



**WASTE SOLUTIONS
GROUP**



Biography of David Gavrich

David Gavrich is President & CEO of three San Francisco-based companies involved in environmental management: Waste Solutions Group, a nationally-recognized waste services company providing sustainable waste management and transport of waste by rail and barge; San Francisco Bay Railroad (SFBR), a federally-certified railroad that provides freight rail transport to the Port of San Francisco, and the first railroad in the country to operate exclusively on biodiesel; and City Grazing, providing herbicide-free vegetation management using a herd of 100 goats based at the Port of San Francisco. Mr. Gavrich was honored by the SF Business Times as a Most Admired CEO in the Bay Area for 2007.

After receiving his Masters degree from Harvard University in 1976, Mr. Gavrich began working for the Carter Administration at the U.S. Environmental Protection Agency. There he worked on the congressionally-authorized President's Urban Policy Program for Waste Management, a program which gave grants to cities to explore more environmentally sound alternatives to the disposal of their waste.

In 1980, Mr. Gavrich moved to San Francisco to work on environmental programs at City Hall in the Administration of Mayor Feinstein. He served on a team in the SF Solid Waste Management Program that initiated the nation's first large-city curbside recycling program, which became a model for other cities throughout the country. His team also initiated and successfully completed negotiations of an economically attractive disposal contract for 65 years or 15 million tons of capacity. That contract remains in place today, and has saved San Francisco's ratepayers in excess of \$600 million over the past 25 years.

In 1991, when Mr. Gavrich founded Waste Solutions Group, in 2000, when he founded SFBR as a federally-certified railroad, and again in 2008 when he started City Grazing, he based his business models on the simple premise that services should not only be profitable, but should be environmentally sustainable as well.

In the last 18 years, Mr. Gavrich's companies have moved more than 5.5 million tons of municipal and industrial waste from the East and West coasts exclusively by rail and barge, and in doing so have reduced their clients' fuel usage by 18 million gallons of diesel fuel and their greenhouse gas emissions by more than 400 million pounds of CO₂. To put this in perspective, this is the equivalent of taking 2,000 cars off of Bay Area roads each day. Their innovative waste-by-rail and barge approaches, and their patented technology used by other companies throughout the U.S. have to date yielded greenhouse gas reductions in the billions of pounds.

Mr. Gavrich was for 8 years a member of the Board of Directors of the National Recycling Coalition in Washington, D.C. and has taught two courses in the *Economics of Waste Management* at the University of California at Berkeley. He is an avid sailor and soccer player, and is fluent in Italian. He lives in San Francisco with his wife Tina, and their two sons, Maxx (17) and Noah (14).

For more information, go to www.wastesolutionsgroup.com, www.sfbayrail.com, and www.citygrazing.com or contact information officer at info@wastesolutionsgroup.com.



June 23, 2009

Mr. Jared Blumenthal, Director
Mr. David Assman, Deputy Director
Department of the Environment
City & County of San Francisco
11 Grove Street
San Francisco, CA 94102

Dear Messrs. Blumenthal and Assman:

The Port of San Francisco and its federally-certified shortline railroad, San Francisco Bay Railroad (SFBR), are cooperatively marketing the maritime and rail assets of the Port. With more than 5 miles of improved track, storage for hundreds of railcars, substantial space for rail-related expansion, a new Illinois Street Rail Bridge that enhances connectivity, and the first railroad in the U.S. that runs exclusively on biodiesel, the Port is poised to offer users the most efficient and environmentally sound approach for the movement of goods and supplies in and out of the City.

The benefits of rail are well-documented. They include:

- ✓ Up to 90% reduction in fuel use compared to long-haul trucking.
- ✓ Up to 90% reduction in emissions of greenhouse gases and toxics.
- ✓ Fatalities and injury accidents reduced by 16 times, according to USDOT.
- ✓ Reduced traffic congestion on bridges and highways.
- ✓ Reduced wear and tear on bridges and highways.
- ✓ Lower costs to consumers of goods movement through greater efficiencies.
- ✓ Economic development and living wage jobs generation inside the City.
- ✓ Emergency preparedness to move materials in and out of the City.

Against that background, we understand that your Department has embarked upon a process of evaluating long-term landfill disposal sites for replacing the City's current arrangement with Altamont landfill when it expires in the next 4-5 years. We further understand that the mode of transportation used to get the waste to the landfill will be a critically important factor in determining the long-term impacts of the transport and disposal system on the local and regional environment. We believe that rail directly from the Port can not only minimize environmental impacts, but can also provide an anchor of rail business for the Port, and a key economic development engine for the local Bayview-Hunters Point community, and the City as a whole. Most of the City's waste already comes into Pier 96 in bifurcated trucks along with recyclables. The recyclables stay at Pier 96 to be processed, but the garbage goes back out to the transfer station near Brisbane, is loaded into transfer trucks, then is

taken to the Altamont landfill in Livermore. It would seem most efficient to not double or triple-handle the waste, but instead to put it directly onto rail at the Port. Collection vehicles could then go directly back out onto their routes, reducing time, fuel, emissions and traffic impacts. We would like to explore this opportunity with you.

Toward that end, we want to make sure that you and the Department are aware that SFBR, and its affiliate, Waste Solutions Group (WSG), have rail transported more than 2 million tons of waste directly from the Port over the past 15 years. In the process of moving that waste, they have used virtually every kind of rail equipment available, including standard gondolas, high-cube super gondolas, double-stack intermodal soil containers, and 12-foot high municipal solid waste (MSW) containers on flatcars. The 12-foot high MSW rail containers were introduced by WSG on the East coast more than a decade ago, and have been used by WSG to move more than 3 million tons of MSW from Boston, New York, and New Jersey to landfills in Virginia and South Carolina. These containers have become the state-of-the-art for moving MSW by rail along the Eastern seaboard. They would be a very good fit for moving the City's waste directly from the Port to a selected landfill site in the region. There would be no new rail infrastructure needed to facilitate their use along the rail line from San Francisco.

We urge the Department to approach the transport of waste in an independent way so that you will be able to make the transport and disposal system as efficient and environmentally sound as possible. We believe this will serve to minimize the impacts of the system on the environment and maximize the benefits to all citizens of the City. We hope that you will see how the rail infrastructure at the Port can contribute to making your transport system all that it can be.

We have attached an aerial photo showing the current Recycle Central facility at Pier 96, and the extensive rail infrastructure adjoining it and in close proximity. We would welcome the opportunity to give you a tour of the Port's rail facilities, and to sit down with you to discuss the prospects for working together on this exciting project for the City and County of San Francisco and the Port.

Sincerely,


Monique Moyer
Executive Director
Port of San Francisco


David Gavrich
President & CEO
San Francisco Bay Railroad

Red Lines - Detroit
Active Rail Trackage

