



January 21, 2021

Tabatha Miller, City Manager
City of Fort Bragg
415 N. Franklin Street
Fort Bragg, CA 95437

Dear Tabatha,

C&S Waste Solutions (C&S) has been the franchised hauler for three jurisdictions in northern California for over 20 years. As a local company with roots in the communities we serve, C&S provides curbside collection services, recycling processing, organic waste composting, household hazardous waste handling, scrap metal processing and disaster debris diversion.

We are proud of the work we do to protect both the environment and public health, and as a trusted service provider, we stand out in many ways:

- **Local.** We are headquartered in Mendocino County where most of our employees live. The management team is local, and our customers are our neighbors.
- **Experienced.** With over 20 years of servicing cities and counties in two states, we have the experience necessary to provide collection service, regulatory compliance and outstanding customer service to Fort Bragg. When transitioning service providers, it's necessary to work with a company that has both the strategy and expertise to perform a seamless transition.
- **Inclusive.** Our employees join and stay with our company due to our competitive pay, generous benefits and our 'customer-first' culture. When working in a new jurisdiction, we offer a comparable pay package to existing employees and honor seniority in employee benefits.
- **Present.** It is important to be accessible, so we enjoy being a proactive and responsive partner to our jurisdictions. We encourage you to contact the City Manager or Public Works Director in the communities we serve for more feedback on our commitment and performance.
- **Fair.** Most people want to do the right thing at the curb with their waste. Our outreach to customers is dynamic and frequent where we favor ongoing education over fines, only using penalties as a last resort.
- **Progressive.** Safety and education are our top priorities, so we invest in new, state-of-the-art equipment for the collection and processing of waste. Our outreach efforts are friendly and forward-thinking, including access to online tools to increase diversion and reduce landfill disposal (visit UkiahRecycles.com).

C&S Waste Solutions of California, Inc.

P.O. Box 60 / Ukiah, CA 95482

Phone 707-234-6400 / Fax 707-234-6404 / www.candswaste.com



- **Diligent.** With the ongoing and future challenges facing the waste industry, it's critical to have a service provider who is committed to communication and compliance. C&S partners with our jurisdictions to share information on trends, regulations and market challenges before they become problems.

- **Involved.** We invest our time and money in the communities we serve – since our team lives here, so do their children and grandchildren. Whether it's contributing at a non-profit event or buying animals from 4H kids, our commitment to giving back is steadfast today and tomorrow.

I've included some materials related to our work and our team for your reference. If I can provide more information or answer any additional questions, please let me know.

I look forward to your reply, thank you.

Bruce McCracken

Encl. C&S Employee Benefits Package for current Waste Management employees
News Articles featuring C&S

Links provided via email (due to file size):

[C&S Clearlake Customer Newsletter](#)

[C&S Lake County Customer Newsletter](#)

[C&S Photo Book](#)



Employee Benefit Package

- ❖ C&S Waste Solutions, Inc. will honor current WM wages and seniority dates
 - 401K – Matching up to 50% of 5% of Gross
 - Paid Vacation based on seniority date
 - Paid Sick Leave, Paid Holidays, Bereavement Pay
 - Weekly Pay – Friday Pay Date
- ❖ Insurance Benefits:
 - Health Insurance – Blue Shield of California Active Choice 750 80/60
 - Health Reimbursement Arrangement (HRA) – ASI (Administrative Solutions Inc.)
 - **Company Pre-Paid Debit Card (Annually):** Single \$500, Employee/Children \$1,000, Employee/Spouse \$750, Family \$1,250
 - Dental Insurance – Blue Shield of California Smile Spectrum Premier 50/2000/Ortho/U90
 - Life Insurance – Blue Shield of California Group Life and AD&D \$25,000
 - Vision Insurance – VSP
 - AirMedCare Network – Emergency air ambulance
 - **Employee Monthly Cost:** Single \$75, Employee/Children \$175, Employee/Spouse \$225, Family \$300
- ❖ Reimbursement Benefits:
 - AAA – Reimbursement of Classic Coverage
 - Costco – Reimbursement of Gold Membership
 - Boot Allowance
- ❖ Company Apparel
- ❖ Safety Incentive Program
- ❖ Thanksgiving Turkey for your Family
- ❖ Summer Family Picnic and Year End Employee Appreciation Party



Friday, 29 November 2019



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Coastal Cleanup Day volunteers remove tons of trash from Lake County waterways

ELIZABETH LARSON POSTED ON FRIDAY, 04 OCTOBER 2019 04:45
04 OCTOBER 2019





Upward Bound volunteers from Lower Lake High School in Lower Lake, Calif. and their site captain, Barbara Christwitz of Citizens Caring For Clearlake at Austin Park in Clearlake, Calif., taking part in the 35th annual Coastal Cleanup Day on Saturday, September 21, 2019. Photo courtesy of Lake County Water Resources.

LAKE COUNTY, Calif. – Volunteers taking part in the annual Coastal Cleanup Day removed thousands of pounds of trash in Lake County – far surpassing last year’s totals – and were part of a larger statewide effort that included tens of thousands of participants.

The 35th annual Coastal Cleanup Day took place Saturday, Sept. 21.

Begun by the California Coastal Commission in 1983, it isn’t limited to coastal areas, but also includes creeks, rivers and lakes.

This year, statewide there were 68,152 volunteers, 812,121 pounds of debris removed and 1,428 miles of shoreline cleaned, according to Eben Schwartz, a California Coastal Commission spokesperson.

That’s compared to more than 53,000 volunteers, 698,931 pounds of trash and an additional 35,674 pounds of recyclable materials, for a total of 734,606 pounds or 367 tons removed in 2018.

The Coastal Commission reported that, besides every day garbage and debris, including plastics, volunteers picked up a number of “unusual” items during this year’s cleanup.

The winners of the 2019 Most Unusual Item contest are a volunteer at Middle Harbor Shoreline Park in

Oakland who found a beautiful statue of Vishnu, and a volunteer at Swami's State Beach in Encinitas who found a message in a bottle.



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Edgar Ketchum and his volunteer team removed more than 3,000 pounds of trash from around Borax Lake off Sulfur Bank Drive in Clearlake, Calif., as part of the 35th annual Coastal Cleanup Day on Saturday, September 21, 2019. Photo courtesy of Lake County Water Resources.

This year, volunteers in Lake County gathered at Keeling Park in Nice, Rodman Slough in Lakeport, the Nice-Lucerne Cutoff and Highlands Springs, and in Clearlake at the Clear Lake Campground, Austin Park and Borax Lake.

Angela De Palma-Dow, Lake County Water Resources' invasive species coordinator and an organizer of the local event, said the local cleanup went really well.

This year, she said there were a total of 57 volunteers, compared to the 39 reported to have participated last year.

Those 57 volunteers collected 6,457 pounds of trash and 55 pounds of recyclables, filled 147 bags and cleaned 15.5 miles, De Palma-Dow said.

Of the total pounds of trash picked up, De Palma-Dow said 2,400 pounds came from the Austin Park area in Clearlake.

The amount of trash picked up this year was more than 10 times greater than the amount reported

last year, when 500 pounds were removed.



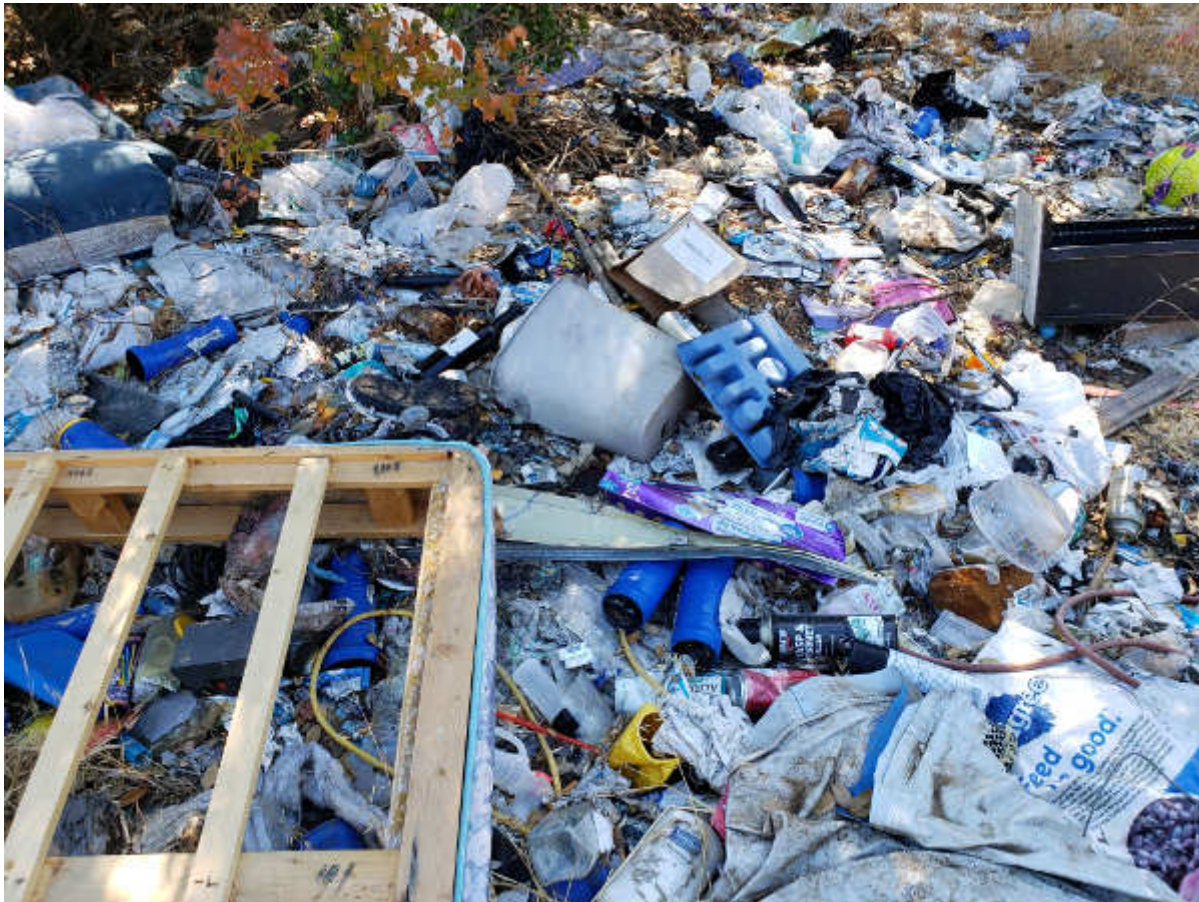
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De Palma-Dow said it was “not too shabby for a single morning!”

It also was a busy morning, with a number of other events going on around the county the same day.

DePalma-Dow offered thanks and recognition to C&S Waste Solutions and Lake County Public Services for sponsoring the event. “We could not have done this event without them and their dumpster donations.”



Trash volunteers removed from a dump site at Borax Lake in Clearlake, Calif., as part of the 35th annual Coastal Cleanup Day on Saturday, September 21, 2019. Photo courtesy of Lake County Water Resources.

She said Lower Lake High School Upward Bound volunteers helped Barbara Christwitz and Citizens Caring for Clearlake pick up the 2,400 pounds of trash from the Austin Park area.

County Supervisors Eddie Crandall and Tina Scott picked up trash on the Nice-Lucerne Cutoff, where Thomas Aceves and his adopt-a-road volunteer team regularly also meet to clean up the roadway.

DePalma-Dow said Edgar Ketchum and his volunteer team removed more than 3,000 pounds of trash

from around Borax Lake off Sulfur Bank Drive in Clearlake.



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Lisa Wilson and her dedicated kayakers and boaters at Clear Lake Campground also participated, as did Highland Springs caretaker James Davis and his volunteers, DePalma-Dow said.

On the Northshore, Water Resources staffers and site captains Marina Deligiannis and Yuliya Osetrova helped volunteers. In that area, DePalma-Dow said lots of tires were picked up.

In addition to the Coastal Cleanup Day volunteers, DePalma-Dow said there were a lot of volunteers on Highway 20 in the Upper Lake and Lucerne area that weren't officially a part of Coastal Clean Up Day, but she thanked them for their efforts to keep Lake County Clean.

If anyone wants to sponsor this event or be a site captain for next year's Coastal Clean Up Day, they can contact De Palma-Dow at Water Resources at 707-263-2344.

Email Elizabeth Larson at elarson@lakeconews.com (mailto:elarson@lakeconews.com). Follow her on Twitter, @ERLarson, or Lake County News, @LakeCoNews.

LIFESTYLE

C&S Waste Solutions joined Boys and Girls Club to discuss recycling



Linsey McCollough, Community Outreach and Education and Iri Espinosa Outreach Coordinator interacting with Club Members, sparking interesting conversations. Photo contributed

By **UKIAH DAILY JOURNAL** | udj@ukiahdj.com |

PUBLISHED: January 15, 2018 at 12:00 am | UPDATED: August 23, 2018 at 12:00 am

Recently Linsey McCollough from C&S Waste Solutions joined Boys & Girls Club to discuss the value of recycling with Club members. Her points of emphasis were, what happens to our trash when it goes to a landfill? What should people recycle and what does it become? How they should separate, wash, dry and sort their recyclables? McCollough brought pencils, pens and written information to share with Club Members and their families. If you would like to share with the Club call Liz Elmore at 467-4900 or 489-2050

Ukiah Daily Journal



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In the Spotlight: C&S Waste Solutions: Building a Business on Family, Friendship and Trust

May 13, 2015

Embraced by the communities they serve, C&S Waste Solutions is committed delivering environmentally sound, technologically advanced and cost-effective solutions, embracing innovation and implementing forward-thinking, sustainable programs designed to achieve maximum diversion from landfills.

C&S Waste Solutions (Ukiah, CA) is a family of companies with decades of experience operating in all aspects of solid waste management. Operating divisions exist in various locales in California and southern Nevada. The company offers fully integrated services including waste collection, transfer and disposal, recyclable collection and processing, green and wood waste collection and processing, landfill operations, portable sanitation services, and scrap metal purchasing and marketing.

In 1997, childhood friends, Dave Carroll and John Shea formed a business partnership that developed from years of literally “growing up” in the business. Not only did Carroll and Shea grow up living across the street from one another, but their respective families owned and operated solid waste collection, recycling and landfill companies in the northern and central regions of California. Both Carroll and Shea spent their school summers working in various aspects of the family enterprises. This experience was invaluable as they developed an appreciation for every job in the industry and gained a mutual respect for one another. Upon graduation from college, they were prepared to assume managerial positions in the industry. Their ultimate goal was to create and build their own business. In 1997, they received that opportunity and purchased Mammoth Disposal in Mammoth Lakes, CA.

Growing a Business

Soon after, they acquired Pahrump Valley Disposal, Beatty Disposal and Amargosa Disposal in the state of Nevada, as well as hauling contracts in Inyo County, CA. In 2004, Carroll and Shea were selected by Nye County, NV to operate the county-owned landfill, transfer and recycling operations.

More than 60,000 tons of waste per year are hauled and processed by these companies.

In 2008, Carroll and Shea branched into northern California and commenced operating companies in Ukiah, Lake County and Clearlake. These businesses operate fully integrated services including solid waste collection and transfer, recyclable collection and processing, green and wood waste collection services as well as scrap metal processing. In 2011, C&S Waste Solutions was selected by Lassen County, CA to be their solid waste recycling and green waste service provider.

2014 saw the company add Selma Disposal and Recycling to their portfolio. This company offers the full array of solid waste collection services, recyclable collection and processing, green and wood waste processing, and transfer operations to the community of Selma, CA and adjacent areas in Fresno County.



Building on Family, Friendship and Trust

As their business grew, so did the need for more talented individuals. Damon Shea initially pursued success in the accounting field before returning to the solid waste industry, which he had learned so well growing up. Damon was the best choice to join his brother, John, in growing and managing businesses in Nevada. Nevada was a familiar place for Damon since he attended college at the University of Nevada. As a result, Damon began managing all company operations in Lassen County, CA in 2012.

In 2008 when C&S Waste expanded into Ukiah, Lake County and Clearlake, CA, Carroll and Shea acquired companies managed by Bruce McCracken, who had been a childhood friend and neighbor of Carroll and Shea and through the years McCracken established a long career in managing solid waste companies, and, in partnership, McCracken now heads up operations in Ukiah, Lake County and Clearlake, CA.

It is rare to find four individuals that have known each other since childhood, lived on the same street growing up, followed separate but similar paths, and ultimately ended up together. Carroll, John and Damon Shea, and McCracken have formed a partnership that is based on long-standing trust, friendship, profound respect and admiration for one another. They consider each other and their employees as family members. The operations of C&S Waste Solutions place high value on the trust placed in them by franchising agencies and customers. "We share a common goal to improve our company every day," adds Carroll. "The goal to be the best at what we do runs throughout the entire company."

Current Operations

In California, the firm operates within the cities of Ukiah, Clear Lake, Selma, Susanville and unincorporated areas of Lake County, Lassen County, Fresno County and Inyo County. In Nevada, operations include the Town of Pahrump, and the unincorporated areas of Beatty and Amargosa Valley. Combined, the company serves more than 35,000 residential customers and over 3,600 commercial customers.

C&S Waste Solutions uses a fleet of 16 standard front-loading trucks, 19 automated side loaders (predominately split bodies), 17 roll-offs and a variety of secondary vehicles such as bin trucks, roadside service trucks and flatbed trucks common to the industry. These vehicles collect solid waste, recyclables, green waste, wood waste, construction and demolition materials and scrap metals. A fleet of 24 trailers are used to transfer materials. The firm employs 204 people to handle all activities.

The company also operates a large Material Recovery Facility (MRF) in Ukiah. This state-of-the-art facility is capable of processing more than 15 tons per hour of commingled newsprint, mixed paper, aluminum, PET, LDPE, HDPE plastics (1 to 7), food and beverage glass, food cans and cardboard. This MRF processes materials from both company operations and non-company recyclables collected by other entities in the region. A similar MRF is in the planning stage at the firm's Selma operation.

Full-scale transfer operations exist in Ukiah, Lake County and Selma. Commercial waste collectors and individual users deposit materials on "tipping" floors where these materials are "floor-sorted" and recyclables extracted. The remaining solid waste is then placed in trailers and transshipped to regional landfills. Some 67,000 tons of solid waste are handled by these transfer sites. In rural areas of Nevada, small-scale transfer stations using bins and roll-off boxes are available for public drop off of solid waste and recyclables. The firm also operates a county-owned landfill in Pahrump, NV that handles approximately 65,000 tons per year of solid waste.

The Challenge of the Economy

The sluggish economic conditions since 2009 have caused a "leveling off" of solid waste generated and collected. However, given the host of governmental policies that require minimization of landfilling, the company has been able to offset the loss of traditional solid waste by increasing the focus on capturing materials for recycling. Not only has the business increased its public information campaigns to encourage recycling, but operations at transfer stations have been changed. All loads tipped on transfer floors now undergo aggressive "sorting" to capture



recyclables. This has helped communities achieve diversion goals of up to 70 percent and, for the most part, is positive in terms of compensating for the loss of revenue from less generation of traditional waste. In addition, the organization has scrutinized the routing of collection vehicles to assure maximum efficiencies in these operations. “The use of split body automated side loaders has really made a difference on our routes,” says Shea. “Not only did the routes become more efficient, the new collection system resulted in fewer truck trips through residential neighborhoods.”

Safety and Training

C&S Waste Solutions recognizes that safety and training are critical to successful operations. A comprehensive written Injury and Illness Prevention Program (IIPP) is in place, which is intended to identify and fix hazards before they cause an injury. This is given to each employee. Management at all levels is committed to worker safety and training and expectations are thoroughly communicated. Weekly safety meetings are held with all employees and everyone in the organization is expected to do daily inspections of their work areas. Managers conduct the safety meetings and inspections and report to the company’s Safety and Compliance Manager. A “code of safe practices” is maintained which covers matters from personal protective devices to use of equipment vehicles and tools. The company’s culture encourages a free-flow of information, without any threat of recrimination. All safety meetings and discussions, and corrective actions are documented.

The company also maintains a thorough Employee Safe Driving Practices Handbook, which is distributed to each employee. This Handbook covers virtually all aspects of safe driving from drug testing to vehicle inspections. All persons operating vehicles must successfully pass a road test and be certified by a company supervisor or manager. Supervisors review this Handbook with all drivers twice each year.

C&S Waste Solutions established a rewards program in 2012, wherein each employee working in a defined “work unit” can receive cash awards if that particular unit has no lost-time injuries for a quarter. The amount of the award increases with each consecutive quarter that the work unit remains accident free. This program has encouraged members of the various units to “look out for one another” and has resulted in a decline in injuries throughout the entire company and a safer environment for all employees.

Outreach

The company also operates an energetic community outreach program designed to fully inform all customers as to services available, recent company activities and, most importantly, opportunities for participating in recycling. A variety of means are used to foster this communication. Among these are billing inserts, periodic newsletters, social media (Facebook), clear and colorful recycling guides, and the company’s Web site at www.candswaste.com. They also schedule visits to schools, businesses and neighborhood groups, as well as participate in fairs, parades and

festivals, which are an integral part of the company's community outreach program.

In addition, the business offers tours of its facilities to civic organizations, schools or other interested groups. "Waste assessments" are provided to commercial generators, which are designed to show customers which discarded materials might be recycled and explain the collection methods available to accomplish this.

Challenges and Achievements

Given that the company operates in a number of different locales, it is necessary to focus on a regional approach to solid waste management in order to optimize efficiencies use of various facilities. This often requires coordination and cooperation between multiple collectors and processors. "Looking beyond one's own company and striking a win-win model for all systems within a region can be a challenge," says Shea. Additionally, keeping abreast of new regulations and policies present constant challenges. The firm strives to anticipate changes and find comprehensive solutions for the communities it serves. Finally, there is the constant challenge of finding the right people to manage new operations. The company has been successful in recruiting managers from the ranks of people that they have previously worked with. This familiarity has allowed newly hired personnel to assimilate quickly and seamlessly. Keeping current on new regulations, new policy directions and emerging technologies are the primary challenges of the future. In each case, the organization strives to develop cost-effective and sustainable solutions designed for the specific needs of each community.

Future Goals

For now, C&S Waste Solutions is committed to continue filling the promise of its mission statement, which includes delivering environmentally sound, technologically advanced and cost-effective solutions, embracing innovation and forward-thinking, sustainable programs designed to achieve maximum diversion from landfills, valuing and rewarding employees for their contributions and remaining flexible and responsive to the needs of customers and the communities served while delivering superior customer service.

The company is proud to have been embraced by the communities they serve and credits its hard working and dedicated employees for any and all accomplishments. Says Carroll, "We particularly enjoy working in rural communities because it gives us the opportunity to develop personal relationships with our customers and franchisors. We are also gratified that they have been able to help communities meet state and local waste diversion goals while developing infrastructure to meet future demands."

For more information, visit www.candswaste.com.