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## **BOARD OF DIRECTORS REGULAR MEETING**

### **AGENDA**

**MAY 22, 2025 - 3:00 P.M.**

Walnut Creek City Hall, 3<sup>rd</sup> Floor Conference Room  
(Use elevator by City Council Chambers)  
1666 North Main Street, Walnut Creek

**1. CALL TO ORDER, ROLL CALL, AND PLEDGE OF ALLEGIANCE**

**2. PUBLIC COMMENT ON ITEMS NOT ON THIS AGENDA**

Please submit a speaker card to the Board Secretary. When Board Chair calls on you, please state your name, company and/or address for the record. There is a three-minute limit to present your information. (The Board Chair may direct questions to any member of the audience as appropriate at any time during the meeting.)

**3. CONSENT ITEMS**

All items listed in the Consent Calendar may be acted upon in one motion. However, any item may be removed from the Consent Calendar by request by a member of the Board, public, or staff, and considered separately.

- a. Approve Minutes of the Regular Board Meeting on April 24, 2025\*

**4. PRESENTATIONS**

- a. 2025 Waste Reduction Student Scholarships\*  
Board of Director's Recognition and Presentation of 2025 Scholarship Award to the Waste Reduction Student Scholarship Recipient.

**5. INFORMATION ITEMS**

These reports are provided for information only. No Board action is required.

- a. Executive Director's Monthly Report\*  
b. Future Agenda Items\*

## 6. **CLOSED SESSION**

- a. **Public Employee Performance Evaluation**  
Pursuant to Government Code Section 54957

Title: Executive Director

## 7. **BOARD COMMUNICATIONS AND ANNOUNCEMENTS**

## 8. **ADJOURNMENT**

*\*Corresponding Agenda Report or Attachment is included in this Board packet.*

### **ADDRESSING THE BOARD ON AN ITEM ON THE AGENDA**

Persons wishing to speak on PUBLIC HEARINGS and OTHER MATTERS listed on the agenda will be heard when the Chair calls for comments from the audience, except on public hearing items previously heard and closed to public comment. The Chair may specify the number of minutes each person will be permitted to speak based on the number of persons wishing to speak and the time available. After the public has commented, the item is closed to further public comment and brought to the Board for discussion and action. There is no further comment permitted from the audience unless invited by the Board.

### **ADDRESSING THE BOARD ON AN ITEM NOT ON THE AGENDA**

In accordance with State law, the Board is prohibited from discussing items not calendared on the agenda. For that reason, members of the public wishing to discuss or present a matter to the Board other than a matter which is on the Agenda are requested to present the matter in writing to RecycleSmart Board Secretary at least one week prior to a regularly scheduled Board meeting date. If you are unable to do this, you may make an announcement to the Board of your concern under PUBLIC COMMENTS. Matters brought up which are not on the agenda may be referred to staff for action or calendared on a future agenda.

### **AMERICANS WITH DISABILITIES ACT**

In accordance with the Americans With Disabilities Act and California Law, it is the policy of the Central Contra Costa Solid Waste Authority dba RecycleSmart to offer its public meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are disabled and require special accommodations to participate, please contact RecycleSmart Board Secretary at least 48 hours in advance of the meeting at (925) 906-1801.

**REGULAR BOARD MEETING OF THE  
CENTRAL CONTRA COSTA SOLID WASTE AUTHORITY  
HELD ON APRIL 24, 2025**

The regular Board Meeting of the Central Contra Costa Solid Waste Authority's (CCCSWA's), aka RecycleSmart, Board of Directors convened at Walnut Creek City Hall, 3<sup>rd</sup> Floor Conference Room, 1666 North Main Street, City of Walnut Creek, Contra Costa County, State of California, on April 24, 2025. Chair Candace Andersen called the meeting to order at 3:00 P.M.

PRESENT: Board Members: Candace Andersen, Chair  
Newell Arnerich  
Gina Dawson\*  
Darlene Gee  
Lisa Maglio  
Renee Morgan, Vice Chair  
Janet Riley  
\*Arrived after Roll Call

ABSENT: Board Members: Ken Carlson  
Brian Dolan  
Matt Francois  
John McCormick  
Cindy Silva

**Staff members present:** David Krueger, Executive Director; Janna McKay, Program Manager; Grace Comas, Senior Accountant; Judith Silver, Senior Program Manager; Ashley Louisiana, Program Manager; Jennifer Faught, Program Manager; and Deborah L. Miller, CCCSWA Counsel.

1. **CALL TO ORDER, ROLL CALL, AND PLEDGE OF ALLEGIANCE**
2. **PUBLIC COMMENT ON ITEMS NOT ON THIS AGENDA**

No written comments were submitted, or oral comments made, by any member of the public.

3. **CONSENT ITEMS**

- a. Approve Minutes of the Regular Board Meeting on March 27, 2025
- b. Approve the Addition of the Juneteenth Holiday to the Authority's Observed Holidays, Effective June 19, 2025
- c. Authorize Positions on 2025 Bills as Recommended by the Legislative Committee and Authorize the Executive Director to Send Letters as Appropriate

No written comments were submitted, or oral comments made, by any member of the public.

MOTION by Vice Chair Morgan to approve Consent Items a, b and c, as submitted. SECOND by Board Member Riley.

MOTION PASSED unanimously by a voice vote.

**4. WELCOME NEW BOARD MEMBER DARLENE GEE, CITY OF ORINDA**

Chair Andersen and the rest of the Board warmly welcomed Darlene Gee, representing the City of Orinda, to the Central Contra Costa Solid Waste Authority's Board of Directors.

Chair Andersen advised that the agenda would be modified to consider the Action Items prior to the Presentations on the meeting agenda to ensure the retention of a quorum.

**5. ACTION ITEMS**

**a. Operations Fund and Reuse Fund Budgets for Fiscal Year 2025-26**

1. Adopt Operations Fund and Reuse Fund Budgets for Fiscal Year 2025-26, as set forth in Attachments A and B to the Staff Report dated April 24, 2025
2. Adopt the Revised Salary Schedule, as Set Forth in Attachment D to the Staff Report dated April 24, 2025

Executive Director David Krueger presented the Operations Fund and Reuse Fund Budgets for FY 2025-26 that would start July 1, 2025. He explained that the revenue for the budget primarily came from customer rates, with occasional grant funding from the state and revenue share from Mt. Diablo Resource Recovery (MDRR) for the sale of recycles.

Mr. Krueger described the expenses associated with the administration of the Joint Powers Agency (JPA) and to do the recycling and diversion programs like the Schools Program and newsletter, representing about 5 percent of the budget. The money paid MDRR to process recyclables represented 4 percent of the budget, and the money paid to MDRR to do the Reuse Program represented about 2 percent of the budget. In terms of overall revenues, revenues had gone down 20 percent given one-time grant funding that would not be available next year and a one-time reimbursement for the Request for Proposal (RFP) process where the successful proposer would have to reimburse CCCSWA for the costs of doing the process. He reported that total expenses would go down 6 percent due to fewer expenses for the RFP process and grant-funded programs. Most other expenses increased by the 3% change in the Consumer Price Index (CPI).

With respect to grants, Mr. Krueger noted that other than the grants received from the State of California to help with the SB 1383 process, in which two had been received, there was nothing else on the horizon although CCCSWA was always on the lookout for grants.

Mr. Krueger reported that the Personnel Committee had met and recommended a 4.0 percent cost-of-living adjustment to all staff, which had been included in the budget. Janna McKay and Jen Faught's positions had been reclassified to make the job descriptions and pay match the work currently being done, and there were corresponding changes to Ms. McKay's compensation built into the budget.

An overview of Diversion and Recycling Programs was provided by Judith Silver, Senior Program Manager; Ashley Louisiana, Program Manager and Jen Faught, Program Manager.

The overview included a description of the Construction and Demolition Program where RecycleSmart had partnered with MDRR for an auto upload of C&D weigh tickets to the Green Halo software system, which would make it easier to monitor. The software system helped the member agencies manage the waste management plan. In the coming year, RecycleSmart would help Contra Costa County use the Green Halo system and will cover the cost of the unincorporated county area in RecycleSmart's service area.

The Home Composting for Busy People Program was also highlighted along with the Schools Program Compost in a Classroom, a 20-year partnership with the garden at Heather Farms in Walnut Creek. There were still two annual compost giveaways. The goal was to have 20 in-person home composting workshops every year and to reimagine curbside composting. The Outreach and Education Program was highlighted along with the newsletter and texting outreach tool "Hello Recycling Bin" that provided on-demand sorting information.

The grant funds associated with the SB 1383 program had funded the Waste Characterization Study in March and it was now being analyzed to get a better idea of targeted education and follow-up. The analysis was expected over the summer and would provide one number agency-wide and not jurisdiction by jurisdiction. The focus for the remaining grant funds will be on Tier 1 and Tier 2 covered edible food waste generators and providing technical assistance to help them be in compliance with food recovery.

The Schools Program under Ruth Abbe & Associates had led 53 assemblies or classroom presentations last school year reaching over 4,600 students in the service area. There were 13 Wastebusters Awards to recognize schools reaching 75 percent or more diversion. This year would be the first time giving out honorable mentions for schools making a lot of effort. There would be a pilot program for a reusable food ware grant to help schools transition from single-use food ware items to something more durable and usable. Staff participated in 12 community events and farmers markets in partnership with Republic Services, and created an interactive portable photo booth focused on organics recovery and separation, and partnered with the first Repair Café. There would be another Repair Café in Rossmoor on April 25, 2025.

Executive Director Krueger acknowledged Grace Comas, Senior Accountant, for the preparation of the budget.

Deborah Miller, CCCSWA Legal Counsel, advised that Government Code Section 54953 (c)(3) required the legislative body to orally report a summary of recommendation for final action on the salaries of local agency executives during the open meeting in which the final action is to be taken. Consistent with that requirement, she reported that the proposed annual Operating Budget included a cost-of-living allowance of 4.0 percent for all staff including the Executive Director, effective July 1, 2025. A 4.0 percent increase in the Executive Director's current annual salary equated to an increase of \$9,108 for a total compensation of \$236,808. She added that the Personnel Committee was scheduled to complete the Executive Director's annual performance evaluation in May and the COLA increase had been included in the budget for planning purposes at this point.

No written comments were submitted, or oral comments made, by any member of the public.

MOTION by Board Member Arnerich, second by Vice Chair Morgan to adopt the Operations Fund and Reuse Fund Budgets for Fiscal Year 2025-26, as set forth in Attachments A and B to the Staff Report dated April 24, 2025.

MOTION PASSED unanimously by a voice vote.

MOTION by Board Member Arnerich, second by Vice Chair Morgan to adopt the Revised Salary Schedule, as set Forth in Attachment D to the Staff Report dated April 24, 2025.

MOTION PASSED unanimously by a voice vote.

**6. PRESENTATIONS FROM COLLECTION FRANCHISE PROPOSERS**

- a. The report provided for information only. No Board action required.

Legal Counsel Miller advised that new Board Member Brian Dolan, who was not present at this meeting, had asked her to convey the following: Board Member Dolan disclosed that he owned stock in Republic Services currently valued at about \$41,500, and Republic Services had submitted a proposal to provide collection services under a new agreement with RecycleSmart. Under the Political Reform Act given that Board Member Dolan's investment exceeded \$2,000 and because the Collection Services Agreement, if awarded to Republic Services, would result in more than \$1,000,000 in annual gross revenues and would result in Republic Services incurring more than \$250,000 in expenses, the Political Reform Act suggested that it was reasonably foreseeable the Board's decision may have a material financial effect on Board Member Dolan's financial interest.

To avoid even the appearance of impropriety, Board Member Dolan would not make, participate in making or in any way attempt to use his position to influence the governmental decision on the proposed collection services contract, and through this statement and as disclosed on Board Member Dolan's Form 700 Conflict of Interest Statement, Board Member Dolan publicly identified his financial interest that had given rise to his potential conflict of interest and he would recuse himself from voting on the matter and had informed the chair he would not be able to participate in the ad hoc committee related to the Collection Services Agreement. He was not present today and in the future, he would leave the room if there were items related to the award of the Collection Services Agreement and would continue to do so until the matter had concluded.

Executive Director Krueger advised that the current Collection Services Agreement would expire on February 28, 2027, and RecycleSmart had already started the process to have a new contract and potentially a new provider, and had started early because it took quite a while to order trucks required by the new proposal. Two proposals had been received from two companies currently working with RecycleSmart: Republic Services, the current collector, and MDRR, the current recyclables processor. The cost of the proposals was not yet public because negotiations were not complete. When that was done, there would be a recommendation, expected to be made at the July 24, 2025, Board meeting.

YASSER BRENES, President of Republic Services (California) since January 2025, presented the first proposal and introduced his team: Susan Hurl, Municipal Business Manager; Vic Cabrera, General Manager; Manny Gouveia, Area Director of Municipal Sales; and Kimberly Lam, Municipal Manager. He expressed his appreciation for the 30 plus years of relationship in Contra Costa County, and noted there had been some issues in the past. He highlighted the company that had hundreds of employees who lived and worked in the area and the county, explained that Republic Services was a national company in 30 plus states but also a local company as well in that Walnut Creek was Republic Services' base in northern California. He stated the positive side of a national company was having the resources to make sure that the local demands could be met.

While Republic Services had been known in the past as a solid waste and recycling company, that had been changed to a sustainability and environmental solutions company. He detailed the steps that had been taken to achieve those goals with an emphasis on mitigating issues as quickly as possible, safety, community outreach and partnerships, and landfill to gas energy projects across the country. Republic Services was bullish on having customers receive the value they deserved and bullish on electrification of the fleet where they were committed to 30 percent by 2029, proud of the Palomar Center where there was full circularity, and proud of their people, who were their greatest asset.

VICTOR CABRERA, General Manager, reported that Republic served over 65,000 residential accounts and 3,500 commercial accounts, over 410 employees lived in Contra Costa County, and Republic had improved 91 percent in terms of residential missed pickups with a reliability rate in terms of pickups at 98 percent in the past 12 months. He identified the management team at the area office and local office with eight managers and 22 administrative and operational leaders and 95 drivers with long tenure and experience dedicated to RecycleSmart customers. He also identified the supervisory team and the steps that had been taken to improve service.

SUSAN HURL, Municipal Business Manager, noted that she had been with Republic Services for over 30 years at the Pacheco office. She commented that the new transition would be seamless given the routes, the drivers, the vehicles, the data, the systems, knowledge of the service area and the customers, with the right leader at the right time in Mr. Cabrera, who had assembled an operations team that had been set up for success. She stated they were still heavily reliant on people, and the company was only as good as the sum of all its parts. She stated the company had also felt local for her, situated 11 miles from the center of the service center with great freeway access where one could get anywhere quickly to take care of issues. Because she had been with the company for so long, she knew there had been great service and stated they were back to getting that great quality service.

Mr. Cabrera referred to the vehicles involved and the need to use the right type of vehicle for the right area given that there were some challenging service areas in the Lamorinda area. One of the main conversions would be swapping the type of vehicles to one that would be more efficient, more reliable and one that would require less maintenance. He reported that 100 percent of the new fleet would best serve all RecycleSmart customers and would help address the challenges of the past. If there were issues with the trucks, there would be spare parts to use if necessary, with a focus on safety and there would be new leadership to turn things around. Republic was dedicated to handling the calls coming in and shore up the morale of the residents being served with a survey used to rate customer satisfaction, which had improved this year.

MANNY GOUVEIA, Area Director of Municipal Sales, noted that most of the programs in the current contract would be retained in the new contract with additions to those programs including expansions to the current service with a 20-gallon organics cart option for those generating lesser material, and continue to maintain the small, medium and large sized carts. The used oil program would be expanded to include cooking oil, the commercial and multi-family organics program would be expanded to up to six times a week for large complexes, restaurants and those who needed more frequent pickups, and by year three every multi-family and commercial customer would have all three containers at their sites. All metal bins deployed in the field would be repaired and relabeled. For education and outreach at special events, the RFP included an expansion of special event services to 18 events a year hosting collection sites for organics and solid waste to those attending the events. There would also be a localized customer service team and management that would be exclusive to the RecycleSmart service area.

As to sustainability as a company, Republic looked at sustainability holistically with safety as the priority, talent of the employee base and future talent, the communities being served, and climate leadership and the environment. Republic expected to reduce overall greenhouse gas emissions by 35 percent by 2030. The landfills owned by Republic were noted along with the recyclables processed and the three and soon four organics pre-processing facilities.

Mr. Cabrera emphasized the commitment Republic Services had as part of the new proposal for reliable and on-time service and commitment to ensuring that the trucks would be ready to go on a daily basis.

Vice Chair Morgan appreciated the presentation, stated that Republic had done a better job, referred to Republic's reported current customer zeal score of 22 and the goal to routinely get to a score of 40, and asked if that number had ever been met, and Mr. Cabrera stated they had hit 40 for three months out of the last year, and had hit it consistently at intervals during the past five years.

Mr. Brenes explained that Republic's goal was for a score of 50 by 2026. He noted that best in class in the industry was tracking at 32, and while the company was tracking as best in class, its goal was to go above and beyond best in class as an organization.

Vice Chair Morgan asked about the reliability of the trucks and asked when the fleet was expected to be switched over and the reliability of the new trucks expected along with the reliability of the use of electric vehicles.

Mr. Brenes reported that all new trucks that had been put in the bid were to be ready by the start of the contract and arrive by January or prior to that, and get licensing and registration completed. Given a lack of space for both new and old trucks, a simultaneous swap was anticipated. As the trucks arrived from January to March they could be implemented right away.

With respect to the electric trucks, it was reported Republic currently had a fleet on the road now. The electric vehicles referenced under Republic's goal of 30 percent by 2029 would be deployed to the states that were more receptive to them, such as California and Colorado.



Republic had partnered with a company to build an electric truck from the steps up and were confident that by the time some of the full-on city routes were implemented the trucks would be able to provide the services.

Vice Chair Morgan asked about the Smarties program, reported to be part of the annual contamination monitoring process, and Republic reported as part of the SB 1383 route reviews when doing visual inspections, the best sort separators with the least amount of contamination would be selected from each member agency area, to be celebrated for doing the right thing every single day. The top separator would be incentivized by getting a free year of service.

Board Member Arnerich stated in the current contract Republic was several routes short and some had to be added, and the new proposal included them and added others. He asked under the new contract if there would be sufficient trucks to be able to provide the full service for those hard-to-serve areas and Republic indicated that with the new vehicles proposed it was expected that the work would be fully provided.

Board Member Arnerich also referred to missed pickups and referred to the issue of available trucks versus available labor and the repetitive issues involved. He asked how that would be fixed over time.

The Republic response was that the key piece was how to become safer to reduce the injuries that occurred in the workplace that reduced the overall driver pool, with a good ratio of drivers to routes to reduce the injuries in the workplace. The new contract would add on to the head count and have the right number of people, especially during the summer because the summer was the area of most risk. It was noted when Republic was in a position of dire need it could call on support from other Republic areas to overcome short-term labor issues for instance. Republic was always monitoring the turnover ratio and getting employee feedback and understanding what it needed to improve on. It was reiterated that people were their greatest asset.

Board Member Arnerich asked what happened this past January that had sharply increased missed pickups, and Republic described the incidents that had occurred during the week referenced that had turned into a perfect storm of issues that had severely affected service.

As to how to ensure residents that service would be more consistently reliable, Republic understood that ratepayers needed to know that the labor and equipment and spares would be available to do the job. With the new contract, new and more reliable equipment with more special trucks for the hard-to-serve routes would offer much more reliability, as would the new routes.

Speaking to the on-line experience customers now had versus what it would be like under a new contract, Republic representatives stated that would elaborate on digital transformation making the customer's experience as easy and flexible through both the on-line experience and with the app on their phone where customers may not have to speak to anyone at all, and with the dedicated team who would be familiar with the RecycleSmart contract and the differentiation between each member agency. The process would be tailored and specific to RecycleSmart's customers with more digital applications that would mitigate the type of calls normally received in that by 2026, customers would be able to have an ETA and time limit when an individual service would be made.

In addition, escalations were not root caused but now Republic was root causing and finding trends to ensure an appropriate process and response.

Board Member Gee asked about the management team, succession planning and the potential for a lot of management with a new contract.

Mr. Brenes noted that he grew up in this area and durable processes and plans regardless of the management team in the future would be key to making sure the resources were available and provided to ensure continuity.

Mr. Cabrera stated he was also a local resident who wanted to remain local.

The Mt. Diablo Resource Recovery (MDRR) presentation was initiated by KISH RAJAN, CEO and his team: Sal Evola, Executive Director; Mike Scudero, Director of Business Operations; Sarah Davis, Community Relations and Governmental Affairs Manager; and Yannete Rubio, Customer Service Manager.

KISH RAJAN stated MDRR's mission was to serve the community, customers and the environment, knew they had an important role in the community, were competitive and wanted to be successful, do well and achieve. MDRR was a premier service provider in the region and took safety seriously. Every employee was continually trained and supported to understand their role in the business and ensure safety and were committed to be trusted, proven and essential. MDRR was a family business that had been in the community as a service provider for almost 90 years.

Mr. Rajan stated the proposal had a number of key elements from customer service to collection, quality, performance, delivery, safety, commitment to community, outreach, education and engagement, utilization of technology and commitment to sustainability. The customer was always in the center and the best possible customer experience was the goal. A brief video of one of MDRR's customers was played to identify that customer's experience with MDRR.

Mr. Rajan described how the routing had been developed to ensure the creation of appropriate delivery each day with high quality tenured personnel to get the job done, through the maintenance and equipment, tools, trucks and resources needed to perform the functions on a daily basis managed at a high level to ensure that the job was being done well. MDRR had zero open routes, did not miss pickups and brought a high level of service quality to the service territory.

MIKE SCUDERO, Director of Business Operations, stated he would be the General Manager if awarded the contract. He noted that Martinez had managed the Reuse Program since 2015 and knew the community and its unique needs. MDRR had partnered with Design X, a specialized routing company to create routes to provide safety, reliability and quality of life to employees. Each route was a 10-hour a day route and provided a strong work/life balance for the team. The shop performed preventative maintenance on the vehicles so that they were ready the next day and every day, and factored in load weight to take care of the roadways, with high-quality sequencing. A two-part routing system would be employed where a majority of the trucks would be in one area each day to help with coverage and redundancy, if needed, and to ensure the commitment of zero missed routes.

All routes were tracked in real time, all trucks had service verification tablets and every account had to be verified as to service. All trucks had eight cameras including one driver-facing camera to improve safety, accountability and visual verification. The routes had been designed with safety in mind. The driver training program was comprehensive, and every new hire had in-classroom and on-truck training. MDRR had the fourth best rating in California. Technology was critical to the capacity to be able to deliver on the promises made in the bid; the tablet in every truck, the sequence of every route, the ability for managers and supervisors to be able to track in real time the status and progress of completion across the routes, the trucks and their location, and the load balancing to ensure tracking on a daily basis to complete routes with no missed pickups.

If there were issues, MDRR could rapidly deploy resources to accomplish the task, and the cameras allowed MDRR to react in real time to address or get ahead of issues that could lead to large areas of service interruption, which had been used in their territories for years, would continue to evolve and improve on a daily basis into a developed methodology that set MDRR apart.

Mr. Rajan stated that MDRR was a local company, and all their people and the teams were local and knew the service territory well, had outstanding personnel with commitment and dedication to take care of its customers every day, and the technology offered powerful systems on the trucks and inside the customer service operation that enabled management to be fast, productive and consistent in response to issues to ensure delivering on a high level to ensure they were taking care of their customers.

YANNETE RUBIO, Customer Service Manager, explained that one of the goals was to provide professional service for all customers. MDRR planned to hire ten additional customer service representatives to join the team and would cross-train to be able to help when needed. MDRR currently offers voice, email, website, chat, text messages, and one could walk into a local office. MDRR was always analyzing why customers were contacting them and MDRR was always improving the technologies available. It continually monitored the purpose for which people called and compared the calls to the different medium used in that contact to continually monitor the best mechanisms to resolve customer needs based on what they were.

Ms. Rubio stated that customers wanted options and to have their issues addressed quickly, efficiently and swiftly. MDRR took the proactive approach of contacting customers before they contacted MDRR if there were service issues, typically within an hour of a reported issue of a cart not being out, being blocked by vehicles or some other issue that did not allow a pickup, with a priority of having the truck return the same day, or the next day if necessary. The technology also helped customers resolve issues themselves.

Ms. Rubio noted she was proud of her team, the goal was to hit 5 on the customer satisfaction score, which had occurred on multiple occasions. She stated they were constantly sending surveys and feedback was welcomed.

SARAH DAVIS, Community Relations and Governmental Affairs Manager, stated the community relations team was the point of contact for all day-to-day franchise management, and if awarded the contract she would be the Franchise Contract Manager. MDRR had a lot of pride with community engagement and each team member was a member of the Chamber of Commerce and Rotary Clubs in their jurisdictions and remained present and actively involved.

From on-site trainings, presentations to community groups, and tours of the facility, education was important and worked to provide select communication to customers. The MDRR team was always on the same page internally, worked closely with operations and customer service and always collaborated on what they were working on. MDRR also published its first sustainability report to re-enforce the desire to create safe and healthy communities.

Mr. Rajan reported that MDRR had been thinking about and working on the proposal for some time and would not have presented a bid if it did not believe it had the readiness and capacity. MDRR had a high level of confidence to execute a plan to get it done very well, had been working on vehicle procurement, had conversations with suppliers about supply chains, would be prepared, would have a local office, and getting employees and staffing on board would be made a top priority. MDRR had talked about the capability of the systems that would allow it to accommodate a much larger service territory than it had today. This would be a military operation for MDRR in terms of commitment, discipline, people, resources and dedication to executing a transition at the highest possible level, and MDRR would love to bring its capabilities to the service territory as well.

SAL EVOLA stated MDRR had been proud of being the post-collection and reuse provider since 2015, and looked forward to consideration of a new collection provider for RecycleSmart.

Board Member Arnerich acknowledged that there had been a lot of history with MDRR, good and bad, with its servicing, collection and processing the best ever, although he commented that contractually it was a mess and he referred to the recycling component of the contract. He stated the proposal would double the size of the company and double the size of the labor force, and exceed its current investment just to capitalize it, and the coverage that would take would be enormous and of very high risk, and banks and capital markets did not like that. He asked about the plan to get there and suggested that MDRR did not have the buying capacity for the needed equipment.

Mr. Kajan stated there was a lot to the recycling contract that had nothing to do with the size of the company. Because MDRR had been successful over the past several years reinvesting in the company, growing the capital, and driving operational success and profitability, it had modeled what it would take to be able to get the necessary capital, and the syndicated bank it used was very comfortable and eager to participate in the proposal. MDRR had been in contact with multiple truck manufacturers, showed the forecast of what would be necessary, and stated there would be a competition among the providers to deliver to MDRR, which had become an important customer to the lenders that wanted to work with them. He stated they had a fantastic management team that was very dedicated to on-board the staff that would be necessary and be trained in the MDRR way to deliver excellence in service. While there was no question it would be a big deal for MDRR, he was 100 percent certain it could be done.

Asked how many current routes MDRR had, it was reported there were 75 routes, and when asked how MDRR could compare its routes with the many difficult-to-serve routes that Republic had, MDRR reported that it was the amount to be picked up on the route, the number of customers, the hours to be put in. It was reported that a tremendous amount of effort had looked into the entire service territory and the entire demand and breaking that down into executable routes and the time period involved of how many households would need to be serviced in a given day.

MDRR had a lot of experience in designing routes, maintaining equipment, managing people and using the tools that allowed a high degree of confidence that each of those routes could be accomplished every day.

Board Members had a concern for how MDRR would be able to procure the necessary vehicles and labor, and MDRR noted that they had talked to Auto Car for the chassis and two different body manufacturers, and the way the union contracts worked they would be referring Republic employees to the list.

Mr. Rajan also noted they had been working with multiple vendors about the trucks, with the comment that the zero-emission vehicle mandate in California had created more options for them to look at different technologies, which was creating a greater availability of vehicles in the short term. From the hiring perspective, there was a nice pool of high-performing well-experienced drivers in the region that they could tap into and would plan early and in advance to ensure that hiring and training had been done to be able to hit the ground and roll on March 1.

Board Members noted how difficult the re-negotiations had been on the recyclables processing contract and were concerned that it could be repeated, and MDRR stated their community and franchise partnerships were very important to them; MDRR typically over delivered and the recycling contract was not MDRR's or RecycleSmart's fault but a fundamental change in the global market that was unsustainable.

A member of the Board emphasized that ratepayers wanted to be able to talk to a live person and asked about MDRR's 5-9 system and whether it was an AI-generated program.

Ms. Rubio reported that representatives were always available to take a call. It was a voice system, not AI, and the chat would be to a live person. When MDRR talked about adding new technology, it was to create a seamless experience to make it easy for the caller. MDRR was working to make it even easier. The MDRR customer service employees would be in Concord.

No written comments were submitted, or oral comments made, by any member of the public.

## **7. INFORMATION ITEMS**

- a. Executive Director's Monthly Report
- b. Future Agenda Items

Executive Director Krueger identified the Annual Compost Giveaway events on April 26 in Alamo and May 3 in Lafayette. In addition, there would be an outreach booth at Lafayette Earth Day on April 27; Danville Interfaith EarthFest on May 4; Orinda Wildfire Prevention Fair on May 17; and Walnut Creek Art & Wine Festival May 31 to June 1, 2025.

Mr. Krueger advised that the June meeting agenda was very light and that the Board may wish to consider cancelling the June meeting.

**8. BOARD COMMUNICATIONS AND ANNOUNCEMENTS**

There were no Board communications or announcements.

**9. ADJOURNMENT**

The Board adjourned at approximately 5:00 P.M. to the regular meeting scheduled for Thursday, May 22, 2025 at 3:00 P.M. in the Walnut Creek Offices at Walnut Creek City Hall.

Respectfully submitted by:

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Janna McKay, Waste Prevention and Recycling Manager  
Central Contra Costa Solid Waste Authority,  
County of Contra Costa, State of California

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# Agenda Report

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**TO:** CCCSWA BOARD OF DIRECTORS  
**FROM:** SCHOOLS PROGRAM TEAM AND RECYCLESMAST STAFF  
**DATE:** MAY 22, 2025  
**SUBJECT:** 2025 WASTE REDUCTION STUDENT SCHOLARSHIPS

## SUMMARY

RecycleSmart is pleased to award the following student leaders with Waste Reduction Student Scholarships:

- **Hayley Takeshima** – Acalanes High School
- **Yaowei Li** – Monte Vista High School

## RECOMMENDED ACTION

1. Board of Directors Recognition and Presentation of 2025 Scholarship Awards to the Waste Reduction Student Scholarship Recipients.

## DISCUSSION

RecycleSmart initiated the student scholarship program in 2015 to inspire and reward student leaders who have made significant contributions to reducing waste at their high schools. Over the past ten years, student leaders from Acalanes High School, Campolindo High School, Miramonte High School, Las Lomas High School, Northgate High School, Monte Vista High School and San Ramon Valley High School have received RecycleSmart scholarships.

The 2025 scholarship application was prominently posted on the RecycleSmart website and distributed to all high schools in the RecycleSmart service area through environmental clubs, leadership classes, science teachers, administration communications and college counselors. Applicants are required to describe how they are contributing to waste prevention and sorting at their schools and/or in the greater central Contra Costa community.

For the 2024-2025 school year, two students stand out as environmental stewards and community educator leaders. RecycleSmart is pleased to acknowledge the achievements of these students with the award of the Waste Reduction Student Scholarship.

## **RecycleSmart Scholarship Application Summaries**

### **Hayley Takeshima – Acalanes High School – \$2000**

As an environmental board member for Acalanes leadership community for four years, and its president for the past three, Hayley increased waste prevention awareness and action among her peers, teachers and the administration. She expanded her reach beyond Acalanes High School by participating in the Acalanes Unified High School District Sustainability Committee, interning with the RecycleSmart schools program and EBMUD, hosting an information table at the Sustainable Lafayette Earth Day event, and presenting for the Northern California Recycling Association Zero Waste Schools webinar in April 2025.

Her experience as an environmental steward has deepened her commitment to sustainability. The journey has evolved her leadership style to one where she strives to remove obstacles and provide instructions in order to allow individuals to take ownership instead of dictating actions. Empowered from each small success, Hayley is determined to stay the course, and infuse her passion in every community she joins.

Hayley notes that the most rewarding impact from her waste prevention efforts is the change she has observed in her school's culture. Today there are fewer piles of trash left unattended after meals, and Hayley has witnessed students pausing to verify the correct bins to use. She has even heard some students repeat lines from the sort education video her board encouraged all teachers to show.

As a waste reduction leader, Hayley first created and implemented an Environmental Action Plan to address post-meal litter and severely contaminated waste bins. This unwarranted behavior required the school to hire an extra custodian to clean up after the students. Creating two presentations, she shared them with the entire student body to highlight the harmful environmental impact of littering and unsorted waste. Plus, she encouraged her peers to appreciate their custodians and take responsibility for their school's appearance.

Each year she served as a board leader, Hayley added goals to her Environmental Action Plan. Incorporated into the plan was consistent communication with the school administration, custodians, district nutrition services manager, her leadership teacher and RecycleSmart to determine options and methods for waste reduction. Before taking action, she observed student behavior and noticed a need to optimize bin placements and create clearer bin signage for students rushing to class. Her board reinforced waste prevention throughout the year with posters, videos, and engaging activities for students such as: a gently used prom dress donation drive, butterfly raising, paper flower making and campus clean ups.

As a RecycleSmart schools intern, Hayley collaborated with other high school students to assist RecycleSmart and each school community with common waste reduction goals. Most impactful was her co-creation of two videos currently used to train multiple school communities by the RecycleSmart Schools Team. In 2023, she teamed up with a former RecycleSmart scholarship winner, Mary Laska, to create a Sorting 101 video. She volunteered again in the summer of 2024, to create an updated version with Yaowei Li from Monte Vista High School (our other scholarship awardee).

Hayley is a resident of Lafayette. In the fall, she will attend Cal Poly San Luis Obispo as an Electrical Engineering major.

#### **Videos:**

[Hayley summarizes her water prevention efforts in this video](#)

[2024 How to Sort RecycleSmart](#)

[2023 Sorting 101 RecycleSmart](#)



**Yaowei Li – Monte Vista High School – \$2000**

Yaowei emerged as an environmental leader as the Recycling Officer for the Climate Action Now (CAN) club at Monte Vista High School (MVHS) his junior year, and has continued his waste prevention mission as the President of CAN in 2024-25. He worked closely with Maddy Parks, a 2024 RecycleSmart scholarship winner, as one of four CAN officers. As the club's founder, Maddy, carefully selected Yaowei as her most trusted successor.

In 2023-24, Yaowei and the CAN officers developed the second initiative for increased waste reduction at MVHS. He was an essential part of the team that directed the school beyond the initial stage of setting up proper sorting infrastructure. To start, Yaowei created a slidedeck and helped present their plans to 300 faculty and staff members, asking for assistance in educating the school community. Their resources included: a customized video on how to sort, large posters, and social media. Additionally, they worked with the school principal and custodians to improve infrastructure on campus. Yaowei designed an improved bin station layout based on the club's observations of student habits. And, they worked with RecycleSmart to add multiple food share carts to divert more food from the landfill.

Yaowei initially had low expectations for the food share program because Monte Vista has such a large student population (over 2,500!). However, this year he has witnessed a large number of students putting their unwanted school food in the food share bins and is thrilled to know that some food can be re-served.

Especially remarkable, in the spring of 2024, Yaowei led a group of club members in conducting a five-day visual waste audit to help the RecycleSmart Schools Team confirm the volume reported by the district hauler for landfill and recycling – a job not many people would take on! They noted contamination in each container, took pictures and documented the volumes. This audit also informed his club of common sorting mistakes, and where to focus educational efforts. They discovered that the number one item at MVHS that can be diverted from the landfill is paper lunch trays. Yaowei plans to conduct another audit before he graduates to compare year over year results and share his findings with next year's CAN club officers.

During 2024-25, Yaowei and his officers recruited 81 members who participated in seven campus clean ups, sustaining the mission of community action. They also took on waste prevention projects, such as updating bin sort signage in the fall, and adding toppers to the containers to help the school community understand what goes in each bin. For example, they added the words "food scraps" to the top of the compost sign (see pictures). Another waste reduction project was a "dress-thrifting" reuse event. The CAN club collaborated with the school's equity chair for homecoming and organized a swap event for dresses and shirts.

Yaowei has reached beyond his school community as a RecycleSmart summer schools intern, collaborating with scholarship awardee Hayley Takeshima to produce a video used throughout Central Contra Costa County for waste sorting education in 2024. Additionally, he joined a small production team in 2025 and spent four months interviewing people and filming a high-production documentary. This film is associated with the Climate Mayor Network, and will be submitted to a national film event in the fall with hopes to empower fellow citizens to add livable planet practices into their lives, making every day earth day.

Yaowei is a resident of Danville and will be studying Civil Engineering at San Jose State University or Biology at UC Davis this fall. He has an exciting decision to make!

[Yaowei Li's Pictures](#)

[Link to faculty presentation slideshow](#) and [@mvclimateactionnow](#) Instagram account  
[2024 How to Sort RecycleSmart](#) and [MVHS Sort video](#)





# Agenda Report

**TO:** CCCSWA BOARD OF DIRECTORS  
**FROM:** DAVID KRUEGER, EXECUTIVE DIRECTOR  
**DATE:** MAY 22, 2025  
**SUBJECT:** EXECUTIVE DIRECTOR'S MONTHLY REPORT

## SUMMARY

Central Contra Costa Solid Waste Authority (Authority) staff performs high-level programmatic and administrative tasks each month to provide outreach and education to residents, businesses, and schools to increase diversion and instill waste prevention practices. Staff manages the franchise agreements and customer service in addition to monitoring monthly reporting by our service providers. Staff also interacts with Member Agency staff, community groups, and regional partners on a variety of topics including SB 1383, legislation, and industry best practices.

## RECOMMENDED ACTION

1. This report is provided for information only. No Board action is required.

## DISCUSSION

### Notable Events:

- As described in the Third Amendment to the Republic franchise agreement, the new service quality metric is 2,700 or fewer missed container pickups from residential subscribers on incomplete routes in a four-week period. The current phase will affect the rates in Rate Year 12. For each period in which the metric is met, Republic is entitled to a special rate increase. For Rate Year 11 that amount was \$283,833. The Rate Year 12 amount will be a little higher due to the CPI adjustment that will happen when the annual percentage change is known in August. The following table shows the number of missed container collections and number of times Republic has met the metric.

| Period | Week Beginning    | Number of Missed Residential Collections | Metric Met (2,700 or fewer) |
|--------|-------------------|--|-----------------------------|
| 1      | October 14, 2024  | 1,187                                    | Yes                         |
| 2      | November 11, 2024 | 1,808                                    | Yes                         |
| 3      | December 9, 2024  | 2,165                                    | Yes                         |
| 4      | January 6, 2025   | 3,658                                    | No                          |
| 5      | February 3, 2025  | 1,335                                    | Yes                         |
| 6      | March 3, 2025     | 1,076                                    | Yes                         |
| 7      | March 31, 2025    | 1,839                                    | Yes                         |

- Residents can pick up free compost at Heather Farm Park in Walnut Creek all year round! For information about the Free Compost Hub visit [www.recyclesmart.org/freecompost](http://www.recyclesmart.org/freecompost). The hub is provided in partnership with Republic Services and the City of Walnut Creek.



- The Authority will have an outreach booth and/or will provide recycling and composting waste stations in partnership with Republic Services at the following **community events in May**:
  - Danville Interfaith EarthFest, May 4
  - Orinda Wildfire Prevention Fair (highlight curbside yard trimmings services), May 17
  - Walnut Creek Art & Wine Festival, May 31–June 1





- The Authority is partnering with the Lafayette Chamber of Commerce for the third year to help reduce single-use foodware waste at the Taste of Lafayette event on May 20. The Authority provided reusable sporks for participants to use to eliminate utensils provided at each participating restaurant and developed guidance to encourage the restaurants to use uncoated compostable paper foodware to serve their food (napkins, uncoated paper plates, bamboo, paper straws, etc.) and to provide the corresponding containers for organics, recycling and trash.. Staff from RecycleSmart and the Chamber met with restaurants on and near Mt. Diablo Blvd. to provide education and answer questions.
- Rossmoor Repair Café. Rossmoor held a successful second annual Repair Café, with support from RecycleSmart, Republic Services, and Sustainable Contra Costa. About 65 items were brought in for repair, and 74% of them were FIXED!



- In May, RecycleSmart staff went along on two school site inspections with Nancy Deming of Abbe and Associates to evaluate ways to optimize food donation, food share, and reusables at the schools.
- Staff is meeting with a local family to learn about their recycling and composting successes and challenges. The family will be featured in the RecycleSmart newsletter over the next year.
- For the third year, the Authority is partnering with Republic Services, Mt. Diablo Resource Recovery, and the Town of Moraga to provide Reuse & Cleanup services for the Ascot neighborhood and on Saint Mary's College campus, during the week of May 19-23. The pilot aims to reduce illegal dumping during graduation and move-out, promote waste reduction through reuse, and pilot the logistics of multifamily collection. Staff would like to thank the two Franchised service providers for their donations to provide this service.

**Completed and Ongoing Activities:**

- The monthly **Member Agency liaison meeting** was held on May 8, 2025. Items that were discussed included a report on the Rossmoor Repair Café, the new location of the Compost Hub (at Heather Farms in Walnut Creek), Community Events and an update from the AB 939 quarterly meeting held at White Pony Express in Concord.

| Member Agency Liaisons             |                               |  |                   |
|------------------------------------|-------------------------------|--|-------------------|
| Name & Member Agency               | Title                         | Email  | Phone (925)       |
| David Brockbank, County            | Conservation Programs Manager | <a href="mailto:David.Brockbank@dcd.cccounty.us">David.Brockbank@dcd.cccounty.us</a> | 655-2911          |
| Cat Bravo, Danville                | Management Analyst            | <a href="mailto:cbravo@danville.ca.gov">cbravo@danville.ca.gov</a>                   | 314-3377          |
| Anna Tolle, Lafayette              | Planning Technician           | <a href="mailto:ATolle@ci.lafayette.ca.us">ATolle@ci.lafayette.ca.us</a>             | 299-3205          |
| Darin Hughes, Orinda               | Assistant Planner             | <a href="mailto:dhughes@cityoforinda.org">dhughes@cityoforinda.org</a>               | 253-4269          |
| Cassius Carandang, Moraga          | Assistant Planner             | <a href="mailto:ccarandang@moraga.ca.us">ccarandang@moraga.ca.us</a>                 | 888-7042          |
| Candice Rankin Mumby, Walnut Creek | Sustainability Manager        | <a href="mailto:rankinmumby@walnut-creek.org">rankinmumby@walnut-creek.org</a>       | 943-5899<br>x2304 |

- RecycleSmart hosted the **quarterly AB 939 meeting** at the White Pony Express facility in Concord. Close to 30 representatives from county jurisdictions, area haulers and consultants gathered and were able to tour the facility. WPE moved into this location last year. They now have 13 refrigerated trucks, give out over 12,000 pounds of food per day and are open 365 days per year. They have a waiting list of organizations seeking rescued food and are asking jurisdictions to step up recovery of healthy edible food.
- RecycleSmart contracted with Waste Busters, a consulting firm based in the City of Richmond that specializes in event waste management, to prepare a **Zero Waste Plan for the Walnut Creek Leshner Center**. As the premier arts and entertainment center for the region, it is important to showcase zero waste best practices at this facility. The Plan is the result of a collaboration with City of Walnut Creek Sustainability staff, Leshner Center staff, Republic Services and RecycleSmart. The Plan provides recommendations, tips, and resources to improve sorting, custodial training and front of house separation of trash, recyclables and organics. The project included observing current practices, conducting a site visit and auditing discards after events. The plan provides recommendations for improving staff training, the use of contract language in vendor agreements to institutionalize a three – sort system throughout the facility and specific tools to improve program success.

#### **Staff participated in or attended the following meetings in May 2025**

- Lafayette Environmental Task Force, May 8
- California Organics Recycling Council Monthly Meeting, May 9
- Orinda Monthly Mayor's Meeting, May 13
- Monarch WEAR are YOU, Moraga monarch conservation and sustainability event, May 14
- Moraga Community Monthly Meeting, May 16
- Zero Waste Now Monthly meeting featuring a presentation on SB 54 by Zoe Heller, the newly confirmed Director of CalRecycle, May 19
- SB 1383 chat with CalRecycle; Inspections and Enforcement, May 21





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## Future Agenda Items

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| TYPE | BOARD MEETING: 06/26/2025           |
|------|-------------------------------------|
| C    | Approve 05/22/2025 Minutes          |
| I    | Executive Director's Monthly Report |

| TYPE | BOARD MEETING: 07/24/2025               |
|------|---|
| C    | Approve 6/26/2025 Minutes               |
| P    | Award of Collection Franchise Agreement |

| TYPE | BOARD MEETING: 09/25/2025                     |
|------|---|
| C    | Approve 07/24/2025 Minutes                    |
| I    | Executive Director's Monthly Report           |
| P    | Solid Waste Collection Rates for Rate Year 12 |
| P    | 2024-25 Annual Schools Program Report         |

### **TYPE**

- C – Consent Item
- A – Action Item
- I – Information Item
- P – Presentation