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Ms. Mandy Rose
Director
San Benito County Integrated Waste Management Department
3220 Southside Road
Hollister, CA 95023

Final Report: Findings from Surveys of Current and Potential Feedstock and Recycled Content Usage within the Central Coast Recycling Market Development Zone (CCRMDZ)

Dear Ms. Rose:

In accordance with our Agreement, IntelliWaste, Inc. (IntelliWaste) is pleased to present our final report in which we review and summarize past surveys of current and future feedstock and recycled content usage within the Central Coast Recycling Market Development Zone (CCRMDZ).

Overview of Task

IntelliWaste reviewed recycled feedstock usage among manufacturers in four counties within the Central Coast Recycling Market Development Zone (CCRMDZ): San Benito County, Monterey County, San Luis Obispo County, and Santa Cruz County. For each county, IntelliWaste consultants were tasked with the following goals:

The purpose and goal of these surveys were as follows:

- 1) Identify and survey manufacturers that currently use recycled feedstock materials to manufacture new products within the CCRMDZ as to their ability to increase their use of recovered materials.
- 2) Identify manufacturers not currently using recycled materials to manufacture new products within the CCRMDZ as to their ability to use recovered materials.

To accomplish these purposes and goals, IntelliWaste performed the following tasks:

Task 1:

Identify manufacturers from publicly available databases using available sources. We developed a list of the industries most likely to have recycled product feedstock requirements.

Task 2:

Contacted the candidate manufacturers and conducted a telephone interview to discuss the company's raw material usage and feedstock requirements. Interviews were conducted predominantly over the phone, as we have learned that this is the most effective way to reach companies. In the event that a company's phone number was not made publicly available, we used emailed as an alternative means for communication. During each interview, we asked basic questions from each company regarding the type of business they are engaged in. These interviews were supplemented by internet research used to develop a work paper profile for each company. Using this information, each company profile consisted of: the company name; interviewee name; telephone number; website, if applicable; number of company employees; recycled feedstock content type and usage; equivalent raw material source and usage; future plans to substitute and incorporate local recycled feedstock materials into their manufacturing process; and other pertinent information.

Task 3:

Identified current material generator flow pathways of recycled feedstock within the CCRMDZ counties to determine where materials are moving from and to.

Task 4:

Identified recycling and reuse options in the CCRMDZ for recycled feedstock materials.

Recycled Feedstock Materials

Feedstock is defined as raw material required for an industrial process. Recycled feedstock is further defined as material that has been previously recycled that can again be used as basic feedstock or reused in a primary manufacturing process. While the definition is applied to manufacturing processing, we have further expanded the term to include agricultural industries that use organic products such as compost. The following recycled feedstock materials are known to be used in various manufacturing and agricultural processes.

- Metals such as copper, aluminum and steel
- Plastics
- Construction and Demolition Materials (C&D) such as concrete, aggregate and rock
- Glass
- Wood and organic materials such as compost
- Tires

In the case of recycled feedstock as a raw material, the likely target customer is an industrial manufacturer who would be willing to test, reformulate, and retool (if necessary) to use the recycled feedstock. Depending on the manufacturing process and the end product, either a percentage of recycled feedstock can be used in a formulation, or when technically feasible, 100% recycled-content feedstock is used. The recycled-content feedstock must have some measurable benefit; e.g., more efficient production, better product performance or aesthetics, more flexible delivery, or lower cost.

List of Survey Questions

For each company contacted, IntelliWaste prepared a specific list of questions to inquire about recycled feedstock usage (post-consumer) either current or for potential use in the future. Depending on the initial response from the manufacturer, some or all of the questions were posed as part of the interview process. Some interviewees wished not to have their name published for a variety of reasons in order to participate in the survey. Given the nature of their response and in keeping with the spirit and goals that the CCRMDZ maintains in conducting interviews, the following questions included:

- 1) What type of feedstock material(s) do you use?
- 2) What are some of the advantages of using recycled vs. raw or virgin material?
- 3) What are the disadvantages?
- 4) What was one of the primary reasons your company decided to engage in using recycled material?
- 5) Were government subsidies or tax benefits a decision in using recycled materials?
- 6) How much recycled feedstock material comes from Santa Cruz County?
- 7) Do you produce waste from your recycled material?
- 8) Where does most of your recycled material come from?
 - Curbside
 - Manufactured recycled material
 - Processed

9) Do you recycle the waste?

10) Do you plan to expand or abandon the use of recycled feedstock material within the next 5 years?

County Summaries

In the following section, we discuss general findings for each CCRMDZ county and include 2-3 examples of manufacturers in each county that use recycled feedstock.

San Benito County

San Benito County was the first CCRMDZ county in which IntelliWaste conducted its survey, which took place in June 2011. Our research found that the predominant types of manufacturing companies present within San Benito county include growers, shippers, and horticultural specialty; motor vehicle parts and accessories; explosive and auxiliary parts; metal doors, frames and trim; tire recycling and composting.

We found that the majority of the manufacturing companies interviewed involve the assembly of pre-made parts and items. These are many times prepared under strict product specifications; thus, the potential use of recycled feedstock by companies using pre-made parts is therefore limited or not feasible.

Companies that were using recycled feedstock were limited to plastics, organic materials, and tires. Specifically regarding plastic materials, we found that this type of feedstock, particularly PET that are derived of 100% post-consumer recycled content, are being used by San Benito county manufacturers more than in the past. Those companies we interviewed that are not yet using 100% post-consumer plastics stated they used up to 30% recycled content regularly.

Finally, we found that in the case of agricultural manufacturers, film plastic is being recycled by many companies due to the incentive of higher commodity pricing for petroleum-related products.

The full San Benito County Recycled Feedstock Study can be referenced here:
http://www.recycleloan.org/pdfs/San_Benito_Recycled_Feedstock_Survey_Study.pdf

Examples:

West Coast Rubber Recycling, Inc.
1501 Lana Way, Hollister, CA 95023
Phone Number: 831-634-2800
Contact: Cameron Wright

West Coast Rubber Recycling, Inc. in Hollister, California is a private company categorized under Recycling, Waste Materials. In 1999, Gary's Tire Disposal started collecting tires from various tire dealers in the Greater Bay Area. In August of 2001 the company name changed to West Coast Rubber Recycling (WCRR) and expanded its tire collection and sales territory. WCRR re-manufactures scrap tires into the following markets and applications:

Crumb Rubber:

Playground Covering and Horse Arena Footing
High Traffic Areas at Golf Courses
Injection and Pressure Molding Rubber Products

Tire Buffings:

Playground Pour-in-Place Applications
Press Molding Products

Civil Engineering Applications:

Scrap Tire Aggregate for Civil Engineering Applications

WCRR is permitted to properly handle your scrap tire needs using California Waste Tire Haulers permit number CIWMB #1004937-02. All tires collected are either disposed of or recycled in an appropriate manner at one of their two facilities located in Santa Clara County. Their recycling center is located in Hollister and consists of 16,000 feet of recycling space, where all tires that are able to be recycled are shredded or buffed into useable products. The shredding operation is able to handle tires as large as 20.5-25 spec designation and can be moved to handle tire cleanups as needed.

In 2010, WCRR processed over 1.2 million used tires principally turning them into useable crumb rubber products. The volumetric ratio of passenger to truck tires is approximately 30/70. Processed tires are used to rebuild roads, foot traffic pathways, and as footing for horse arenas and surfacing for playgrounds. The company also separates scrap metal from the tires and recycles it as well. This operation is done in a facility licensed by the State of California. (California Waste Tire Haulers permit number CIWMB #1004937-02). WCRR also conducts a significant amount of research towards developing new and effective approaches for tire recycling, and develops new uses and markets for recycled rubber.

The company representative said that they receive and reuse approximately 21,000 tons per year of scarp tires as recycled feedstock at their processing facility. Of this amount, approximately 15% or 3,225 tons of tire feedstock is collected within the four County CCRMDZ area. The interviewee said that they believe that they are capturing most of the used tires in the CCRMDZ area.

Herbert Ranch (Herbert Organic Farm)
1941 Fallon Road, Hollister, CA 95023
Phone Number: 831-637-9571
Contact: Patty Herbert

Herbert Family Organic Farm in Hollister, California is a private company categorized under Livestock Producers. Current estimates show this company to have a staff of approximately 1 to 4.

The Herbert Family has been farming in Hollister since 1868. After many years of conventional farming, the farm moved towards becoming completely organic in 1989. As one of the first practitioners of using recycled organic materials for compost, proper composting continues to be the major foundation of the Herbert Family Organic Farm operation. Compost along with proper soil management is responsible for the high quality produce supplied by the farm. The farm became fully CCOF certified in 1997.

In addition to making its own compost from raw green waste feedstock, Herbert Ranch also sells organic compost products to the public both as loose and bagged materials. Based on an interview with the company owner, the exact numbers of tons sold annually is confidential.

San Luis Obispo County

Manufacturers in San Luis Obispo county was surveyed in October 2011. Many of the manufacturing companies we interviewed were involved in the assembly of pre-made parts and items which were prepared under strict specifications. This means that recycled feedstock usage within the county is limited. We estimate that approximately 9,000 tons of materials of recycled feedstock are used within the county annually.

Recycled feedstock within San Luis Obispo County is limited mainly to plastics and metals. Plastic materials, including PET derived of 100% post-consumer recycled content, is being used more than in the past among manufacturers. Other companies cited that while they do not use 100% post-consumer plastics, they do make an effort to use up to 30% recycled content regularly.

The full San Luis Obispo County Recycled Feedstock Study can be referenced here:
http://www.recycleloan.org/pdfs/San_Luis_Obispo_Feedstock_Report.pdf

Examples:

Zurn Wilkins
1747 Commerce Way, Paso Robles, CA 93446
Phone Number: 877-222-5356
Contact: Neil Koellish, Facilities Manager

Zurn Wilkins manufactures and distributes plumbing products and accessories, including valves, backflow preventers, dielectric unions, regulators, strainers, and arrestors. This metal valves and pipe fittings company employs between 100 and 250 people.

When contacting the company, we spoke with the Facilities Manager. He stated that the company does include recycled feedstock material in its manufacturing process. These materials include bronze, brass, and iron, which are used as raw castings. Approximately 1,000 tons of these recycled feedstock materials are used per year, and all of the waste produced during their manufacturing process is recycled to be used again.

The representative stated that the company uses recycled materials because of cost, though it is up to the supplier to meet specific material requirements based on costs. However, these recycled materials are not provided by local suppliers in the San Benito, Monterey, San Luis Obispo, or Santa Cruz counties. The representative stated that the company would be interested in both exploring potential ways to make this process local, as well as expanding their usage of recycled feedstock material within the next five years, given that costs remain low.

Cornucopia Tool & Plastics Inc.
448 Sherwood Rd, Paso Robles, CA 93447
Phone Number: 805-369-0030
Contact: Victor Garcia

Cornucopia Tool & Plastics, Inc. creates molded plastics. The company consists of multiple divisions that offer a wider variety of products. In addition to plastic molding, they have post-molding operations such as machining, assembly, decorating, ultrasonic welding, and packaging. One division of the company, called Robison Electronics, molds encapsulation shells and plastic electronic mounting hardware. Another division, called Engineered Components Company (EC2), is an electronic manufacturer and supplier of coil-related products. They employ 50 to 100 people.

We had a successful interview with the company representative who was open and active in discussing their manufacturing process and product development. The representative stated that the company uses recycled feedstock material for approximately 50 percent of their materials. This percentage represents the non-critical materials, while the other 50 percent must be raw materials because they are critical materials that must be high-functioning. The recycled materials used include scraps and screws that are ground up, as well as nylon and acrylics. These materials come from recycled products because it is cheaper for the customer and creates less waste. The waste that is produced is then recycled again, according to the company representative. Additionally, these materials are obtained from distributors located in Los Angeles, Texas, and New York. Therefore, the recycled feedstock is not obtained locally.

The company initially began using recycled materials in their manufacturing process because of requests from the customers. Now the company recommends blended products to the customer comprised partially of recycled materials and partially of raw materials. The representative however, was very interested in future contact and meeting with CCRMDZ representatives to assist them in determining how to expand their usage of recycled feedstock material. Such meetings may result in new understanding of incorporating post-consumer feedstock into their manufacturing processes.

Del Industries

3580 Sueldo St, San Luis Obispo, CA 93401

Phone Number: 800-676-1335

Contact: Frank Martin, Director of Engineering

Del Industries manufactures sanitation products, including ozone generators. Their products include commercial pool disinfection systems, residential portable spa ozonators for hot tubs, residential swimming pool ozonators for pools of all sizes, portable water purifiers, and aquatic sanitation systems for zoos and aquariums. They employ between 50 and 100 people.

The company representative was cooperative in answering our questions. He stated that the company currently uses a small percentage of recycled feedstock material, approximately 15 percent. The company uses copper wire, aluminum, and plastic as materials in their manufacturing process, and of these materials only the plastic is purchased as a recycled product. The representative believes the aluminum they purchase may be a mix of partially recycled materials, though he was unsure. The copper wire, however, must be a raw material for their manufacturing process, according to the representative.

These materials, including both the raw copper wire and the recycled plastic, are obtained mainly overseas from Asia. However, the company is interested in pursuing local alternatives. Additionally, while only 10 percent of their waste is currently recycled, the representative stated that they are also interested in learning how to transform their recycling strategies.

Monterey County

Monterey County was surveyed in August 2012. We found that the total manufacturing activities in the county employ more than 42,000 agricultural workers and 21,000 manufacturing/industrial employees. These estimates are based on 2010 data from the Association of Monterey Bay Area Governments (AMBAG). Principal manufacturers in the county include agricultural work, including growers and shippers; vehicle parts; auxiliary parts for various industries; construction and demolition recycling; composting; and plastic manufacturing.

Many of the manufacturing companies interviewed indicated that they were involved specifically in the assembly of pre-made parts that are prepared under strict specifications.

Because of this, the potential to use recycled feedstock was limited. Raw feedstock was therefore much more commonly used, including plastics, organic materials, and construction and demolition recycling.

The full Monterey County Recycled Feedstock Study can be referenced here:
http://www.recycleloan.org/pdfs/Monterey_Co_Feedstock_Report.pdf

Examples:

Randazzo Enterprises, Inc.
13550 Blackie Rd, Castroville, CA 95012
Phone Number: 831-633-4420
Contact: Cindy, Administration

Randazzo Enterprises is a wood waste recycling facility where wood from demolition and land clearing projects is processed into chips and sold to co-generation plants. The company, which employs approximately 60 people, breaks down sites that need to be demolished and sorts through the materials, which are sent to either their demolition yard or their salvage yard. The salvage yard makes sellable items available to the public, while the demolition yard is where metal and concrete are sorted from wood and construction and demolition debris. The company sends the metal and concrete to recycling centers, while the wood and construction debris is put through their wood chipper to create different products. One of these products is a planting mix, which is made available to the public. In this way, the company utilizes every piece of material they have, and the waste that is produced from the wood manufacturing process is reused. Cindy, the interviewee, stated that because of the nature of the company's work in demolition, the company has employed all recycled feedstock materials in its business and will continue their reuse of post-consumer recycled materials into the future.

Cranford, Inc.
P.O. Box 7597, Spreckels, CA 93962
Phone Number: 831-455-2227
Contact: Jay, President

Cranford is a manufacturer in Spreckels, California, that produces and sells bulk and granulated compost, lime, and other agricultural nutrients. The company uses green waste, manure, and produce they obtain from local facilities, which they then use to manufacture compost. From the manufacturing process, no waste is produced that cannot be reused. We interviewed Jay, Cranford's president, who informed IntelliWaste that the company currently employs four people. Because the company currently uses materials that are already waste or post-consumer materials, the company is maximizing its use of such material and does not contemplate the use of raw materials.

Santa Cruz County

Santa Cruz County, the final county in the Central Coast Recycling Market Development Zone, was surveyed in June 2014. Through our survey, we found that the principal manufacturing companies in Santa Cruz County include cabinetry, surfboards, tiling, and woodworking. Many smaller sized companies exist in the county.

When referencing government subsidies and tax benefits that are available to companies working to expand their use of recycled feedstock, we found that very few of the companies are aware of this option. For those companies that do use recycled feedstock materials, there is also a lack of knowledge about these options and programs.

We found that specifically within Santa Cruz County, most of the manufacturing companies attempt to recycle their waste post-production. This was an interesting find because many of these companies do not consider sustainability to be a significant factor in their business model.

The full Santa Cruz County Recycled Feedstock Study can be referenced here:

http://www.recycleloan.org/pdfs/Santa_Cruz_Feedstock_Report.pdf

Examples:

Totally Tubular Design
3190 Winkle Ave, Santa Cruz, CA 95065
Email: totallytubebags@yahoo.com
Contact: Lauren Junker, Owner

Totally Tubular Design has two employees and has been operating as a business since 2010. The company creates bags and accessories made from recycled bicycle tubes and tires as well as car upholstery scraps. These materials are sourced from local bike and upholstery shops, which hold these materials until they are picked up by the company's owner, Lauren Junker. She estimates that she receives approximately 10 pounds of bike tubes per week. The only raw materials she uses in her production process are zippers, Velcro, and thread. She attempted to use recycled versions of these materials, but found that the process of extracting these materials from recycled products like pants and bags was too painstaking of a process.

The company does produce a small amount of waste during the manufacturing process, which is then sent to a landfill. Other materials that she receives from her suppliers that are too difficult for her to work with are also sent to a landfill. Ms. Junker stated in our interview that the idea to work predominately with recycled materials came from a desire to turn trash into something functional.

Totally Tubular Design's use of recycled bike tires, an otherwise wasted resource, is very much a selling point for the company; many of her customers purchase her products specifically because they are made of recycled materials.

Ms. Junker confirmed that she has heard of some government programs that provide support to companies using recycled materials through word-of-mouth only. She stated that she is very interested in learning about ways her company can qualify for government subsidies and tax benefits as a way to grow her business and expand its use of recycled feedstock.

LittleFootprint Lighting Inc.

101 Cooper St #234, Santa Cruz, CA 95060

Phone Number: 408-691-4636

Contact: Nancy Wahl-Scheurich, Founder & CEO

LittleFootprint Lighting manufactures energy-saving LED task lighting, aiming to reduce its carbon footprint by manufacturing its lamps from locally sourced, recycled plastic. The company was established in 2009 and currently employs 2 people. The company prides itself in using recycled feedstock to manufacture its products, using recycled ABS plastic that comes from e-waste, as well as recycled steel. The e-waste is sourced from MBA Polymers, an electronic waste supplier that used to have facilities in Richmond, CA (this local facility has recently closed). The steel used for the base of their lamps is also recycled; with 70% made of scrap metal. This steel is also sourced locally from a supplier in Richmond. The only raw materials used are LED light bulbs and electronic parts; even the cardboard packaging is made of post-consumer content, though this is sourced from Minnesota. According to the company contact, Nancy Wahl-Scheurich, each lamp is comprised of 58.4% post-consumer content when completed.

The company also produces little waste during the manufacturing process; any material that is expended during the injection molding process is reused. This is an excellent example of a company striving to maximize its use of recycled feedstock. The company contact stated that she would like to learn more about ways her company can expand its recycled feedstock use further and potentially benefit from government subsidies and tax breaks.

Overview of Findings

The findings gathered are relatively consistent across all four counties. Through contacting dozens of companies in various counties ranging from single-employee operations to large-scale companies with hundreds of employees, we found that the overwhelming majority of manufacturers do not currently use recycled feedstock. Furthermore, a fair number of companies contacted were not aware of whether or not they used raw or recycled materials, in addition to not being aware of how many tons of feedstock in general were used. This may be a reflection of the individuals we spoke with and their roles within the companies rather than a reflection of the company itself. Our calls were frequently met with suspicion under the

assumption that we were telemarketers attempting to sell them a product. As a result, we were frequently unable to be connected with anyone other than the receptionist or another employee who was not necessarily well-informed about the details of their materials.

The majority of the companies we spoke with informed us that they do attempt to practice post-production recycling when possible. This indicates that there is an interest, potentially unconscious, in the concept of recycling in general. The high rate of recycling versus the low rate of using recycled feedstock is an interesting juxtaposition. Many companies may recycle leftover scraps and materials at the end of their manufacturing process because that practice of recycling is commonplace and expected. Given that argument, one could suggest that these same companies' incredibly low recycled feedstock usage *as a part of the* manufacturing process indicates that this practice is not yet widely accepted by their peer companies. This then suggests that as recycled feedstock usage becomes a more mainstream practice through peer company pressure and/or customer pressure, other companies will follow suit.

Our overarching discovery was that companies in all four counties profiled are not using recycled feedstock. When analyzing the full range of responses we received from our interviews, we found eight consistent reasons as to why manufacturing companies do not use recycled feedstock:

- Convenience and fear of change
- Concern about durability and quality
- Assumption that their particular industry is exempt
- Feeling the need to dictate to customers' demands
- Fear of high cost
- Lack of interest
- Lack of knowledge and pathways to change

Each of these findings is detailed in the following section.

Convenience and fear of change

After speaking with companies of all sizes and industry types across four counties, we found that a large driver of using raw feedstock is both convenience and fear of change. Raw feedstock materials are commonly available and typically the traditional materials used in each industry, and it is therefore convenient to continue using what is known and familiar.

This convenience is often coupled with an underlying fear of changing to a different material, which could affect the outcome of the product. For companies operating on a tight budget with little room for error, there may be too much risk associated with pursuing the switch to recycled feedstock.

Concern about durability and quality

Many companies we spoke with expressed concerns about the durability and quality of recycled feedstock materials. There seems to be a common assumption that raw materials are stronger than recycled materials, which could compromise the integrity of the product. This was cited as one of the main reasons for not considering switching from raw materials. Many companies that abide by strict specifications in their manufacturing process are deeply concerned that switching to recycled materials will mean their products will not meet the standards of the industry.

Because this is true for some industries and some products, we recommend that future education efforts include details about which industries are able to more easily incorporate recycled feedstock and why. Laying out this information in a digestible manner may encourage manufacturers to be more receptive.

Assumption that their particular industry is exempt

Related to the previous point, we found that many companies assume there are no recycled feedstock options for their particular industry. Often these companies stated the reason for this is because of the nature of the product they manufacture and the fact that recycled options, if available, would significantly compromise the quality. Thus, using recycled feedstock materials is not an option for their particular industry. While this may be the case for some specialty industries that abide by certain safety codes or require a high level of precision in the manufacturing process, other industries do have the option of using some recycled feedstock. This is where education about which specific manufacturing industries should be considering recycled materials is essential.

Feeling the need to dictate to customers' demands

Many of the small companies we spoke with felt a portion of their manufacturing processes, specifically material usage, is influenced by the customer. Companies frequently expressed concern that if they were to switch to recycled materials, their customers may feel that the quality of the product has declined and would then subsequently turn to a competitor. This would in turn jeopardize their clientele base and income. Conversely, many of the companies that use recycled materials on an occasional basis cited that they do so because of a particular customer's request. However, these companies may not be taking into consideration the fact that customers could be open to suggestions and change, particularly given the growing call for recycling in general.

To combat this issue, the first step would be educating manufacturers on raw feedstock alternatives and the benefits associated with making the switch to recycled materials. Developing this confidence in manufacturers about recycled options will allow them to better educate and make material recommendations to customers.

Fear of high cost

Another assumption we found when interviewing manufacturers is that there is a large cost associated with recycled materials, both in the upfront cost of switching from raw to recycled feedstock and in the materials themselves. Concern about cost seems to be dominant driver of why companies feel inclined to continue using raw materials. The process of shifting to recycled materials seems to be an expensive and daunting process that companies are hesitant to take on. This is an industry-specific and product-specific subject that could be cleared up when manufacturers tackle the task of researching the process of switching in general.

Lack of interest

Many companies we spoke with were uninterested in pursuing the use of recycled feedstock. However, this may not necessarily be a reflection of the company's sentiment as a whole, but rather the particular person we spoke with. For those companies not using any recycled feedstock, employees with whom we spoke commonly stated that they were uninterested in pursuing recycled material options, particularly if there was no customer demand for it.

This suggests that an economic approach is needed to spark the interest of companies; if recycled feedstock materials are labeled as an equally-strong but more affordable alternative, then both the customer and the company may become more interested in considering it a viable option.

Lack of knowledge and pathways to change

These findings point to a larger issue of a lack of knowledge about recycled feedstock that hinders companies from incorporating recycled materials into their existing manufacturing process. This includes a lack of knowledge about which industries can and should consider recycled feedstock usage, how to begin the process of expanding to recycled feedstock, what costs are associated with this, what the benefits to business and environment are, and what types of government subsidies and tax benefits are available. Of those companies that are currently using recycled materials, many are not aware that these benefits exist or that there are programs in place that provide information and support. This may indicate why more companies are not taking advantage of subsidies and tax benefits.

Greater education and outreach can help to mitigate many of these issues that were cited by those we interviewed. This education should be done not only on the part of CCRMDZ, but also by innovative companies that use recycled materials and are interested in promoting sustainable practices in their particular industry. Knowledge-sharing and support are key here to changing the practices of individual companies, which in turn can create a groundswell of change across industries.

IntelliWaste appreciates the opportunity to assist the CCRMDZ with this important survey project. If you have any questions, please feel free to contact me at (415) 533-2070, or by email at intelliwaste@yahoo.com.

Sincerely,
IntelliWaste, Inc.

A handwritten signature in black ink that reads "Bruce J. Murphy". The signature is written in a cursive style with a large, prominent "B" and "M".

Bruce J. Murphy
Managing Principal