

**NOVATO SANITARY DISTRICT
Solid Waste Committee**

Meeting Date: October 21, 2014

The Solid Waste Committee of Novato Sanitary District will hold a meeting at 3:00pm, Tuesday, October 21, 2014 at the District offices, 500 Davidson Street, Novato CA

AGENDA

1. APPROVE AGENDA

2. PUBLIC COMMENT: (PLEASE OBSERVE A THREE MINUTE TIME LIMIT)

This item is to allow anyone present to speak on an item not on the agenda, or to request consideration to place on item on a future agenda. No action will be taken by the Committee at this time as a result of public comments made

3. APPROVE MINUTES OF SEPTEMBER 23, 2014 MEETING

4. CALENDAR YEAR CY2015 SOLID WASTE RATE ADJUSTMENTS:

- a. Review Report, and make recommendation to District Board.

5. UPDATES/ROUTINE BUSINESS ITEMS:

- a. City of Novato
- b. Redwood Landfill
- c. Novato Disposal
- d. Marin County JPA and Local Task Force

6. DISPOSAL/DIVERSION REPORTS 2014

7. HOUSEHOLD HAZARDOUS WASTE PROGRAMS

- a. 2014 HHW programs update

8. ADJOURN

In compliance with the American with Disabilities Act, if you need special assistance to participate in this meeting, please contact the District offices at (415) 892-1694 during their regular business hours, at least 24 hours prior to the scheduled meeting. This will enable the District to make reasonable accommodation to help ensure accessibility to this meeting. Materials that are public records and that relate to an agenda item will be made available for public inspection at the District offices, 500 Davidson Street, Novato, CA, during regular business hours.

**NOVATO SANITARY DISTRICT
SOLID WASTE COMMITTEE MEETING
September 23, 2014**

MINUTES

Members Present:

Jean Mariani Gary Butler

Others in Attendance:

Sandeep Karkal	Dee Johnson	Latisha Richardson	
Steve McCaffrey	Scott Pariani	Ramin Khany	Casey Williams
Pat Eklund	Sonia Tanner		

1. Approve agenda. The agenda for September 23, 2014 was approved as submitted.
2. Public Comment. There was no comment from the public.
3. Minutes of May 29,2014. The minutes of May 29, 2014 were approved as submitted. .
4. Updates/Routine Business Items.
 - City of Novato. There was no update from the City. .
 - Redwood Landfill. Ramin Khany has replaced Dan North as manager of Redwood. He indicated that the compost operation is scheduled for a "soft start" on 10/15 or 11/1, with full scale commercial compost operation to begin by mid 2015. Steve McCaffrey indicated that it was his understanding that the commercial food waste operation would begin by 10/1. Ramin stated that more testing needs to be conducted. The C&D program site needs to go through full closure prior to construction, which is still expected to begin in 2015. Steve McCaffrey indicated that currently Novato's commercial food waste is being delivered to a compost facility in Vacaville. Gary Butler requested an update on Redwood's compost operation at the October Committee meeting.
 - Novato Disposal - Steve McCaffrey discussed the quarterly report. He indicated that there continues to be a drop in recyclables due to markets, particularly those affected by China's "Green Fence" policy, which has implemented higher standards on the quality of recycled materials imported. This has affected markets worldwide. Last year was especially difficult, with mixed paper and plastics showing the greatest drop. Novato Disposal continues to research other markets, and is seeing some slight recovery. China's Green Fence policy ended several months ago, which may open up these markets again. Steve also indicated that 20 gallon can use continues to increase.
 - Marin County JPA and Local Task Force(LTF). Dee indicated that there was nothing to report regarding the Local Task Force, as they had not met over the past several months.
 - Legislation. Dee reported that SB270, the single use bag bill, passed and is awaiting the Governor's signature. The following bills are also awaiting the Governor's signature: AB1594, requiring that green waste no longer be used as ADC; AB1826, requiring commercial businesses to recycle their organics and AB2355, requiring standards for recycled materials in road base and paving. Product stewardship bills for batteries, pharmaceuticals and sharps all failed passage
5. 2014 Disposal/Diversion Monitoring Reports. Dee reviewed the reports. Novato Disposal's diversion for 2nd quarter 2014 was 53.18%. Reports were not available from Redwood.
6. Zero Waste Programs Calendar/Timetable Status. Dee and Steve reviewed items included in the Zero Waste Programs calendar, including articles in the next newsletter, planned 2015 outreach campaigns and events, fall route audits, school outreach and work with food waste diversion. Steve introduced Latisha Richardson who will be working with schools to increase recycling programs and initiate food waste programs.
7. Household Hazardous Waste Programs
 - a. 2014 HHW Programs update. Dee reviewed the 2014 report, indicating that July and August were extremely busy.

ITEM 3

- b. Fall E-Waste event. The Fall E-Waste event is scheduled for October 11-October 13, 2014 from 10am – 3pm at the Recycling Center.
- 8. Rate Review Schedule. Sandeep indicated that the schedule for the refuse disposal rates was attached. Committee members will consider the rate review report at the next Solid Waste Committee meeting on October 21.
- 9. Adjourn. The next Committee meeting is scheduled for Tuesday, October 21, 2014 at 3:00pm. The meeting adjourned at 11:25am.

NOVATO SANITARY DISTRICT

MEMORANDUM

Date: October 16, 2014
To: Board Solid Waste Committee - Jean Mariani and Gary Butler
From: Sandeep Karkal, Manager-Engineer *SK*
Subject: Calendar Year (CY) 2015 Solid Waste Rate Adjustments

The Solid Waste Franchise Agreement between Novato Disposal Service and the District provides for an annual adjustment to Novato Disposal's rates based on the changes in the specified Refuse Rate Index (RRI). In CY2013 there was no rate adjustment because the calculated adjustment would have been -0.13 percent, and in CY2014 the rate adjustment was +1.63 percent.

On September 2, 2014 (September 1, 2014 was the Labor Day holiday), Novato Disposal requested a rate increase of 4.41 percent, based on an RRI adjustment of 1.95 percent, and a 2.46 percent increase to mitigate the impacts on their revenues of account migration from larger carts to smaller carts.

The District engaged R3 Consulting Group (R3), to review Novato Disposal's CY2015 rate adjustment request. R3 completed their analysis and submitted the attached report to the District.

In their report, R3 recommends an RRI adjustment of 1.94 percent, and notes that the District is not obligated to compensate Novato Disposal for account migration impacts. Staff is of the opinion that account migration is (and will likely continue to be) a result of Novato Disposal's efforts to increase recycling in the community to meet the District's zero waste goals, and is obviously an impact to Novato Disposal's revenues.

In numeric terms, R3 observes that their high level review of Novato Disposal's account migration calculation indicates an impact of 1.85 percent for the account migration issue. Along with a 1.94 percent RRI adjustment, the potential overall rate adjustment could be 3.79 percent. However, staff and R3 have negotiated a proposed overall rate increase of 3.00 percent with Novato Disposal, subject to approval by the District Board of Directors. Therefore, staff recommends that the Solid Waste Committee present a recommendation of a CY2015 solid waste rate adjustment of +3.00% to the District Board for its approval.

September 17, 2014

Mr. Sandeep Karkal
Novato Sanitary District
5000 Davidson Street
Novato, CA 94945

Re: Final Letter Report - Review of Novato Disposal Service's Requested Rate Adjustment for Rate Year 2015

Dear Mr. Karkal:

R3 Consulting Group (R3) was engaged by the Novato Sanitary District (District) to assist with a review of Novato Disposal Service's (Company) requested rate adjustment for Rate Year 2015 (January 1, 2015 – December 31, 2015). Specifically, R3 was asked to confirm that the rate adjustment methodology used by the Company is consistent with the Refuse Rate Index (RRI) Rate Adjustment Methodology set forth in Exhibit 2 of the Amended and Restated Franchise Agreement (Agreement) and that the calculation is mathematically accurate. This Letter Report communicates our findings and recommendations.

Objectives

- To review the Company's requested rate increase to confirm that:
 - It is consistent with applicable terms and conditions of the Agreement;
 - It is mathematically accurate; and
 - It correctly accounts for the required Balancing Account adjustment to the rates.
- To recommend the appropriate Rate Year 2015 rate adjustment based on the results of our review.

Background

The Agreement provides for an annual adjustment to the Company's rates based on the specified Refuse Rate Index (RRI), with the option to conduct a detailed rate review not more frequently than once every three (3) years. A copy of Article 6 of the Agreement (Company's Compensation and Rates) is provided as Attachment 1.

As specified in the Agreement, the RRI adjustment is the sum of the weighted average percentage change in the twelve (12) month annual average of the specified indices for each of the following cost categories:

- Labor;
- Fuel;
- Vehicle Replacement;
- Vehicle Maintenance; and
- All Other.

The RRI also provides for adjusting the Disposal Fee and Organic Waste Processing Fee based on the change in the associated tipping fees. A copy of Exhibit 2 – Refuse Rate Index is provided as Attachment 2.

Section 6.3 of the Agreement (RRI Financial Information) states that: *“On or before September 1, 2011, and annually thereafter during the term of this Agreement, the Company shall deliver to the District information for the specific services performed under this Agreement for the preceding Agreement Year. Such financial information shall be in a format as set forth in Exhibit 2, or as may be further revised by the District from time to time. If the Company fails to submit the financial information in the required format by September 1st, it is agreed that the Company shall be deemed to have waived the RRI adjustment for that year...”*

The Company submitted an electronic copy of its 2015 Rate Adjustment Application to the District on Tuesday September 2, 2014, after the September 1st deadline. R3 conducted its review without consideration of any action the District may take for the Company’s failure to submit its Rate Adjustment Application by the September 1st deadline.¹

Recommended Rate Adjustment

The Company’s Rate Adjustment Application calculated a 1.95 percent rate increase (Attachment 3) based on the specified RRI methodology along with R3’s recommended adjustment of 1.94 percent discussed below. The Company is also requesting an additional 2.46 percent rate increase, for a total requested rate increase of 4.41 percent. The additional 2.46 percent rate increase is to account for the impact of account migration from larger carts to smaller carts on the Company’s rate revenues. A copy of the Company’s account migration calculated impact and related correspondence with the District is provided in Attachment 4. Our review of each of these rate adjustment components is provided below.

Refuse Rate Adjustment

Based on our review we are recommending an RRI rate adjustment of 1.94 percent versus the Company’s calculated 1.95 percent. The difference is due to a minor change in the Other Operating Cost figure and the fact that the Company did not round the calculated indexed adjustment for “Other Operating Costs” to two decimal places as has been the practice and which it did do for each of the other index adjustment calculations. The Company reported that it agrees with R3’s recommended adjustment.

Account Migration

While not part of our scope of work, R3 conducted a high level review of the Company’s account migration calculation and offers the following observations:

- The RRI rate adjustment methodology does not provide for any adjustments to the rates other than those based on that methodology. Any potential adjustment related to account migration would be at the discretion of the District.
- The Company’s calculated the impact of account migration at 2.65 percent and is requesting an additional rate increase of 2.46 percent essentially offsetting the balancing account rate adjustment of 2.45 percent effective in 2013.
- While there are fewer larger container accounts, the number of overall accounts has increased since 2010, as reported by the Company. While there are certain incremental

¹ September 1, 2014 was Labor Day.

costs for servicing these additional accounts, we would expect that the additional revenue associated with those accounts more than offsets the additional cost. Furthermore, we would expect there to be some level of reduced disposal expenses associated with account migration, assuming material that was previously disposed is now being diverted, which has contributed to the ability of accounts to migrate to a lower service level. While these factors would have some offsetting impact we estimate that impact at no more than 25 percent of the Company's associated requested rate adjustment (i.e., at most reducing the associated calculated rate adjustment by 25% from 2.46% to 1.85%).

Balancing Account Calculation

The balancing account was established to account for the change in recycling revenues during years when the RRI is used. When setting the 2008 Base Year rate, recycling revenues were projected at \$542,420. The RRI adjustments that are used for adjusting the rates during interim years (i.e., non-Base Years) do not account for any adjustments to the projected recycling revenues. The Balancing Account is intended to reflect the difference between actual recycling revenues received by the Company as compared to the 2008 Base Year projected recycling revenues.

Recycling revenues are calculated for each year, starting with 2008 and using the specified methodology, and each calculated amount is compared to the 2008 projected revenue amount of \$542,420.² The difference is accounted for in the balancing account as either revenue due to the District (if calculated recycling revenues are higher than the projected amount), or revenue due to the Company (if calculated recycling revenues are lower than the projected amount). Per the rate adjustment methodology in the Agreement, the cumulative Balancing Account amount for 2008 through 2011 was accounted for in full when setting the rates for Calendar Year 2013. That Balancing Account amount of \$1,124,671 due to the District resulted in a net reduction of 2.45 percent to the calculated 2013 rate adjustment. That rate decrease is to remain in effect through 2017 as specified in Exhibit 7.2.b.i of the Agreement. Therefore, as of January 1, 2012 the balancing account balance was zero. Going forward, the Agreement provides for a similar methodology for calculating the balancing account.

Attachment 5 provides the language in the Agreement related to the balancing account. Attachment 6 provides R3's calculated balancing account balance as of December 31, 2013 based on the currently agreed upon methodology. Based on our review of the Company's balancing account calculation, we made an adjustment to the Company's reported monthly per ton OCC revenue for May 2012 and set the CRV per ton adjustment to \$4.19 per ton for both 2012 and 2013 to be consistent with the historical CRV per ton adjustment figure that has been used in the past. The Company reported that it agrees with the balancing account calculation as reflected in Attachment 6.

* * * * *

² This amount was established and referenced in R3's Final Report; Review of Novato Disposal Service's Rate Year 2008 Rate Application, December 6, 2007.

Mr. Sandeep Karkal
September 17, 2014
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We appreciate the opportunity to be of assistance to the District. If you have any questions regarding this submittal, please feel free to contact me by phone at (916) 782-7821, or by email at wschoen@r3cgi.com.

Sincerely,

R3 CONSULTING GROUP



William Schoen
Principal

Attachments:

- Attachment 1 Article 6 Company's Compensation and Rates
- Attachment 2 Exhibit 2 – Refuse Rate Index
- Attachment 3 Rate Year 2014 Rate Adjustment Calculation
- Attachment 4 Account Migration Information
- Attachment 5 Exhibit 7 – Recyclable Materials Balancing Account
- Attachment 6 Balancing Account Calculation

Attachment 1

ARTICLE 6 COMPANY'S COMPENSATION AND RATES

6.1 General

The Company's compensation provided for in this article shall be the full, entire, and complete compensation due to the Company for all labor, equipment, materials, and supplies, taxes, insurance, bonds, overhead, disposal, profit, and all other things necessary to perform all the services required by this Agreement in the manner and at the times prescribed.

The Company will not look to the District for payment of any sums under this Agreement. The Company will perform the responsibilities and duties described in this Agreement in consideration of the right to charge and collect from Customers for services rendered at rates fixed by the District from time to time.

6.2 Refuse Rate Index Adjustments to Service Rates

6.2.1 Adjustments to Service Using the Refuse Rate Index (RRI). Beginning on January 1, 2012, and annually thereafter, the Company shall, subject to compliance with all provisions of this Article, shall receive an annual adjustment in of the Service Rates as set forth in Exhibit 1 of this Agreement.

6.2.2 RRI Adjustment. Beginning on January 1, 2012, and annually thereafter during the term of this Agreement, the Service Rates set forth in Section 6.2.1 above shall be adjusted by the RRI adjustment set forth below. In any year that the calculation of the RRI results in a negative number, there shall be no adjustment of the Service Rates. Instead, the negative RRI number shall be added to the result of the subsequent years RRI calculation and the result shall be the RRI adjustment for that subsequent year.

6.2.3 12-Month Annual Average. The RRI adjustment shall be the sum of the weighted percentage change in the twelve (12) month annual average of each RRI index number between the base year, which shall be the prior preceding fiscal year ending June 30th and the preceding fiscal year ending June 30th as contained in the most recent release of the source documents listed in Exhibit 2, ("REFUSE RATE INDEX") which is attached to and included in this Agreement. Therefore, the first Service Rate adjustment will be based on the percentage changes between the twelve (12) month Annual Average of the RRI indices for the fiscal year ending June 30, 2010 and the Annual Average of the RRI indices for the fiscal year ending June 30, 2011. The RRI shall be calculated using the RRI methodology included in Exhibit 2.

6.3 RRI Financial Information

On or before September 1, 2011, and annually thereafter during the term of this Agreement, the Company shall deliver to the District financial information for the specific services performed under this Agreement for the preceding Agreement Year. Such financial information shall be in the format as set forth in Exhibit 2, or as may be further revised by the District from time to time. If the Company fails to submit the

Attachment 1

1 financial information in the required format by September 1st, it is agreed that the
2 Company shall be deemed to have waived the RRI adjustment for that year. The
3 Company's failure to provide the financial information shall not preclude the District
4 from applying the RRI using the prior year's financial data, or pro forma data if no prior
5 year financial data is available, if that application would result in a negative RRI.

6 **6.3.1** Annual Adjustments shall be made only in units of one cent (\$0.01). Fractions of
7 less than one cent (\$0.01) shall not be considered in making adjustments. The
8 indices shall be truncated at four (4) decimal places for the adjustment
9 calculations.

10 **6.3.2** If the Company's failure to submit the financial information required under
11 Section 6.3 is the result of extraordinary or unusual circumstances as
12 demonstrated by the Company to the satisfaction of the District Manager-
13 Engineer, the District at its sole discretion, may consider the request for the
14 annual RRI rate adjustment.

15 **6.3.3** As of November 15, 2011, and annual thereafter during the term of this
16 Agreement, the District Manager-Engineer shall notify the Company of the RRI
17 adjustment to the affected service rates to take place on the subsequent January
18 1st.

19 **6.4 Recyclable Materials Balancing Account**

20 Because of the variation of Recyclable Materials commodity prices, the District and the
21 Company agree to use the Recyclable Materials Balancing Account as described in
22 Exhibit 7.

23 **6.5 District or Company Requested Detailed Rate Review**

24 The District or the Company may request a Detailed Rate Review to be conducted
25 following the procedures as specified in Exhibit 8. However, a Detailed Rate Review
26 shall not be conducted more than once every three (3) Agreement years. A request for a
27 Detailed Rate Review shall be made in writing at least six months prior to the January 1st
28 rate adjustment period for the year in which the results for the Detailed Rate Review are
29 to be applied. The Company shall pay the cost for the Detailed Compensation Review,
30 and the cost of such a Detailed Rate Review is an allowable pass-through cost.

31

Attachment 2

EXHIBIT 2 Refuse Rate Index

The "Refuse Rate Index" adjustment shall be calculated in the following manner:

1. The expenses of providing Collection Services in the Service Area for the designated fiscal period (July to June) shall be prepared in the format set forth in the Operating Cost Statement - Description on the following page of this Exhibit.
2. The expenses of providing Collection Services in the Service Area shall be broken down into one of the following seven cost categories: Labor; Fuel; Vehicle Replacement; Maintenance, Disposal Fee, Organic Waste Processing fee, and All Other. Each cost category is assigned a weighted percentage factor on that cost category's proportionate share of the total of the costs shown for all cost categories.
3. The following indices are used to calculate the adjustment for each cost category of the Service Rates. The change in each index is calculated on a twelve-month fiscal period (July to June). The twelve-month average index from July 2010 to June 2011 will serve as the "First Year Index".

<u>Cost Category</u>	<u>Index</u>
Labor	Series ID: ceu6056210008 Production Workers-Waste Collection
Fuel	California No 2 Diesel Ultra Low Sulfur (0-15 ppm) http://tonto.eia.doe.gov/oog/info/wohdp/diesel.asp
Vehicle Replacement	Series ID: pcu336211336211 Truck, bus, car and other vehicles bodies, for sale separately.
Vehicle Maintenance	Series ID: pcu333924333924 Parts and attachments for Industrial work trucks.
Disposal Fee	The per ton tip fee charged at the Disposal Facility.
Organic Waste Processing Fee	The per ton tip fee charged at the approved Organic Waste Processing Facility.
All Other	Consumer Price Index, Series ID: CUURA422SA0 CPI-All Urban Consumers, All Items, San Francisco,

4. The percentage weight for each cost category is multiplied by the change in each appropriate index to calculate a weighted percentage for each cost category. The weighted percentage changes for each cost category are added together to calculate the Refuse Rate Index for the Service Rates in Exhibit 1.

Attachment 2

EXHIBIT 2 Refuse Rate Index

Operating Cost Statement - Description	
Operating Costs	
Labor:	List all administrative, officer, operation and maintenance salary accounts. List payroll tax accounts directly related to the above salary accounts.
Fuel:	List all fuel and oil accounts.
Vehicle	
Replacement:	List all Collection and Collection related vehicle depreciation accounts. List all vehicle lease or rental accounts related to Collection or Collection related vehicles.
Vehicle	
Maintenance:	List all Collection or Collection related vehicle parts accounts.
Disposal Fee:	List all Landfill Disposal related accounts.
Organic Waste Processing Fee:	List all Organic Waste Processing related accounts.
All Other:	List all other expense accounts related to the services provided under this Contract. This category includes all insurance including general liability, fire, truck damage, extended coverage and employee group medical and life; rent on property, truck licenses and permits; real and personal property taxes; telephone and other utilities; employee uniforms; safety equipment; general yard repairs and maintenance; office supplies; postage; trade association dues and subscription; advertising; employee retirement or profit sharing contributions; and miscellaneous other expenses.

Attachment 3

Company's Calculated Rate Adjustment

Cost Category	1-1-14 Rate Rev Base Breakdown	7-01-13 to 6-30-14 Change In Index	Percentage Weight for Each Cost Category	Weighted Percentage Change for Each Cost Category
Labor	\$2,647,607	3.230%	24.460%	0.79%
Fuel	\$737,564	-1.690%	6.810%	-0.12%
Vehicle Replacement	\$468,289	0.910%	4.330%	0.04%
Vehicle Maintenance	\$296,724	2.090%	2.740%	0.06%
Disposal Fee	\$1,576,783	1.110%	14.570%	0.16%
Organic Waste Processing Fee	\$524,219	0.000%	4.840%	0.00%
Other operating costs	\$4,573,220	2.403%	42.250%	1.02%
Total allowed operating costs	\$10,824,406		100.000%	1.95%
Discontinue Balancing Account Rate Adjustment (2013-2017) to cover Migration				2.46%
Refuse Rate Index Adjusted for Balancing Account				4.41%

R3's Calculated Rate Adjustment

Cost Category	1-1-14 Rate Rev Base Breakdown	7-01-13 to 6-30-14 Change In Index	Percentage Weight for Each Cost Category	Weighted Percentage Change for Each Cost Category
Labor	\$2,647,607	3.230%	24.460%	0.790%
Fuel	\$737,564	-1.690%	6.810%	-0.120%
Vehicle Replacement	\$468,289	0.910%	4.330%	0.040%
Vehicle Maintenance	\$296,724	2.090%	2.740%	0.060%
Disposal Fee	\$1,576,783	1.110%	14.570%	0.160%
Organic Waste Processing Fee	\$524,219	0.000%	4.840%	0.000%
Other operating costs	\$4,569,685	2.400%	42.220%	1.010%
Total allowed operating costs	\$10,820,871		99.970%	1.940%
Discontinue Balancing Account Rate Adjustment (2013-2017) to cover Migration				0.00%
Refuse Rate Index				1.940%

Revised Figure

Cost Category not addressed

Attachment 4

DATE: September 2, 2014

TO: Sandeep Karkal, Manager and Engineer and the Novato Sanitary District Board of Directors

FROM: Novato Disposal Service, Inc.

SUBJECT: Novato Disposal Migration Study

Pursuant to a continuing conversation we have had with the District regarding the impact of cart size migration on the franchise revenues generated from the current rates, we have performed a study to quantify that impact.

As you are aware, our current rates are structured to encourage source separation of recyclables from the household waste stream. The 20 gallon cart is offered at an attractive rate and residents are encouraged to separate all recyclable materials from their refuse and in turn they are incentivized to downsize their waste carts from the higher volume 96 gal. and 64 gal. to the lower volume 32 gal. and 20 gal. carts.

We have looked at the flow of migration over several years and determined the impact on franchise revenues between Q 4 2013 and Q 1 2010. We have used the cart count data reported to the District on the quarterly reports submitted as a basis for this analysis.

As you have become aware, one of the side effects of migration has been the increase in waste included by residents in the blue recycling cart. As some downsize their carts they may find that at times there is insufficient capacity to accommodate all the non-recyclable materials they need to discard. A convenient way to do that is to put it in the higher volume blue recycling cart. That increases the residuals we must process and discard. Residuals are what is left over once the blue cart contents are processed and all divertible materials are separated on the sort line. That has a detrimental impact on our diversion percentage and our costs of processing the contents of the recycling cart.

An additional fact that we believe is important is that the Franchise Agreement between Novato Disposal and the District requires the maintenance of a balancing account for recycling revenue beginning January 1, 2008. Every 5 years we are to divide that balancing account balance by five and reflect that 1/5th in the rates over the next 5 years. As of 12/31/11 that balancing account was \$1,124,671 and dividing that by 5 = \$224,934 and we were required to reduce the 2013 to 2017 rates by 2.46% per year to recapture that balance. As of the end of 2014, we have recovered \$224,934 X 2 years. That means our rates will continue to be reduced by that 2.46% for the next 3 years (2015,2016 and 2017). The balancing account started over at the beginning of 2012 and at the end of the two years 2012 and 2013 the balance is \$431,685. That means it is increasing at an average of \$215,843 per year which will have to be reflected in the 2018-2022 rates. What that mean is that the balancing account is

Attachment 4

going to continue to keep our rates lower by about 2.46% than where they would be without the balancing account.

While reflecting on the results of the Migration Study, we noticed that there appears to be a correlation between cart migration and the additional revenue from recycling reflected in the balancing account. We believe the reason is that the balancing account goes up as the recycling tons go up and the recycling tons go up as people divert more and as they divert more they migrate down to the 20 gallon can. We have noticed that the annual \$224,934 being deducted from the rate to recover the balancing account balance over 5 years is roughly the same as the rate revenue being lost from the effects of cart migration. We therefore propose that the balancing account is offset by cart migration and that the balancing account be discontinued and that our 2015 rates go up by the RRI - 1.95% plus the 2.46% that the balancing account recovery of \$224,934/year is reducing the franchise rates. That would give us a total rate adjustment of 4.41% for 2015 and would eliminate that 2.46% rate adjustment going forward and would solve the issue of cart migration in a logical and effective way.

Let us know your thoughts. We would like to solve this issue of cart migration lowering rate revenues in a reasonable manner and believe this proposal achieves that objective. And it uses the balancing account to fund this essential incentive to residents that demonstrably encourages recycling.

Novato Disposal Service

Attachment 4

**NOVATO SANITARY DISTRICT
ANALYSIS OF MIGRATION'S IMPACT ON FRANCHISE REVENUES
FROM Q 1 2010 TO Q 4 2013**

SERVICE	CUSTOMER COUNTS NDS 4Q 2013	CUSTOMER COUNTS NDS 4Q 2012	CUSTOMER COUNTS NDS 4Q 2011	CUSTOMER COUNTS NDS 1Q 2011	CUSTOMER COUNTS NDS 1Q 2010	EXPECTED COUNTS IF NO MIGRATION NDS 4Q 2013 *	COUNT VARIANCE FROM EXPECTED-NO MIGRATION	RATES IN EFFECT FOR THE NSD 1-1-14	MONTHLY REVENUE LOST FROM MIGRATION Q4 2013 VS Q1 2010
RESIDENTIAL									
1-20 gal 1 x wk	1,926	1,632	1,364	1,162	833	857	1,069	\$11.58	\$12,379
1-32 gal 1 x wk	11,417	11,420	11,350	11,376	11,514	11,849	-432	\$18.52	(\$8,001)
1-64 gal 1 x wk	3,073	3,060	3,113	3,221	3,509	3,611	-538	\$37.02	(\$19,917)
1-96 gal 1 x wk	304	303	333	352	385	396	-92	\$55.55	(\$5,111)
Non-Auto	6	6	7	11	13	13	-7	\$37.02	(\$259)
TOTALS	16,726	16,421	16,167	16,122	16,254	16,726	0		(\$20,908)
Migration's Impact on Franchise Revenues									
Total 2013 Company Collection Revenue									
Rate Adjustment Required									
									(\$250,897)
									\$9,469,534
									2.65%

* Expected counts are determined by taking the Q 1 2010 counts by cart size and dividing each line by the total of all 2010 carts to determine the % each size cart bears to total number of carts. That % is applied to the total Q 4 2013 carts to determine how many of each size cart there would be in Q 4 2013 if there were no migration.

Exhibit 7
Recyclable Materials Balancing Account

1. Recyclable Material Per Ton Net Revenue Amount.

Fair Market Value - For purposes of forecasting recyclable material net revenues for 2008, the Company shall use the calculated fair market value of recyclable material revenues for 2006, which shall equal the annual total of the fair market value for such material for each month times the associated monthly tonnage collected or received by the Company for calendar year 2006, times any applicable growth rate (the 2006 Projected Revenues). A similar methodology will be used for purposes of forecasting recyclable material sales revenues for subsequent years. That fair market value shall be calculated as follows:

- a. The fair market value of net revenue paid by related parties to the Company for recyclable materials net of processing costs, and any and all other costs (the Per Ton Net Revenue Amount), shall initially be set at \$44.85 per ton effective July 2005. This initial Per Ton Net Revenue Amount will be adjusted on a monthly basis, as described below.
- b. The prior month Per Ton Net Revenue Amount shall be adjusted for purposes of establishing the Per Ton Net Revenue Amount for the current month based on changes to the Official Board Markets Transacted Paper Stock Prices (OBM Index Prices) as reported for "San Francisco" as follows:
 - i. The starting point for the Per Ton Net Revenue Amount shall be \$44.85 per ton effective July 2005.
 - ii. The Per Ton Net Revenue Amount shall be adjusted monthly based on changes to the OBM Index Prices for Mixed Paper, #8 Newspaper and OCC as reported in the first weekly OBM issue of each month. The OBM Index Prices for each of these commodities shall be set at the average of the high and low prices reported each month, which are \$67.50, \$87.50 and \$87.50 respectively for July 2005.
 - iii. The weighted average percentages for Mixed Paper, #8 Newspaper and OCC for purposes of applying the OBM Index Prices shall be 46%, 46% and 8% respectively.
 - iv. Every month, one hundred percent (100%) of the weighted average O.B.M. index price adjustment (up or down) compared to the previous month shall be added or subtracted from the prior month Per Ton Revenue Amount for purposes of establishing the Per Ton Revenue Amount for each month.
- c. Example: The OBM Index Price adjustments from July 2005 to August 2005 for Mixed Paper, #8 Newspaper and OCC were -\$10/ton, -\$5/ton and -\$10/ton respectively. Applying the above referenced weighted average by material type, the price change July to August is -\$9.00/ton. The Per Ton Net Revenue Amount for July 2005 would decrease from \$44.85 to \$35.85 which is the Per Ton Net Revenue Amount for August 2005.

Exhibit 7
Recyclable Materials Balancing Account

- d. The calculated Per Ton Net Revenue Amount for each month shall be applied to all tonnages collected or received by the Company through the recycling program and delivered to related parties for processing for that month, including any and all processing residue, contaminants, non-processable or other material tonnages.
- e. Notwithstanding any provision of this Agreement to the contrary, at no time shall the Per Ton Net Revenue Amount paid by a related party be less than \$10 per ton (The Floor Price) nor more than \$80 per ton (The Ceiling Price) – The Floor Price and Ceiling Price shall be adjusted for the full impact of any change in the CRV value as provided for below.
- f. In the event of any future changes to the California Redemption Value (CRV) paid by the State of California, the Per Ton Net Revenue Amount shall be adjusted to account for that relative impact on the Per Ton Net Revenue Amount. That impact shall be determined by multiplying the total applicable CRV tons for the prior 12 months times the applicable net change in CRV per ton revenue to project the total additional annual CRV revenue. This total additional annual CRV revenue shall then be divided by the total tonnage collected or received by the Company through the recycling program for the prior 12 months to determine the net additional per ton revenue amount that shall be added to the calculated Per Ton Net Revenue Amount going forward. The parties agree that should the CRV value be adjusted on or after July 1, 2007, as provided for in the California Beverage Container Recycling and Litter Reduction Act, allowances will be made to the rates that are set for 2008 and beyond to fully account for this change, notwithstanding any provision of this Agreement to the contrary.

2. Balancing Account Calculation for Recyclable Materials.

Because of the potential volatility of recyclable material prices, the District and the Company agree to establish a Balancing Account for recyclable material sales revenue. The Balancing Account amount will be based on the difference between the projected revenues for each year (as calculated using the above methodology) and the calculated revenues for that year (i.e., the annual total of the actual monthly tonnage times the calculated Per Ton Revenue Amount for each month using the methodology described above).

- a. For purposes of tracking the Balancing Account amount, the Company shall provide the District with an annual report that includes:
 - i. A copy of the OBM Index Prices as reported in the first issue of each month;
 - ii. The total commingled recyclable tonnage delivered to any related party for processing;
 - iii. The calculated current month Per Ton Revenue Amount and the calculation used to determine that amount;
 - iv. The total monthly Calculated Revenue equal to the total tonnage collected or

Attachment 5

Exhibit 7 Recyclable Materials Balancing Account

- received by the Company through the recycling program and delivered to the related parties for processing times the calculated monthly Per Ton Revenue Amount); and
- v. All prior year to date monthly figures for the calendar year for items (ii) through (iv) above.
- b. The net cumulative Balancing Account amount for 2008 through 2011 shall be accounted for in full in setting the rates for Calendar Year 2013 as follows:
 - i. The net cumulative Balancing Account will be divided by five (to account for rates in 2013, 2014, 2015, 2016 and 2017) (the annualized Balancing Account amount);
 - ii. The Company's fiscal year 2011 audited financial statement rate revenue will be divided by the annualized Balancing Account amount to calculate the annualized Balancing Account rate adjustment; and
 - c. The calculated RRI rate adjustment for 2013 will be adjusted up (if the Balancing Account amount is due to the Company) or down (if the Balancing Account amount is due to the District) by the annualized Balancing Account rate adjustment, which shall be carried forward through rate year 2016.
 - d. The net cumulative Balancing Account amount for 2012 through 2016 shall be accounted for in full in setting the rates for Calendar Year 2018 by dividing that amount by five (to account for rates in 2018, 2019, 2020, 2021 and 2022) and applying the same rate adjustment methodology specified for Calendar Year 2013 in Section 6.6.6.2.2 above.
 - e. The net cumulative Balancing Account amount for 2017 through 2021 shall be accounted for in full in setting the rates for Calendar Year 2023 by dividing that amount by three (to account for rates in 2023, 2024 and 2025) and applying the same rate adjustment methodology specified for Calendar Year 2013 in Section 6.6.6.2.2 above.
 - f. The cumulative balancing account amount for Calendar Years 2022 through 2025 shall be paid by the applicable party to the other party in no less than equal annual payments over a period of no more than four years starting January 1, 2026, without interest.
 - g. In the event that a Detailed Rate Review is conducted the impact of the Balancing Account will be factored into the associated rate adjustment for that year in the same manner specified for Calendar Year 2013 in Section 6.6.6.2.2 above.
 - h. Exit Clause. -The parties agree that the proposed methodology is intended to provide a reasonable projection of the fair market value of revenues paid by third parties to the Company. Recyclable material commodity prices can, however, be extremely volatile and factors other than those accounted for in the proposed methodology may impact the fair market value of revenues. To provide a contingency for such potential

Exhibit 7
Recyclable Materials Balancing Account

events, each party shall have the right to terminate the use of the methodology for establishing the monthly Per Ton Revenue Amount described in this Section at any time during the term of this Agreement at either party's sole discretion. The notification shall be in writing and shall be effective thirty calendar days after receipt. The exercising of said option shall not remove either party's obligation to the other party for any Balancing Account balance at the time said option is exercised and becomes effective.

- i. In the event that either party exercises its option to terminate the methodology for establishing the Per Ton Revenue Amount, the parties agree to negotiate a new methodology that is acceptable to both parties. In the event that the parties cannot agree on acceptable changes to the methodology, the fair market value will be based on a review of actual related recyclable material sales revenues and related processing expenses.

1

Attachment 6

San Francisco OBM Prices (average of high & low) ⁽¹⁾																			
OBM Per Ton Revenue Amount	Ceiling / Floor Price	CRV Per Ton Adjustment	Per Ton Net Revenue Amount	Mixed Paper		Variance vs. Prior Month		Price Adjustment											
				#8 NP 46%	OCC 8%	#8 NP	OCC	100%	Total Tons	Total Revenue									
weighted %=																			
2012																			
Jan	\$70.50	\$4.19	\$74.69	\$82.50	\$120.00	\$135.00	\$4.60	\$55.20	\$10.79	\$70.60	933	\$	69,685						
Feb	\$73.60	\$4.19	\$77.79	\$87.50	\$120.00	\$145.00	\$2.30	\$0.00	\$0.80	\$3.10	859	\$	66,820						
Mar	\$73.60	\$4.19	\$77.79	\$87.50	\$120.00	\$145.00	\$0.00	\$0.00	\$0.00	\$0.00	1,001	\$	77,866						
Apr	\$73.60	\$4.19	\$77.79	\$87.50	\$120.00	\$145.00	\$0.00	\$0.00	\$0.00	\$0.00	924	\$	71,877						
May	\$72.80	\$4.19	\$76.99	\$87.50	\$120.00	\$135.00	\$0.00	\$0.00	\$-0.80	\$-0.80	968	\$	74,526						
Jun	\$71.60	\$4.19	\$75.79	\$87.50	\$120.00	\$120.00	\$0.00	\$0.00	\$-1.20	\$-1.20	1,051	\$	79,655						
Jul	\$68.90	\$4.19	\$73.09	\$82.50	\$120.00	\$115.00	\$-2.30	\$0.00	\$-0.40	\$-2.70	1,162	\$	84,931						
Aug	\$52.00	\$4.19	\$56.19	\$67.50	\$100.00	\$105.00	\$-6.90	\$-9.20	\$-0.80	\$-16.90	1,013	\$	56,920						
Sep	\$38.35	\$4.19	\$42.54	\$52.50	\$92.50	\$92.50	\$-6.90	\$-5.75	\$-1.00	\$-13.65	900	\$	38,286						
Oct	\$50.85	\$4.19	\$55.04	\$67.50	\$97.50	\$105.00	\$6.90	\$4.60	\$1.00	\$12.50	1,054	\$	58,012						
Nov	\$60.10	\$4.19	\$64.29	\$77.50	\$105.00	\$120.00	\$4.60	\$3.45	\$1.20	\$9.25	1,096	\$	70,461						
Dec	\$54.70	\$4.19	\$58.89	\$72.50	\$100.00	\$110.00	\$-2.30	\$-2.30	\$-0.80	\$-5.40	1,052	\$	61,952						
2012 Balancing Account Calculated Revenues =										\$	810,991								
2012 Projected Recyclable Materials Revenue =										542,420									
July 1, 2007 CRV Adjustment =										40,664									
Total 2012 Balancing Account Projected Revenues =										583,084									
2012 Balancing Account Due to District (Company)										227,907									
2013																			
Jan	\$54.70	\$4.19	\$58.89	\$72.50	\$100.00	\$110.00	\$0.00	\$0.00	\$0.00	\$0.00	1,092	\$	64,307						
Feb	\$59.70	\$4.19	\$63.89	\$82.50	\$100.00	\$115.00	\$4.60	\$0.00	\$0.40	\$5.00	927	\$	59,226						
Mar	\$60.50	\$4.19	\$64.69	\$82.50	\$100.00	\$125.00	\$0.00	\$0.00	\$0.80	\$0.80	1,010	\$	65,336						
Apr	\$60.50	\$4.19	\$64.69	\$82.50	\$100.00	\$125.00	\$0.00	\$0.00	\$0.00	\$0.00	1,054	\$	68,182						
May	\$52.80	\$4.19	\$56.99	\$72.50	\$95.00	\$115.00	\$-4.60	\$-2.30	\$-0.80	\$-7.70	1,091	\$	62,175						
Jun	\$49.35	\$4.19	\$53.54	\$72.50	\$87.50	\$115.00	\$0.00	\$-3.45	\$0.00	\$-3.45	1,027	\$	54,985						
Jul	\$49.75	\$4.19	\$53.94	\$72.50	\$87.50	\$120.00	\$0.00	\$0.00	\$0.40	\$0.40	1,078	\$	58,146						
Aug	\$45.55	\$4.19	\$49.74	\$67.50	\$82.50	\$125.00	\$-2.30	\$-2.30	\$0.40	\$-4.20	1,020	\$	50,733						
Sep	\$45.55	\$4.19	\$49.74	\$67.50	\$82.50	\$125.00	\$0.00	\$0.00	\$0.00	\$0.00	960	\$	47,749						
Oct	\$45.55	\$4.19	\$49.74	\$67.50	\$82.50	\$125.00	\$0.00	\$0.00	\$0.00	\$0.00	1,016	\$	50,534						
Nov	\$45.55	\$4.19	\$49.74	\$67.50	\$82.50	\$125.00	\$0.00	\$0.00	\$0.00	\$0.00	978	\$	48,644						
Dec	\$40.15	\$4.19	\$44.34	\$62.50	\$77.50	\$115.00	\$-2.30	\$-2.30	\$-0.80	\$-5.40	1,091	\$	48,373						
2013 Balancing Account Calculated Revenues =										\$	678,389								
2013 Projected Recyclable Materials Revenue =										542,420									
July 1, 2007 CRV Adjustment =										40,664									
Total 2013 Balancing Account Projected Revenues =										583,084									
2013 Balancing Account Due to District (Company)										95,305									
NET BALANCING ACCOUNT FOR 2012-2013 DUE TO DISTRICT (COMPANY) =										323,212									

⁽¹⁾ First weekly OBM issue of each month
Floor per ton = \$10.00 Max = \$80.00 (to be adjusted for any change in CRV)



October 8, 2014

Sent Via Email

Steve McCaffrey
The Ratto Group
P.O. Box 1916
Santa Rosa, California 95402

RE: Redwood Landfill – Commercial Food Waste

Dear Steve,

I wanted to send you a follow-up letter regarding Redwood's ability to accept source separated commercial food waste as part of our compost program. Since the CASP compost operation is new to us and over the years we have been successful in maintaining certain compost certifications and have focused heavily on compost quality standards, we want to enter the commercial food program slowly to ensure our product quality and certifications are not negatively impacted.

We believe that Redwood will be in a position to accept up to 30 tons of commercial food waste per week on or about April 2015. The commercial food we will be interested in considering for acceptance must be select commercial food waste loads that must contain clean food waste and have not gone through a transfer station or processing facility, and will meet Redwood's OMRI certification and quality criteria. Clean food waste is currently defined as having less than 1% contamination by volume, however, new CalRecycle regulations, when enacted, will set finished compost contamination limits at 0.1% by weight. When these regulations go into effect, our contamination limits on inbound feedstock will also have to decrease to 0.1% by weight so that our finished product maintains compliance.

Our proposal is that clean food waste loads be charged at a rate of \$50 per ton for up to 30 tons per week. Contaminated commercial food waste loads (loads greater than 1% contamination volume) delivered as compostable will be sent to landfill and charged the negotiated Agreement disposal rate for that jurisdiction plus a \$5 per ton handling fee.

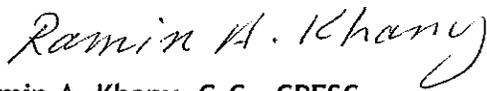
As referenced above, Redwood Landfill will not accept any commercial food waste until the CASP system is constructed and we have completed start-up activities. The CASP is currently under construction, and start-up is expected to begin later this year in November or December. We currently anticipate completion of start-up activities in April of 2015 at which time we will begin to address acceptance of commercial food sources. Once the CASP is operational, Redwood will work with North Bay to communicate the status of start-up progress. We will also work with your team to assure that sources are certified, loads are clean, and the definition and levels of contamination are well understood by both parties. North Bay should know that the process may be tedious at first as customers will need to be

educated and trained on what is acceptable for our operation and that feedstock quality is significant concern.

Redwood appreciates the opportunity to offer a commercial food waste solution to North Bay and your customers. We look forward to your ongoing business and support in making commercial food waste composting a reality and ensuring that the sources of food are certified and meet the quality requirements.

Please do not hesitate to call with any questions or concerns.

Sincerely,

A handwritten signature in cursive script that reads "Ramin A. Khany". The signature is written in black ink and is positioned above the printed name.

Ramin A. Khany, G.C., CPESC

District Manager

Redwood Landfill & Recycling Center

CITY OF NOVATO & DISTRICT AB939 DISPOSAL AND DIVERSION MONITORING

Haulers: Novato Disposal
Self Haulers

Reporting period: January - December 2014

A. 2014 DIVERSION	<u>1st Qtr.</u>	<u>2nd Qtr</u>	<u>3rd Qtr.</u>	<u>4th Qtr.</u>	<u>TOTAL 2014</u>
Novato Disposal Recycled (Curbside & Buyback)	3,047.00	2,996.00			
MRRC recovery	587.81	796.09			
Self haul Inerts Diverted Redwood Landfill	1,357.07	1,444.50			
Redwood Landfill self haul C&D& wood waste recycled	127.67	80.63			
City of Novato C&D diverted(included in Novato Disposal)	N/A	N/A			
ADC from MRRC	0.00	0.00			
Compost from MRRC	46.34	56.88			
Greenwaste From Redwood Landfill self haul/compost	79.31	101.68			
Novato Disposal Inerts	717.00	1,042.00			
Novato Disposal Green/Food Waste used for compost	3,048.00	3,360.00			
Novato Disposal commercial food waste used for compost	19.00	27.00			
North Marin Metal Recycling	10.36	N/A			
2014 TOTAL TONS DIVERTED	9,039.56	9,904.78			
B. 2014 DISPOSAL					
MSW& Debris Box/Novato Disposal	6,204.00	6,537.00			
MRRC Residuals	332.61	290.72			
MRRC Wood/Yard Waste incinerated/transformation	99.72	108.75			
Redwood Landfill self haul C&D waste disposed	526.76	707.84			
Novato waste disposed out-of-county	11.48	N/A			
2014 TOTAL TONS DISPOSED	7,174.57	7,644.31			
C. 2014 TOTAL WASTE GENERATED(TONS)	16,214.13	17,549.09			
D. COMPLIANCE WITH AB939 DIVERSION MANDATE	56.37%	57.06%			
Percent Diverted Using Generation Based Calculation Method(includes 10% incineration waste)					

REDWOOD LANDFILL SELF HAUL BREAKDOWN (TONS)

	<u>1st Qtr.</u>	<u>2nd Qtr</u>	<u>3rd Qtr.</u>	<u>4th Qtr.</u>	<u>TOTAL 2014</u>
Inerts/ Diverted	1,357.07	1,444.50			
Greenwaste Diverted/compost	79.31	101.68			
C&D/ Disposed	526.76	707.84			
C&D & Wood Waste Recycled	127.67	80.63			
Total	2,090.81	2,334.65			
Percent Redwood self haul diverted	74.81%	69.68%			

HHW FACILITY SUMMARY 2014	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
Total Participants	225	169	196	231	280	249	299	280	293				2,222
Been to events before?(Yes)	181	138	162	183	222	190	241	232	230				1,779
Permanent facility?	160	118	139	149	194	171	202	197	190				1,520
Temporary events?	33	26	34	38	49	34	49	48	56				367
First time user?	44	31	34	48	58	59	58	48	63				443
Type of waste brought in?													
Antifreeze	21	13	12	13	16	22	18	25	24				164
Asbestos	1	0	7	2	3	3	2	4	5				27
Auto products	29	15	36	31	45	32	39	43	38				308
Car batteries	7	3	2	9	13	6	5	9	6				60
Computer monitors	25	12	11	7	22	19	18	30	16				160
Cements, sealers	25	19	27	27	47	40	38	45	35				303
Fluorescent tubes & bulbs	36	24	33	27	46	29	42	49	33				319
Household batteries	45	36	43	50	60	55	56	65	55				465
Household cleaners, polishes	51	36	54	58	72	56	72	76	73				548
Latex paint	71	62	72	83	117	111	116	120	106				858
Mercury Waste	4	1	2	3	2	5	6	3	2				28
Motor oil/filters	26	20	28	32	34	31	37	45	30				283
Old gasoline	9	9	8	17	12	12	11	17	14				109
Oil base paint	47	39	55	68	81	80	77	103	70				620
Paint thinners, solvents	52	51	53	70	93	69	69	92	82				631
Pesticides, herbicides, insecticides	40	23	46	44	60	49	60	67	61				450
Pet care products	5	2	9	9	9	6	6	6	3				55
Photo chemicals	0	1	1	1	1	2	3	2	1				12
Pool Chemicals	6	3	2	6	14	3	13	9	11				67
Propane/helium tanks/fire extinguishers	18	13	23	31	31	26	32	29	27				230
Sharps	2	1	2	3	5	2	5	7	2				29
Spray paints	35	26	31	39	44	55	37	69	49				385
Television	43	24	41	28	21	30	30	24	26				267
Thermometers/Thermostats	2	1	3	1	2	6	1	3	2				21
Wood preservatives, stains	25	25	28	39	42	40	43	51	41				334
Other	46	40	37	36	52	45	47	49	57				409
Hear about program?													
Recycling Center flier	92	76	64	104	126	111	111	104	116				904
Novato Advance ad	5	10	8	13	10	9	17	14	11				97
<i>Novato Patch ad</i>	2	2	3	8	12	6	16	8	7				64
Word of mouth	49	29	38	31	38	41	51	36	47				360
Novato Disposal newsletter	85	62	79	107	100	94	121	111	118				877
Sanitary District newsletter	13	21	17	21	28	18	30	27	26				201
Sanitary District website	18	15	16	12	13	11	23	32	22				162
Other	26	15	25	10	11	15	16	25	18				161

HHW FACILITY SUMMARY 2014	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
Change your own motor oil?													
Yes	39	21	31	28	35	32	36	37	27				286
Novato Recycling Center	30	15	20	22	27	24	23	27	19				207
Kragens	10	8	10	7	11	11	12	14	8				91
Pennzoil	1	0	4	0	0	0	1	3	1				10
Other	0	0	0	0	1	2	2	0	2				7
If yes, want curbside pickup?	11	6	10	10	15	13	13	13	12				103
No	186	148	165	203	245	221	263	243	266				1,940
Comments													
Compliments/Good	64	50	55	79	82	88	77	98	102				695
Complaints	1	0	2	0	2	1	1	2	4				13

HHW PARTICIPANTS 2006 - 2014

	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>Totals</u>	
2014	225	169	196	231	280	249	299	280	293				2,222	open 3 days in April
2013	169	172	193	281	250	223	261	269	231	347	248	181	2,825	
2012	142	189	186	152	220	183	217	250	182	251	205	129	2,306	
2011	113	173	94	275	186	191	184	250	187	297	220	174	2,344	
2010	111	152	199	187	175	212	168	256	162	238	148	100	2,108	August 6 days
2009	138	102	117	184	146	201	179	237	189	183	170	188	2,034	August 6 days
2008	101	118	155	198	147	132	186	156	187	205	130	121	1,836	
2007	96	90	111	110	113	98	129	136	152	133	131	117	1,416	
2006	57	118	115	112	140	111	145	120	119	95	106	73	1,311	
% Change from 2013	33.14%	-1.74%	1.55%	-17.79%	12.00%	11.66%	14.56%	4.09%	26.84%					

HHW Facility Monthly Participation 2006- 2014

