FOR SWAC MEETING #12		20
ADJOURNMENT		21

**MINUTES OF THE MEETING
SOLID WASTE ADVISORY COMMITTEE MEETING #11
OF THE
SANTA FE SOLID WASTE MANAGEMENT AGENCY
Room 1
Genoveva Chavez Community Center
July 31, 2014**

I. CALL TO ORDER AND ROLL CALL

A meeting of the Solid Waste Advisory Committee of the Santa Fe Solid Waste Management Agency, for the Comprehensive Solid Waste Management Plan, was called to order by Chair John Lopez, on Thursday, July 31, 2014, at approximately 1:30 p.m., in Room 1, Genoveva Chavez Community Center, 3221 Rodeo Road, Santa Fe, New Mexico.

ROLL CALL

MEMBERS PRESENT:

Chair John Lopez, County At-Large Resident
Vice-Chair Tim Gray, Bureau Chief, NMED/Solid Waste Bureau, State of New Mexico
Randall Kippenbrock, Executive Director, SFSWMA
Olivar Barela, Solid Waste Division Manager, Santa Fe County
English Bird, Executive Director, NM Recycling Coalition, Recycling Advocacy Organization
Simon Brackley, President, Santa Fe Chamber of Commerce, Business Groups
Tejinder Ciano, Executive Director Reunity Resources
Larry Dennis, Facilities Manager, St. Vincent Hospital, Institutions
Lawrence Garcia, Acting Director, Environmental Services Division, City of Santa Fe
Eric Lucero, Operations Manager, Environmental Services Division, City of Santa Fe
Robert Martinez, Operations & Maintenance Division Director, Santa Fe County
Louise Pape, Sustainable Santa Fe Commission
Lisa Randall, Santa Fe Public Schools – Schools
Kim Shanahan, Executive Officer, SF Area Homebuilders Ass'n, Business Groups
Karen Sweeney, County At-Large Resident
Ted Swisher, Habitat for Humanity
Barbara Witt, Capital Scrap Metals, Inc, Private Recyclers

MEMBERS EXCUSED:

Cliff Dowling, Waste Management of Central New Mexico
Mary Jane Park, City At-Large Resident
Andrew Leyba, County Resident, Caja del Rio/Las Campanas Area

MEMBERS ABSENT:

Neva Van Peski, City At-Large Resident

STAFF PRESENT:

Randall Kippenbrock, Executive Director – SWMA
Danita Boettner, BuRRT Site Manager, SWMA
Allen Schlachter, Education & Outreach Coordinator, SWMA
Melessia Helberg, Stenographer

OTHERS ATTENDING:

Howard Dalton, *The New Mexico*
Susan Daniel, Eldorado 285/Recycles
Joe Eigner, Eldorado/285 Recycles
Les Francisco, Superintendent of Solid Waste, Santa Fe County
Justin Horvath, *The Santa Fe Reporter*
Gilda Montano, Keep Santa Fe Beautiful
Scott Rabinski, Director, Environmental Services, Christus St. Vincent Regional Medical Center
Allayne Scott, Eldorado/285 Recycles
Joseph Stogil, Outcycle Santa Fe

There was a quorum of the membership for conducting official business.

II. INTRODUCTIONS**A. NEW AND RETURNING SWAC MEMBERS**

Chair Lopez asked everyone to introduce themselves.

B. ADAM SCHLACHTER, SFSWMA EDUCATION & OUTREACH COORDINATOR

Chair Lopez introduced Adam Schlachter, the new Education & Outreach Coordinator for SWMA, who replaced Lisa Merrill.

Mr. Schlachter said he looks forward to working with the members of the Committee.

III. APPROVAL OF THE AGENDA

MOTION: Robert Martinez moved, seconded by Louise Pape, to approve the agenda as published.

VOTE: The motion was approved unanimously on a voice vote.

IV. APPROVAL OF MINUTES FOR MEETING #10 FEBRUARY 6, 2013

The following correction was made to the minutes:

Page 12, Paragraph 7, line 3, correct to 200,000 gallons.

MOTION: Louise Pape moved, seconded by Karen Sweeney, to approve the minutes of the meeting of February 6, 2013, as amended.

VOTE: The motion was approved unanimously on a voice vote.

V. REVIEW OF PROPOSED MODIFICATIONS TO BY-LAWS AND OPERATING PROCEDURES

Ms. Pape said there is a section in the by-laws about voice participation, and asked if we can discuss that. She said when she is out of town, she often participates telephonically on the Sustainable Santa Fe Commission to make a quorum. She thinks it is important to be able to participate telephonically.

Mr. Schlachter said the GCCC doesn't have the capability in this room to do conference call participation. However, we don't always meet here, and if we can find a place big enough to hold us, we can change the By-Laws.

Mr. Garcia said there are two year terms, and everyone's term expired January 1, 2014, and asked if people need to request to be reappointed.

Mr. Schlachter said the terms are going to be updated to August 1, 2014.

Chair Lopez asked who is keeping track of the terms for each individual.

Mr. Schlachter said SWMA staff is doing that. He reiterated that everyone's term expired January 1, 2014, and one of the reasons for the meeting to ensure everyone is participating and if anyone new wants to be appointed. He said we will be proposing the new SWAC members to the SWMA Joint Powers Board at our meeting in August. He said all terms will be retroactive to August 1, 2014, expiring on July 31, 2016.

VI. SOLID WASTE ASSESSMENT UPDATES

A) SANTA FE COUNTY PORTION

A copy of the relevant sections from the Solid Waste Assessment done by NewGen Strategies (formerly Leidos Engineering): Section 1.8 Recommendations, Cost of Service and Funding Options, and Section 2.81 Overall System-wide Recommendations, Operational Assessment, are incorporated herewith collectively to these minutes as Exhibit "1."

Oliver Barela and Robert Martinez reviewed the information in Exhibit "1." Please see Exhibit "1." for specifics of this presentation.

Mr. Barela said these Recommendations haven't been taken to the Board of County Commissioners (BCC) for review and approval.

Mr. Martinez said with regard to the recommendation on permits, the BCC took action for the 24-punch cards for 2013-2014, so that these do not expire, and can be used until all punches are gone. He said 24-punch cards were offered to encourage residents to use them twice a month during any fiscal year. He said in the future the punch cards will not expire.

Mr. Barela noted there is an experiment in Eldorado, noting they will be compacting the recycling materials, the mixed materials and the cardboard material, so we should be able to gain 6-8 tons on that material and increase the load capacity from 1½ tons to 6-8 tons.

Mr. Barela noted they work closely with SWMA on household hazardous wastes and the fact that it is open on Fridays and Saturdays is helpful for the consumers, and it takes the burden from the County for handling these materials at the transfer stations where they don't have the ability to handle these materials.

Mr. Martinez, with regard to the removal of transfer stations from Pueblo lands, reiterated that these are just recommendations and haven't been reviewed and approved by the BCC.

Mr. Martinez said, regarding the recommendation to establish curbside recycling, typically this would be done through private haulers. He said the County is looking at franchising private haulers. He said currently, some areas of the County are using Waste Management, and in the Eldorado area it provides solid waste pickup but not recycling. He said the County is developing the scope of work to go out to RFP. He said through the agreements which would be entered into with prime haulers in the County, they believe they can require them also to provide recycling. He said since these are long term agreements, they would be able bring down the rate for most people.

The Committee commented and asked questions as follows:

- Chair Lopez asked if the punch cards are being sold only in July.

Mr. Barela said any permit is good all year round, until it is used up, and it won't expire and "it is good forever."

- Responding to Ms. Sweeney, Mr. Barela said the graph on page 2-29, is part of a larger report that was comparing other operations to ours. He said he pulled certain pages from the report for today's presentation.
- Ms. Sweeney asked when these recommendations will be presented to the BCC.

- Mr. Martinez said the plan is to take them the BCC at the end of August, depending on the size of the agenda, noting he understands it may be pushed back because of a heavy agenda. He said the BCC will be looking only at making changes on the permits, but not curbside pickup which will come at a later time, mainly to deal with the number of permits, and looking at eliminating the 24 punch permit and going with a 6 and a 12 punch permit. He said staff feels, because the 24 punch permit will not expire, it will have an impact on the revenues from permit sales. The 6 and 12 punch cards will generate revenues on an even basis, rather than a big spike in sales every two years, and generating little funds in the odd year.
- Ms. Sweeney asked if the idea of reconfiguring the transfer stations also will come later.

Mr. Martinez said that will come later, noting a lot depends on whether they are successful in building a new facility up north in the Jacona area.
- Mr. Shanahan said we have been talking about franchising for years in terms of modifying flow control, particularly in targeted areas.
- Mr. Martinez said they realize it would be impossible to have curbside pickup in rural parts of the County.
- Mr. Shanahan asked if they are looking at this as a pilot project in tight, predictable area such as Rancho Viejo.

Mr. Martinez said they are looking at Eldorado, Rancho Viejo, Las Campanas and certain densely populated areas where they can start the recycling program, then see how it goes and look at extending it to other parts of the County. He said currently it will be limited to 4 areas.
- Mr. Shanahan said then the reason the costs would go down is because you would require everyone to be on it, and it would go down as well because everyone would be in a County mandated program..
- Mr. Martinez said it wouldn't be mandated for people to use curbside services. However, if a person chooses to use curbside service, they've got to use this particular contractor. He said it is still allowed if people if choose to utilize the transfer station, and purchase a permit. But, if they're going to use a private hauler to pick up their solid waste and recycling, they would have to use the vendor specified by the County.
- Mr. Shanahan said one of the challenges noted by the consultants is the private sector hauler reaction, and asked the reaction so far.
- Mr. Martinez said the main reaction has been that some of the "mom and pop" organizations may not be able to meet the criteria required by the County. He has only heard comment from some of the smaller organizations that may get squeezed out.

- *Mr. Shanahan's remarks here are inaudible because of noise overlay.*

Responding to Mr. Shanahan, the agreements would require that the waste and recycling remain in Santa Fe County, but they haven't yet worked out the logistics.

Former Councilor Karen Heldmeyer asked if the entire report is available on-line.

- Mr. Martinez said, yes, it is on the County webpage.
- Ms. Pape said one of the reasons Santa Fe has such a poor rate for recycling is, due to the size of the recycling bins, there is an implication that recycling is a minor part. She noted that in Boulder, the recycling bin is larger than the trash bin because it is "pay-as-you-throw and there is an additional bin for organic matter. The implication there, "is you better put things where they belong and not in here." She asked if the County bins will be the same size as the waste bins.
- Mr. Martinez reiterated that they are not yet at that point, noting the scope of the RFP is still being developed. He said at this time he is unsure of the size of the bins. He agrees that the size of the bin really lends itself to people thinking that it is okay to dispose of everything and recycle a little bit.
- Mr. Gray asked if there has been any thought given to making it mandatory, instead of offering the chance to opt out with punch cards, noting that will raise the rates.
- Mr. Martinez said 99% of the people in the area are getting curbside pickup. He believes the concern in making it mandatory was staff didn't want to put the Commission in the position of mandating curbside for the people that do recycle quite a bit and don't want to pay \$19 per month, if they choose to go to the transfer stations and buy bag tags at \$1 each and only use 2 bags a month and do recycling.
- Chair Lopez said he was on the Committee and he thought the Committee did a good job of tweaking the edges, but they didn't take it to the next step. He said there was a huge discussion on making it mandatory, which he supported. He said the two Commissioners on the Committee were adamant that it would be voluntary.
- Mr. Martinez said the Committee to which the Chair was referring, was the Solid Waste Task Force the County Commission created a few years ago.
- Mr. Gray said if it isn't mandatory, the efficiency goes down and costs go down
- Mr. Martinez said it was considered, but the one thing it is going to help is to avoid 2-3 different haulers in that neighborhood.
- Mr. Shanahan said in Santa Fe it is just mandatory to pay the bill.

- Chair Lopez said when he lived here previously, he built a house in the City and was hauling his own trash. The he got a bill and inquired, and was told "you're paying for it whether you use it or not." He was advocating doing the same thing the City is doing.
 - Chair Lopez believes if there is an incentive for private haulers to make money, they will figure out how to do it, even in some of the rural areas.
 - Lawrence Garcia said when the County goes out for RFP with the private haulers, the County should ask for both prices – the price for mandatory and the price for voluntary. You can then provide that to the BCC so they would have available information between the two.
 - Ms. Pape said she and her husband have an F-250 and they haul cardboard for 28 neighborhoods. She said the bins are very high and it is hard to get cardboard in. She asked when there is build-out, if they can be made lower. It would be a big help to her.
 - Mr. Martinez said they are looking at that.
- Allayne Scott, Eldorado, said she has been taking her trash and recycling to the transfer station, and she likes that the transfer station is going to be fixed up. She asked if it becomes mandatory to pay for curbside, what happens at the transfer station..
- Mr. Martinez reiterated that the plan is not to make it mandatory. He said the Eldorado transfer station services more than people in the subdivision – Galisteo, Glorieta and other communities use the transfer station.
 - Chair Lopez said that came up in the task force. He said if we were to go mandatory, one proposal was to leave the transfer stations as is to see how they were impacted. And if they were severely impacted, then there would be no need for a transfer station.
 - Ms. Randall said from a commercial perspective both Waste Management and the City provide single stream recycling dumpsters, except for glass, to the schools. She said this provides the opportunities for custodians, staff and kids to dump recycling any time, and their recycling rates have tripled because of ease of access. She said Waste Management services the Schools in the County.
 - Mr. Martinez said their plan was strictly residential.

B) CITY OF SANTA FE PORTION

Lawrence Garcia explained how the study was done, noting the housing of the contract was with SWMA. He said there were target timelines for the study, the first assessment to be completed for the County, the second for the City and the third for the Agency. The City received its final report yesterday. He said it is difficult for him to report on it because it is rather large, and he only got the report yesterday.

He said in the packet is the presentation which was done by David Yanke, NewGen Strategies, on July 2, 2014, to the Public Utilities Committee, noting at time the report was still in draft form. He said the assessment was to look at the Division as a whole. He said they looked at many things. He said he can share two recommendations, which are just recommendations and will go through several committees for review and approval. One thing they looked at is a pay as you throw system, and single stream recycling. Some of the recommendations called for the removal of glass from the curb and put into drop-off locations, so that we could do a single stream collection on the curb. He said they looked at our data tracking system with recommendations for improvement. He said much of what is being pushed is for diversion and tracking of diversion – food, metal, big box store recycling. He said there is a lot of recycling in the City which isn't tracked. He said he said we can definitely get better. He said education and outreach are keys to increasing our recycling, noting currently there is a 56% participation rate in curbside recycling – putting bins out.

Mr. Garcia said another area of focus is in the City, noting they do white paper programs for the County, State, federal and City buildings. He said we want to work with all of these entities to see how we can increase the diversion of paper projects and recycling from those buildings, as well as working with the City for better recycling.

The Committee commented and asked questions as follows:

Mr. Gray asked if the 56% is the set-out rate, not participation rate.

- Mr. Garcia said it is the set-out rate, not the diversion rate – how many households have put out recycling on the day of service.

Former Councilor Heldmeyer asked if this final report is at the website.

- Mr. Garcia said we just received the final report yesterday, and it will make it to the website, but he didn't want to do that until the Governing Body and the City Manager had copies. He said there have been draft reports, but things were still changing.

Former Councilor Heldmeyer asked Mr. Garcia to speak to what changes, if any, are being discussed for green waste.

- Mr. Garcia said the report talks about green waste, and doing a food waste program with green waste, and it is a recommendation only. He said there were several different options about adding different types of waste to one certain collection. One is that we do it on a subscription basis for a monthly fee. Or, we could set it up where it is a geographic area within the City which is serviced bi-monthly for green waste.
- Mr. Garcia said green waste definitely is something we want to divert, and to decide how to approach that. He said the start up cost for that is quite high, and green waste is seasonal. He said for three months in the summer you will have a large amount of green waste, and in the winter "you're going down to food scraps." He said SWMA has two amnesty days a year when it accepts

green waste free. He said Keep Santa Fe Beautiful had a program where if you signed up for the program, the Fire Department was picking up green waste, slash piles as well as recycling and garbage. He said we have a large item collection, at a subscription of \$27 per collection, noting they have done a lot of green waste collection. He said people are allowed to fill a Class D vehicle one time with green waste. He said there is a lot of that in March through June and then it cuts-off. This program is being operated one time a week, and it has been expanded, as needed to twice a week. They are looking at expanding that even further if needed, so the City can collect the green waste.

Former Councilor Heldmeyer said the subscription pilot program for green waste "didn't fly," with the City. She asked if the assessment looked at what some communities do, which is the user buys a recyclable bag, puts the green waste in it, and the pickup is included in the price of the bag.

- Mr. Garcia said as discussed today, the best way to get the program to work is to make it convenient. He said Albuquerque did a project and purchased bags for green waste, and put them at the side of the containers, but it didn't work so they scrapped the program. It was because people had to cut the green waste into small pieces to go into bags and the carts, so it's not a perfect solution to capturing a large amount of green waste, although it is good for grass clippings, flowers, small tree trimmings. He said they are still looking at a collection which doesn't have a huge financial impact on ratepayer, but with which we still can manage and divert the green waste.
- Ms. Randall said, in terms of food scraps, the schools have 25 commercial kitchens serving 13,000 breakfasts and lunches almost every day. She said the School food waste is 50-60% of what is thrown away every week. She said there is no way they can compost that much food waste at the school campus. She said the Schools have engaged an eco-bin and 4 food dehydrators which is great, but expensive. They have engaged with Tejinder and ReUnity at Salazar Elementary to pick up the food waste twice a week. She said they are looking at how to engage 15 of the elementary schools in the Fall so all of the food waste will end up being turned into compost. It is a challenge from pickup to product, and market for product. She asked if the City has given thought to growing its pilot on food waste.
- Mr. Garcia said everyone is in agreement that not only do we have to divert the food waste, but it has to be done properly. And if we open it on a small scale and plan to accept County or City food waste or anybody that wants to bring food waste, we are setting ourselves up for a program which won't work. He said on a larger scale, if we could handle any volume that comes in, that is the best way to do it. He said the "knee-jerk" reaction is to do it as quickly as we can get it done, but we need to look at both the short and long term. He said it has to work short term and in the long term.
- Ms. Bird asked, with regard to short and long term goals, if there was a question in the Assessment to outline steps for a long term goal of a certain diversion rate.

- Mr. Garcia said it wasn't tied to a diversion rate, but they prioritized some of the recommendations, reiterating these are just recommendations, as high, medium and low and tied to months. He said he doesn't have the report before him and he isn't going to put himself on the spot, but the report said this is a high priority. He said this is the timeline for completing this priority and other recommendations which said "we shouldn't work on this piece, until we have completed these pieces up here."
- Mr. Shanahan asked if everyone recently annexed are now getting bins and bills.
- Mr. Garcia said newly-annexed residential is about 80% complete. There were concerns with private haulers with long term contracts with some of the residents and associations with which they have been working. He said they believe that 100% completion will be achieved by January 2015. He said there are two large trailer parks still receiving curbside service without recycling. He said the drive has been to convert these to the City, but there have been some stumbling blocks. He believes it will be completed sooner than January 2015, but not later than that.
- Mr. Garcia said they are working diligently in the commercial sector with similar issues. Some of the private haulers have long term contractors, and they have worked through that. They are doing the transfer right now. He said there were some private haulers that worked with the City without any hitches, and there were some that didn't.
- Mr. Shanahan said under Recommendations from NewGen, if "you don't raise rates, it indicates you will continue to lose more money every year, that if you don't raise rates, by 2018, there will be an annual deficit." He said they didn't show the net results of the fiscal impact due to the cost cutting recommendations. He said the study was done with information New Gen had at the time. He said if we change the program we may not need to do increases, or the increases may need to be higher - it depends on the programs the ratepayers want.
- Mr. Garcia continued, saying there are program cost monies. He said there are start-up costs for new programs – personnel, equipment. He said there are potential savings to be captured. He said the numbers provided were done in the beginning of 2013 and later 2012. He said the City pays a consultant to review our cost of service annually, and it could be we don't have to do the increases, if we do the efficiencies, some of the diversion rates and control some of the overhead costs, that basically could change the increases.
- Mr. Schlachter asked if the 22,000 recycling bins have been distributed to 80% of the households,
- Mr. Garcia said yes, they hand-delivered two recycling containers to each resident when they took the garbage containers. He said they provided a Memorandum on the program and a refrigerator magnet to help them to remember how it works. He said some of the interns went to the trailer parks to educate them, and there is increased recycling as the result. He said he has to do continuing education to make the recycling program work.

- Chair Lopez said when he lived in Virginia, there was curbside green waste pickup every Friday. He said they had a specific size for bundling tree trimmings for the curbside and it worked well. He thinks there are models which aren't expensive, and would work well here in Santa Fe.
- Mr. Garcia said that is called a 3 bin system – one for garbage, one for recycling and one for green waste and food waste. He said they have looked at that system and are still looking at ways to make it happen. He said there is a limit on garbage collection for tree waste, because anything 3 inches or bigger jams the blades of the trucks. He said they require bundling as well, but the tree limbs have to be of a certain width.
- Chair Lopez said in Virginia, the bundles had to be of a certain weight, but it worked.
- Chair Lopez said he has expectations that there was supposed to be a report coming to this Committee at a certain point in time.
- Mr. Garcia said the scope of work requested 2 presentations. One presentation has been made to the Public Utilities Committee. He said they are anticipating the Governing Body will be requesting a presentation as well. He said if the Council doesn't want a presentation, he can recommend that we allow them to present here. He said it would have to be a presentation for all three of the assessments – SWMA, City and County.
- Randall Kippenbrock, Executive Director, SWMA, said there is an anticipation that they will come to SWAC at least once prior to the Final Report being final, but that hasn't happened. He said it is all about timing and logistics to get it all together.
- Chair Lopez said he would like to put that presentation on the next agenda, although he doesn't know the cost of an additional presentation.
- Chair Lopez said someone indicated previously that the revenue to the City was \$800,000 or \$900,000.
- Mr. Garcia said the City nor the County receives anything for the sale of recycling materials. He said these are delivered to SWMA for marketing, and SWMA offsets the cost of the process with that.
- Chair Lopez said if revenue were generated from the sale of recycling material, it would help us communicate to the community that we are going to be generating funds so their bills won't be increased. He said if we are only recycling at 8-9% in the City, if we can get that increased to 30%, that would be an increase in revenue.
- Mr. Gray said the Agency is selling those materials which helps to keep the tipping fees down, which helps the City and County, so in a way we are benefitting by helping to keep the tipping fees down at the Agency.

- Mr. Gray continued, saying the City used to pay a rather large processing fee for recycling, and at this time we are not paying a processing fee with the exception of glass. Other than that, the commingled is processed by the Agency at no cost to us.
- Mr. Shanahan said he represents the construction industry on this Committee. He said we have said there are two kinds of wastes, commercial and residential, although there is a third, which is construction waste. He said it is picked up by private haulers who pay tipping fees, and there is no incentive by the Agency, County or the City to do anything about that. He said, in boom times, construction is 30% to 50% of the volume at Caja del Rio, without any recycling or diversion. He said at some point, we need to hire consultants to look at construction waste and decide what to do about it.
- Mr. Garcia said the City has a roll-off collection system, so they could provide service to the construction industry.
- Ms. Pape said they go to some construction sites and they do the recycling and the hauling.
- Mr. Shanahan said he has been advocating that we should have mandatory separation, and if we were able to get job sites to separate, we could figure out an effective way to pick up certain piles that accumulate.
- Mr. Garcia said we need a way to process construction wastes here, because you are adding diesel fuel to drive it to Albuquerque in trucks that wearing down the roads.
- Mr. Shanahan said if they had 2 tub grinders for construction waste, one for wood and one for dry wall and other things that can be compacted, it would be prudent.

Mr. Schlachter said in garbage and solid waste we seem to forget there is an incentive to recycle, noting that that is a bottom line incentive. If your members start separating out the cardboard and follow up with the things we don't accept, we don't charge a cost. The transportation costs to move stuff is the same whether it's garbage or recycling. That's a fixed cost. It is to your advantage to look at these things. Every ton that is diverted at the convenience centers s one less ton on which they will be charge tipping fees. This part of the equation always seems to be forgotten. Revenue from recycling is only on part of it, and the \$800,000 to \$900,000 we generated was a huge cost savings to the City and the County because it didn't go to Caja and they didn't get charged a disposal fee for that.

- Mr. Garcia said there is a fine line. *[inaudible]* He said he is sure the actual market price is the driver on that. Right now, you're getting \$150 for cardboard, and back there you were getting as low as \$25 for cardboard, so it fluctuates. He understands the theory, but it doesn't always work out.

Mr. Schlachter said the point is that we have an operating cost and as long as we're making our operating cost, the system stays in place – recycling or trash.

- Ms. Sweeney asked whether the study looked at C & D waste, because she thought she heard him say that it was too expensive, and asked what he did to come up with that conclusion..
- Mr. Garcia said in the City portion they did not look at construction and demolition, and is unsure if it was done in the County or the Agency portions.
- Mr. Kippenbrock said no.
- Ms. Bird said C & D needs to be a component of any city's solid waste planning if it wants to increase the diversion rate.
- Ms. Pape asked if there was any mention about paper board. She said when she looked at the dumpster at her place, there is a lot of paperboard. She is constantly taking paper board out of the cardboard and the other recycling. She said when people can put in paper board it makes it easy and more effective because it is a huge volume.
- Mr. Garcia said the City would love to increase the type of materials collected at curbside. He said they have to come up with a plan as how to do it effectively.

*Robert Martinez departed the meeting
Gilda Montano departed the meeting.*

- Ms. Pape asked if the report mentioned paper board or expanding collectibles.
 - Mr. Garcia said it didn't in his report, although he sure it will come out in the SWMA Report, or it will be looked at as a part of increasing the types of recyclables.
 - Chair Lopez said in the article in *The Reporter*, there as comment from the Mayor about setting up another committee to deal with recycling. He asked if this will impact this Committee. He said this Committee has a comprehensive view of solid waste, and recycling is one of the reasons he came on the Committee. He said if somebody is doing it, then he doesn't need to be here.
 - Mr. Garcia said it isn't strictly on recycling, and it included climate change.
 - Chair Lopez said it wasn't strictly on recycling, but the Mayor said he would deal with that issue.
- Justin Horvath, *The Santa Fe Reporter*, said the Mayor told him the Committee would look at ways to reduce emissions and wastes, and so recycling would be a part of that. He said a lot of it will be retrofitting homes [*inaudible*].
- Chair Lopez said he is curious to see what comes of that, and it is an issue he would like to monitor, commenting we shouldn't have all kinds of committees looking at the same thing, because it doesn't make sense to him.

Simon Brackley departed the meeting

Break – 3:00 to 3:10 p.m.

C) SANTA FE SOLID WASTE MANAGEMENT AGENCY PORTION

Randall Kippenbrock said he has received a preliminary report, but not the final report.

Mr. Kippenbrock gave a brief overview and history of the Assessment. He said this week he got the information related to cost of service. He said from the preliminary report he has seen two sides, Caja del Rio and BuRRT. He said Caja del Rio was simpler than the BuRRT side, and we asked they look more at the BuRRT side. He said the current tipping fee at the landfill is \$40 per ton, noting we are providing diversion programs. He said we currently are handling about 153,000 tons per year. However, about 15,800 tons come from BuRRT and we don't charge for that material. It is disposed of at the transfer station and transported to the landfill. He said, regardless, it costs approximately \$30 per ton to process a ton of waste. If you include the tonnage from BuRRT, it jumps to \$32 per ton. It is important to recognize these two numbers. He said one recommendation is to improve our maintenance program with a software system to help us to ensure we are capturing all of the labor costs, parts and everything. He said then when there is end of life for a piece of equipment, we can justify that it is time to move on with a new piece of equipment, because the old piece may be too costly to maintain.

Mr. Kippenbrock said on the BuRRT side it's a little more difficult. We asked them to look at the cost of service at the transfer stations, the recycling plant, the MRF, the green waste program, HHW and so on. He said the bottom line is, no matter what segment at which you look at the transfer station, the revenue we collect at the transfer station/BuRRT does not cover any of those particular programs. He said just based on green waste, currently the tipping fee for green waste is \$20, but by the times you add operations costs, admins and such, it comes out to forty some dollars per ton. There is a discrepancy between what we collect and the costs.

Mr. Kippenbrock said it is the same with HHW. There is a cost to HHW for this program and it's a program we want to have. He said whether people pay a flat fee of \$12 per vehicle, it is equivalent to about \$50 per ton pro rated. The cost to operate the transfer station is closer to \$80 per ton. So we're charging \$50, but it costs closer to \$80. He said it is the same situation at the MRF. He said we used to collect about \$800,000 to \$900,000 annually in sales of recyclables. However, when Los Alamos County elected to take its materials to Friedman in Albuquerque we lost potential revenues. Last year ending June 30, 2014, we were slightly over \$500,000 in revenues, which is down from the \$800,000 the prior year. He said even with recycling, that is probably the one area that is the most negative. He said he thinks it costs close to \$150 per ton to process one ton of recyclable material. This would have been okay several years ago when the average sales were about \$143 per ton. However, it is now closer to 100 per ton, so there is still a gap. He said they came up with a rough cost of \$1.5 million to operate the MRF, but last year we collected \$500,000. He said you can do the math and there is a discrepancy there.

Mr. Kippenbrock said the second half of the study for the Agency as for the City and County is to come up with operational recommendations. He said he is speaking from his point of view what he thinks what may come out of it rather than what the consultant may recommend.

Mr. Kippenbrock said, regarding the MRF, potentially the best way to handle this is to reach out to, for example, Friedman Recycling or another processor that probably can do it cheaper than we do, rather than reduce the cost and also expand materials accepted. He said doesn't think expanding the existing facility is the answer, because it would cost another \$1 million just to capture the material, paper board and so on. He doesn't believe this would be cost-effective. He said currently they do 6,500 tons of recyclable materials, and it needs to be well over 10,000 tons plus per year to even think about breaking even. He said, however, he isn't saying that isn't going to happen.

Mr. Kippenbrock said we need to keep in mind that in 2003, before he came on board, there was a study and they wanted to get into recycling. They made a decision back then that we wouldn't deal in with #1 and #2 plastic bottles, which constitutes about 80% of plastic. This is the reason we have stuck with our game plan for all these years. He said we are getting a lot of feedback that they would like to expand the program.

Mr. Kippenbrock said in terms of green waste, again he mentioned a tip fee of \$20 for compost and mulch. He said there aren't a lot of sales of mulch, etc., except to the City Wastewater Treatment Plant to a couple of private nurseries. He said the program costs a lot more than what we collect in tipping fees. He said we keep the tipping fees low so there is an incentive for people to divert. He feels strongly that the green waste program has turned into people bringing it to the transfer station which is working very well. However, he can't speak for expanding a City program to include green waste collections, but this is his opinion.

Mr. Kippenbrock said, regarding the green waste program, he hopes the consultant will come out and redo the 3-P – Private/Public Partnership – where we contract the green waste and composting programs. He said then they will have an incentive to find a market for these materials. He said the biggest cost is in the grinding operation, not so much in the composting. However, on the side where we receive the materials, we're not doing a very good job, with exception of the sales of recyclables.

Mr. Kippenbrock said glass is a touchy subject at this time, and is a tough issue. He doesn't think we will see a recommendation to put glass in the same bin with the other recyclable material. He said he doesn't know where you would take the glass, commenting it probably would be hundreds of miles away where there may be a processing plant. He said we may continue to collect and crush glass, or they may make recommendations to the City to change the way glass is picked up, primarily through drop-off centers and such. He said it is a City call in this regard. He said the Agency will support the City and County with what programs they want to continue. He said one thing they noticed in our glass crushing program is the machinery we have now is pretty much kaput, and needs to be updated. However, he wants to wait for the results of the study to see if it will be necessary to upgrade and so on.

Mr. Kippenbrock said HHW is a costly program, but that's something we want. He said the Cost of Service for the SWMA Report, the preliminary report, will be ready in 2-3 weeks. He hopes the consultants can come in September to meet with SWAC and review the system wide components of the assessment. He said some of the questions are to look at out-of-County waste, yes or no, flow control for all materials generated in the Santa Fe City area as well as education, outreach and so on. He said the bigger picture will impact the City, the County and the Agency together – that's what the system wide is, although there may be other examples.

The Committee commented and asked questions as follows:

- Mr. Shanahan said you said you thought the consultants would come back with a recommendation that we consider shipping everything to Friedman because it will cost less and take more. He said that would be a game changer for everything, the whole system.
- Mr. Kippenbrock said no, it won't change the City, the County or private hauler bringing material to us. It will allow them to increase or promote more material that can go into the bin. He said he would be a game changer to use to close the MRF.
- Mr. Shanahan said but you stop worrying about glass collections, about markets for it, and we simply say we are going to try to collect more curbside and take it to Albuquerque.

Mr. Kippenbrock said that's one way to look at it.

- Mr. Shanahan said to him, that is a game changer, and Mr. Kippenbrock said, "I agree with you on that."
- Mr. Shanahan said we don't really care who is selling or sorting this.
- Mr. Kippenbrock said, "Correct. That's one way of looking at it. The second game changer is glass."
- Mr. Shanahan said, the glass wouldn't be separated if it were done through Friedman.
- Mr. Kippenbrock said Friedman doesn't accept glass, reiterating he doesn't know the closest plant that does.
- Ms. Randall said, with regard to food waste, it is such an issue for us at the Schools. She said there is a capacity ceiling for Payne's as to what it can accept and process regarding its permit. She asked how quickly we can exceed what they're able to handle, and how quickly BuRRT can respond to accepting food waste there from a company such as ReUnity or anyone else who is willing to partner in a commercial composting situation.

- Mr. Kippenbrock said he doesn't know the answer, but he can tell her the timeline from the front end. If presented to the Board in September and one of the recommendations is approved which includes the public/private partnership, including going out for an RFP on the mulching and composting which includes food waste. He would say it could be done between 6-9 months realistically. He said they probably will utilize a consultant to prepare the RFP. He thinks we will get some good responses, and in his opinion, it should be successful. It's a good idea and he's hoping we can food waste as an option or maybe mandatory, commenting he is unsure how to handle this.
- Mr. Kippenbrock continued saying, he thinks as we move forward, once we get past the final report of the entire system, we should then see some progress. He said MRF is number one for him, and the green waste is also a big item. He said the glass is somewhat a component of the City operation in general. He said, "The landfill and the transfer station, it is what it is, in cost of operation and we go from there."
- Mr. Gray said he doesn't think the embarrassment is that we're not doing 3-2-7 plastics. He said it is such a minimal amount of plastic, that by incorporating it into our system, it's not going to increase our tonnage, neither is paper board.
- Mr. Shanahan said he would say he probably is right, except it is a psychological situation.
- Mr. Gray said it won't increase our tonnage, or bring us to 20-30%.
- Mr. Gray said he sees the embarrassment, with no offense to the City, commenting the City was passing out binds to the newly-annexed areas. He would love to see them pass out bins to the rest of Santa Fe. He said we always have been told that is no way they can pass out bins to all the households. He can't believe that 56% participation gets us 7,000 tons at the MRF. He said if we need to get the 10,000 tons to make it cost effective, we need to get more material. He said we need to do a better job with commercial, food scraps and the traditional. He said he is a big fan of taking food scraps, but if we can't get cardboard, we are getting ahead of ourselves. He said this is his take on this.
- Chair Lopez said this is a good observation.
- Mr. Garcia asked what we add to the diversion rate.
- Mr. Kippenbrock said Mr. Schlachter can answer that.

Mr. Garcia said he is speaking of what is calculated into the diversion rate.

Mr. Schlachter said it is the traditional recycling we accept at BuRRT, including escrap, motor oil, green waste. *[Inaudible here because too many people talking at once]*. He said he hasn't seen the report so he "isn't that familiar with the doing of it, I just observed it."

Mr. Schlachter said, "The way the report is structured from BuRRT's perspective, from the Agency's perspective, it is everything that comes in, and then we calculate everything that goes out as part of that equation. So, whatever we sell as a commodity, whatever we process, materials that can then be made into something else, or go to something else, is all captured. So it is what is coming into the Agency as a whole and what is going out."

- Mr. Kippenbrock said some 18,000 tons was diverted, while 152,000 to 153,000 tons went to the landfill..
- Mr. Gray asked, if you shut down the MRF and then haul everything to Friedman, would the agency haul it or will Friedman come and pick it up.
- Mr. Kippenbrock said that is to be looked at.
- Mr. Gray asked if they are charging for the material, or will they just take our material.
- Mr. Kippenbrock said they don't charge, but they do rebate, noting the sales price is about \$10 per ton, which is about enough to pay for the freight.
- Mr. Gray said Las Cruces/El Paso has a MRF in El Paso, and it is a cost share, so sometimes they have to pay, other times they get money back, but more often than not they pay.
- *[Mr. Shanahan's question here is inaudible]*
- Mr. Kippenbrock they used to have to pay a processing fee of \$20 per ton, or even offer \$10 per ton, and even with a haul, they were able to get some money back, like \$100 net. Then we went ahead, through the Board and charged zero dollars per ton. And he believes Friedman may have increased that to \$15-\$20 per ton to justify taking it to Friedman.
- Ms. Pape spoke about the transition in Boulder County, Colorado. She said, "Once people can just put the paper board and the 1-3-7 in there, the rates are astonishing. But I have to sort our things. We have 3 bins for the commingled and one for glass and blah blah blah, and a whole big thing for cardboard. But people who come from other areas, just constantly make mistakes. Every route they've been allowed to do, the cereal boxes and all that. And so, it isn't just the tonnage. Yeah, if you go beyond, if you go 3 through 7, the plastic, they don't weigh much. They're annoying as heck because they take up a lot of room, but they don't weigh much. But people are more likely to recycle if they don't have to say, oh, is the 1 or the 3 or the, you know. And I think the psychology, we're just missing here. I really do. I think the sizes of bins is important. I think having a more comprehensive array of things that are recycled is going to make it easy. Not this challenge. I too have to almost get a magnifying glass to some sizes, because sometimes, it's just 1/8 inch and that's ridiculous. If you can just sort it through the triangle, put it in. So I think we need to be more considerate...."

Too many people here talking at the same time to transcribe

- Chair Lopez said he agrees, and asked Mr. Kippenbrock if he thinks the City may go automated.
- Mr. Garcia said honestly, I think that's something we will be looking at – automated and pay as you throw.
- Mr. Kippenbrock said if you go automated the recycling will increase by what percent.

Mr. Garcia said we did a study in Albuquerque and Albuquerque didn't have its final report in terms of its percentage increase, but they were saying they were receiving a larger amount of recyclables. Plus there was a study done through a lot of the City's *[inaudible]*. He said they are looking at the Silver City model for pay-as-you-throw.

- Ms. Sweeney said she took some household hazardous waste to the facility two months ago and she had a good size box with a variety of items, and it cost nothing because the scales have changed. She said, "I would have happily paid them three bucks or five bucks as a minimum fee for taking this off our hands, but there was no opportunity to do that. So you might look at that. I don't know how many tons people do in and out of there."
- Mr. Kippenbrock said the average is 10-20 customers a day on Friday and Saturday.
- Ms. Sweeney asked if they are paying something.
- Mr. Kippenbrock said most are. He said keep in mind that people bring a mixed load, so they're paying for the trash and incidental items. He said there should be a minimum charge for 20 pounds.

Lisa Randall departed the meeting

VII. UPDATES FROM THE AGENCY

A. AMNESTY DAY SUMMARY & DISCUSSION

The proposed Amnesty Day Schedule prepared by SWMA staff is incorporated herewith to these minutes as Exhibit "2."

Alan Schlachter reviewed the information in Exhibit "2." Please see Exhibit "2" for specifics of this presentation.

Mr. Schlachter said on Amnesty Days we waive fees for specific items. He said on September 27-28, 2014, there will be no charge for garbage, or for the other normal things we would charge for, outside of trash. He said each of the amnesty events have been classified, based on what we received on that date in April. For example, up to 8 tires are free, and after that, the normal fee applies. It is hoped that doing these events will keep stuff out of the arroyos and help clean up the City and the County. The only exception to the two-day rule is the household hazard waste and e-scrap.

Mr. Schlachter said staff wants feedback on Amnesty Days.

Chair Lopez asked how you can tell whether a person is a resident.

Mr. Schlachter said we have to take people at their word that they reside in the County and City, and what they indicate in terms of residential or commercial.

Chair Lopez said he participated in the first Amnesty Days, noting the line the first day was "ridiculous." He waited until Sunday and had to wait about 45 minutes. He recommended perhaps doing a weekday, Friday, for people who are retired or don't work traditional days/hours.

Mr. Schlachter said we have City and County trucks coming in more during the week than on weekends, so the mixture of big trucks and little cars tend to be a safety issue which we try to avoid as much as possible.

Mr. Schlachter said this will go to the SWMA Board for approval at the September meeting.

B. STATUS REPORT: AGENCY SECTION OF SOLID WASTE ASSESSMENT

This was done previously. Please see Items VI(a), (b) and (c) for this information.

VIII. PUBLIC COMMENT

There was no public comment.

IX. DATE AND TIME FOR SWAC MEETING #12

Mr. Kippenbrock said he would propose for SWAC to meet on the third Wednesday in September, September 17, 2014, prior to the SWMA Board meeting, so we can get feedback on the Report, if it is a final report at that time, and take it to the SWMA Board which meets on the following Thursday. He is hoping to have NewGen Strategies to attend and make a presentation.

Ms. Bird said David Yanke, NewGen Strategies, is coming to New Mexico the following week to speak to her conference and perhaps he could present at that time.

Mr. Kippenbrock said if we wait until later, all 3 entities would already have heard it, and we would be receiving the information after the fact. He said if it is okay, he will work with the consultant to come during the NMRC/SWMA Conference on September 23-24. He said they will check into it to see what Mr. Yanke's availability is during that time.

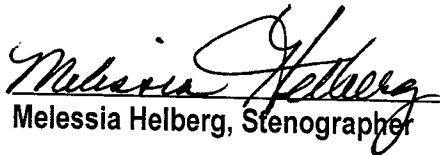
X. ADJOURNMENT

MOTION: There was no further business to come before the Committee, and Louise Pape moved, seconded by Tim Gray, to adjourn the meeting.

VOTE: The motion was approved on a voice vote, and the meeting was adjourned at approximately 3:50 p.m.



John Lopez, Chair



Melessia Helberg, Stenographer

1.8 Recommendations

Leidos has provided comments on some key policy issues and recommendations for consideration by the Board of Commissioners. These observations are based on Leidos' experience with cost of service and rate design studies as well as Leidos' experience in dealing with economic and financial planning issues for rural county collection systems.

- **Create rate parity between senior and low income rates** – There is no cost of service reason to have a variance between senior citizen rates and low income rates. Leidos recommends the County implement one discounted rate for senior citizens and low income customers.
- **Eliminate the \$.03 per pound rate** – In discussions with County staff, this rate is not used. In Leidos' solid waste experience, we have not seen a rate offered in this manner. The elimination of this rate will not in any manner adversely impact the refuse services provided by the County.
- **Educate citizens about the County's CCC program** – It is important for the long-term success of the County's rural CCC system to be viewed by County citizens as a service. When County citizens understand that the County is providing a service to citizens, and there is a corresponding cost for those services, there will be a greater understanding by citizens of the need to increase operational efficiency and the need to raise rates in a gradual and equitable manner to fund the County's citizen collection center program as it is presently provided.
- **Monitor, monthly, the purchase of permits, by type** – It is critical once the new permit structure is implemented to track the number of permits sold by month, by type of permit (1, 6, 12 and 24 trip, bags, and senior citizen/low income permits). This will allow the County to track its revenue and better understand the types of permits being purchased by its citizens. Ideally, the County would also track the monthly usage of the permits (i.e. how quickly are the 6, 12 and 24 trip permits being used up). This will help determine how quickly the various permits will be purchased again. Both types of tracking, permit purchases and usage rates will also assist the County as they work on future rate increases for the different types of permits to know the amount of revenue that the rate increase will generate, by type of permit.
- **Recommend a 30% recovery of costs through permit fees.** Leidos would recommend that the permit fees be increased to recover 30% of the operating and capital costs for the CCCs by FY 2018. The rates as shown in Table 1-9 would achieve this goal. The remaining 70% of costs would be recovered through the Environmental Gross Receipts Tax and the General Fund. This amount of a rate increase will strike a balance between the "direct users" of the CCCs paying for a portion of operating the CCCs with the remaining costs being financed by both users and non-users of the CCCs via the Environmental GRT and General Fund transfer. Generating greater revenue from permit fees is consistent with a Board-adopted policy in Resolution 2011-15 (adopting the 2010 Solid Waste Management Plan). It also partially addresses the question, "What opportunities

exist for the program to be self-sufficient...?" noted in Resolution 2012-52 (establishing the Solid Waste Task Force.)

Location	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Lincoln (1 st Sat. of each month during Apr. – Sept.)	Closed	Closed	Closed	Closed	Closed	9:00 am – 2:00 pm	
Rio Arriba	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Los Alamos							
White Rock (May 1 – Oct. 1)	8:00 am – 12:00 pm; 1:00 pm – 6:00pm	Closed	Closed	Closed	8:00 am – 12:00 pm; 1:00 pm – 6:00pm	8:00 am – 12:00 pm; 1:00 pm – 6:00pm	8:00 am – 12:00 pm; 1:00 pm – 6:00pm
White Rock (Oct. 2 – Apr. 30)	8:00 am – 12:00 pm; 1:00 pm – 6:00pm	8:00 am – 12:00 pm; 1:00 pm – 6:00pm	Closed	Closed	8:00 am – 12:00 pm; 1:00 pm – 6:00pm	8:00 am – 12:00 pm; 1:00 pm – 6:00pm	8:00 am – 12:00 pm; 1:00 pm – 6:00pm
Sullivan Field	All Day	All Day	All Day	All Day	All Day	All Day	All Day
Eco-Station	9:00 am – 3:30 pm	9:00 am – 3:30 pm	9:00 am – 3:30 pm	9:00 am – 3:30 pm	9:00 am – 3:30 pm	9:00 am – 3:30 pm	9:00 am – 3:30 pm

¹ Citizen Convenience Center is closed from 12:00 pm (noon) – 1:00 pm

In compiling the hours of operation it was documented that all of Santa Fe County's manned CCCs are open 32 to 45 hours per week. However, if the reader examines the comprehensive listing of CCCs in other counties (Table 2-14), while some of the counties have their CCCs open 40 hours per week, many of the CCCs are open considerably less than that. Again, this finding helps to support that some CCCs within Santa Fe County perhaps don't need to be open as many hours as they currently are operating (such as San Marcos and Stanley).

2.8 Recommendations

Using the analysis discussed in this report section Leidos has developed recommendations for the County's CCCs, which are presented below.

2.8.1 Overall System-wide Recommendations

1. Optimize payloads to meet or exceed industry standard.

As discussed in Section 2.4, the County is doing a good job in maximizing its loads prior to hauling them to the Landfill or BuRRT. However, they should be able to realize some marginal improvement in the payloads of certain material loads, such as OCC, mixed recyclables, glass and potentially green waste. The optimal payload of each load can differ based on the vehicle configuration and the material being transported. Leidos has provided optimal payloads for the different commodity types and vehicle configurations in Table 2-7.

2. Cancel the purchase of one walking floor transfer trailer and one transfer trailer cab.

The County has three walking floor trailers and three transfer trailer cabs for the Eldorado center, and is planning on purchasing three additional walking floor trailers and transfer trailer cabs for the new Jacona center. Based on Leidos' analysis of the material flow and daily number of pulls required from Eldorado and Jacona, Leidos recommends the County purchase only two trailers and two cabs, and transition one Eldorado transfer trailer and transfer trailer cab to a back-up transfer trailer unit status. This configuration will place two walking floor transfer trailers and two transfer trailer cabs at each center (Eldorado and Jacona), and have a shared back-up transfer trailer and transfer trailer cab that can be used at Eldorado or Jacona as needed.

3. Expand HHW materials collected at specific CCC locations.

In previous years the County collected compact fluorescent bulbs and fluorescent tube lights as part of the County's household hazardous waste (HHW) collection program on a limited basis. Based on recent direction from the Joint Powers Board (JPB) the County is working to integrate e-waste into the County collection program. Leidos recommends that the County continue to accept the existing HHW materials being collected, such as: dry paint, oil, antifreeze and batteries (not car batteries)⁵. To balance the request for additional services with the associated costs of providing those services, Leidos would recommend that the County consider the expansion of e-waste services occur only at the four CCCs where HHW is currently being collected (Eldorado, Nambe, San Marcos, and Stanley). The County should also consider the feasibility of continuing to offer fluorescent bulb recycling at the four CCCs where HHW is currently collected. When the new Jacona CCC is on-line, e-waste should be collected at this site, due to it being one of the highest volume CCCs.

All staff that handle HHW materials should go through training on how to accept and pack material to be safely transported. Leidos has provided additional information with regard to the proper handling of certain types of HHW materials in Appendix B, Figure B-3.

4. Close or relocate all CCCs currently on Pueblo land.

The Jacona and Tesuque centers are located on Pueblo land. Operating citizen convenience centers on Pueblo land can be challenging as the County has no rights to the land the centers are located on, or the area immediately around the center (i.e. roads). Leidos recommends the County close or relocate the centers currently on Pueblo land. The County is in the process of relocating the Jacona center to County land. Leidos recommends the County move forward with the Jacona relocation and also consider closing the Tesuque center. Section 2.8.2 provides more detailed discussion on the Jacona and Tesuque CCCs.

⁵ Wet paint can be taken to BuRRT. Car batteries can be taken to private establishments (car part stores, car dealers, etc.).

5. Develop and implement operational metrics to measure efficiency.

Recordkeeping of operational metrics is essential to evaluating the operation and identifying areas for improvement. Leidos recommends the County develop a database that records the following metrics:

- Equipment maintenance cost by vehicle
- Equipment fuel cost by vehicle
- Customer traffic at each collection center, by day and by hour
- Number of pulls from each CCC
- Volume of material collected by commodity from each CCC
- Number of pulls per day by roll-off or transfer trailer

The County can utilize this internal database to measure the CCC's operational efficiency and identify operational areas of improvement (i.e. high traffic flow at specific locations, vehicles incurring above average maintenance costs, variations in material levels and flows at CCCs, etc.).

Leidos also recommends the County develop a long term equipment replacement schedule, to ensure that equipment is being replaced once the equipment maintenance cost begin to escalate as the vehicle reaches the end of its' useful life.

6. Improve customer accessibility to drop-off areas.

The current drop-off access to the roll-off containers at the CCC sites is a movable metal stepladder on wheels. The use of this unfixed ladder by the public is a safety concern as customers could easily fall off the ladder or incur injury carrying materials up the stairs and lifting material into a roll-off container.

As an alternative to the current operational practice of directing customers to use stepladders to access the roll-off containers, Leidos recommends the County install permanent ramps to access the containers. It is important to ensure that sufficient fall protection is in place (i.e. railings) when designing the ramps, safeguarding customers from accidentally falling into the open-top roll-off containers.

7. Improve CCC signage.

The current signage at the eight CCCs vary by site. To streamline signage and minimize confusion among County customers, Leidos recommends the County implement consistent signage at all eight centers. BuRRT has examples of good signage at its recyclables drop-off area and Leidos recommends that the eight CCCs model their signage after that.

In addition to signage indicating the proper materials to be placed in each container, it is also important to ensure proper signage is placed on roads surrounding the CCC to direct customers to the location. The County's CCC locations are in rural areas and may require additional signage to ensure customers are able to easily locate the site.

8. Paint all containers.

Leidos recommends the County paint all of the center's refuse roll-off containers a uniform color and a different uniform color for all of the recycling related roll-offs. Painting the containers will improve the aesthetics of the centers for a minimal cost and also help provide visual cues as to which containers are for recycling and which are for refuse.

9. Modify the rate structure.

Leidos recommends the County modify the rate structure in several ways. First, Leidos would recommend that the County do away with the Commercial customer permit since very few of them are sold (less than 100 per year) and purchasing of the standard "Residential permit" will meet the need of these individuals.⁶ Second, Leidos would recommend a greater variety of trip permits be issued. Presently, the County only sells Residential one trip and 24 trip permits. We would recommend that 1, 6, 12 and 24 trip permits be issued and they not expire. This will allow citizens to purchase a permit that better meets their disposal needs. This should also minimize the complaints by some customers that the permit is only good for one year. Pricing of the permits is discussed in Section 1, Cost of Service and Funding Options of this report.

2.8.2 Citizen Convenience Center Specific Recommendations**Eldorado****1. Optimize trailer and roll-off truck payloads.**

OCC and mixed recyclable material is currently collected in 40 CY roll-off containers. For OCC material, a greater level of compaction can be achieved by breaking down boxes or utilizing a compacting unit to accommodate a larger volume of OCC per load. The County has the opportunity to decrease the OCC pulls at the Eldorado center by introducing compacting units for OCC and mixed recyclables. If the County is able to realize a 2:1 compaction ratio, the Eldorado center can reduce its annual OCC pulls from 98 pulls to 49 pulls and its annual mixed recyclable pulls from 161 to 80. A compacting unit and the receiving box cost \$28,000 each. To implement compaction containers for Eldorado's OCC and mixed recyclable material the cost will be approximately \$56,000.

Green waste and refuse material is currently transported primarily with transfer trailers. Leidos recommends the County utilize a backhoe, trackhoe or excavator to maximize the transfer trailer compaction in each load. It is inherently difficult to achieve a high level of compaction with green waste loads as the material is bulky and difficult compact; however the use of equipment to tamp down loads will increase material compaction.

⁶ In fact, this permit should just be called a "Permit". Most of the small businesses that bring their waste (general contractors, etc.) are typically using a Residential permit anyhow.

Jacona**1. Relocate current Jacona CCC to a new location.**

The County currently plans to relocate the Jacona CCC and increase the site capacity at the new location. The existing Jacona CCC is on Pueblo land, leaving the County limited rights to the CCC's land. Leidos would recommend the relocation of the Jacona CCC be made a high priority for the County.

Nambe**1. Consider closing Nambe CCC once the new Jacona CCC is open.**

Nambe CCC currently accepts a marginal amount of the material annually collected, managing 6 percent of all CCC annual refuse material collected in the County, and 2 percent of all CCC recycling within the County. The Nambe CCC is located within close proximity to the proposed new Jacona CCC location. Once the new Jacona CCC is open Leidos recommends the County consider closing the Nambe CCC. Based on the cost of service analysis in Section 1 of this report, Leidos has identified an annual operational cost savings of \$46,598 from closing the Nambe CCC.

San Marcos**1. Consider Reducing Days or Hours of Operation.**

The San Marcos center currently collects a healthy volume of material annually; however, the center collects a significantly smaller volume of material than the larger CCCs (i.e. Eldorado, Jacona and La Cienega). Leidos recommends the County consider reducing the days and/or hours the San Marcos center is open to accept material. Leidos recommends the County record the customer traffic for a four month period and identify the days, or hours the center experiences the least amount of customer traffic. Using this data the County can determine if the San Marcos operating days and/or hours can be reduced. This change will likely result in only marginal cost savings to the County (\$10,000 to \$30,000), but will allow the County to better utilize the employee stationed at the San Marcos CCC at other CCCs.

Stanley**1. Consider Reducing Days or Hours of Operation.**

The Stanley center is operated for 45 hours a week. This station is important to the County's CCC operation as it serves a large area in the southern portion of the County; however, it collects a small volume of the CCC's annual volume of material collected. Leidos recommends the County consider reducing Stanley's operating days and/or hours. To determine the most appropriate days, or hours to reduce from the center's current operating schedule, Leidos recommends the County record the customer traffic for a four month period and identify the days, or hours the center experiences the least amount of customer traffic. This change

will not result in huge savings (\$10,000 to \$30,000), but will allow the County to better utilize the employee stationed at the Stanley CCC at other CCCs.

Tesuque

1. Consider closure of center.

Tesuque currently receives the least amount of tonnage of all the County's CCCs, excluding the Rancho Viejo recycling center. In addition to being the lowest volume center, Tesuque is located on Pueblo land. The County has no rights to the Pueblo land, which can create operational challenges regarding access to the Tesuque location. Leidos recommends the County consider closing the Tesuque location and redirect the current customers to the Jacona CCC or BuRRT for recycling and disposal needs once the new Jacona CCC site is operational. As part of this recommendation an agreement would need to be established between the County and SFSWMA regarding permits used at BuRRT. Based on the cost analysis completed in Section 1, Cost of Service and Funding Options of this report, Leidos has identified an annual operational cost savings of \$65,616 from closing the Tesuque center.

A summary of the recommendations is presented on the following page as part of Table 2-15. As noted below, the recommendations, if implemented, should allow the County to realize a one-time savings of \$150,000 in addition to an annual savings of \$132,214 to \$172,214 per year.

Table 2-15
Summary of Recommendations

Key Finding and Recommendations	Location	Benefit	Priority Level	Implementation Time Frame
Develop and implement operational metrics to measure efficiency.	All CCCs	Improved operation	High	Now – 6 months
Improve customer accessibility to drop-off areas.	All CCCs	Improved operation, improved site safety	High	Now – 1 year
Optimize payloads to meet or exceed industry standard.	All CCCs	Increased efficiency	High	Now – 1 year
Modify rate structure.	All CCCs	Improved clarity, equality and cost recovery	High	Now – 1 year
Cancel purchase of one walking floor transfer trailer and one transfer trailer cab.	Eldorado and Jacona	Save \$150,000	High	Now
Consider reducing days or hours of operation.	San Marcos	Save \$10,000 - \$30,000	High	Now – 1 year
Consider reducing days or hours of operation.	Stanley	Save \$10,000 - \$30,000	High	Now – 1 year
Close or relocate all CCCs currently on Pueblo land.	Jacona and Tesuque	Improved operation	High	Now – 2 years
Relocate current center to new site.	Jacona	Increased capacity and improved operation	High	Now – 2 years
Improve CCC signage.	All CCCs	Improved operation, less contamination	Medium	Now – 1 year
Expand HHW materials collected at specific CCC locations.	Eldorado and Jacona	Added service, capture more material	Medium	6 months – 1 year
Consider closure of center.	Nambe	Save \$46,598	Medium	After opening of new Jacona center
Consider closure of center.	Tesuque	Save \$65,616	Medium	After opening of new Jacona center
Paint all containers. Refuse – one color Recycling – one color	All CCCs	Improved perception, less contamination	Medium	In next 12 months
Potential Cost Savings: One Time: \$150,000 Annual: \$132,214 - \$172,214				

Based on Leidos' analysis, the convenience centers manage approximately 26 percent of the refuse and recyclables in the unincorporated County.

- **Solid waste haulers manage a significant portion of the residential refuse and recyclables in the unincorporated County.** Approximately 41 percent⁹ of residential refuse and recyclable tons are managed by solid waste haulers, and the remainder is either delivered to a citizen convenience center or self-hauled by residents to the Landfill or BuRRT. Of course, the lack of definitive data from all private solid waste haulers in the County does mean that there is some subjectivity in this estimate.
- **There is limited recycling in the unincorporated County.** Based on the gathered data and assuming all reported recyclables are from residential sources, approximately 7.0 percent¹⁰ of residential refuse and recyclables is diverted from landfill (not including brush and yard waste) or approximately 8.3 percent¹¹ of residential refuse and recyclables is diverted from landfill (including brush and yard waste).

3.6 Initial Findings and Recommendations

3.6.1 Findings

- Some private solid waste haulers were forthcoming in reporting information concerning the number of customers served and amounts collected, while others were reluctant to do so.
- Where certain private haulers self-reported certain information and it does not match SFSWMA disposal records shows that even where information is freely provided it may not be accurate because of a lack of specificity in responding to inquiries or lack of accurate data management by the hauler.
- Because of the lack of sound, verifiable data from solid waste haulers, Leidos needed to make estimates and adjustments to address certain data gaps concerning the quantities of refuse and recyclables managed by private haulers.
- Certain solid waste haulers reported collecting refuse in Santa Fe County and disposing it outside of the County.
- Understanding where refuse and recyclables are generated and where they are disposed and recycled is difficult because private solid waste haulers are not required to report collection and disposal activities to the County or State.
- In the analysis, approximately 90 percent of the refuse and recyclables expected to be generated in Santa Fe County (based on statewide generation rates) was

⁹ Calculation: 13,553 tons collected by private haulers divided by 32,492 total residential tons in County equals 41.7%

¹⁰ Calculation: 2,455 tons total recycling divided by (2,455 tons recycling plus 32,492 tons residential refuse) equals 7.02%

¹¹ Calculation: (2,455 tons total recycling plus 503 tons brush) divided by (2,455 tons recycling plus 32,492 tons residential refuse plus 503 tons brush) equals 8.34%

identified. The approximately 10 percent discrepancy can be attributed to a number of factors including: 1) limited amounts of industrial and commercial activity in the Santa Fe area compared to other metropolitan areas of the state (result in the actual generation rate in Santa Fe being less than the statewide rate); 2) haulers transporting refuse out of the County for disposal; and 3) residents in the unincorporated areas bringing refuse to work and disposing of it as commercial refuse in Santa Fe or Albuquerque.

- Acknowledging the potential for refuse and recyclables to be taken out of the County for disposal or recycling, based on available data, it appears that per capita disposal rates are higher in the City (1.02 tons per person per year) compared to the unincorporated County (0.71 tons per person per year). This difference is consistent with the realization that greater amounts of commercial refuse is generated in the City.

3.6.2 Recommendations

- **Consider implementing a solid waste management system in the unincorporated County.** As described in “Section 4, County Contracting,” Leidos recommends that the County consider implementing a solid waste management system in the unincorporated County. Such a system will enhance the County’s ability to gather data concerning solid waste management in the unincorporated County. Additionally, depending on how such a system is implemented, it would likely increase the recycling rate in the unincorporated County.
- **Develop a comprehensive data management system.** Leidos recommends that the County, City, and SFSWMA develop a comprehensive data management system. Such a system could be based on a comprehensive, web-based system, that would allow all three entities to seamlessly access and monitor information on the generation, flow, and disposal of refuse and recyclables in Santa Fe County.

Section 4

SOLID WASTE MANAGEMENT SYSTEM

4.1 Introduction and Background

Santa Fe County (County) is considering managing solid waste county-wide, including the waste collected by private haulers. As a result, the County is considering developing a system to manage the collection of solid waste by private haulers within certain areas of its jurisdiction. This section of the report provides direction concerning the issues that must be considered in implementing such a system. The following sections present an outline of the steps the County can undertake to implement a solid waste management system. The actual implementation of such a system is beyond the scope of this Solid Waste Assessment and Management Study. The following steps may be undertaken by the County using its own resources, or it may engage the services of a qualified consultant to assist in addressing some or all of the effort required.

4.1.1 Solid Waste Management in the County

The County Solid Waste Division collects and transports refuse and recyclables that are self-hauled by citizens to seven convenience centers, also referred to as transfer stations. In unincorporated areas of the County, private haulers collect refuse from residential and commercial customers on a “free market – subscription” basis in County unincorporated areas. There are no designated territories or contractual arrangements with the private haulers set up by the County. In contrast, the City of Santa Fe’s (City) Solid Waste Division collects all residential and commercial trash in the City.^{1, 2}

4.1.2 About Solid Waste Collection Contracts or Licenses

In many areas across the country, local governments use contracts or licensing systems to manage solid waste collection conducted by private haulers in their jurisdictions. Under contract or licensing systems, a company (or companies) is given the right to provide solid waste services in the County. Based on a local government’s solid waste policies and goals, the company may be required to: 1) deliver waste to specific disposal or recycling facilities; 2) report tonnage managed; 3) provide recycling services; and 4) report customer or other operational data to the County. The company may also be required to pay the local government an “administration fee” as part of the contract arrangement. Such an approach is often called private hauler “franchising.” In this report, the phrase “solid waste management system” is, instead, used to convey the broader solid waste management objectives that are achieved by such an approach.

¹ Comprehensive Solid Waste Management Plan

² Construction and demolition debris may be collected by private solid waste haulers in the City.

It is recommended that the County pursue such an arrangement for residential solid waste management in certain identified areas of the County. At a later date, the County can consider whether it wants to establish a similar management system for commercial solid waste. In this report, Residential Solid Waste Collection Contracts (Residential Contracts) are suggested to be awarded to firms that would be the sole provider of service in specific designated areas. Under this proposal, the Residential Contracts and possible future Commercial Licenses, along with an enabling ordinance and rules, would make up the County's private sector solid waste management system.

Some of the expected benefits and challenges associated with implementing a solid waste collection management system are listed in Table 4-1.

Table 4-1
Benefits and Challenges of Implementing a
Solid Waste Collection Management System

Benefits	Challenges
<ul style="list-style-type: none"> • Protect public health, safety, and welfare • Offer affordable solid waste service to customers • Generally, due to economies of scale, customers cost for service under collection contracts may be less than equivalent services under open markets¹ • Control solid waste collection activities and assure minimum service standards are met • Increase recycling participation and waste diversion rates • Revenue recovery (with adoption of an administration fee) to address heavy truck impacts to County infrastructure (i.e., wear and tear of roadways) and to support solid waste programs 	<ul style="list-style-type: none"> • Development and implementation of a management system • Increased administration to manage franchising • Enforcement of franchising • Private sector hauler reaction

¹ With the implementation of a residential solid waste management system, granting one service provider an exclusive Residential Contract to serve a defined area, the price for the services provided is generally less than in a situation where multiple service providers operate overlapping routes providing the same services. Of course, if the Residential Contract requires a higher level of service than currently provided (i.e., add recycling collection where it was not provided before), the price may increase.

4.1.3 Using Solid Waste Collection Permits as a Data Gathering Tool

Beyond the County's convenience center activities, fully understanding private hauler solid waste management activities in the unincorporated County is difficult because of the lack of data concerning where waste is generated, who transports it, where it is managed, and how much is disposed or recycled. To aid in gathering data, some counties across the country have incorporated solid waste data reporting requirements in their solid waste ordinances. To assure reporting requirements are met, the solid waste haulers are required to periodically (e.g., quarterly or annually) report the quantity of waste and recyclables collected and the destinations to which they are delivered. This report identifies three possible residential collection areas where a Residential Contract would authorize a single private hauler to serve a given collection area. Solid waste data reporting requirements are customarily included in such

contracts. However, in addition to the three collection areas, the County could consider establishing reporting requirements for all solid waste collection in the County.

A limited permitting system that would require all private haulers, whether in the three collection areas or not, to report certain data to the County would be similar to the Commercial Licensing system discussed below. An important distinction about the permit is that it would apply to all waste collection activities countywide.

Permit systems, Commercial Licenses, and Residential Contracts are all tools available to the County in implementing a solid waste management system. The County should assess each of these tools as it considers how best to implement a solid waste management system. Implementing permits, licenses, or contracts each places a burden on the County and the affected solid waste haulers. The benefit gained by implementing the selected solid waste management system should align with effort required by the County and haulers to implement the system.

4.1.4 Examples of Solid Waste Management Systems in New Mexico

Bernalillo County

Bernalillo County has established a solid waste management system that requires all residential units in the unincorporated areas of the county to use county contracted solid waste collection haulers. Three hauler collection areas have been defined by the county, and certain areas in the “east mountains” are exempt from the requirement to use the contract solid waste hauler. One hauler provides solid waste collection and recycling collection in all three areas. Under the county’s system, the contractor bills the resident directly for the service provided. The hauler stated that the hauler collects residents on behalf of Bernalillo County, and hands over the collected fees to the County. The County then pays the hauler for services provided, and the County keeps an administrative fee. The hauler bills each resident \$16.20 per month. The County pays the hauler \$11.60 per household per month and retains the difference.

The county code governing solid waste management (Bernalillo County Code Chapter 70) requires solid waste to be “collected, conveyed and disposed of by the county or its authorized contractors.” Actual producers of solid waste may haul their own waste for disposal. The code authorizes the county manager to implement a licensing requirement and licensing fee for haulers that transport solid waste and authorizes the board of county commissioners to designate areas of the county for the phase in of mandatory solid waste collection service. The haulers are not required to deliver waste to any particular landfill for disposal of solid waste.

Taos County

Two solid waste haulers have entered into non-exclusive franchise agreements authorizing the haulers to collect residential and commercial solid waste in unincorporated areas of Taos County. The franchise agreements require that the hauler pay the county a franchise fee, establish BCC review and approval of rates and

rate structure, require reporting of customers and waste volumes, and require collected waste to be delivered to the Taos Regional Landfill. The franchise agreements also establish certain performance standards that include minimum insurance requirements, and requirements for the haulers to address customer complaints.

The franchise agreements have a term of four years, renewable for an additional four-year term. The franchise agreements do not create designated service areas, and the two haulers compete countywide. The larger hauler is reported to have approximately 95 percent market share. The county charges each hauler a franchise fee based on a percentage of gross revenues collected. The larger firm pays a franchise fee of 8 percent and the smaller firm pays a fee of 4 percent. The franchise fee shows up as a separate line item on the individual invoice. Curbside rates charged to customers range from \$20.72-36.96/month (depending on the housing density in the area). Garbage is collected in 90 gallon containers, no recycling service is provided curbside.

4.1.5 Regulatory Background

In New Mexico, counties are granted the authority to “establish, maintain, manage and supervise a system of storage, collection and disposal of all refuse.”³ The County has adopted solid waste management ordinances that establish and define the County’s solid waste management system, most recently as Ordinance 2010-5, adopted June 8, 2010 (the Solid Waste Ordinance). Ordinance 2010-5 generally defines a solid waste management system organized around the County operating a series of solid waste citizen convenience centers (also known as solid waste transfer stations).

On May 28, 2013, the Solid Waste Ordinance was amended (Solid Waste Ordinance Amendments) to establish mandatory roadside collection districts and to establish procedures for roadside solid waste collection. While these amendments are related specifically to areas of the County that were and will be annexed into the City of Santa Fe, there are important parallels between the Solid Waste Ordinance Amendments and steps the County will need to consider in implementing a solid waste collection contract.

In December 2013, the County adopted the Sustainable Land Development Code (SLDC). Section 7.20 of the SLDC addresses certain solid waste management related matters. In particular, 70.20.2.1 requires that “All developments within SDA-1 shall be served by County curbside collection as prescribed by separate ordinance, if applicable, or shall utilize a solid waste collection service.” Further 70.20.2.2 states that “All subdivisions within SDA-2 or SDA-3 and all non-residential multifamily and manufactured home communities shall be served by County curbside collection and recycling as prescribed by separate ordinance, if applicable, or if inapplicable utilize one of the following: 1) a solid waste collection service; or 2) the nearest existing sanitary landfill or transfer station.” It appears that the SLDC and the solid waste management system proposed in this report are compatible, but the County should assure alignment of the SLDC and any new solid waste ordinance that is created.

³ NSMA 1978, Section 4-56-1

4.1.6 Planning Background

In December 2010, a Comprehensive Solid Waste Management Plan (Solid Waste Plan) was finalized for the City, County, and Santa Fe Solid Waste Management Agency (Agency), and it was adopted by the Board of County Commissioners (BCC) on February 22, 2011.⁴ Two recommendations related to implementing a solid waste collection control system in the County are identified in the Solid Waste Plan. The two recommendations are listed below:

- **Recommendation # 12** – Explore the feasibility of establishing franchises or permits for private haulers in County unincorporated areas.
- **Recommendation # 13** – Evaluate requiring that residential, commercial, and institutional generators receive collection services for trash and recyclables in County unincorporated areas.

In 2010, the County adopted the Santa Fe County Sustainable Growth Management Plan (Growth Management Plan).⁵ The Growth Management Plan identifies Sustainable Development Areas (SDA) in the County where growth is occurring and where future growth should be directed. The designation SDA-1 is assigned to areas contiguous to the City that anticipate higher growth rates and denser development and SDA-2 is assigned to areas where more moderate development density are planned. SDA-1 and SDA-2 are the optimum areas for implementing a solid waste collection management system.

On February 12, 2013, the County's Solid Waste Task Force (Task Force) made a presentation to the BCC entitled "Solid Waste Task Force Report and Short-Term Recommendations." In the presentation, the BCC accepted a number of the Task Force's recommendations, including "[Proceeding] with and [funding] the County-wide solid waste study." One of the tasks in this study is a "Franchising Assessment: Develop options to more actively manage SW in the unincorporated County, including franchising of private haulers."

At the August 27, 2013 BCC meeting, Leidos made a presentation to the BCC concerning solid waste contracting and discussed the different approaches and considerations for implementing such contracts. Matters that were discussed and direction was received from the BCC at the meeting to continue with investigating the possibility of implementing a solid waste management system and report back to the BCC with findings. The directions provided by the BCC concerning possible approaches to implementing a solid waste management system are incorporated into this report.

⁴ County Resolution No. 2011-16

⁵ County Resolutions 2010-210 and 2010-225

- grass root movement by handing out event flyers at the BuRRT scale house;
- more public service announcements (PSA), which are messages disseminated by the media without charge;
- collaboration between the Agency, city and county to ensure the announcements are consistent with the same messages of raising awareness, and posted on all three entities' websites;
- conduct education and outreach at schools and city-wide public events, and for environmental minded groups and neighborhood associations; and
- strategically place paid advertisements in the media (e.g., radio stations, newspapers).

Proposed Event Calendar

- **Fall Trash Amnesty Weekend** in conjunction with Keep Santa Fe Beautiful/Keep New Mexico Beautiful Toss No Mas (September 27-28, 2014); no charge to residents.
- **Tire Amnesty Weekend** – the first weekend of each month (i.e., Saturday and Sunday); all day; first 8 tires are free for residents, additional tires are charged gate rates based on current fee schedule.
- **HHW/E-Scrap Day** in conjunction with National Recycling Week (November 15, 2014); 8am-1pm; no charge to residents.
- **Spring Trash Amnesty Weekend** in conjunction with the Keep Santa Fe Beautiful Great American Cleanup (April 25-26, 2015); all day; no charge to residents.
- **Green Waste Month** – each weekend in May to help residents with spring cleanup; May 2-3, 9-10, 16-17 and 23-24, 2015); all day; no charge to residents.

Staff recommends bringing the proposed event calendar to the next regular scheduled JPB meeting for Board approval.

Please call me if you have questions regarding this memo.

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Exhibit "2"