LIST OF DOCUMENTS RELATED TO PROPOSALS FOR COLLECTION, PROCESSING AND RECYCLING SERVICES

In Chronological Order

Number	Date	From	Description
1	Not dated	Colma	Master List of Addresses
2	2/20/15	SSFSC	List of Customers
3	2/20/15	Republic	List of Customers
4	2/26/15	Recology	List of Customers
5	6/2/15	Town	Request For Proposals For Collection And Processing Services For Recyclables, Organic Waste And Garbage
6	6/2/15	Town	Franchise Agreement For Recyclables, Organic Waste And Garbage Collection And Processing Services
7	6/23/15	Town	Addendum No. 1 to RFP
8	6/24/15	Recology	Letter re Questions on Town's RFP
9	6/24/15	Republic	Letter re Questions on Town's RFP
10	6/30/15	Town	Addendum No. 2 to RFP
11	7/15/15	Town	Addendum No. 3 to RFP
12	7/29/15	Town	Addendum No. 4 to RFP
13	8/1//15	Town	Addendum No. 5 to RFP
14	8/18/15	SSFSC	Colma Franchise Agreement w/ exceptions
15	8/25/15	SSFSC	Proposal
16	8/31/15	Republic	Proposal
17	9/10/15	Wells Fargo	Letter from WFB to Colma re Republic's Bid Bond
18	9/18/15	Town	Letter Colma to Republic re Questions about Proposal
19	9/18/15	Town	Letter Colma to SSFSC re Questions about Proposal
20	9/28/15	Town	Letter Colma to Republic re interview and tour
21	9/28/15	Town	Letter Colma to SSFSC re interview and tour
22	9/30/15	SSFSC	Letter SSFSC to Colma re questions about proposal
23	10/1/15	Republic	Letter Republic to Colma re questions about proposal
24	10/12/15	Colma	Letter Colma to Republic re additional questions
25	10/12/15	Colma	Letter Colma to SSFSC re additional questions
26	10/16/15	SSFSC	Letter SSFSC to Colma re additional questions
27	10/23/15	Republic	Letter Republic to Colma re additional questions
28	11/11/15	Republic	Letter Republic to Colma re future rate increases

29	11/13/15	Colma	Letter Colma to Republic re roll-off rates
30	11/13/15	Colma	Letter Colma to SSFSC re roll-off rates
31	11/13/15	SSFSC	Letter SSFSC to Colma re rate structure
32	11/13/15	Colma	Letter Colma to SSFSC re rate clarification
33	11/16/15	Republic	Letter Republic to Colma re roll-off rates
34	11/17/15	SSFSC	Letter SSFSC to Colma re roll-off rates
35	11/23/15	Colma	Letter Colma to Republic re rate re-submittal
36	11/23/15	Colma	Letter Colma to Republic re rate re-submittal, Ex A
37	11/30/15	Colma	Letter Colma to SSFSC re rate re-submittal
38	11/30/15	Colma	Letter Colma to SSFSC re rate re-submittal, Ex A
39	12/2/15	Colma	Letter Colma to Republic re Process Integrity
40	12/15/15	Republic	Letter Republic to Colma w/ revised rates
41	12/15/15	SSFSC	Letter SSFSC to Colma w/ revised rates
42	12/21/15	Colma	Letter Colma to Republic re compactor & roll-off rates
43	12/21/15	Colma	Letter Colma to SSFSC re compactor & roll-off rates
44	12/28/15	SSFSC	Letter SSFSC to Colma re compactor & roll-off rates
45	12/28/15	SSFSC	Proposal Forms M-1 thru M-8 (revised)
46	1/4/16	Republic	Proposal Forms M-1 thru M-8 (revised)

No.	Street	Apt	City	State	Zip	Use
401	B Street		Colma	CA	94014	Res
403	B Street		Colma	CA	94014-3137	Res
405	B Street		Colma	CA	94014-3137	Res
407	B Street		Colma	CA	94014	Res
409	B Street	A	Colma	CA	94014	Res
409	B Street	B	Colma	CA	94014	Res
411	B Street	A	Colma	CA	94014-3137	Res
411	B Street	B	Colma	CA	94014-3137	Res
413	B Street	A	Colma	CA	94014-3137	Res
413	B Street	B	Colma	CA	94014-3137	Res
415	B Street	A	Colma	CA	94014-3137	Res
415	B Street	B	Colma	CA	94014-3137	Res
416	B Street	A	Colma	CA	94014-3136	Res
416	B Street	B	Colma	CA	94014-3136	Res
417	B Street	A	Colma	CA	94014-3137	Res
417	B Street	B	Colma	CA	94014-3137	Res
418	B Street		Colma	CA	94014-3136	Res
419	B Street	A	Colma	CA	94014-	Res
419	B Street	B	Colma	CA	94014-	Res
420	B Street	A	Colma	CA	94014-3136	Res
420	B Street	B	Colma	CA	94014-3136	Res
424	B Street		Colma	CA	94014-3136	Res
426	B Street		Colma	CA	94014-3136	Res
429	B Street		Colma	CA	94014-3137	Res
429	B Street	1/2	Colma	CA	94014-3137	Res
429	B Street	A	Colma	CA	94014-3137	Res
430	B Street		Colma	CA	94014-3136	Res
431	B Street		Colma	CA	94014-3137	Res
433	B Street		Colma	CA	94014-3137	Res
435	B Street		Colma	CA	94014-3137	Res
436	B Street		Colma	CA	94014-3136	Res
437	B Street		Colma	CA	94014-3137	Res
438	B Street		Colma	CA	94014-	Res
439	B Street		Colma	CA	94014-3137	Res
442	B Street		Colma	CA	94014-3136	Res
444	B Street		Colma	CA	94014	Res
451	B Street		Colma	CA	94014-3137	Res
453	B Street		Colma	CA	94014-3137	Res
455	B Street		Colma	CA	94014-	Res
461	B Street		Colma	CA	94014-	Res
463	B Street		Colma	CA	94014-	Res
468	B Street		Colma	CA	94014-	Res
469	B Street	A	Colma	CA	94014-	Res
469	B Street	B	Colma	CA	94014-	Res

471 B Street		Colma	CA	94014-	Res
472 B Street		Colma	CA	94014-	Res
475 B Street		Colma	CA	94014-3137	Res
476 B Street		Colma	CA	94014	Res
479 B Street		Colma	CA	94014-	Res
480 B Street		Colma	CA	94014-	Res
483 B Street		Colma	CA	94014-3137	Res
484 B Street		Colma	CA	94014-	Res
488 B Street		Colma	CA	94014-	Res
492 B Street		Colma	CA	94014-	Res
503 B Street		Colma	CA	94014-	Res
504 B Street		Colma	CA	94014-3138	Res
507 B Street		Colma	CA	94014-	Res
508 B Street		Colma	CA	94014-	Res
511 B Street		Colma	CA	94014-3139	Res
512 B Street		Colma	CA	94014-3138	Res
515 B Street		Colma	CA	94014-	Res
516 B Street		Colma	CA	94014-	Res
519 B Street		Colma	CA	94014-3139	Res
520 B Street		Colma	CA	94014-	Res
523 B Street		Colma	CA	94014-	Res
524 B Street		Colma	CA	94014-	Res
527 B Street		Colma	CA	94014-	Res
528 B Street		Colma	CA	94014-	Res
531 B Street		Colma	CA	94014-3139	Res
532 B Street		Colma	CA	94014-	Res
536 B Street		Colma	CA	94014-3138	Res
540 B Street		Colma	CA	94014	Res
401 C Street		Colma	CA	94014-3105	Res
401 C Street	A	Colma	CA	94014-3105	Res
409 C Street		Colma	CA	94014-3141	Res
411 C Street		Colma	CA	94014-3141	Res
413 C Street		Colma	CA	94014-3141	Res
415 C Street	A	Colma	CA	94014-3141	Res
415 C Street	B	Colma	CA	94014-3141	Res
417 C Street	A	Colma	CA	94014-3141	Res
417 C Street	B	Colma	CA	94014-3141	Res
419 C Street	A	Colma	CA	94014-3141	Res
419 C Street	B	Colma	CA	94014-3141	Res
420 C Street	A	Colma	CA	94014-3140	Res
420 C Street	B	Colma	CA	94014-3140	Res
421 C Street		Colma	CA	94014-3141	Res
422 C Street	A	Colma	CA	94014-3140	Res
422 C Street	B	Colma	CA	94014-3140	Res
423 C Street		Colma			Res
424 C Street	A	Colma	CA	94014-3140	Res

424 C Street	B	Colma	CA	94014-	Res
426 C Street	A	Colma	CA	94014-3140	Res
426 C Street	B	Colma	CA	94014-3140	Res
427 C Street		Colma	CA	94014-3141	Res
431 C Street		Colma	CA	94014-3141	Res
435 C Street	A	Colma	CA	94014-3103	Res
435 C Street	1	Colma	CA	94014-3103	Res
435 C Street	2	Colma	CA	94014-3103	Res
435 C Street	3	Colma	CA	94014-3103	Res
435 C Street	4	Colma	CA	94014-3103	Res
438 C Street		Colma	CA	94014-	Res
440 C Street		Colma	CA	94014-3140	Res
441 C Street	A	Colma	CA	94014-3141	Res
441 C Street		Colma	CA	94014-3141	Res
442 C Street		Colma	CA	94014-	Res
445 C Street	A	Colma	CA	94014-3141	Res
445 C Street	B	Colma	CA	94014-3141	Res
445 C Street	C	Colma	CA	94014-3141	Res
445 C Street	D	Colma	CA	94014-3141	Res
446 C Street		Colma	CA	94014-	Res
449 C Street		Colma	CA	94014-3141	Res
455 C Street		Colma	CA	94014-3141	Res
464 C Street		Colma	CA	94014-3140	Res
466 C Street		Colma	CA	94014-3140	Res
467 C Street		Colma	CA	94014-3141	Res
471 C Street		Colma	CA	94014-3141	Res
472 C Street		Colma	CA	94014-3140	Res
475 C Street		Colma	CA	94014-3141	Res
476 C Street		Colma	CA	94014-3140	Res
479 C Street		Colma	CA	94014-	Res
480 C Street		Colma	CA	94014-3140	Res
483 C Street		Colma	CA	94014-	Res
484 C Street		Colma	CA	94014-	Res
487 C Street		Colma	CA	94014-3141	Res
491 C Street		Colma	CA	94014-3141	Res
492 C Street		Colma	CA	94014-	Res
503 C Street		Colma	CA	94014-3144	Res
504 C Street		Colma	CA	94014-	Res
507 C Street		Colma	CA	94014-	Res
508 C Street		Colma	CA	94014-3143	Res
511 C Street		Colma	CA	94014-3144	Res
512 C Street		Colma	CA	94014-	Res
515 C Street		Colma	CA	94014-3144	Res
516 C Street		Colma	CA	94014-	Res
519 C Street		Colma	CA	94014-3144	Res
520 C Street		Colma	CA	94014-3143	Res

523 C Street		Colma	CA	94014-	Res
524 C Street		Colma	CA	94014-	Res
527 C Street		Colma	CA	94014-	Res
528 C Street		Colma	CA	94014-	Res
531 C Street		Colma	CA	94014-3144	Res
532 C Street		Colma	CA	94014-3143	Res
535 C Street		Colma	CA	94014-	Res
536 C Street		Colma	CA	94014-3143	Res
539 C Street		Colma	CA	94014-	Res
540 C Street		Colma	CA	94014-	Res
543 C Street		Colma	CA	94014-3144	Res
544 C Street		Colma	CA	94014-3143	Res
547 C Street		Colma	CA	94014-	Res
548 C Street		Colma	CA	94014-3143	Res
551 C Street		Colma	CA	94014-	Res
552 C Street		Colma	CA	94014-	Res
556 C Street		Colma	CA	94014-3143	Res
560 C Street		Colma	CA	94014-3143	Res
564 C Street		Colma	CA	94014-	Res
350 Clark Ave		Colma	CA	94014-3145	Res
450 Clark Ave		Colma	CA	94014-3147	Res
550 Clark Ave		Colma	CA	94014-3149	Res
570 Clark Ave		Colma	CA	94014-3170	Res
580 Clark Ave		Colma	CA	94014-3170	Res
205 Collins Ave	203	Colma	CA	94014	Comm
205 Collins Ave	207	Colma	CA	94014	Comm
205 Collins Ave	1	Colma	94014		Res
205 Collins Ave	2	Colma	94014		Res
205 Collins Avenue	3	Colma	94014		Res
205 Collins Avenue	4	Colma	94014		Res
205 Collins Avenue	5	Colma	94014		Res
205 Collins Avenue	6	Colma	94014		Res
205 Collins Avenue	7	Colma	94014		Res
205 Collins Avenue	8	Colma	94014		Res
205 Collins Avenue	9	Colma	94014		Res
205 Collins Avenue	10	Colma	94014		Res
205 Collins Avenue	11	Colma	94014		Res
205 Collins Avenue	12	Colma	94014		Res
205 Collins Avenue	14	Colma	94014		Res
205 Collins Avenue	15	Colma	94014		Res
205 Collins Avenue	16	Colma	94014		Res
205 Collins Avenue	17	Colma	94014		Res
205 Collins Avenue	18	Colma	94014		Res
205 Collins Avenue	19	Colma	94014		Res
205 Collins Avenue	20	Colma	94014		Res
205 Collins Avenue	21	Colma	94014		Res

205	Collins Avenue	22	Colma	94014		Res
205	Collins Avenue	23	Colma	94014		Res
205	Collins Avenue	24	Colma	94014		Res
205	Collins Avenue	25	Colma	94014		Res
205	Collins Avenue	26	Colma	94014		Res
205	Collins Avenue	27	Colma	94014		Res
205	Collins Avenue	28	Colma	94014		Res
205	Collins Avenue	29	Colma	94014		Res
205	Collins Avenue	30	Colma	94014		Res
205	Collins Avenue	31	Colma	94014		Res
205	Collins Avenue	32	Colma	94014		Res
205	Collins Avenue	33	Colma	94014		Res
205	Collins Avenue	34	Colma	94014		Res
205	Collins Avenue	35	Colma	94014		Res
205	Collins Avenue	36	Colma	94014		Res
207	Collins Ave		Colma	CA	94014	Comm
245	Collins Ave		Colma	CA	94014-3241	Comm
248	Collins Ave		Colma	CA	94014-3201	Comm
480	Collins Ave	A	Colma	CA		Comm
480	Collins Ave	B	Colma	CA		Comm
480	Collins Ave	C	Colma	CA		Comm
480	Collins Ave	D	Colma	CA		Comm
480	Collins Ave	E	Colma	CA		Comm
480	Collins Ave	F	Colma	CA		Comm
480	Collins Ave	G	Colma	CA		Comm
480	Collins Ave	H	Colma	CA		Comm
480	Collins Ave	I	Colma	CA		Comm
480	Collins Ave	J	Colma	CA		Comm
480	Collins Ave	K	Colma	CA		Comm
500	Collins Ave		Colma	CA	94014	Comm
530	Collins Ave					Comm
1000	Collins Ave		Colma	CA	94014	Comm
1500	Collins Ave		Colma	CA		Comm
1500	Collins Ave		Colma	CA	94014	Comm
1	Colma Blvd		Colma	CA	94014	Comm
2	Colma Blvd		Colma	CA	94014	Comm
19	Colma Blvd		Colma	CA	94014	Comm
27	Colma Blvd		Colma	CA	94014	Comm
41	Colma Blvd		Colma	CA	94014	Comm
55	Colma Blvd		Colma	CA	94014	Comm
75	Colma Blvd		Colma	CA	94014	Comm
75	Colma Blvd		Colma	CA	94014-3231	Comm
81	Colma Blvd		Colma	CA	94014	Comm
91	Colma Blvd		Colma	CA	94014	Comm
101	Colma Blvd		Colma	CA	94014	Comm
111	Colma Blvd		Colma	CA	94014-3232	Comm
119	Colma Blvd		Colma	CA	94014-3232	Comm

200 Colma Blvd		Colma	CA	94014	Comm
429 D Street		Colma	CA	94014	Res
430 D Street		Colma	CA	94014-	Res
431 D Street		Colma	CA	94014	Res
433 D Street		Colma	CA	94014-	Res
434 D Street		Colma	CA	94014-	Res
435 D Street		Colma	CA	94014-	Res
436 D Street		Colma	CA	94014-3151	Res
438 D Street		Colma	CA	94014-3151	Res
439 D Street		Colma	CA	94014-	Res
442 D Street		Colma	CA	94014-	Res
443 D Street	A	Colma	CA	94014-3152	Res
443 D Street	B	Colma	CA	94014	Res
448 D Street		Colma	CA	94014-	Res
452 D Street		Colma	CA	94014-	Res
455 D Street		Colma	CA	94015-	Res
456 D Street		Colma	CA	94014-	Res
459 D Street		Colma	CA	94014-	Res
460 D Street		Colma	CA	94014-	Res
463 D Street		Colma	CA	94014-	Res
464 D Street		Colma	CA	94014-3151	Res
467 D Street		Colma	CA	94014-	Res
468 D Street		Colma	CA	94014-3151	Res
471 D Street		Colma	CA	94014-3152	Res
472 D Street		Colma	CA	94014-3151	Res
475 D Street		Colma	CA	94014-	Res
476 D Street		Colma	CA	94015-	Res
479 D Street		Colma	CA	94014-3152	Res
480 D Street		Colma	CA	94014-3151	Res
483 D Street		Colma	CA	94014-	Res
484 D Street		Colma	CA	94014-	Res
487 D Street		Colma	CA	94014-	Res
488 D Street		Colma	CA	94014-3151	Res
490 D Street		Colma	CA	94014-	Res
491 D Street		Colma	CA	94014-	Res
503 D Street		Colma	CA	94014-	Res
507 D Street		Colma	CA	94014-	Res
511 D Street		Colma	CA	94014-	Res
515 D Street		Colma	CA	94014-	Res
519 D Street		Colma	CA	94014-	Res
523 D Street		Colma	CA	94014-	Res
527 D Street		Colma	CA	94014-3153	Res
531 D Street		Colma	CA	94014-3153	Res
535 D Street		Colma	CA	94014-	Res
539 D Street		Colma	CA	94014-3153	Res
543 D Street		Colma	CA	94014-3153	Res
547 D Street		Colma	CA	94014	Res

551 D Street		Colma	CA	94014-	Res
555 D Street		Colma	CA	94014	Res
559 D Street		Colma	CA	94014-	Res
563 D Street		Colma	CA	94014-	Res
567 D Street		Colma	CA	94014-	Res
571 D Street		Colma	CA	94014-3153	Res
575 D Street		Colma	CA	94014-	Res
579 D Street		Colma	CA	94014	Res
401 E Street	1	Colma	CA	94014-3155	Res
401 E Street	2	Colma	CA	94014-3155	Res
401 E Street	3	Colma	CA	94014-3155	Res
401 E Street	4	Colma	CA	94014-3155	Res
412 E Street		Colma	CA	94014-3154	Res
414 E Street		Colma	CA	94014	Res
415 E Street		Colma	CA	94014-	Res
416 E Street		Colma	CA	94014-3154	Res
417 E Street		Colma	CA	94014-3156	Res
419 E Street		Colma	CA	94014-	Res
421 E Street		Colma	CA	94014-	Res
423 E Street		Colma	CA	94014-3156	Res
425 E Street		Colma	CA	94014	Res
427 E Street		Colma	CA	94014-	Res
429 E Street		Colma	CA	94014-	Res
435 E Street		Colma	CA	94014-3156	Res
441 E Street		Colma	CA	94014-3156	Res
443 E Street		Colma	CA	94014-	Res
444 E Street		Colma	CA	94014	Res
445 E Street		Colma	CA	94014-	Res
446 E Street	A	Colma	CA	94014-3154	Res
446 E Street	B	Colma	CA	94014-3154	Res
446 E Street	C	Colma	CA	94014-3154	Res
448 E Street		Colma	CA	94014-3154	Res
449 E Street	1	Colma	CA	94014-	Res
449 E Street	2	Colma	CA	94014-	Res
449 E Street	3	Colma	CA	94014-	Res
450 E Street		Colma	CA	94014-3154	Res
450 E Street	1/2	Colma	CA	94014-3154	Res
455 E Street		Colma	CA	94014-3156	Res
460 E Street	1/2	Colma	CA	94014-3154	Res
460 E Street		Colma	CA	94014-3154	Res
460 E Street		Colma	CA	94014-3154	Res
461 E Street		Colma	CA	94014-3156	Res
461 E Street		Colma	CA	94014-3156	Res
462 E Street	A	Colma	CA	94014-3150	Res
462 E Street	B	Colma	CA	94014-	Res
462 E Street	C	Colma	CA	94014-	Res
463 E Street		Colma	CA	94014-	Res

464	E Street	A	Colma	CA	94014-3154	Res
464	E Street	B	Colma	CA	94014-3154	Res
465	E Street	A	Colma	CA	94014-	Res
465	E Street	B	Colma	CA	94014-	Res
466	E Street	A	Colma	CA	94014-3154	Res
466	E Street	B	Colma	CA	94014-3154	Res
467	E Street		Colma	CA	94014-	Res
469	E Street		Colma	CA	94014-3156	Res
471	E Street		Colma	CA	94014-	Res
478	E Street		Colma	CA	94014-	Res
483	E Street		Colma	CA	94014-3156	Res
490	E Street		Colma	CA	94014-3154	Res
1000	El Camino Real		Colma	CA	94014	Comm
1051	El Camino Real		Colma	CA	94014	Res
1148	El Camino Real		Colma	CA	94014	Comm
1150	El Camino Real		Colma	CA	94014	Comm
1171	El Camino Real		Colma	CA	94014	Comm
1174	El Camino Real		Colma	CA	94014-3212	Res
1180	El Camino Real		Colma	CA	94014-3212	Res
1180	El Camino Real	A	Colma	CA	94014-3242	Res
1180	El Camino Real	B	Colma	CA	94014-3242	Res
1180	El Camino Real	C	Colma	CA	94014-3242	Res
1180	El Camino Real	D	Colma	CA	94014-3242	Res
1180	El Camino Real	E	Colma	CA	94014-3242	Res
1180	El Camino Real	F	Colma	CA	94014-3242	Res
1180	El Camino Real	G	Colma	CA	94014-3242	Res
1180	El Camino Real	H	Colma	CA	94014-3242	Res
1180	El Camino Real	I	Colma	CA	94014-3242	Res
1180	El Camino Real	J	Colma	CA	94014-3242	Res
1180	El Camino Real	K	Colma	CA	94014-3242	Res
1180	El Camino Real	L	Colma	CA	94014-3242	Res
1180	El Camino Real	M	Colma	CA	94014-3242	Res
1180	El Camino Real	N	Colma	CA	94014-3242	Res
1180	El Camino Real	O	Colma	CA	94014-3242	Res
1180	El Camino Real	P	Colma	CA	94014-3242	Res
1180	El Camino Real	R	Colma	CA	94014-3242	Res
1180	El Camino Real	S	Colma	CA	94014-3242	Res
1188	El Camino Real		Colma	CA	94014-3242	**Public**
1198	El Camino Real		Colma	CA	94014-3212	**Public**
1199	El Camino Real		Colma	CA	94014-3211	**Public**
1200	El Camino Real		Colma	CA	94014	Comm
1201	El Camino Real		Colma	CA	94014	Comm
1222	El Camino Real	A	Colma	CA		Comm
1222	El Camino Real	B	Colma	CA		Comm
1232	El Camino Real		Colma	CA		Comm
1242	El Camino Real		Colma	CA		Comm
1250	El Camino Real		Colma	CA		Comm

1300	El Camino Real		Colma	CA	94014-3239	Comm
1350	El Camino Real		Colma	CA	94014-3239	Res
1351	El Camino Real		Colma	CA	94014-3240	Comm
1361	El Camino Real		Colma	CA	94014-3240	Comm
1370	El Camino Real		Colma	CA	94014	Comm
7623	El Camino Real		Colma	CA	94014	Res
7625	El Camino Real		Colma	CA	94014	Res
7685	El Camino Real		Colma	CA	94014	Res
7687	El Camino Real		Colma	CA	94014-3159	Comm
7701	El Camino Real		Colma	CA	94014-3108	Res
7747	El Camino Real		Colma	CA	94014-3108	Comm
7801	El Camino Real		Colma	CA	94014-3110	Comm
417	F Street	A	Colma	CA	94014-3162	Res
417	F Street	B		CA	94014-3162	Res
419	F Street		Colma	CA	94014-	Res
421	F Street		Colma	CA	94014-	Res
421	F Street		Colma	CA	94014-	Res
427	F Street		Colma	CA	94014-3162	**Public**
433	F Street		Colma	CA	94014-	Res
435	F Street		Colma	CA	94014-	Comm
437	F Street		Colma	CA	94014-	Res
439	F Street		Colma	CA	94014-	Res
441	F Street		Colma	CA	94014-3162	Res
540	F Street		Colma	CA	94014	Comm
601	F Street		Colma	CA	94014-3160	**Public**
609	F Street		Colma	CA	94014-3160	Res
611	F Street		Colma	CA	94014-3160	Res
613	F Street		Colma	CA	94014-	Res
615	F Street		Colma	CA	94014-	Res
617	F Street		Colma	CA	94014-	Res
619	F Street		Colma	CA	94014-	Res
621	F Street		Colma	CA	94014-3160	Res
623	F Street		Colma	CA	94014-	Res
625	F Street		Colma	CA	94014-	Res
627	F Street	A	Colma	CA	94014-3160	Res
627	F Street	B	Colma	CA	94014-3160	Res
629	F Street		Colma	CA	94014-	Res
1300	Hillside Blvd		Colma	CA	94014-3010	Res
1370	Hillside Blvd		Colma	CA	94014	Comm
1450	Hillside Blvd	1	Colma	CA	94014-	Res
1450	Hillside Blvd	2	Colma	CA	94014-	Res
1450	Hillside Blvd	3	Colma	CA	94014-	Res
1450	Hillside Blvd	4	Colma	CA	94014-	Res
1500	Hillside Blvd		Colma	CA	94014-2869	**Public**
1520	Hillside Blvd		Colma	CA	94014-2869	**Public**
1601	Hillside Blvd		Colma	CA		Comm
1700	Hillside Blvd		Colma	CA	94014	Comm

1701 Hillside Blvd				Comm
1801 Hillside Blvd	Colma	CA	94014	Comm
1801 Hillside Blvd	Colma	CA	94014	Res
1899 Hillside Blvd	Colma	CA		Comm
1900 Hillside Blvd	Colma	CA		Comm
1901 Hillside Blvd	Colma	CA	94014-	Comm
1905 Hillside Blvd	Colma	CA		Comm
1905 Hillside Blvd	Colma	CA		Res
2001 Hillside Blvd	Colma	CA	94014-2873	Comm
2003 Hillside Blvd	Colma	CA	94014-2873	Res
2005 Hillside Blvd	Colma	CA	94014	Comm
2005 Hillside Blvd	Colma	CA	94014	Res
2101 Hillside Blvd	Colma	CA	94014	Comm
2300 Hillside Blvd	Colma	CA	94014	Res
2499 Hillside Blvd	Colma	CA	94014-2882	Comm
2700 Hillside Blvd	Colma	CA	94014-2800	Res
2702 Hillside Blvd	Colma	CA	94014-2800	Res
2704 Hillside Blvd	Colma	CA	94014-2800	Res
2706 Hillside Blvd	Colma	CA	94014-2800	Res
2708 Hillside Blvd	Colma	CA	94014-2800	Res
2710 Hillside Blvd	Colma	CA	94014-2800	Res
301 Hoffman St.	Colma	CA	94014-2879	Res
302 Hoffman St.	Colma	CA	94014-2876	Res
303 Hoffman St.	Colma	CA	94014-2879	Res
304 Hoffman St.	Colma	CA	94014-2876	Res
305 Hoffman St.	Colma	CA	94014-	Res
306 Hoffman St.	Colma	CA	94014-2876	Res
307 Hoffman St.	Colma	CA	94014-2879	Res
308 Hoffman St.	Colma	CA	94014-2876	Res
309 Hoffman St.	Colma	CA	94014-2879	Res
311 Hoffman St.	Colma	CA	94014-2879	Res
313 Hoffman St.	Colma	CA	94014-	Res
315 Hoffman St.	Colma	CA	94014-2879	Res
316 Hoffman St.	Colma	CA	94014-2876	Res
317 Hoffman St.	Colma	CA	94014-	Res
318 Hoffman St.	Colma	CA	94014-	Res
319 Hoffman St.	Colma	CA	94014-	Res
320 Hoffman St.	Colma	CA	94014-2876	Res
321 Hoffman St.	Colma	CA	94014-2879	Res
1221 Isabelle Circle	South San Francisco	CA		Res
1223 Isabelle Circle	South San Francisco	CA		Res
1225 Isabelle Circle	South San Francisco	CA		Res
1227 Isabelle Circle	South San Francisco	CA		Res
1229 Isabelle Circle	South San Francisco	CA		Res
1231 Isabelle Circle	South San Francisco	CA		Res
1233 Isabelle Circle	South San Francisco	CA		Res
1235 Isabelle Circle	South San Francisco	CA		Res

1237 Isabelle Circle	South San Francisco	CA		Res
1239 Isabelle Circle	South San Francisco	CA		Res
1241 Isabelle Circle	South San Francisco	CA		Res
1243 Isabelle Circle	South San Francisco	CA		Res
1245 Isabelle Circle	South San Francisco	CA		Res
1247 Isabelle Circle	South San Francisco	CA		Res
1249 Isabelle Circle	South San Francisco	CA		Res
1251 Isabelle Circle	South San Francisco	CA		Res
1321 Isabelle Circle	South San Francisco	CA		Res
1323 Isabelle Circle	South San Francisco	CA		Res
1325 Isabelle Circle	South San Francisco	CA		Res
1327 Isabelle Circle	South San Francisco	CA		Res
1329 Isabelle Circle	South San Francisco	CA		Res
1331 Isabelle Circle	South San Francisco	CA		Res
1333 Isabelle Circle	South San Francisco	CA		Res
1335 Isabelle Circle	South San Francisco	CA		Res
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1341 Isabelle Circle	South San Francisco	CA		Res
1343 Isabelle Circle	South San Francisco	CA		Res
1345 Isabelle Circle	South San Francisco	CA		Res
1347 Isabelle Circle	South San Francisco	CA		Res
1349 Isabelle Circle	South San Francisco	CA		Res
1351 Isabelle Circle	South San Francisco	CA		Res
1353 Isabelle Circle	South San Francisco	CA		Res
1355 Isabelle Circle	South San Francisco	CA		Res
1357 Isabelle Circle	South San Francisco	CA		Res
1359 Isabelle Circle	South San Francisco	CA		Res
4927 Junipero Serra Blvd	South San Francisco	CA		Comm
3601 Junipero Serra Blvd	Colma	CA	94014-3214	Comm
4915 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
4925 Junipero Serra Blvd	Colma	CA	94014	Comm
4927 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
4929 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
4931 Junipero Serra Blvd				Comm
4933 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
4935 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
4937 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
4939 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
4943 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
4945 Junipero Serra Blvd	Colma	CA	94014-3216	Comm
5001 Junipero Serra Blvd	Colma	CA	94014	Comm
5025 Junipero Serra Blvd	Colma	CA	94014-3217	Comm
5045 Junipero Serra Blvd	Colma	CA	94014-3217	Comm
5075 Junipero Serra Blvd	Colma	CA	94014-3217	Comm
1263 Mission Road	South San Francisco	CA		Res
1267 Mission Road	South San Francisco	CA		Res

1271	Mission Road		South San Francisco	CA	Res
1275	Mission Road		South San Francisco	CA	Res
1279	Mission Road		South San Francisco	CA	Res
1283	Mission Road		South San Francisco	CA	Res
1287	Mission Road		South San Francisco	CA	Res
1291	Mission Road		South San Francisco	CA	Res
1295	Mission Road		South San Francisco	CA	Res
1299	Mission Road		South San Francisco	CA	Res
1303	Mission Road		South San Francisco	CA	Res
1307	Mission Road		South San Francisco	CA	Res
1311	Mission Road		South San Francisco	CA	Res
1315	Mission Road		South San Francisco	CA	Res
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1357	Mission Road		South San Francisco	CA	Res
1361	Mission Road		South San Francisco	CA	Res
1365	Mission Road		South San Francisco	CA	Res
1369	Mission Road		South San Francisco	CA	Res
1373	Mission Road		South San Francisco	CA	Res
1377	Mission Road		South San Francisco	CA	Res
1420	Mission Road		South San Francisco	CA	Res
1427	Mission Road	A	South San Francisco	CA	Comm
1427	Mission Road	B	South San Francisco	CA	Comm
1427	Mission Road	C	South San Francisco	CA	Comm
1427	Mission Road	D	South San Francisco	CA	Comm
1427	Mission Road	E	South San Francisco	CA	Comm
1431	Mission Road		South San Francisco	CA	Res
1433	Mission Road		South San Francisco	CA	Res
1439	Mission Road		South San Francisco	CA	Res
1445	Mission Road		South San Francisco	CA	Res
1451	Mission Road		South San Francisco	CA	Res
1455	Mission Road		South San Francisco	CA	Comm
1457	Mission Road		South San Francisco	CA	Res
1465	Mission Road		South San Francisco	CA	Comm
1475	Mission Road		South San Francisco	CA	Comm
1500	Mission Road		South San Francisco	CA	Comm
1531	Mission Road	x	South San Francisco	CA	Comm
1533	Mission Road		South San Francisco	CA	Comm
1537	Mission Road	A	South San Francisco	CA	Comm
1537	Mission Road	B	South San Francisco	CA	Comm
1537	Mission Road	C	South San Francisco	CA	Comm
1537	Mission Road	D	South San Francisco	CA	Comm

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1635	Mission Road		South San Francisco	CA		Comm
1655	Mission Road	A	South San Francisco	CA		Res
1655	Mission Road	B	South San Francisco	CA		Res
1655	Mission Road	C	South San Francisco	CA		Comm
1665	Mission Road	D	South San Francisco	CA		Res
1675	Mission Road		South San Francisco	CA		Comm
1679	Mission Road		South San Francisco	CA		Comm
1681	Mission Road		South San Francisco	CA		Comm
1685	Mission Road		South San Francisco	CA		Comm
1687	Mission Road		South San Francisco	CA		Comm
1690	Mission Road		South San Francisco	CA		Comm
1692	Mission Road		South San Francisco	CA		Res
1711	Mission Road		South San Francisco	CA		Comm
1715	Mission Road		South San Francisco	CA		Comm
1725	Mission Road		South San Francisco	CA		Comm
1727	Mission Road		South San Francisco	CA		Comm
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1787	Mission Road		South San Francisco	CA		Comm
1789	Mission Road		South San Francisco	CA		Comm
1791	Mission Road		South San Francisco	CA		Comm
7621	Mission Road		Colma			Comm
7651	Mission Road		Colma			Comm
7685	Mission Road		Colma			Comm
7741	Mission Road		Colma			Comm
7801	Mission Road		Colma			Comm
435	Serramonte Blvd	x	Colma	CA		Comm
445	Serramonte Blvd		Colma	CA		Comm
455	Serramonte Blvd		Colma	CA		Comm
475	Serramonte Blvd	x	Colma	CA		Comm
485	Serramonte Blvd	x	Colma	CA		Comm
600	Serramonte Blvd		Colma	CA	94014-3218	Comm
650	Serramonte Blvd	A	Colma	CA	94014-3218	Comm
650	Serramonte Blvd	B	Colma	CA	94014-3218	Comm
650	Serramonte Blvd		Colma	CA		Comm
654	Serramonte Blvd		Colma	CA	94014-3218	Comm
700	Serramonte Blvd		Colma	CA		Comm
711	Serramonte Blvd		Colma	CA	94014-3221	Comm
735	Serramonte Blvd		Colma	CA	94014	Comm
775	Serramonte Blvd		Colma	CA	94014	Comm
780	Serramonte Blvd		Colma	CA	94014	Comm
785	Serramonte Blvd		Colma	CA	94014	Comm

800	Serramonte Blvd	Colma	CA	94014	Comm
970	Serramonte Blvd	Colma	CA	94014-3224	Comm
990	Serramonte Blvd	Colma	CA	94014-3224	Comm
999	Serramonte Blvd	Colma	CA	94014	Comm

Summary of Data

Apparent Use	Count
Residential	455
Commercial *	147
Public	7
Total:	*609*

Hauler	Count
Allied	346
SSFSC	118
Recology	11
Total	*475*
Not on any hauler's list	134
Total	*609*

Collection Service	Count
SFD	364
MFD	5
MFD?	1
Commercial *	145
No data	0
Public	7
Total	522
sharing service with other unit	13
sharing services or no service	74
Grand Total	*609*

Collection Service	Hauler	Notes
SFD	Allied	
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SOUTH SAN FRANCISCO
SCAVENGER
COMPANY, INC.

February 12, 2015

Mr. Roger Peters
Special Projects
Town of Colma
1198 El Camino Real
Colma, Ca 94014-3212

RE: Colma Waste Hauling Services

Dear Mr. Peters,

Please accept this letter in response to your request of January 30 and January 19.

First, let me apologize for not having the 2014 tonnage numbers ready at this time. We are still working on gathering that data, and it won't be available until after your requested date.

However, we can give you the 2013 tonnage information, which is basically the same data included in the report submitted to Kathleen Gallagher last year.

Information about operations:

1. Current Service addresses: Enclosed are two lists of all current actives services and the associated rates that are being charged, or not charged, as in the case of source separated recycling services. One list is a summary of the services, and the other is a detailed listing showing addresses, etc. The detailed list can be provided to you in spreadsheet format as well, just let us know.
2. Number of routes – We service Colma customers using automated side loaders for curbside trash and for curbside recycling. We also use front loader trucks for commercial customers and roll off trucks for debris box. All our routes in Colma are portions of routes that are primarily in South San Francisco. There are no dedicated Colma only routes. There simply aren't enough customers in our area of operation in Colma currently to warrant dedicated routes.
3. Current Rates – Each individual customer's current rate is indicated on the services list. These rates are as approved by the Town as of July 1, 2014, and a copy of the most recent chart is enclosed.

'15 FEB 17 PM 3:36

PO Box 348 • 500 East Jamie Court • South San Francisco, CA 94083-0348
V: (650) 589-4020 • F: (650) 589-7385 • e: info@ssfscavenger.com • web: www.ssfscavenger.com

Printed on Post-consumer Recycled Paper.

4. Town and Community Events – Currently the only participation we have been asked to have in community events is to provide on-site shred services at an annual community wide clean up day that took place at the Town corporation yard. We had some participation from residents, resulting in several hundred pounds of shredded documents.

Tonnage Information:

Enclosed is a copy of the 2013 Recycling and Disposal Report previously provided to the Town.

Due to the small number of customers we serve, these figures are derived from allocating truck loads between Colma and South San Francisco, based on relative container sizes being invoiced for each community. In other words, we calculate the number of gallons on each route for each community, and then apply that percentage to the weights of the truckloads of different materials.

Solid waste by cart, bin, roll off, compactor:

The tonnage for Roll Off is identified separately.

We have no compactor customers in Colma.

The Commercial category consists of tonnage handled by carts and bins.

The Residential category is all handled through carts.

The different types of materials are indicated as well, by recyclable materials, and yardwaste / organics.
As indicated, we will send you the 2014 information as soon as possible, and please accept our apologies that it is not yet available.

Thank you, and let us know if we can provide further information,

Paul Formosa,
Treasurer

Printed on Post-consumer Recycled Paper.

COLMA

COLMA RATE SCHEDULE

EFFECTIVE JULY 1, 2014

RESIDENTIAL RATES (per month)

		TOTAL
20 GALLON (ANYONE)		20.97
32 GALLON	1 CAN	27.19
	2 CANS	59.82
	3 CANS	93.80
64 GALLON	1 CAN	59.82
	2 CANS	130.45
	3 CANS	195.68
96 GALLON	1 CAN	93.80
	2 CANS	195.68
	3 CANS	293.51

CAN SERVICE - COMMERCIAL

30 GALLON	24.69
32 GALLON	26.32
40 GALLON	32.92
45 GALLON	36.99
55 GALLON	45.24
64 GALLON	52.64
96 GALLON	83.31

COLMA

1 YARD CONTAINERS

		TOTAL
	1	166.62
	2	333.24
	3	499.86
	4	666.48
	5	833.10
	EXTRA TRIP	38.45
	RENTAL	43.65

FRONT END LOADER

		TOTAL
2 YARD	1	249.84
	2	499.68
	3	749.52
	4	999.36
	5	1,249.20
	6	1,499.04
	7	1,748.88
	EXTRA TRIP	57.74
3 YARD	1	374.82
	2	749.64
	3	1,124.46
	4	1,499.28
	5	1,874.10
	6	2,248.92
	7	2,623.74
	EXTRA TRIP	86.61
4 YARD	1	499.73
	2	999.46
	3	1,499.19
	4	1,998.92
	5	2,498.65
	6	2,998.38
	7	3,498.11
	EXTRA TRIP	115.48
5 YARD	1	624.70
	2	1,249.40
	3	1,874.10
	4	2,498.80
	5	3,123.50
	6	3,748.20
	7	4,372.90

COLMA

	EXTRA TRIP	144.35
6 YARD	1	749.60
	2	1,499.20
	3	2,248.80
	4	2,998.40
	5	3,748.00
	6	4,497.60
	7	5,247.20
	EXTRA TRIP	173.22

DEBRIS BOX

		TOTAL
PERMANENT		
7 YARD		439.69
14 YARD		439.69
20 YARD		628.12
25 YARD		785.16
30 YARD		942.20
40 YARD		1,256.26
MISC. DEBRIS BOX		
	DEL CHG	81.47
5 YARD	MINI-BOX	238.52
7 YARD		521.16
14 YARD		521.16
20 YARD		709.58
25 YARD		866.63
30 YARD		1,023.70
40 YARD		1,337.73
	RENTAL	19.65
COMPACTED YARDAGE		50.94
LOOSE YARDAGE		28.87
OVER 3 TONS		122.78

Parameter (Effective Date=2/12/2015; Sort By=Site ID) Filter (Service Area Equals COL)

Active Services and Rates Summary

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

C10 - Commercial - Cycle 10

Service Code	Description	Temp	Equip. Owner	Service Count	Qty	Total Rates	Rate Period
01.5LCOCC	1.5 YD LEACH CONTAINER OCC	No	Company	1	1	0.00	Per month
01FLTR	1 YD FRONT LOAD TRASH	No	Company	7	7	1,166.34	Per month
01LCOCC	1 YD LEACH CONTAINER OCC	No	Company	2	2	0.00	Per month
02FLCP	2 YD FRONT LOAD COMPACTOR	No	Company	1	1	882.96	Per month
02FLFW	2 YD FRONT LOAD FOOD WASTE	No	Company	1	1	749.52	Per month
02FLOCC	2 YD FRONT LOAD OCC	No	Company	2	2	0.00	Per month
02FLTR	2 YD FRONT LOAD TRASH	No	Company	5	5	1,499.04	Per month
03FLGL	3 YD FRONT LOAD GLASS	No	Company	1	1	0.00	Per month
03FLOCC	3 YD FRONT LOAD OCC	No	Company	2	2	0.00	Per month
03FLTR	3 YD FRONT LOAD TRASH	No	Company	1	1	374.82	Per month
06FLOCC	6 YD FRONT LOAD OCC	No	Company	3	3	0.00	Per month
14DBPTR	14 YD PERM. DEBRIS BOX - TRASH	No	Company	4	4	0.00	Per month
C32TR	32 GALLON TRASH - COMMERCIAL	No	Company	2	3	78.96	Per month
C45TR	45 GALLON TRASH - COMMERCIAL	No	Company	1	1	36.99	Per month
C64REC	64 GALLON RECYCLE SPLIT CART -COMMER	No	Company	1	1	0.00	Per month
C64TR	64 GALLON TRASH - COMMERCIAL	No	Company	3	3	157.92	Per month
C96AGP	96 GALLON RECYCLE A/G/P - COMMERCIAL	No	Company	9	12	0.00	Per month
C96MP	96 GALLON MIXED PAPER RECYCLE - COMM	No	Company	11	13	0.00	Per month
C96OCC	96 GALLON RECYCLE OCC - COMMERCIAL	No	Company	2	3	0.00	Per month
C96TR	96 GALLON TRASH - COMMERCIAL	No	Company	3	3	249.93	Per month
LOOSECB	LOOSE CARDBOARD	No	Company	3	3	0.00	Per month
Billing Cycle Totals:				**65**	**72**	**5,196.48**	

C10-AUTO - Commercial - Cycle 10 - AutoPay

Service Code	Description	Temp	Equip. Owner	Service Count	Qty	Total Rates	Rate Period
C32TR	32 GALLON TRASH - COMMERCIAL	No	Company	2	2	52.64	Per month
C96AGP	96 GALLON RECYCLE A/G/P - COMMERCIAL	No	Company	1	1	0.00	Per month
C96OCC	96 GALLON RECYCLE OCC - COMMERCIAL	No	Company	1	1	0.00	Per month
Billing Cycle Totals:				**4**	**4**	**52.64**	

C11 - DB Comp - Cycle 11

Service Code	Description	Temp	Equip. Owner	Service Count	Qty	Total Rates	Rate Period
03FLOCC	3 YD FRONT LOAD OCC	No	Company	1	2	0.00	Per month
14DBPTR	14 YD PERM. DEBRIS BOX - TRASH	No	Company	1	1	0.00	Per month
C96AGP	96 GALLON RECYCLE A/G/P - COMMERCIAL	No	Company	1	1	0.00	Per month
C96MP	96 GALLON MIXED PAPER RECYCLE - COMM	No	Company	1	4	0.00	Per month
Billing Cycle Totals:				**4**	**8**	**0.00**	

R2 - Residential - Cycle 2

Service Code	Description	Temp	Equip. Owner	Service Count	Qty	Total Rates	Rate Period
R20TR	20 GALLON TRASH - RESIDENTIAL	No	Company	13	13	272.61	Per month
R32TR	32 GALLON TRASH - RESIDENTIAL	No	Company	39	39	1,060.41	Per month
R64REC	64 GALLON RECYCLE SPLIT CART - RESIDEN	No	Company	53	53	0.00	Per month
R64TR	64 GALLON TRASH - RESIDENTIAL	No	Company	1	1	59.82	Per month
R96YW	96 GALLON YARDWASTE - RESIDENTIAL	No	Company	30	30	0.00	Per month
Billing Cycle Totals:				**136**	**136**	**1,392.84**	

Active Services and Rates Summary

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

R2-AUTO - Residential - Cycle 2 - AutoPay

Service Code	Description	Temp	Equip. Owner	Service Count	Qty	Total Rates	Rate Period
R20TR	20 GALLON TRASH - RESIDENTIAL	No	Company	4	4	83.88	Per month
R32TR	32 GALLON TRASH - RESIDENTIAL	No	Company	11	11	299.09	Per month
R64REC	64 GALLON RECYCLE SPLIT CART - RESIDEN	No	Company	15	15	0.00	Per month
R96YW	96 GALLON YARDWASTE - RESIDENTIAL	No	Company	7	7	0.00	Per month
Billing Cycle Totals:				**37**	**37**	**382.97**	
Report Totals:				**246**	**257**	**7,024.93**	

Parameter (Effective Date=2/12/2015; Sort By=Site ID) Filter (Service Area Equals COL)

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate	Period	Qty
C10 - Commercial - Cycle 10										
01.5LCOCC - 1.5 YD LEACH CONTAINER OCC										
024713 - 0001	IMAGE AUTO BODY 1687 MISSION RD	No	Company	Weekly	201	0.00	0.00	100.00%	Per month	1
				Last Service Date :	2/9/2015	**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**1**
							Quantity:			**1.00**
01FLTR - 1 YD FRONT LOAD TRASH										
007678 - 0001	DITO'S MOTORS 1715 MISSION RD	No	Company	Weekly	904	166.62	166.62	100.00%	Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICEFEL			
021889 - 0001	A-1 RHINO LININGS 480 COLLINS AVE STE A	No	Company	Weekly	904	166.62	166.62	100.00%	Per month	1
				Last Service Date :	2/10/2015	**Work Flow Code :**	SERVICEFEL			
023677 - 0001	CALIFORNIA CLASSIC VANS, INC. 1531 MISSION RD	No	Company	Weekly	904	166.62	166.62	100.00%	Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICEFEL			
023683 - 0001	BACA'S MACHINE SHOP 1690 MISSION RD	No	Company	Weekly	904	166.62	166.62	100.00%	Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICEFEL			
026101 - 0001	ACME MEMORIAL 1900 HILLSIDE BLVD	No	Company	Weekly	904	166.62	166.62	100.00%	Per month	1
				Last Service Date :	2/10/2015	**Work Flow Code :**	SERVICEFEL			
034019 - 0001	PET'S REST 1905 HILLSIDE BLVD	No	Company	Weekly	904	166.62	166.62	100.00%	Per month	1
				Last Service Date :	2/10/2015	**Work Flow Code :**	SERVICEFEL			
048997 - 0001	A & D GLASS DEPOT INC 480 COLLINS AVE Unit D	No	Company	Weekly	904	166.62	166.62	100.00%	Per month	1
				Last Service Date :	2/10/2015	**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$1,166.34**
							Count:			**7**
							Quantity:			**7.00**
01LCOCC - 1 YD LEACH CONTAINER OCC										
023677 - 0001	CALIFORNIA CLASSIC VANS, INC. 1531 MISSION RD	No	Company	2 times per we	201	0.00	0.00	100.00%	Per month	1
				Last Service Date :	2/11/2015	**Work Flow Code :**	SERVICEFEL			
023684 - 0001	JOHN'S AUTOMOTIVE 1711 MISSION RD	No	Company	Weekly	201	0.00	0.00	100.00%	Per month	1
				Last Service Date :	2/9/2015	**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**2**
							Quantity:			**2.00**
02FLCP - 2 YD FRONT LOAD COMPACTOR										
004491 - 0001	SERRAMONTE HONDA 485 SERRAMONTE BLVD	No	Company	2 times per we	904	882.96	882.96	100.00%	Per month	1
				Last Service Date :	2/10/2015	**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$882.96**
							Count:			**1**
							Quantity:			**1.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
C10 - Commercial - Cycle 10 *(Cont.)*										
02FLFW - 2 YD FRONT LOAD FOOD WASTE										
002573 - 0001	CALIFORNIA FRESH 4927 JUNIPERO SERRA BLVD	No	Company	3 times per we	905	749.52	749.52	100.00%	Per month	1
			Last Service Date :	2/9/2015		**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$749.52**
							Count:			**1**
							Quantity:			**1.00**
02FLOCC - 2 YD FRONT LOAD OCC										
006151 - 0001	CHILDRENS EMPOWERMENT 480 COLLINS AVE STE J	No	Company	3 times per we	906	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/9/2015		**Work Flow Code :**	SERVICEFEL			
034019 - 0001	PET'S REST 1905 HILLSIDE BLVD	No	Company	Weekly	906	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**2**
							Quantity:			**2.00**
02FLTR - 2 YD FRONT LOAD TRASH										
006151 - 0001	CHILDRENS EMPOWERMENT 480 COLLINS AVE STE J	No	Company	2 times per we	904	499.68	499.68	100.00%	Per month	1
			Last Service Date :	2/10/2015		**Work Flow Code :**	SERVICEFEL			
023680 - 0001	ROYAL AUTO BODY 1681 MISSION RD UNIT A	No	Company	Weekly	904	249.84	249.84	100.00%	Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICEFEL			
024713 - 0001	IMAGE AUTO BODY 1687 MISSION RD	No	Company	Weekly	904	249.84	249.84	100.00%	Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICEFEL			
024825 - 0001	COLMA ANIMAL HOSPITAL 1232 EL CAMINO REAL	No	Company	Weekly	904	249.84	249.84	100.00%	Per month	1
			Last Service Date :	2/10/2015		**Work Flow Code :**	SERVICEFEL			
025189 - 0001	ROSE & LEONA'S FLOWERS SHOP 1539 MISSION RD	No	Company	Weekly	904	249.84	249.84	100.00%	Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$1,499.04**
							Count:			**5**
							Quantity:			**5.00**
03FLGL - 3 YD FRONT LOAD GLASS										
025190 - 0001	MOLLOYS SPRING NO 2 1655 MISSION RD	No	Company	On-Call	302	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/6/2015		**Work Flow Code :**	XTRAPUFEL			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**1**
							Quantity:			**1.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
C10 - Commercial - Cycle 10 *(Cont.)*										
03FLOCC - 3 YD FRONT LOAD OCC										
002573 - 0001	CALIFORNIA FRESH 4927 JUNIPERO SERRA BLVD	No	Company	Weekly	906	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICEFEL			
013610 - 0001	AW COLLISION 435 SERRAMONTE BLVD	No	Company	Weekly	906	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**2**
							Quantity:			**2.00**
03FLTR - 3 YD FRONT LOAD TRASH										
025190 - 0001	MOLLOYS SPRING NO 2 1655 MISSION RD	No	Company	Weekly	904	374.82	374.82	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICEFEL			
Service Code Totals							**Rates:**			**$374.82**
							Count:			**1**
							Quantity:			**1.00**
06FLOCC - 6 YD FRONT LOAD OCC										
004491 - 0001	SERRAMONTE HONDA 485 SERRAMONTE BLVD	No	Company	Weekly	906	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICEFEL			
022345 - 0001	ACURA OF SERRAMONTE 475 SERRAMONTE BLVD	No	Company	Weekly	906	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICEFEL			
032961 - 0001	PACIFIC SUPPLY 1675 MISSION RD	No	Company	On-Call	906	0.00	0.00	100.00%	Per month	1
			Last Service Date :		11/21/2014	**Work Flow Code :**	XTRAPUFEL			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**3**
							Quantity:			**3.00**
14DBPTR - 14 YD PERM. DEBRIS BOX - TRASH										
013610 - 0001	AW COLLISION 435 SERRAMONTE BLVD	No	Company	On-Call	AREA1	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/6/2015	**Work Flow Code :**	D/R			
022345 - 0001	ACURA OF SERRAMONTE 475 SERRAMONTE BLVD	No	Company	On-Call	AREA3	0.00	0.00	100.00%	Per month	1
			Last Service Date :		1/27/2015	**Work Flow Code :**	D/R			
023678 - 0001	F. FERRANDO & COMPANY 1537 MISSION RD	No	Company	On-Call	AREA1	0.00	0.00	100.00%	Per month	1
			Last Service Date :		12/10/2014	**Work Flow Code :**	D/R			
032961 - 0001	PACIFIC SUPPLY 1675 MISSION RD	No	Company	On-Call	AREA1	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/6/2015	**Work Flow Code :**	D/R			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**4**
							Quantity:			**4.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
C10 - Commercial - Cycle 10 *(Cont.)*										
C32TR - 32 GALLON TRASH - COMMERCIAL										
022957 - 0001	T. SHIRT FEVER 480 COLLINS AVE STE G	No	Company	Weekly	601	52.64	52.64	100.00%	Per month	2
			Last Service Date :		2/9/2015	**Work Flow Code :**	SERVICETOT			
024721 - 0001	SF DENTAL SUPPLY 1427 MISSION RD UNIT A	No	Company	Weekly	601	26.32	26.32	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals							**Rates:**			**$78.96**
							Count:			**2**
							Quantity:			**3.00**
C45TR - 45 GALLON TRASH - COMMERCIAL										
032323 - 0001	CALIFORNIA PACIFIC LIMOUSINE 480 COLLINS AVE STE I	No	Company	Weekly	601	36.99	36.99	100.00%	Per month	1
			Last Service Date :		2/9/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals							**Rates:**			**$36.99**
							Count:			**1**
							Quantity:			**1.00**
C64REC - 64 GALLON RECYCLE SPLIT CART -COMMERCIAL										
023679 - 0001	CURTIS EDWARD DENNISON LANC 1635 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**1**
							Quantity:			**1.00**
C64TR - 64 GALLON TRASH - COMMERCIAL										
019363 - 0001	WESTERN AWNINGS 480 COLLINS AVE STE B	No	Company	Weekly	601	52.64	52.64	100.00%	Per month	1
			Last Service Date :		2/9/2015	**Work Flow Code :**	SERVICETOT			
023679 - 0001	CURTIS EDWARD DENNISON LANC 1635 MISSION RD	No	Company	Weekly	601	52.64	52.64	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICETOT			
048038 - 0001	UNIQUE AUTO RECONDITIONING 480 COLLINS AVE STE E	No	Company	Weekly	601	52.64	52.64	100.00%	Per month	1
			Last Service Date :		2/9/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals							**Rates:**			**$157.92**
							Count:			**3**
							Quantity:			**3.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate Period	Qty
C10 - Commercial - Cycle 10 *(Cont.)*									
C96AGP - 96 GALLON RECYCLE A/G/P - COMMERCIAL									
002573 - 0001	CALIFORNIA FRESH 4927 JUNIPERO SERRA BLVD	No	Company	Weekly	202	0.00	0.00	100.00% Per month	4
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT	
013610 - 0001	AW COLLISION 435 SERRAMONTE BLVD	No	Company	Weekly	202	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT	
022345 - 0001	ACURA OF SERRAMONTE 475 SERRAMONTE BLVD	No	Company	Weekly	202	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT	
023677 - 0001	CALIFORNIA CLASSIC VANS, INC. 1531 MISSION RD	No	Company	On-Call	202	0.00	0.00	100.00% Per month	1
			Last Service Date :		11/18/2014	**Work Flow Code :**		OCSERVICE	
024706 - 0001	MR WIRE 1427 MISSION RD UNIT D	No	Company	Weekly	202	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT	
024721 - 0001	SF DENTAL SUPPLY 1427 MISSION RD UNIT A	No	Company	Weekly	202	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/10/2015	**Work Flow Code :**		SERVICETOT	
024825 - 0001	COLMA ANIMAL HOSPITAL 1232 EL CAMINO REAL	No	Company	On-Call	202	0.00	0.00	100.00% Per month	1
			Last Service Date :		12/23/2014	**Work Flow Code :**		OCSERVICE	
032323 - 0001	CALIFORNIA PACIFIC LIMOUSINE 480 COLLINS AVE STE I	No	Company	On-Call	202	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/2/2015	**Work Flow Code :**		OCSERVICE	
034019 - 0001	PET'S REST 1905 HILLSIDE BLVD	No	Company	On-Call	202	0.00	0.00	100.00% Per month	1
			Last Service Date :		1/21/2015	**Work Flow Code :**		OCSERVICE	

Service Code Totals

Rates:	**$0.00**
Count:	**9**
Quantity:	**12.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
C10 - Commercial - Cycle 10 *(Cont.)*										
C96MP - 96 GALLON MIXED PAPER RECYCLE - COMMERCIAL										
004491 - 0001	SERRAMONTE HONDA 485 SERRAMONTE BLVD	No	Company	Weekly	202	0.00	0.00	100.00%	Per month	2
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT		
013610 - 0001	AW COLLISION 435 SERRAMONTE BLVD	No	Company	Weekly	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT		
022345 - 0001	ACURA OF SERRAMONTE 475 SERRAMONTE BLVD	No	Company	Weekly	202	0.00	0.00	100.00%	Per month	2
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT		
023678 - 0001	F. FERRANDO & COMPANY 1537 MISSION RD	No	Company	On-Call	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/4/2015	**Work Flow Code :**		OCSERVICE		
024706 - 0001	MR WIRE 1427 MISSION RD UNIT D	No	Company	Weekly	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT		
024721 - 0001	SF DENTAL SUPPLY 1427 MISSION RD UNIT A	No	Company	Weekly	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/10/2015	**Work Flow Code :**		SERVICETOT		
024825 - 0001	COLMA ANIMAL HOSPITAL 1232 EL CAMINO REAL	No	Company	On-Call	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		1/20/2015	**Work Flow Code :**		OCSERVICE		
032323 - 0001	CALIFORNIA PACIFIC LIMOUSINE 480 COLLINS AVE STE I	No	Company	On-Call	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/2/2015	**Work Flow Code :**		OCSERVICE		
033814 - 0001	AYOOB MECHANICAL 480 COLLINS AVE STE H	No	Company	On-Call	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		1/28/2015	**Work Flow Code :**		OCSERVICE		
034019 - 0001	PET'S REST 1905 HILLSIDE BLVD	No	Company	On-Call	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		1/21/2015	**Work Flow Code :**		OCSERVICE		
048038 - 0001	UNIQUE AUTO RECONDITIONING 480 COLLINS AVE STE E	No	Company	Weekly	202	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/4/2015	**Work Flow Code :**		SERVICETOT		

Service Code Totals

Rates:	**$0.00**
Count:	**11**
Quantity:	**13.00**

C96OCC - 96 GALLON RECYCLE OCC - COMMERCIAL

024825 - 0001	COLMA ANIMAL HOSPITAL 1232 EL CAMINO REAL	No	Company	Weekly	201	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/11/2015	**Work Flow Code :**		SERVICETOT		
048997 - 0001	A & D GLASS DEPOT INC 480 COLLINS AVE Unit D	No	Company	Weekly	201	0.00	0.00	100.00%	Per month	2
			Last Service Date :		2/9/2015	**Work Flow Code :**		SERVICETOT		

Service Code Totals

Rates:	**$0.00**
Count:	**2**
Quantity:	**3.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
C10 - Commercial - Cycle 10 *(Cont.)*										
C96TR - 96 GALLON TRASH - COMMERCIAL										
023684 - 0001	JOHN'S AUTOMOTIVE 1711 MISSION RD	No	Company	Weekly	601	83.31	83.31	100.00%	Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
024706 - 0001	MR WIRE 1427 MISSION RD UNIT D	No	Company	Weekly	601	83.31	83.31	100.00%	Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
033814 - 0001	AYOOB MECHANICAL 480 COLLINS AVE STE H	No	Company	Weekly	601	83.31	83.31	100.00%	Per month	1
				Last Service Date :	2/9/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals							**Rates:**			**$249.93**
							Count:			**3**
							Quantity:			**3.00**
LOOSECB - LOOSE CARDBOARD										
024706 - 0001	MR WIRE 1427 MISSION RD UNIT D	No	Company	On-Call	201	0.00	0.00	100.00%	Per month	1
032323 - 0001	CALIFORNIA PACIFIC LIMOUSINE 480 COLLINS AVE STE I	No	Company	On-Call	201	0.00	0.00	100.00%	Per month	1
				Last Service Date :	2/2/2015	**Work Flow Code :**	SERVICEHND			
048038 - 0001	UNIQUE AUTO RECONDITIONING 480 COLLINS AVE STE E	No	Company	On-Call	201	0.00	0.00	100.00%	Per month	1
Service Code Totals							**Rates:**			**$0.00**
							Count:			**3**
							Quantity:			**3.00**
Billing Cycle Totals							**Rates:**			**$5,196.48**
							Count:			**65**
							Quantity:			**72.00**
C10-AUTO - Commercial - Cycle 10 - AutoPay										
C32TR - 32 GALLON TRASH - COMMERCIAL										
027022 - 0001	VILLAN DESIGN STUDIOS 480 COLLINS AVE STE K	No	Company	Weekly	601	26.32	26.32	100.00%	Per month	1
				Last Service Date :	2/9/2015	**Work Flow Code :**	SERVICETOT			
050821 - 0001	JOE DEBATTISTA 1725 MISSION RD	No	Company	Weekly	601	26.32	26.32	100.00%	Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals							**Rates:**			**$52.64**
							Count:			**2**
							Quantity:			**2.00**
C96AGP - 96 GALLON RECYCLE A/G/P - COMMERCIAL										
050821 - 0001	JOE DEBATTISTA 1725 MISSION RD	No	Company	On-Call	202	0.00	0.00	100.00%	Per month	1
				Last Service Date :	1/16/2015	**Work Flow Code :**	OCSERVICE			
Service Code Totals							**Rates:**			**$0.00**
							Count:			**1**
							Quantity:			**1.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
C10-AUTO - Commercial - Cycle 10 - AutoPay *(Cont.)*										
C96OCC - 96 GALLON RECYCLE OCC - COMMERCIAL										
050821 - 0001	JOE DEBATTISTA 1725 MISSION RD	No	Company	Weekly	201	0.00	0.00	100.00%	Per month	1
				Last Service Date :	2/11/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals								**Rates:**		**$0.00**
								Count:		**1**
								Quantity:		**1.00**
Billing Cycle Totals								**Rates:**		**$52.64**
								Count:		**4**
								Quantity:		**4.00**
C11 - DB Comp - Cycle 11										
03FLOCC - 3 YD FRONT LOAD OCC										
007256 - 0001	SERRAMONTE LEXUS 700 SERRAMONTE BLVD	No	Company	Weekly	906	0.00	0.00	100.00%	Per month	2
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICEFEL			
Service Code Totals								**Rates:**		**$0.00**
								Count:		**1**
								Quantity:		**2.00**
14DBPTR - 14 YD PERM. DEBRIS BOX - TRASH										
007256 - 0001	SERRAMONTE LEXUS 700 SERRAMONTE BLVD	No	Company	Weekly	AREA1	0.00	0.00	100.00%	Per month	1
				Last Service Date :	2/12/2015	**Work Flow Code :**	D/R			
Service Code Totals								**Rates:**		**$0.00**
								Count:		**1**
								Quantity:		**1.00**
C96AGP - 96 GALLON RECYCLE A/G/P - COMMERCIAL										
007256 - 0001	SERRAMONTE LEXUS 700 SERRAMONTE BLVD	No	Company	Weekly	202	0.00	0.00	100.00%	Per month	1
				Last Service Date :	2/4/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals								**Rates:**		**$0.00**
								Count:		**1**
								Quantity:		**1.00**
C96MP - 96 GALLON MIXED PAPER RECYCLE - COMMERCIAL										
007256 - 0001	SERRAMONTE LEXUS 700 SERRAMONTE BLVD	No	Company	Weekly	202	0.00	0.00	100.00%	Per month	4
				Last Service Date :	2/4/2015	**Work Flow Code :**	SERVICETOT			
Service Code Totals								**Rates:**		**$0.00**
								Count:		**1**
								Quantity:		**4.00**
Billing Cycle Totals								**Rates:**		**$0.00**
								Count:		**4**
								Quantity:		**8.00**
R2 - Residential - Cycle 2										

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*									
R20TR - 20 GALLON TRASH - RESIDENTIAL									
004204 - 0001	CHRIST BRODIT 1291 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
006564 - 0001	DIANA DUENAS 1365 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
008291 - 0001	JASMIN XU 1353 ISABELLE CIRCLE	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
009738 - 0001	RINA DOMINGUEZ 1445 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
021324 - 0001	ALVIN HOM 1223 ISABELLE CIRCLE	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
026271 - 0001	ERIC DING LY CHYN 1275 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
045028 - 0001	MARIA LEGASPI 1377 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
045899 - 0001	JOSEPH ENRIGHT 1355 ISABELLE CIRCLE	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048034 - 0001	MAY L. WONG 1247 ISABELLE CIRCLE	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048050 - 0001	WILLIAM CHUNG 1339 ISABELLE CIRCLE	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048077 - 0001	TINA KUEHNE 1345 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048094 - 0001	ROBYN ORR 1267 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		8/7/2014	**Work Flow Code :**		SERVICETOT	
048678 - 0001	MEI LUU 1315 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	

Service Code Totals

Rates:	**$272.61**
Count:	**13**
Quantity:	**13.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*									
R32TR - 32 GALLON TRASH - RESIDENTIAL									
001632 - 0001	MICHAEL ESTACIO 1369 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
005175 - 0001	GURSIMMAR SIBIA 1327 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
009277 - 0001	MONA WU 1329 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
010846 - 0001	SHANNON HORTON 1245 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
012251 - 0001	RENE GUBE 1221 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
013225 - 0001	JONATHAN BELLI 1431 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
013227 - 0001	BARBARA LAGOMARSINO 1439 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
013745 - 0001	MELISSA CLINE 1433 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
022257 - 0001	PABLO TOLENTINO 1345 ISABELLE CIR	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
022728 - 0001	ALEX AND RICHELLE MAS 1233 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
044942 - 0001	NANCY CHAN AND RHONDA LOUIE 1337 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
045562 - 0001	MARGARETA MOLLOY 1303 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
047326 - 0001	RAMSEY SOPHORN 1311 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
048036 - 0001	C.VIGIL & A.MONTALVO 1351 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
048041 - 0001	EDEN RAMOS 1341 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
048045 - 0001	MARIA SUAREZ 1349 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
048046 - 0001	CHERRY CARLOS 1331 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		
048047 - 0001	ANTON FALCON 1333 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
				Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT		

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*									
R32TR - 32 GALLON TRASH - RESIDENTIAL *(Cont.)*									
048053 - 0001	CESAR GUERRERO 1325 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048056 - 0001	WINNIE LEUNG 1251 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048059 - 0001	JOSE BRAN 1241 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048060 - 0001	LARRY REYES & GERARD RAMOS 1243 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048062 - 0001	AILEEN CALL 1231 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048067 - 0001	CONRAD PERRERAS 1225 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048070 - 0001	JOHN MARONILLA 1373 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048074 - 0001	SILVIA GOODWIN 1357 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048079 - 0001	LUCAS WONG 1327 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048081 - 0001	LAURA WALSH 1319 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048086 - 0001	KAREN OLIVETO 1299 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048087 - 0001	SHEILA AND MARY MURPHY 1295 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048090 - 0001	C.ALVIAR 1283 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048093 - 0001	KAREN HO 1271 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048396 - 0001	SAIDA AND HARRY GARCIA 1239 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
049071 - 0001	RAYMOND HO 1335 ISABELLE CIR	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
049603 - 0001	ALICIA YOA 1237 ISABELLE CIR	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
049623 - 0001	JAMES ELDREDGE AND ROSALIND 1655 MISSION RD #D	No	Company	Weekly	601	27.19	27.19	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*										
R32TR - 32 GALLON TRASH - RESIDENTIAL *(Cont.)*										
050562 - 0001	DAVE SMITH 1655 MISSION RD #A	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICETOT			
051650 - 0001	ANGELA REYES 1451 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICETOT			
052015 - 0001	SALVADOR RODRIGUEZ 1242 EL CAMINO REAL	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**	SERVICETOT			

Service Code Totals

Rates:	**$1,060.41**
Count:	**39**
Quantity:	**39.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*									
R64REC - 64 GALLON RECYCLE SPLIT CART - RESIDENTIAL									
001632 - 0001	MICHAEL ESTACIO 1369 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
004204 - 0001	CHRIST BRODIT 1291 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
005175 - 0001	GURSIMMAR SIBIA 1327 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
006564 - 0001	DIANA DUENAS 1365 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
008291 - 0001	JASMIN XU 1353 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
009277 - 0001	MONA WU 1329 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
009738 - 0001	RINA DOMINGUEZ 1445 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
010846 - 0001	SHANNON HORTON 1245 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
012251 - 0001	RENE GUBE 1221 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
013225 - 0001	JONATHAN BELLI 1431 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
013227 - 0001	BARBARA LAGOMARSINO 1439 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
013745 - 0001	MELISSA CLINE 1433 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
021324 - 0001	ALVIN HOM 1223 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
022257 - 0001	PABLO TOLENTINO 1345 ISABELLE CIR	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
022728 - 0001	ALEX AND RICHELLE MAS 1233 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
026271 - 0001	ERIC DING LY CHYN 1275 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
044942 - 0001	NANCY CHAN AND RHONDA LOUIE 1337 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
045028 - 0001	MARIA LEGASPI 1377 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*									
R64REC - 64 GALLON RECYCLE SPLIT CART - RESIDENTIAL *(Cont.)*									
045562 - 0001	MARGARETA MOLLOY 1303 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
045899 - 0001	JOSEPH ENRIGHT 1355 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
047326 - 0001	RAMSEY SOPHORN 1311 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
047509 - 0001	ALMA PAGUIO 1279 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048034 - 0001	MAY L. WONG 1247 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048036 - 0001	C.VIGIL & A.MONTALVO 1351 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048041 - 0001	EDEN RAMOS 1341 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048045 - 0001	MARIA SUAREZ 1349 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048046 - 0001	CHERRY CARLOS 1331 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048047 - 0001	ANTON FALCON 1333 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048050 - 0001	WILLIAM CHUNG 1339 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048053 - 0001	CESAR GUERRERO 1325 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048056 - 0001	WINNIE LEUNG 1251 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048059 - 0001	JOSE BRAN 1241 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048060 - 0001	LARRY REYES & GERARD RAMOS 1243 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048062 - 0001	AILEEN CALL 1231 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048067 - 0001	CONRAD PERRERAS 1225 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			
048070 - 0001	JOHN MARONILLA 1373 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT			

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

R2 - Residential - Cycle 2 *(Cont.)*

R64REC - 64 GALLON RECYCLE SPLIT CART - RESIDENTIAL *(Cont.)*

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
048074 - 0001	SILVIA GOODWIN 1357 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048077 - 0001	TINA KUEHNE 1345 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048079 - 0001	LUCAS WONG 1327 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048081 - 0001	LAURA WALSH 1319 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048086 - 0001	KAREN OLIVETO 1299 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048087 - 0001	SHEILA AND MARY MURPHY 1295 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048090 - 0001	C.ALVIAR 1283 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048093 - 0001	KAREN HO 1271 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048094 - 0001	ROBYN ORR 1267 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	8/7/2014	**Work Flow Code :**	SERVICETOT				
048396 - 0001	SAIDA AND HARRY GARCIA 1239 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
048678 - 0001	MEI LUU 1315 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
049071 - 0001	RAYMOND HO 1335 ISABELLE CIR	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
049603 - 0001	ALICIA YOA 1237 ISABELLE CIR	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
049623 - 0001	JAMES ELDREDGE AND ROSALIND 1655 MISSION RD #D	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
050562 - 0001	DAVE SMITH 1655 MISSION RD #A	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
051650 - 0001	ANGELA REYES 1451 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				
052015 - 0001	SALVADOR RODRIGUEZ 1242 EL CAMINO REAL	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :	2/5/2015	**Work Flow Code :**	SERVICETOT				

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*										
Service Code Totals							**Rates:**			**$0.00**
							Count:			**53**
							Quantity:			**53.00**
R64TR - 64 GALLON TRASH - RESIDENTIAL										
047509 - 0001	ALMA PAGUIO 1279 MISSION RD	No	Company	Weekly	601	59.82	59.82	100.00%	Per month	1
				Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
Service Code Totals							**Rates:**			**$59.82**
							Count:			**1**
							Quantity:			**1.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*									
R96YW - 96 GALLON YARDWASTE - RESIDENTIAL									
001632 - 0001	MICHAEL ESTACIO 1369 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
004204 - 0001	CHRIST BRODIT 1291 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
006564 - 0001	DIANA DUENAS 1365 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
008291 - 0001	JASMIN XU 1353 ISABELLE CIRCLE	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
009738 - 0001	RINA DOMINGUEZ 1445 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
013225 - 0001	JONATHAN BELLI 1431 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
013227 - 0001	BARBARA LAGOMARSINO 1439 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
013745 - 0001	MELISSA CLINE 1433 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
022257 - 0001	PABLO TOLENTINO 1345 ISABELLE CIR	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
026271 - 0001	ERIC DING LY CHYN 1275 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
044942 - 0001	NANCY CHAN AND RHONDA LOUIE 1337 ISABELLE CIRCLE	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
045028 - 0001	MARIA LEGASPI 1377 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
045562 - 0001	MARGARETA MOLLOY 1303 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
045899 - 0001	JOSEPH ENRIGHT 1355 ISABELLE CIRCLE	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
047326 - 0001	RAMSEY SOPHORN 1311 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
047509 - 0001	ALMA PAGUIO 1279 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
048036 - 0001	C.VIGIL & A.MONTALVO 1351 ISABELLE CIRCLE	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		
048041 - 0001	EDEN RAMOS 1341 ISABELLE CIRCLE	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :	2/5/2015		**Work Flow Code :**	SERVICETOT		

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate Period	Qty
R2 - Residential - Cycle 2 *(Cont.)*									
R96YW - 96 GALLON YARDWASTE - RESIDENTIAL *(Cont.)*									
048045 - 0001	MARIA SUAREZ 1349 ISABELLE CIRCLE	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048070 - 0001	JOHN MARONILLA 1373 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048074 - 0001	SILVIA GOODWIN 1357 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048079 - 0001	LUCAS WONG 1327 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048086 - 0001	KAREN OLIVETO 1299 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048087 - 0001	SHEILA AND MARY MURPHY 1295 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048090 - 0001	C.ALVIAR 1283 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048093 - 0001	KAREN HO 1271 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
048094 - 0001	ROBYN ORR 1267 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		8/7/2014	**Work Flow Code :**		SERVICETOT	
048678 - 0001	MEI LUU 1315 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
050562 - 0001	DAVE SMITH 1655 MISSION RD #A	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	
051650 - 0001	ANGELA REYES 1451 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00% Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT	

Service Code Totals	**Rates:**	**$0.00**
	Count:	**30**
	Quantity:	**30.00**
Billing Cycle Totals	**Rates:**	**$1,392.84**
	Count:	**136**
	Quantity:	**136.00**

R2-AUTO - Residential - Cycle 2 - AutoPay

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
R2-AUTO - Residential - Cycle 2 - AutoPay *(Cont.)*										
R20TR - 20 GALLON TRASH - RESIDENTIAL										
048076 - 0001	MARINUS GOOSSENS 1349 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
050741 - 0001	JANELLE SANTIAGO 1361 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
051240 - 0001	GREGORY FINLEY 1321 ISABELLE CT	No	Company	Weekly	601	20.97	20.97	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
051824 - 0001	ZHOUHONG HEACOCK 1307 MISSION RD	No	Company	Weekly	601	20.97	20.97	100.00%	Per month	1
			Last Service Date :		1/15/2015	**Work Flow Code :**		SERVICETOT		

Service Code Totals

Rates:	**$83.88**
Count:	**4**
Quantity:	**4.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
R2-AUTO - Residential - Cycle 2 - AutoPay *(Cont.)*										
R32TR - 32 GALLON TRASH - RESIDENTIAL										
003702 - 0001	LYNDA FONG 1229 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048040 - 0001	FERNANDO DUARTE 1359 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048068 - 0001	ANNIE WONG 1227 ISABELLE CIRCLE	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048095 - 0001	EMILO ROQUE 1263 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048684 - 0001	JAY FRANKER 1287 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
049033 - 0001	HAYLIE YEE 1343 ISABELLE CIR	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
049339 - 0001	XIAO LING ZHAO 1249 ISABELLE CIR	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
049935 - 0001	JUDITH AND MONICO TANGAAN 1323 ISABELLE CIR	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
050666 - 0001	RANGA YALLA KARA 1323 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
050773 - 0001	EDWARD LEVIN 1347 ISABELLE CIR	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
051703 - 0001	ARACELI RODRIGUEZ 1457 MISSION RD	No	Company	Weekly	601	27.19	27.19	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		

Service Code Totals

Rates:	**$299.09**
Count:	**11**
Quantity:	**11.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent	Rate Period	Qty
R2-AUTO - Residential - Cycle 2 - AutoPay *(Cont.)*										
R64REC - 64 GALLON RECYCLE SPLIT CART - RESIDENTIAL										
003702 - 0001	LYNDA FONG 1229 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048040 - 0001	FERNANDO DUARTE 1359 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048068 - 0001	ANNIE WONG 1227 ISABELLE CIRCLE	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048076 - 0001	MARINUS GOOSSENS 1349 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048095 - 0001	EMILO ROQUE 1263 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048684 - 0001	JAY FRANKER 1287 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
049033 - 0001	HAYLIE YEE 1343 ISABELLE CIR	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
049339 - 0001	XIAO LING ZHAO 1249 ISABELLE CIR	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
049935 - 0001	JUDITH AND MONICO TANGAAN 1323 ISABELLE CIR	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
050666 - 0001	RANGA YALLA KARA 1323 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
050741 - 0001	JANELLE SANTIAGO 1361 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
050773 - 0001	EDWARD LEVIN 1347 ISABELLE CIR	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
051240 - 0001	GREGORY FINLEY 1321 ISABELLE CT	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
051703 - 0001	ARACELI RODRIGUEZ 1457 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
051824 - 0001	ZHOUHONG HEACOCK 1307 MISSION RD	No	Company	Weekly	701	0.00	0.00	100.00%	Per month	1
			Last Service Date :		1/15/2015	**Work Flow Code :**		SERVICETOT		

Service Code Totals

Rates:	**$0.00**
Count:	**15**
Quantity:	**15.00**

** Shared Billing Site*

Active Services and Rates Detail

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Site ID	Site Name	Temp	Equip. Owner	Svc Freq	Routes	Rate	Shared Rate	Percent Rate	Period	Qty
R2-AUTO - Residential - Cycle 2 - AutoPay *(Cont.)*										
R96YW - 96 GALLON YARDWASTE - RESIDENTIAL										
048040 - 0001	FERNANDO DUARTE 1359 ISABELLE CIRCLE	No	Company	Weekly	801	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048076 - 0001	MARINUS GOOSSENS 1349 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048095 - 0001	EMILO ROQUE 1263 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
048684 - 0001	JAY FRANKER 1287 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
049033 - 0001	HAYLIE YEE 1343 ISABELLE CIR	No	Company	Weekly	801	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
050666 - 0001	RANGA YALLA KARA 1323 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		
051703 - 0001	ARACELI RODRIGUEZ 1457 MISSION RD	No	Company	Weekly	801	0.00	0.00	100.00%	Per month	1
			Last Service Date :		2/5/2015	**Work Flow Code :**		SERVICETOT		

Service Code Totals	**Rates:**	**$0.00**
	Count:	**7**
	Quantity:	**7.00**
Billing Cycle Totals	**Rates:**	**$382.97**
	Count:	**37**
	Quantity:	**37.00**
Report Totals:	**Rates:**	**$7,024.93**
	Count:	**246**
	Quantity:	**257.00**

** Shared Billing Site*

Recycling and Disposal by Sector - Colma Quarterly Report

[Quarterly]

Period: January to December, 2013

Date: March 13, 2014

Recycling and Disposal by Sector - Colma Quarterly Report

Sector		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
											Generation in Tons
Commercial											
Commercial Waste Disposed		8.33	7.05	7.68	6.90	6.95	7.66	7.73	7.87	7.69	7.83
Commercial Compactor Waste Disposed	1	-	-	-	-	-	-	-	-	-	-
Commercial (Other) Disposed	2	-	-	-	-	-	-	-	-	-	-
Commercial Compactor Recycled	3	-	-	-	-	-	-	-	-	-	-
Commercial Recycled	4	1.40	1.26	1.40	1.36	1.27	1.39	1.42	1.41	1.35	1.26
Commercial Greenwaste/Organics Recycled	5	-	-	-	-	-	-	-	-	-	-
Subtotal Commercial Disposed		**8.33**	**7.05**	**7.68**	**6.90**	**6.95**	**7.66**	**7.73**	**7.87**	**7.69**	**7.83**
Subtotal Commercial Recycled		**1.40**	**1.26**	**1.40**	**1.36**	**1.27**	**1.39**	**1.42**	**1.41**	**1.35**	**1.26**
Subtotal Commercial		**9.73**	**8.31**	**9.08**	**8.26**	**8.22**	**9.05**	**9.15**	**9.28**	**9.04**	**9.09**
Residential											
Residential Disposed		5.30	4.51	4.67	4.69	4.50	5.25	4.75	4.95	5.21	5.32
Residential Recycled		2.20	1.77	1.82	1.88	1.92	1.90	1.75	1.77	1.87	1.99
Residential Greenwaste Recycled		0.99	0.77	0.99	0.85	0.94	0.95	1.01	1.05	0.98	0.87
Subtotal Residential Disposed		**5.30**	**4.51**	**4.67**	**4.69**	**4.50**	**5.25**	**4.75**	**4.95**	**5.21**	**5.32**
Subtotal Residential Recycling		**3.19**	**2.54**	**2.81**	**2.73**	**2.86**	**2.85**	**2.76**	**2.82**	**2.85**	**2.86**
Subtotal Residential		**8.49**	**7.05**	**7.48**	**7.42**	**7.36**	**8.10**	**7.51**	**7.77**	**8.06**	**8.18**
Rolloff/Debris Box											
Rolloff/Debris Box disposed		3.13	2.57	2.64	3.00	11.04	4.07	3.51	4.01	2.96	3.90
Rolloff/Debris Box recycled		5.81	4.76	4.90	5.56	20.51	7.57	6.52	7.44	5.51	7.25
Subtotal Rolloff/Debris Box Disposed		3.13	2.57	2.64	3.00	11.04	4.07	3.51	4.01	2.96	3.90
Subtotal Rolloff/Debris Box Recycling		5.81	4.76	4.90	5.56	20.51	7.57	6.52	7.44	5.51	7.25
Subtotal Rolloff		**8.94**	**7.33**	**7.54**	**8.56**	**31.55**	**11.64**	**10.03**	**11.45**	**8.47**	**11.15**
Self Haul											
Self-Haul Disposed		**13.92**	**9.29**	**10.44**	**8.71**	**16.33**	**12.62**	**10.74**	**10.21**	**8.06**	**17.00**
Self-Haul Recycling		3.72	13.32	10.94	8.73	11.45	13.53	11.24	13.18	8.88	3.98
Subtotal Self haul Disposed		13.92	9.29	10.44	8.71	16.33	12.62	10.74	10.21	8.06	17.00
Subtotal Self haul Recycling		3.72	13.32	10.94	8.73	11.45	13.53	11.24	13.18	8.88	3.98
Subtotal Self haul		**17.64**	**22.61**	**21.38**	**17.44**	**27.78**	**26.15**	**21.98**	**23.39**	**16.94**	**20.98**
Other											
Disposed		-	-	-	-	-	-	-	-	-	-
Recycled		-	-	-	-	-	-	-	-	-	-
Subtotal Disposed		-	-	-	-	-	-	-	-	-	-
Subtotal Recycling		-	-	-	-	-	-	-	-	-	-
Subtotal Other		-	-	-	-	-	-	-	-	-	-
Total Disposed		**22.86**	**16.62**	**17.98**	**17.26**	**47.88**	**24.26**	**20.77**	**21.66**	**16.53**	**28.15**
Total Recycled		**14.12**	**21.88**	**20.05**	**18.38**	**36.09**	**25.34**	**21.94**	**24.85**	**18.59**	**15.35**
Commercial Recycling Rate											
Residential Recycling Rate											
Total Recycling Rate											

Recycling and Disposal by Sector - Colma Quarterly Report

[Quarterly]

Period: January to December, 2013

Date: March 13, 2014

Recycling and Disposal by Sector - Colma Quarterly Report

Sector		Nov	Dec	Q1	Q2	Q3	Q4	YTD Total
Commercial								
Commercial Waste Disposed		7.31	7.41	23.06	21.51	23.29	**22.55**	90.41
Commercial Compactor Waste Disposed	1	-	-	-	-	-	-	-
Commercial (Other) Disposed	2	-	-	-	-	-	-	-
Commercial Compactor Recycled	3	-	-	-	-	-	-	-
Commercial Recycled	4	1.25	1.34	4.06	4.02	4.18	**3.85**	16.11
Commercial Greenwaste/Organics Recycled	5	-	-	-	-	-	-	-
Subtotal Commercial Disposed		**7.31**	**7.41**	**23.06**	**21.51**	**23.29**	**22.55**	90.41
Subtotal Commercial Recycled		**1.25**	**1.34**	**4.06**	**4.02**	**4.18**	**3.85**	16.11
Subtotal Commercial		**8.56**	**8.75**	**27.12**	**25.53**	**27.47**	**26.40**	**106.52**
Residential				-	-	-	-	-
Residential Disposed		5.01	4.89	14.48	14.44	14.91	15.22	59.05
Residential Recycled		1.95	2.01	5.79	5.70	5.39	5.95	22.83
Residential Greenwaste Recycled		0.75	0.72	2.75	2.74	3.04	2.34	10.87
Subtotal Residential Disposed		**5.01**	**4.89**	**14.48**	**14.44**	**14.91**	**15.22**	59.05
Subtotal Residential Recycling		**2.70**	**2.73**	**8.54**	**8.44**	**8.43**	**8.29**	33.70
Subtotal Residential		**7.71**	**7.62**	**23.02**	**22.88**	**23.34**	**23.51**	**92.75**
Rolloff/Debris Box				-	-	-	-	-
Rolloff/Debris Box disposed		2.35	2.83	8.33	18.11	10.48	9.08	46.00
Rolloff/Debris Box recycled		4.36	5.25	15.48	33.64	19.47	16.85	85.44
Subtotal Rolloff/Debris Box Disposed		2.35	2.83	8.33	18.11	10.48	9.08	46.00
Subtotal Rolloff/Debris Box Recycling		4.36	5.25	15.48	33.64	19.47	16.85	85.44
Subtotal Rolloff		**6.70**	**8.08**	**23.81**	**51.75**	**29.95**	**25.93**	131.44
Self Haul				-	-	-	-	-
Self-Haul Disposed		**4.14**	**6.40**	**33.65**	**37.66**	**29.01**	**27.54**	**127.86**
Self-Haul Recycling		2.66	2.44	27.98	33.71	33.30	9.08	104.07
Subtotal Self haul Disposed		4.14	6.40	33.65	37.66	29.01	27.54	127.86
Subtotal Self haul Recycling		2.66	2.44	27.98	33.71	33.30	9.08	104.07
Subtotal Self haul		**6.80**	**8.84**	**61.63**	**71.37**	**62.31**	**36.62**	231.93
Other				-	-	-	-	-
Disposed		-	-	-	-	-	-	-
Recycled		-	-	-	-	-	-	-
Subtotal Disposed		-	-	-	-	-	-	-
Subtotal Recycling		-	-	-	-	-	-	-
Subtotal Other		-	-	-	-	-	-	-
				-	-	-	-	-
Total Disposed		**10.84**	**14.48**	**57.46**	**89.40**	**58.96**	**53.47**	**259.29**
Total Recycled		**10.97**	**11.76**	**56.06**	**79.81**	**65.38**	**38.07**	**239.32**
Commercial Recycling Rate								
Residential Recycling Rate								
Total Recycling Rate								

Div 893 Active accounts in COLMA

Account #	Site Name	Site Address #/Name	City
2010590	BART	365 D ST	COLMA
266	COLMA FIRE DEPARTMENT	50 REINER ST	COLMA
7078	LA TERRAZZA APTS MSW/REC	7800 EL CAMINO REAL	COLMA
2390101	SAN PEDRO COMMONS	101 A ST	COLMA
3353	280 METRO CENTER (AVENUE)	35 COLMA BLVD	COLMA
3353	280 METRO CENTER (FEDEX KINKO)	33 COLMA BLVD	COLMA
3353	280 METRO CENTER (MANILA EAT)	45 COLMA BLVD	COLMA
3353	280 METRO CENTER (OLD NAVY)	55 COLMA BLVD	COLMA
3353	280 METRO CENTER (QUIZNOS)	15 COLMA BLVD	COLMA
5337	280 METRO CENTER <COMET>	75 COLMA BLVD	COLMA
2390140	BURGER KING	111 COLMA BLVD	COLMA
2390170	CREEKSIDE VILLAS	1180 EL CAMINO REAL	COLMA
5169	DOLLAR TREE #4429	735 SERRAMONTE BLVD	COLMA
6266	MANCINI SLEEPWORLD	5075 JUNIPERO SERRA BLVD	COLMA
6154	MICHAELS 9055 3YD TRASH	4925 JUNIPERO SERRA BLVD	COLMA
983	ONO HAWAIIAN BBQ	970 SERRAMONTE BLVD	COLMA
6323	PIER 1 IMPORTS 485 - 280 METRO	101 COLMA BLVD	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
2390060	CEDAR CREST HOA (25 UNITS)	485 A ST	COLMA
1246	COLMA COMMUNITY CTR	1520 HILLSIDE BLVD	COLMA
4797	STERLING PARK RECREATION CTR	427 F ST	COLMA
1246	COLMA COMMUNITY CTR	1520 HILLSIDE BLVD	COLMA
4797	STERLING PARK RECREATION CTR	427 F ST	COLMA
3353	280 METRO CENTER (DAVIDS BRID)	123 COLMA BLVD	COLMA
3353	280 METRO CENTER (FEDEX KINKO)	33 COLMA BLVD	COLMA
3353	280 METRO CENTER (MANILA EAT)	45 COLMA BLVD	COLMA
3353	280 METRO CENTER (OLD NAVY)	55 COLMA BLVD	COLMA
3353	280 METRO CENTER (QUIZNOS)	15 COLMA BLVD	COLMA
3353	280 METRO CENTER (VITAMIN)	117 COLMA BLVD	COLMA
2390140	BURGER KING	111 COLMA BLVD	COLMA
6180	JOANN FABRICS 0695 PERM 3YD FR	75 COLMA BLVD	COLMA
7078	LA TERRAZZA APTS MSW/REC	7800 EL CAMINO REAL	COLMA
1359	MODESTO FOODS	7601 EL CAMINO REAL	COLMA
6323	PIER 1 IMPORTS 485 - 280 METRO	101 COLMA BLVD	COLMA
42	SERRAMONTE FORD MAIN BLDG	999 SERRAMONTE BLVD	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
2390381	AMERICAN MONUMENTAL	1351 EL CAMINO REAL	COLMA
6329	AUTOCHOICE (#A)	1500 COLLINS AVE	COLMA
321	COLMA RIDGE APTS	85 REINER ST	COLMA
2390250	FIRST NATIONAL BANK	1300 EL CAMINO REAL	COLMA
6151	JOANN FABRICS 0695 PERM 3YD FL	75 COLMA BLVD	COLMA
2390320	KOLLMANN & SUTTER	1361 EL CAMINO REAL	COLMA
6154	MICHAELS 9055 3YD TRASH	4925 JUNIPERO SERRA BLVD	COLMA
7075	NISSAN SERRAMONTE	650 SERRAMONTE BLVD	COLMA
8000033	OFFICE DEPOT ODT003286 4YD TR	1 COLMA BLVD	COLMA
3489	PRECISION AUTO DETAIL	245 COLLINS AVE	COLMA
6163	PUBLIC STORAGE PUB021104	1900 EL CAMINO REAL	COLMA

Div 893 Active accounts in COLMA

5023	SERRAMONTE VW/SUBARU	711 SERRAMONTE BLVD	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
4910	TRESTLE GLEN ASS 119 UNITS	370 F ST	COLMA
7039	APOLLO FUND 1 LLC	205 COLLINS AVE	COLMA
3555	ENTERPRISE RENT A CAR #2321	245 COLLINS AVE	COLMA
2014270	JUEI KAO (#K)	7455 EL CAMINO REAL	COLMA
889	TOWN OF COLMA	1198 EL CAMINO REAL	COLMA
2390190	OFFICE BUILDING	7747 EL CAMINO REAL	COLMA
5300	VFONTANA REC	7600 EL CAMINO REAL	COLMA
6152	AARON BROS 0049 4YD RECYCLE	5045 JUNIPERO SERRA BLVD	COLMA
6329	AUTOCHOICE (#A)	1500 COLLINS AVE	COLMA
27	CHRISTY VAULT	1000 COLLINS AVE	COLMA
266	COLMA FIRE DEPARTMENT	50 REINER ST	COLMA
1148	COLMA POLICE DEPT	1199 EL CAMINO REAL	COLMA
321	COLMA RIDGE APTS	85 REINER ST	COLMA
2390250	FIRST NATIONAL BANK	1300 EL CAMINO REAL	COLMA
596	HOLY CROSS CEMETERY	1500 MISSON ROAD	COLMA
1359	MODESTO FOODS	7601 EL CAMINO REAL	COLMA
7075	NISSAN SERRAMONTE	650 SERRAMONTE BLVD	COLMA
3489	PRECISION AUTO DETAIL	245 COLLINS AVE	COLMA
2390101	SAN PEDRO COMMONS	101 A ST	COLMA
5351	SERRAMONTE FORD BODY	500 COLLINS AVE	COLMA
5023	SERRAMONTE VW/SUBARU	711 SERRAMONTE BLVD	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
4572	TEAM VOLKSWAGEN OUTLET	600 SERRAMONTE BLVD	COLMA
4910	TRESTLE GLEN ASS 119 UNITS	370 F ST	COLMA
7078	LA TERRAZZA APTS MSW/REC	7800 EL CAMINO REAL	COLMA
3353	280 METRO CENTER (DAVIDS BRID)	123 COLMA BLVD	COLMA
3353	280 METRO CENTER (FEDEX KINKO)	33 COLMA BLVD	COLMA
3353	280 METRO CENTER (OLD NAVY)	55 COLMA BLVD	COLMA
5337	280 METRO CENTER <COMET>	75 COLMA BLVD	COLMA
2390210	ART & STONE	1174 EL CAMINO REAL	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
5882	BJ'S AUTO CARE	1051 HILLSIDE BLVD	COLMA
2390190	OFFICE BUILDING	7747 EL CAMINO REAL	COLMA
2390360	PACIFIC NURSERIES	2499 HILLSIDE BLVD	COLMA
2390017	SIMPLY UNIFORMS	7801 EL CAMINO REAL	COLMA
8000031	TARGET 0320 35YD C	5001 JUNIPERO SERRO BLVD	COLMA
2390220	DR MAGGIONCALDA	4943 JUNIPERO SERRA BLVD	COLMA
3353	280 METRO CENTER (DAVIDS BRID)	123 COLMA BLVD	COLMA
3353	280 METRO CENTER (FEDEX KINKO)	33 COLMA BLVD	COLMA
3353	280 METRO CENTER (MANILA EAT)	45 COLMA BLVD	COLMA
3353	280 METRO CENTER (OLD NAVY)	55 COLMA BLVD	COLMA
3353	280 METRO CENTER (QUIZNOS)	15 COLMA BLVD	COLMA
3353	280 METRO CENTER (VITAMIN)	117 COLMA BLVD	COLMA
2390140	BURGER KING	111 COLMA BLVD	COLMA
6180	JOANN FABRICS 0695 PERM 3YD FR	75 COLMA BLVD	COLMA
2014270	JUEI KAO (#K)	7455 EL CAMINO REAL	COLMA
7078	LA TERRAZZA APTS MSW/REC	7800 EL CAMINO REAL	COLMA
1359	MODESTO FOODS	7601 EL CAMINO REAL	COLMA
6323	PIER 1 IMPORTS 485 - 280 METRO	101 COLMA BLVD	COLMA
42	SERRAMONTE FORD MAIN BLDG	999 SERRAMONTE BLVD	COLMA

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2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
2010590	BART	365 D ST	COLMA
3353	280 METRO CENTER (QUIZNOS)	15 COLMA BLVD	COLMA
1255	BEVERAGES & MORE	4915 JUNIPERO SERRA BLVD	COLMA
2390140	BURGER KING	111 COLMA BLVD	COLMA
6359	CARTERS CLOTHING	4933 JUNIPERO SERRA BLVD	COLMA
1148	COLMA POLICE DEPT	1199 EL CAMINO REAL	COLMA
2390170	CREEKSIDE VILLAS	1180 EL CAMINO REAL	COLMA
5169	DOLLAR TREE #4429	735 SERRAMONTE BLVD	COLMA
2390220	DR MAGGIONCALDA	4943 JUNIPERO SERRA BLVD	COLMA
3421	EXTRA SPACE STORAGE #1373	3601 JUNIPERO SERRA BLVD	COLMA
8000011	GAMESTOP GAM000690	4929 JUNIPERO SERRA BLVD	COLMA
6572	HYUNDAI SERRAMONTE	445 SERRAMONTE BLVD	COLMA
6151	JOANN FABRICS 0695 PERM 3YD FL	75 COLMA BLVD	COLMA
6154	MICHAELS 9055 3YD TRASH	4925 JUNIPERO SERRA BLVD	COLMA
6648	MOMIJI	4931 JUNIPERO SERRA BLVD	COLMA
2390400	ROUND TABLE PIZZA	4935 JUNIPERO SERRA BLVD	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
8000012	HOME DEPOT HMD006655 COMP 40YD	91 COLMA BLVD	COLMA
2390381	AMERICAN MONUMENTAL	1351 EL CAMINO REAL	COLMA
7039	APOLLO FUND 1 LLC	205 COLLINS AVE	COLMA
5882	BJ'S AUTO CARE	1051 HILLSIDE BLVD	COLMA
5882	BJ'S AUTO CARE	1051 HILLSIDE BLVD	COLMA
2390060	CEDAR CREST HOA (25 UNITS)	485 A ST	COLMA
1246	COLMA COMMUNITY CTR	1520 HILLSIDE BLVD	COLMA
2390170	CREEKSIDE VILLAS	1180 EL CAMINO REAL	COLMA
31	GREEK MEMORIAL	1148 EL CAMINO REAL	COLMA
269	ITALIAN CEMETERY	540 F ST	COLMA
2390320	KOLLMANN & SUTTER	1361 EL CAMINO REAL	COLMA
2390360	PACIFIC NURSERIES	2499 HILLSIDE BLVD	COLMA
6751	SEAN CONTOS	627 F ST	COLMA
6152	AARON BROS 0049 4YD RECYCLE	5045 JUNIPERO SERRA BLVD	COLMA
1255	BEVERAGES & MORE	4915 JUNIPERO SERRA BLVD	COLMA
5312	CAL AUTO BODY <<RYC>>	1132 HILLSIDE BLVD	COLMA
6359	CARTERS CLOTHING	4933 JUNIPERO SERRA BLVD	COLMA
2390110	COLMA HISTORICAL ASSOCIATION	1500 HILLSIDE BLVD	COLMA
8000010	GAMESTOP GAM000690	4929 JUNIPERO SERRA BLVD	COLMA
1359	MODESTO FOODS	7601 EL CAMINO REAL	COLMA
2390400	ROUND TABLE PIZZA	4935 JUNIPERO SERRA BLVD	COLMA
2390017	SIMPLY UNIFORMS	7801 EL CAMINO REAL	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
889	TOWN OF COLMA	1198 EL CAMINO REAL	COLMA
4910	TRESTLE GLEN ASS 119 UNITS	370 F ST	COLMA
266	COLMA FIRE DEPARTMENT	50 REINER ST	COLMA
7078	LA TERRAZZA APTS MSW/REC	7800 EL CAMINO REAL	COLMA
2390101	SAN PEDRO COMMONS	101 A ST	COLMA
3353	280 METRO CENTER (FEDEX KINKO)	33 COLMA BLVD	COLMA
3353	280 METRO CENTER (MANILA EAT)	45 COLMA BLVD	COLMA
3353	280 METRO CENTER (OLD NAVY)	55 COLMA BLVD	COLMA
3353	280 METRO CENTER (VITAMIN)	117 COLMA BLVD	COLMA
5337	280 METRO CENTER <COMET>	75 COLMA BLVD	COLMA
6154	MICHAELS 9055 3YD TRASH	4925 JUNIPERO SERRA BLVD	COLMA

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8000033	OFFICE DEPOT ODT003286 4YD TR	1 COLMA BLVD	COLMA
983	ONO HAWAIIAN BBQ	970 SERRAMONTE BLVD	COLMA
6323	PIER 1 IMPORTS 485 - 280 METRO	101 COLMA BLVD	COLMA
3489	PRECISION AUTO DETAIL	245 COLLINS AVE	COLMA
5023	SERRAMONTE VW/SUBARU	711 SERRAMONTE BLVD	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
4572	TEAM VOLKSWAGEN OUTLET	600 SERRAMONTE BLVD	COLMA
4910	TRESTLE GLEN ASS 119 UNITS	370 F ST	COLMA
2390060	CEDAR CREST HOA (25 UNITS)	485 A ST	COLMA
1246	COLMA COMMUNITY CTR	1520 HILLSIDE BLVD	COLMA
4834	JAFFA CITY	7620 EL CAMINO REAL	COLMA
2390190	OFFICE BUILDING	7747 EL CAMINO REAL	COLMA
7117	OK PHO VIETNAMESE CUISINE	11 SAN PEDRO RD	COLMA
4797	STERLING PARK RECREATION CTR	427 F ST	COLMA
5000	ADA FRAZER	315 HOFFMAN ST	COLMA
7045	ALICE EATIA	319 HOFFMAN ST	COLMA
290140	BLANCA G CARRILLO	305 HOFFMAN ST	COLMA
7125	CAROLYN NGO	302 HOFFMAN ST	COLMA
290880	CHARITO CASANAS	318 HOFFMAN ST	COLMA
4190	DAVID BLUM	308 HOFFMAN ST	COLMA
290450	DAVID MORALES	307 HOFFMAN ST	COLMA
291360	DOROTHY MOYRANG	313 HOFFMAN ST	COLMA
1321	ELENA CAIN	320 HOFFMAN ST	COLMA
6411	ERIC PAPE	321 HOFFMAN ST	COLMA
3005	HELEN AUSTRIA	304 HOFFMAN ST	COLMA
7007	MACY DIMALANTA	316 HOFFMAN ST	COLMA
7007	MACY DIMALANTA	316 HOFFMAN ST	COLMA
3138	MARYANN ZAPANTA	303 HOFFMAN ST	COLMA
290050	NATALE RUSSO	301 HOFFMAN ST	COLMA
6497	NORA NGUYEN	311 HOFFMAN ST	COLMA
4816	SUZETTE SAN PEDRO	306 HOFFMAN ST	COLMA
291410	WILSON MA	317 HOFFMAN ST	COLMA
5289	ZACHARY DONOHUE	309 HOFFMAN ST	COLMA
291760	A BAUTISTA	423 E ST	COLMA
6612	ALAN MURPHY	462 E ST	COLMA
5017	ALICIA MARTINEZ	611 F ST	COLMA
290120	ALLAN AGUAS	416 B ST	COLMA
3032	ALLEN YOUNG	431 B ST	COLMA
290720	ANA BREWER	449 C ST	COLMA
291140	ANA CASTILLO	556 C ST	COLMA
10290	ANDREA GUZMAN	466 A ST	COLMA
6535	ANDREA SALCEDO	448 E ST	COLMA
5635	ANGEL TALAVERA	426 C ST	COLMA
290990	ANITA GONZALEZ	524 C ST	COLMA
6583	ANN MARIE WOODS	444 E ST	COLMA
291610	ANTONIO ONTIVEROS	559 D ST	COLMA
2390080	APARTMENTS (4 UNITS)	401 E ST	COLMA
10070	APARTMENTS (8 UNITS)	340 A ST	COLMA
3082	ARTHUR	438 D ST	COLMA
290930	ASENCIO GUTIERREZ	512 C ST	COLMA
290950	B BATERINA	516 C ST	COLMA
292490	BEGONA NAVARRO	547 D ST	COLMA

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14600	BELLANCA	1256 HILLSIDE BLVD	COLMA
292370	BERNADETTE C INTAL	468 B ST	COLMA
291470	BERNARDINE LAZARO	491 D ST	COLMA
291280	BERTHA ZELEDON	455 D ST	COLMA
860	BORG	455 C ST	COLMA
290850	BRAD SRABIAN	487 C ST	COLMA
6944	CARINA ZARATE	490 E ST	COLMA
3031	CARLOS CALDERON	429 B ST	COLMA
14650	CARLOS LOPEZ	2700 HILLSIDE BLVD	COLMA
291560	CARMEN SANTOS	535 D ST	COLMA
6773	CECILIA DURAN	445 E ST	COLMA
6765	CELESTE GONZALEZ	417 C ST	COLMA
291100	CHI CHEUNG SZETO	547 C ST	COLMA
10210	CHRIS CALDERON	445 A ST	COLMA
290390	CHRISTIANO	508 B ST	COLMA
291630	CLARO G JAVIER	567 D ST	COLMA
266	COLMA FIRE DEPARTMENT	50 REINER ST	COLMA
2390160	COLMA HEIGHTS TOWNHOMES	403 B ST	COLMA
2390160	COLMA HEIGHTS TOWNHOMES	403 B ST	COLMA
2390110	COLMA HISTORICAL ASSOCIATION	1500 HILLSIDE BLVD	COLMA
290530	CRYSTAL PROCTOR & BRAD UPDYKE	540 B ST	COLMA
290970	DANIEL M ESTRADA	520 C ST	COLMA
292000	DENIS JAROCH - UNIT B	466 E ST	COLMA
291460	DENNIS FISICARO	490 D ST	COLMA
290460	DEREK FENG	523 B ST	COLMA
290900	DIANA COLVIN	507 C ST	COLMA
2015140	DON & PEGGY DONNER	320 3RD AVE	COLMA
291220	DONALD B DALE	439 D ST	COLMA
290400	DOROTHY HILLMAN	511 B ST	COLMA
10282	DYNHORA ROMERO	464 A ST	COLMA
291430	E DANELUZ	484 D ST	COLMA
291130	E VELEZ	552 C ST	COLMA
290860	EARL MAITA	491 C ST	COLMA
19520	EDGAR RENAZCO	43 REINER ST	COLMA
290370	EDITH L HARPER	504 B ST	COLMA
10570	EDWARD GIGLI	381 2ND AVE	COLMA
290940	EDWIN HARPER	515 C ST	COLMA
290470	EFREN RAMOS	524 B ST	COLMA
290150	ELAINE M MOLINARI	419 B ST	COLMA
290440	ELEANOR T HNILO	519 B ST	COLMA
1699	ELSIE BRAN	420 C ST	COLMA
6879	ENRIQUE TREKO	472 D ST	COLMA
291320	ERLINDA BEGGS	463 D ST	COLMA
291180	ERLINDA CACHUELA	434 D ST	COLMA
290810	ERLINDA NAZARENO	479 C ST	COLMA
291160	ERNA JEREZ	430 D ST	COLMA
7085	ERZEBET DOBRASINOVIC	2708 HILLSIDE BLVD	COLMA
7086	ERZEBET DOBRASINOVIC	2708 HILLSIDE BLVD	COLMA
290320	ESTHER CASTRO	483 B ST	COLMA
290210	EUFEMIA K SALVADOR	453 B ST	COLMA
290360	EVA FRIIS	503 B ST	COLMA
5973	EVA PONCE - UNIT B	419 C ST	COLMA

4363	FE MANGIBIN	480 D ST	COLMA
291520	FERNANDO PANIAGUA	519 D ST	COLMA
291530	FRANCES L BULLARD	523 D ST	COLMA
291270	FRANCIS LISTON	452 D ST	COLMA
10402	FRANCISCA CID	512 A ST	COLMA
4461	FRANCO CARSON	579 D ST	COLMA
290260	G KEARNS	471 B ST	COLMA
292040	G KOGA	471 E ST	COLMA
10242	G O'CONNOR	452 A ST	COLMA
290510	GARY SRABIAN	532 B ST	COLMA
292310	GEOFFREY C BALTON	623 F ST	COLMA
290330	GEORGIANA A BIANCHI	484 B ST	COLMA
19540	GLORIA LADOGIN	49 REINER ST	COLMA
2972	GRACE CARDOSO CASTRO	560 C ST	COLMA
10150	GRACIELA ALEMAN	424 A ST	COLMA
6567	GRISELDA AGUILAR	415 B ST	COLMA
290190	GUSTAVO GONZALEZ	520 B ST	COLMA
290480	H LOPEZ	527 B ST	COLMA
291500	HARRY CALISHER	511 D ST	COLMA
6504	HENRY LEE	421 C ST	COLMA
5553	HILDA HERNANDEZ	424 C ST	COLMA
6384	HON IOK LAO	455 E ST	COLMA
292060	INTHANONG BASTO	483 E ST	COLMA
290180	IRENE DEVERA	426 B ST	COLMA
10330	IRENE HANSEN	472 A ST	COLMA
291650	JACOBO HURTADO	575 D ST	COLMA
7050	JAIME B LANPHEAR	401 C ST	COLMA
290380	JAIME R TOSCANO	507 B ST	COLMA
6563	JAIRO PADILLA	421 F ST	COLMA
290840	JAMES FISICARO	484 C ST	COLMA
5285	JAMES LETCAVAGE	511 C ST	COLMA
5273	JAPANESE BENEVOLENT SOCIETY CA	571 D ST	COLMA
3343	JENNIFER CARTER	430 B ST	COLMA
6358	JENNIFER MOFFAT	548 C ST	COLMA
290690	JESUS & LOURDES GOMEZ	445 C ST	COLMA
3564	JESUS CAYABYAB SR	350 CLARK AVE	COLMA
290670	JESUS GOMEZ	441 C ST	COLMA
291740	JOANNE DEL ROSARIO	419 E ST	COLMA
291390	JOEY TON	476 D ST	COLMA
291880	JOHN A VALLERGA	450 E ST	COLMA
5968	JOLENE ROMERO	519 C ST	COLMA
291510	JONATHAN SCOTT & JOANNE DUNGO	515 D ST	COLMA
5011	JORGE LOPEZ	539 D ST	COLMA
291370	JOSE GONZALEZ	409 B ST	COLMA
2146	JOSE NAVARRO	609 F ST	COLMA
290100	JOSE VARGAS	413 B ST	COLMA
291290	JOSEPH A SILVA	456 D ST	COLMA
6447	JOSIE REYES	1110 HILLSIDE BLVD	COLMA
5265	JUAN GOMEZ	580 CLARK AVE	COLMA
291000	JUDITH RICHARDS	527 C ST	COLMA
290710	JULIA HUANG & FUMAN LEE	446 C ST	COLMA
290606	JULIO SOLORZANO # A	422 C ST	COLMA

3468	JUSTIN PACIS	531 B ST	COLMA
290980	K KHAN	523 C ST	COLMA
292270	KARIN WINE	615 F ST	COLMA
291300	KATHLEEN M GARRETT	459 D ST	COLMA
6457	KEVIN GIL	417 B ST	COLMA
291400	KEVIN KORCZAK	479 D ST	COLMA
291330	KIMBERLY PON	464 D ST	COLMA
291230	KRISTY LUM	442 D ST	COLMA
14670	LANETTE ALT	2704 HILLSIDE BLVD	COLMA
14680	LANETTE ALT	2706 HILLSIDE BLVD	COLMA
292020	LARRY ANONUEVO	467 E ST	COLMA
290230	LAURA VENEGAS	461 B ST	COLMA
291860	LAWRENCE VALLERGA	449 E ST	COLMA
291900	LAWRENCE VALLERGA	460 E ST	COLMA
291990	LEROY CANEVARO	465 E ST	COLMA
290060	LILY DARLIANA	315 B ST	COLMA
291260	LINDA GIUSTO	448 D ST	COLMA
290420	LOLA PARDINI	515 B ST	COLMA
291640	LORENA FLORES UNIT A	424 C ST	COLMA
291310	LORENA GUZMAN	460 D ST	COLMA
6669	LORRAINE SALVADOR	543 C ST	COLMA
291020	LOUIS GOTELLI	531 C ST	COLMA
290490	LOURDES GATCHALIAN	528 B ST	COLMA
4596	LULU ZHUANG	516 A ST	COLMA
291550	LYNDEE CATALON	531 D ST	COLMA
290220	M PADILLA	455 B ST	COLMA
291750	MAMIE DACANAY	421 E ST	COLMA
291170	MARA F MARTINEZ	433 D ST	COLMA
291730	MARIA GONZALEZ	417 E ST	COLMA
291480	MARIA PEREZ	503 D ST	COLMA
6562	MARIA SANCHEZ	435 E ST	COLMA
5703	MARIA SANTOS	437 B ST	COLMA
6871	MARIA SANTOS	436 B ST	COLMA
3487	MARIA URENA	504 A ST	COLMA
290770	MARIA-FE RANGEL	471 C ST	COLMA
14630	MARIO LOPEZ	1272 HILLSIDE BLVD	COLMA
5477	MARK & SUSAN CORBELLI	446 E ST	COLMA
291060	MARK RHODES	539 C ST	COLMA
291450	MARTHA VEGA	488 D ST	COLMA
7096	MARTIN GOMEZ	433 F ST	COLMA
290430	MARY BRODZIN	516 B ST	COLMA
1201	MARY CONTI	160 B ST	COLMA
3535	MARYNA TARASENKO	469 E ST	COLMA
10222	MAUNG M THWIN	447 A ST	COLMA
292260	MAUREEN J O'CONNOR	613 F ST	COLMA
290790	MELBY PORTILLO & VICKY FLORES	475 C ST	COLMA
290340	MERCOLINA SALVANTE	488 B ST	COLMA
291010	MICHAEL D SUTTON	528 C ST	COLMA
292420	MICHAEL MICHELETTI	346 CLARK AVE	COLMA
290520	MIENRADO HIDALGO	536 B ST	COLMA
10342	MIGUEL ALEJANDRINO	475 A ST	COLMA
6317	MIGUEL CATIMBANG	550 CLARK AVE	COLMA

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4466	MIKE CROWE	462 E ST	COLMA
290800	MULIMBAYAN	476 C ST	COLMA
290740	MYLENE ARDANAS	464 C ST	COLMA
291440	N MANUEL	487 D ST	COLMA
5401	NADIA TARIQ	468 D ST	COLMA
6060	NANCY TRINH	504 C ST	COLMA
291710	NAPOLEAN VIRAY	415 E ST	COLMA
6207	NATHAN ORR	543 D ST	COLMA
5767	NELSY D. FLORES	441 F ST	COLMA
7144	NOAM WOLFSOM	2710 HILLSIDE BLVD	COLMA
291050	ORLANDO RODRIQUEZ	536 C ST	COLMA
290300	OSCAR A FLORES	479 B ST	COLMA
2390100	PART OF TRI-PLEX	409 C ST	COLMA
2390100	PART OF TRI-PLEX	411 C ST	COLMA
2390100	PART OF TRI-PLEX	413 C ST	COLMA
291380	PATRICIA HATFIELD	475 D ST	COLMA
10190	PATRICIA L COLEMAN	442 A ST	COLMA
4549	PEGGY COOPER	450 CLARK AVE	COLMA
290170	R BOUDEWYN	424 B ST	COLMA
291340	R CARON	467 D ST	COLMA
291190	R CASTRO	435 D ST	COLMA
291590	R PANIAQUA	551 D ST	COLMA
290570	RAFAEL HUERTA (UNIT B)	415 C ST	COLMA
291070	RAFAEL MANCIA	540 C ST	COLMA
3033	RAMOS	433 B ST	COLMA
3083	RAUL RAMIREZ	471 D ST	COLMA
6660	REBECCA VYETCHNOST	480 C ST	COLMA
290270	RENE TELLEZ	472 B ST	COLMA
10030	RICHARD A VACCARI	300 A ST	COLMA
14610	RICHARD ROCCHETTA	1263 HILLSIDE BLVD	COLMA
6776	ROAUL SMITH	563 D ST	COLMA
291200	ROBERT RODRIGUEZ	436 D ST	COLMA
3927	RODERIC SORIANO	431 C ST	COLMA
290630	RODERICK SORIANO	427 C ST	COLMA
10390	ROLANDO SABALE	508 A ST	COLMA
291790	ROMEO & MARIA DELA CRUZ	429 E ST	COLMA
291420	RONALD DOYLE	483 D ST	COLMA
290680	RONALD J MALDONADO	442 C ST	COLMA
290910	RONALD KYLES	508 C ST	COLMA
4352	RONDA DOYLE	442 B ST	COLMA
292280	ROSIE NAVARRO	617 F ST	COLMA
292290	ROSIE NAVARRO	619 F ST	COLMA
290830	ROY L CHIAPPARI	483 C ST	COLMA
3412	RUSSELL KRAUSE	512 B ST	COLMA
292320	SALLY BALTON	625 F ST	COLMA
874	SALVADOR MORENO	417 F ST	COLMA
5884	SARA GOMEZ	419 F ST	COLMA
6751	SEAN CONTOS	627 F ST	COLMA
290280	SELINA HERNANDEZ	475 B ST	COLMA
291040	SHIRLEY HILL	535 C ST	COLMA
291150	SHIRLY STONE	564 C ST	COLMA
4977	SHUFEN LIANG	411 B ST	COLMA

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4430	SHUYING LIN	440 A ST	COLMA
292010	SINDY ALVARADO - UNIT A	466 E ST	COLMA
290215	STEPHANIE AWYOUNG	438 B ST	COLMA
290760	STEVE ENG	467 C ST	COLMA
290310	STEVEN R NUNES	480 B ST	COLMA
10202	SUSAN CANALLE	444 A ST	COLMA
14580	SUSANA GARCIA	1248 HILLSIDE BLVD	COLMA
3471	SVETLANA FOYGEL	439 B ST	COLMA
1700	SZETO HUNG	466 C ST	COLMA
291950	TED & CAROLINA COOK	463 E ST	COLMA
6199	TEENA RODRIGUEZ	414 E ST	COLMA
290350	TERI PETERSON	492 B ST	COLMA
3440	THERESA DYE	527 D ST	COLMA
291810	THOMAS CHURCH	441 E ST	COLMA
290290	TIMOTHY DIESTEL	476 B ST	COLMA
292350	TOM ATWOOD	629 F ST	COLMA
5437	VALERIE SALAZAR	416 E ST	COLMA
5177	VANESSA VELASCO & DENNIS DIAS	461 E ST	COLMA
4331	VANG HO UNIT A & 1 THRU 4	435 C ST	COLMA
1022	VELEZ	418 B ST	COLMA
6059	VELSI JARA	451 B ST	COLMA
291580	VICTOR N ROBLES	503 C ST	COLMA
6145	VICTORIA LINARES	544 C ST	COLMA
291780	VIRGINIA T AQUINO	427 E ST	COLMA
1032	VIZ	472 C ST	COLMA
292460	W DE GUIA	570 CLARK AVE	COLMA
291120	W HEALEY	551 C ST	COLMA
290250	W SWARTFAGER	469 B ST	COLMA
290870	WALTER LETCAVAGE	492 C ST	COLMA
6212	WINSON TAM	443 E ST	COLMA
4165	WM LAGOMARSINO CO	443 D ST	COLMA
7051	YAN LING LI	7685 EL CAMINO REAL	COLMA
1318	YIK YEE TSUNG	435 B ST	COLMA
42	SERRAMONTE FORD MAIN BLDG	999 SERRAMONTE BLVD	COLMA
5000	ADA FRAZER	315 HOFFMAN ST	COLMA
7045	ALICE EATIA	319 HOFFMAN ST	COLMA
290140	BLANCA G CARRILLO	305 HOFFMAN ST	COLMA
7125	CAROLYN NGO	302 HOFFMAN ST	COLMA
290880	CHARITO CASANAS	318 HOFFMAN ST	COLMA
4190	DAVID BLUM	308 HOFFMAN ST	COLMA
290450	DAVID MORALES	307 HOFFMAN ST	COLMA
291360	DOROTHY MOYRANG	313 HOFFMAN ST	COLMA
1321	ELENA CAIN	320 HOFFMAN ST	COLMA
6411	ERIC PAPE	321 HOFFMAN ST	COLMA
3005	HELEN AUSTRIA	304 HOFFMAN ST	COLMA
3138	MARYANN ZAPANTA	303 HOFFMAN ST	COLMA
290050	NATALE RUSSO	301 HOFFMAN ST	COLMA
6497	NORA NGUYEN	311 HOFFMAN ST	COLMA
4816	SUZETTE SAN PEDRO	306 HOFFMAN ST	COLMA
291410	WILSON MA	317 HOFFMAN ST	COLMA
5289	ZACHARY DONOHUE	309 HOFFMAN ST	COLMA
291760	A BAUTISTA	423 E ST	COLMA

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6612	ALAN MURPHY	462 E ST	COLMA
5017	ALICIA MARTINEZ	611 F ST	COLMA
290120	ALLAN AGUAS	416 B ST	COLMA
3032	ALLEN YOUNG	431 B ST	COLMA
290720	ANA BREWER	449 C ST	COLMA
291140	ANA CASTILLO	556 C ST	COLMA
10290	ANDREA GUZMAN	466 A ST	COLMA
6535	ANDREA SALCEDO	448 E ST	COLMA
5635	ANGEL TALAVERA	426 C ST	COLMA
290990	ANITA GONZALEZ	524 C ST	COLMA
6583	ANN MARIE WOODS	444 E ST	COLMA
291610	ANTONIO ONTIVEROS	559 D ST	COLMA
10070	APARTMENTS (8 UNITS)	340 A ST	COLMA
3082	ARTHUR	438 D ST	COLMA
290930	ASENCIO GUTIERREZ	512 C ST	COLMA
290950	B BATERINA	516 C ST	COLMA
292490	BEGONA NAVARRO	547 D ST	COLMA
14600	BELLANCA	1256 HILLSIDE BLVD	COLMA
292370	BERNADETTE C INTAL	468 B ST	COLMA
291470	BERNARDINE LAZARO	491 D ST	COLMA
291280	BERTHA ZELEDON	455 D ST	COLMA
290850	BRAD SRABIAN	487 C ST	COLMA
6944	CARINA ZARATE	490 E ST	COLMA
3031	CARLOS CALDERON	429 B ST	COLMA
14650	CARLOS LOPEZ	2700 HILLSIDE BLVD	COLMA
291560	CARMEN SANTOS	535 D ST	COLMA
6773	CECILIA DURAN	445 E ST	COLMA
6765	CELESTE GONZALEZ	417 C ST	COLMA
291100	CHI CHEUNG SZETO	547 C ST	COLMA
10210	CHRIS CALDERON	445 A ST	COLMA
290390	CHRISTIANO	508 B ST	COLMA
291630	CLARO G JAVIER	567 D ST	COLMA
2390160	COLMA HEIGHTS TOWNHOMES	403 B ST	COLMA
2390160	COLMA HEIGHTS TOWNHOMES	403 B ST	COLMA
290530	CRYSTAL PROCTOR & BRAD UPDYKE	540 B ST	COLMA
290970	DANIEL M ESTRADA	520 C ST	COLMA
292000	DENIS JAROCH - UNIT B	466 E ST	COLMA
291460	DENNIS FISICARO	490 D ST	COLMA
290460	DEREK FENG	523 B ST	COLMA
290900	DIANA COLVIN	507 C ST	COLMA
2015140	DON & PEGGY DONNER	320 3RD AVE	COLMA
291220	DONALD B DALE	439 D ST	COLMA
290400	DOROTHY HILLMAN	511 B ST	COLMA
10282	DYNHORA ROMERO	464 A ST	COLMA
291430	E DANELUZ	484 D ST	COLMA
291130	E VELEZ	552 C ST	COLMA
290860	EARL MAITA	491 C ST	COLMA
19520	EDGAR RENAZCO	43 REINER ST	COLMA
290370	EDITH L HARPER	504 B ST	COLMA
10570	EDWARD GIGLI	381 2ND AVE	COLMA
290940	EDWIN HARPER	515 C ST	COLMA
290470	EFREN RAMOS	524 B ST	COLMA

290150	ELAINE M MOLINARI	419 B ST	COLMA
290440	ELEANOR T HNILO	519 B ST	COLMA
1699	ELSIE BRAN	420 C ST	COLMA
6879	ENRIQUE TREKO	472 D ST	COLMA
291320	ERLINDA BEGGS	463 D ST	COLMA
291180	ERLINDA CACHUELA	434 D ST	COLMA
290810	ERLINDA NAZARENO	479 C ST	COLMA
291160	ERNA JEREZ	430 D ST	COLMA
7085	ERZEBET DOBRASINOVIC	2708 HILLSIDE BLVD	COLMA
7086	ERZEBET DOBRASINOVIC	2708 HILLSIDE BLVD	COLMA
290320	ESTHER CASTRO	483 B ST	COLMA
290210	EUFEMIA K SALVADOR	453 B ST	COLMA
290360	EVA FRIIS	503 B ST	COLMA
5973	EVA PONCE - UNIT B	419 C ST	COLMA
4363	FE MANGIBIN	480 D ST	COLMA
291520	FERNANDO PANIAGUA	519 D ST	COLMA
291530	FRANCES L BULLARD	523 D ST	COLMA
291270	FRANCIS LISTON	452 D ST	COLMA
10402	FRANCISCA CID	512 A ST	COLMA
4461	FRANCO CARSON	579 D ST	COLMA
290260	G KEARNS	471 B ST	COLMA
292040	G KOGA	471 E ST	COLMA
10242	G O'CONNOR	452 A ST	COLMA
290510	GARY SRABIAN	532 B ST	COLMA
292310	GEOFFREY C BALTON	623 F ST	COLMA
290330	GEORGIANA A BIANCHI	484 B ST	COLMA
19540	GLORIA LADOGIN	49 REINER ST	COLMA
2972	GRACE CARDOSO CASTRO	560 C ST	COLMA
10150	GRACIELA ALEMAN	424 A ST	COLMA
6567	GRISELDA AGUILAR	415 B ST	COLMA
290190	GUSTAVO GONZALEZ	520 B ST	COLMA
290480	H LOPEZ	527 B ST	COLMA
291500	HARRY CALISHER	511 D ST	COLMA
6504	HENRY LEE	421 C ST	COLMA
5553	HILDA HERNANDEZ	424 C ST	COLMA
6384	HON IOK LAO	455 E ST	COLMA
292060	INTHANONG BASTO	483 E ST	COLMA
290180	IRENE DEVERA	426 B ST	COLMA
10330	IRENE HANSEN	472 A ST	COLMA
291650	JACOBO HURTADO	575 D ST	COLMA
7050	JAIME B LANPHEAR	401 C ST	COLMA
290380	JAIME R TOSCANO	507 B ST	COLMA
6563	JAIRO PADILLA	421 F ST	COLMA
290840	JAMES FISICARO	484 C ST	COLMA
5285	JAMES LETCAVAGE	511 C ST	COLMA
5273	JAPANESE BENEVOLENT SOCIETY CA	571 D ST	COLMA
3343	JENNIFER CARTER	430 B ST	COLMA
6358	JENNIFER MOFFAT	548 C ST	COLMA
290690	JESUS & LOURDES GOMEZ	445 C ST	COLMA
3564	JESUS CAYABYAB SR	350 CLARK AVE	COLMA
290670	JESUS GOMEZ	441 C ST	COLMA
291740	JOANNE DEL ROSARIO	419 E ST	COLMA

291390	JOEY TON	476 D ST	COLMA
291880	JOHN A VALLERGA	450 E ST	COLMA
5968	JOLENE ROMERO	519 C ST	COLMA
291510	JONATHAN SCOTT & JOANNE DUNGO	515 D ST	COLMA
5011	JORGE LOPEZ	539 D ST	COLMA
291370	JOSE GONZALEZ	409 B ST	COLMA
2146	JOSE NAVARRO	609 F ST	COLMA
290100	JOSE VARGAS	413 B ST	COLMA
291290	JOSEPH A SILVA	456 D ST	COLMA
6447	JOSIE REYES	1110 HILLSIDE BLVD	COLMA
5265	JUAN GOMEZ	580 CLARK AVE	COLMA
291000	JUDITH RICHARDS	527 C ST	COLMA
290710	JULIA HUANG & FUMAN LEE	446 C ST	COLMA
290606	JULIO SOLORZANO # A	422 C ST	COLMA
3468	JUSTIN PACIS	531 B ST	COLMA
290980	K KHAN	523 C ST	COLMA
292270	KARIN WINE	615 F ST	COLMA
291300	KATHLEEN M GARRETT	459 D ST	COLMA
6457	KEVIN GIL	417 B ST	COLMA
291330	KIMBERLY PON	464 D ST	COLMA
291230	KRISTY LUM	442 D ST	COLMA
14670	LANETTE ALT	2704 HILLSIDE BLVD	COLMA
14680	LANETTE ALT	2706 HILLSIDE BLVD	COLMA
292020	LARRY ANONUEVO	467 E ST	COLMA
290230	LAURA VENEGAS	461 B ST	COLMA
291860	LAWRENCE VALLERGA	449 E ST	COLMA
291900	LAWRENCE VALLERGA	460 E ST	COLMA
291990	LEROY CANEVARO	465 E ST	COLMA
290060	LILY DARLIANA	315 B ST	COLMA
291260	LINDA GIUSTO	448 D ST	COLMA
290420	LOLA PARDINI	515 B ST	COLMA
291640	LORENA FLORES UNIT A	424 C ST	COLMA
291310	LORENA GUZMAN	460 D ST	COLMA
6669	LORRAINE SALVADOR	543 C ST	COLMA
291020	LOUIS GOTELLI	531 C ST	COLMA
290490	LOURDES GATCHALIAN	528 B ST	COLMA
4596	LULU ZHUANG	516 A ST	COLMA
291550	LYNDEE CATALON	531 D ST	COLMA
290220	M PADILLA	455 B ST	COLMA
291750	MAMIE DACANAY	421 E ST	COLMA
291170	MARA F MARTINEZ	433 D ST	COLMA
291730	MARIA GONZALEZ	417 E ST	COLMA
291480	MARIA PEREZ	503 D ST	COLMA
6562	MARIA SANCHEZ	435 E ST	COLMA
5703	MARIA SANTOS	437 B ST	COLMA
6871	MARIA SANTOS	436 B ST	COLMA
3487	MARIA URENA	504 A ST	COLMA
290770	MARIA-FE RANGEL	471 C ST	COLMA
14630	MARIO LOPEZ	1272 HILLSIDE BLVD	COLMA
5477	MARK & SUSAN CORBELLI	446 E ST	COLMA
291060	MARK RHODES	539 C ST	COLMA
291450	MARTHA VEGA	488 D ST	COLMA

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7096	MARTIN GOMEZ	433 F ST	COLMA
290430	MARY BRODZIN	516 B ST	COLMA
1201	MARY CONTI	160 B ST	COLMA
3535	MARYNA TARASENKO	469 E ST	COLMA
10222	MAUNG M THWIN	447 A ST	COLMA
292260	MAUREEN J O'CONNOR	613 F ST	COLMA
290790	MELBY PORTILLO & VICKY FLORES	475 C ST	COLMA
290340	MERCOLINA SALVANTE	488 B ST	COLMA
291010	MICHAEL D SUTTON	528 C ST	COLMA
292420	MICHAEL MICHELETTI	346 CLARK AVE	COLMA
290520	MIENRADO HIDALGO	536 B ST	COLMA
10342	MIGUEL ALEJANDRINO	475 A ST	COLMA
6317	MIGUEL CATIMBANG	550 CLARK AVE	COLMA
4466	MIKE CROWE	462 E ST	COLMA
290800	MULIMBAYAN	476 C ST	COLMA
290740	MYLENE ARDANAS	464 C ST	COLMA
291440	N MANUEL	487 D ST	COLMA
5401	NADIA TARIQ	468 D ST	COLMA
6060	NANCY TRINH	504 C ST	COLMA
291710	NAPOLEAN VIRAY	415 E ST	COLMA
6207	NATHAN ORR	543 D ST	COLMA
5767	NELSY D. FLORES	441 F ST	COLMA
7144	NOAM WOLFSOM	2710 HILLSIDE BLVD	COLMA
291050	ORLANDO RODRIQUEZ	536 C ST	COLMA
290300	OSCAR A FLORES	479 B ST	COLMA
2390100	PART OF TRI-PLEX	409 C ST	COLMA
291380	PATRICIA HATFIELD	475 D ST	COLMA
10190	PATRICIA L COLEMAN	442 A ST	COLMA
4549	PEGGY COOPER	450 CLARK AVE	COLMA
290170	R BOUDEWYN	424 B ST	COLMA
291340	R CARON	467 D ST	COLMA
291190	R CASTRO	435 D ST	COLMA
291590	R PANIAQUA	551 D ST	COLMA
290570	RAFAEL HUERTA (UNIT B)	415 C ST	COLMA
291070	RAFAEL MANCIA	540 C ST	COLMA
3033	RAMOS	433 B ST	COLMA
3083	RAUL RAMIREZ	471 D ST	COLMA
6660	REBECCA VYETCHNOST	480 C ST	COLMA
290270	RENE TELLEZ	472 B ST	COLMA
10030	RICHARD A VACCARI	300 A ST	COLMA
14610	RICHARD ROCCHETTA	1263 HILLSIDE BLVD	COLMA
6776	ROAUL SMITH	563 D ST	COLMA
291200	ROBERT RODRIGUEZ	436 D ST	COLMA
3927	RODERIC SORIANO	431 C ST	COLMA
290630	RODERICK SORIANO	427 C ST	COLMA
10390	ROLANDO SABALE	508 A ST	COLMA
291790	ROMEO & MARIA DELA CRUZ	429 E ST	COLMA
291420	RONALD DOYLE	483 D ST	COLMA
290680	RONALD J MALDONADO	442 C ST	COLMA
290910	RONALD KYLES	508 C ST	COLMA
4352	RONDA DOYLE	442 B ST	COLMA
292280	ROSIE NAVARRO	617 F ST	COLMA

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292290	ROSIE NAVARRO	619 F ST	COLMA
290830	ROY L CHIAPPARI	483 C ST	COLMA
3412	RUSSELL KRAUSE	512 B ST	COLMA
292320	SALLY BALTON	625 F ST	COLMA
874	SALVADOR MORENO	417 F ST	COLMA
5884	SARA GOMEZ	419 F ST	COLMA
290280	SELINA HERNANDEZ	475 B ST	COLMA
291040	SHIRLEY HILL	535 C ST	COLMA
291150	SHIRLY STONE	564 C ST	COLMA
4977	SHUFEN LIANG	411 B ST	COLMA
4430	SHUYING LIN	440 A ST	COLMA
292010	SINDY ALVARADO - UNIT A	466 E ST	COLMA
290215	STEPHANIE AWYOUNG	438 B ST	COLMA
4797	STERLING PARK RECREATION CTR	427 F ST	COLMA
290760	STEVE ENG	467 C ST	COLMA
290310	STEVEN R NUNES	480 B ST	COLMA
10202	SUSAN CANALLE	444 A ST	COLMA
14580	SUSANA GARCIA	1248 HILLSIDE BLVD	COLMA
3471	SVETLANA FOYGEL	439 B ST	COLMA
1700	SZETO HUNG	466 C ST	COLMA
291950	TED & CAROLINA COOK	463 E ST	COLMA
6199	TEENA RODRIGUEZ	414 E ST	COLMA
290350	TERI PETERSON	492 B ST	COLMA
3440	THERESA DYE	527 D ST	COLMA
291810	THOMAS CHURCH	441 E ST	COLMA
290290	TIMOTHY DIESTEL	476 B ST	COLMA
292350	TOM ATWOOD	629 F ST	COLMA
5437	VALERIE SALAZAR	416 E ST	COLMA
5177	VANESSA VELASCO & DENNIS DIAS	461 E ST	COLMA
4331	VANG HO UNIT A & 1 THRU 4	435 C ST	COLMA
1022	VELEZ	418 B ST	COLMA
6059	VELSI JARA	451 B ST	COLMA
291580	VICTOR N ROBLES	503 C ST	COLMA
6145	VICTORIA LINARES	544 C ST	COLMA
291780	VIRGINIA T AQUINO	427 E ST	COLMA
1032	VIZ	472 C ST	COLMA
292460	W DE GUIA	570 CLARK AVE	COLMA
291120	W HEALEY	551 C ST	COLMA
290250	W SWARTFAGER	469 B ST	COLMA
290870	WALTER LETCAVAGE	492 C ST	COLMA
6212	WINSON TAM	443 E ST	COLMA
4165	WM LAGOMARSINO CO	443 D ST	COLMA
1318	YIK YEE TSUNG	435 B ST	COLMA
2390080	APARTMENTS (4 UNITS)	401 E ST	COLMA
2010590	BART	365 D ST	COLMA
3353	280 METRO CENTER (DAVIDS BRID)	123 COLMA BLVD	COLMA
3353	280 METRO CENTER (FEDEX KINKO)	33 COLMA BLVD	COLMA
3353	280 METRO CENTER (MANILA EAT)	45 COLMA BLVD	COLMA
3353	280 METRO CENTER (OLD NAVY)	55 COLMA BLVD	COLMA
3353	280 METRO CENTER (QUIZNOS)	15 COLMA BLVD	COLMA
3353	280 METRO CENTER (VITAMIN)	117 COLMA BLVD	COLMA
5850	BED BATH AND BEYOND #315	19 COLMA BLVD	COLMA

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2390140	BURGER KING	111 COLMA BLVD	COLMA
3421	EXTRA SPACE STORAGE #1373	3601 JUNIPERO SERRA BLVD	COLMA
6180	JOANN FABRICS 0695 PERM 3YD FR	75 COLMA BLVD	COLMA
7078	LA TERRAZZA APTS MSW/REC	7800 EL CAMINO REAL	COLMA
1359	MODESTO FOODS	7601 EL CAMINO REAL	COLMA
7117	OK PHO VIETNAMESE CUISINE	11 SAN PEDRO RD	COLMA
6323	PIER 1 IMPORTS 485 - 280 METRO	101 COLMA BLVD	COLMA
5351	SERRAMONTE FORD BODY	500 COLLINS AVE	COLMA
42	SERRAMONTE FORD MAIN BLDG	999 SERRAMONTE BLVD	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA
4910	TRESTLE GLEN ASS 119 UNITS	370 F ST	COLMA
291760	A BAUTISTA	423 E ST	COLMA
5000	ADA FRAZER	315 HOFFMAN ST	COLMA
7045	ALICE EATIA	319 HOFFMAN ST	COLMA
5017	ALICIA MARTINEZ	611 F ST	COLMA
290120	ALLAN AGUAS	416 B ST	COLMA
3032	ALLEN YOUNG	431 B ST	COLMA
290720	ANA BREWER	449 C ST	COLMA
291140	ANA CASTILLO	556 C ST	COLMA
10290	ANDREA GUZMAN	466 A ST	COLMA
6535	ANDREA SALCEDO	448 E ST	COLMA
5635	ANGEL TALAVERA	426 C ST	COLMA
290990	ANITA GONZALEZ	524 C ST	COLMA
6583	ANN MARIE WOODS	444 E ST	COLMA
291610	ANTONIO ONTIVEROS	559 D ST	COLMA
10070	APARTMENTS (8 UNITS)	340 A ST	COLMA
3082	ARTHUR	438 D ST	COLMA
290930	ASENCIO GUTIERREZ	512 C ST	COLMA
290950	B BATERINA	516 C ST	COLMA
292490	BEGONA NAVARRO	547 D ST	COLMA
14600	BELLANCA	1256 HILLSIDE BLVD	COLMA
292370	BERNADETTE C INTAL	468 B ST	COLMA
291470	BERNARDINE LAZARO	491 D ST	COLMA
291280	BERTHA ZELEDON	455 D ST	COLMA
290140	BLANCA G CARRILLO	305 HOFFMAN ST	COLMA
290850	BRAD SRABIAN	487 C ST	COLMA
6944	CARINA ZARATE	490 E ST	COLMA
3031	CARLOS CALDERON	429 B ST	COLMA
14650	CARLOS LOPEZ	2700 HILLSIDE BLVD	COLMA
291560	CARMEN SANTOS	535 D ST	COLMA
6773	CECILIA DURAN	445 E ST	COLMA
6765	CELESTE GONZALEZ	417 C ST	COLMA
290880	CHARITO CASANAS	318 HOFFMAN ST	COLMA
291100	CHI CHEUNG SZETO	547 C ST	COLMA
10210	CHRIS CALDERON	445 A ST	COLMA
290390	CHRISTIANO	508 B ST	COLMA
291630	CLARO G JAVIER	567 D ST	COLMA
290530	CRYSTAL PROCTOR & BRAD UPDYKE	540 B ST	COLMA
290970	DANIEL M ESTRADA	520 C ST	COLMA
4190	DAVID BLUM	308 HOFFMAN ST	COLMA
290450	DAVID MORALES	307 HOFFMAN ST	COLMA
292000	DENIS JAROCH - UNIT B	466 E ST	COLMA

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291460	DENNIS FISICARO	490 D ST	COLMA
290460	DEREK FENG	523 B ST	COLMA
290900	DIANA COLVIN	507 C ST	COLMA
2015140	DON & PEGGY DONNER	320 3RD AVE	COLMA
291220	DONALD B DALE	439 D ST	COLMA
290400	DOROTHY HILLMAN	511 B ST	COLMA
291360	DOROTHY MOYRANG	313 HOFFMAN ST	COLMA
10282	DYNHORA ROMERO	464 A ST	COLMA
291430	E DANELUZ	484 D ST	COLMA
291130	E VELEZ	552 C ST	COLMA
290860	EARL MAITA	491 C ST	COLMA
19520	EDGAR RENAZCO	43 REINER ST	COLMA
290370	EDITH L HARPER	504 B ST	COLMA
10570	EDWARD GIGLI	381 2ND AVE	COLMA
290940	EDWIN HARPER	515 C ST	COLMA
290470	EFREN RAMOS	524 B ST	COLMA
290150	ELAINE M MOLINARI	419 B ST	COLMA
290440	ELEANOR T HNILO	519 B ST	COLMA
1321	ELENA CAIN	320 HOFFMAN ST	COLMA
1699	ELSIE BRAN	420 C ST	COLMA
6879	ENRIQUE TREKO	472 D ST	COLMA
291320	ERLINDA BEGGS	463 D ST	COLMA
291180	ERLINDA CACHUELA	434 D ST	COLMA
290810	ERLINDA NAZARENO	479 C ST	COLMA
291160	ERNA JEREZ	430 D ST	COLMA
7085	ERZEBET DOBRASINOVIC	2708 HILLSIDE BLVD	COLMA
7086	ERZEBET DOBRASINOVIC	2708 HILLSIDE BLVD	COLMA
290320	ESTHER CASTRO	483 B ST	COLMA
290210	EUFEMIA K SALVADOR	453 B ST	COLMA
290360	EVA FRIIS	503 B ST	COLMA
5973	EVA PONCE - UNIT B	419 C ST	COLMA
4363	FE MANGIBIN	480 D ST	COLMA
291520	FERNANDO PANIAGUA	519 D ST	COLMA
291530	FRANCES L BULLARD	523 D ST	COLMA
291270	FRANCIS LISTON	452 D ST	COLMA
10402	FRANCISCA CID	512 A ST	COLMA
4461	FRANCO CARSON	579 D ST	COLMA
290260	G KEARNS	471 B ST	COLMA
292040	G KOGA	471 E ST	COLMA
10242	G O'CONNOR	452 A ST	COLMA
290510	GARY SRABIAN	532 B ST	COLMA
292310	GEOFFREY C BALTON	623 F ST	COLMA
290330	GEORGIANA A BIANCHI	484 B ST	COLMA
19540	GLORIA LADOGIN	49 REINER ST	COLMA
2972	GRACE CARDOSO CASTRO	560 C ST	COLMA
10150	GRACIELA ALEMAN	424 A ST	COLMA
6567	GRISELDA AGUILAR	415 B ST	COLMA
290190	GUSTAVO GONZALEZ	520 B ST	COLMA
290480	H LOPEZ	527 B ST	COLMA
291500	HARRY CALISHER	511 D ST	COLMA
3005	HELEN AUSTRIA	304 HOFFMAN ST	COLMA
6504	HENRY LEE	421 C ST	COLMA

5553	HILDA HERNANDEZ	424 C ST	COLMA
6384	HON IOK LAO	455 E ST	COLMA
292060	INTHANONG BASTO	483 E ST	COLMA
290180	IRENE DEVERA	426 B ST	COLMA
10330	IRENE HANSEN	472 A ST	COLMA
291650	JACOBO HURTADO	575 D ST	COLMA
7050	JAIME B LANPHEAR	401 C ST	COLMA
290380	JAIME R TOSCANO	507 B ST	COLMA
6563	JAIRO PADILLA	421 F ST	COLMA
290840	JAMES FISICARO	484 C ST	COLMA
5285	JAMES LETCAVAGE	511 C ST	COLMA
5273	JAPANESE BENEVOLENT SOCIETY CA	571 D ST	COLMA
3343	JENNIFER CARTER	430 B ST	COLMA
6358	JENNIFER MOFFAT	548 C ST	COLMA
290690	JESUS & LOURDES GOMEZ	445 C ST	COLMA
3564	JESUS CAYABYAB SR	350 CLARK AVE	COLMA
290670	JESUS GOMEZ	441 C ST	COLMA
291740	JOANNE DEL ROSARIO	419 E ST	COLMA
291390	JOEY TON	476 D ST	COLMA
291880	JOHN A VALLERGA	450 E ST	COLMA
5968	JOLENE ROMERO	519 C ST	COLMA
291510	JONATHAN SCOTT & JOANNE DUNGO	515 D ST	COLMA
5011	JORGE LOPEZ	539 D ST	COLMA
291370	JOSE GONZALEZ	409 B ST	COLMA
2146	JOSE NAVARRO	609 F ST	COLMA
290100	JOSE VARGAS	413 B ST	COLMA
291290	JOSEPH A SILVA	456 D ST	COLMA
5265	JUAN GOMEZ	580 CLARK AVE	COLMA
291000	JUDITH RICHARDS	527 C ST	COLMA
290710	JULIA HUANG & FUMAN LEE	446 C ST	COLMA
290606	JULIO SOLORZANO # A	422 C ST	COLMA
3468	JUSTIN PACIS	531 B ST	COLMA
290980	K KHAN	523 C ST	COLMA
292270	KARIN WINE	615 F ST	COLMA
291300	KATHLEEN M GARRETT	459 D ST	COLMA
6457	KEVIN GIL	417 B ST	COLMA
291330	KIMBERLY PON	464 D ST	COLMA
291230	KRISTY LUM	442 D ST	COLMA
14670	LANETTE ALT	2704 HILLSIDE BLVD	COLMA
14680	LANETTE ALT	2706 HILLSIDE BLVD	COLMA
292020	LARRY ANONUEVO	467 E ST	COLMA
290230	LAURA VENEGAS	461 B ST	COLMA
291860	LAWRENCE VALLERGA	449 E ST	COLMA
291900	LAWRENCE VALLERGA	460 E ST	COLMA
291990	LEROY CANEVARO	465 E ST	COLMA
290060	LILY DARLIANA	315 B ST	COLMA
291260	LINDA GIUSTO	448 D ST	COLMA
290420	LOLA PARDINI	515 B ST	COLMA
291640	LORENA FLORES UNIT A	424 C ST	COLMA
291310	LORENA GUZMAN	460 D ST	COLMA
6669	LORRAINE SALVADOR	543 C ST	COLMA
291020	LOUIS GOTELLI	531 C ST	COLMA

290490	LOURDES GATCHALIAN	528 B ST	COLMA
4596	LULU ZHUANG	516 A ST	COLMA
291550	LYNDEE CATALON	531 D ST	COLMA
290220	M PADILLA	455 B ST	COLMA
7007	MACY DIMALANTA	316 HOFFMAN ST	COLMA
291750	MAMIE DACANAY	421 E ST	COLMA
291170	MARA F MARTINEZ	433 D ST	COLMA
291480	MARIA PEREZ	503 D ST	COLMA
6562	MARIA SANCHEZ	435 E ST	COLMA
5703	MARIA SANTOS	437 B ST	COLMA
6871	MARIA SANTOS	436 B ST	COLMA
3487	MARIA URENA	504 A ST	COLMA
290770	MARIA-FE RANGEL	471 C ST	COLMA
14630	MARIO LOPEZ	1272 HILLSIDE BLVD	COLMA
5477	MARK & SUSAN CORBELLI	446 E ST	COLMA
291060	MARK RHODES	539 C ST	COLMA
291450	MARTHA VEGA	488 D ST	COLMA
7096	MARTIN GOMEZ	433 F ST	COLMA
290430	MARY BRODZIN	516 B ST	COLMA
1201	MARY CONTI	160 B ST	COLMA
3138	MARYANN ZAPANTA	303 HOFFMAN ST	COLMA
3535	MARYNA TARASENKO	469 E ST	COLMA
10222	MAUNG M THWIN	447 A ST	COLMA
292260	MAUREEN J O'CONNOR	613 F ST	COLMA
290790	MELBY PORTILLO & VICKY FLORES	475 C ST	COLMA
290340	MERCOLINA SALVANTE	488 B ST	COLMA
291010	MICHAEL D SUTTON	528 C ST	COLMA
292420	MICHAEL MICHELETTI	346 CLARK AVE	COLMA
290520	MIENRADO HIDALGO	536 B ST	COLMA
10342	MIGUEL ALEJANDRINO	475 A ST	COLMA
6317	MIGUEL CATIMBANG	550 CLARK AVE	COLMA
290800	MULIMBAYAN	476 C ST	COLMA
290740	MYLENE ARDANAS	464 C ST	COLMA
291440	N MANUEL	487 D ST	COLMA
5401	NADIA TARIQ	468 D ST	COLMA
6060	NANCY TRINH	504 C ST	COLMA
291710	NAPOLEAN VIRAY	415 E ST	COLMA
290050	NATALE RUSSO	301 HOFFMAN ST	COLMA
6207	NATHAN ORR	543 D ST	COLMA
5767	NELSY D. FLORES	441 F ST	COLMA
7144	NOAM WOLFSOM	2710 HILLSIDE BLVD	COLMA
6497	NORA NGUYEN	311 HOFFMAN ST	COLMA
291050	ORLANDO RODRIQUEZ	536 C ST	COLMA
290300	OSCAR A FLORES	479 B ST	COLMA
291380	PATRICIA HATFIELD	475 D ST	COLMA
10190	PATRICIA L COLEMAN	442 A ST	COLMA
4549	PEGGY COOPER	450 CLARK AVE	COLMA
290170	R BOUDEWYN	424 B ST	COLMA
291340	R CARON	467 D ST	COLMA
291190	R CASTRO	435 D ST	COLMA
291590	R PANIAQUA	551 D ST	COLMA
290570	RAFAEL HUERTA (UNIT B)	415 C ST	COLMA

Div 893 Active accounts in COLMA

291070	RAFAEL MANCIA	540 C ST	COLMA
3033	RAMOS	433 B ST	COLMA
3083	RAUL RAMIREZ	471 D ST	COLMA
6660	REBECCA VYETCHNOST	480 C ST	COLMA
290270	RENE TELLEZ	472 B ST	COLMA
10030	RICHARD A VACCARI	300 A ST	COLMA
14610	RICHARD ROCCHETTA	1263 HILLSIDE BLVD	COLMA
6776	ROAUL SMITH	563 D ST	COLMA
291200	ROBERT RODRIGUEZ	436 D ST	COLMA
3927	RODERIC SORIANO	431 C ST	COLMA
290630	RODERICK SORIANO	427 C ST	COLMA
10390	ROLANDO SABALE	508 A ST	COLMA
291790	ROMEO & MARIA DELA CRUZ	429 E ST	COLMA
291420	RONALD DOYLE	483 D ST	COLMA
290680	RONALD J MALDONADO	442 C ST	COLMA
290910	RONALD KYLES	508 C ST	COLMA
4352	RONDA DOYLE	442 B ST	COLMA
292280	ROSIE NAVARRO	617 F ST	COLMA
292290	ROSIE NAVARRO	619 F ST	COLMA
290830	ROY L CHIAPPARI	483 C ST	COLMA
3412	RUSSELL KRAUSE	512 B ST	COLMA
292320	SALLY BALTON	625 F ST	COLMA
6751	SEAN CONTOS	627 F ST	COLMA
290280	SELINA HERNANDEZ	475 B ST	COLMA
291040	SHIRLEY HILL	535 C ST	COLMA
291150	SHIRLY STONE	564 C ST	COLMA
4977	SHUFEN LIANG	411 B ST	COLMA
4430	SHUYING LIN	440 A ST	COLMA
292010	SINDY ALVARADO - UNIT A	466 E ST	COLMA
290215	STEPHANIE AWYOUNG	438 B ST	COLMA
290760	STEVE ENG	467 C ST	COLMA
290310	STEVEN R NUNES	480 B ST	COLMA
10202	SUSAN CANALLE	444 A ST	COLMA
14580	SUSANA GARCIA	1248 HILLSIDE BLVD	COLMA
4816	SUZETTE SAN PEDRO	306 HOFFMAN ST	COLMA
3471	SVETLANA FOYGEL	439 B ST	COLMA
1700	SZETO HUNG	466 C ST	COLMA
291950	TED & CAROLINA COOK	463 E ST	COLMA
6199	TEENA RODRIGUEZ	414 E ST	COLMA
290350	TERI PETERSON	492 B ST	COLMA
3440	THERESA DYE	527 D ST	COLMA
291810	THOMAS CHURCH	441 E ST	COLMA
290290	TIMOTHY DIESTEL	476 B ST	COLMA
292350	TOM ATWOOD	629 F ST	COLMA
5437	VALERIE SALAZAR	416 E ST	COLMA
5177	VANESSA VELASCO & DENNIS DIAS	461 E ST	COLMA
1022	VELEZ	418 B ST	COLMA
6059	VELSI JARA	451 B ST	COLMA
291580	VICTOR N ROBLES	503 C ST	COLMA
6145	VICTORIA LINARES	544 C ST	COLMA
291780	VIRGINIA T AQUINO	427 E ST	COLMA
1032	VIZ	472 C ST	COLMA

Div 893 Active accounts in COLMA

292460	W DE GUIA	570 CLARK AVE	COLMA
291120	W HEALEY	551 C ST	COLMA
290250	W SWARTFAGER	469 B ST	COLMA
290870	WALTER LETCAVAGE	492 C ST	COLMA
291410	WILSON MA	317 HOFFMAN ST	COLMA
6212	WINSON TAM	443 E ST	COLMA
4165	WM LAGOMARSINO CO	443 D ST	COLMA
1318	YIK YEE TSUNG	435 B ST	COLMA
5289	ZACHARY DONOHUE	309 HOFFMAN ST	COLMA
2390140	BURGER KING	111 COLMA BLVD	COLMA
2390450	SIZZLER #0629	5025 JUNIPERO SERRA BLVD	COLMA

Div 893 Active accounts in COLMA

Container Type	Container Size	Container Qty On site	Route Number
FL	4.00	1	1110
FL	4.00	2	1110
FL	3.00	1	1110
FL	4.00	1	1110
FL	3.00	1	1111
FL	3.00	1	1111
FL	4.00	1	1111
FL	4.00	1	1111
FL	4.00	1	1111
FL	3.00	1	1111
FL	4.00	1	1111
FL	2.00	1	1111
FL	4.00	1	1111
FL	1.00	1	1111
FL	3.00	1	1111
FL	4.00	1	1111
FL	4.00	1	1111
FL	2.00	1	1111
RL	1.00	2	1114
CA	.32	4	1114
CA	.32	3	1114
RC	.32	3	1451
RC	.32	3	1451
FR	2.00	1	1461
FR	3.00	1	1461
FR	3.00	1	1461
FR	4.00	1	1461
FR	3.00	1	1461
FR	3.00	1	1461
FR	1.50	1	1461
FR	3.00	1	1461
FR	4.00	1	1461
FR	3.00	1	1461
FR	6.00	1	1461
FR	3.00	1	1461
FR	4.00	1	1461
FL	1.00	1	2111
FL	3.00	1	2111
FL	4.00	1	2111
FL	3.00	1	2111
FL	3.00	1	2111
FL	1.00	1	2111
FL	3.00	1	2111
FL	4.00	1	2111
FL	4.00	1	2111
FL	3.00	1	2111
FL	2.00	1	2111

FL	4.00	1	2111
FL	2.00	1	2111
FL	4.00	1	2111
CA	.48	1	2114
CA	.48	1	2114
CA	.48	1	2114
CA	.48	3	2114
RC	.45	1	2451
RC	.45	1	2451
FR	4.00	1	2461
FR	1.00	1	2461
FR	3.00	1	2461
FR	2.00	2	2461
FR	2.00	1	2461
FR	3.00	1	2461
FR	4.00	1	2461
FR	6.00	1	2461
FR	3.00	1	2461
FR	4.00	1	2461
FR	4.00	1	2461
FR	3.00	1	2461
FR	6.00	2	2461
FR	3.00	1	2461
FR	4.00	1	2461
FR	1.50	1	2461
FR	3.00	1	2461
FL	3.00	1	3110
FL	3.00	1	3111
FL	3.00	1	3111
FL	4.00	1	3111
FL	3.00	1	3111
FL	1.00	1	3111
FL	2.00	1	3111
CA	.32	1	3114
CA	.48	1	3114
CA	.48	1	3114
CA	.32	1	3114
SC	35.00	1	3321
RC	.45	1	3451
FR	2.00	1	3461
FR	3.00	1	3461
FR	3.00	1	3461
FR	4.00	1	3461
FR	3.00	1	3461
FR	3.00	1	3461
FR	1.50	1	3461
FR	3.00	1	3461
FR	3.00	1	3461
FR	4.00	1	3461
FR	3.00	1	3461
FR	6.00	1	3461
FR	3.00	1	3461

FR	4.00	1	3461
FL	4.00	1	4110
FL	4.00	1	4111
FL	3.00	1	4111
FL	4.00	1	4111
FL	2.00	1	4111
FL	3.00	1	4111
FL	2.00	1	4111
FL	4.00	1	4111
FL	1.00	1	4111
FL	3.00	1	4111
FL	1.50	1	4111
FL	2.00	1	4111
FL	3.00	1	4111
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FL	1.00	1	4111
FL	4.00	1	4111
FL	2.00	1	4111
RO	40.00	1	4321
RC	.45	1	4451
RC	.45	1	4451
RC	.45	1	4451
RC	.45	1	4451
RC	.45	3	4451
RC	.32	3	4451
RC	.45	1	4451
RC	.45	3	4451
RC	.45		4451
RC	.45	2	4451
RC	.45	3	4451
RC	.16	1	4451
FR	4.00	1	4461
FR	2.00	1	4461
FR	6.00	1	4461
FR	3.00	1	4461
FR	1.50	1	4461
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FR	3.00	1	4461
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FL	3.00	1	5111
FL	4.00	1	5111
FL	4.00	1	5111
FL	4.00	1	5111
FL	3.00	1	5111
FL	3.00	1	5111

FL	4.00	1	5111
FL	4.00	1	5111
FL	4.00	1	5111
FL	3.00	1	5111
FL	4.00	1	5111
FL	2.00	1	5111
FL	3.00	1	5111
FL	4.00	1	5111
RL	1.00	2	5114
CA	.32	4	5114
CA	.32	1	5114
CA	.48	1	5114
CA	.32	1	5114
CA	.32	3	5114
CA	.16	1	5204
CA	.32	1	5204
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CA	.16	7	5205
CA	.16	1	5205
CA	.16	1	5205
CA	.16	1	5205
CA	.16	1	5205

Div 893 Active accounts in COLMA

CA	.16	1	5205
CA	.16	1	5205
CA	.32	1	5205
CA	.16	1	5205
CA	.16	1	5205
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CA	.16	1	5205
CA	.16	2	5205
RO	15.00	1	5321
RC	.16	1	5404
RC	.32	1	5404
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RC	.32	1	5404
RC	.32	1	5404
RC	.32	2	5404
RC	.32	1	5405

Div 893 Active accounts in COLMA

RC	.32	1	5405
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RC	.32	1	5405
RC	.32	1	5405
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Div 893 Active accounts in COLMA

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FL	4.00	1	6112
FL	2.00	1	6112

Div 893 Active accounts in COLMA

KEY

Account # = Customer specific number assigned by Allied's system

Site Name = Customer/Account name

Site Address = Service location

City = Colma

Container Type = Describes the type of container on site and designates the commodity type (i.e., garbage, recycling, yardwaste). Container codes are as follows:
FL = Front Load Bin (garbage) - 1yd capacity or greater
FR = Front Load Bin (recycling) - 1yd capacity or greater
CA = Cart (garbage) - 32, 64 or 96 gallon capacity
RC = Cart (recycling) - 32, 64 or 96 gallon capacity
YC = Cart (yard waste) - 32, 64 or 96 gallon capacity
RL = Rear Load Bin (garbage) - 1 yd capacity or greater
RO = Roll off Box (garbage) - 8yd capacity or greater
SC = Self-Contained Compactor (garbage) - 8yd capacity or greater

Container Size = Size of container on site (in yards). Less than 1yd capacity cart sizes are:
.16 = 32 gallon
.32 = 64 gallon
.48 = 96 gallon

Container Qty On Site = Number of a specific container type and size on a given route day that are located at the

Route Number = The specific route number assigned to collect that specific container.The first digit of the route number is the day of the week. The last 3 digits is the actual route number. For example:
1111 = Monday Route 111
2111 = Tuesday Route 111
3111 = Wednesday Route 111
4111 = Thursday Route 111
5111 = Friday Route 111
6111 = Saturday Route 111
This data will provide you with the frequency of collection of a given container in the period of a week.

Routes:
110 - Commercial FL Garbage (shared with Daly City)
111 - Commercial FL Garbage (shared with Daly City)
112 - Commercial FL Garbage (shared with Daly City)
114 - Commercial RL Garbage (shared with Daly City)
451 - Commercial RL Recycling (shared with Daly City)
461 - Commercial FL Recycling (shared with Daly City)
204 - Residential Garbage (shared with Daly City)
205 - Residential Garbage (shared with Daly City)
321 - Commercial RO/SC Garbage (shared with Daly City)
404 - Residential Recycling (shared with Daly City)
405 - Residential Recycling (shared with Daly City)
472 - Residential Yard Waste (shared with Daly City)

Div 893 Active accounts in COLMA

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site.

Customer	Address	Service Level	Commodity	Service Days
American Monument	1351 El Camino Real	7yd	Garbage	On Call
Cypress Lawn Cemetery	1201/1370 El Camino Real	30 yard	Garbage	On Call
Cypress Lawn Cemetery	1201/1370 El Camino Real	20 yard	Yardwaste	On Call
Cypress Lawn Cemetery	1201/1370 El Camino Real	20 yard	C&D	On Call
Cypress Lawn Cemetery	1201/1370 El Camino Real	4yard	Single Stream RYC	On Call
Golden Hill Memorial	2005/2009 Hillside Blvd	16yard	Garbage	On Call
Golden Hill Memorial	2005/2009 Hillside Blvd	2 yard	Recycle	On Call
Hoy Sun Cemetery	2101 Hillside Blvd	16yard	Garbage	On Call
Hoy Sun Cemetery	2101 Hillside Blvd	2 x 64g	Recycle	
Hoy Sun Cemetery	Longford Location	16yard	Garbage	On Call
Lucky Chances Casino	1700 Hillside Blvd	20yd Compactor	Garbage	Weekly
Lucky Chances Casino	1700 Hillside Blvd	20 yard	Garbage	On Call
Lucky Chances Casino	1700 Hillside Blvd	2 yard	Food Waste	Weekly
Lucky Chances Casino	1700 Hillside Blvd	6 yard	Single Stream RYC	Weekly
Pacific Nursuries	2499 Hillside Blvd	20 yard	Garbage	On Call
Serbian Cemetery	1801 Hillside Blvd	20 yard	Garbage	On Call
Serbian Cemetery	1801 Hillside Blvd	2 yard	Recycle	On Call
Stewart Chevrolet	780 Serramonte Blvd	16 yard	Garbage	Weekly
Stewart Chevrolet	780 Serramonte Blvd	4 yard	Single Stream RYC	Weekly
Stewart Dodge	800 Serramonte Blvd	4yd	Garbage	1 x per week
Nordstrom Rack	81 Colma Blvd	15 yard compactor	Single Stream RYC	On Call
Nordstrom Rack	81 Colma Blvd	4 yard	Garbage	Weekly

TOWN OF COLMA, CALIFORNIA

REQUEST FOR PROPOSALS

FOR

Collection and Processing Services for Recyclables, Organic Waste and Garbage

Release Date: June 2, 2015

Town of Colma
1198 El Camino Real
Colma, CA 94014-3212

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SECTION 1. INTRODUCTION

1.1 RFP Overview

The Town of Colma ("Town") requests proposals from qualified bidders for an exclusive Franchise Agreement (Agreement) for the collection and processing of recyclables and organics, and the collection and disposal of garbage. The term of this Agreement will be from April 1, 2016 through March 31, 2026. If the contractor meets the diversion goals and is not in violation of any term of the contract, the contract may be extended twice for two years.

The Town is located in north San Mateo County and is bordered by South San Francisco and Daly City. Colma is the smallest city in San Mateo County with a population of about 1,500 residents and an area of 1.9 square miles. The Town of Colma is a general law city with a Council - City Manager form of government.

The Town intends to select one contractor to provide exclusive collection and processing of recyclables and organics, and the collection and disposal of garbage for the Town. Since 2011, Allied Waste Systems ("Allied"), South San Francisco Scavenger Co., Inc. ("Scavenger") Recology Peninsula Services ("Recology") have been collecting and processing solid waste materials and recyclable materials pursuant to franchise agreements with the Town. Allied has been serving most residences and businesses located north of Serramonte Boulevard, Scavenger has been serving most residences and businesses located south of Serramonte Boulevard, and Recology has been serving ten businesses located in various locations in Colma. The three current franchise agreements will expire on March 31, 2016.

The RFP was developed by Town staff under the auspices of the City Council after an extensive analysis of disposal and diversion reports, a review of residential and commercial recycling program options, and feedback from the business community and residents from meetings with those groups.

1.2 State Mandates

The State Legislature has enacted a series of statutes to require or encourage diversion of solid waste materials from disposal into landfills.

AB 939 requires each city to divert 50% of all solid waste from disposal at landfills through source reduction, recycling, and composting activities, and AB 341 sets a statewide goal of 75% waste diversion by 2020.

AB 341 also requires each commercial entity that generates more than 4 cubic yards of commercial solid waste per week and each multifamily residential dwelling of five units or more to arrange for recycling services.

AB 1826, adopted last year, requires local jurisdictions to implement an organic waste recycling program to divert organic waste generated by businesses by January 1, 2016. Organic waste means food waste, green waste, landscape and pruning waste, nonhazardous wood waste, and food-soiled paper waste that is mixed in with food waste. Because each jurisdiction is unique, each must adopt a program that suits its specific local needs. The program could be an ordinance or a franchise agreement with a mandatory organic waste and food waste recycling program for all businesses. These organic waste requirements are applicable whether the jurisdiction meets its 50 percent diversion target.

AB 1594, adopted in 2014 provides that, beginning January 1, 2020 the use of green material as alternative daily cover does not constitute diversion and would be considered disposal for purposes of the Act.

1.3 Goal and Expectations

The Town's goals are to:

- obtain better and enhanced collection and diversion services;
- meet or exceed state diversion requirements;
- obtain reasonable rates for residents and businesses.

The Town expects that the selected contractor will:

- Provide cost-effective recycling, organics and solid waste collection and processing services;
- Provide excellent customer service;
- Prioritize source reduction, reuse, composting, recycling over disposal;
- Minimize the environmental impact of the contractor's operations;
- Work collaboratively with the Town; and
- Comply with the Town's priorities and plans, including the Town's Climate Action Plan, the Economic Development Plan, and the Storm Water Pollution Prevention Plan.

1.4 Schedule

The key dates for requesting and evaluating proposals and for approving and authorizing a Franchise Agreement are in Table 1. Dates are subject to change at the Town's discretion. Proposers will be notified of any changes via the Town's website.

Table 1: Schedule

Date	Activity
June 2, 2015	*Release of RFP*. The RFP will be provided to each contractor who holds an exclusive franchise to collect solid waste in San Mateo County on the RFP release date and will be posted on the Town's website, www.colma.ca.gov.
June 16, 2015 2:00 PM	*Mandatory Pre-Proposal Meeting* *Colma Community Center* *1520 Hillside Boulevard* *Colma, California.* Failure to attend the mandatory pre-proposal meeting shall render a proposal submitted by a non-attendee to be deemed non-responsive, and the proposal from the non-attendee shall not be considered for award. Proposers must deliver a completed Form A, Process Integrity Rules, by the

	close of the mandatory pre-proposal conference. Failure to do so will result in any response submitted by that Proposer to be deemed non-responsive and its proposal shall not be considered for award. Decisions on these matters by the Town shall be final. At the pre-proposal meeting, representatives of the Town will be available to answer questions and explain the intent of this RFP. To the extent possible, the Town will answer questions or concerns that may be raised at that time. After the pre-proposal meeting, the Town will prepare written documentation to answer questions that were addressed at the pre-proposal conference and which relate to interpretation of, or changes to, the RFP documents that the Town deems appropriate for clarification. The documentation will be divided into two areas: (1) items that require clarification, interpretation, or explanation; and (2) items that require an addition, deletion, or change to the proposal documents. (Answers to items in this category will be accompanied by the appropriate amended portion of the RFP document). Proposers are again cautioned that only interpretations of, or changes to, the RFP documents received from the Town in writing may be relied upon.
June 24, 2015 3:00 PM	*Deadline to submit written questions regarding RFP*. Proposers who attended the Mandatory Pre-Proposal meeting may submit questions by email to roger.peters@colma.ca.gov prior to 3:00 PM on this date.
July 8, 2015	*Town will respond to written questions from proposers.* Town will consolidate the questions submitted by proposers and provide a copy of the response to each proposer.
July 31, 2015 3:00 PM	*Deadline for proposers to submit proposal.*
August 2015	*Interviews and/or Presentations.* The Town may request interviews with one or more proposing firms and may request one or more proposing firms to make an oral presentation to the Town Council.
Sept. 16, 2015	*The Town Council considers award of franchise agreement.* Following the Council's decision, staff and the selected bidder will negotiate to remove all exceptions noted by selected bidder; if negotiations fail, then staff can negotiate with second proposer.
Oct. 7, 2015	*Town executes definitive contract with selected contractor.* Immediately following the contract, the Town will initiate Prop 218 procedures.
Nov. 30, 2015	Conclude Prop 218 protest procedures.
April 1, 2016	Franchise term begins.

SECTION 2. BACKGROUND AND CURRENT SERVICES

This section provides general information about the Town, including demographic information and a description of the current collection and processing services.

2.1 Disclaimer

The information in this section and in the accompanying documents is provided as background to the proposers responding to the Request for Proposals issued by the Town of Colma. The Town neither warrants nor accepts responsibility for the accuracy of the information contained herein. It is the responsibility of the proposer to conduct its own investigation and research and to independently verify all material facts and information necessary for it to submit a response to this Request for Proposal, at its sole cost.

In particular, the data in Table 3 through Table 10 are the aggregate of data provided by the three current Contractors in March 2015 in response to an inquiry from the Town. The Town cannot verify the accuracy of this information and is not responsible for any errors in the data.

2.2 Sources

Below is a list of readily available sources that provide current information about the Town.

Table 2: Colma Resources

Resource	Location	Content
Town Website	www.colma.ca.gov	Town RFP and related RFP information Town Climate Action Plan Town Sustainability Policy Colma Municipal Code Town Sustainability Information Countywide Stormwater Plan
Three Current Haulers		
Allied Waste Systems	www.alliedwastedalycity.com	Allied information
South San Francisco Scavenger Co.	www.scavenger.com	Scavenger information
Recology	www.recologysanbruno.com	Recology information

2.3 Demographic Data

The Town of Colma is located in north San Mateo County and is bordered by South San Francisco and Daly City. Colma is the smallest jurisdiction in San Mateo County with a population of about 1,500 residents and an area of 1.9 square miles. Within its borders are two retail shopping centers, an auto row, a casino and 17 cemeteries. The cemeteries and related land uses comprise 76% of the total land area. The Association of Bay Area Governments (ABAG) predicts Colma will grow slowly over the next 20 years to reach a population of 1,874 in 2030.

There are approximately 423 dwelling units in the Town. The following table shows the numbers of households receiving single-family or multi-family waste collection services:

The following table provides the current customer account information. This data is an aggregate of data provided by the three Contractors in March 2015, in response to an inquiry from the Town. The Town cannot verify the accuracy of this information and is not responsible for any errors in the data.

Table 3: Current Accounts in Colma

Single-family residences	381
Multi-family residential properties	1
Commercial	137
Town-owned Facilities *	7
Total	526

* See Appendix B-1

Colma is a regional shopping destination for retail goods, new and used automobiles, and automobile services. The larger businesses in Town include several large automobile dealerships for new and pre-owned vehicles. There are several large 'big box' retail businesses, including two Home Depots, Target, Best Buy, Kohl's, Marshall's, and Nordstrom Rack. Colma's largest single employer is a large card room that employs over 600 individuals. Colma has more than three times as many employees as residents, with approximately 2,900 employees within the Town.

2.4 Current Services

The Town is currently served by three Contractors, Allied Waste Systems ("Allied"), South San Francisco Scavenger Co., Inc. ("Scavenger") Recology Peninsula Services ("Recology"). The three Contractors have been collecting and processing solid waste materials and recyclable materials pursuant to franchise agreements with the Town since 2011. Allied serves most residences and businesses located north of Serramonte Boulevard; Scavenger, most residences and businesses located south of Serramonte Boulevard; and Recology, ten businesses located in various locations in Colma. Allied and Recology provide a single stream (commingled) recycling collection service while Scavenger provides a dual recycling collection service.

The Town's residents and businesses are required to subscribe to and pay for the solid waste collection services provided by the current contractors of either Allied, Scavenger, or Recology. The current contractors collects solid waste, recyclable materials, yard waste materials, and

construction and demolition debris from residents, and solid waste, recyclable materials, yard waste materials, and construction and demolition debris from businesses at Town-approved maximum rates.

Allied collects solid waste, recyclable materials and yard waste materials from the Town's Corporation Yard and other Town facilities.

For the areas of Town served by Allied, Allied delivers all materials to Mussel Rock. Garbage is transferred to Ox Mountain Landfill (Ox Mountain) for disposal. Residential and commercial single-stream recyclable materials are processed at Allied's Newby Island facility. Yard trimmings are taken to Ox Mountain and applied as alternative daily cover (ADC). Allied provides single stream (commingled) recycling collection for residential and commercial accounts.

For the areas of Town served by Scavenger, Scavenger delivers all materials to Blue Line Transfer Station. Garbage is transferred to Ox Mountain Landfill (Ox Mountain) for disposal. Residential and commercial single-stream recyclable materials are processed at the Blue Line MRF. Yard trimmings are taken to the Blue Line CNG facility. Scavenger provides dual stream recycling collection for its residential and commercial accounts. For residential recycling collection, residents receive a split cart that separates paper from containers. Commercial collection involves two containers for collection (one for paper materials and cardboard and one for containers) and requires the generator to separate the recyclables.

For the areas of Town served by Recology (commercial accounts only), Recology uses the San Bruno Transfer Station in South San Francisco. Yard waste collected is delivered to the San Bruno Transfer Station and delivered to Pacheco Pass for composting. Commercial single-stream recyclable materials are processed at Shoreway Material Recycling Facility. Recology provides single stream (commingled) recycling collection for its commercial accounts.

The current franchise agreements grant the exclusive right to the Contractor to provide roll-off and compactor services in each Contractor's respective service area.

The following table summarizes the Town's current solid waste, recyclable, and yard waste collection services provided to residential and commercial customers.

Table 4: Colma's Current Collection Services

Service	Residential	Commercial
Solid Waste	Weekly, curbside collection Contractor provides 32-, 64-, or 96-gallon carts Customers receive overage collection service for a fee.	At least weekly collection; up to six days per week Contractor provides 32-, 64-, or 96 gallon carts or 1, 1.5, 2, 3, 4, or 6 cubic yard bins, or drop boxes
Recyclables	Weekly, curbside collection Contractor provides 32- or 64-gallon carts (Allied provides single-stream carts and	At least weekly collection or more frequent as determined Contractor provides 32-, 64- or 96-gal cart, or 1.0, 1.5, 2.0, 3.0, 4.0 and 6.0

Service	Residential	Commercial
	Scavenger, dual stream carts) No additional charge	cubic yard bins, or drop boxes No additional charge
Yard waste	Weekly, curbside collection Contractor provides a 32-gallon cart Scavenger recently began collecting food waste with yard trimmings No additional charge	A few businesses have yard waste service; two businesses subscribe to mixed organics collection.
Holiday Tree	Curbside holiday tree pick up No additional charge	
Other	Bulky item collection provided one time per year on appointment basis Used motor oil and oil filters Household battery and CFL collection	

Allied also provides the Town, without charge, the following services:

- collection and disposal of solid waste and collection and processing of recyclables and yardwaste from seven Town facilities;
- collection services and support to Town-sponsored community events; and
- collection of illegally dumped bulky items.

Similarly, Scavenger provides recycling services at Townwide community events without charge to the Town.

The current recycling collection system collects the following materials from residential and commercial customers:

- Newspaper (including inserts, coupons, and store advertisements)
- Mixed paper (including office paper, computer paper, magazines, junk mail, catalogs, brown paper bags, brown paper, paperboard, paper egg cartons, telephone books, grocery bags, colored paper, construction paper, envelopes, legal pad backings, shoe boxes, cereal and other similar food boxes)

- Chipboard, corrugated cardboard
- Glass containers, all colors
- Aluminum (including beverage containers, foil, food containers, small pieces of scrap metal)
- Scrap metal weighing less than 10 pounds (without cords or chains and fitting into the container)
- Steel, tin or bi-metal cans
- Plastic containers, Numbers 1 to 7

Allied and Recology collect these recyclable materials using single stream (commingled) recycling system while Scavenger collects these materials using dual stream system.

2.5 Tonnage Data

The following tables provide the Town's tonnage and account data for the years 2013 and 2014 for solid waste, recyclables and yard waste collection from residential and commercial accounts.

Table 6 provides detail of the tonnage collected under the current franchise agreements. The data shown is the aggregate of data provided by the three current Contractors in March 2015 in response to an inquiry from the Town. The Town cannot verify the accuracy of this information and is not responsible for any errors in the data.

Table 5: 2014 and 2013 Tonnage Data (Aggregate data from three current Contractors)

	2013	2014
Solid Waste		
Residential	315	271
Commercial (bin/cart)	1,157	1,006
Commercial Roll-off	1,585	1,589
Commercial Compactor	1,450	894
Self-Haul	349	170
Total Solid Waste	4,856	3,930
Recyclable Material		
Residential	140	125
Commercial (bin/cart)	231	217
Commercial Roll-off	165	175
Commercial Compactor	84	52
Self-Haul	104	64
Total Recyclable Material	724	633
Yard Waste		
Residential	477	41
Commercial	73	51
Roll-off	8	52
Compactor	0	0
Self-Haul	0	0
Total Yard Waste	128	144
Total	**5,708**	**4,707**

2.6 Account Data

The following tables provide the current customer account information. This data is an aggregate of data provided by the three Contractors in March 2015, in response to an inquiry from the Town. The Town cannot verify the accuracy of this information and is not responsible for any errors in the data.

Table 6: Residential Containers in Service

Cart size	*Solid Waste*	*Recycling*	*Yard Waste*
20 gallon	18	0	0
32 gallon	320	7	278
64 gallon	28	337	6
96 gallon	11	5	38
Total	377	349	322

Table 7: Commercial Solid Waste Carts & Bins in Service (# of Carts), Frequency of Collection

Size	*1/week*	*2/week*	*3/week*	*4/week*	*5/week*	*6/week*	*TOTAL*
32 gal	5						5
64 gal	4	1					5
96 gal	3	1					4
1 cy	13						13
1.5 cy	1						1
2 cy	7	3	1		1		12
3 cy	8	2	3	1			14
4 cy	7	10	2				19
6 cy							0
Totals	48	17	6	1	1	0	73

Table 8: Commercial Recyclable Carts/Bins in Service (# of Containers), Frequency of Collection

Size	*1/week*	*2/week*	*3/week*	*4/week*	*5/week*	*6/week*	*TOTAL*
32 gal							
64 gal	1	1					2
96 gal	41						41
1 cy	2						2
1.5 cy	5		1				6
2 cy	5	1	2				8
3 cy	13		7		1		21
4 cy	5	1	2		1		9
6 cy	5	2					7
Totals	77	5	12		2		96

An analysis of the Contractors' reports suggests that over 95% of commercial accounts currently have recyclables collection service.

2.7 Roll-off and Compactor Service

The following table provides the current customer account information for roll-off and compactor collection services. This data is an aggregate of data provided by the three Contractors in March 2015, in response to an inquiry from the Town. The Town cannot verify the accuracy of this information and is not responsible for any errors in the data.

Table 9: Roll-off and Compactor Service

Count	*Roll-off (R) Compactor (C)*	*Container size (cubic yards)*	*Material collected*
6	R	14.0	garbage
1	R	15.0	garbage
3	R	16.0	garbage
3	R	20.0	garbage
1	R	30.0	garbage
1	R	20.0	Yard waste
1	R	20.0	C&D
1	C	20.0	garbage
1	C	40.0	garbage
1	C	35.0	garbage
1	C	15.0	Recycling /single stream

2.8 Town's Current Diversion Status and Information

California Department of Resources Recycling and Recovery ("CalRecycle") administers and provides oversight for California's recycling, organics and solid waste programs and other programs. CalRecycle monitors all jurisdictions' diversion rates annually. Using the *per capita* measurement formula allowed by state law (SB 1016), CalRecycle has determined that the Town is currently achieving the state-mandated 50 percent diversion goal set forth in AB 939.

However, since 2012, Town staff has been monitoring the amounts of *measured* disposal and diversion tonnage generated in the Town by the three Contractors. The measured data provide a more accurate analysis of, and allows staff to track, the Town's progress toward meeting diversion goals. The 2014 measured disposal and diversion data show that the aggregate measured diversion (all Contractor data combined) for Colma is approximately 25%. Clearly, the opportunity exists to increase diversion in Colma.

2.9 Town Ordinances, Policies and Plans Supporting Waste Diversion

The Town has adopted a number of ordinances and policies that support increased recycling, waste reduction, and assist in meeting diversion goals. Town's actions include the adoption of:

- Colma Climate Action Plan
- Colma Sustainability Policy

- Colma Municipal Code, Subchapter 3.05, relating to collection, processing, and collection of solid waste and recyclable materials.

2.10 Billing and Collection Process

The billing and collection for the residential and commercial account services is currently handled by each Contractor.

SECTION 3. COLLECTION SERVICES

3.1 Overview

The Town is requesting proposals for the services described in this section. The selected proposer ("contractor") will collect and dispose of residential and commercial solid waste and collect and process recyclable materials, organic materials, and construction and demolition debris as provided in the agreement, except for materials and services that are expressly excluded in the agreement. These same services shall also be provided to all temporary bin, temporary roll-off and permanent roll-off customers and all compactor customers.

The contractor must enter into a Franchise Agreement with the Town, a form of which is attached to this RFP. The attached form of Franchise Agreement contains a complete statement of the rights and obligations of the parties, including definitions of terms used in the Franchise Agreement and this RFP, details about the services and programs outlined in this RFP, and additional obligations of the Contractor. The Franchise Agreement shall supersede this RFP, including any statements herein that are inconsistent with any term or provision of the Franchise Agreement.

3.1.1 Transition Plan

The contractor shall prepare and implement a detailed, Town-approved Transition Plan with specific timeline for education and outreach, delivery of containers and trucks, other operational needs. The plan shall include at least one meeting with Town staff to discuss the transition. The Transition Plan will be included as part of the approved Franchise Agreement.

3.1.2 Collections Operations Plan

The contractor shall prepare and implement a detailed, Town-approved Collection Operations Plan that details how it will perform the Collection Services. The Collections Operations Plan will be included as part of the approved Franchise Agreement.

3.1.3 Diversion Plan

The contractor shall prepare and implement a detailed, Town-approved Diversion Plan describing how it will meet and maintain the diversion minimums required by the contract (see § 3.2, below). The Diversion Plan will be included as part of the approved Franchise Agreement.

3.2 Diversion Requirements

The contractor will be required to meet these specific, measured diversion requirements:

30% by 1/1/2018, maintain thru 12/31/2019

36% by 1/1/2020, maintain thru 12/31/2022

42% by 1/1/2023, maintain thru 21/31/2024

50% by 1/1/2024, maintain thereafter

For purposes of determining minimum Diversion requirements, the annual diversion rate shall be calculated using the following formula: tons of franchised materials collected by Contractor that are sold or delivered to a recycler or re-user, compost facility, processor or re-use facility, net of all residual, divided by the total tons of materials collected in Town by Contractor in each calendar year.

Contractor shall provide documentation to the Town within 45 days of the end of each calendar year stating and supporting that year's diversion rate. Diversion from other sources other than Contractor's collection and diversion efforts, such as source reduction, reuse, or recyclables diverted by solid waste enterprises, collection of materials that are not the subject of this Agreement, shall not be counted as diversion achieved by Contractor.

Failure to meet these diversion requirements may result in penalties (See Performance Standards and Liquidated Damages section of the Franchise Agreement) and in disqualification of eligibility for a contract extension.

3.3 Residential Services

The contractor will provide the services described in this section to all residential customers.

3.3.1 Single Family Residential Properties

The contractor will collect solid waste, recyclables, and organic waste (food waste and yard trimmings) from single-family residential properties once a week, curbside, and will provide each customer with three Town-approved carts in the following sizes, as requested by the resident:

A. One 20-, 32-, 64- or 96-gallon Cart for Solid Waste, with a 32-gallon Cart being the default size;

B. One 32-, 64- or 96-gallon Cart for Single-stream Recyclables, with a 64-gallon Cart being the default size; and

C. One 32-, 64- or 96-gallon Cart for Organic Waste, with a 32-gallon Cart being the default size.

Contractor shall provide a Kitchen Food Waste Pail, as approved by Town, for in-home use. Contractor shall provide cart exchange for Service Recipient at no additional charge.

3.3.2 Oil, Batteries and CFLs

The contractor will collect used oil filters, household batteries, and compact fluorescent lamps when placed in sealed plastic bags on top of the recyclables cart or bin from all residential service recipients, and will collect used motor oil when placed next to the recyclables cart or bin.

3.3.3 Holiday Tree collection

Contractor shall collect holiday trees in January of each year on the regularly scheduled collection day. Holiday trees must be cut into section of six feet or less for collection.

3.3.4 On-call Bulky Goods Collection

The contractor will provide two (2) On-call Bulky Item Collection events to each resident each year upon resident request and by appointment, on the regularly scheduled pick-up day. The contractor will collect bulky goods and reusable materials in a manner that maximizes reuse, recycling, composting, and diversion of materials from disposal.

3.3.5 Back yard or side yard collection

The contractor will collect recyclables, organic waste, and garbage from the back yard or side yard from residents with disabilities. Eligibility for this service will be determined by the Town.

3.4 Multi-family Residential Properties

The contractor will collect solid waste, recyclables and organic waste from multifamily residential customers on such frequency as is desired by the customer, but not less than once a week, and will provide customers containers in sizes requested by customer. The contractor will also provide each customer with an in-home Kitchen Food Waste Pail.

3.5 Commercial Services

3.5.1 Collection

The contractor shall collect solid waste and recyclables and organic waste from commercial customers on such frequency as is desired by the customer, but not less than once a week, and will provide customers collection containers in sizes requested by customer. The contractor will also provide each customer with inside recycling collection containers, as requested by the business.

3.5.2 Containers

Contractor will provide Commercial Service Recipients with Town-approved Containers for Solid Waste, Recyclable Materials, and Organic Waste from the following sizes, as requested by the Service Recipient.

A. Solid Waste: 32-, 64- or 96-gallon Carts or 1- to 6 cubic yard Bins.

B. Single-stream Recyclables: 32-, 64- or 96-gallon Carts or 1- to 6 cubic yard Bins.

C. Organic Waste: 32-, 64- or 96-gallon Carts or 1- to 3 cubic yard Bins.

Contractor shall also provide Recyclables Collection containers for in-business use as requested by the Service Recipient.

3.5.3 Universal Recycling

The contractor shall offer recyclables collection to all businesses in the franchise area, including, at a minimum, collection services, education, outreach, monitoring, and reporting for all commercial properties. Whenever a business opens for the first time in Colma, the contractor shall deliver a recycling container in the size specified by the customer and shall provide recycling services to that business until instructed otherwise by that business.

3.5.4 Organic Waste

The contractor will provide commercial customers with the option of subscribing to organic waste collection. For customers electing collection of organic waste, the contractor will provide in-business food collection containers for organic waste. Upon request by the customer, contractor will steam clean the collection containers once a year without charge to the business. Contractor will provide technical assistance and training for the business staff for the organic waste collection program. Contractor shall provide Food Waste containers for the Service Recipient's in-business use.

3.5.5 Commercial Technical Assistance Program ("CTAP")

The contractor will provide technical assistance to commercial customers, which shall include assigning a Diversion Coordinator to meet twice a year with the 30 employers with the most persons employed in Colma, as determined by the Town annually, and once a year with all other employers to:

- Advise the business decision maker (the person with authority to make service changes to the recycling and garbage collection service) on methods and recommendations to increase recycling and decrease solid waste, the selection of collections services and container sizes to maximize diversion, and the potential cost savings if a business takes recommended actions to increase diversion;

- Educate and train staff and janitors on best practices for recycling, waste reduction and availability and use of in-house recycling containers;

- Educate personnel on how to maximize diversion; and

- Provide educational materials, posters, labels, and memos.

Contractor shall complete a Commercial Technical Assistance Program report (Appendix 1) within thirty (30) days of each on-site visit in a form approved by Town in its sole discretion. The reports shall be filed with the Contractor's quarterly reports required under the Franchise Agreement. Contractor and Town shall meet annually to discuss the Commercial Technical Assistance Program, its results and potential modifications.

3.6 Roll-off and Compactor Services

The contractor will collect solid waste, recyclables, and organic waste from customers using a debris box, roll-off container, or compactor. Contractor may charge for organic waste collection at rate(s) specified in Town-approved rate schedule, but the rate(s) must be at least 25% lower than the rate for collecting garbage. The contractor will collect source-separated or mixed C&D recyclable materials using roll off container provided by contractor.

3.7 Construction and Demolition Debris Collection

Contractor shall provide C&D Debris Collection services using Debris Boxes provided by the Contractor. Contractor shall use its best efforts to assist the Builder, as that term is defined in subchapter 5.05 of the Colma Municipal Code, in meeting the diversion and reporting requirements in subchapter 5.05 of the Colma Municipal Code. C&D Debris may be source-

separated or mixed. Contractor shall charge up to Town-approved Maximum Rates for such services.

3.8 Overages

On prior notice from the customer, Contractor shall collect the amount of solid waste in overage and shall bill customer for the overage at town-approved

3.9 Bulky Goods

At the Town's request, Contractor shall collect bulky items illegally dumped on public roads.

3.10 Town Services

3.10.1 Containers at Town Facilities

The contractor will collect solid waste, recyclables and organic waste from containers on Town properties listed in Appendix B and at such other Town-owned properties as Town shall specify.

3.10.2 Containers at Public Locations

The contractor shall collect solid waste and recyclables from containers located near bus stops at the locations listed in Appendix B and such other public places in Colma as Town shall specify.

3.10.3 Town-sponsored Community Events

The Contractor will collect solid waste, recyclables, and organic waste at community events sponsored by the Town, such as Town Picnic, Annual Clean-up Day, etc. Last year, the Town held or sponsored the events listed in Appendix B. Town shall notify Contractor of the dates and locations for the listed event at least 30 days prior to each event. Contractor shall, on request by the Town, Collect up one large item one week prior to Clean-Up Day.

3.10.4 Free Compost

The Contractor will deliver to the Town corporation yard four times a year at least twenty (20) cubic yards of free Compost for use by residents and or the Town.

3.10.5 HHW, E-waste and U-waste Collection Day

Twice each year on days selected by Town and Contractor, Contractor shall conduct a HHW, E-Waste and Universal Waste drop-off event where Residential Service Recipients and the Town may Dispose of HHW E-Waste and Universal Waste at no charge. Contractor shall also provide free shredding and other mutually agreed-upon services at that event. The location will be the Town corporation yard or other Town facility specified by the Town. One of these two events can be combined with Town Cleanup Day (see Appendix B, Table B-3)

3.11 Collection Standards

3.11.1 Containers

A. The contractor shall provide all new collection containers at commencement date.

B. Carts must contain a minimum 30% recycled content, and kitchen food waste collection containers must contain a minimum 20% recycled content. Carts must have molded English and Spanish labels identifying acceptable materials; labels must be approved by Town prior to manufacturing carts. Carts should follow the state and local consistency of

color-coded collection containers: blue for recyclables, green for yard waste/food waste (organic waste), and black or grey for garbage.

C. Inside recycling containers must meet the same standards as Carts.

D. Bins must have English and Spanish text or images labels identifying acceptable materials.

3.11.2 Collection Vehicles & Equipment

Collection vehicles must be less than 5 years old on the Effective Date of the Franchise Agreement and must meet all California Air Resources Control Board Requirements and all other applicable state and federal laws with regard to air quality and vehicle emissions, throughout the term of the contract.

Proposers should be aware that most residential streets are narrow, which makes the turning of large vehicles a challenge. Thus, the contractor will need to have equipment that will work in Colma.

Loading of vehicles beyond the manufacturer's recommended weight capacity is prohibited. The contractor is required to report weighted truckloads in reports for Town (see Franchise Agreement for reporting requirements).

3.11.3 Days and Hours of Operation

Residential collection services shall occur Monday through Friday between the hours of 7:00 AM and 6:00 PM. All collection services shall be provided at the same location for all material types collected, and on the same day of the week.

Collection from Commercial Premises that are two hundred (200) feet or less from Residential Premises shall only occur between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday. Collection from Commercial Premises more than two hundred (200) feet from Residential Premises shall only occur between the hours of 4:00 a.m. and 6:00 p.m., Monday through Saturday.

Exceptions to the hours of operation may be granted by the Town Manager on a case-by-case basis.

Collection services shall <u>not</u> be provided on New Year's Day, Thanksgiving Day, and Christmas Day. Collection services shall be provided on the day following the Holiday for the remainder of the week.

3.12 General Services

3.12.1 Billing and Collection

The Contractor will provide all equipment and personnel for customer service, both during the implementation phase (award of contract through April 1, 2016) and once operations begin on April 1, 2016. The selected Contractor shall prepare all bills, collect all payments, and utilize standard procedures to collect bad debts for all customers, including residential, commercial and roll off. Billing will be rendered one month in arrears for all lines of business. These billing requirements are more fully described in the Franchise Agreement.

3.12.2 Reporting Requirements

The contractor shall submit reports to the Town, as required by the Franchise Agreement.

3.12.3 Inspections and Performance Reviews

Town will have right to inspect the Contractor's facilities. Contractor will provide requested information for Town staff to perform a performance review 90 days after the third and sixth anniversaries of the contract term. (See the Franchise Agreement for details about Performance Reviews and Performance Audits.

The contractor will permit designated Town managers access to the company's customer service system to view in real time, and in a read-only format, customer service-related information by customer type, including information such as the number of missed pick- ups, number and type of complaints received, level of service, collection day(s), as required by the Agreement.

3.12.4 Customer Service

The contractor will provide competent, professional, and courteous customer service and will designate a sufficient number of full-time equivalent customer service representatives (CSRs) to serve the Town, its residents and businesses during the transition prior to the Commencement Date, and during start-up of pilot programs and/or new or modified Town-wide programs.

3.12.5 Website

The contractor will develop a website specific to Town that fully explains the Contractor's services and rates, effectively promotes the diversion options offered to customers, and allows customers to submit inquiries, complaints or queries.

3.13 Community Relations and Outreach

3.13.1 Public Education Plan

The contractor shall prepare and implement a detailed, Town-approved comprehensive Public Education and Outreach Plan (Plan) to continually educate businesses and residents and promote waste reduction and maximize diversion. Contractor shall prepare and distribute public education materials four times during each year on a schedule approved by the Town. The Plan should be specific to Colma and should focus on improving customers' understanding of the benefits of and opportunities for source reduction, reuse, recycling and composting and should be updated annually.

3.13.2 Written Materials

All written materials to be distributed to the public shall conform the requirements of this section. Written materials shall be printed in English, Spanish, and other languages specified by Town. Contractor shall provide camera-ready copy to Town for Town's review and approval prior to printing and distribution. Printed materials shall be professionally printed on paper stock with not less than fifty percent (50%) recycled paper content including at least ten percent (10%) post-consumer recycled paper content. Except for the requirement applicable to printed materials, the requirements in this section also apply to written materials in electronic form,

3.13.3 HHW Education

The contractor shall prepare and implement a detailed, Town-approved public education program designed to educate generators regarding proper methods of recognizing, handling and disposing of HHW.

3.13.4 Diversion Coordinator

The contractor shall specifically task a person or persons ("Diversion Coordinator") to administer the Commercial Technical Assistance Program, perform the CTAP tasks, coordinate the Town Services described in section 3.6, administer all education and outreach programs, and meet quarterly with Town to discuss the programs and accomplishments. The contractor shall commit to assigning the Diversion Coordinator an average number of hours each month for performing these tasks.

The Diversion Coordinator shall have sufficient experience and training to complete the CTAP and be effective in meeting the CTAP requirements. At a minimum, the Diversion Coordinator must have demonstrated knowledge and experience in providing technical assistance to businesses. The Diversion Coordinator must be knowledgeable about recycling and mixed organics operations, the cost, and other benefits of recycling and of reducing waste, and related issues. The Diversion Coordinator must be able work collaboratively with Town staff, to effectively communicate with business owners, facilities/operations managers and other business community stakeholders, to write effective reports, and to conduct training programs.

3.14 Use of Innovation in Implementation of Diversion Services

The Contractor will consider the impacts of AB 341, AB 1826, and AB 1594 on its services. Approaching diversion rates that will result in a statewide 75% recovery of the waste stream requires new and innovative approaches to equipment, containers, routing, and processing. Each proposer may include innovative and or cost saving recommendations in its proposal. Each proposed innovative service, program, or recommendation should be priced separately from the required services described in section 3 herein and each proposer will be evaluated on the level of innovation and technical expertise, independent of the proposal for required services.

3.15 MRF, Compost and Construction and Demolition Processing, Transfer and Disposal Facilities

The Proposer must provide a Materials Recovery Facility (MRF), Compost Facility, Construction and Demolition Debris Processing Facility, Transfer and a Disposal Facility for use by the Town. These can be facilities owned by the Proposer or facilities where the Contractor has a written agreement that ensures adequate processing capacity and disposal capacity, and a delivery schedule that will meet the needs of the Town of Colma.

The MRF must be capable of processing residential and commercial yard waste, commercial and residential food waste, and any organic portion of the waste stream that is identified as being diverted in the proposer's programs.

The Composting Facility must be capable of processing residential and commercial yard waste, commercial and residential food waste, and any organic portion of the waste stream that is identified as being diverted in the proposer's programs.

The Construction and Demolition Debris Processing Facility must be capable of processing all of the construction and demolition debris that is collected by the Contractor in the Town.

The Disposal Facility must be capable of accepting for disposal all solid waste that is collected by the Proposer in the Town. In the event that Proposer uses a Transfer Station as a point of consolidation prior to disposal, then the Transfer Station must be capable of accepting for transfer all solid waste that is collected by the Proposer in the Town, and the Proposer must also indicate the Disposal Facility to be used.

All proposed facilities must comply with local, state, federal regulatory environmental protection rules, regulations and laws and must have all necessary use permits and solid waste facilities permits. Proposer must complete Forms F – H for each facility to be used.

SECTION 4. BUSINESS ARRANGEMENTS

4.1 Exclusive Franchise

The Town of Colma will award an exclusive franchise to Collect, Transport and Dispose of Solid Waste and Collect, and Transport, Process and Divert Recyclable Materials, Organic Waste and other Material for a period of ten (10) years. A form of the Franchise Agreement is attached to this RFP.

The Town will have the sole option to extend the contract twice in two-year increments if the contractor has met the specific diversion requirements set forth in the Franchise Agreement and is not in violation of any provision of the contract.

Proposers should review the contract terms with their legal counsel. If proposers take exception to <u>any</u> of the terms of the contract, the proposer must list each exception on Proposal Form L. Any exceptions to the contract will be considered as part of the evaluation process. If selected, a proposer must be prepared to sign the contract with the exceptions listed on their Proposal Form L. Failure to do so will result in disqualification and the Town may select the next ranked proposer.

4.2 Franchise Fee

Contractor shall pay to Town as an administration and franchise fee five percent (5%) of Contractor's or Affiliated Companies' gross revenues from all operations in the Franchise Area pursuant to this Agreement for each annual period, exclusive of payments received by Contractor or Affiliated Companies from the sale of Recyclable Material or Organic Waste and revenue received from the disposal of garbage, but including any moneys or received from governmental agencies, including Town ("Franchise Fee"). Town may adjust the Franchise Fee from time to time, provided that if Town increases the Franchise Fee, Contractor may increase its rates by the amount necessary to pass through the increase in the Franchise Fee.

4.3 Reimbursement of Town's Cost to Develop and Negotiate Franchise Agreement

Contractor shall, upon execution of the Franchise Agreement, pay Town up to One Hundred Thousand and No/100 Dollars ($100,000.00) to offset Town's costs in evaluating solid waste service currently being provided to Town, develop this Agreement, and negotiate the Franchise Agreement.

4.4 Compensation to Contractor

Contractor's sole compensation for rendering services described herein shall consist of the amounts to be paid to, or retained by, Contractor in accordance with a rate schedule approved by the Town and any amounts collected by Contractor from the sale of Recyclable Materials collected pursuant to the Franchise Agreement. The Town has no obligation to provide revenue and does not provide any guarantee of any revenue amounts to Contractor.

4.5 Rate Structure

4.5.1 Customer Rates

Using Proposal Form M, Proposer must provide a complete customer rate schedule for all services beginning April 1, 2016. Proposal Form M contains the following customer rate categories:

(1) Single-family Residential;
(2) Multi-family Residential;
(3) Commercial;
(4) Temporary Bins;
(5) Roll-Off;
(6) Compactors;
(7) Emergency Services; and
(8) Other Services.

When completing the customer rate forms, Proposers must incorporate the following conditions:

- The customer rates on Proposal Form M must be made in June 2015 dollars, and Proposal Form M will become an attachment to the final franchise agreement.

- Customer rates must be broken down by the four components: collection, organics processing, disposal, and franchise fee.

- The Town is requesting progressive rate structures that incentivize high participation in diversion programs.

- Single-family and Multi-family cart rates will be variable rates for weekly curbside collection of Solid Waste, Recyclables, and Organic Waste. Residents will be provided unlimited Recycling Carts, and up to two (2) additional Organic Waste Collection Carts for no additional charge. Proposers must include 20-gallon solid waste container for residential use.

- Commercial and MFD Bin rates will be based on the capacity and number of Bins or Carts, and the frequency of Collection (1 – 6 times per week) and the type of materials collected (Refuse or Organics). Contractor shall not charge for MFD and Commercial cart or bin recycling services.

- Contractor will structure both temporary and permanent and roll-off customer rates based on a per pull rate plus tip fee based on contents of the bin (i.e., solid waste, organics,

construction and demolition materials). Contractor may not charge a tip fee on recyclable materials placed in roll-off containers.

- Contractor will structure compactor customer rates based on a per pull rate plus tip fee based on contents of the bin (solid waste, organics, construction and demolition materials). Contractor may not charge a tip fee on recyclable materials placed in compactors.

- Contractor will structure temporary bin collection customer rates on a based on the size of the temporary bin.

- Customer Rates for Commercial organics food waste collection will be a minimum of 25% discount from the total solid waste customer collection rate. Proposer may offer a higher discount.

- Contractor's customer rate schedule shall include all charges for extra services, including the charge for additional steam cleanings of commercial food waste containers.

- Commercial solid waste collection customer rates include the cost for providing commercial recycling services, and Contractor may not charge for commercial recycling services.

- SFD and MFD Residential solid waste customer shall include the costs for recycling, organics and bulky waste collection, and Contractor may not charge for SFD or MFD recycling, organics or bulky waste collection.

- Proposed customer rates shall include all charges for extra services, including the charge for additional steam cleanings of commercial food waste containers.

- There will be no charge for collection services for the Town services described in Section 3.6, "Town Services."

4.5.2 Adjustments to Customer Rates

Customer rates will be adjusted by the Town on the anniversary of the Franchise Agreement as follows:

- The Collection Component of each customer rate shall be increased or decreased every year during the term of this Agreement to reflect changes in the Consumer Price Index [All Urban Consumers] (base years 1982-1984 = 100) San Francisco-Oakland-San Jose, CA, published by the United States Department of Labor, Bureau of Labor Statistics ("CPI") with a 5% cap;

- The Disposal Component of each customer rate shall be increased or decreased every year during the term of this Agreement to reflect changes in the Consumer Price Index, with a 5% cap;

- The Organics Waste portion of each customer rate shall be increased or decreased every year during the term of this Agreement to reflect changes in the approved Organic Waste Tip fee, with a 5% cap; and

- The Franchise Fee portion of each customer rate shall be adjusted to reflect changes in franchise fee or other government fees and will be considered as a pass-through.

4.6 Liquidated Damages

The Contractor must perform all of the services enumerated in the contract. For non-performance of specified services, the liquidated damages listed in Section 10.8 of the Franchise Agreement may be assessed.

4.7 Bonds, Insurance and Guaranty

The contractor is required to provide a performance bond and insurance coverage as described in Article 8 of the Franchise Agreement. The contractor must also execute a Guaranty from either its parent company or its owner(s). The form and format of the performance bond must be satisfactory to the Town. The Guaranty appears in Exhibit B of the Franchise Agreement.

4.8 Certification of Service Area Conditions, Service Area Requirements, and Agreement Terms

By the submission of a proposal to do the work, the Proposer certifies that it has carefully examined the Town of Colma service area and all RFP documents, and that the Proposer is fully informed concerning the requirements of the RFP documents and collection services, the physical conditions to be encountered in the work, the quality and quantity of service to be performed, and of materials and equipment to be furnished. The Proposer will not be entitled to additional compensation upon subsequently finding that conditions require methods or equipment other than that anticipated in making the proposal.

SECTION 5. PROPOSAL CONTENTS

Proposers must provide the information identified in this section as part of its proposal. Failure to provide all the required information may be grounds for rejection of a proposal. The proposal must be organized consistent with this section.

Section

1	Cover Letter
	Proposal Bond
	Proposal Submittal Fee
	Receipt of Signed Addenda
	Table of Contents
2	Executive Summary
3	Proposer’s Qualifications
4	Technical Proposal

5 Acceptance of RFP Key Franchise Agreement Terms

6 Proposal Forms

7 Proposer Appendix Materials (not required)

5.1 Proposal Cover Letter and Signature Instructions

The proposal shall be submitted with a completed cover letter that clearly identifies each legal entity submitting the proposal, is signed by a duly authorized representative of each legal entity submitting the proposal, and is substantially in the form that is Proposal Form B.

If the proposer is a CORPORATION, the name of the corporation should be listed in full and both President and Secretary must sign the cover letter, OR if one signature is permitted by corporation by-laws, a copy of the by-laws shall be furnished to the Town as part of the proposal.

If the proposer is a PARTNERSHIP, the full name of each partner should be listed followed by its fictitious business name and firm or trade name; any one partner may sign the form.

If the proposer is an INDIVIDUAL PROPRIETORSHIP, the name of the owner should appear followed by its fictitious business name and name of the company.

If proposer is a JOINT VENTURE, the full name of each joint venture should be listed in full and each joint venture must sign the form, OR if one signature is permitted by the joint venture agreement or by-laws, a copy of the agreement or by-laws shall be furnished to the Town as part of the proposal.

5.2 Executive Summary

The proposal shall include an executive summary to introduce the proposal, present proposed services, highlight unique aspects of approach to provision of services, and identify enhancements or proposed innovations.

5.3 Proposer's Qualifications

5.3.1 Background, Knowledge and Experience.

The proposal should describe the knowledge, background, and experience of the proposer, including:

- A clear, concise description as to actual ownership of the bidder, including the name of any parent company and whether the bidder is operating under a fictitious name;
- Evidence of ability to procure insurance required by the contract;
- Names, titles, qualifications and contact information of key management persons; and
- Proposer's waste collection and recycling collection and processing experience in California; and
- Proposer's experience with implementing new agreements and new programs, such as roll-out of food waste service for commercial customers, procurement of vehicles and personnel, training of personnel, determination of routes and operating procedures, delivery of containers, and public education, the identification of problems that occurred

during the initiation of the new contract and solutions implemented to solve the problem(s).

The proposal shall also describe:

- All past and pending civil, legal, regulatory, and criminal actions (including arrests, indictments, litigation, grand jury investigations, etc.) that have occurred in the State of California within the past five years against key personnel, proposing entity, its parent company, and all subsidiaries owned by proposing entity, except for claims for $50,000 or less for personal injuries and damages, and the payment of each fine, penalty (including liquidated damages or administrative fees), settlement, or damages of any kind in excess of $10,000 in any calendar year by the proposer, its parent company or any subsidiary, to a public agency within the past five years. For each action or payment, list the amount the nature of the claim, the amount company has paid, the name of the jurisdiction to which fines or damages were paid, and the event(s) that triggered the damages. Identify what personnel and/or policy changes the company made in response to such incidents (e.g., terminated or reassigned employees involved, new process protocols, etc.).

- The occurrence of past or pending civil, legal, regulatory, or criminal actions does not automatically disqualify a company from participating in this process. However, failure to report such actions, whether discovered before or after the Town executes the Agreement, shall be considered a material omission and may form the basis for disqualifying a proposer or terminating the Agreement.

5.3.2 Financial Capability

Each proposer shall describe its plan for financing capital requirements in a "Sources and Uses of Funds" format, which describes the sources of required capital (e.g., banks, leasing companies, cash reserves, etc.) and uses (e.g., property, trucks, equipment, containers, reserves, etc.). Attach supporting documents (e.g., letters from banks or leasing companies) that demonstrate your ability to implement the financing plan.

Town reserves the right to require Contractor to provide the most recently completed audited financial statements for each legal entity that would execute the Franchise Agreement and its parent company. All such statements are to be prepared in accordance with Generally Accepted Accounting Principles applied on a consistent basis and shall be audited in accordance with Generally Accepted Auditing Standards by an Accountant licensed to practice in the State of California and shall include a statement by the chief financial officer (CFO) of the entity that there has been no material adverse change in such condition on which they were prepared, or if there has been, a complete statement of the impacts or potential impacts on future operations of the company.

5.4 Technical Proposal

The proposal must describe how they plan to perform the Collection Services requested in Section 3 of the RFP and as described in the Franchise Agreement. In presenting the requested information, proposers should explain the method of delivering the services, equipment selected, routing strategies, and collection methods. The description shall also note differences (for

different customer types) in terms of routing strategies, collection methods, vehicles, collection crew size, etc. In addition, proposer must describe in detail why its technical approach to the services was chosen and its advantages to the Town.

If a proposer has presented information for one type of service that is the same for another type of service, proposer can refer to its previous description rather than reiterating the discussion in its proposal. For example, if single-family solid waste and recyclables collection vehicles are the same, the vehicle description can be provided once for the solid waste service and then referenced for the recyclable materials collection service

5.4.1 Collection Operations Plan

A proposer must submit a Collection Operations Plan that details how it will perform the Collection Services. Proposals must separately address refuse, recyclable materials, and organic materials collection for single-family, commercial, roll-off and compactor customers and must include a description of:

- Collection methodology;
- Equipment to be utilized (e.g., equipment/vehicle description, number, types, cost, capacity, age, etc.);
- Standard crew size; and
- Number, types, sizes, and manufacturer's specifications of containers to be utilized.

The Collection Operations Plan must state how it will minimize customer disruption, and in particular how to minimize changes to current residential collection days. Proposals must identify anticipated route changes and the approximate number of affected residential accounts.

If proposing a shared route(s), proposer should identify the number of such routes, the type(s) of route, route location within the service area, the areas served by the route(s) outside of the service area, and a suggested method(s) for accurately allocating costs and tonnages between the Town and the non-service area based on ongoing provision of data for each area during the Agreement term.

The proposer must identify how it will encourage reuse and recycling, and identify the materials that will be targeted for reuse and recycling. The proposer shall prescribe how donatable materials such as clothing, household items, and other items for donation to non-profit should be set aside to be collected for reuse. The contractor will provide customers with educational materials to maximize diversion of bulky goods and reusable materials.

The proposer must describe the type, size and manufacturer of each vehicle they intend to use for collection in Colma. Information about the truck wheelbase, turning radius, number of compartments, loading height, capacity (in cubic yards) of each compartment, weight capacity, and noise level during standard operation should be included in the proposal must be included in Form E.

5.4.2 Diversion Plan

A Proposer must include a detailed Diversion Plan describing how it will meet and maintain the diversion minimums required by the contract (see § 3.2, above). The Diversion Plan will be

included as part of the approved Franchise Agreement. The Diversion Plan must address the use of the Diversion Coordinator, Commercial Technical Assistance, recyclables collection and processing, organics collection and process, and C&D collection and processing. The Diversion Plan must specifically include a schedule (tabular format) by program area and year of projected diversion tonnage. In addition, the Diversion Plan must describe a coordinated approach to performing customer education, outreach, monitoring, and reporting all customers to ensure that Town-wide diversion increases. Proposers must demonstrate how they will achieve the diversion goals, including but not limited to: monitoring diversion, integrating the use of technical assistance to commercial customers, providing ongoing reporting to the Town, and identifying and implementing remedial actions if diversion goals are not met.

Specific sections of the Diversion Plan must include:

5.4.2.1 Residential and Commercial Recyclables Collection and Diversion

The proposal must describe proposer's approach to increasing recycling participation and diversion from its residential recyclables collection program. Specifically, the proposal must describe methods for increasing participation, increasing recyclable materials collected and decreasing contamination levels.

5.4.2.2 Residential Organics Waste Collection and Diversion

The proposal must describe proposer's approach to implementing residential food waste collection program. Specifically, the proposal must:

- describe in-home food waste containers it will provide;
- specify the types of food waste that will be accepted and those that will not, and indicate whether customers can or should use biodegradable bags; and
- describe plans for educating and assisting customers

5.4.2.3 Commercial Organics Waste Collection and Diversion

The proposal must describe proposer's approach to implementing the commercial organic waste collection program. In particular, the proposal must:

- identify the type of customers that will be targeted; the extent to which the focus will be on pre- consumer "back of the house" collection and/or post-consumer "front of the house" programs, as applicable; estimated number of customers anticipated to participate in the program over time; and resulting estimated weekly cubic yards of service and annual estimated tonnage.
- specify the types of organic materials that will be accepted and those that will not, and indicate whether businesses can use biodegradable bags;
- describe the estimated increase in diversion related to the program; and
- describe plans for providing in-house collection containers, training, posters, labels, educating and assisting customers.

5.4.2.4 Commercial Technical Assistance Program

The proposer must:

- Describe proposer's plan to provide direct technical assistance to commercial businesses and identify the approach to providing the services.
- Clearly differentiate activities and level of effort during the transition and during throughout the term.
- Identify who will manage the technical assistance efforts and the number and job classification/title of the individuals that will be conducting assistance work. Identify the estimated hours of technical assistance that will be provided per commercial account and the total annual hours and number of FTE's for the technical assistance program.
- Identify subcontractors (if proposed), including their qualifications, years of experience, references, and proposer's commitment to their use.
- Provide proposed budgets for technical assistance during the transition and during throughout the term.
- Estimate increases in diverted tonnages resulting from commercial technical assistance over the Agreement term.

5.4.2.5 Diversion Coordinator

The proposal must specify the number of full-time equivalent Diversion Coordinators, the average number of hours each month that will be devoted to performing his or her tasks, and his or her qualifications.

The proposal must specify qualifications of the Diversion Coordinator, including education, work history, and experience.

5.4.3 Public Education and Outreach Plan

The proposer must include a Public Education Plan that will be included in the Franchise agreement. The Public Education Plan shall describe in detail:

- Public education programs that will be implemented to educate residential and commercial customers on the recyclable materials and organics collection programs;
- Plan for complying with the education and outreach requirements of the Town's mandatory commercial recycling ordinance;
- Plan for educating business and residential customers of the benefits of and how to participate in the food waste collection program;
- Description of its strategy for developing and using a website or webpage specific to Colma that would provide customers with access to service information, rates, and other public education information, with links to example websites;

- Specific outreach materials to be developed and distributed during the transition period or during the term of the Franchise Agreement (whether as print material or electronically via the website), the target audience for each item, the frequency with which specific items will be developed and distributed, and the likely quantity of what will be distributed;

- Public education and outreach subcontractors (if proposed), their qualifications, years of experience, references, and proposer's commitment to their use;

- Samples of similar educational materials, which may have been used in other programs, particularly those related to recyclable materials collection, and food waste collection programs;

- Proposed budgets for public education and outreach during the start-up period following the Effective Date of the Agreement, and on an annual basis following the Commencement Date; and

- Other aspects or unique features of the proposed public education and outreach plan.

5.4.4 Customer Service Plan

A Proposer must submit a Customer Service Plan that describes the management systems and customer service systems it will use to manage customer inquiries and complaints. As appropriate, key components performance metrics of the Customer Service Plan will be included in the approved Franchise Agreement. The description of the management systems and customer service systems shall include:

- Name, type of equipment, software used to maintain routing and customer service information, and period of time the company has operated this system.

- Management procedures for managing inquiries and complaints and procedures used to minimize complaints (e.g., missed pick-ups, noise, spills, etc.).

- Description of system capability and/or procedures to ensure timely accessibility of information by jurisdictions served.

- Description of the company's internal performance standards/targets as well as procedures used to satisfactorily respond to, record, and report common customer complaints such as: missed pick-ups; spills and litter resulting from collection; collection schedule changes; broken or missing containers; improperly prepared set-outs; noise complaints; traffic and sidewalk obstruction during collection; and, safety around collection vehicles during operations.

- Description of how the company measures customer service with regard to the call center's responsiveness and accuracy of responses, as well as the quality of collection service. Identification of specific performance metrics or targets your company tracks. Provision of copies of actual reports for at least three jurisdictions that document the

actual performance level against your targets including, at a minimum, average hold times of the customer service call center and missed pick-ups.

5.4.5 Transition Plan

The proposer must include a Transition Plan describing its approach to facilitating a smooth transition for providing the required services. The Transition Plan will be included in the approved Franchise Agreement. A proposer must:

- address how it will acquire equipment, hire personnel, and meet all other requirements to have full services in place on the commencement date;
- describe assumptions regarding coordination with, and participation by Town staff, and expectations for coordination with the current service providers;
- provide a schedule listing all key activities, with milestone dates for beginning, duration and completion of the activity, addressing at a minimum, equipment procurement, public education, meeting with Town staff to provide an Implementation Plan update, container distribution, employee hiring and training, etc.; and
- discuss contingency plans should contractor be unable to meet one or more of the target dates.

5.4.6 Household Hazardous Waste (HHW) Collection Events

The proposal must describe the key components of this program for collecting HHW at the Town's corporation yard. In particular, the proposal must identify where the materials will be taken and their final disposition and should detail the outreach and education efforts it will make for this program.

5.4.7 Construction and Demolition Debris Services

The proposer must describe the respective roles of the Town, the proposer and the contractor in coordinating and collecting construction and demolition debris.

5.4.8 Town-sponsored Community Events

The proposal must describe plans for participating at Town-sponsored community events such as Earth Day, HHW collection events and other events and for giveaways such as free compost.

5.4.9 Contractor's Billing Services for the Town of Colma

A proposer must describe how it will provide billing and collection services, e.g., where and by whom the services will be performed, the proposed billing cycle (e.g., monthly, bi-monthly, other), etc. and should submit sample invoices.

5.4.10 Recordkeeping and Reporting

A proposer must describe how it will comply with the recordkeeping and reporting requirements contained in the Agreement (e.g., where and by whom the services will be performed and an explanation of the link between data collected and data reported) and should submit sample reports.

5.5 Acceptance of RFP and Key Franchise Agreement Terms

5.5.1 Exceptions

Proposers must either include:

- A statement that the proposer takes no exceptions to the terms and conditions of the RFP and the Agreement, and is prepared to sign the Agreement with only such revisions as are necessary to document the final service package and fill-in placeholders; or
- A detailed description of any proposed exceptions to the terms and conditions of the RFP and/or of the Agreement. For each exception, proposer must identify the exception, explain its concern, and provide alternative language or approach for consideration by the Town. Any proposed changes to Agreement language must be made using MS Word redline and strikeout functions only. Other software may not be used.

The Town reserves the right to determine, at its sole discretion, the acceptability of any exceptions. Proposers will be deemed to have accepted and agreed to any terms and provisions of the RFP and the Agreement that have not been noted as exceptions in the proposal.

5.5.2 Warranties.

The Proposal shall contain a statement that the proposing firm is aware of, and is ready, able and willing to provide to the Town each of the warranties described in the Contract.

5.5.3 Anticipated Potential Problems.

The proposal should identify and describe any anticipated potential problems, the proposer's approach to resolving these problems and any special assistance that will be requested from the Town.

5.6 Proposal Forms

Each proposal shall include the following Proposal Forms, with complete information:

No.	Description
A	Process Integrity Rules
B	Cover Letter
C	Proposer’s Statement Of Organization
D	Certification of Non-Gratuities
E	Container Specifications
F	Vehicle Specifications
G	Disposal Facility
H	Recyclables Processing Facility
I	Organic Waste Processing Facility
J	Transfer Station Facility
K	Non-Collusion Affidavit

L Exceptions To Agreement

M Proposed Customer Rate Schedule

SECTION 6. PROPOSAL PROCESS INTEGRITY RULES

6.1 Rules To Be Followed By All Proposers

To ensure a fair RFP process, all proposers shall strictly adhere to the following rules governing interactions between the proposers, the Town, and the Town's representatives during the process:

(a) All proposals submitted will be final. No changes or alterations will be accepted after proposal submission.

(b) From the date that the Town releases the Request for Proposal (RFP) until the Town Council awards a contract, all contacts between proposers and the Town shall be through the Town's RFP Coordinator, Roger Peters, whose contact information is listed above. Any attempt to contact, or any contact made by any other person, including an elected or appointed official of the Town, is grounds for disqualification of the proposer from the process.

(c) All substantive questions shall be submitted in writing to the RFP Coordinator.

(d) Proposal evaluation committee members will direct all inquiries, e-mails and any other correspondence about the RFP process, to the Town-designated staff person.

(e) Any Communications from the Town to a proposer will be transmitted simultaneously to all proposers along with answers to written questions submitted.

(f) Any proposer contesting any part of the RFP process or fairness of the RFP process will submit their claim in writing to the City Manager or his designee for review by the Town's RFP Evaluation Committee.

(g) Any proposer who fails to recognize or utilize this process of communications will be notified of its violation and may be disqualified from the selection process at the sole discretion of the City Manager.

(h) All conditions, pricing and any other aspect of proposals submitted in response to this RFP shall be valid for one year from the proposal submittal date shown in Table 1.

6.2 Acknowledgement

Each proposer will be asked to sign a formal acknowledgement indicating receipt of an agreement to abide by these rules. Proposers must complete and submit Proposal Form A at the Pre-Proposal Meeting (see section 1.4, above). Failure to complete and submit Form A will result in disqualification.

SECTION 7. EVALUATION PROCESS

This section describes proposer qualifications, instructions on organization of information to be included in the Proposal Package, and proposal evaluation criteria.

7.1 Evaluation Activities

Proposals will be evaluated using the process described in this section. The contractor will be chosen based on the outcome of this evaluation. The evaluation process includes the following activities, which are discussed below:

- "Pass-Fail" Review of Proposals for completeness and responsiveness to RFP;
- Technical and Customer Rate Evaluation; and
- Award of Contract by Town Council

7.2 "Pass-Fail" Review of Proposals for Responsiveness to RFP

In order to be considered responsive to the RFP, proposers must have:

- Attended the Mandatory Pre-Proposal Meeting;
- Submitted a signed Town Council Process Integrity Rules (Form A);
- Submitted a Proposal Bond;
- Submitted a Non-refundable Proposal Submittal Fee;
- Submitted signed Receipt of Addenda;
- Delivered the Proposal by the submission deadline;
- Submitted all required documents in conformance with this RFP; and
- Complied with the requirements of the RFP, including the submittal of all Proposal Forms completed in full.

If the requirements are met, Proposals will be considered responsive and will continue through the evaluation process. If the requirements have not been met, a proposer shall be disqualified.

7.3 Technical and Customer Rate Evaluation

Members of Town administrative staff and technical consultants will evaluate Responsive Proposals on the basis of the criteria listed in below. The criteria are not listed in any particular order of precedence or importance. The information following each criteria is for illustration only and is not a limitation on the types of factors relating to the criteria.

7.3.1 Firm Qualifications and References

Previous experience and financial strength of Proposer; management ability of Proposer; recommendations from references; responsiveness of the references to questions about the

quality of services provided by the Proposer to similar communities; and insurability of Proposer.

7.3.2 Technical Proposal

Completeness of technical information on overall system components; responsiveness to RFP; equipment proposed, ability to meet schedule; overall system compatibility.

7.3.3 Diversion Rate

Quality and reliability of plans to meet Town's diversion requirements.

7.3.4 Rate Schedule

Relationship of proposed customer rates to the Town's objectives and the reasonableness of the proposed rates.

7.3.5 Exceptions

Number, nature and materiality of the exceptions taken to the terms of the contract.

7.4 Evaluation Process

A Review Committee appointed by the City Manager will read and evaluate all Proposals received. The Committee may recommend a shortlist of not more than three Proposers for interviews. The Review Committee may request interviews with one or more proposing firms and may request one or more proposing firms to make an oral presentation to the Town Council. Proposers should be available for interviews or a presentation during the period set forth in Section 1.3. The Review Committee will then make recommendations to the City Council.

SECTION 8. REQUIREMENTS FOR SUBMITTING PROPOSALS

8.1 Rights Reserved by the Town

The Town reserves the right, in its sole discretion, to pursue any or all of the following actions in regard to this Request for Proposal:

- Issue addenda to the Request for Proposal;
- Request additional information and/or clarification from the proposers;
- Permit the timely correction of errors, or waive irregularities;
- Reject any or all Proposals;
- Issue subsequent Requests for Proposals based on refinements of concepts proposed in response to the Request for Proposals;
- Withdraw this Request for Proposals;
- Extend the time for submittal of Proposals;
- Negotiate prices and terms with one or more proposers; and

- Take whatever other action it deems in its interest.

This request for Proposals does not obligate the Town to accept any Proposal, negotiate with any proposer, award a contract, or proceed with the development of any programs or projects described in response to this Request for Proposal.

8.2 General Requirements

The proposer shall submit electronic and printed versions of the Proposal and forms that are complete and contain a substantial level of detail to allow adequate evaluation on a technical and financial basis by the Town.

All proposals must be received by the date and time shown in Table 1, and as provided below. Proposals received after this time and date may be rejected. Postmarks will not be accepted as proof of receipt.

Proposers shall submit:

- An original version of the complete proposal, bound and photocopy-ready, with original signatures on the cover letter and all applicable proposal forms.
- Nine bound double-sided copies of the complete proposal, excluding the financial statements.
- A computer disk or other generally accepted electronic storage device containing:
    - A PDF of the proposal (excluding proposal exhibits, and financial statements).
    - An electronic copy of the complete cost and rate proposal forms formatted for the PC version of Microsoft Excel.

All items shall be submitted in a sealed package. Proposals must be typed or printed, 1-1/2- or 2-line spacing, on 8½ inch by 11-inch paper with a minimum post-consumer recycled content of 30% percent. All pages shall be consecutively numbered; although, each section may start with a new page number if proceeded with the section number (e.g., Page 2-1 for the first page of Section 2). The copies shall be appropriately bound and may contain preprinted and photographic material at the option of the proposer. Any oversize documents must be folded to size and secured in the proposal.

The proposer shall submit an electronic version of the Proposal and Proposal forms using Adobe Acrobat.

The package shall be clearly labeled:

> PROPOSAL FOR TOWN OF COLMA COLLECTION AND PROCESSING SERVICES
>
> Name of proposer:
> Address:
> Contact Person:
> Telephone Number:
> Email and fax Number:

The proposal may be mailed or hand delivered to:

Town Manager
Town of Colma
Colma Town Hall
1198 El Camino Real
Colma, CA 94014

8.3 Proposal Bond

Each proposal must be accompanied by surety made payable to the Town of Colma in the amount of $50,000 and in the form of a certified check, cashier's check, or bid bond. The surety shall be submitted with the proposal in a separate, clearly labeled envelope. The purpose of the surety is to guarantee that the successful contractor will execute an agreement with the Town. If the selected contractor does not execute the Agreement within 30 calendar days after receiving notice of the award of an agreement, the Town may keep the surety to offset the potential cost associated with identification of an alternate service provider and schedule delays and has the right to pursue additional and reasonable costs incurred by the Town in this event. Checks and bonds will be returned to all proposers no later than 10 calendar days after the Town has executed the Agreement with the successful contractor.

8.4 Cost for Preparation of Proposals/Ownership of Proposals

Each Proposal submitted in response to this Request for Proposals shall be prepared at the sole cost and expense of the proposer with the understanding that no claims for reimbursement of such costs against the Town of Colma will be accepted. All Proposals will become the property of the Town and, except for portions marked confidential, will not be returned to the proposer.

8.5 California Public Records Act; Confidentiality

It is the Town's understanding of current California case law that all proposals received in response to the RFP can remain confidential and not be disclosed under the California Public Records Act (Government Code Section 6250 et seq.) until a final contract is executed with the contractor.

After execution of the final contract, information submitted to the Town by proposers is subject to possible compulsory disclosure by the Town upon request from any member of the public (including other proposers) under the California Public Records Act, Government Code Section 6250 et seq. The Town recognizes that some proposers may consider some information which is called for in the Request for Proposals, or which may be required to be submitted in subsequent stages of the evaluation and contracting process, to be a trade secret or otherwise proprietary.

Materials that a proposer believes are a trade secret or proprietary must be clearly marked, on each page, as "CONFIDENTIAL" and submitted separately in an envelope clearly marked with the proposer's name and stamped "CONFIDENTIAL."

Proposers may only designate the information described in paragraph 5.3.2 as confidential.

Except as required by State Law, the Town will not voluntarily disclose materials so marked "Confidential" to persons other than Town officers, employees, attorneys, and consultants involved in evaluating the Proposals received or otherwise assisting the Town in this procurement. If the Town receives a request from a third party to review and/or copy material marked as "CONFIDENTIAL" it will inform the proposer that submitted the material. If the

Town determines that the material requested is not entitled to an exemption under the Public Records Act and that it must be released, the Town will advise the proposer of that determination. If the Town determines that the material is entitled to an exemption under the Public Records Act and the person who requested the material files a lawsuit seeking its release, the Town will advise the proposer and will not oppose a motion by the proposer to intervene in the action.

No proposer will seek damages against the Town or recovery of its attorneys' fees from the Town, as a result of any dispute related to the release of information submitted in response to this Request for Proposals, whether the proposer is seeking release of another proposer’s information or is opposing a third party’s request for release of its material.

Material that has been marked, as "CONFIDENTIAL" will be returned to all unsuccessful proposers once the contract has been signed with the contractor.

By submitting a Proposal, a proposer agrees to each of the foregoing provisions.

Appendix 1 – Commercial Technical Assistance Report

Date of on-site technical assistance:		
Business:		
Owner (DM) name. title and contact info:		
#	**Action**	✓ **Check when Completed**
1.	Meet on site with business owner, facility manager or other decision maker (DM) who has authority to change recycling/garbage service levels for business. Discuss their current services and costs.	
2.	Walk thru facility w DM to determine ways to increase recycling additional materials, and improve convenience for staff to recycle, and decrease garbage service.	
3.	Determine location to place recycling posters and recycling bins in facility w DM.	
4.	Train janitorial or staff to properly collect and place recyclables in correct containers (ensure to train janitorial on how to use both the inside and outside recycling containers) and provide written guidelines to janitorial staff.	
5.	Provide cost to DM analysis of benefits of increasing recycling and reducing garbage to and provide cost savings per month and annually	
6.	Document results of on-site technical assistance. For example: ➢ *Increased recycling 2.0 to 4.0 2x/week* ➢ *Decreased garbage service from 6.0/week to 3.0/week* ➢ *Trained janitorial on 3/15/15* ➢ *Provided 5 posters and staff for memo*	

Appendix 2 – Town Services

B-1: Containers at Town Facilities

Facility	*Service Level*
Police Station 1099 El Camino Real	Once a week : One 3-cubic yard container for waste; One 3-cubic yard container for recyclables; and Three 96-galllon containers for recyclables
Creekside Villas (an 18- unit multi-family dwelling) 1180 El Camino Real	Once a week: Two 3-cubic yard containers; and Five 96-gallon containers for recyclables
City Hall and Annex 1198 El Camino Real 1190 El Camino Real	Twice weekly: One 3-cubic yard container for waste; and Two 96-gallon containers for recyclables.
Sterling Park Community Center 427 F Street	Twice weekly: Four 96-gallon containers for waste; Four 96-gallon containers for recyclables
Corporation Yard 601 F Street	Twice weekly: One 3-cubic yard container for waste; One 3-cubic yard container yard for recyclables; One 3-cubic yard container for Organic Waste.
Hillside Historical Museum 1500 Hillside Blvd	Once a week: One 32-gallon container for waste; and One 3-cubic yard container for recyclables.
Community Center 1520 Hillside Blvd	Twice weekly: Eight 96-gallon containers for waste; and Eight 96-gallon containers for recyclables.

Note: These list of properties may be amended by the Town pursuant to section 3.10.1.

B-2: Containers at Public Locations

	Address or Noticeable Land mark
El Camino Real Northbound	
1	Next to 1361 El Camino Real
2	South of drive way into 1201 ECR
3	North of drive way into 1051 ECR by pole #110065267
El Camino Real Southbound	

4	Under the Bart over pass/north of F St West
5	Colma Blvd/ECR intersection; next to 1030 El Camino Real
6	Next to the drive way into 1200 ECR/Kohl's
7	In front of 1370 ECR
Junipero Serra Blvd Northbound	
8	North of Vivana Fair drive way/Next to light pole #273
9	South of the drive way by BevMo/Next to light pole #12
10	North of Colma Blvd next to light pole #30
11	Next to drive way into 3601 JSB Extra Storage
Junipero Serra Blvd Southbound	
12	Intersection of Colma Blvd & JSB/Westside
13	Serra Center driveway & JSB/Westside.

B-3: Town-sponsored Community Events

Event	*Month*	*Trash*	*Recycling*	*Food Waste*
Town Wide Cleanup	May	One 30-cu.yd. REL truck	One 3-cu.yd. bin; One flatbed for metal; One shred truck; One large item pickup	
Holiday Party	Dec			
Pumpkin Carving Party	Oct	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
National Night Out	Aug	One 3-cu.yd. bin	One 3-cu.yd. bin	
Crab Feed	Mar	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
Town Picnic	Sept	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
Breakfast with Santa	Dec	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts

FRANCHISE AGREEMENT

FOR RECYCLABLES, ORGANIC WASTE AND GARBAGE COLLECTION AND PROCESSING SERVICES

BETWEEN

TOWN OF COLMA

AND

_____

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F. Contractor's Proposal {To be included in Final Agreement.}

G. Approved Transition Plan {To be included in Final Agreement.}

H. Approved Collections Operations Plan {To be included in Final Agreement.}

I. Approved Diversion Plan {To be included in Final Agreement.}

J. Approved Public Education and Outreach Plan {To be included in Final Agreement.}

K. Commercial Technical Assistance Program Form

FRANCHISE AGREEMENT
FOR RECYCLABLES, ORGANIC WASTE AND GARBAGE COLLECTION AND PROCESSING SERVICES

BETWEEN THE TOWN OF COLMA
AND
_____

THIS AGREEMENT is made and entered into this ___ day of _____, 2015 by and between the TOWN OF COLMA ("Town") a municipal corporation of the State of California, and _____ ("Contractor").

RECITALS

Services to be provided under this Agreement shall consist of Collection and Processing of Recyclables, Bulky Goods, Used Motor Oil and Oil Filters, Organic Waste, and other Discarded Materials, and collection and disposal of Solid Waste, but does not include Collection or Disposal or reuse of Biosolids or Excluded Waste.

This Agreement is entered into for the purpose of providing an exclusive franchise for the provision of Collection Services within Colma as authorized under California Public Resources Code section 40059 and Colma Municipal Code Chapter 3 and to contract for certain other Discarded Materials services and operations as set forth herein.

This Franchise Agreement for Recyclables, Organic Waste and Garbage Collection and Processing Services replaces, consolidates, and supersedes all previous permits, approvals and agreements for the provision of Solid Waste, Recyclables, and Organic Waste Collection, Processing and Disposal services.

Article 1. DEFINITIONS

The definitions set forth in this Article 1 shall govern the interpretation of this Agreement.

1.1 AB 341

"AB 341" means the California Jobs and Recycling Act of 2011 (Chapter 476, Statues of 2011 [Chesbro, AB 341]), also commonly referred to as "AB 341", as amended, supplemented, superseded, and replaced from time to time.

1.2 AB 939

"AB 939" means the California Integrated Waste Management Act of 1989 (Division 30 of the California Public Resources Code), also commonly referred to as "AB 939," as amended, supplemented, superseded, and replaced from time to time.

1.3 AB 1826

"AB 1826" means Chapter 727, Statues of 2014 [Chesbro, AB 1826]), commonly referred to as "AB 1826", as amended, supplemented, superseded, and replaced from time to time.

1.4 Affiliate

"Affiliate" means all businesses (including corporations, limited and general partnerships and sole proprietorships) that are directly or indirectly related to Contractor by virtue of direct or indirect ownership interest or common management. They shall be deemed to be "Affiliated with" Contractor and included within the term "Affiliates" as used herein. An Affiliate shall include: (i) a business in which Contractor has a direct or indirect ownership interest, (ii) a business that has a direct or indirect ownership interest in Contractor and/or (iii) a business that is also Owned, controlled or managed by any business or individual which has a direct or indirect ownership interest in Contractor. For the purposes of this definition, "ownership" means ownership as defined in the constructive ownership provisions of Section 318(a) of the Internal Revenue Code of 1986, as in effect on the date here, provided that ten percent (10%) shall be substituted for fifty percent (50%) in Section 318(a)(2)(C) and in Section 318(a)(3)(C) thereof; and Section 318(a)(5)(C) shall be disregarded. For purposes of determining ownership under this paragraph and constructive or indirect ownership under Section 318(a), ownership interest of less than ten percent (10%) shall be disregarded and percentage interests shall be determined on the basis of the percentage of voting interest of value that the ownership interest represents.

1.5 Agreement

"Agreement" means this Agreement between Town and Contractor, including all exhibits, and any future amendments hereto.

1.6 Alternative Daily Cover (ADC)

"Alternative Daily Cover" means CalRecycle-approved materials other than soil used as a temporary overlay on an exposed landfill face. Generally, these materials must be processed so that they do not allow gaps in the face surface, which would provide breeding grounds for insects and vermin.

1.7 Alternative Intermediate Cover (AIC)

"Alternative Intermediate Cover (AIC)" means CalRecycle-approved materials other than soil used at a landfill on all surfaces of the fill where no additional Solid Waste will be deposited within one hundred eighty (180) days. Generally, these materials must be processed so that they do not allow gaps in the face surface, which would provide breeding grounds for insects and vermin.

1.8 Applicable Law

"Applicable Law" means all Federal, State, County, and local laws, regulations, rules, orders, judgments, degrees, permits, approvals, or other requirement of any governmental agency having jurisdiction over the Collection, transportation, Processing or Disposal of Discarded Materials that are in force on the Effective Date and as may be enacted, issued or amended during the term of this Agreement.

1.9 Approved C&D Processing Facility

"Approved C&D Processing Facility" means the _____ Facility at _____ CA, which is owned by_____.

1.10 Approved Disposal Facility

"Approved Disposal Facility" means the _____ Facility at _____ CA, which is owned by_____.

1.11 Approved Facility(ies)

"Approved Facility(ies)" means any one of or any combination of the: Approved Organic Waste Processing Facility; Approved Disposal Facility; Approved Recyclables Processing Facility; and/or Approved Transfer Facility. Note to Proposers: Will add other facility types such as mixed material processing as necessary for final service package.

1.12 Approved Organics Processing Facility

"Approved Organics Processing Facility" means the _____ Facility at _____ CA, which is owned by_____.

1.13 Approved Recyclables Processing Facility

"Approved Recyclables Processing Facility" means the _____ Facility at _____ CA, which is owned by_____.

1.14 Approved Transfer Facility

"Approved Transfer Facility" means the _____ Facility at _____ CA, which is owned by_____. {Insert transfer facility information.}

1.15 Bin

"Bin" means a Container with capacity of approximately one (1) to seven (7) cubic yards, with a hinged lid, and with wheels (where appropriate), that is serviced by a front end-loading Collection vehicle.

1.16 Biomedical Waste

"Biomedical Waste" means Discarded Materials which are likely to be infectious, pathological or biohazardous, originating from residences, hospitals, public or private medical clinics, departments of research laboratories, pharmaceutical industries, blood banks, forensic medical departments, mortuaries, veterinary facilities and other similar facilities and includes (without limitations) equipment, instruments, utensils, fomites, laboratory wastes (including pathological specimens and fomites attendant thereto), surgical facilities, equipment, bedding and utensils (including pathological specimens and disposal fomites attendant thereto), sharps (hypodermic needles, syringes, etc.), dialysis unit waste, chemotherapeutic waste, animal carcasses, offal and body parts, biological materials (vaccines, medicines, etc.), and other similar materials, but excluding any such Discarded Materials which are reasonably determined by Contractor to be noninfectious, non-pathological and non-biohazardous.

1.17 Biosolids

"Biosolids" means solid, semisolid, or liquid residues generated during primary, secondary, or advanced treatment of domestic sanitary sewage.

1.18 Bulky Goods

“Bulky Goods” means items whose large size precludes or complicates their handling by normal Collection, processing or Disposal methods. Bulky Goods includes, but is not limited to major appliances, carpets; mattresses; clothing; tires; reusable items like clothing placed into plastic bags; and oversized Yard Trimmings such as tree trunks and branches not exceeding two (2) feet in diameter and four (4) feet in length. Bulky Goods does not include any motor vehicle or any subassembly, major component except tires, and does not include Hazardous Waste.

1.19 CalRecycle

“CalRecycle” means the California Department of Resources Recycling and Recovery or its successor.

1.20 Cart

“Cart” means a plastic Container with a hinged lid and wheels that is serviced by an automated or semi-automated Collection vehicle. A Cart has capacity of 20-, 32-, 64- or 96-gallons (or similar volumes).

1.21 Collect, Collected, Collection

"Collect,", “Collected” or "Collection" means the Contractor taking physical possession of, and removing Discarded Materials, whether by manual, semi-automated or automated means, and transporting such materials, pursuant to this Agreement.

1.22 Commencement Date

“Commencement Date” means the date specified in Section 2.2 when the Contractor is to begin providing Collection and related services required by this Agreement.

1.23 Commercial, Commercial Property

“Commercial” or “Commercial Property” means property used for conducting business thereon, including, but not limited to, retail sales, services, wholesale operations, manufacturing and industrial operations, school facilities (both public and private), other institutions, and governmental agencies, but excluding businesses conducted upon Single-Family Property (as defined herein).

1.24 Compactor, Compaction

“Compactor”, “Compaction” means a mechanical apparatus that compresses materials, the Container that holds the compressed materials, and/or the process. Compactors include Bin Compactors of any size serviced by front-loading Collection vehicles and Debris Box Compactors of any size serviced by Debris Box or roll-off Collection vehicles.

1.25 Compost

“Compost” means the resulting material from Composting.

1.26 Composting

“Composting” means the controlled or uncontrolled biological decomposition of organic constituents such that the resulting material meets the maximum acceptable metal concentration limits specified in Section 17868.2 and pathogen reduction requirements specified in Section 17868.3 of Title 14, California Code of Regulations Chapter 3.1.

1.27 Construction and Demolition Debris (C&D)

"Construction and Demolition Debris" and “C&D” means materials resulting from construction, renovation, remodeling, repair, or demolition operations relating to or resulting from a building, structure, pavement or other improvement, including concrete, brick, bituminous concrete, rubble, wood and masonry, composition roofing and roofing paper, steel, and other metals such as copper, but excluding liquid wastes and Hazardous Wastes.

1.28 Containers

“Containers” means any and all types of receptacles including, but not limited to, Bins, Carts, Kitchen Food Waste Pails, and cylindrical or square Containers commonly available at retail for residential use, and any and all other kinds of Town-approved receptacles, irrespective of size or shape.

1.29 Contamination

“Contamination” means there is no more than ten (10) percent by volume of the “wrong” materials placed in a Container. Thus, for instance a Solid Waste Container is Contaminated if it contains a total by volume of more than 10 percent Recyclables and Organic Waste, and a Recyclables Container is Contaminated if it contains a total by volume of more than 10 percent Solid Waste and Organic Waste.

1.30 Contractor

"Contractor" means _____.

1.31 Contractor’s Proposal

“Contractor’s Proposal” means the proposal submitted to Town by Contractor on {Insert proposal submittal date} for _____ services, and certain supplemental written materials which are included as Exhibit F to this Agreement and are incorporated by reference.

1.32 County

“County” means San Mateo County, California.

1.33 Day

“Day” means calendar day unless otherwise specified in this Agreement.

1.34 Debris Box

“Debris Box” means open-top Containers with a typical capacity of eight (8) to forty (40) cubic yards that are serviced by a roll-off Collection vehicle. Debris Boxes that contain putrescible materials require a lid.

1.35 Discarded Materials

"Discarded Materials" means Solid Waste, Recyclables, Organic Waste, C&D Debris, Bulky Goods, and any combination of these material types properly placed for Collection by a Service Recipient or Generator for the purposes of Collection by Contractor. "Discarded Materials" does not include Excluded Waste.

1.36 Disposal

"Disposal" or "Disposed" mean the ultimate disposition of unprocessed Solid Waste intended for Disposal, and Residue.

1.37 Diversion Coordinator

"Diversion Coordinator" means the person or persons assigned by Contractor as set forth in Section 4.5.

1.38 Divert, Diversion

"Divert" or "Diversion (or any variation thereof)" means to prevent Recyclables and Organic Waste from Disposal at landfill or transformation facilities, (including facilities using incineration, pyrolosis, distillation, gasification, or biological conversion methods) through Source Reduction, Reuse, Recycling, and Composting, as provided in Section 41780-41786 of AB 939, as AB 939 may be hereafter amended or superseded. Diversion includes use of Yard Trimmings for ADC or AIC, as permitted by State law.

Diversion is a broad concept that is to be inclusive of material handling and Processing changes that may occur over the Term including, but not limited to, changes in standard industry practice or implementation of innovative (but not necessarily fully proven) techniques or technology that reduce Disposal risk, decrease costs and/or are for other reasons deemed desirable by the Town.

1.39 Dry Materials

"Dry Materials" mean Discarded Materials containing less than ten percent (10%) by volume of Wet Materials. Note to Proposers: Definition to be used, and modified if necessary based on final service package.

1.40 Effective Date

"Effective Date" means the date on which the latter of the two Parties signs this Agreement.

1.41 Electronic Waste

"Electronic waste" or "E-Waste" means discarded electronic equipment including, but not limited to, televisions, computer monitors, central processing units (CPUs), laptop computers, computer peripherals (including external hard drives, keyboards, scanners, and mice), printers, copiers, facsimile machines, radios, stereos, stereo speakers, VCRs, DVDs, camcorders, microwaves, telephones, cellular telephones, and other electronic devices. Some E-Waste or components thereof may be Hazardous Waste or include Hazardous Substances and thus require special handling, Processing, or Disposal.

1.42 Emergency Condition

”Emergency Condition” means the existence of a condition or conditions which threaten or threatens the public health, safety and welfare resulting from Contractor’s failure or inability to perform its duties and obligations hereunder due to the effect upon Contractor of fire, flood, storm, earthquake, or other natural calamity, riot, insurrection, public disobedience, labor controversy, labor strike, insolvency of Contractor or similar condition. “Emergency Condition” does not include the results of failure of Contractor to comply with basic standards and procedures of Collection or other substandard performance by Contractor.

1.43 Environmental Laws

"Environmental Laws" means all federal and State statutes, and county and Town ordinances concerning public health, safety and the environment including, by way of example and not limitation, AB 341, AB 939, AB 1826, the Comprehensive Environmental Response, Compensation and Liability Act of 1980, 42 U.S.C. § 9601 et seq.; the Resource Conservation and Recovery Act, 42 U.S.C. § 6902 et seq.; the Federal Clean Water Act, 33 U.S.C. § 1251 et seq.; the Toxic Substances Control Act, 15 U.S.C. § 2601 et seq.; the Occupational Safety and Health Act, 29 U.S.C. § 651 et seq.; the California Hazardous Waste Control Act, California Health and Safety Code § 25100 et seq.; the Carpenter-Presley-Tanner Hazardous Substance Account Act, California Health and Safety Code § 25300 et seq.; the Porter-Cologne Water Quality Control Act, California Water Code § 13000 et seq.; the Safe Drinking Water and Toxic Enforcement Act, California Health and Safety Code § 25249.5 et seq.; as currently in force or as hereafter amended, and all rules and regulations promulgated thereunder.

1.44 Excluded Waste

“Excluded Waste” means Hazardous Substances, Hazardous Waste, Biomedical Waste, volatile, corrosive, biomedical, infectious, biohazardous, and toxic substances or material, waste that Contractor reasonably believes would, as a result of or upon Disposal, be a violation of local, State or Federal law, regulation or ordinance, including land use restrictions or conditions, waste that cannot be Disposed of in Class III landfills, waste that in Contractor’s reasonable opinion would present a significant risk to human health or the environment, cause a nuisance or otherwise create or expose Contractor or Town to potential liability; but not including de minimis volumes or concentrations of waste of a type and amount normally found in Residential Solid Waste after implementation of programs for the safe Collection, Recycling, treatment, and Disposal of batteries and paint in compliance with Sections 41500 and 41802 of the California Public Resources Code.

1.45 Food Waste

"Food Waste" means a subset of Organic Waste including: (i) all kitchen and table food waste scraps, and animal, or vegetable, fruit, grain, dairy or fish waste that attends or results from the storage, preparation, cooking or handling of foodstuffs, with the exception of animal excrement, (ii) paper waste contaminated with putrescible material, and (iii) biodegradable food service ware designed to disintegrate and biodegrade quickly.

1.46 Generator

“Generator” means any Person whose act or process produces Discarded Materials as defined in the Public Resources Code, or whose act first causes any of these items to become subject to regulation.

1.47 Hazardous Substance

“Hazardous Substance” means any of the following: (a) any substances defined, regulated or listed (directly or by reference) as "Hazardous Substances", "hazardous materials", "Hazardous Wastes", "toxic waste", "pollutant" or "toxic substances" or similarly identified as hazardous to human health or the environment, in or pursuant to: (i) the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) of 1980, 42 USC §9601 et seq. (CERCLA); (ii) the Hazardous Materials Transportation Act, 49 USC §1802, et seq.; (iii) the Resource Conservation and Recovery Act, 42 USC §6901 et seq.; (iv) the Clean Water Act, 33 USC §1251 et seq.; (v) California Health and Safety Code §§25115-25117, 25249.8, 25281, and 25316; (vi) the Clean Air Act, 42 USC §7901 et seq.; and, (vii) California Water Code §13050; (b) any amendments, rules or regulations promulgated there under to such enumerated statutes or acts currently existing or hereafter enacted; and, (c) any other hazardous or toxic substance, material, chemical, waste or pollutant identified as hazardous or toxic or regulated under any other Applicable Law currently existing or hereinafter enacted, including, without limitation, friable asbestos, polychlorinated biphenyl’s (PCBs), petroleum, natural gas, and synthetic fuel products, and by-products.

1.48 Hazardous Waste

“Hazardous Waste” means all substances defined as Hazardous Waste, acutely Hazardous Waste, or extremely Hazardous Waste by the State in Health and Safety Code §25110.02, §25115, and §25117 or in the future amendments to or recodifications of such statutes or identified and listed as Hazardous Waste by the U.S. Environmental Protection Agency (EPA), pursuant to the Federal Resource Conservation and Recovery Act (42 USC §6901 et seq.), all future amendments thereto, and all rules and regulations promulgated thereunder.

1.49 Holidays

"Holidays" shall mean the observed holiday for Thanksgiving Day, Christmas Day and New Year’s Day.

1.50 Household Batteries

“Household Batteries” means disposable or rechargeable dry cells such as those referred to as A, AA, AAA, B, C, D, 9-volt, button type or those from laptop computers or cell phones, and commonly used as power sources for consumer electronics devices, including but not limited to zinc oxide, nickel metal hydride, alkaline, mercury, silver oxide, lithium, lithium ion and carbon zinc, but excluding automotive lead acid batteries.

1.51 Household Hazardous Waste (HHW)

“Household Hazardous Waste” or “HHW” means Hazardous Waste generated at Single-Family Properties within the Town. HHW includes, but is not limited to: paint, stain, varnish, thinner, adhesives, auto products such as old fuel, batteries, household batteries, fluorescent bulbs, tubes,

cleaners and sprays, pesticides, fertilizers and other garden products, needles, syringes, and lancets.

1.52 Kitchen Food Waste Pail

"Kitchen Food Waste Pail" means a plastic receptacle with a rated capacity not exceeding one and one-half (1.5) gallons, having a hinged lid, suitable for use in a SFD or MFD dwelling for temporary storage of Residential Food Waste that is approved for such purpose by the Town.

1.53 Maximum Rate

"Maximum Rate" means the maximum amount, expressed as a dollar unit that the Contractor or Town may bill a Service Recipient for providing services under this Agreement, as approved by the Town. The Maximum Rate is composed of the Collection Component, Disposal Fee, Franchise Fee and Organics Processing Fee as applicable and as set forth in Exhibit A.

1.54 Multi-Family, Multi-Family Property, MFD

"Multi-Family", "Multi-Family Property(ies)" or "MFD" means the parcel, and the building(s) on it containing four (4) or more individual Residential dwellings. Multi-Family Properties may have shared, centralized Collection service for all dwellings and/or individual Cart service, and are billed to one address (typically the Owner or property manager).

1.55 Non-Collection Notice

"Non-Collection Notice" means a form, as approved in advance by Town, used to notify Service Recipient(s) of the reason for the no collection of materials set out by the Service Recipient(s) for Collection by Contractor pursuant to this Agreement.

1.56 Organic Waste

"Organic Waste" means Food Waste and Yard Trimmings.

1.57 Party, Parties

"Party", "Parties" refers to the Town and Contractor, individually or together.

1.58 Processing

"Processing" means to sort, separate, prepare, treat, bale or otherwise package, compost, cure, or to take other steps necessary to re-use materials at the Approved Facilities, or to remanufacture, reconstitute, and or create new products from Discarded Materials. Processing includes Reuse, Recycling and Composting, and excludes energy conversion processes except by prior approval of Town.

1.59 Public Containers

"Public Containers" means Town-owned Containers maintained by the Town for use by the public located on or in the vicinity of streets and public rights-of-way and other public places in the Service Area as specified by the Town for placement of Discarded Materials generated by the public.

1.60 Rate

"Rate" means the amount, expressed as a dollar unit, that the Contractor bills a Service Recipient for providing services under this Agreement. Contractor may, in its sole discretion, charge any amount up to and including the Maximum Rate approved by the Town Council, but in no case exceeding the Maximum Rate.

1.61 Recyclables

"Recyclables" means newspaper (including inserts, coupons, and store advertisements); mixed paper (including office paper, computer paper, magazines, junk mail, catalogs, brown paper bags, brown paper, paperboard, paper egg cartons, telephone books, grocery bags, colored paper, construction paper, envelopes, legal pad backings, shoe boxes, cereal and other similar food boxes); chipboard; corrugated cardboard; glass containers, all colors; aluminum (including beverage containers, foil, food containers, small pieces of scrap metal); scrap metal weighing less than 10 pounds (without cords or chains and fitting into the container); steel, tin or bi-metal cans; plastic containers, Numbers 1 to 7; plastic bags and plastic film (no. 4); aseptic beverage boxes. Note to proposers: This list will be revised as necessary to reflect the final list of collected materials.

1.62 Recycle, Recycling

"Recycle" or "Recycling" means the process of collecting, sorting, cleansing, treating and reconstituting materials that would otherwise be disposed of in a landfill, and returning them to the economic mainstream in the form of raw material for new, reused, or reconstituted products which meet the quality standards necessary to be used in the marketplace. Recycling does not include Transformation.

1.63 Residential, Residential Property

"Residential", "Residential Property" means on, of or pertaining to property used for residential purposes, irrespective of whether such dwelling units are rental units or owner-occupied, or whether commercial activities are conducted thereon or therefrom, provided that such commercial activities are permitted under applicable zoning regulations and do not consist of the primary use of the property.

1.64 Residue

"Residue" means unrecoverable materials remaining after Processing Discarded Materials for which there are no other options for viable use and which therefore must be disposed of in a landfill.

1.65 Reuse, Reusable

"Reuse" or "Reusable" means to place back into use an object or material that would otherwise be Recycled or Disposed.

1.66 Service Area

"Service Area" means the Town of Colma.

1.67 Service Recipient

"Service Recipient" means occupants and/or owners of all Single-Family Property, Multi-Family Property and Commercial Property within the Town boundaries, and all such premises that may be added from time to time by means of annexation, new construction, or otherwise during the term of this Agreement. The Service Recipient may be either the occupant or owner of the property provided that the owner of the property shall be responsible for payment of Collection services if an occupant of a property, which is identified as the Service Recipient of owner's property, fails to make such payment.

1.68 Single-Family, Single-Family Property, SFD

"Single-Family," "Single-Family Property," or "SFD" means a premise used as a Residential dwelling and includes single-family dwellings and each unit of a duplex, triplex, townhouse, condominium, or mobile home park dwelling unit where individual Collection services are provided separately to each dwelling unit.

1.69 Solid Waste

"Solid Waste" means solid waste as defined in California Public Resources Code, Division 30, Part 1, Chapter 2, §40191 and regulations promulgated thereunder as may be amended from time to time, and Residue from Recycling, Processing, and similar processes. Excluded from the definition of Solid Waste are Source-Separated Recyclables, Source-Separated Organic Waste, Wet Materials, Dry Materials, Single Container Materials, Source-Separated C&D, Biosolids and Excluded Waste, in addition to those items specifically excluded under California Public Resources Code, Division 30, Part 1, Chapter 2, §40191 and regulations promulgated thereunder as may be amended from time to time. Notwithstanding any provision to the contrary, Solid Waste may include de minimis volumes or concentrations of waste of a type and amount normally found in Residential Solid Waste after implementation of programs for the safe Collection, Recycling, treatment, and Disposal of Household Hazardous Waste in compliance with Section 41500 and 41802 of the California Public Resources Code as may be amended from time to time.

1.70 Source Reduction

"Source Reduction" means any action which causes a net reduction in the generation of Solid Waste. It includes, but is not limited to, reducing the use of non-recyclable materials, replacing Disposal materials and products with Reusable materials and products, reducing packaging, reducing the amount of Yard Trimmings generated, and increasing the efficiency of the use of paper, cardboard, glass, metal, plastic, and other materials. Source Reduction does not include steps taken after the material becomes Solid Waste or actions which would impact air or water resources in lieu of land, including, but not limited to, Transformation.

1.71 Source-Separated

"Source-Separated" means materials which have been segregated for separate Collection by the Generator or Service Recipient, and placed in specific Containers for Collection as Recyclables or Organic Waste.

1.72 Term

“Term” means the Term of this Agreement, including extension periods if granted, as provided for in Section 2.2.

1.73 Town

"Town" means the Town of Colma, a municipal corporation organized under the laws of the State of California.

1.74 Transformation

“Transformation” means incineration, pyrolysis, distillation, gasification, or biological conversion other than Composting.

1.75 Universal Waste

“Universal Waste” or “U-waste” means all wastes defined by Title 22, Subsections 66273.1 through 66273.9 of the California Code of Regulations or successor regulations. These include, but are not limited to, Household Batteries, fluorescent light bulbs, mercury switches, and E-Waste.

1.76 Used Motor Oil

“Used Motor Oil” means used motor oil from automobiles and other light duty vehicles intended for personal use which is removed from vehicles at Single-Family Properties and not as a part of a for-profit or other business activity. Used Motor Oil does not include transmission fluid.

1.77 Used Oil Filter

“Used Oil Filter” means a used motor oil filter from automobiles and other light duty vehicles intended for personal use which is removed from vehicles at Single-Family Properties and not as a part of a for-profit or other business activity.

1.78 Wet Materials

“Wet Materials” mean putrescible materials and mixed Organic Waste with no more than ten percent (10%) Dry Material by volume. Note to Proposers: Definition to be used, and modified if necessary based on final service package.

1.79 Yard Trimmings

“Yard Trimmings” means those Discarded Materials that will decompose and/or putrefy, including, but not limited to, green trimmings, grass, weeds, leaves, prunings, branches, dead plants, brush, tree trimmings, dead trees, small pieces of unpainted and untreated wood, and other types of organic waste. Yard Trimmings is a subset of Organic Waste. Yard Trimmings placed for Collection may not exceed six (6) inches in diameter and three (3) feet in length and must fit within the Contractor-provided Container.

Article 2. GRANT AND ACCEPTANCE OF FRANCHISE

2.1 Grant and Acceptance of Franchise

Town hereby grants to Contractor, and Contractor hereby accepts and agrees to perform, the exclusive franchise to Collect all Discarded Materials placed for Collection at any Residential Property, Multifamily Residential Property, and on any Commercial Property located within the Service Area, and to handle and to transport such Discarded Materials to Approved Facility(ies) designated by Town, except as herein otherwise provided, all in accordance with the Solid Waste Management Plan of the County of San Mateo, California, and subject to the terms and conditions thereof.

2.2 Term

A. The Term of this Agreement shall be from 12:01 AM, April 1, 2016, to March 31, 2026, inclusive, subject to approval of Town Council and evidence of compliance with Article 8 - Indemnification, Insurance and Bond, unless earlier terminated pursuant to Article 10 of this Agreement.

B. The Term of this Agreement may be extended by Town twice for succeeding terms of two (2) years each, at the option of Town in its sole discretion and provided that Contractor is in compliance with all terms and conditions of this Agreement, including the diversion requirements set forth in Section 3.13, by notice to Contractor at least one year before expiration of any term. Nothing in this Agreement shall be interpreted as requiring Town to renew or extend this Agreement.

2.3 Obligations of the Parties

In addition to the specific performance required under this Agreement, Town and Contractor shall:

A. Provide timely notice to one another of a perceived failure to perform any obligations under this Agreement and access to information demonstrating the Party's failure to perform.

B. Provide timely access to the Town's and the Contractor's designated representative(s) and complete and timely responses to requests of the other Party.

C. Provide timely notice of matters which may affect either Party's ability to perform under the Agreement.

2.4 Enforcement of Contractor's Exclusive Rights

Contractor shall use reasonable efforts to enforce the exclusive rights and privileges granted to Contractor pursuant to this Agreement to prevent third parties from providing unauthorized services in Town. In the event that Contractor reasonably believes a third party is providing such services in Town, it shall notify Town thereof, together with the basis of such belief and consult with Town before pursuing its legal remedies to protect its exclusive rights and privileges under this Agreement. Town may, but is not obligated to, assist the Contractor in protecting its exclusive rights and privileges under this Agreement.

2.5 Conditions to Effectiveness of Agreement

The obligation of Town to permit this Agreement to become effective and to perform its undertakings provided for in this Agreement is subject to the satisfaction of all the conditions below, each of which may be waived, in written form, in whole or in part by Town.

A. **Accuracy of Representations.** The Contractor's representations and warranties made in Contractor's Proposal (Exhibit F) of this Agreement are true and correct on and as of the Effective Date.

B. **Furnishings of Insurance and Performance Bond.** Contractor has furnished evidence of the insurance and performance bond required by Article 8 that is satisfactory to the Town.

C. **Absence of Litigation**. To the best of Contractor's knowledge, after reasonable investigation, there is no action, suit, proceeding or investigation, at law or in equity, before or by any court or governmental authority, commission, board, agency or instrumentality decided, pending or threatened against Contractor wherein an unfavorable decision, ruling or finding, in any single case or in the aggregate, would:

   i. Materially adversely affect the performance by Contractor of its obligations hereunder;

   ii. Adversely affect the validity or enforceability of this Agreement; or,

   iii. Have a material adverse effect on the financial condition of Contractor, or any surety or entity guaranteeing Contractor's performance under this Agreement.

2.6 Reimbursement for Execution of Agreement. Contractor shall pay Town up to One Hundred Thousand Dollars ($100,000.00) to offset Town's costs in evaluating Solid Waste Collection service currently being provided to Town, to develop this Agreement, and to negotiate the Agreement. Town shall notify Contractor of the amount requested on the Commencement Date which shall be paid to Town within thirty (30) days.

2.7 Responsibility for Materials

Once Discarded Materials are placed in the Contractor's or other approved Containers and at the Collection location, or is otherwise set-out for Collection in an approved manner, the responsibility for their proper handling shall transfer directly from the Generator to Contractor, with the exception of Hazardous Waste if the Contractor can identify the Generator. Once Discarded Materials are deposited by Contractor at an Approved Facility, such materials shall become the responsibility of the owner or operator of the Approved Facility. Responsibility for Hazardous Waste that has been inadvertently collected by the Contractor shall remain with the Contractor if it cannot identify the Generator, and Contractor shall assume all responsibility for its proper disposal.

2.8 Exceptions

The exclusive franchise granted to Contractor to perform Collection services does not extend to any of the following and Town expressly reserves the right to allow other service providers, by contract or otherwise, to perform any or all of the following in Service Area:

A. Collection of Discarded Materials from locations within the Service Area that are not within the Town's jurisdiction for services provided under this Agreement under Applicable Law.

B. The self-haul of materials as permitted by the Colma Municipal Code.

C. Collection and processing of any recyclable materials not specifically included in the definition of Recyclables.

D. Collection of Discarded Materials from Town facilities, should Town decide to provide for collection outside of the Agreement.

E. Collection of E-Waste as permitted by the Colma Municipal Code.

F. Collection of grease wastes from grease traps or grease interceptors.

G. Collection of used cooking oil.

H. Collection of waste material that is greater than fifty percent (50%) liquid (excluding Used Motor Oil).

I. C&D Debris generated at a property located within the Service Area by a construction, remodeling or demolition services business and hauled from the Premise by the business as an incidental part of a total service provided by that business. Such materials shall be transported in vehicles and Containers owned or leased by the business providing the full service, using its own employees and not a subcontractor, affiliated company, or third party.

2.9 Service Recipients Options for Recyclables and Bulky Goods

Nothing in this Agreement shall be construed as requiring Service Recipients to set out Recyclables or Bulky Goods for Collection by Contractor. Service Recipients may dispose of Recyclables and Bulky Goods through other appropriate means including, but not limited to, taking Recyclables or Bulky Goods to drop-off facilities and donating or selling Recyclables or Bulky Goods to private or public entities.

Article 3. COLLECTION SERVICES

3.1 General

Throughout the term of this Agreement, Contractor shall perform Collection services as provided in this Article. All such services shall be performed in a thorough and professional manner regardless of weather conditions or difficulty of Collection.

Contractor shall provide and maintain all labor, equipment, tools, facilities, and personnel supervision required for the performance of Contractor's obligations under this Agreement. Contractor shall at all times have sufficient back-up equipment, equipment maintenance capabilities, and labor to fulfill Contractor's obligations under this Agreement. No compensation for Contractor's services or for Contractor's supply of labor, equipment, tools, facilities or supervision shall be provided or paid to Contractor by Town or by any Service Recipient except as expressly provided by this Agreement.

3.2 Contractor-required Plans

3.2.1 Transition Plan

Contractor shall at all times be in compliance with the provisions of the Transition Plan contained in Exhibit G that govern start-up of Collection services. Contractor shall revise, modify and otherwise update such plan prior to the Commencement Date as it deems necessary, or as reasonably requested by the Town.

3.2.2 Collections Operations Plan, Diversion Plan and Public Education and Outreach Plan

Contractor shall at all times be in compliance with the provisions of the Collections Operations Plan, the Diversion Plan, and the Public Education and Outreach Plan that are contained in Exhibits H, I, and J.

3.3 SFD Residential Collection Services

3.3.1 SFD Collections

Contractor shall Collect Solid Waste, Recyclables and Organic Waste from each Single-Family Residential Service Recipient in the Service Area on a once-per-week basis, Monday through Friday, and on the same day each week. Collection shall be made from Containers placed at curbside by Single-Family Residential Service Recipients or such other locations as necessary and as arranged for other Service Recipients.

3.3.2 SFD Containers

Contractor shall provide Single-Family Residential Service Recipients with Town approved Containers for Solid Waste, Recyclable Materials and Organic Waste as specified in Section 3.11.1. Contractor shall provide three Containers from the following sizes, as requested by the Service Recipient:

A. One 20-, 32-, 64- or 96-gallon Cart for Solid Waste, with a 32-gallon Cart being the default size;

B. One 32-, 64- or 96-gallon Cart for Single-stream Recyclables, with a 64-gallon Cart being the default size; and

C. One 32-, 64- or 96-gallon Cart for Organic Waste, with a 32-gallon Cart being the default size.

Contractor shall provide each Single-Family Residential Service Recipient with a Kitchen Food Waste Pail for in-home use.

3.3.3 Oil, Battery and CFL Collection

At the same time Contractor collects Recyclables from a Residential Service Recipient, Contractor shall Collect Used Oil Filters, household batteries and compact fluorescent lamps when placed in sealed plastic bags on top of the Recyclables Cart or Bin from all Residential Service Recipients. Contractor shall Collect Used Motor Oil when placed next to the Recyclables Cart or Bin.

3.3.4 Holiday Tree Collection Program

Contractor shall Collect and Recycle, without additional fees, all flocked or other Christmas trees which are set out at curbside through the fourth Friday in January of each year of the term of this Agreement. Contractor shall not be required to Collect and Compost trees or sections of trees which are in excess of six (6) feet in length. Contractor shall leave a Non-Collection Notice on all trees that are not Collected. Contractor shall not be required to Collect any Christmas tree which is set out for Collection after the fourth Friday in January.

3.3.5 On-Demand Bulky Goods

Contractor shall Collect Bulky Goods from each Residential Service Recipient two separate times per year on an "On-Call Basis" where Service Recipient will contact the Contractor to schedule the Bulky Collection. For Multi-Family Residential Service Recipients, Bulky Good Collection shall occur twice per year as scheduled by the owner or manager of the Multi-Family Property. The Contractor will schedule the Collection on the regularly scheduled Collection date no more than ten business days after the request. Contractor shall Collect materials in a manner that maximizes Reuse, Recycling, Composting and Diversion of materials from Disposal. Disposal of the materials shall be the Contractor's last option. At a minimum, Contractor shall Divert from Disposal: cardboard, E-waste, usable furniture and clothing, appliances, mattresses, Organic Waste and any other reusable or Recyclables. Consistent with industry best practices, Contractor shall provide Residential Service Recipients with educational materials to maximize Recycling, Composting and Reuse of materials. Town may request to review or revise such materials in its discretion.

Contractor may provide additional Bulky Goods Collection events for a Residential Service Recipient beyond the two per year required in this section and shall be entitled to charge the Residential Service Recipient at Rates established for such service, consistent with the terms and conditions of this Agreement.

3.3.6 Back Yard or Side Yard Collection

At the request of a Residential Service Recipient, the Town shall determine whether the Service Recipient is eligible for on-premises Collection and shall provide written notification to the Service Recipient and to Contractor as to whether Contractor shall provide on-premises Collection to the Service Recipient. If the Town determines the Service Recipient is eligible for on-premises Collection service, the notification to Contractor shall specify a start date for such service, the approximate location of the Carts, and any other applicable terms and conditions of such service. The Contractor shall begin on-premises Collection as of the start date in the notification. Contractor shall perform on-premises Collection on the same day of the week that

curbside Collection would otherwise be performed for the Service Recipient. Contractor shall stop on-premises Collection upon written notification by the Town. If Contractor desires to cease on-premises Collection at any premises, Contractor shall provide written notice to the Town of the Service Recipient address. The Town will review the request and, if the request is approved, shall notify Contractor of the stop date.

3.4 Multifamily Residential Services

Except as stated in this section, Contractor shall provide multi-family residential customers the same services as are provided to single family residential customers. Contractor shall provide all Multifamily Residential Service Recipients with Town-approved Containers for Solid Waste, Recyclable Materials and Organic Waste as specified in Section 3.11.1. Contractor shall provide Containers from the following sizes, as requested by the Service Recipient:

A. Solid Waste: 32-, 64- or 96-gallon Carts or 1-6 cubic yard Bins;

B. Single-stream Recyclables: 32-, 64- or 96-gallon Carts or 1-6 cubic yard Bins; and

C. Organic Waste: 32-, 64- or 96-gallon Carts or 1-3 cubic yard Bins.

Contractor shall also provide a Kitchen Food Waste Pail to each dwelling unit in the multi-family complex for in-home use.

3.5 Commercial Collection Services

3.5.1 Collection

Contractor shall Collect all Solid Waste, Recyclables and Organic Waste from Commercial Service Recipients on such frequency as is desired by Service Recipient or necessary to provide adequate service to meet health and safety requirements. At a minimum, Contractor shall Collect all Discarded Materials from Multifamily Residential and Commercial Service Recipients at least once a week.

3.5.2 Containers

Contractor shall provide all Commercial Service Recipients with Town approved Containers for Solid Waste, Recyclable Materials and Organic Waste as specified in Section 3.11.1. Contractor shall provide Containers from the following sizes, as requested by the Service Recipient.

A. Solid Waste: 32-, 64- or 96-gallon Carts or 1- to 6 cubic yard Bins.

B. Single-stream Recyclables: 32-, 64- or 96-gallon Carts or 1- to 6 cubic yard Bins.

C. Organic Waste: 32-, 64- or 96-gallon Carts or 1- to 3 cubic yard Bins.

3.5.3 Recyclable Collection

A. **In-business Recyclable Containers.** Contractor shall also provide Recyclables Collection containers for in-business use, as requested by a Commercial Service Recipient.

B. **Universal Recycling.** Contractor shall offer recyclables services to all Commercial Service Recipients in the franchise area, including, at a minimum, collection services, education, outreach, monitoring, and reporting. Whenever a Commercial Service Recipient opens for the first time in Colma, the contractor shall deliver a recycling container in the size specified by the customer and shall provide recycling services to that business until instructed otherwise by that Recipient.

3.5.4 Organic Waste Collection

A. Commercial Service Recipients shall not be required to subscribe to Organic Waste Collection services and may do so in their discretion or as otherwise prescribed by applicable law.

B. Contractor shall provide Food Waste containers for the Service Recipient's in-business use, as requested by the Service Recipient.

3.6 Debris Box, Bin and Compactor Services

Contractor shall offer and provide Debris Box, Bin and Compactor services within the Service Area. Rates for said services shall be established and billed by Contractor at an appropriate and competitive level, and Maximum Rates shall be as approved by Town. Debris Box, Bin and Compactor services provided shall be considered services provided under this Agreement. Contractor shall report all revenues from Debris Box, Bin and Compactor services to Town pursuant to Section 4.2.1. Contractor shall inform the Colma Public Works Department in a manner and within time limits specified by Town of the location and duration of placement of Debris Box, Bin and Compactor placed in the public right-of-way, and shall conform to all Town requirements for such placement.

3.7 Construction and Demolition Debris Collection

Contractor shall provide C&D Debris Collection services using Debris Boxes provided by the Contractor. Contractor shall use its best efforts to assist the Builder, as that term is defined in subchapter 5.05 of the Colma Municipal Code, in meeting the Town's C&D diversion and reporting requirements in subchapter 5.05 of the Colma Municipal Code. C&D Debris may be source-separated or mixed. Contractor shall establish Town-approved Maximum Rates for such services.

3.8 Overage Collection

3.8.1 Solid Waste Overage Collection

Contractor shall Collect Solid Waste in excess of the normal billed-for amount if the Service Recipient has made arrangements at least 24 hours in advance with Contractor for overage pickup, or such other procedure as approved by Town. Contractor shall Collect Solid Waste in excess of the Solid Waste placed in Containers when the set-out meets all of the requirements established by Town. Contractor shall deliver to Town Solid Waste overage tags each Monday for overages Collected the prior week. Tags shall be in a format as approved by Town. Maximum Rates for overages shall be as approved by Town.

3.8.2 Recyclables Overages

In the event a Service Recipient has a greater quantity of Recyclables than can be set out in the appropriate Recyclables Container, the Service Recipient may set out such Recyclables overages in other appropriate containers, including clean brown paper bags or cardboard boxes which are marked for recycling and set out with, or next to, the Recyclables Containers. Contractor shall with no added charge or compensation Collect such Recyclables overages on the same day Contractor collects Recyclables from the Service Recipient. Contractor shall have no obligation to Collect such Recyclables overages where the overage container weighs in excess of sixty (60) pounds.

3.9 Bulky Good Collection

3.9.1 General

This section shall apply to all Bulky Goods collection services, including those described in section 3.3.5.

3.9.2 Illegally Dumped Bulky Goods

Contractor shall provide Collection of illegally dumped Bulky Goods as provided in this Section. Within two (2) calendar days of notification to Contractor by Town, Contractor shall pick up and dispose of Bulky Goods which have been illegally dumped on public streets or other public property located within the Town.

3.9.3 Bulky Goods Containing Hazardous Substances

In the event Contractor collects Bulky Goods that contain polychlorinated biphenyls, chlorofluorocarbons injected in air-conditioning/refrigeration units, or other Hazardous Substances Contractor shall handle such Bulky Goods in such a manner as required to comply with Applicable Law.

3.9.4 Maximum Reuse and Recycling

Contractor shall collect and divert Bulky Goods Collected in accordance with the following hierarchy:

A. Reuse as is (where energy efficiencies are not compromised).

B. Disassemble for reuse or recycling.

C. Compost

D. Recycle.

E. Disposal.

Contractor shall not landfill Bulky Goods unless the Bulky Goods cannot be economically reused, composted or recycled.

3.10 Town Services

Contractor shall provide Town, without charge, the services set forth in this section.

3.10.1 Containers at Town Facilities

Contractor shall Collect, not less than weekly and more frequently as the Town shall determine, Solid Waste, Recyclables and Organic Waste from Containers located at Town-owned facilities including, but not necessarily limited to, parks, Town offices, corporation yards, parking lots, fire stations, and such other Town-owned properties as Town shall specify. Contractor shall provide a sufficient number of suitably-sized Containers at or in the vicinity of such properties for the deposit of Discarded Materials in said Containers for Collection by Contractor. Notwithstanding the foregoing, Town may, at Town's sole discretion, Collect and transport Solid Waste and other Discarded Materials which may accumulate on Town's properties, or by reason of any of Town's operations, to the Approved Facilities, at no direct cost to Town.

3.10.2 Containers at Public Locations

Contractor shall Collect Discarded materials deposited in Public Solid Waste, Recycling and Organic Waste Containers which are located in the Town, and are listed in Exhibit B. Collection shall be performed on a schedule provided by Town. Collection shall include clean-up of the area within a radius of fifteen (15) feet of each Public Container. Town shall provide Contractor a service schedule and a map showing the locations of the Public Containers to be serviced by Contractor. Town reserves the right to change the service schedule at any time during the term of this Agreement upon not less than thirty (30) calendar days written notice to Contractor, and may add Public Containers as it deems necessary.

3.10.3 Town-Sponsored Community Events

Contractor shall Collect Solid Waste, Recyclables and Organic Waste at Town-sponsored community events listed on Exhibit B. Town shall notify Contractor of the dates and locations for the event at least thirty (30) days prior to each event.

3.10.4 Free Compost

Upon Town request and up to four (4) times each year, Contractor shall provide at least twenty (20) cubic yards of free Compost for use by the Town or Town residents in a Debris Box or similar Container. Town shall identify the time and location of each Compost drop-off.

3.10.5 HHW, E-Waste and U-Waste Collection Event

Twice each year on days selected by Town and Contractor, Contractor shall conduct a HHW, E-Waste and Universal Waste drop-off event where Residential Service Recipients and the Town may Dispose of HHW, E-Waste and Universal Waste at no charge. Contractor shall also provide free shredding and other agreed upon services at that event. The location will be the Town corporation yard or other Town facility specified by the Town. One of these two events can be combined with Town Cleanup Day (see Exhibit B, Table B-3)

3.11 Collection Standards

3.11.1 Containers

A. **Purchase and Distribution of Containers**. Contractor shall purchase and distribute new, fully assembled and functional Containers to Service Recipients in the Service Area prior to the Commencement Date. Contractor shall also distribute Containers to new Service Recipients that are added to Contractor's Service Area during the term of this Agreement within three (3) business days of receipt of notification from the Town or the Service Recipient.

B. **Cart Exchange.** Within five (5) business days following notification from a Residential Service Recipient that a change in the size of a Solid Waste, Recyclables and Organic Waste Cart is requested, Contractor shall deliver the new size Cart(s) to such Customer. Each SFD Service Recipient shall be eligible to receive one (1) free Cart exchange per calendar year. Contractor shall be compensated only for the cost of those exchanges in excess of one (1) per calendar year for those SFD Service Recipients receiving larger Cart sizes, in accordance with the "Cart Exchange" Maximum Service Rate as set forth in Exhibit D or as may be adjusted under the terms of this Agreement.

C. **Carts.** Carts utilized for Solid Waste shall be grey or black in color, Carts utilized for Recyclables shall be blue in color and Carts utilized for Organic Waste (including Yard Trimmings) shall be green in color. Carts shall have English and Spanish labels and pictures to identify the appropriate materials for each. Carts for Recyclables shall be manufactured out of a minimum of 30% recyclable materials.

D. **Design.** The design of in-home or in-business Recyclable and Organic Waste containers must be approved by the Town prior to purchase, shall conform to the color scheme in the preceding paragraph, and shall be manufactured out of a minimum of 20% recyclable materials.

E. **Containers.** Outside Containers shall be kept continuously closed by either a tight fitting cover or lid. Contractor shall repair Contractor-owned Containers within five days of a request to do so by Service Recipient or from the Town, or if repair cannot be performed within five days, Contractor shall provide a replacement Container to Service Recipient, all without cost to either Service Recipient or Town. Contractor is solely responsible for repairing and/or replacing any Contractor-purchased Containers due to manufacturer defects, and for all related costs.

F. **Container Cleaning.** All Containers shall be maintained in a clean, serviceable, and sanitary condition. Upon Service Recipient request, Contractor shall steam clean all Commercial Organic Waste Containers (or exchange with clean Containers) once each year, within five (5) business days of a Service Recipient request. Contractor shall offer additional cleaning of Containers (in excess of one time per year) for a fee as approved by the Town.

3.11.2 Collection Vehicles and Equipment

A. **General Provisions.** All Collection equipment used by Contractor in the performance of services under this Agreement shall be in good and serviceable condition. The vehicles shall be designed and operated so as to prevent commingling Solid Waste, Recyclables, Organic Waste, and Bulky Goods and prevent Discarded Materials from escaping from the vehicles. Hoppers shall be enclosed on top and on all sides to prevent material from leaking, blowing or falling from the vehicles. Each Collection vehicle shall be equipped with a shovel and broom for clean-up of spillage. Collection vehicles shall never be loaded to exceed the manufacturer's recommended weight limit or otherwise operated unsafely or in violation of any applicable law.

B. **Vehicles.** All vehicles used by Contractor in providing services under this Agreement, except those vehicles used solely on Contractor's premises, shall be licensed by the California Department of Motor Vehicles. To the extent required by Applicable Law, Contractor shall provide its Collection vehicles to be in full compliance with local, state and federal clean air requirements that were adopted, including, but not limited to, the California Air Resources Board Heavy Duty Engine Standards as currently proposed to be contained in CCR Title 13, Section 2020 et seq; the Federal EPA's Highway Diesel Fuel Sulfur regulations and any other applicable air pollution control laws. Each Collection vehicle shall have an age of less than five (5) years on the Effective Date of this Agreement. Contractor has inspected all applicable streets within the Town and acknowledges and certifies that all vehicles can safely and effectively operate within the Town.

C. **Safety Markings.** All Collection equipment used by Contractor shall have appropriate safety markings including, but not limited to, highway lighting, flashing and warning lights, clearance lights, and warning flags. All such safety markings shall be in accordance with the requirements of the California Vehicle Code, as from time to time amended, and shall be subject to approval by Town.

D. **Vehicle Signage.** Contractor's name, telephone number and vehicle number shall be visibly displayed on both sides of all Collection vehicles in letters and figures not less than eight (8) inches high.

E. **Collection Vehicle Noise Level.** The noise level generated by Collection vehicles using compaction mechanisms during the stationary compaction process shall not exceed seventy-five (75) decibels at a distance of twenty-five (25) feet from the Collection vehicle measured at an elevation of five (5) feet above ground level using the "A" scale of a standard sound level meter at slow response.

F. **Equipment Maintenance.** Contractor shall maintain Collection equipment in a clean condition and in good repair at all times. All parts and systems of the Collection equipment shall operate properly and be maintained in a condition satisfactory to Town. Contractor shall repaint all Collection vehicles (including vehicle striping) during the term of this Agreement on a frequency necessary to maintain a positive public image as reasonably determined by the Town. Contractor shall wash all Collection vehicles at least once a week using reclaimed water, if available.

G. **Equipment Inventory.** On or before the Effective Date of this Agreement, Contractor shall provide to Town an inventory of Collection vehicles and Major Equipment used by Contractor for Collection or transportation in performance of services under this Agreement. The inventory shall indicate each Collection vehicle by identification number, DMV license number, the age of the chassis and body, type of fuel used, the type and capacity of each vehicle, the number of vehicles, the date of acquisition, the decibel rating and the maintenance and rebuilt status. Contractor shall submit to Town an updated inventory annually, or more often at the request of the Town. Each vehicle inventory shall be accompanied by a certification signed by Contractor that all Collection vehicles meet the requirements of this Section.

H. **Back-up Equipment.** Contractor shall maintain sufficient back-up Collection equipment to ensure uninterrupted Collection service during the term of this Agreement.

3.11.3 Hours of Collection

Unless otherwise authorized by the City Manager, Contractor's days and hours for Collection operations shall be as follows:

A. **Residential Premises.** Collection from Residential Premises shall only occur between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday.

B. **Commercial Premises.** Collection from Commercial Premises that are two hundred (200) feet or less from Residential Premises shall only occur between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday. Collection from Commercial Premises more than two hundred (200) feet from Residential Premises shall only occur between the hours of 4:00 a.m. and 6:00 p.m., Monday through Saturday.

3.11.4 Holiday Service

Contractor shall not be required to perform any services under this Agreement on Holidays. Collection services that would be performed under Article 3 but for the Holiday shall be re-scheduled to the business day immediately following the Holiday unless otherwise specifically approved in advance in writing by the Town. Contractor shall provide written notice of the Holiday rescheduling and the rescheduling of any other services affected by Holiday rescheduling to each affected Service Recipient at least thirty (30) days in advance of the rescheduled service.

3.11.5 Route Change

Contractor shall make efforts to minimize changes in Residential Collection days, and shall notify the Town in advance of any changes in route days that affect more than five (5) percent of the Service Recipients on a Residential route. Contractor shall provide Residential Service Recipients with at least thirty (30) days in advance of any route change.

3.11.6 Non-Collection

Contractor shall not be required to Collect any Discard Materials that are not placed either in a Container or, for overages Collections pursuant to Section 3.8 only, in other Containers meeting the requirements established by Town. Contractor shall not be required to Collect Discarded

Materials from a Container where the contents exceed the volume capacity of the Container when its lid is closed.

In the event of a non-collection, Contractor shall act in accordance with the following procedures, subject to the provisions of the Colma Municipal Code:

A. Upon the first and second occurrences of non-collection per Service Recipient, Contractor shall leave a Non-Collection Notice at the premises where the non-collection occurs and shall mark the Non-Collection Notice to show the date and time the notice is given, the complete address of the premises, the reason for the non-collection, the manner in which materials should be prepared for Collection, and the steps Service Recipient must take to recommence Collection service.

B. Upon the third occurrence of non-collection per Service Recipient, Contractor shall:

   i. In the event of non-collection as a result of Container overflow, leave a Non-Collection Notice stating that the Service Recipient's service level and Rate will be increased to reflect the required level of service, and deliver any required additional or larger Containers within forty-eight (48) hours; or,

   ii. In the event of non-collection as a result of Contamination, leave a Non-Collection Notice stating that the Service Recipient may be subject to penalties related to Municipal Code violation; and,

   iii. In both cases, provide notice to Town staff or code enforcement, as applicable, identifying any billing changes or penalties to be assessed as a result of the non-collection.

In all events of non-collection, Contractor shall leave the hard (card stock) copy of the Non-Collection Notice at the premises by affixing it to the Container, and shall retain one copy. Contractor shall report all events of non-collection to Town on a weekly basis.

3.11.7 Care of Private Property

The following general requirements must be met for all operations performed by Contractor, its subcontractors, agents and Collection crews. All Containers shall be replaced where they were found, or at the Collection point in a manner so as not to obstruct the path of travel. Lids shall be securely replaced on all Containers after emptying. Contractor shall re-lock any lockable on-site enclosures, if applicable. In the event of damage or breakage to enclosure-locking mechanisms, Contractor shall replace or repair the lock within 24 hours, and supply property owner with a reasonable number of new keys, if necessary. Damage to property shall be avoided. Should damage to property occur, Contractor agrees to repair or reimburse resident/property owner/Town for the cost of damages.

3.11.8 Clean-Up and Noise

Collection personnel shall carry cleanup equipment and shall clean up any spilled or dropped material and any litter within fifteen (15) feet of the Container location or route to the Collection

equipment. Collection personnel shall avoid unnecessary and excessive noise while collecting or dumping the Service Recipient's Containers.

3.11.9 Personnel

A. **General.** Contractor shall insure that Collection personnel conduct themselves in a safe, courteous and professional manner while performing their services. Contractor shall regularly train its employees in customer courtesy, shall prohibit the use of loud or profane language, and shall instruct Collection personnel to perform the work as quietly as possible. Contractor shall ensure Collection personnel are adequately trained to handle routine questions on services from the public and provide such information while performing their Collection services. Information brochures approved by the Town shall be available on each piece of Contractor's Collection equipment and shall be offered to members of the public who request additional information.

B. **Key Role of Management.** If Town is dissatisfied with the performance of any of Contractor's management personnel, Town shall contact the general manager to discuss the employee's performance. If Town is dissatisfied with the general manager, Town shall contact the group manager to discuss the general manager's performance. Contractor shall advise the affected management employee of any complaints made by Town regarding the employee's performance. The Parties shall meet and confer in good faith to address Town's concerns, and shall endeavor in good faith to agree on a corrective course of action to be implemented immediately. Contractor agrees to consider in good faith any requests by Town to transfer or re-assign a management employee should Town maintain in good faith that it can no longer work constructively with said employee; however, Contractor retains the ultimate right and unrestricted discretion to make employment decisions in its best business judgment. [This section may be revised in the final agreement as necessary to reflect the Contractor's management structure]

C. **Driver Qualifications.** All drivers shall be trained and qualified in the operation of Collection vehicles and must have in effect a valid license of the appropriate class issued by the California Department of Motor Vehicles

D. **Identification and Uniforms.** Contractor shall require its drivers and all other employees who routinely come in contact with the public to wear clean standardized uniforms bearing the Contractor's name and the employee's name, all as approved by Town.

E. **Safety Training.** Contractor shall provide suitable operational and safety training for all of its employees who utilize or operate vehicles or equipment. Contractor shall train its Collection employees in identifying and dealing with Hazardous Substances.

F. **No Gratuities.** Contractor shall not permit its employees to demand or solicit, directly or indirectly, any additional compensation or gratuity from members of the public for the Collection of Discarded Materials under this Agreement.

G. **Employee Conduct and Courtesy.** Complaints regarding courtesy, spillage, excessive noise and other standards established shall be considered as complaints for purposes set forth in Section 4.3.8. If any employee is found not to be performing services in the

manner required by this Agreement, Contractor shall take all appropriate corrective measures.

3.12 Removal of Hazardous Waste

Contractor shall not collect Hazardous Waste unless performed under a specific Town-approved Hazardous Waste collection program. Collection personnel shall have proper training in identifying and dealing with Hazardous Waste which may be encountered during the normal course of Discarded Materials Collection. Contractor shall have a plan, approved in advance by Town, for identification, recording, notification and disposal of such Hazardous Waste improperly placed for disposal by Service Recipients. Contractor shall insure that no Hazardous Substances or other prohibited waste is disposed of in the landfill.

3.13 Diversion Requirements

3.13.1 Contractor Obligation

In awarding this Agreement, the Town relied on Contractor representation that Contractor will provide a level of Diversion that ensures the Town will be in full compliance with its State Diversion obligations, as defined as of the Effective Date by AB 939 and AB 341. Town grant of exclusive services as defined in Article 2 is based in part on providing Contractor the means necessary to ensure the Town meets its Diversion obligations. The following Diversion requirements are intended to ensure the Town will be in full compliance with its State Diversion obligations.

3.13.2 Diversion Rate

Contractor's compliance with its Diversion requirements will be measured for a given time period in terms of the tons of materials Collected by Contractor from the provision of Collection Services in Town that are sold or delivered to a recycler, composting facility or re-use facility, net of all Residue, divided by the total tons of materials Collected in Town by Contractor in each calendar year.

3.13.3 Diversion Requirements

The Town's intent is for Contractor to improve the performance of its programs over time in order to meet the following Diversion requirements, subject to the penalties specified in Exhibit C. Contractor shall:

A. Achieve and maintain a Diversion rate of 30 percent by no later than January 1, 2018.

B. Maintain a minimum Diversion rate of 30 percent from January 1, 2018 through December 31, 2019.

C. Achieve and maintain a Diversion rate of 36 percent by January 1, 2020.

D. Maintain a minimum Diversion rate of 36 percent from January 1, 2020 through December 31, 2022.

E. Achieve and maintain a Diversion rate of 42 percent by January 1, 2023.

F. Maintain a minimum Diversion rate of 42 percent from January 1, 2023 through December 31, 2024.

G. Achieve and maintain a Diversion rate of 50 percent by January 1, 2025.

3.13.4 Compliance with Diversion Requirements

A. **Town Determination of Compliance.** Contractor shall provide the Diversion-related data and information defined in Section 3.13 as part of its scheduled reporting. Town may in its sole discretion, and at any time determine compliance with each of the above Diversion requirements, as well as ascertaining Contractor progress towards achieving the next scheduled Diversion requirement. Contractor acknowledges that Town may request, and Contractor shall provide in a timely manner such additional information as may reasonably be needed to ascertain Contractor's compliance with its Diversion requirements as defined in Section 3.13.3. Should Town determine that Contactor is not in compliance with its Diversion requirements, Town may invoke the indemnification provisions of Section 8.1 and the penalties and remedies of Article 10.

B. **CalRecycle Notice.** If at any point during the Term, CalRecycle notifies the Town that it is not in compliance with its Diversion obligations under State law, the Parties will meet within fourteen (14) days of Town request regarding Contractor's compliance with Contractor's Diversion requirements. Town may determine if Contractor is in compliance as provided in Section 3.13.3, and if it finds Contractor to not be in compliance, Town may seek the penalties and remedies of Article 10. Should Contractor be found to be in compliance with the above Diversion requirements, but there is the need to modify Contractor obligations to meet the Town's Diversion obligations such modification will be considered a change in Contactor obligations as provided in Section 3.15.

3.14 Additional Recyclable Materials

In the event Town or Contractor proposes to add other materials to the list of Recyclables to be Collected, processed and/or marketed by Contractor, such additional materials shall be included under this Agreement. Contractor shall notify the Town of the extent to which the addition of the proposed material would require a modification of the Recyclables Collection vehicles, the use of an additional Recyclables Container, and the use of additional Collection vehicles, and shall notify Town of the estimated costs of adding the proposed material. Such notification shall be in writing and shall be provided at the time Contractor proposes the addition of the material or, if Town proposes such addition, the Parties shall proceed in accordance with Section 3.15. Town shall respond in writing to Contractor's description of changes and costs of implementation within thirty (30) calendar days of Contractor's notification to Town. Both Parties shall negotiate in good faith for the purpose of reaching an agreement for the addition of the proposed material and a schedule for the implementation of the Collection of such material. The Town may negotiate and approve the additional material and implementation schedule, but any agreement which would result in additional compensation to Contractor, including any compensation for tons recycled pursuant to this Agreement, shall not become effective unless approved by the Town Council.

3.15 Town's Right to Direct Changes

The Town may direct the Contractor to perform additional Collection services or to modify the manner in which it performs existing services, as provided in the Agreement. The Contractor shall promptly take direction from the Town to provide additional services under this Agreement. Contractor acknowledges and agrees that the Town may permit other persons besides the Contractor to perform additional Collection or related services if the Contractor and the Town cannot agree in four (4) weeks from the date when the Town first requests a proposal from Contractor to perform such services or terms and conditions of such services. Both Parties shall negotiate in good faith for the purpose of reaching agreement under this section.

Article 4. BILLING, REPORTING AND CUSTOMER OUTREACH

4.1 Billing Services

Contractor shall provide billing services for all Service Recipients in the Service Area, including all Residential Properties, Multi-Family Properties and Commercial Properties.

Contractor shall: (i) bill all Service Recipients in the Service Area, including all Residential Properties, Multi-Family Properties and Commercial Properties at the rates permitted in this Agreement; (ii) maintain accurate billing and payment records; and (iii) bill Service Recipients on a monthly schedule in arrears or as otherwise approved by Town. Service Recipients' bills shall be itemized showing the charges for each classification of services.

4.1.1 Town Inserts

Town may direct Contractor to produce and insert mailers with billings relating to Town-sponsored events, integrated waste management activities, other environmental programs, and authorized rate increases by the lesser of: (1) six (6) times per year or (2) the number of billing cycles for that Service Recipient class.

4.1.2 Delinquent Accounts

Contractor shall be responsible for collecting delinquent charges for services it renders to customers. Contractor shall employ measures, consistent with federal and California laws regulating the collection of debts, to obtain payment of charges including use of its own employees to obtain judgments in Small Claims Court and to enforce such judgments.

4.1.3 Billing Records

Contractor shall keep records of all billing documents and customer account records including, but not limited to, invoices, customer payment coupons mailed with the invoice and collection notices, for a period of three (3) years after the date of receipt or issuance. Contractor may, at its option, maintain those records in electronic form, hard copy, or in any other manner, provided that the records can be preserved and retrieved for inspection and verification in a timely manner.

4.1.4 Town Access to Billing Information

Contractor shall provide Town with prompt access to all current and up-to-date billing information necessary to allow the Town to respond to customer inquiries or complaints or as otherwise required by Town. At request of Town, Contractor shall provide "read only"

electronic access to Contractor's Service Recipient billing and customer service records such that Town employees can research billing inquiries and Service Recipient account history from Town Hall or review the status of missed pick-ups, service complaints or matters subject to Sections 4.3.8 and 4.3.10. Contractor shall cooperate with Town to establish this "read only" function and shall ensure that Town has access to Service Recipient information in "real time".

4.2 Town of Colma Reporting Requirements

As set forth in this Article, Contractor shall submit reports to the Town on Solid Waste Collection and Disposal, Recyclables Collection, Processing and marketing, and Organic Waste Collection, Processing and marketing to assist the Town in meeting the reporting requirements of AB 939, AB 341 and other Applicable Law.

4.2.1 Quarterly Reports.

Contractor shall submit quarterly reports as required under this Section. Each quarterly report shall include the information described as follows:

A. **Solid Waste Collected.** The quarterly report shall specify the number of tons of Solid Waste Collected by service type. Service type is residential, commercial, self-haul, debris box, and compactor.

B. **Recyclables Tonnages.** The quarterly report shall specify the number of tons of Recyclables Collected by service type, as determined by a sampling method approved by the Town. Service type is residential, commercial, self-haul, debris box, and compactor

C. **Yard Trimming/Food Waste and Organic Waste Tonnages.** The quarterly report shall specify the number of tons of Yard Trimmings, Food Waste and other Organic Waste Collected by service type Service type is residential, commercial, self-haul, debris box, and compactor.

D. **Year-to-Date Data.** The quarterly report shall include year-to-date data for Solid Waste, Recyclables, Yard Trimmings/Food Waste by service type and a Diversion rate for the quarter by service type. Quarterly Diversion data shall be provided in such detail as is sufficient to allow the Town to determine compliance with the diversion requirements of this Agreement.

E. **CTAP Compliance.** The quarterly report shall detail compliance with the Commercial Technical Assistance Program (CTAP) required in this Agreement and results of the CTAP, and shall include completed Commercial Technical Assistance Checklists completed in the previous quarter.

F. **Public Education.** The quarterly report shall detail the public education, events and community relations activities performed by Contractor during the quarter

G. **Complaint Log.** The quarterly report shall contain a copy of Contractor's complaint log, with initial date of complaint, a description of how each complaint was resolved, and the date of resolution.

For the purposes of the reports, quarters shall be defined as: First Quarter consisting of January, February and March; Second Quarter consisting of April, May and June; Third Quarter consisting of July, August and September; Fourth Quarter consisting of October, November and December. Contractor shall submit quarterly reports within thirty days after the end of each quarter.

4.2.2 Annual Reports

Within forty-five days after the end of each calendar year, Contractor shall submit to Town an annual performance report covering the immediately preceding calendar year and the report shall include all of the following information:

A. **Summary of Quarterly Reports.** A collated summary of the information contained in the quarterly reports, including the reconciliation of any adjustments from prior quarterly reports.

B. **Annual Diversion Rate.** A final annual Diversion rate for the previous calendar year.

C. **Annual Outreach and Education Plan Summary.** A detailed summary of the Contractor's educational outreach during the previous year. At a minimum, this shall include:

   i. Public education materials produced.

   ii. Dates, times, and group names of meetings attended.

   iii. A summary of outreach and public education efforts, actions taken to resolve problems, increase efficiency, and increase recycling participation.

D. **Customer Complaint Information.** Any information required to be submitted in the annual report under Section 10.8.

4.3 Inspection by Town; Performance Reviews

4.3.1 General

Town reserves the right to inspect any and all of Contractor's facilities at any time during normal business hours, without notice, and at any other time with reasonable notice.

4.3.2 Performance Review

Town shall conduct two performance reviews during the Term of this Agreement within 90 days of the third and sixth anniversary of the Commencement Date. The review may be conducted by a qualified independent consultant selected by Town. The review shall examine all aspects of Contractor's performance of this Agreement and may be include a performance audit pursuant to Section 4.3.3.

4.3.3 Performance Audits

Performance and service quality audits and evaluations may be conducted or caused to be conducted by the Town at its discretion throughout the term of this Agreement. Such audits may be conducted from time to time during the term of this Agreement by a qualified independent consultant selected by Town. The reports required by this Agreement and the Contractor's ability or inability to achieve Diversion goals may be utilized as a basis of review. Such audits may include, but shall not be limited to analyses of both financial and qualitative performance of Contractor and Contractor's operations. If any noncompliance with the Agreement is found, the Town may direct the Contractor to correct the inadequacies in accordance with the terms of this Agreement. If the Contractor fails to correct the noncompliance items, said failure will be considered a default under this Agreement. Contractor shall cooperate fully with Town in conducting such evaluations and audits. The cost of such audits shall be borne by Contractor. Customer Services

Contractor shall at all times be in compliance with this Section and with the provisions of the Public Education and Outreach Plan contained in Exhibit J. Contractor shall revise, modify and otherwise update such Plan throughout the Term as it deems necessary, or as reasonably requested by the Town. Note to Proposers: Section will be modified as needed to reflect final approved Public Education and Outreach Plan.

4.3.4 Office Location and Hours

Contractor shall maintain a principal office that shall at all times during the term of this Agreement be located within 12 miles of Town Hall. The office shall be open at a minimum from 7:00 a.m. to 5:00 p.m. daily except Saturdays, Sundays and Holidays. A representative of Contractor shall be available during office hours at Contractor's office for communication with Town and the public.

4.3.5 Local Telephone Number

Contractor's principal office shall be accessible by a local (toll-free to Service Recipients) telephone number at least during the office hours specified in Section 4.3.4 and from 8:00 a.m. to noon on Saturdays. The telephone number shall be listed under Contractor's name in the local telephone directory.

4.3.6 Emergency Telephone Number

Contractor shall maintain an emergency telephone number for use outside Contractor's office hours. The emergency telephone number shall be listed as an emergency number under Contractor's name and under the Town in the local telephone directory. Contractor shall have a representative, or an answering service to contact such representative, available at Contractor's emergency telephone number during all hours other than Contractor's office hours.

4.3.7 Multilingual/TDD Service

Contractor shall at all times maintain the capability of responding to telephone calls in English, Spanish, and such other languages as Town may direct, employing a service such as ATT Language Line. Contractor shall at all times maintain the capability of responding to telephone

calls through Telecommunications Device for the Deaf (TDD) Services. These capabilities shall be maintained for both the local telephone number and the emergency telephone number.

4.3.8 Website.

Contractor shall develop a comprehensive website specific to Town which fully explains and effectively promotes the Diversion options offered to its Service Recipients. The website shall contain the full approved Maximum Rates schedule as well as any other information that may be helpful to Town and Service Recipients in meeting Town's Diversion goals. The website shall also allow Service Recipients to submit inquires, complaints and queries which shall be answered as provided for in the following paragraph.

4.3.9 Service Recipient Complaints and Inquiries

During office hours, Contractor shall maintain a complaint service and a telephone answering system capable of accepting at least three (3) incoming calls at one time. Contractor shall record in a computerized daily log all complaints, including date, time, complainant's name and address if the complainant is willing to give this information, and nature and date and manner of resolution of complaint. Any such calls received via Contractor's answering service shall be recorded in the log no later than the following work day. This log shall be available for inspection by Town during Contractor's office hours and shall be accessible to Town at all times. The computer log shall be in a format approved by Town. Contractor shall provide a copy of this log to Town with Contractor's quarterly report. All incoming calls shall be answered in the manner required under Section 10.8. Any call "on-hold" in excess of 1.5 minutes shall be switched to a message center where Contractor shall maintain information in a daily log to enable a customer service representative to return customer calls. All "call backs" shall be attempted a minimum of one time prior to 6:00 p.m. on the day of the call. If the caller is not contacted on the first attempt, Contractor shall make subsequent attempts on the next working day after the original call. Contractor shall make a minimum of three (3) attempts within twenty-four (24) hours of the receipt of the call. If Contractor is unable to reach the caller on the next working day, Contractor shall send a postcard to the caller on the second working day after the call was received, indicating that the Contractor has attempted to return the call. All attempts to contact the caller shall be recorded in the log kept by Contractor.

4.3.10 Missed Pick-Ups

The failure of Contractor to pick up Discarded Materials which has been set out in an approved manner as described in Article 3by a Service Recipient shall be considered a missed pick-up. Contractor shall Collect the material from the Service Recipient within twenty-four (24) hours of Contractor's receipt of notification of the missed pick-up except where Collection on a Sunday would be required, in which case Contractor may perform the Collection of a missed pick-up on the Monday immediately following the date of notification. If Contractor is notified of a missed pick-up on the business day following the scheduled Collection day for the Service Recipient and such notification is made by 9:00 a.m., Contractor shall Collect the missed pick-up on the day of notification. Contractor shall maintain a written record of all calls related to missed pick-ups and the response provided by Contractor. The record shall be maintained in accordance with the reporting and monitoring requirements of this Agreement. In the event Contractor fails to Collect a missed pick-up within the times set forth in this Section, Town or its agents may Collect and transport the material. Town shall notify Contractor in writing whenever Town or its agent

collects a missed pick-up. Contractor shall reimburse Town for all costs so incurred by Town as provided in this Agreement.

4.4 Community Relations Program

Contractor shall at all times be in compliance with this Section 4.4 and with the provisions of the Transition and Diversion Plans contained in Exhibit B. Contractor shall revise, modify and otherwise update such Plans throughout the Term as it deems necessary, or as reasonably requested by the Town.

4.4.1 Initial Start-Up Public Education

A. **Door Hangers.** On or before the Commencement Date, Contractor shall deliver Town-approved written materials announcing applicable changes to Collection services. These materials will be in the form of door hangers, or other format approved by the Town, to be placed at the premises of each Service Recipient. These materials shall specify Service Recipient's scheduled Collection day(s) as well as summary information regarding Holiday schedule and Bulky Goods Collection.

B. **Initial Mailing.** On or before the Commencement Date, Contractor shall prepare and release a Town-approved initial mailing (via Bulk Mail – Postal Customer Local) to residents and businesses explaining any changes to existing Collection programs and any new programs.

4.4.2 Ongoing Public Education

A. **General.** Colma places a high priority on effective public education and outreach in helping residents and business fully understand options for and benefits of source reduction, reuse and recycling, safe HHW disposal, and composting. Contractor shall develop, produce and distribute, in close collaboration with the Town, public education materials described herein.

B. **Public Education and Outreach Plan.** Prior to the Commencement Date, and by February 1 of each following year during the Term of the Agreement, Contractor will develop and submit an annual Public Education and Outreach Plan, specific to Colma residents and businesses, that promotes the source reduction, reuse and recycling, composting, HHW programs under this Agreement. Contractor shall meet with Town Manager to present and discuss the Plan. Town Manager has up to sixty calendar days to review, request modifications and approve the Plan. Contractor's Public Education and Outreach Plan shall focus on improving Service Recipients' understanding of the benefits of and opportunities for Source Reduction, Reuse, Recycling and Composting. Contractor shall prepare and distribute public education materials to Service Recipients in Service Area four times during each year of this Agreement on a schedule approved by the Town. The materials shall be designed to address specific Collection needs or problems. The materials shall be printed in English, Spanish, and other languages specified by Town. The materials shall be professionally printed on paper stock with not less than fifty percent (50%) recycled paper content including at least ten percent (10%) post-consumer recycled paper content. Contractor shall provide camera-ready copy to Town for Town's review and approval prior to printing and distribution. Any promotional materials or

news releases developed for Contractor's own use shall be developed at Contractor's sole cost and expense. Contractor shall obtain Town's written approval of the materials prior to printing or distributing the materials.

C. **HHW Education.** Contractor shall develop and implement a public education program designed to educate Generators regarding proper methods of recognizing, handling and disposing of HHW.

4.4.3 Written Materials

A. All written materials to be distributed to the public for educational or outreach purposes shall conform the the requirements of this section. In all written materials, Contractor shall not use any other city or town name except Colma without the Town's prior written consent. Contractor shall use "Colma" when referring to the Town to the extent possible. Written materials shall be printed in English, Spanish, and other languages specified by Town. Contractor shall provide camera-ready copy to Town for Town's review and approval prior to printing and distribution. Printed materials shall be professionally printed on paper stock with not less than fifty percent (50%) recycled paper content including at least ten percent (10%) post-consumer recycled paper content.

B. Except for the requirement applicable to printed materials, the requirements in this section also apply to written materials published in electronic form.

4.4.4 Non-Collection Notice

On or before the Commencement Date of this Agreement Contractor shall have developed and begun utilizing Town-approved Non-Collection Notices as provided in Article 3. The notices shall be a least two inches by six inches in size and shall have the capability of making instant copies from the original at the spot of non-collection (e.g. carbonless copy paper).

4.4.5 Diversion Assistance

Contractor shall provide the Diversion outreach and education as set forth in the Diversion Plan contained in Exhibit B (Final Approved Plans).

4.4.6 Analysis of Discarded Material Composition

Contractor shall cooperate in activities requested by the Town to measure Diversion of Solid Waste from landfills including, but not limited to, providing a location for conducting Discard Material sorting, and re-routing trucks on a temporary basis to facilitate composition analysis. Such reports shall include, but not necessarily be limited to, throughput, recovery rates per material type, Residue rates by material type, costs, Recyclable Material commodity values, and final disposition of Source Separated Recyclables and Source Separated Organic Waste. Contractor shall also supply any other information reasonably requested by the Town to meet State, Federal, County, or Town regulatory requirements as those requirements may be amended from time to time.

4.5 Commercial Technical Assistance Program

The Contractor shall provide technical assistance to Commercial Service Recipients, which shall include assigning a Diversion Coordinator to meet twice a year with the thirty (30) employers with the most persons employed in Colma, as determined by the Town annually, and once a year with all other employers to:

A. Advise the Commercial Service Recipient's decision maker (the person with authority to make service changes to the Recyclable and Solid Waste collection service) on methods and recommendations to increase recycling and decrease solid waste, the selection of collections services and container sizes to maximize diversion, and the potential cost savings if a business takes recommended actions to increase diversion;

B. Educate and train staff and janitors on best practices for recycling, waste reduction and availability and use of in-house recycling containers;

C. Educate personnel on how to maximize diversion; and

D. Provide educational materials, posters, labels, and memos.

Contractor shall complete a Commercial Technical Assistance Program report within thirty (30) days of each on-site visit on a form provided by Town in its sole discretion, e.g., Exhibit K. The reports shall be filed with the Contractor's quarterly reports required under Section 4.2.1. Contractor and Town shall meet annually to discuss the Commercial Technical Assistance Program, its results and potential modifications.

4.6 Diversion Coordinator.

The Contractor shall specifically assign a Diversion Coordinator to administer the CTAP, perform the CTAP tasks, coordinate the Town services described in section 3.10, administer all education and outreach programs, and meet quarterly with Town to discuss the CTAP. The Contractor shall commit to assigning the Diversion Coordinator an average number of hours each month for performing these tasks.

The Diversion Coordinator shall have sufficient experience and training to complete the CTAP and be effective in meeting the CTAP requirements. At a minimum, the Diversion Coordinator must have demonstrated knowledge and experience in providing technical assistance to businesses. The Diversion Coordinator must be knowledgeable about recycling and mixed organics operations, the cost and other benefits of recycling and of reducing waste, and related issues. The Diversion Coordinator must be able work collaboratively with Town staff, to effectively communicate with business owners, facilities and operations managers and other Commercial community stakeholders, to write effective reports, and to conduct training programs.

4.7 Nondiscrimination

In the performance of all work and services under this Agreement, Contractor shall not discriminate against any person on the basis of such person's race, sex, color, national origin,

religion, marital status or sexual orientation. Contractor shall comply with Applicable Law regarding nondiscrimination, including those prohibiting discrimination in employment.

Article 5. PROCESSING AND DISPOSAL

5.1 Transfer, Transportation of Discarded Materials

Note to Proposers: Section will be modified as necessary based on the final service package.

Contractor shall transport Discarded Materials to an Approved Facility(ies).

Except when material is being loaded or unloaded or the vehicle is on route in the process of Collection, Contractor shall at all times keep loads completely covered so as to prevent leakage or spillage from the Collection vehicle. Contractor shall immediately clean up any spillage which occurs during Collection.

5.2 Processing of Discarded Materials

Note to Proposers: Will be completed as necessary if these services are provided by, or subcontracted by selected contractor.

5.3 Processing and Marketing of Recyclable Materials

Note to Proposers: Will be completed as necessary if these services are provided by, or subcontracted by selected contractor.

5.3.1 Disposal of Residue

Note to Proposers: Will be completed as necessary if these services are provided by or subcontracted by selected contractor.

5.3.2 Failure to Process Recyclables

Note to Proposers: Will be completed as necessary if these services are provided by or subcontracted by selected contractor.

5.3.3 Transformation of Recyclables

Note to Proposers: Will be completed as necessary if these services are provided by or subcontracted by selected contractor.

5.4 Disposal of Solid Waste

Note to Proposers: Will be completed as necessary if these services are provided by or subcontracted by selected contractor.

Article 6. TOWN FEES

6.1 Franchise Fee

6.1.1 Franchise Fee Amount

Contractor shall pay to Town as an administration and franchise fee five percent (5%) of Contractor's or Affiliated Companies' gross revenues from all operations in the Franchise Area pursuant to this Agreement for each annual period, exclusive of payments received by Contractor or Affiliated Companies from the sale of Recyclable Material or Organic Waste, but including any moneys or received from governmental agencies, including Town ("Franchise Fee"). Town may adjust the Franchise Fee from time to time, provided that if Town increases the Franchise Fee, Contractor may increase its rates by the amount necessary to pass through the increase in the Franchise Fee.

6.1.2 Time and Method of Payment

The Franchise Fee shall be remitted at the same time as the quarterly reports in Section 4.2.1. If the Franchise Fee is not paid on time, the Contractor shall pay Town a late fee, and not as interest, in an amount equal to ten percent (10%) of the amount owing for that quarter. Contractor shall pay an additional ten percent (10%) late fee for each additional thirty (30) day period that any amount of the Franchise Fee or both, remains unpaid. Contractor agrees that the late fees described herein reasonably reflect the Town's costs to process delinquency calculations and notices, and to monitor the Contractor's services, all in an effort to collect delinquent Franchise Fees which, together with all other remedies afforded Town under this Agreement (including any award of attorney's fees and costs), and in accordance with applicable laws, are intended to compensate Town in any collection efforts in the event of Contractor's default in the payment of the Franchise Fee.

6.1.3 Adjustment to Franchise Fee

Town reserves the right to adjust the Franchise Fee as it deems appropriate at any time during the Term of this Agreement. Any such increase shall be reflected in increased Maximum Rates as provided for in Article 7.

6.2 Other Fees

Town reserves right to establish other Town fees during the Term at its sole discretion. In this event, Maximum Rates shall be adjusted as necessary to reflect the new or modified fee(s) as provided for in Article 7.

Article 7. CONTRACTOR'S COMPENSATION AND RATES

7.1 Rates for Solid Waste Collection

7.1.1 Establishing and Collecting Rates; Compensation of Contractor

Town shall, from time to time, establish Maximum Rates for various categories of Service Recipients which are designed to provide revenues to fund all activities and pay all fees provided for under this Agreement. Contractor shall be responsible for billing and collecting such

revenues. Contractor's sole compensation for rendering services pursuant to this Agreement shall consist of the amounts to be paid to, or retained by, Contractor in accordance with this Article, and any amounts collected by Contractor from the sale of Recyclable Materials collected hereunder. Moreover, Town shall not be obligated to make any payments to Contractor under this Agreement, including payments to compensate Contractor for delinquent or uncollectible amounts charged to Service Recipients.

7.1.2 Initial Rates

Provided that Town has successfully completed any proceedings required under Article 13D, Section 6, of the California Constitution or other Applicable Law, Contractor's initial proposed Maximum Rates, set forth in Exhibit A, shall take effect on the Commencement Date. If there is a service that Contractor believes it is required to provide and for which there is no Town-approved rate in Exhibit A, Contractor shall notify Town. The Town may, in its sole discretion, establish a rate for the new service, following completion of any proceedings required under Article 13D, Section 6, of the California Constitution or other Applicable Law. Unless and until Town establishes a rate for such service, Contractor shall not provide nor charge for the service. Town shall have no obligation or duty to establish a rate for such service.

7.1.3 Subsequent Rate Adjustments

Beginning January 1, 2017, the Maximum Rates shall be adjusted as provided in this Section.

A. The Collection Component of each Maximum Rate shall be subject to increases or decreases every year during the term of this Agreement to reflect the impact of inflation. The "Adjustment Date" shall be January 1 of each year during the term of this Agreement, beginning January 1, 2017. Said increase or decrease shall be made in accordance with the following formula ("Formula"):

   i. The base for computing the adjustment shall be the Consumer Price Index [All Urban Consumers] (base years 1982-1984 = 100) San Francisco-Oakland-San Jose, CA, published by the United States Department of Labor, Bureau of Labor Statistics ("index") which is published for the month of July, 2016 ("beginning index"). If the index for July immediately preceding the adjustment date ("adjustment index") has increased or decreased over the beginning index (or the index as of the most recent prior adjustment date, as the case may be), the Collection Component for the following year (until the next Maximum Rate adjustment) shall be set by multiplying the then Collection Component by a fraction, the numerator of which is the adjustment index and the denominator of which is the beginning index. If the index is changed so that the base year differs from that used as of the month of July of the year preceding the adjustment date, the index shall be converted in accordance with the conversion factor published by the United States Department of Labor, Bureau of Labor Statistics. If the index is discontinued or revised during the term of this Agreement, such other government index or computation with which it is replaced shall be used in order to obtain substantially the same result as would be obtained if the index had not been discontinued or revised.

ii. Notwithstanding any provision herein to the contrary, in no case shall the Collection Component increase or decrease exceed 5% per year. In the event that any increase or decrease would exceed 5% in any one year, the excess change above 5% shall be applied to the following year's adjustment pursuant to this Section, provided that the increase or decrease in that following year shall not exceed 5%. In such event, all or a portion of the excess increase or decrease shall be applied to the adjustment each of the following years until fully satisfied. Percent adjustments carried over to a succeeding year shall be simply added to or subtracted from the current year's adjustment in the Collection Component.

B. If the tip fee charged at the Approved Disposal Facility is changed (increased or decreased) for whatever reason including, but not limited to, new or increased taxes or regulatory fees, the Disposal Fee portion of the Maximum Rates shall be adjusted to reflect the new Disposal cost, following successful completion of the proceedings required under Article 13D, Section 6 of the California Constitution. Disposal Fees are a pass through cost and Contractor shall not be entitled to receive or charge any profit, markup, overhead or administrative costs on Disposal Fees. Notwithstanding any provision herein to the contrary, in no case shall the Disposal Fee increase or decrease exceed 5% per year. In the event that any increase or decrease would exceed 5% in any one year, the excess change above 5% shall be applied to the following year's adjustment pursuant to this Section, provided that the increase or decrease in that following year shall not exceed 5%. In such event, all or a portion of the excess increase or decrease shall be applied to the adjustment each of the following years until fully satisfied. Percent adjustments carried over to a succeeding year shall be simply added to or subtracted from the current year's adjustment in the Disposal Fee.

C. To the extent applicable, the Maximum Rates shall include a processing fee as set forth in Exhibit A. This fee shall be adjusted in the same manner as the Collection Component.

D. If the Franchise Fee or any Town fee is changed (increased or decreased), the Franchise Fee portion of the Disposal Fee portion of the Maximum Rates shall be adjusted to reflect the new Franchise Fee. Franchise Fees and other Town Fees are a pass through cost and Contractor shall not be entitled to receive or charge any profit, markup, overhead or administrative costs on such fees.

7.2 Grant Funding

Contractor shall monitor, and shall apply for applicable grant funding programs awarding in excess of $10,000 as they come available throughout the term of this Agreement, including but not limited to Diversion program assistance and alternative fuels and equipment purchase programs. Contractor shall take such steps as are necessary to ensure that grant applications are completed and submitted in a professional manner. Prior to submitting applications for such grants, Contractor shall notify Town of its intent to apply, and Contractor shall not submit any applications relating to the Town without prior Town approval, which shall not be unreasonably withheld. Contractor shall take direction from Town regarding applying for specific grants, and shall do so in a timely manner.

Article 8. INDEMNIFICATION, INSURANCE AND BOND

8.1 Indemnification

8.1.1 Indemnification and Hold Harmless - Contractor

To the extent permitted by Applicable Law, Contractor, for and on behalf of itself and its agents, subcontractors, directors, officers, employees and representatives shall indemnify and hold harmless Town, its officers and employees from and against any and all losses, liabilities, penalties, claims, demands, judgments, damages, actions or suits, of any and every kind and description, arising or resulting from any work or services performed by Contractor or its agents, subcontractors, directors, officers, employees or representatives pursuant to this Agreement, or which results from their noncompliance with any Applicable Law. Such indemnification and hold harmless shall include, but not be limited to any allegation that Contractor, or its agents, subcontractors, directors, officers, employees, or representatives has breached an express or implied warranty of merchantability or fitness for particular use or any other warranty relating to the Recyclables Collected pursuant to this Agreement and to any allegation that any of them has violated any license, copyright or other limitation on Contractor's use of any computer software in connection with Contractor's performance of services under this Agreement. The acceptance by Town of any work or services under this Agreement shall not operate as a waiver of such indemnification or hold harmless.

Contractor's duty to defend and indemnify herein includes all fines and/or penalties imposed by CalRecycle if the requirements of AB 939, AB 1826 and/or AB 341 are not met by the Contractor with respect to the materials Collected under this Agreement and/or Contractor's other obligations under this Agreement, and such failure is: (i) due to the failure of Contractor to meet its obligations under this Agreement; or, (ii) due to Contractor delays in providing information that prevents Contractor or the Town from submitting reports to regulators in a timely manner.

8.1.2 AB 939, AB 341, AB 1846 and Local Ordinance Compliance

Contractor shall perform all education, outreach, monitoring, and reporting for all Commercial and Multi-Family properties as required by AB 939, AB 1826, AB 341, and any Town ordinance and as more fully set out in Section 4.4, and in Exhibit B. Contractor has developed, and shall implement and update as necessary a Diversion Plan as provided in Exhibit B that, among other things supports and educates Multi-Family and Commercial Customers on both State and Town requirements. Contractor shall provide all necessary reporting relating to the Town's compliance requirements pertaining to AB 939, AB 1826 and AB 341, and as it affects the County's Integrated Waste Management Plan, as required by Section 4.2.

8.1.3 Defense

Upon the demand of the Town Attorney, Contractor shall defend Town, its officers and/or employees against any matter described in Section 8.1.1and 8.1.2 of this Agreement.

8.1.4 Damage by Contractor

If Contractor's employees or subcontractors cause any injury, damage or loss to Town property, including but not limited to Town streets or curbs, Contractor shall either repair the same or

reimburse Town for Town's costs of repairing such injury, damage or loss. Such reimbursement is not in derogation of any right of Town to be indemnified by Contractor for any such injury, damage or loss. With the prior written approval of Town's Director of Public Works, Contractor may repair the damage at Contractor's sole cost and expense.

8.2 Insurance

8.2.1 Insurance Policies

Contractor shall procure and maintain throughout the Term and any extension of this Agreement insurance against claims for injuries to persons or damages to Property which may arise from or in connection with Contractor's performance of work or services under this Agreement. Contractor's insurance shall include full coverage of Contractor's employees, agents, representatives and subcontractors. Contractor warrants that employees and subcontractors are properly licensed, including any required commercial vehicle licenses, to drive Contractor's vehicles.

8.2.2 Minimum Scope and Limits of Insurance

Insurance Coverage shall be at least as broad as the following:

A. **Workers' Compensation.** Statutory Workers' Compensation Insurance with limits as required by applicable law. The insurer shall waive all rights of subrogation against the Town of Colma for loss arising from worker injuries sustained under this Agreement.

B. **Commercial General and Automobile Liability.** Contractor, at Contractor's own cost and expense, shall maintain Commercial General Liability insurance for the period covered by this Agreement, and any extension of this Agreement in an amount not less than two million dollars ($2,000,000) combined single limit coverage for risks associated with the work contemplated by this Agreement. Such coverage shall include but shall not be limited to, protection against claims arising from bodily and personal injury, including death resulting therefrom, and damage to property resulting from activities contemplated under this Agreement, including the use of owned and non-owned automobiles, as well as waste hauling, transfer vehicles or other commercial transport.

C. **General Requirements**. Each of the following shall be included in the insurance coverage or added as an endorsement to the policy:

   i. The Town of Colma, its officers, employees, agents and volunteers are to be covered as additional insureds as respects each of the following: liability arising out of activities performed by or on behalf of Contractor, including the insured's general supervision of Contractor; products and completed operations of Contractor; premises owned, occupied or used by Contractor; or automobiles owned, leased, hired, or borrowed by Contractor. The coverage shall contain no special limitations on the scope of protection afforded to Colma, its officers, employees, agents, or volunteers; except that such coverage shall not apply to the extent of the sole negligence, active negligence, comparative negligence, or willful misconduct of Colma, its officers, employees, agents, or volunteers.

ii. The insurance policy form shall provide coverage on an occurrence basis, or on the basis of claims made. If claims made coverage is provided, an extended supplemental reporting period of at least 84 months shall be provided.

iii. The insurance must cover complete contractual liability. This may be provided by amending the definition of "incidental contract" to include any written agreement.

iv. Any explosion, collapse, and underground property damage exclusion must be deleted.

v. An endorsement must state that coverage is primary insurance and that no other insurance or self-insured retention carried by the Town of Colma will be called upon to contribute to a loss under the coverage.

vi. The policy must contain a cross liability or severability of interests clause.

vii. Any failure of Contractor to comply with reporting provisions of the policy shall not affect coverage provided to Town of Colma and its officers, employees, agents, and volunteers.

viii. Broad form property damage liability must be afforded.

ix. Insurance is to be placed with California-admitted insurers, and carrier(s) must be rated "A" or above in the Best's Rating Guide. The Town reserves the right to accept or deny use of any particular carrier.

x. Notice of cancellation or nonrenewal must be received by the Colma Town Clerk's Office at least sixty (60) days prior to such change.

8.2.3 Endorsements

The policies are to contain, or be endorsed to contain, the following provisions:

A. General Liability and Automobile Liability Coverage

i. The Town of Colma, its officers, employees, agents and Contractors are to be covered as additional insureds as respects: Liability arising out of activities performed by, or on behalf of, Contractor; products and completed operations of Contractor; premises owned, leased or used by Contractor; and automobiles owned, leased, hired or borrowed by Contractor. The coverage shall contain no special limitations on the scope of protection afforded to Town, its officers, employees, agents and Contractors; except that such coverage shall not apply to the extent of the sole negligence, active negligence, comparative negligence, or willful misconduct of Colma, its officers, employees, agents, or volunteers.

ii. Contractor’s insurance coverage shall be primary insurance as respects Town, and its officers, employees, agents and Contractors. Any insurance or self-insurance

maintained by Town, its officers, employees, agents or Contractors shall be in excess of Contractor's insurance and shall not contribute with it.

iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to Town, and its officers, employees, agents, or Contractors.

iv. Except with respect to the limits of insurance, and any rights or duties specifically assigned to the first named insured, this insurance applies:

a. As if each named insured were the only named insured; and

b. Each insured against whom claim is made or suit is brought.

8.2.4 Hazardous Substances, Environmental Impairment Liability Insurance

A. Contractor shall provide, and thereafter maintain throughout the term of this Agreement, and any extension of this Agreement, Hazardous Substances and Environmental Impairment Liability Insurance covering all reasonably expected potential losses related to pollution, Hazardous Substances, contamination, spills, accidents or migration of toxics, pollutants, Hazardous Substances or materials, or unknown materials. Such coverage shall be at a minimum of five million dollars ($5,000,000.00) per occurrence. Contractor shall submit a report annually to the Town listing the claims and incidents which could result in claims under this coverage.

B. Each of the following shall be included in the insurance coverage or added as an endorsement to the policy:

i. The insurance coverage, if provided on a claims made form, then a twelve (12) month Extended Reporting Period shall be provided in the event such coverage or this Agreement is terminated.

ii. An endorsement must state that coverage is primary insurance and that no other insurance or self-insured retention carried by the Town of Colma will be called upon to contribute to a loss under the coverage; unless and to the extent of the sole negligence, active negligence, comparative negligence, or willful misconduct of the Town, its officers, employees, agents, or volunteers**,** excluding any third party claims or actions arising out of or asserted based upon the theory of negligent instrument of services to Contractor.

iii. Any failure of Contractor to comply with reporting provisions of the policy shall not affect coverage provided to Town of Colma and its officers, employees, agents, and volunteers.

iv. Notice of cancellation or nonrenewal must be received by the Colma Town Clerk's Office at least sixty (60) days prior to such change.

8.2.5 Acceptability of Insurers

Insurance is to be placed with insurers acceptable to and subject to the prior approval of Town's Risk Manager

8.2.6 Verification of Coverage

Contractor shall furnish Town with certificates of insurance and with original endorsements affecting coverage required by this Agreement. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. Contractor shall furnish Town with a new certificate of insurance and endorsements upon each renewal or change of coverage or change of insurers. Proof of insurance shall be mailed to the following address or any subsequent address as may be directed in writing by the Town:

Risk Manager
Town of Colma
1198 El Camino Real
Colma, CA 94014

8.2.7 Subcontractors

Contractor shall include all subcontractors as insureds under its policies or shall obtain separate certificates and endorsements for each subcontractor with terms, conditions and amounts of insurance at least equal to those set forth herein for Contractor.

8.2.8 Modification of Insurance Requirements

The insurance requirements provided in this Agreement may be modified or waived by Town's Risk Manager, in writing, upon the request of Contractor if the Risk Manager determines such modification or waiver is in the best interests of Town considering all relevant factors, including exposure to Town.

8.3 Performance Bond

8.3.1 Performance Bond Requirement

Within ten (10) calendar days from the date the Town Council approves this Agreement and upon the commencement of each Contract Year thereafter, Contractor shall procure and provide the Town with a fully prepaid surety bond, for at least the duration of such Contract Year, to guarantee and assure the prompt and faithful performance of Contractor's obligations under this Agreement. Such bond shall be executed by a surety licensed to transact business in the State of California, shall name the Town of Colma as obligee, shall provide at least thirty (30) calendar days prior notice of any cancellation, and shall be in the amount of One Hundred Fifty Thousand Dollars ($150,000.00). The form of the bond and the surety are subject to the approval of Town's Risk Manager and the Town Attorney.

8.3.2 Alternative to Performance Bond

As an alternative to the performance bond required by Section 8.3.1, at Town's option, Contractor may deposit with Town a fully prepaid irrevocable letter of credit for at least the duration of the Contract Year for which the letter of credit is deposited. Such letter of credit shall be in the amount of One Hundred Fifty Thousand Dollars ($150,000.00). The form of the letter of credit and the issuer of the letter of credit are subject to the approval of Town's Risk Manager and the Town Attorney. Nothing in this Section 8.3.2 shall in any way obligate Town to accept a letter of credit in lieu of the performance bond.

8.3.3 Town's Rights

Town shall have the right to draw against the faithful performance bond or the letter of credit in the event of a breach or default of Contractor or the failure of Contractor to perform fully any obligation under this Agreement. Within five (5) calendar days of receipt of notice from Town, Contractor shall renew or replace such sums of money as needed to bring the faithful performance bond or letter of credit current.

8.3.4 Guaranty

If the outstanding shares of common stock of Contractor are wholly owned by another corporation or limited liability company, then concurrently with execution of this Agreement, Contractor shall furnish a guaranty of its performance under this Agreement, in the form of Exhibit E, properly executed by _____, {Proposer to insert name of parent company guarantor}, a _____ _____ {Proposer to insert state of guarantor's formation} which owns all of the issued and outstanding common stock of Contractor.

Article 9. TOWN'S RIGHT TO PERFORM SERVICE

9.1 Emergency Conditions

The City Manager may declare the existence of an Emergency Condition and shall provide notice as soon as practicable to Contractor of said declaration. Within 72 hours an emergency meeting of the Town Council shall be scheduled and consideration of the continuation of an Emergency Condition shall be heard by the Town Council. The Town Council shall, by resolution, declare the continued existence of the emergency condition, if appropriate, and transmit a certified copy of the resolution to Contractor.

9.1.1 Emergency Operations

The Parties acknowledge that either temporary cessation or cessation of indeterminate duration of the services to be provided by Contractor hereunder may result in conditions detrimental to the public health, safety and welfare and that, in order to protect the public, invoking the extraordinary provisions of this section may be necessary. From and after the declaration of the existence of an Emergency Condition, Town or the designee of Town (irrespective of whether such designee is another public agency or privately-owned entity) may assume and carry out, as the "Emergency Operator", any or all Collection operations of Contractor hereunder. During the period of the Emergency Condition exists all revenues which, but for the Emergency Condition, would accrue hereunder to Contractor, shall instead accrue and be payable by Contractor to the Emergency Operator.

9.1.2 Use of Contractor's Facilities

Upon the declaration of the existence of an Emergency Condition pursuant to this Section, Contractor shall make available and relinquish to the Emergency Operator all of Contractor's operable vehicles, equipment, and other facilities necessary or convenient for providing Collection in the Service Area. Further, Contractor shall provide the Emergency Operator access, and/or rights of access, to such transfer station facilities and/or Disposal or Processing facilities available to, or under the control of, Contractor for the transferring and disposal of Discarded Materials, and Contractor shall, to the extent it possesses rights to use such transfer, Disposal, or Processing facilities, assign such rights to the Emergency Operator for use during the existence of the Emergency Condition. Notwithstanding the foregoing provisions of this section, the use of Contractor's vehicles, equipment, and other facilities and the assignment of rights to Contractor shall, in the case of Contractor's insolvency, bankruptcy or other adverse financial condition, be subject to the provisions of the United States Bankruptcy Act (11 U.S.C.§§101 et seq.) to the extent applicable. During the existence of an Emergency Condition the Emergency Operator shall operate, maintain and repair, and adequately insure, without cost to Contractor, Contractor's vehicles, equipment and other facilities used by it. Upon the cessation of the Emergency Condition the right to use such vehicles, equipment and facilities shall expire and the Emergency Operator shall return said vehicles, equipment and facilities to Contractor in a condition substantially the same as that which existed upon acquiring said vehicles, equipment and facilities, ordinary wear and tear excepted.

9.1.3 Indemnification

In the event that an Emergency Operator appointed by Town utilizes any facilities and/or equipment of Contractor, Town shall defend, indemnify and hold harmless Contractor and its Affiliates from and against any and all losses, expenses, liens, claims, demands and causes of action of every kind and character (excluding those based upon the negligence or willful misconduct of Contractor, its officers, employees and agents) for death, personal injury, property damage or any other liability or damages, including costs, attorneys' fees, and settlements arising out of, or in connection with, the use of Contractor's facilities and/or equipment.

9.1.4 Cessation of Emergency

At any time after the Emergency Operator has commenced the Collection of Discarded Materials, Town may hold a hearing on the question of the cessation of the Emergency Condition upon giving not less than forth-eight (48) hours' prior written notice to Contractor and the Emergency Operator. At the hearing Contractor, the Emergency Operator, and any and all interested persons shall be given the opportunity to be heard on the question aforesaid. Upon the conclusion of the hearing, Town shall determine if the Emergency Condition has ceased. If it is determined that the Emergency Condition has ceased, the Town Council shall, by resolution, declare the cessation of the Emergency Condition, and transmit a certified copy of the resolution to Contractor.

9.1.5 Resumption of Service

Upon the declaration of cessation of the Emergency Condition, the Emergency Operator shall return to Contractor its vehicles, equipment, and other facilities acquired and used by it. Further, upon the declaration of cessation of the Emergency Condition, and unless Town has terminated

this Agreement pursuant to Article 10, Contractor shall recommence its operations hereunder and shall perform all of its duties and obligations in accordance with the provisions hereof, and shall be entitled to all of its rights hereunder, including accrual of revenues for its benefit, from and after the date upon which the Emergency Condition shall be deemed to have ceased.

9.1.6 Limitation

Notwithstanding anything herein contained to the contrary, no Emergency Condition shall exist for more than one hundred eighty (180) consecutive days. Upon the expiration of said one hundred eighty (180) days, and unless the Emergency Condition has ceased prior thereto, this Agreement shall terminate. In the event of such termination no rights shall accrue to Contractor under this Agreement from and after the date of termination.

9.1.7 Town Termination of Agreement

Notwithstanding the provisions of Section 9.1.5, if, upon the cessation of the Emergency Condition, the Town Council determines that Contractor is not substantially able to perform its duties and obligations hereunder due to the effects of the Emergency Condition, the Town Council may declare this Agreement terminated effective upon the date of the cessation of the Emergency Condition. In the event of such termination no rights shall accrue to Contractor under this Agreement from and after the date of termination.

9.2 Disaster Operations

9.2.1 Availability of Contractor's Personnel and Equipment

In event of wartime, natural, physical or other disaster in or proximate to the Town Limits resulting in the declaration of a State of Emergency by the City Manager or Town Council, Contractor shall make available to Town, at no cost to Town, all equipment, vehicles, and/or personnel normally performing services under this Agreement, for emergency operations conducted or directed by the Town.

9.2.2 Temporary Possession and Employment

Town shall have the right to take temporary possession of all such vehicles and equipment made available by Contractor, and to temporarily employ all such Contractor personnel as emergency operations forces of Town, under the direction and control of the Town.

9.2.3 Use of Additional Equipment

Contractor may make available, in addition to the vehicles, equipment, and personnel provided in Section 8.2.1 above, equipment, vehicles, and personnel from those Contractor operations and resources not otherwise serving Town pursuant to this Agreement, to the extent necessary to conduct effective Discarded Materials Collection and removal services during any declared State of Emergency, subject to the direction and control of the Town.

9.2.4 Reimbursement

Town shall not be required to compensate Contractor in any manner or form for Contractor's provision of Equipment, vehicles, or personnel normally performing services under this Agreement within the Town Limits, when made available during a declared State of Emergency.

When additional equipment, vehicles, or personnel are provided during such an emergency, pursuant to Section 8.2.3 above, Town shall compensate Contractor for actual expenses incurred by Contractor in providing such equipment, vehicles, and/or personnel upon submission by Contractor to Town of detailed records of costs and expenses actually borne by Contractor, and upon approval by the appropriate Federal agency of Town's reimbursement of expenses incurred by Contractor during such State of Emergency.

9.2.5 Indemnity

In the event of a declared State of Emergency during which Town takes possession of and utilizes the equipment, vehicles and/or personnel of Contractor pursuant to this Section 8.2, Town agrees to indemnify and defend Contractor and its officers, directors, agents, and employees, and hold such parties harmless against all actions, suits, liabilities, costs, and expenses (including reasonable attorneys' fees and costs of defense) arising out of or related to Town's possession and operation of all Contractor's equipment, vehicles, and facilities utilized by Town to render services during any such State of Emergency.

Article 10. DEFAULT, REMEDIES, AND LIQUIDATED DAMAGES

10.1 Right to Demand Assurances of Performance

The Parties acknowledge that it is of the utmost importance to Town and the health and safety of all those members of the public residing or doing business within Town who will be adversely affected by interrupted waste management service, that there be no material interruption in services provided under this Agreement.

If Contractor: (i) is the subject of any labor unrest including work stoppage or slowdown, sick-out, picketing or other concerted job action; (ii) appears in the reasonable judgment of Town to be unable to regularly pay its bills as they become due; or, (iii) is the subject of a civil or criminal judgment or order entered by a Federal, State, regional or local agency for violation of an Applicable Law, and Town believes in good faith that Contractor's ability to perform under this Agreement has thereby been placed in substantial jeopardy, Town may, at its sole option and in addition to all other remedies it may have, demand from Contractor reasonable assurances of timely and proper performance of this Agreement, in such form and substance as Town believes in good faith is reasonably necessary in the circumstances to evidence continued ability to perform under this Agreement. If Contractor fails or refuses to provide satisfactory assurances of timely and proper performance in the form and by the date required by Town, such failure or refusal shall be an event of default.

10.2 Right to Terminate Upon Default

Town may terminate this Agreement upon Contractor's default of any material duty or obligation of Contractor under this Agreement and Contractor's failure to cure such default within thirty (30) calendar days of Town's written notice to Contractor of such default. If the default is not capable of cure within said thirty (30) calendar days, Contractor shall provide written notice to Town together with a schedule of cure within fifteen (15) calendar days of Town's notice of default, shall begin action to cure the default within said thirty (30) calendar days, and shall diligently proceed to cure the default. Town may accept Contractor's schedule of cure, may

make a written demand that Contractor cure the default within a time period set by Town, or may terminate this Agreement at the end of the thirty-day default period.

10.3 Immediate Termination

Town may terminate this Agreement immediately upon written notice to Contractor in the event Contractor fails to provide and maintain the performance bond as required by this Agreement, Contractor fails to obtain or maintain the insurance policies and endorsements as required by this Agreement or Contractor fails to provide the proof of insurance as required by this Agreement.

10.4 Bankruptcy or Insolvency of Contractor

Town may terminate this Agreement immediately upon written notice to Contractor upon the occurrence of any of the following and Contractor's failure to provide adequate assurance that any of the following can be removed within thirty (30) calendar days of Town's demand for such assurance: (1) the appointment of a receiver or trustee to take possession of all or substantially all of the assets of Contractor; (2) Contractor's general assignment of its assets for the benefit of Contractor's creditors; (3) a court entry of any decree or order adjudging Contractor to be insolvent or bankrupt; (4) a court entry of any decree or order approving as properly filed a petition seeking reorganization of Contractor or an arrangement under the bankruptcy laws or any other applicable debtor's relief law or statute of the United States or any State; or (5) a determination by the City Manager, based upon a statement prepared by an independent certified public accountant mutually agreed upon by Contractor and the Town, that there is a reasonable probability that Contractor's financial capability to perform this Agreement is materially impaired.

10.5 Authority to Terminate

The City Manager of the Town of Colma is authorized to terminate this Agreement on behalf of Town. Any termination of this Agreement under this Article 10 shall not relieve Contractor of the obligation to pay any fees, taxes or other charges then due to Town nor relieve Contractor of the obligation to file any daily, monthly, quarterly or annual reports covering the period to termination nor relieve Contractor from any claim for damages previously accrued or then accruing against Contractor, nor shall any termination relieve the Contractor from performing Contractor's obligations under Section 12.11 or to perform any other action expressed or implied to be required after termination of this Agreement. Town shall pay to Contractor any amounts due to Contractor for the performance of services under this Agreement through the effective date of termination.

10.6 Termination Cumulative

Town's right to terminate this Agreement is cumulative to any other rights and remedies provided by Applicable Law or by this Agreement.

10.7 Service Complaint and Penalties

In the event Contractor fails to provide Collection services as required under this Agreement, or where multiple complaints from a location or locations occur within a thirty (30) day period, Town may (but shall have no obligation to), and without waiving or relieving Contractor of its obligation to provide such services, make such payment or perform such other act as Town

deems appropriate to effectuate such services. Contractor shall reimburse Town for any payments made or costs incurred by Town in effectuating such services plus a fifteen percent (15%) penalty during any period Contractor fails to perform such services.

10.8 Performance Standards and Liquidated Damages

In the event that the Contractor fails to perform reasonably any of the Contractor's obligations under this Agreement, the Contractor shall be in breach of this Agreement. The Parties recognize that if the Contractor fails in such performance, the Town and residents of the Town will suffer damages and that it is and will be impractical and extremely difficult to ascertain and determine the exact amount of damages which the Town and residents will suffer. Therefore, without prejudice to the Town's right to treat uncorrected non performance as an event of default, the Parties agree that the following liquidated damage amounts represent a reasonable estimate of the amount of such damages, provided, however, that the Town may not assert a claim for both actual damages and liquidated damages with respect to same act or omission. Upon delivery of written notice to the Contractor, the Town may impose liquidated damages upon the Contractor, in addition to any other available remedies the Town may have, as outlined in in the tables below.

The Town may determine the occurrence of events giving rise to liquidated damages through the observation of its own employees or representative, or by investigation of Service Recipient complaints.

Prior to assessing liquidated damages, the Town shall give the Contractor notice of its intention to do so. The notice shall include a brief description of the incident or non-performance. The Contractor may review (and copy at its own expense) all information in the possession of the Town relating to the incident or non-performance. The Contractor may, within ten (10) days after receiving the notice, request a meeting with the Town. If a meeting is requested, the Town Manager or his/her designee shall hold it. The Contractor may present evidence in writing and through testimony of its employees and others relevant to the incident or non-performance. The Town Manager or designee shall provide the Contractor with a written explanation of his or her determination on each incident or non-performance prior to authorizing the assessment of liquidated damages. The Contractor shall remit to the Town damages specified in said assessment as part of the next Franchise Fee payment and subject to the same terms and conditons on late or non-payment.

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
A. COLLECTION QUALITY					
1.	Missed Pick-Ups Event – Initial Complaints (includes Solid Waste, Recycling and Organic Waste Collection)	Percentage of missed pick-up complaints shall be less than or equal to 1 missed pick-up complaint per 1,000 service opportunities.	Each complaint received for missed pick-up of Solid Waste, Recyclable Materials, Organic Waste with the exception of missed pick-up Complaints for which Contractor: (i) documented in its customer service system the Customer's failure to properly set out Container or Container was blocked for Collection based on the route driver's report, and, (ii) coded the call for a recollection request or courtesy pick-up rather than missed pick-up complaint	Contractor shall document from its customer service system listing the total complaints coded as missed pick-up for the Town. Submit electronic report annually	$50 per complaint received above the acceptable performance level
2.	Missed Pick-Up Events – Failure to Promptly Collect (remedy) (includes Solid Waste, Recycling and Organic Waste Collection)	No complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Each failure to Collect missed pick-up as required under Section 4.3.10. .	Contractor shall document missed pick-up complaint reports listing for the Town each complaint, the date of the complaint, the resolution date; and any other information requested by the Town. Submit electronic report annually	$50 per complaint

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
3.	Other Collection Quality Complaint (includes Solid Waste, Recycling and Organic Waste Collection)	Number of "Other Collection Quality Complaints" is less than or equal to five hundredths of one percent (0.05%) of the service opportunities quarterly	"Other Collection Quality Complaints" shall include all complaints received regarding events	Contractor shall document on a quarterly basis from its customer service system listing the total number of complaints coded for each category. Submit electronic report annually	$150 per complaint received above the acceptable performance level
4.	A. Unauthorized Collection Hours (includes Solid Waste, Recycling and Organic Waste Collection)	See above	Each complaint that Contractor has performed Collection services outside of hours authorized the Agreement	See above	$250 per complaint received above the acceptable performance level
5.	B.Inadequate Care of or Damage to Private Property	See above	Each complaint that Contractor has not closed a Service Recipient's gate, has crossed planted areas, or has damaged private property (including damage of private vehicles)	See above	$250 per complaint received above the acceptable performance level
6.	C. Failure to Resolve Property Damage Claims	See above	Each complaint of Contractor's failure to resolve claims of damage to property within thirty (30) calendar days of the date the complaint damage was reported by the Service Recipient	See above	$250 per complaint received above the acceptable performance level

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
7.	D. Improper Container Placement	See above	Each complaint of Contractor's failure to return empty Containers to original location (or alternate location if original location was not safe with regard to pedestrian and vehicular traffic), and each complaint of failure to place Containers in an upright position with lids closed	See above	$150 per complaint received above the acceptable performance level
8.	E. Excessive Noise	See above	Each complaint of excessive noise reportedly related to Contractor's Collection operations	See above	See above
9.	F. Unacceptable Employee Behavior	See above	Each complaint of reportedly discourteous, rude, or inappropriate behavior by Collection vehicle personnel, customer service personnel, or other employees of Contractor	See above	See above
10.	G. Spills of Discarded Materials	See above	Each Complaint of unreasonable leaks, litter, or spills of Solid Waste, Recyclable Materials, or Organic Waste near Containers or on public streets and Contractor's failure to pick up or clean up such material immediately	See above	See above
11.	Spills of Vehicle Fluids	Number of complaints in this category is less than or equal to six per quarter	Each complaint of unreasonable leaks or spills of hydraulic fluids, fuel, motor oil, and other motor vehicle fluids and liquids from the Collection vehicle on public streets or private property.	See above	$500 per complaint received above the acceptable performance level

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
12.	Injuries to Others	No incidents or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Each incident of personal injury to a person requiring medical treatment by a physician or hospitalization, where the negligence of the Contractor or its personnel was a contributing factor to the injury	Contractor shall document on a quarterly basis from its customer service system listing the total number of Complaints coded for this category or Town may learn of incident through other means Notify Town after incident	$5,000 per incident or complaint
13.	Failure to Perform Noncollection Noticing	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	"Failure to Perform Noncollection Noticing" shall include all complaints received regarding events	Contractor shall document missed pick-up and noncollection complaint reports listing for the Town each complaint, the date of the complaint, the resolution date; and any other information requested by the Town Submit electronic report annually	$50 per complaint

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
14.	A. Notice to Service Recipient	See above	Each failure to leave a - Noncollection Notice at the premises, pursuant to Sections of the Agreement in the event of noncollection of Solid Waste or Recyclables, respectively.	See above	See above
15.	B. Notice to Town	See above	Each failure to provide notice of noncollection to Town staff and/or code enforcement, pursuant to Sections of the Agreement regarding collection of Solid Waste or Recyclables, respectively.	See above	See above
16.	C. Deliver Replacement Container	See above	Each failure to provide replacement or additional Solid Waste or Recyclables Containers to a Service Recipient following a third Noncollection Notice	See above	See above
B. CUSTOMER SERVICE QUALITY					
1.	Failure to Achieve Minimum Average Telephone Delay Time	Achievement of an average quarterly delay time of 30 seconds or less (monthly average delay for each month in the quarter shall be submitted with quarterly reports)	Actual average monthly delay time for Persons waiting to speak with a customer service representative exceeds the minimum average monthly delay time of 30 seconds as determined using a method and reports from customer service center that are approved by the Town	Contractor shall report as requested from Town, and submit electronic report annually	$1,000 per second above the minimum average hold time per quarter
2.	Calls Answered in 30 Seconds	Percentage of calls answered in 30 seconds is less than or equal to 75% for each month in the quarterly reporting period	Number of calls in the month not answered within 30 seconds that needed to be answered to achieve the goal of answering 75% in 30 seconds	See above	$5 per call for each call not answered in accordance with the standard

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
3.	Calls Answered in 3 Minutes	Percentage of calls answered in 3 minutes is less than or equal to 90% for the each month in the quarterly reporting period	Documented number of calls in each month not answered within 30 seconds below the goal of answering 90% in 3 minutes	See above	$5 per call for each call not answered in accordance with the standard
4.	Excessive Dropped Calls (i.e., Call Abandoned Rate)	Dropped call rate is less than or equal to 3% of incoming calls for each month in the quarterly reporting period	Documented number of calls in each month that were dropped above the minimum excessive dropped call rate of 3%	See above	$5 per call for each drop call above the minimum standard
5.	Untimely Response to Complaints and Inquiries	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Where a complaint cannot readily be resolved by Contractor or requires additional time to reasonably resolve, failure to inform Customer or Person of the action Contractor will take to remedy a complaint or inquiry as set forth in Section 4.3.9 .	Contractor shall document all complaints and inquiries including the date of response, and, upon request, shall provide detailed reports as requested by Town. Submit electronic report annually	$100 per incident

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
6.	Untimely Resolution of Complaints and Inquiries	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Each failure to resolve or remedy a complaint or inquiry within sixty (60) business days of receipt of complaint or inquiry, with the exception of missed pick-ups which are addressed above; provided, however, that where a complaint cannot readily be resolved by Contractor or requires additional time to reasonably resolve, this liquidated damage provision shall not apply.	See above	$100 per incident
7.	Failure to Record and Process Complaints and Inquiries	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Each failure to record (in the Contractor's customer service system) complaints/inquiries received by the Town and communicated by the Town to Contractor	Contractor shall document all complaints and inquiries Town may request detailed reports to verify completeness of such reports or may check Customer service system for each complaint/inquire entry Submit electronic report annually	$500 per incident

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
8.	Failure to Commence Service	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Any failure by Contractor to deliver a Container and begin providing collection service to a Service Recipient at the service level requested by said Service Recipient as set forth in Section 3.11.1.	Contractor shall document all complaints and inquiries including the date of response, and, Town may request Submit electronic report annually	$250 per incident
9.	Failure to Replace or Clean Container	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Any failure by Contractor to clean, replace or repair a damaged Container as set forth in Section 3.11.1.	See above	See above
10.	Failure to Perform Education and Outreach Activities	No failures or Complaints in this category are acceptable; therefore, any Complaint of this nature shall be considered unacceptable.	Each individual failure by Contractor to develop, produce, and distribute public education material or perform community outreach activities in the form and manner required under Exhibit J to this Agreement.	Contractor shall report all public education and community outreach activities completed each year in the annual plan.	$500 per activity
11.	Failure to meet Technical assistance required activities	No failures in this category are acceptable;	Each individual failure by Contractor to complete the required technical assistance for businesses (see Section 4.5)	Contractor shall report all technical assistance and report quarterly and in the Annual Outreach and Education Plan.	$500 per activity of not providing required technical assistance

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
12.	Failure to provide Reporting Requirements	No failures or in this category are acceptable;	Each individual failure by Contractor to produce report required in the Agreement.	Contractor shall complete and provide all reports.	$500 per activity of not providing required report
13.	Failure to meet Minimum Diversion Requirements: Diversion Requirements. Contractor is to meet and maintain these diversion minimums: 30% by 1/1/2018, maintain thru 12/31/2019 36% by 1/1/2020, maintain thru 12/31/22 42% by 1/1/2023, maintain thru 21/31/2024 50% by 1/1/2025, maintain thereafter	No failures or in this category are acceptable;	Not meeting minimum Diversion Requirement as detailed in Agreement	Contractor shall provide documentation to the Town as required under the Agreement	Failure to meet the minimum diversion requirements are calculated per calendar year Non-compliance liquidated damages are $100.00 for each ton that should have been diverted in order to meet the minimum diversion requirement

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
C. MANAGEMENT OF COLLECTED MATERIALS					
1.	Mixing Material Types During Collection	No acceptable failure level	Each individual Container that is collected by Contractor in a vehicle intended or designated for the purpose of collecting a different material type (e.g. Recyclables collected in Solid Waste vehicle, Solid Waste collected in Organic Waste vehicle, etc.)	Tonnage reports, observation, complaints	$100/Container

2.	Delivery to Non-Approved Facility	No acceptable failure level	Each individual occurrence of delivering materials to a facility other than the Approved Facility designated for each material type.	Tonnage reports	$100/Ton
3.	Disposal of Material Targeted Diversion	No acceptable failure level	Each individual occurrence of disposal rather than processing of Recyclables, Organic Waste, or other reusable materials set out for collection by the Service Recipient.	Tonnage reports	$500/Ton

Article 11. REPRESENTATIONS AND WARRANTIES

The Parties, by acceptance of this Agreement, represent and warrant the conditions presented in this Article.

11.1 Contractor's Corporate Status

Contractor is a corporation duly organized, validly existing and in good standing under the laws of the State of California. It is qualified to transact business in the State and has the power to own its properties and to carry on its business as now owned and operated and as required by this Agreement.

11.2 Contractor's Corporate Authorization

Contractor has the authority to enter this Agreement and perform its obligations under this Agreement. The Board of Directors of Contractor (or the shareholders, if necessary) has taken all actions required by law, its articles of incorporation, its bylaws, or otherwise, to authorize the execution of this Agreement. The Person signing this Agreement on behalf of Contractor represents and warrants that they have authority to do so. This Agreement constitutes the legal, valid, and binding obligation of the Contractor.

11.3 Agreement Will Not Cause Breach

To the best of Contractor's and Town's knowledge after reasonable investigation, the execution or delivery of this Agreement or the performance by either Party of their obligations hereunder does not conflict with, violate, or result in a breach: (i) of any Applicable Law; or, (ii) any term or condition of any judgment, order, or decree of any court, administrative agency or other governmental authority, or any agreement or instrument to which Contractor or Town is a party or by which Contractor or any of its properties or assets are bound, or constitutes a default hereunder.

11.4 No Litigation

To the best of Contractor's and Town's knowledge after reasonable investigation, there is no action, suit, proceeding or investigation, at law or in equity, before or by any court or

governmental authority, commission, board, agency or instrumentality decided, pending or threatened against either Party wherein an unfavorable decision, ruling or finding, in any single case or in the aggregate, would:

A. Materially adversely affect the performance by Party of its obligations hereunder;

B. Adversely affect the validity or enforceability of this Agreement; or,

C. Have a material adverse effect on the financial condition of Contractor, or any surety or entity guaranteeing Contractor's performance under this Agreement.

11.5 No Adverse Judicial Decisions

To the best of Contractor's and Town's knowledge after reasonable investigation, there is no judicial decision that would prohibit this Agreement or subject this Agreement to legal challenge.

11.6 No Legal Prohibition

To the best of each Party's knowledge, after reasonable investigation, there is no Applicable Law in effect on the date that Party signed this Agreement that would prohibit the performance of either their obligations under this Agreement and the transactions contemplated hereby.

11.7 Contractor's Ability to Perform

Contractor possesses the business, professional, and technical expertise to perform all services, obligations, and duties as described in and required by this Agreement including all exhibits thereto. Contractor possesses the ability to secure equipment, facility, and employee resources required to perform its obligations under this Agreement.

Article 12. MISCELLANEOUS

12.1 Independent Contractor

In the performance of services pursuant to this Agreement, Contractor shall be an independent Contractor and not an officer, agent, servant or employee of Town. Contractor shall have exclusive control over the details of the services and work performed and over all persons performing such services and work. Contractor shall be solely responsible for the acts and omissions of its officers, agents, employees, contractors and subcontractors, if any. Neither Contractor nor its officers, employees, agents, contractors or subcontractors shall obtain any right to retirement benefits, Workers' Compensation benefits, or any other benefits which accrue to Town employees and Contractor expressly waives any claim it may have or acquire to such benefits.

12.2 Compliance with Law

In the performance of this Agreement, Contractor shall comply with all Applicable Laws, regulations, ordinances and codes of federal, state and local governments, including without limitation the Municipal Code of the Town of Colma.

12.3 Law to Govern and Interpretation

The laws of the State of California shall govern the rights, obligations, duties and liabilities of Town and Contractor under this Agreement and shall govern the interpretation of this Agreement.

12.4 Venue

Any litigation between Town and Contractor concerning or arising out of this Agreement shall be filed and maintained exclusively in the Municipal or Superior Courts of San Mateo County, State of California, or in the United States District Court for the Northern District of California to the fullest extent permissible by Applicable Law. Each Party consents to service of process in any manner authorized by California law.

12.5 Binding on Successors

The provisions of this Agreement shall inure to the benefit to and be binding on the successors and permitted assigns of the Parties.

12.6 Assignment

The experience and expertise of Contractor are material considerations for this Agreement. Contractor shall not assign, transfer, or sell any of Contractor's rights nor delegate any of Contractor's duties under this Agreement without the express prior written consent of Town. Any attempt to so assign Contractor's franchise rights or delegate Contractor's duties shall be void and of no force or effect.

The use of a subcontractor to perform services under this Agreement shall not constitute delegation of Contractor’s duties, and may be allowed provided that Contractor has received the prior written authorization of Town to subcontract such services and the Town has approved the subcontractor who will perform such services. Contractor shall be responsible for directing the work of Contractor's subcontractors and any compensation due or payable to Contractor’s subcontractors shall be the sole responsibility of Contractor. The Town shall have the right to require the removal of any approved subcontractor for reasonable cause.

12.7 No Third Party Beneficiaries

This Agreement is not intended to, and will not be construed to, create any right on the part of any third party to bring an action to enforce any of its terms.

12.8 Permits and Licenses

Contractor shall obtain, and shall maintain throughout the term of this Agreement, all necessary permits, licenses and approvals required for Contractor to perform the work and services agreed to be performed by Contractor pursuant to this Agreement, including a Colma business license. Contractor shall show proof of such permits, licenses or approvals and shall demonstrate compliance with the terms and conditions of such permits, licenses and approvals upon request by the Town.

12.9 Ownership of Written Materials

All reports, documents, brochures, public education materials, and other written, printed or photographic materials developed by Town or Contractor in connection with the services to be performed under this Agreement, whether developed directly or indirectly by Town or Contractor, shall be and shall remain the property of Town without limitation or restriction on the use of such materials by Town. Contractor shall not use such materials in connection with any project not connected with this Agreement without the prior written consent of the Town.

12.10 Contractor's Records

Contractor shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, tonnages, and other records or documents evidencing or relating to charges for services, or disbursements to Town and the Collection and disposition of Discarded Materials for a minimum period of three (3) years, or for any longer period required by Applicable Law, from the date of final payment to Contractor pursuant to this Agreement. Contractor shall maintain all documents and records that demonstrate performance under this Agreement for a minimum period of three (3) years, or for any longer period required by Applicable Law, from the date of termination or completion of this Agreement. Any records or documents required to be maintained pursuant to this Agreement shall be made available for inspection or audit, at any time during regular business hours, upon written request by the Town. Copies of such documents shall be provided to Town for inspection at Town Hall when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the records shall be available at Contractor's address indicated for receipt of notices in this Agreement. Where Town has reason to believe that such records or documents may be lost or discarded due to dissolution, disbandment or termination of Contractor's business, Town may, by written request or demand, require that custody of the records be given to Town and that the records and documents be maintained in Town Hall. Access to such records and documents shall be granted to any party authorized by Contractor, Contractor's representatives, or Contractor's successor-in-interest

12.11 Transition to Next Contractor

In the event Contractor is not awarded an agreement to continue to provide services following the expiration or earlier termination of this Agreement, Contractor shall cooperate fully with Town and any subsequent contractor(s) to assure a smooth transition of services described in this Agreement. Such cooperation shall include but not be limited to transfer of computer data, files and tapes; providing routing information, route maps, vehicle fleet information, and lists of Service Recipients; providing a complete inventory of Solid Waste Containers; providing adequate labor and equipment to complete performance of all services required under this Agreement; taking all actions necessary to transfer possession and ownership of Containers to Town at Town's option, including transporting such Containers to a location designated by Town; coordinating Collection of materials set out in new Collection Containers if new Containers are provided for in a subsequent agreement; and providing other reports and data required by this Agreement.

12.12 Waiver

The waiver by Town or Contractor of any breach or violation of any term, covenant or condition of this Agreement shall not be deemed to be a waiver of any other term, covenant or condition or

of any subsequent breach or violation of the same or of any other term, covenant or condition. The subsequent acceptance by Town of any fee, tax, or any other moneys which may become due from Contractor to Town shall not be deemed to be a waiver by Town of any breach or violation of any term, covenant or condition of this Agreement.

12.13 Notices

Except as provided in Article 8 - Indemnification, Insurance and Bond, all notices and other communications required or which may be given under this Agreement shall be deemed given when properly addressed and deposited in the United States mail or when personally delivered to the Parties as specified in this Section. All notices or other communications sent by mail shall be sent postage prepaid and return receipt requested to the address specified below:

To Town:	City Manager Town of Colma 1198 El Camino Real Colma, CA 94014
To Contractor:	_____ _____ _____ _____

Either Party may designate a different mailing address by providing notice to the other Party as provided in this Section. Notice by Town to Contractor of a missed pick-up or a service recipient problem or complaint may be given to Contractor orally by telephone at Contractor's local office with written confirmation sent by mail or email to Contractor within forty-eight (48) hours of the oral notification.

12.14 Representatives of the Parties

References in this Agreement to the "Town" shall mean the Town's elected body and all actions to be taken by Town except as provided below. The Town may delegate, in writing, authority to a designated contract manager and/or to other Town officials and may permit such officials, in turn, to delegate in writing some or all of such authority to subordinate officers. The Contractor may rely upon actions taken by such delegates if they are within the scope of the authority properly delegated to them.

The Contractor shall, by the Effective Date, designate in writing a responsible officer who shall serve as the representative of the Contractor in all matters related to the Agreement and shall inform Town in writing of such designation and of any limitations upon his or her authority to bind the Contractor. Town may rely upon action taken by such designated representative as actions of the Contractor unless they are outside the scope of the authority delegated to him/her by the Contractor as communicated to Town.

12.15 Entirety

This Agreement and the exhibits attached hereto represent the entire agreement of Town and Contractor with respect to the services to be provided under this Agreement. No prior written or oral statement or proposal shall alter any term or provision of this Agreement.

12.16 Section Headings

The article headings and section headings in this Agreement are for convenience of reference only and are not intended to be used in the construction of this Agreement nor to alter or affect any of its provisions.

12.17 References to Laws

All references in this Agreement to laws and regulations shall be understood to include such laws as they may be subsequently amended or recodified, unless otherwise specifically provided herein.

12.18 Amendment

This Agreement may be amended or modified only by written agreement duly authorized by Contractor and the Town and executed by their authorized representatives.

12.19 Severability

Should one or more of the provisions of this Agreement be held by any court to be invalid, void or unenforceable, the remaining provisions shall nevertheless remain and continue in full force and effect, provided that the continuation of such remaining provisions does not materially change the duties or obligations of either Party from those duties or obligations originally contemplated by this Agreement.

12.20 Counterparts

This Agreement may be executed in counterparts, each of which shall be considered an original.

12.21 Exhibits

Each of the Exhibits identified as Exhibit "A" through "__" is attached hereto and incorporated herein and made a part hereof by this reference. In the event of a conflict between the terms of this Agreement and the terms of an Exhibit, the terms of this Agreement shall control.

[SIGNATURE PAGE FOLLOWS]

WITNESS the execution of this Agreement on the dates set forth below.

APPROVED AS TO FORM:

_____
Christopher Diaz
TOWN ATTORNEY

TOWN OF COLMA,
a Municipal corporation

_____
Sean Rabe
CITY MANAGER

Date: _____

_____
_____
_____

Contractor

_____
By:

Date: _____

EXHIBIT A: TOWN SERVICES

A-1: Containers at Town Facilities

Facility	*Service Level**
Police Station 1099 El Camino Real	Once a week : One 3-cubic yard container for waste; One 3-cubic yard container for recyclables; and Three 96-galllon containers for recyclables
Creekside Villas (an 18- unit multi-family dwelling) 1180 El Camino Real	Once a week: Two 3-cubic yard containers; and Five 96-gallon containers for recyclables
Town Hall and Annex 1198 El Camino Real 1190 El Camino Real	Twice weekly: One 3-cubic yard container for waste; and Two 96-gallon containers for recyclables.
Sterling Park Community Center 427 F Street	Twice weekly: Four 96-gallon containers for waste; Four 96-gallon containers for recyclables
Corporation Yard 601 F Street	Twice weekly: One 3-cubic yard container for waste; One 3-cubic yard container yard for recyclables; One 3-cubic yard container for Organic Waste.
Hillside Historical Museum 1500 Hillside Blvd	Once a week: One 32-gallon container for waste; and One 3-cubic yard container for recyclables.
Community Center 1520 Hillside Blvd	Twice weekly: Eight 96-gallon containers for waste; and Eight 96-gallon containers for recyclables.

Note: Tables A-1, A-2 and A-3 may be amended by the Town pursuant to section 3.10.

A-2: Containers at Public Locations

	Address or Noticeable Land mark
El Camino Real Northbound	
1	Next to 1361 El Camino Real
2	South of drive way into 1201 ECR
3	North of drive way into 1051 ECR by pole #110065267
El Camino Real Southbound	
4	Under the Bart over pass/north of F St West
5	Colma Blvd/ECR intersection; next to 1030 El Camino Real
6	Next to the drive way into 1200 ECR/Kohl's
7	In front of 1370 ECR
Junipero Serra Blvd Northbound	
8	North of Vivana Fair drive way/Next to light pole #273
9	South of the drive way by BevMo/Next to light pole #12
10	North of Colma Blvd next to light pole #30
11	Next to drive way into 3601 JSB Extra Storage
Junipero Serra Blvd Southbound	
12	Intersection of Colma Blvd & JSB/Westside
13	Serra Center driveway & JSB/Westside.

A-3: Town-sponsored Community Events

Event	*Month*	*Trash*	*Recycling*	*Food Waste*
Town Wide Cleanup	May	One 30-cu.yd. REL truck	One 3-cu.yd. bin; One flatbed for metal; One shred truck; One large item pickup	
Earth Day Event	Apr	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
Pumpkin Carving Party	Oct	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
National Night Out	Aug	One 3-cu.yd. bin	One 3-cu.yd. bin	
Crab Feed	Mar	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
Town Picnic	Sep	Three 64-gallon carts	Three 64-gallon carts	Six 64-gallon carts

EXHIBIT B: GUARANTY AGREEMENT

THIS GUARANTY (the "Guaranty") is given as of the [___] day of [_____], 2015, by _____ {Insert Guarantor's name}, ("Guarantor"), to the TOWN OF COLMA, a California municipal corporation ("Town").

THIS GUARANTY is made with reference to the following facts and circumstances:

_____ {Insert contractor name} ("Contractor") is a corporation organized under the laws of the State of California, all of the issued and outstanding stock of which is owned by Guarantor.

Guarantor is a corporation organized under the laws of the State of California.

Contractor and Town have negotiated an Agreement for Integrated Waste Management Services (such agreement, as it may be amended, modified or waived from time to time, the "Agreement"), under which Contractor is to provide specified services to Town. This guaranty is an Exhibit E to the Agreement and the Agreement is incorporated herein by this reference.

It is a requirement of the Agreement, and a condition to Town's entering into the Agreement, that Guarantor guaranty Contractor's performance of the Agreement.

Guarantor is providing this Guaranty to induce Town to enter into the Agreement.

NOW, THEREFORE, in consideration of the foregoing, Guarantor agrees as follows:

1. Guaranty of the Agreement. Guarantor hereby irrevocably and unconditionally guarantees to Town the complete and timely performance, satisfaction and observation by Contractor of each and every term and condition of the Agreement which Contractor is required to perform, satisfy or observe. In the event that Contractor fails to perform, satisfy or observe any of the terms or conditions of the Agreement, Guarantor will promptly and fully perform, satisfy or observe them in the place of the Contractor. Guarantor hereby guarantees prompt payment to Town of each and every sum due from Contractor to Town under the Agreement, as and when due from time to time, and the prompt performance of every other task and duty required to be performed by the Contractor under the Agreement.

2. Guarantor's Obligations Are Absolute. The obligations of the Guarantor hereunder are direct, immediate, absolute, continuing, unconditional and unlimited and, with respect to any payment obligation of Contractor under the Agreement, shall constitute a guarantee of payment and not of collection, and are not conditioned upon the genuineness, validity, regularity or enforceability of the Agreement.

3. Waivers and Subordination. The Guarantor shall have no right to terminate this Guaranty or to be released, relieved, exonerated or discharged from its obligations under Section 1 hereof for any reason whatsoever, including, without limitation: (1) the insolvency, bankruptcy, reorganization or cessation of existence of the Contractor; (2) any amendment, modification or waiver of any provision of the Agreement or the extension of its Term; (3) the actual or purported rejection of the Agreement by a trustee in bankruptcy, or any limitation on any claim

in bankruptcy resulting from the actual or purported termination of the Agreement; (4) any waiver, extension, release or modification with respect to any of the obligations of the Agreement guaranteed hereunder or the impairment or suspension of any of Town's rights or remedies against Contractor; or (5) any merger or consolidation of the Contractor with any other organization, or any sale, lease or transfer of any or all the assets of the Contractor.

The Guarantor hereby waives any and all rights, benefits and defenses under California Civil Code Sections 2809, 2815, 2819, 2845, 2849 and 2850, and all other rights permitted to be waived by Section 2856(a) including, without limitation, the right to require Town to (a) proceed against Contractor, (b) proceed against or exhaust any security or collateral Town may hold now or hereafter hold, or (c) pursue any other right or remedy for Guarantor's benefit, and agree that Town may proceed against Guarantor for the obligations guaranteed herein without taking any action against Contractor or any other guarantor or pledgor and without proceeding against or exhausting any security or collateral Town may hold now or hereafter hold. Town may unqualifiedly exercise in its sole discretion any or all rights and remedies available to it against Contractor or any other guarantor or pledgor without impairing Town's rights and remedies in enforcing this Guarantee.

The Guarantor hereby waives and agrees to waive at any future time at the request of Town, to the extent now or then permitted by applicable law, any and all rights which the Guarantor may have or which at any time hereafter may be conferred upon it, by statute, regulation or otherwise, to avoid any of its obligations under, or to terminate, cancel, quit or surrender this Guaranty. Without limiting the generality of the foregoing, it is agreed that the occurrence of any one or more of the following shall not affect the liability of the Guarantor hereunder: (a) at any time or from time to time, without notice to the Guarantor, the time for Contractor's performance of or compliance with any of its obligations under the Agreement is extended, or such performance or compliance is waived; (b) the Agreement is modified or amended in any respect; (c) any other indemnification with respect to Contractor's obligations under the Agreement or any security therefore is released or exchanged in whole or in part or otherwise dealt with; (d) any assignment of the Agreement is effected which does not require Town's approval; or (e) any termination or suspension of the Agreement arising by reason of a default by Contractor.

The Guarantor hereby expressly waives diligence, presentment, demand for payment or performance, protest and all notices whatsoever, including, but not limited to, notices of non-payment or non-performance, notices of protest, notices of any breach or default, and notices of acceptance of this Guaranty. If all or any portion of the obligations guaranteed hereunder are paid or performed, Guarantor's obligations hereunder shall continue and remain in full force and effect in the event that all or any part of such payment or performance is avoided or recovered directly or indirectly from Town as a preference, fraudulent transfer or otherwise, irrespective of (a) any notice of revocation given by Guarantor or Contractor prior to such avoidance or recovery, or (b) payment in full of any obligations then outstanding.

The Guarantor expressly subordinates and waives its rights to subrogation, reimbursement, contribution or indemnity with respect to performance by Guarantor of the obligations of Contractor guaranteed hereby, until such time as Town receives payment or performance in full of all such obligations.

4. Term. This Guaranty is not limited to any period of time, but shall continue in full force and effect until all of the terms and conditions of the Agreement have been fully performed by Contractor, and Guarantor shall remain fully responsible under this Guaranty without regard to the acceptance by Town of any performance bond or other collateral to assure the performance of Contractor's obligations under the Agreement. Guarantor shall not be released of its obligations hereunder so long as there is any claim by Town against Contractor arising out of the Agreement based on Contractor's failure to perform which has not been settled or discharged.

5. No Waivers by Town. No delay on the part of Town in exercising any rights under this Guaranty or failure to exercise such rights shall operate as a waiver of such rights. No notice to or demand on Guarantor shall be a waiver of any obligation of Guarantor or right of Town to take other or further action without notice or demand. No modification or waiver by Town of any of the provisions of this Guaranty shall be effective unless it is in writing and signed by Town and by Guarantor, nor shall any waiver by Town be effective except in the specific instance or matter for which it is given.

6. Attorney's Fees. In addition to the amounts guaranteed under this Guaranty, Guarantor agrees to pay actual attorney's fees and all other costs and expenses incurred by Town in enforcing this Guaranty, or in any action or proceeding arising out of or relating to this Guaranty, including any action instituted to determine the respective rights and obligations of the parties hereunder.

7. Governing Law; Jurisdiction. This Guaranty is and shall be deemed to be a contract entered into in and pursuant to the laws of the State of California and shall be governed and construed in accordance with the laws of California without regard to its conflicts of laws rules for all purposes, including, but not limited to, matters of construction, validity and performance. Guarantor agrees that any action brought by Town to enforce this Guaranty may be brought in any court of the State of California and Guarantor consents to personal jurisdiction over it by such courts. Guarantor appoints the following person as its agent for service of process in California:

Insert Guarantor’s contact person and address

_____

_____

_____

_____

8. Severability. If any portion of this Guaranty is held to be invalid or unenforceable, such invalidity shall have no effect upon the remaining portions of this Guaranty, which shall be severable and continue in full force and effect.

9. Binding on Successors. This Guaranty shall inure to the benefit of Town and its successors and shall be binding upon Guarantor and its successors, including a successor entity

formed by a merger or consolidation, a transferee of substantially all of its assets, and its shareholders in the event of its dissolution or insolvency.

10. Authority. Guarantor represents and warrants that it has the corporate power to give this guaranty, that its execution of this Guaranty has been authorized by all necessary action under its Articles of Incorporation and by-laws, and that the person signing this Guaranty on its behalf has authority to do so.

11. Notices. Notice shall be given in writing, deposited in the U.S. mail, registered or certified, first class postage prepaid, addressed as follows:

TO TOWN:

Town Clerk
Town Hall
1198 El Camino Real
Colma, CA 94014

With a copy to Town Manager and Town Attorney at the same address.

TO GUARANTOR: Insert Guarantor's name, address, and contact person

_____

_____

_____

_____

The parties may change the address to which notice is to be sent by giving the other party notice of the change as provided in this Section.

IN WITNESS WHEREOF, Guarantor has executed this Guaranty on the day and year first above written.

GUARANTOR:

_____ {Insert Guarantor's Name}

By: _____

_____ {Insert name}

_____ {Insert title}

By: _____

_____ {Insert name}

Corporate Secretary

EXHIBIT C: PERFORMANCE BOND

{To be included in Final Agreement.}

EXHIBIT D: MAXIMUM RATES APPROVED BY TOWN

{To be included in Final Agreement.}

EXHIBIT E: APPROVED SUBCONTRACTORS

{To be included in Final Agreement.}

EXHIBIT F: CONTRACTOR'S PROPOSAL

{To be included in Final Agreement.}

EXHIBIT G: APPROVED TRANSITION PLAN

{To be included in Final Agreement.}

EXHIBIT H: APPROVED COLLECTIONS OPERATIONS PLAN

{To be included in Final Agreement.}

EXHIBIT I: APPROVED DIVERSION PLAN

{To be included in Final Agreement.}

EXHIBIT J: APPROVED PUBLIC EDUCATION AND OUTREACH PLAN

{To be included in Final Agreement.}

EXHIBIT K – COMMERCIAL TECHNICAL ASSISTANCE REPORT

Date of on-site technical assistance:		
Business:		
Owner (DM) name. title and contact info:		
#	**Action**	✓ **Check when Completed**
1.	Meet on site with business owner, facility manager or other decision maker (DM) who has authority to change recycling/garbage service levels for business. Discuss their current services and costs.	
2.	Walk thru facility w DM to determine ways to increase recycling additional materials, and improve convenience for staff to recycle, and decrease garbage service	
3.	Determine location to place recycling posters and recycling bins in facility w DM	
4.	Train janitorial or staff to properly collect and place recyclables in correct containers (ensure to train janitorial on how to use both the inside and outside recycling containers) and provide written guidelines to janitorial staff	
5.	Provide cost to DM analysis of benefits of increasing recycling and reducing garbage to and provide cost savings per month and annually	
6.	Document results of on-site technical assistance. For example: ➢ Increased recycling 2.0 to 4.0 2x/week ➢ Decreased garbage service from 6.0/week to 3.0/week ➢ Trained janitorial on 3/15/15 ➢ Provided 5 posters and staff for memo	

Signed: _____ Date: _____

Printed Name and Title: _____

Town of Colma
Request for Proposals for Collection and Processing Services
for Recyclables, Organic Waste and Garbage
Addendum No. 1 **June 23, 2015**

From: Town of Colma

To: All Eligible Proposers

Re: Addendum No. 1 to Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage

---

The amendments, clarifications, additions and/or deletions contained in this Addendum shall be made part of the Request for Proposals (RFP) for the above-referenced project, and shall be subject to all applicable requirements thereunder, as if originally shown and/or specified. The RFP is revised as follows:

1. Eligible Proposers

The following is the list of the companies who attended the pre-proposal meeting on June 16, 2015 and are now eligible to propose on the above referenced project:

	Company	*Representative*
1	Republic Services	Evan Boyd
2	Republic Services	Bruce Murphy
3	Republic Services	Kris Braunschweil
4	Republic Services	Stephanie Regler
5	Republic Services/Allied Waste Services	Jeannene Minnux
6	Republic Services/Allied Waste Services	Dan Diverde
7	Recology	Gino Gaspirini
8	Recology	John Zirelli
9	Doug Button	South San Francisco Scavenger Co., Inc.
10	Jillian Hogan	South San Francisco Scavenger Co., Inc.

2. Deadline to Submit Proposals

The Town is willing to grant the requests from SSF Scavenger Company and Republic Services, and to which Recology acquiesced, for an additional 30 days to submit their proposals, provided that Scavenger Company, Republic Services and Recology execute an approved amendment to their respective franchise agreements with the Town to extend the term of the existing agreements to June 30, 2016 and return the signed amendment to the Town of Colma, Attn: City Manager, 1198 El Camino Real, Colma, CA 94014 no later than June 30, 2015. Please note that, at the pre-proposal meeting, the Town indicated that the existing franchise agreements should be extended 30 days in exchange for additional time to bid. After further consideration of scheduling issues and to provide extra time to cover contingencies, the Town believes that the existing franchise agreements should be extended to June 30, 2016. An approved amendment to

each existing franchise agreement will be forwarded with this Addendum to the respective franchisee.

Meanwhile, you should continue to prepare your proposals in the event that the Town does not receive the amendments and denies the request to extend the deadline. You will be notified whether the proposed amendments were executed and timely submitted to the Town.

3. New or Refurbished Bins

In response to the question whether bins, like Carts, must be new at the commencement of the contract, the Town is amending the RFP and the Franchise Agreement.

Section 3.11.1.A of the RFP is amended to state as follows:

> At the commencement date, Contractor shall provide new Carts, new Kitchen Pails and new Reyclables Collection containers for in-business use, and new or refurbished debris boxes, bins, roll-offs, and compactors. Refurbished means that the container must be cleaned, rust-free, re-painted, and in good and usable condition.

Section 3.11.1.A of the Franchise Agreement is amended to state as follows:

> A. Contractor shall purchase and distribute new, fully assembled and functional Containers to Service Recipients in the Service Area prior to the Commencement Date. Contractor shall also distribute Containers to new Service Recipients that are added to Contractor's Service Area during the term of this Agreement within three (3) business days of receipt of notification from the Town or the Service Recipient. Notwithstanding the foregoing, Contractor may provide reburbished Debris Boxes, Bins, Roll-offs and Compactors in lieu of new Containers to applicable Service Recipients as required in this subsection. Reburbished Containers shall be cleaned, rust-free, re-painted, and in good and usable condition.

4. Process Integrity Rules

The question presented was whether the Process Integrity Rules prohibits a casual contact between a proposer's representative and the Town's representative, where there is no discussion of the RFP, the franchise agreement, the selection process, or anything related to those subjects. To clarify the RFP, the answer is no.

Section 6.1 of the RFP lists six specific rules governing interactions between the proposers, the Town, and the Town's representatives to assure that the process for selecting a contractor for waste hauling services is fair. Paragraph (b) of section 6.1 states:

> From the date that the Town releases the Request for Proposal (RFP) until the Town Council awards a contract, all contacts between proposers and the Town shall be through the Town's RFP Coordinator, Roger Peters, whose contact information is listed above. Any attempt to contact, or any contact made by any other person, including an elected or appointed official of the Town, is grounds for disqualification of the proposer from the process.

By contrast, Proposal Form A, which each proposer is required to sign, states:

> Any attempt to contact or interact with any elected or appointed official for the purpose of influencing the selection process will be grounds for disqualification from the selection process.

Recognizing the inconsistency between these statements, you are hereby advised that paragraph (b) of section 6.1 of the RFP is amended to state:

> From the date that the Town releases the Request for Proposal (RFP) until the Town Council awards a contract, all contacts between proposers and the Town <u>regarding the RFP, the Franchise</u> Agreement <u>or the selection process</u> shall be through the Town's RFP Coordinator, Roger Peters, who may be contacted by email to roger.peters@colma.ca.gov. Any attempt to contact, or any contact made by any other person, including an elected or appointed official of the Town, <u>for the purpose of influencing the selection process</u> is a ground for disqualification of the proposer from the process.

You are further advised that, except as provided in sections 6.1, as herein amended, and 7.4 of the RFP, any contact by a proposer or its representative with a Town official to provide any information about, advance or clarify the official's understanding of, or to otherwise discuss the RFP, the Franchise Agreement or the selection process will be presumed to be "for the purpose of influencing the selection process." Conversely, a casual contact where there is no discussion of the RFP, the Franchise Agreement or the selection process, is not prohibited by the Process Integrity Rules.

5. Pass or Fail Review

Section 7.2 of the RFP is amended to delete the requirement that a proposer submit a Non-fundable Proposal Submittal Fee. As amended, section 7.2 shall state as follows:

In order to be considered responsive to the RFP, proposers must have:

- Attended the Mandatory Pre-Proposal Meeting;
- Submitted a signed Town Council Process Integrity Rules (Form A);
- Submitted a Proposal Bond;

- Submitted signed Receipt of Addenda;
- Delivered the Proposal by the submission deadline;
- Submitted all required documents in conformance with this RFP; and
- Complied with the requirements of the RFP, including the submittal of all Proposal Forms completed in full.

If the requirements are met, Proposals will be considered responsive and will continue through the evaluation process. If the requirements have not been met, a proposer shall be disqualified.

Please note that this amendment does not change the requirement in section 4.3 of the RFP that the Contractor reimburse the Town for its costs in evaluating the solid waste services currently being provided, developing the Franchise Agreement, and negotiating the Franchise Agreement.

6. Proposition 218

The question asked was whether the Town intended to have the Proposition 218 process approve the rates for five years. In response, you are notified that the Town retains the discretion to consider approving a five-year maximum rate structure under Government Code section 53756 during the term of the Franchise Agreement. However, the Franchise Agreement will not be amended to mandate a five-year rate structure. Proposals should indicate whether proposed maximum rates are contingent on approval of a five-year rate structure and provide alternative single-year rate structures.

7. Performance Bond

In response to a request, the Town will not reduce the amount of the performance bond, which is currently set at $150,000. The amount of the bond -- 15% of the gross revenues received by all three haulers from operations in the Town last year -- is in reasonable proportion to the size of the operation.

8. Diversion Requirements

In response to a request, the Town will not amend the diversion requirements set forth in section 3.2 of the RFP and section 3.13 of the Franchise Agreement.

9. Hours of Operation

Section 3.11.3 of the RFP and section 3.11.3 of the Franchise Agreement are amended to state as follows:

> Unless otherwise authorized by the City Manager, Contractor's days and hours for Collection operations shall be as follows:

A. Residential Premises. Collection from Residential Premises shall only occur between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday.

B. Commercial Premises. Collection from Commercial Premises that are two hundred (200) feet or less from Residential Premises shall only occur between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday. Collection from Commercial Premises more than two hundred (200) feet from Residential Premises shall only occur between the hours of 4:00 a.m. and 6:00 p.m., Monday through Saturday.

10. Holidays

The RFP is amended by adding section 3.11.4 to state, "Contractor shall not be required to perform any services under this Agreement on Holidays." As amended, the RFP and Franchise Agreement provide that Contractor is not required to, but may perform services on Thanksgiving Day, Christmas Day or New Year's Day.

11. Indexes

In response to a request, the Town will not substitute a Trash Index for the Consumer Price Index specified for rate adjustments in subsequent years of the Franchise Agreement.

In response to a request, the Town will amend the RFP and Franchise Agreement to allow the Contractor to request a rate adjustment if there's a change in the law that requires a new governmental fee. Specifically, Section 7.1.3.E is added to the Franchise Agreement to state as follows:

E. In the event that any fee or tax is imposed or increased by any governmental agency under Applicable Law, Contractor may request an adjustment in the Maximum Rates to reflect the new or increased fee or tax. The Town may approve or deny this request in its reasonable discretion. Such approval shall be contingent on the successful completion of the proceedings required under Article 13D, Section 6 of the California Constitution. This subsection shall not apply to adjustments provided for under subsections B or D above. Moreover, any fees and taxes are a pass through cost and Contractor shall not be entitled to receive or charge any profit, markup, overhead or administrative costs on such fees.

Please note that section 3.15 of the draft Franchise Agreement provides for negotiation of the terms and conditions of the Franchise Agreement if the Town directs changes in the services to be performed.

12. Errata

(a) Section 7.1.3.C of the Franchise Agreement is amended to state as follows:

The Organics Waste portion of each Maximum Rate shall be adjusted each year during the term of this Agreement in the same manner as the Collection Component to reflect changes in the approved Organic Waste processing fee;

(b) Table 3 of the RFP is revised to show the following data:

Table 1: Current Accounts in Colma

Single-family residences	374
Multi-family residential properties	1
Commercial	129
Town-owned Facilities *	7
Insufficient data to determine current use	19
Total	529

The 374 SFDs shown in Table 3 include duplexes and 3- and 4-unit clusters of homes that share garbage collection services under one account.

(c) Table 5 of the RVP is revised to show the following data for yard waste in 2013:

Residential	47

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 1 by signing this page and submitting the signed page of this Addendum No. 1 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 1

COMPANY / AGENCY NAME: _____.

COMPANY ADDRESS: _____.

REPRESENTATIVE'S NAME: _____.

SIGNATURE: _____.

DATE: _____.

Town of Colma RFP for Collection and Processing Services for Recyclables, Organic Waste and Garbage

Recology Peninsula Services Questions
June 24, 2015

#	Question
1.	Please provide the frequency of pick up for roll-off and compactor service that is summarized on Table 9, page 12 of the RFP. This information is included for commercial MSW and Recycling cart/ bin customers in Tables 7&8 on page 11.
2.	Please verify the number of commercial accounts in Colma. Per addendum #1 there are still 19 accounts that have insufficient data to determine their current use. Will those accounts be identified prior to submittal date? The Commercial MSW and Recycling cart/bin matrix totals on page 11 is: 73 commercial customers plus 19 roll off or compactor customer on page 12 for a total commercial customer base of 92.
3.	Please verify the numbers of compactor customers are correct. Per Table 9-Roll-Off and compactor customer, the total number of compactor customers is four (4). Per our audit, we show 10 compactors at the following locations: • Home Depot-2 • Target • Marshalls • Kohl's • Nordstrom's • Best Buy • Babies R Us • Lucky Chances • Michaels

June 24, 2015

Mr. Roger Peters
Procurement Manager
Town of Colma
1198 El Camino Real
Colma, CA 94014

Re: Questions on Town of Colma's Request for Proposals (RFP) and draft Franchise Agreement

Dear Mr. Peters:

Pursuant to the RFP and related draft Franchise Agreement issued by the Town of Colma for Collection and Processing Services for Recyclables, Organic Waste and Garbage, below are a list of questions being submitted by Republic Services. These questions have been separated in two sections, one section of questions related to the RFP and one section of questions related to the draft Franchise Agreement.

RFP Related Questions

1. *"The contractor will be required to meet these specific, measured diversion requirements: 30% by 1/1/2018, maintain thru 12/31/2019, 36% by 1/1/2020, maintain thru 12/31/2022, 42% by 1/1/2023, maintain thru 21/31/2024; 50% by 1/1/2024, maintain thereafter for purposes of determining minimum Diversion requirements, the annual diversion rate shall be calculated using the following formula: tons of franchised materials collected by Contractor that are sold or delivered to a recycler or re-user, compost facility, processor or re-use facility, net of all residual, divided by the total tons of materials collected in Town by Contractor in each calendar year".*

   Based on the Town's diversion, the RFP states the 2014 diversion rate is 25%, however based on table 5 in the RFP, the Town's diversion rate could be 16.5% (777 recycled/yard waste tons divided by 4,707 total annual tons = 16.5%). Please explain the apparent discrepancy.

2. *"Failure to meet the minimum diversion requirements are calculated per calendar year. Non-compliance liquidated damages are $100.00 for each ton that should have been diverted in order to meet the minimum diversion requirement".*

   Would the Town consider a period of cure to correct the condition of non-compliance?

   Can the Town provide more detailed content in the Agreement?

3. *"Contractor may charge for organic waste collection at rate(s) specified in Town-approved rate schedule, but the rate(s) must be at least 25% lower than the rate for collecting garbage".*

Would the Town consider a smaller gap between the MSW and organic waste collection rate?

4. *"Contractor may not charge a tip fee on recyclable materials placed in roll-off containers".*

Would the City consider allowing the Contractor the ability to charge a haul fee or surcharge since there is a cost to servicing roll-off containers, which will likely not be completely covered by the commodity value of the recyclables collected?

5. *"The Town will have the sole option to extend the contract twice in two-year increments if the contractor has met the specific diversion requirements set forth in the Franchise Agreement and is not in violation of any provision of the contract"*

Would the Town consider this provision to be mutually agreed upon instead of "at sole option"?

6. *Section 4.5.2 Adjustments to Customer Rates…….Consumer Price Index [All Urban Consumers] (base years 1982-1984 = 100) San Francisco-Oakland-San Jose, CA, published by the United States Department of Labor, Bureau of Labor Statistics ("CPI") with a 5% cap".*

Would the Town consider an alternative index that more closely represents changes in costs in the waste and recycling industry such as the Refuse Rate Index or Sewer/Water/Trash index published by the Bureau of Labor Statistics (BLS)?

7. *RFP section 3.7 requires the contractor to comply with subsection 5.05 of the Colma Municipal Code on C&D recycling, but according to the Town's website that subchapter was repealed effective January of 2015.*

Can the Town explain the status of their C&D recycling ordinance—is there a new one that has not made it on the website, or is it still in draft, what will the new ordinance say?

<u>Draft Franchise Agreement Related Questions</u>

1. *Section 1.35 defines "Discarded Materials" as including solid waste, recyclables, organic waste, C&D debris, bulky goods and any combination thereof "properly placed for collection by a service recipient or generator for the purposes of collection by contractor."*

Would the Town be willing to revise the grant of franchise to apply to "all Discarded Materials generated by residential, multi-family and commercial premises in the Town of Colma?"

2. *Section 2.1 grants the contractor the exclusive franchise to collect Discarded Materials, including Recyclables, in the Town. But Section 2.9 states in the first sentence: "Nothing in this Agreement shall be construed as requiring Service Recipients to set out Recyclables or Bulky Goods for Collection by Contractor." Given the Town's goals for diversion by the contractor, allowing loopholes for collection of Recyclables by other parties could undermine the Contractor's ability to meet those diversion goals.*

   Would the Town be willing to revise the first sentence in Section 2.9 to say: "Nothing in this Agreement shall be construed to prevent Service Recipients from selling their Recyclables or Bulky Goods or donating them to bona fide charitable organizations?

3. *Section 3.8.2 Recyclables Overages - In the event a Service Recipient has a greater quantity of Recyclables than can be set out in the appropriate Recyclables Container, the Service Recipient may set out such Recyclables overages in other appropriate containers, including clean brown paper bags or cardboard boxes which are marked for recycling and set out with, or next to, the Recyclables Containers. Contractor shall with no added charge or compensation Collect such Recyclables overages on the same day Contractor collects Recyclables from the Service Recipient. Contractor shall have no obligation to Collect such Recyclables overages where the overage container weighs in excess of sixty (60) pounds.*

   We believe that this overage clause could lead to abuse such as a customer selecting the smallest container e.g., 20 gallons and then placing at the curb an equivalent of 96 gallons or more of materials. Would the Town consider amending this clause to state that all customer materials be placed in a container suitable to their needs to prevent litter, vectors and other health and safety issues?

4. *Section 4.3.2 Performance Review - Town shall conduct two performance reviews during the Term of this Agreement within 90 days of the third and sixth anniversary of the Commencement Date. The review may be conducted by a qualified independent consultant selected by Town. The review shall examine all aspects of Contractor's performance of this Agreement and may be include a performance audit pursuant to Section 4.3.3.*

   Will the Contractor be financially responsible for this review?

5. *Section 10.8 Performance Standards and Liquidated Damages; Excessive Noise; Each complaint of excessive noise reportedly related to Contractor's Collection operations, Liquidated Damage Amount of $150 per complaint received above the acceptable performance level.*

What level of noise constitutes excessive noise? Would the Town consider establishing a more definitive standard?

6. *Addendum No. 1 – The Town is granting "an additional 30 days to submit their proposals, provided" the Contractor's execute an extension on their current agreements to June 30, 2016.*

   Assuming the submittal extension is granted, can the Town specify the exact date and time, which the proposals are to be submitted?

We would like to thank you for the opportunity to submit questions concerning the Town of Colma's RFP. If you would like clarification to any of the questions above or if you would like to discuss these questions in more detail please feel free to contact myself at (650) 678-3330 or Bruce Murphy at (510) 691-6326.

Best regards,

Evan E. Boyd
Division Manager

cc: Bruce Murphy, Sr. Municipal Relationship Manager
Kris Braunschweig, General Manager
Thomas Bruen, Attorney

Town of Colma
Request for Proposals for Collection and Processing Services
for Recyclables, Organic Waste and Garbage
Addendum No. 2 **June 30, 2015**

6/30/15From: Town of Colma

To: All Eligible Proposers

Re: Addendum No. 2 to Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage

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The amendments, clarifications, additions and/or deletions contained in this Addendum shall be made part of the Request for Proposals (RFP) for the above-referenced project, and shall be subject to all applicable requirements thereunder, as if originally shown and/or specified. The RFP is revised as follows:

1. Deadline to Submit Proposals

Having received executed amendments to the franchise agreements with SSF Scavenger Company, Republic Services, and Recology Peninsula, the Town amends section 1.4 and Table 1 of the RFP to state as follows:

1.4 Schedule

The key dates for requesting and evaluating proposals and for approving and authorizing a Franchise Agreement are in Table 1. Dates are subject to change at the Town's discretion. Proposers will be notified of any changes via the Town's website.

Table 1: Schedule

Date	Activity
June 2, 2015	*Release of RFP*. The RFP will be provided to each contractor who holds an exclusive franchise to collect solid waste in San Mateo County on the RFP release date and will be posted on the Town's website, www.colma.ca.gov.
June 16, 2015 2:00 PM	*Mandatory Pre-Proposal Meeting* *Colma Community Center* *1520 Hillside Boulevard* *Colma, California.* Failure to attend the mandatory pre-proposal meeting shall render a proposal submitted by a non-attendee to be deemed non-responsive, and the proposal from the non-attendee shall not be considered for award. Proposers must deliver a completed Form A, Process Integrity Rules, by the close of the mandatory pre-proposal conference. Failure to do so will result in any response submitted by that Proposer to be deemed non-responsive and its proposal shall not be considered for award. Decisions on these

	matters by the Town shall be final. At the pre-proposal meeting, representatives of the Town will be available to answer questions and explain the intent of this RFP. To the extent possible, the Town will answer questions or concerns that may be raised at that time. After the pre-proposal meeting, the Town will prepare written documentation to answer questions that were addressed at the pre-proposal conference and which relate to interpretation of, or changes to, the RFP documents that the Town deems appropriate for clarification. The documentation will be divided into two areas: (1) items that require clarification, interpretation, or explanation; and (2) items that require an addition, deletion, or change to the proposal documents. (Answers to items in this category will be accompanied by the appropriate amended portion of the RFP document). Proposers are again cautioned that only interpretations of, or changes to, the RFP documents received from the Town in writing may be relied upon.
July 15, 2015 3:00 PM	*Deadline to submit written questions regarding RFP*. Proposers who attended the Mandatory Pre-Proposal meeting may submit questions by email to roger.peters@colma.ca.gov prior to 3:00 PM on this date.
July 29, 2015	*Town will respond to written questions from proposers.* Town will consolidate the questions submitted by proposers and provide a copy of the response to each proposer.
August 31, 2015 3:00 PM	*Deadline for proposers to submit proposal.*
September – October 2015	*Interviews and/or Presentations.* The Town may request interviews with one or more proposing firms and may request one or more proposing firms to make an oral presentation to the Town Council.
Nov. 11, 2015	*The Town Council considers award of franchise agreement.* Following the Council's decision, staff and the selected bidder will negotiate to remove all exceptions noted by selected bidder; if negotiations fail, then staff can negotiate with second proposer.
Dec. 9, 2015	*Town executes definitive contract with selected contractor*. Immediately following the contract, the Town will initiate Prop 218 procedures.
Feb. 10, 2016	*Town conclude Prop 218 protest procedures.*
July 1, 2016	*Franchise term begins.*

2. Email Addresses

The Town requests that each proposer send to roger.peters@colma.ca.gov by July 15, 2015 a list of the proposer's representatives and their respective email addresses to whom all further Addendums to the RFP should be sent.

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 2 by signing this page and submitting the signed page of this Addendum No. 2 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 2

COMPANY NAME: _____

By _____

_____
Printed Name and Title

Date: _____

Town of Colma
Request for Proposals for Collection and Processing Services
for Recyclables, Organic Waste and Garbage
Addendum No. 3 **July 15, 2015**

From: Town of Colma

To: All Eligible Proposers

Re: Addendum No. 3 to Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage

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The amendments, clarifications, additions and/or deletions contained in this Addendum shall be made part of the Request for Proposals (RFP) for the above-referenced project, and shall be subject to all applicable requirements thereunder, as if originally shown and/or specified. The RFP is revised as stated in the following sections.

1. Roll-off and Compactor Service

(Question 1 from Recology Peninsula Services, June 24, 2015)

The following Revised Table 9 shows the current account information for roll-off and compactor collection services. It replaces Table 9 on page 12 of the RFP. The information in this table was compiled from reports from the three current Contractors providing waste hauling services in Colma. The Town neither warrants nor accepts responsibility for the accuracy of the information herein.

Revised Table 9: Roll-off and Compactor Service

Name of Business	*Address*	*Roll-off/ Compactor*	*Commodity*	*Average Pull*
Christy Vault	1000 Collins	15 cy roll-off	trash	Bi-Monthly
Greek Cemetery	1148 El Camino Real	15 cy roll-off	Trash	Monthly
Serramonte Body	500 Collins	15 cy roll-off	Trash	Weekly
Serramonte Main Bldg.	999 Serramonte Blvd	15 cy roll-off	Trash	Weekly
Woodlawn	1000 El Camino Real	15 cy roll-off	trash	Bi-Monthly
Home Depot	91 Colma Blvd	40 cy Compactor	Trash	Weekly
Home Depot	2 Colma Blvd	40 cy Compactor	Trash	Weekly
Kohl's	1200 El Camino Real	30 cy Compactor	Trash	3 pulls/year
Marshall's	55 Colma Blvd	40 cy Compactor	Trash	Monthly
Target	5001 Junipero Serra	35 cy Compactor	Trash	Weekly
Best Buy	200 Colma Blvd	20 cy Compactor	Recycle	Monthly
Serra Center	4931 Junipero Serra	15 cy Roll-off	Trash	Weekly
Michael's	4925 Junipero Serra	40 cy Compactor	Recycle	Monthly
Cypress Cemetery	1201 /1370 El Camino	20 cy Roll-off	yard waste	varies per hauler
Cypress Cemetery	1201 /1370 El Camino	20 cy Roll-off	C&D	varies per hauler
Cypress Cemetery	1201 /1370 El Camino	30 cy Roll-off	trash	varies per hauler

Golden Hill Memorial	2005/2009 Hillside	16 cy Roll-off	trash	monthly
Babies R Us	775 Serramonte Blvd	20 cy Compactor	Trash	?/back haul
Nordstorm Rack	81 Colma Blvd	15 cy Compactor	recycle	every 4 months
Hoy Sun	2101 Hillside Blvd	16 cy Roll-off	trash	1-2 months
Hoy Sun	Longford location	16 cy Roll-off	trash	monthly
Lucky Chances	1700 Hillside	20 cy Compactor	trash	weekly
Lucky Chances	1700 Hillside	20 cy Roll-off	trash	monthly
Pacific Nurseries	2499 Hillside	20 cy Roll-off	trash	1/year
Serbian Cemetery	1801 Hillside	20 cy Roll-off	trash	every 2 months
Stewart Chevrolet	780 Serramonte	16 cy Roll-off	trash	weekly
Name not provided	700 Serramonte Blvd	Roll-off	trash	Info not provided
Name not provided	435 Serramonte Blvd	Roll-off	trash	Info not provided
Name not provided	475 Serramonte Blvd	Roll-off	trash	Info not provided
Name not provided	650 Serramonte Blvd	Roll-off	trash	Info not provided
Name not provided	1675 Mission Road	Roll-off	trash	Info not provided
Name not provided	1537 Mission Road	Roll-off	trash	Info not provided

2. Commercial Accounts

(Question 2 from Recology Peninsula Services, June 24, 2015)

Table 3 in the RFP showed the number of accounts reported by the three existing franchisees. The table showed that there were 19 accounts for which there was insufficient data to determine their current use, and the question asked was to verify the number of commercial accounts in Colma.

Attached is a List of Addresses Receiving Collection Services. This list was compiled from data provided by the three current Contractors providing waste hauling services in Colma. The Town neither warrants nor accepts responsibility for the accuracy of the information herein or for any inferences or conclusions drawn from the information presented in the list.

The Town amends the RFP by deleting Table 3 from the RFP and replacing it with the attached *List of Addresses Receiving Collection Services*.

3. Compactor Accounts

(Question 3 from Recology Peninsula Services, June 24, 2015)

As shown in Revised Table 9 above, the total number of compactor customers is ten (10).

4. Current Diversion Rate

(Question 1 of RFP-related Questions from Republic Services, June 24, 2015)

This is in response to a question about the apparent discrepancy between the stated diversion rate of 25% (RFP sec 2.8) and a calculated diversion rate of 16.5% (see, Table 5). The 25% measured diversion rate includes the additional diversion from the several large big box retailers in Colma, e.g., Kohl's, Babies R Us, Marshall's Target, and Home Depots, that are hauled back to the distribution centers and or recycled by other haulers,. By contrast, the 16.5% diversion rate is calculated only on diversion reported by the three existing franchisees.

5. Modification to Diversion Requirements

After considering the comments at the pre-proposal meeting on June 17, 2015 and the underlying import of the written questions posed by Republic on June 24, 2015, the Town amends the Request for Proposals and the draft Franchise Agreement as provided herein.

5.1 The Town amend section 3.2 of the RFP to state as follows:

> **3.2 Diversion Requirements**
>
> The contractor will be required to meet these specific, measured diversion requirements:
>
> 22% by 1/1/2018, maintain thru 12/31/2019
>
> 28% by 1/1/2020, maintain thru 12/31/2022
>
> 34% by 1/1/2023, maintain thru 21/31/2024
>
> 40% by 1/1/2024, maintain thereafter
>
> For purposes of determining minimum Diversion requirements, the annual diversion rate shall be calculated using the following formula: tons of franchised materials collected by Contractor that are sold or delivered to a recycler or re-user, compost facility, processor or re-use facility, net of all residual, divided by the total tons of materials collected in Town by Contractor in each calendar year.
>
> Contractor shall provide documentation to the Town within 45 days of the end of each calendar year stating and supporting that year's diversion rate. Diversion from other sources other than Contractor's collection and diversion efforts, such as source reduction, reuse, or recyclables diverted by solid waste enterprises, collection of materials that are not the subject of this Agreement, shall not be counted as diversion achieved by Contractor.
>
> Failure to meet these diversion requirements may result in penalties (See Performance Standards and Liquidated Damages section of the draft Franchise Agreement) and in disqualification of eligibility for a contract extension.

5.2 The Town amends the RFP by adding the following as paragraph 5.4.2.6 thereto:

5.4.2.6 Diversion Requirements

The Town's goal is to divert 50% of all solid waste from disposal at landfills through source reduction and franchised and non-franchised recycling and composting activities within ten years. Accordingly, the Diversion Plan should include a schedule of specific, measured diversion rates to replace the diversion requirements set forth in section 3.2.

5.3 The Town amends section 3.13.3 of the draft Franchise Agreement to state as follows:

3.13.3 Diversion Requirements

The Town's intent is for Contractor to improve the performance of its programs over time in order to meet the following Diversion requirements, subject to the penalties specified in Exhibit C. Contractor shall:

A. Achieve and maintain a Diversion rate of 22 percent by no later than January 1, 2018;

B. Maintain a minimum Diversion rate of 22 percent from January 1, 2018 through December 31, 2019;

C. Achieve and maintain a Diversion rate of 28 percent by January 1, 2020;

D. Maintain a minimum Diversion rate of 28 percent from January 1, 2020; through December 31, 2022;

E. Achieve and maintain a Diversion rate of 34 percent by January 1, 2023;

F. Maintain a minimum Diversion rate of 34 percent from January 1, 2023; through December 31, 2024; and

G. Achieve and maintain a Diversion rate of 40 percent by January 1, 2025.

5.4 The Town amends section 3.13.4 of the draft Franchise Agreement by adding thereto the following paragraphs C and D:

C. Failure to Meet Minimum Diversion Requirements.

Contractor's failure to meet the minimum diversion requirements of Contractor's Diversion Guarantee set forth above may result in a finding of material breach, the imposition of liquidated damages, a denial of an adjustment to the Maximum Service Rates otherwise authorized, or the requirement to undertake additional diversion programs in accordance with

Section 3.15. Notwithstanding the above, Contractor shall not be in material breach, rate adjustments shall not be impacted, and paragraph 5.4.D shall not apply, if Contractor has undertaken, in good faith, the methods and level of effort required to fully implement the work plans as set forth in Exhibits 4, 5, 6, 7, 8 and 9. In addition, in determining whether to impose liquidated damages, the Town shall consider Contractor's good faith efforts, waste characterization data provided by Contractor and the availability of permitted facilities that are capable of processing material to achieve the required levels of diversion.

D. Implementation of Additional Diversion Services.

If the Town determines that Contractor has not fulfilled its good faith efforts requirements set forth in the preceding paragraph, Town may direct Contractor to perform additional services (including the implementation of new diversion programs) or modify the manner in which it performs existing services, and Contractor agrees to do so at no additional charge. Pilot programs and innovative services which may entail new Collection methods, and use of new or alternative Solid Waste processing and disposal technologies are included among the types of changes which Town may direct.

5.5 The Town amends the draft Franchise Agreement by adding thereto paragraph 3.13.5 to state as follows:

3.13.5 Cooperation

Contractor acknowledges Town's need, and will assist Town to identify all diversion activities in Town, including diversion activities from Commercial Service Recipients who self-haul Recyclables or utilize third party recyclers as permitted by Section 2.8. Contractor will identify all Commercial Service Recipients using self-haul or third party recycling services and provide the contact information for these accounts to Town staff. Town staff will contact these accounts to require compliance with the reporting requirements imposed by Applicable Law.

6. Period to Cure Non-compliance

(Question 2 of RFP-related Questions from Republic Services, June 24, 2015)

In response to a request, the Town will not grant a period of cure to correct a condition of non-compliance with the diversion requirements.

In response to a request that the Town provide more detailed content in the Agreement, the Town refers to its answer to the preceding question.

7. Organic Waste Collection Rate

(Question 3 of RFP-related Questions from Republic Services, June 24, 2015)

In response to a request, the Town will not change the 25% gap between the MSW and organic waste collection rates (see sections 3.6 and 4.5.1).

8. Roll-off container service fee

(Question 4 of RFP-related Questions from Republic Services, June 24, 2015)

Section 4.5.1 provides, "Contractor may not charge a tip fee on recyclable materials placed in compactors." The question presented was whether the City would allow the Contractor to charge a fee for using a roll-off container to collect Recyclables? The Town responds by stating that neither the RFP nor the draft Franchise Agreement prohibits the Contractor from charging for using roll-offs to collect Recyclables, provided that the rate is approved by the Town. The Town would only prohibit collecting a tip fee charged by a MRF on the Recyclables. (*See*, draft Franchise Agreement, §§ 3.6)

9. Extension of Term

(Question 5 of RFP-related Questions from Republic Services, June 24, 2015)

In response to a request, the Town amends the RFP and the draft Franchise Agreement as stated herein.

9.1 The Town amends the second paragraph in section 4.1 of the RFP to state as follows:

> The parties may by written agreement extend the contract twice in two-year increments if the contractor has met the specific diversion requirements set forth in the draft Franchise Agreement and is not in violation of any provision of the contract.

9.2 The Town amends section 2.2.B of the draft Franchise Agreement to state as follows:

> The Term of this Agreement may be extended by written agreement of the parties twice for succeeding terms of two (2) years each, provided that Contractor is in compliance with all terms and conditions of this Agreement, including the diversion requirements set forth in Section 3.13, by notice to Contractor at least one year before expiration of any term. Nothing in this Agreement shall be interpreted as requiring Town to renew or extend this Agreement.

10. Index

(Question 6 of RFP-related Questions from Republic Services, June 24, 2015)

In response to a request and as previously stated in Addendum No. 1, the Town will not substitute an alternative index for the Consumer Price Index specified for rate adjustments in subsequent years of the draft Franchise Agreement.

11. C&D Ordinance

(Question 7 of RFP-related Questions from Republic Services, June 24, 2015)

The Town's Recycling and Diversion of Construction and Demolition Debris Ordinance was re-numbered as subchapter 5.04 of the Colma Municipal Code, sections 5.04.260 through 5.04.350. The Colma Municipal Code is posted on the Town's website.

12. Exclusivity Clause

(Question 1 of FA-related Questions from Republic Services, June 24, 2015)

The Town is deferring to answer the question whether it would be willing to revise the grant of franchise to apply to "all Discarded Materials generated by residential, multi-family and commercial premises in the Town of Colma …." pending further review.

13. Recyclables or Bulky Goods

(Question 2 of FA-related Questions from Republic Services, June 24, 2015)

The first sentence of section 2.9 of the draft Franchise Agreement states, "Nothing in this Agreement shall be construed as requiring Service Recipients to set out Recyclables or Bulky Goods for Collection by Contractor."

The question presented is whether the Town would be willing to revise the first sentence in Section 2.9 to say: "Nothing in this Agreement shall be construed to prevent Service Recipients from selling their Recyclables or Bulky Goods or donating them to bona fide charitable organizations?"

The Town's response to the question is no. Instead, the Town amends the draft Franchise Agreement as follows.

13.1 The Town amends section 2.9 of the Draft Franchise Agreement to state as follows:

> Nothing in this Agreement shall be construed as requiring Service Recipients to set out Recyclables or Bulky Goods for Collection by Contractor. Service Recipients may <u>divert</u> Recyclables and Bulky Goods through other appropriate means including, but not limited to, taking Recyclables or Bulky Goods to drop-off facilities and donating or selling Recyclables or Bulky Goods to private or public entities.

13.2 The Town amends section 2.8 of the draft Franchise Agreement by adding thereto the following clauses:

J. Recyclables or Bulky Goods that are source separated by a Service Recipient and which the Service Recipient sells or donates or for which the Service Recipient is otherwise compensated in a manner resulting in a net payment to the Service Recipient;

K. Solid Waste, Recyclables, Bulky Goods, Food Waste or Yard Trimmings, which is removed from any Service Unit and which is transported by the owner or occupant of such premises (or by owner or occupant's employees but not including construction related employees or subcontractors) to a Processing, Re-use, or Disposal Facility, and is done so in a manner consistent with Town municipal code;

L. Recyclables, Food Waste, Yard Trimmings or Bulky Goods which are source separated at any premises by the Service Recipient and donated to youth, civic or charitable organizations;

M. California Redemption Value (CRV) containers delivered for Recycling under the California Beverage Container Recycling Litter Reduction Act, SECTION 14500, et seq.;

N. Yard Trimmings removed from a premises by a gardening, landscaping, or tree trimming company as an incidental part of a total service offered by that company rather than as a hauling service;

O. Bulky Goods removed from a premises by a property cleanup or maintenance company as an incidental part of the total cleanup or maintenance service offered by the company rather than as a hauling service;

P. Hazardous Waste regardless of its source; and

Q. Residential or Commercial Recyclables that are removed from a premise by a company through the performance of a service that Contractor is unable to provide or refuses to provide.

14. Overages

(Question 3 of FA-related Questions from Republic Services, June 24, 2015)

In response to a request that the Town amend section 3.8.2 of the draft Franchise Agreement to prevent abuses such as a customer selecting the smallest Recyclables container and then placing at the curb an equivalent of 96 gallons or more of materials, the Town amends section 3.8.2 of the draft Franchise Agreement to state as follows:

3.8.2 Recyclables Overages

In the event a Service Recipient has periodically has a greater quantity of Recyclables than can be set out in the appropriate Contractor-provided Recyclables Container, the Service Recipient shall may set out such Recyclables overages in a container marked for recycling that is suitable to prevent litter, vectors and other health and safety issues, and which is and set out with, or next to, the Contractor-provided Recyclables Containers. Contractor shall with no added charge or compensation Collect such Recyclables overages on the same day Contractor collects Recyclables from the Service Recipient, except that Contractor shall have no obligation to Collect such Recyclables overages where the overage container weighs in excess of sixty (60) pounds. If Contractor determines that set out of Recyclables overages occurs more than once every two-month period, Contractor may either provide additional Recyclables Containers or larger Recyclables Containers to the Service Recipient. Contractor may not charge for exchanging Recyclables Containers or providing additional Recyclables Containers.

15. Performance Reviews

(Question 3 of FA-related Questions from Republic Services, June 24, 2015)

In response to a question whether the Contractor will be financially responsible for Performance Reviews, the Town amends section 4.3.2 of the draft Franchise Agreement to state as follows:

4.3.2 Performance Review

Town shall conduct two performance reviews during the Term of this Agreement within 90 days of the third and sixth anniversary of the Commencement Date. The review may be conducted by a qualified independent consultant selected by Town. The review shall examine all aspects of Contractor's performance of this Agreement and may be include a performance audit pursuant to Section 4.3.3. Contractor shall reimburse Town for the reasonable costs of such Performance Reviews within 30 days after Town's delivery of an invoice for the charges.

16. Excessive Noise

In response to the question whether the Town would consider establishing a definitive standard for determining what constitutes excessive noise, the answer is as follows.

Each case must be determined on a case by case basis, and there is a procedure in the draft Franchise Agreement that gives the Contract due process before any penalty may be assessed.

The Town's Municipal Code defines excessive noise to mean any loud and unnecessary noise which disturbs the peace or quiet of any neighborhood or which causes discomfort or annoyance to any reasonable person of normal sensitiveness residing in the area. The standards which may be considered in determining whether excessive noise exists may include, but not be limited to, the following: (1) The level of the noise; (2) Whether the nature of the noise is usual or unusual (3) Whether the origin of the noise is natural or unnatural; (4) The level and intensity of the background noise, if any; (5) The proximity of the noise to residential sleeping facilities; (6) The nature and zoning of the area within which the noise emanates; (7) The density of the inhabitation of the area within which the noise emanates; (8) The time of the day and night the noise occurs; (9) The duration of the noise; and (10) Whether the noise is recurrent, intermittent, or constant.

17. Revised Schedule

The schedule set forth in Table 1, section 1.4 of the Request for Proposals is further amended as follows:

July 22, 2015 3:00 PM	*Deadline to submit written questions regarding RFP*. Proposers who attended the Mandatory Pre-Proposal meeting may submit questions by email to roger.peters@colma.ca.gov prior to 3:00 PM on this date.

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 3 by signing this page and submitting the signed page of this Addendum No. 3 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 1

COMPANY / AGENCY NAME: _____.

COMPANY ADDRESS: _____.

REPRESENTATIVE'S NAME: _____.

SIGNATURE: _____.

DATE: _____.

Town of Colma
Request for Proposals for Collection and Processing Services
for Recyclables, Organic Waste and Garbage
Addendum No. 4 **July 29, 2015**

From: Town of Colma

To: All Eligible Proposers

Re: Addendum No. 4 to Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage

---

The amendments, clarifications, additions and/or deletions contained in this Addendum shall be made part of the Request for Proposals (RFP) for the above-referenced project, and shall be subject to all applicable requirements thereunder, as if originally shown and/or specified. The RFP is revised as stated in the following sections.

1. Exclusivity Clause

(Question 1 of FA-related Questions from Republic Services, June 24, 2015)

The question presented was whether Town would be willing to revise the grant of franchise to apply to "all Discarded Materials generated by residential, multi-family and commercial premises in the Town of Colma …." After discussing this question with Republic, the Town wishes to clarify that the exclusivity clause is intended to exclude "rogue haulers" from operating in Town. However, it is not clear that the proposed language by itself will achieve that result. Accordingly, the Town will defer answering the question presented. Rather, when the City Council selects the proposer to whom the franchise should be awarded, the Town will meet with the selected proposer to develop contract language that is mutually agreeable.

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 4 by signing this page and submitting the signed page of this Addendum No. 4 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 4

COMPANY / AGENCY NAME: _____.

COMPANY ADDRESS: _____.

REPRESENTATIVE'S NAME: _____.

SIGNATURE: _____.

DATE: _____.

Town of Colma
Request for Proposals for Collection and Processing Services
for Recyclables, Organic Waste and Garbage
Addendum No. 5 **August 18, 2015**

From: Town of Colma

To: All Eligible Proposers

Re: Addendum No. 5 to Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage

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The amendments, clarifications, additions and/or deletions contained in this Addendum shall be made part of the Request for Proposals (RFP) for the above-referenced project, and shall be subject to all applicable requirements thereunder, as if originally shown and/or specified. The RFP is revised as stated in the following sections.

1. Proposal Submittal Fee

Section 5 of Addendum No. 1 stated that, "Section 7.2 of the RFP is amended to delete the requirement that a proposer submit a Non-fundable Proposal Submittal Fee." Please be advised that the introductory paragraph in Section 5 of the RFP, entitled "Proposal Contents" (page 24), should have also been amended to delete the requirement that a proposer must submit a Non-fundable Proposal Submittal Fee as part of its proposal.

Accordingly, the introductory paragraph of Section 5 on page 24 of the RFP shall state:

> SECTION 5. PROPOSAL CONTENTS
>
> Proposers must provide the information identified in this section as part of its proposal. Failure to provide all the required information may be grounds for rejection of a proposal. The proposal must be organized consistent with this section.

Section	
1	Cover Letter
	Proposal Bond
	Receipt of Signed Addenda
	Table of Contents
2	Executive Summary
3	Proposer's Qualifications
4	Technical Proposal
5	Acceptance of RFP Key Franchise Agreement Terms
6	Proposal Forms
7	Proposer Appendix Materials (not required)

The remaining subsections and paragraphs of section 5 of the RFP are unchanged.

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 5 by signing this page and submitting the signed page of this Addendum No. 5 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 5

COMPANY / AGENCY NAME: _____.

COMPANY ADDRESS: _____.

REPRESENTATIVE'S NAME: _____.

SIGNATURE: _____.

DATE: _____.

FRANCHISE AGREEMENT

FOR RECYCLABLES, ORGANIC WASTE AND GARBAGE COLLECTION AND PROCESSING SERVICES

BETWEEN

TOWN OF COLMA

AND

South San Francisco Scavenger Company

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D. Maximum Rates Approved by Town {To be included in Final Agreement.}

E. Approved Subcontractors {To be included in Final Agreement.}

F. Contractor's Proposal {To be included in Final Agreement.}

G. Approved Transition Plan {To be included in Final Agreement.}

H. Approved Collections Operations Plan {To be included in Final Agreement.}

I. Approved Diversion Plan {To be included in Final Agreement.}

J. Approved Public Education and Outreach Plan {To be included in Final Agreement.}

K. Commercial Technical Assistance Program Form

FRANCHISE AGREEMENT
FOR RECYCLABLES, ORGANIC WASTE AND GARBAGE COLLECTION AND PROCESSING SERVICES

BETWEEN THE TOWN OF COLMA
AND
South San Francisco Scavenger Company

THIS AGREEMENT is made and entered into this ___ day of _____, 2015 by and between the TOWN OF COLMA ("Town") a municipal corporation of the State of California, and _____ ("Contractor").

RECITALS

Services to be provided under this Agreement shall consist of Collection and Processing of Recyclables, Bulky Goods, Used Motor Oil and Oil Filters, Organic Waste, and other Discarded Materials, and collection and disposal of Solid Waste, but does not include Collection or Disposal or reuse of Biosolids or Excluded Waste.

This Agreement is entered into for the purpose of providing an exclusive franchise for the provision of Collection Services within Colma as authorized under California Public Resources Code section 40059 and Colma Municipal Code Chapter 3 and to contract for certain other Discarded Materials services and operations as set forth herein.

This Franchise Agreement for Recyclables, Organic Waste and Garbage Collection and Processing Services replaces, consolidates, and supersedes all previous permits, approvals and agreements for the provision of Solid Waste, Recyclables, and Organic Waste Collection, Processing and Disposal services.

Article 1. DEFINITIONS

The definitions set forth in this Article 1 shall govern the interpretation of this Agreement.

1.1 AB 341

"AB 341" means the California Jobs and Recycling Act of 2011 (Chapter 476, Statues of 2011 [Chesbro, AB 341]), also commonly referred to as "AB 341", as amended, supplemented, superseded, and replaced from time to time.

1.2 AB 939

"AB 939" means the California Integrated Waste Management Act of 1989 (Division 30 of the California Public Resources Code), also commonly referred to as "AB 939," as amended, supplemented, superseded, and replaced from time to time.

1.3 AB 1826

"AB 1826" means Chapter 727, Statues of 2014 [Chesbro, AB 1826]), commonly referred to as "AB 1826", as amended, supplemented, superseded, and replaced from time to time.

1.4 Affiliate

"Affiliate" means all businesses (including corporations, limited and general partnerships and sole proprietorships) that are directly or indirectly related to Contractor by virtue of direct or indirect ownership interest or common management. They shall be deemed to be "Affiliated with" Contractor and included within the term "Affiliates" as used herein. An Affiliate shall include: (i) a business in which Contractor has a direct or indirect ownership interest, (ii) a business that has a direct or indirect ownership interest in Contractor and/or (iii) a business that is also Owned, controlled or managed by any business or individual which has a direct or indirect ownership interest in Contractor. For the purposes of this definition, "ownership" means ownership as defined in the constructive ownership provisions of Section 318(a) of the Internal Revenue Code of 1986, as in effect on the date here, provided that ten percent (10%) shall be substituted for fifty percent (50%) in Section 318(a)(2)(C) and in Section 318(a)(3)(C) thereof; and Section 318(a)(5)(C) shall be disregarded. For purposes of determining ownership under this paragraph and constructive or indirect ownership under Section 318(a), ownership interest of less than ten percent (10%) shall be disregarded and percentage interests shall be determined on the basis of the percentage of voting interest of value that the ownership interest represents.

1.5 Agreement

"Agreement" means this Agreement between Town and Contractor, including all exhibits, and any future amendments hereto.

1.6 Alternative Daily Cover (ADC)

"Alternative Daily Cover" means CalRecycle-approved materials other than soil used as a temporary overlay on an exposed landfill face. Generally, these materials must be processed so that they do not allow gaps in the face surface, which would provide breeding grounds for insects and vermin.

1.7 Alternative Intermediate Cover (AIC)

"Alternative Intermediate Cover (AIC)" means CalRecycle-approved materials other than soil used at a landfill on all surfaces of the fill where no additional Solid Waste will be deposited within one hundred eighty (180) days. Generally, these materials must be processed so that they do not allow gaps in the face surface, which would provide breeding grounds for insects and vermin.

1.8 Applicable Law

"Applicable Law" means all Federal, State, County, and local laws, regulations, rules, orders, judgments, degrees, permits, approvals, or other requirement of any governmental agency having jurisdiction over the Collection, transportation, Processing or Disposal of Discarded Materials that are in force on the Effective Date and as may be enacted, issued or amended during the term of this Agreement.

1.9 Approved C&D Processing Facility

"Approved C&D Processing Facility" means the _____ Facility at _____ CA, which is owned by_____.

1.10 Approved Disposal Facility

"Approved Disposal Facility" means the _____ Facility at _____ CA, which is owned by_____.

1.11 Approved Facility(ies)

"Approved Facility(ies)" means any one of or any combination of the: Approved Organic Waste Processing Facility; Approved Disposal Facility; Approved Recyclables Processing Facility; and/or Approved Transfer Facility. Note to Proposers: Will add other facility types such as mixed material processing as necessary for final service package.

1.12 Approved Organics Processing Facility

"Approved Organics Processing Facility" means the _____ Facility at _____ CA, which is owned by_____.

1.13 Approved Recyclables Processing Facility

"Approved Recyclables Processing Facility" means the _____ Facility at _____ CA, which is owned by_____.

1.14 Approved Transfer Facility

"Approved Transfer Facility" means the _____ Facility at _____ CA, which is owned by_____. {Insert transfer facility information.}

1.15 Bin

"Bin" means a Container with capacity of approximately one (1) to seven (7) cubic yards, with a hinged lid, and with wheels (where appropriate), that is serviced by a front end-loading Collection vehicle.

1.16 Biomedical Waste

"Biomedical Waste" means Discarded Materials which are likely to be infectious, pathological or biohazardous, originating from residences, hospitals, public or private medical clinics, departments of research laboratories, pharmaceutical industries, blood banks, forensic medical departments, mortuaries, veterinary facilities and other similar facilities and includes (without limitations) equipment, instruments, utensils, fomites, laboratory wastes (including pathological specimens and fomites attendant thereto), surgical facilities, equipment, bedding and utensils (including pathological specimens and disposal fomites attendant thereto), sharps (hypodermic needles, syringes, etc.), dialysis unit waste, chemotherapeutic waste, animal carcasses, offal and body parts, biological materials (vaccines, medicines, etc.), and other similar materials, but excluding any such Discarded Materials which are reasonably determined by Contractor to be noninfectious, non-pathological and non-biohazardous.

1.17 Biosolids

"Biosolids" means solid, semisolid, or liquid residues generated during primary, secondary, or advanced treatment of domestic sanitary sewage.

1.18 Bulky Goods

“Bulky Goods” means items whose large size precludes or complicates their handling by normal Collection, processing or Disposal methods. Bulky Goods includes, but is not limited to major appliances, carpets; mattresses; clothing; tires; reusable items like clothing placed into plastic bags; and oversized Yard Trimmings such as tree trunks and branches not exceeding two (2) feet in diameter and four (4) feet in length. Bulky Goods does not include any motor vehicle or any subassembly, major component except tires, and does not include Hazardous Waste.

1.19 CalRecycle

“CalRecycle” means the California Department of Resources Recycling and Recovery or its successor.

1.20 Cart

“Cart” means a plastic Container with a hinged lid and wheels that is serviced by an automated or semi-automated Collection vehicle. A Cart has capacity of 20-, 32-, 64- or 96-gallons (or similar volumes).

1.21 Collect, Collected, Collection

"Collect,", “Collected” or "Collection" means the Contractor taking physical possession of, and removing Discarded Materials, whether by manual, semi-automated or automated means, and transporting such materials, pursuant to this Agreement.

1.22 Commencement Date

“Commencement Date” means the date specified in Section 2.2 when the Contractor is to begin providing Collection and related services required by this Agreement.

1.23 Commercial, Commercial Property

“Commercial” or “Commercial Property” means property used for conducting business thereon, including, but not limited to, retail sales, services, wholesale operations, manufacturing and industrial operations, school facilities (both public and private), other institutions, and governmental agencies, but excluding businesses conducted upon Single-Family Property (as defined herein).

1.24 Compactor, Compaction

“Compactor”, “Compaction” means a mechanical apparatus that compresses materials, the Container that holds the compressed materials, and/or the process. Compactors include Bin Compactors of any size serviced by front-loading Collection vehicles and Debris Box Compactors of any size serviced by Debris Box or roll-off Collection vehicles.

1.25 Compost

“Compost” means the resulting material from Composting.

1.26 Composting

“Composting” means the controlled or uncontrolled biological decomposition of organic constituents such that the resulting material meets the maximum acceptable metal concentration limits specified in Section 17868.2 and pathogen reduction requirements specified in Section 17868.3 of Title 14, California Code of Regulations Chapter 3.1.

1.27 Construction and Demolition Debris (C&D)

"Construction and Demolition Debris" and “C&D” means materials resulting from construction, renovation, remodeling, repair, or demolition operations relating to or resulting from a building, structure, pavement or other improvement, including concrete, brick, bituminous concrete, rubble, wood and masonry, composition roofing and roofing paper, steel, and other metals such as copper, but excluding liquid wastes and Hazardous Wastes.

1.28 Containers

“Containers” means any and all types of receptacles including, but not limited to, Bins, Carts, Kitchen Food Waste Pails, and cylindrical or square Containers commonly available at retail for residential use, and any and all other kinds of Town-approved receptacles, irrespective of size or shape.

1.29 Contamination

“Contamination” means there is no more than ten (10) percent by volume of the “wrong” materials placed in a Container. Thus, for instance a Solid Waste Container is Contaminated if it contains a total by volume of more than 10 percent Recyclables and Organic Waste, and a Recyclables Container is Contaminated if it contains a total by volume of more than 10 percent Solid Waste and Organic Waste.

1.30 Contractor

"Contractor" means _____.

1.31 Contractor’s Proposal

“Contractor’s Proposal” means the proposal submitted to Town by Contractor on {Insert proposal submittal date} for _____ services, and certain supplemental written materials which are included as Exhibit F to this Agreement and are incorporated by reference.

1.32 County

“County” means San Mateo County, California.

1.33 Day

“Day” means calendar day unless otherwise specified in this Agreement.

1.34 Debris Box

“Debris Box” means open-top Containers with a typical capacity of eight (8) to forty (40) cubic yards that are serviced by a roll-off Collection vehicle. Debris Boxes that contain putrescible materials require a lid.

1.35 Discarded Materials

"Discarded Materials" means Solid Waste, Recyclables, Organic Waste, C&D Debris, Bulky Goods, and any combination of these material types properly placed for Collection by a Service Recipient or Generator for the purposes of Collection by Contractor. "Discarded Materials" does not include Excluded Waste.

1.36 Disposal

"Disposal" or "Disposed" mean the ultimate disposition of unprocessed Solid Waste intended for Disposal, and Residue.

1.37 Diversion Coordinator

"Diversion Coordinator" means the person or persons assigned by Contractor as set forth in Section 4.5.

1.38 Divert, Diversion

"Divert" or "Diversion (or any variation thereof)" means to prevent Recyclables and Organic Waste from Disposal at landfill or transformation facilities, (including facilities using incineration, pyrolosis, distillation, gasification, or biological conversion methods) through Source Reduction, Reuse, Recycling, and Composting, as provided in Section 41780-41786 of AB 939, as AB 939 may be hereafter amended or superseded. Diversion includes use of Yard Trimmings for ADC or AIC, as permitted by State law.

Diversion is a broad concept that is to be inclusive of material handling and Processing changes that may occur over the Term including, but not limited to, changes in standard industry practice or implementation of innovative (but not necessarily fully proven) techniques or technology that reduce Disposal risk, decrease costs and/or are for other reasons deemed desirable by the Town.

1.39 Dry Materials

"Dry Materials" mean Discarded Materials containing less than ten percent (10%) by volume of Wet Materials. Note to Proposers: Definition to be used, and modified if necessary based on final service package.

1.40 Effective Date

"Effective Date" means the date on which the latter of the two Parties signs this Agreement.

1.41 Electronic Waste

"Electronic waste" or "E-Waste" means discarded electronic equipment including, but not limited to, televisions, computer monitors, central processing units (CPUs), laptop computers, computer peripherals (including external hard drives, keyboards, scanners, and mice), printers, copiers, facsimile machines, radios, stereos, stereo speakers, VCRs, DVDs, camcorders, microwaves, telephones, cellular telephones, and other electronic devices. Some E-Waste or components thereof may be Hazardous Waste or include Hazardous Substances and thus require special handling, Processing, or Disposal.

1.42 Emergency Condition

”Emergency Condition” means the existence of a condition or conditions which threaten or threatens the public health, safety and welfare resulting from Contractor’s failure or inability to perform its duties and obligations hereunder due to the effect upon Contractor of fire, flood, storm, earthquake, or other natural calamity, riot, insurrection, public disobedience, labor controversy, labor strike, insolvency of Contractor or similar condition. “Emergency Condition” does not include the results of failure of Contractor to comply with basic standards and procedures of Collection or other substandard performance by Contractor.

1.43 Environmental Laws

"Environmental Laws" means all federal and State statutes, and county and Town ordinances concerning public health, safety and the environment including, by way of example and not limitation, AB 341, AB 939, AB 1826, the Comprehensive Environmental Response, Compensation and Liability Act of 1980, 42 U.S.C. § 9601 et seq.; the Resource Conservation and Recovery Act, 42 U.S.C. § 6902 et seq.; the Federal Clean Water Act, 33 U.S.C. § 1251 et seq.; the Toxic Substances Control Act, 15 U.S.C. § 2601 et seq.; the Occupational Safety and Health Act, 29 U.S.C. § 651 et seq.; the California Hazardous Waste Control Act, California Health and Safety Code § 25100 et seq.; the Carpenter-Presley-Tanner Hazardous Substance Account Act, California Health and Safety Code § 25300 et seq.; the Porter-Cologne Water Quality Control Act, California Water Code § 13000 et seq.; the Safe Drinking Water and Toxic Enforcement Act, California Health and Safety Code § 25249.5 et seq.; as currently in force or as hereafter amended, and all rules and regulations promulgated thereunder.

1.44 Excluded Waste

“Excluded Waste” means Hazardous Substances, Hazardous Waste, Biomedical Waste, volatile, corrosive, biomedical, infectious, biohazardous, and toxic substances or material, waste that Contractor reasonably believes would, as a result of or upon Disposal, be a violation of local, State or Federal law, regulation or ordinance, including land use restrictions or conditions, waste that cannot be Disposed of in Class III landfills, waste that in Contractor’s reasonable opinion would present a significant risk to human health or the environment, cause a nuisance or otherwise create or expose Contractor or Town to potential liability; but not including de minimis volumes or concentrations of waste of a type and amount normally found in Residential Solid Waste after implementation of programs for the safe Collection, Recycling, treatment, and Disposal of batteries and paint in compliance with Sections 41500 and 41802 of the California Public Resources Code.

1.45 Food Waste

"Food Waste" means a subset of Organic Waste including: (i) all kitchen and table food waste scraps, and animal, or vegetable, fruit, grain, dairy or fish waste that attends or results from the storage, preparation, cooking or handling of foodstuffs, with the exception of animal excrement, (ii) paper waste contaminated with putrescible material, and (iii) biodegradable food service ware designed to disintegrate and biodegrade quickly.

1.46 Generator

“Generator” means any Person whose act or process produces Discarded Materials as defined in the Public Resources Code, or whose act first causes any of these items to become subject to regulation.

1.47 Hazardous Substance

“Hazardous Substance” means any of the following: (a) any substances defined, regulated or listed (directly or by reference) as "Hazardous Substances", "hazardous materials", "Hazardous Wastes", "toxic waste", "pollutant" or "toxic substances" or similarly identified as hazardous to human health or the environment, in or pursuant to: (i) the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) of 1980, 42 USC §9601 et seq. (CERCLA); (ii) the Hazardous Materials Transportation Act, 49 USC §1802, et seq.; (iii) the Resource Conservation and Recovery Act, 42 USC §6901 et seq.; (iv) the Clean Water Act, 33 USC §1251 et seq.; (v) California Health and Safety Code §§25115-25117, 25249.8, 25281, and 25316; (vi) the Clean Air Act, 42 USC §7901 et seq.; and, (vii) California Water Code §13050; (b) any amendments, rules or regulations promulgated there under to such enumerated statutes or acts currently existing or hereafter enacted; and, (c) any other hazardous or toxic substance, material, chemical, waste or pollutant identified as hazardous or toxic or regulated under any other Applicable Law currently existing or hereinafter enacted, including, without limitation, friable asbestos, polychlorinated biphenyl’s (PCBs), petroleum, natural gas, and synthetic fuel products, and by-products.

1.48 Hazardous Waste

“Hazardous Waste” means all substances defined as Hazardous Waste, acutely Hazardous Waste, or extremely Hazardous Waste by the State in Health and Safety Code §25110.02, §25115, and §25117 or in the future amendments to or recodifications of such statutes or identified and listed as Hazardous Waste by the U.S. Environmental Protection Agency (EPA), pursuant to the Federal Resource Conservation and Recovery Act (42 USC §6901 et seq.), all future amendments thereto, and all rules and regulations promulgated thereunder.

1.49 Holidays

"Holidays" shall mean the observed holiday for Thanksgiving Day, Christmas Day and New Year’s Day.

1.50 Household Batteries

“Household Batteries” means disposable or rechargeable dry cells such as those referred to as A, AA, AAA, B, C, D, 9-volt, button type or those from laptop computers or cell phones, and commonly used as power sources for consumer electronics devices, including but not limited to zinc oxide, nickel metal hydride, alkaline, mercury, silver oxide, lithium, lithium ion and carbon zinc, but excluding automotive lead acid batteries.

1.51 Household Hazardous Waste (HHW)

“Household Hazardous Waste” or “HHW” means Hazardous Waste generated at Single-Family Properties within the Town. HHW includes, but is not limited to: paint, stain, varnish, thinner, adhesives, auto products such as old fuel, batteries, household batteries, fluorescent bulbs, tubes,

cleaners and sprays, pesticides, fertilizers and other garden products, needles, syringes, and lancets.

1.52 Kitchen Food Waste Pail

"Kitchen Food Waste Pail" means a plastic receptacle with a rated capacity not exceeding one and one-half (1.5) gallons, having a hinged lid, suitable for use in a SFD or MFD dwelling for temporary storage of Residential Food Waste that is approved for such purpose by the Town.

1.53 Maximum Rate

"Maximum Rate" means the maximum amount, expressed as a dollar unit that the Contractor or Town may bill a Service Recipient for providing services under this Agreement, as approved by the Town. The Maximum Rate is composed of the Collection Component, Disposal Fee, Franchise Fee and Organics Processing Fee as applicable and as set forth in Exhibit A.

1.54 Multi-Family, Multi-Family Property, MFD

"Multi-Family", "Multi-Family Property(ies)" or "MFD" means the parcel, and the building(s) on it containing four (4) or more individual Residential dwellings. Multi-Family Properties may have shared, centralized Collection service for all dwellings and/or individual Cart service, and are billed to one address (typically the Owner or property manager).

1.55 Non-Collection Notice

"Non-Collection Notice" means a form, as approved in advance by Town, used to notify Service Recipient(s) of the reason for the no collection of materials set out by the Service Recipient(s) for Collection by Contractor pursuant to this Agreement.

1.56 Organic Waste

"Organic Waste" means Food Waste and Yard Trimmings.

1.57 Party, Parties

"Party", "Parties" refers to the Town and Contractor, individually or together.

1.58 Processing

"Processing" means to sort, separate, prepare, treat, bale or otherwise package, compost, cure, or to take other steps necessary to re-use materials at the Approved Facilities, or to remanufacture, reconstitute, and or create new products from Discarded Materials. Processing includes Reuse, Recycling and Composting, and excludes energy conversion processes except by prior approval of Town.

1.59 Public Containers

"Public Containers" means Town-owned Containers maintained by the Town for use by the public located on or in the vicinity of streets and public rights-of-way and other public places in the Service Area as specified by the Town for placement of Discarded Materials generated by the public.

1.60 Rate

"Rate" means the amount, expressed as a dollar unit, that the Contractor bills a Service Recipient for providing services under this Agreement. Contractor may, in its sole discretion, charge any amount up to and including the Maximum Rate approved by the Town Council, but in no case exceeding the Maximum Rate.

1.61 Recyclables

"Recyclables" means newspaper (including inserts, coupons, and store advertisements); mixed paper (including office paper, computer paper, magazines, junk mail, catalogs, brown paper bags, brown paper, paperboard, paper egg cartons, telephone books, grocery bags, colored paper, construction paper, envelopes, legal pad backings, shoe boxes, cereal and other similar food boxes); chipboard; corrugated cardboard; glass containers, all colors; aluminum (including beverage containers, foil, food containers, small pieces of scrap metal); scrap metal weighing less than 10 pounds (without cords or chains and fitting into the container); steel, tin or bi-metal cans; plastic containers, Numbers 1 to 7; plastic bags and plastic film (no. 4); aseptic beverage boxes. Note to proposers: This list will be revised as necessary to reflect the final list of collected materials.

1.62 Recycle, Recycling

"Recycle" or "Recycling" means the process of collecting, sorting, cleansing, treating and reconstituting materials that would otherwise be disposed of in a landfill, and returning them to the economic mainstream in the form of raw material for new, reused, or reconstituted products which meet the quality standards necessary to be used in the marketplace. Recycling does not include Transformation.

1.63 Residential, Residential Property

"Residential", "Residential Property" means on, of or pertaining to property used for residential purposes, irrespective of whether such dwelling units are rental units or owner-occupied, or whether commercial activities are conducted thereon or therefrom, provided that such commercial activities are permitted under applicable zoning regulations and do not consist of the primary use of the property.

1.64 Residue

"Residue" means unrecoverable materials remaining after Processing Discarded Materials for which there are no other options for viable use and which therefore must be disposed of in a landfill.

1.65 Reuse, Reusable

"Reuse" or "Reusable" means to place back into use an object or material that would otherwise be Recycled or Disposed.

1.66 Service Area

"Service Area" means the Town of Colma.

1.67 Service Recipient

"Service Recipient" means occupants and/or owners of all Single-Family Property, Multi-Family Property and Commercial Property within the Town boundaries, and all such premises that may be added from time to time by means of annexation, new construction, or otherwise during the term of this Agreement. The Service Recipient may be either the occupant or owner of the property provided that the owner of the property shall be responsible for payment of Collection services if an occupant of a property, which is identified as the Service Recipient of owner's property, fails to make such payment.

1.68 Single-Family, Single-Family Property, SFD

"Single-Family," "Single-Family Property," or "SFD" means a premise used as a Residential dwelling and includes single-family dwellings and each unit of a duplex, triplex, townhouse, condominium, or mobile home park dwelling unit where individual Collection services are provided separately to each dwelling unit.

1.69 Solid Waste

"Solid Waste" means solid waste as defined in California Public Resources Code, Division 30, Part 1, Chapter 2, §40191 and regulations promulgated thereunder as may be amended from time to time, and Residue from Recycling, Processing, and similar processes. Excluded from the definition of Solid Waste are Source-Separated Recyclables, Source-Separated Organic Waste, Wet Materials, Dry Materials, Single Container Materials, Source-Separated C&D, Biosolids and Excluded Waste, in addition to those items specifically excluded under California Public Resources Code, Division 30, Part 1, Chapter 2, §40191 and regulations promulgated thereunder as may be amended from time to time. Notwithstanding any provision to the contrary, Solid Waste may include de minimis volumes or concentrations of waste of a type and amount normally found in Residential Solid Waste after implementation of programs for the safe Collection, Recycling, treatment, and Disposal of Household Hazardous Waste in compliance with Section 41500 and 41802 of the California Public Resources Code as may be amended from time to time.

1.70 Source Reduction

"Source Reduction" means any action which causes a net reduction in the generation of Solid Waste. It includes, but is not limited to, reducing the use of non-recyclable materials, replacing Disposal materials and products with Reusable materials and products, reducing packaging, reducing the amount of Yard Trimmings generated, and increasing the efficiency of the use of paper, cardboard, glass, metal, plastic, and other materials. Source Reduction does not include steps taken after the material becomes Solid Waste or actions which would impact air or water resources in lieu of land, including, but not limited to, Transformation.

1.71 Source-Separated

"Source-Separated" means materials which have been segregated for separate Collection by the Generator or Service Recipient, and placed in specific Containers for Collection as Recyclables or Organic Waste.

1.72 Term

“Term” means the Term of this Agreement, including extension periods if granted, as provided for in Section 2.2.

1.73 Town

"Town" means the Town of Colma, a municipal corporation organized under the laws of the State of California.

1.74 Transformation

“Transformation” means incineration, pyrolysis, distillation, gasification, or biological conversion other than Composting.

1.75 Universal Waste

“Universal Waste” or “U-waste” means all wastes defined by Title 22, Subsections 66273.1 through 66273.9 of the California Code of Regulations or successor regulations. These include, but are not limited to, Household Batteries, fluorescent light bulbs, mercury switches, and E-Waste.

1.76 Used Motor Oil

“Used Motor Oil” means used motor oil from automobiles and other light duty vehicles intended for personal use which is removed from vehicles at Single-Family Properties and not as a part of a for-profit or other business activity. Used Motor Oil does not include transmission fluid.

1.77 Used Oil Filter

“Used Oil Filter” means a used motor oil filter from automobiles and other light duty vehicles intended for personal use which is removed from vehicles at Single-Family Properties and not as a part of a for-profit or other business activity.

1.78 Wet Materials

“Wet Materials” mean putrescible materials and mixed Organic Waste with no more than ten percent (10%) Dry Material by volume. Note to Proposers: Definition to be used, and modified if necessary based on final service package.

1.79 Yard Trimmings

“Yard Trimmings” means those Discarded Materials that will decompose and/or putrefy, including, but not limited to, green trimmings, grass, weeds, leaves, prunings, branches, dead plants, brush, tree trimmings, dead trees, small pieces of unpainted and untreated wood, and other types of organic waste. Yard Trimmings is a subset of Organic Waste. Yard Trimmings placed for Collection may not exceed six (6) inches in diameter and three (3) feet in length and must fit within the Contractor-provided Container.

Article 2. GRANT AND ACCEPTANCE OF FRANCHISE

2.1 Grant and Acceptance of Franchise

Town hereby grants to Contractor, and Contractor hereby accepts and agrees to perform, the exclusive franchise to Collect all Discarded Materials placed for Collection at any Residential Property, Multifamily Residential Property, and on any Commercial Property located within the Service Area, and to handle and to transport such Discarded Materials to Approved Facility(ies) designated by Town, except as herein otherwise provided, all in accordance with the Solid Waste Management Plan of the County of San Mateo, California, and subject to the terms and conditions thereof.

2.2 Term

A. The Term of this Agreement shall be from 12:01 AM, April 1, 2016, to March 31, 2026, inclusive, subject to approval of Town Council and evidence of compliance with Article 8 - Indemnification, Insurance and Bond, unless earlier terminated pursuant to Article 10 of this Agreement.

B. The Term of this Agreement may be extended by Town twice for succeeding terms of two (2) years each, at the option of Town in its sole discretion and provided that Contractor is in compliance with all terms and conditions of this Agreement, including the diversion requirements set forth in Section 3.13, by notice to Contractor at least one year before expiration of any term. Nothing in this Agreement shall be interpreted as requiring Town to renew or extend this Agreement.

2.3 Obligations of the Parties

In addition to the specific performance required under this Agreement, Town and Contractor shall:

A. Provide timely notice to one another of a perceived failure to perform any obligations under this Agreement and access to information demonstrating the Party's failure to perform.

B. Provide timely access to the Town's and the Contractor's designated representative(s) and complete and timely responses to requests of the other Party.

C. Provide timely notice of matters which may affect either Party's ability to perform under the Agreement.

2.4 Enforcement of Contractor's Exclusive Rights

Contractor shall use reasonable efforts to enforce the exclusive rights and privileges granted to Contractor pursuant to this Agreement to prevent third parties from providing unauthorized services in Town. In the event that Contractor reasonably believes a third party is providing such services in Town, it shall notify Town thereof, together with the basis of such belief and consult with Town before pursuing its legal remedies to protect its exclusive rights and privileges under this Agreement. Town may, but is not obligated to, assist the Contractor in protecting its exclusive rights and privileges under this Agreement.

2.5 Conditions to Effectiveness of Agreement

The obligation of Town to permit this Agreement to become effective and to perform its undertakings provided for in this Agreement is subject to the satisfaction of all the conditions below, each of which may be waived, in written form, in whole or in part by Town.

A. **Accuracy of Representations.** The Contractor's representations and warranties made in Contractor's Proposal (Exhibit F) of this Agreement are true and correct on and as of the Effective Date.

B. **Furnishings of Insurance and Performance Bond.** Contractor has furnished evidence of the insurance and performance bond required by Article 8 that is satisfactory to the Town.

C. **Absence of Litigation**. To the best of Contractor's knowledge, after reasonable investigation, there is no action, suit, proceeding or investigation, at law or in equity, before or by any court or governmental authority, commission, board, agency or instrumentality decided, pending or threatened against Contractor wherein an unfavorable decision, ruling or finding, in any single case or in the aggregate, would:

   i. Materially adversely affect the performance by Contractor of its obligations hereunder;

   ii. Adversely affect the validity or enforceability of this Agreement; or,

   iii. Have a material adverse effect on the financial condition of Contractor, or any surety or entity guaranteeing Contractor's performance under this Agreement.

2.6 Reimbursement for Execution of Agreement. Contractor shall pay Town up to One Hundred Thousand Dollars ($100,000.00) to offset Town's costs in evaluating Solid Waste Collection service currently being provided to Town, to develop this Agreement, and to negotiate the Agreement. Town shall notify Contractor of the amount requested on the Commencement Date which shall be paid to Town within thirty (30) days.

2.7 Responsibility for Materials

Once Discarded Materials are placed in the Contractor's or other approved Containers and at the Collection location, or is otherwise set-out for Collection in an approved manner, the responsibility for their proper handling shall transfer directly from the Generator to Contractor, with the exception of Hazardous Waste if the Contractor can identify the Generator. Once Discarded Materials are deposited by Contractor at an Approved Facility, such materials shall become the responsibility of the owner or operator of the Approved Facility. Responsibility for Hazardous Waste that has been inadvertently collected by the Contractor shall remain with the Contractor if it cannot identify the Generator, and Contractor shall assume all responsibility for its proper disposal.

2.8 Exceptions

The exclusive franchise granted to Contractor to perform Collection services does not extend to any of the following and Town expressly reserves the right to allow other service providers, by contract or otherwise, to perform any or all of the following in Service Area:

A. Collection of Discarded Materials from locations within the Service Area that are not within the Town's jurisdiction for services provided under this Agreement under Applicable Law.

B. The self-haul of materials as permitted by the Colma Municipal Code.

C. Collection and processing of any recyclable materials not specifically included in the definition of Recyclables.

D. Collection of Discarded Materials from Town facilities, should Town decide to provide for collection outside of the Agreement.

E. Collection of E-Waste as permitted by the Colma Municipal Code.

F. Collection of grease wastes from grease traps or grease interceptors.

G. Collection of used cooking oil.

H. Collection of waste material that is greater than fifty percent (50%) liquid (excluding Used Motor Oil).

I. C&D Debris generated at a property located within the Service Area by a construction, remodeling or demolition services business and hauled from the Premise by the business as an incidental part of a total service provided by that business. Such materials shall be transported in vehicles and Containers owned or leased by the business providing the full service, using its own employees and not a subcontractor, affiliated company, or third party.

2.9 Service Recipients Options for Recyclables and Bulky Goods

Nothing in this Agreement shall be construed as requiring Service Recipients to set out Recyclables or Bulky Goods for Collection by Contractor. Service Recipients may dispose of Recyclables and Bulky Goods through other appropriate means including, but not limited to, taking Recyclables or Bulky Goods to drop-off facilities and donating or selling Recyclables or Bulky Goods to private or public entities.

Article 3. COLLECTION SERVICES

3.1 General

Throughout the term of this Agreement, Contractor shall perform Collection services as provided in this Article. All such services shall be performed in a thorough and professional manner regardless of weather conditions or difficulty of Collection.

Contractor shall provide and maintain all labor, equipment, tools, facilities, and personnel supervision required for the performance of Contractor's obligations under this Agreement. Contractor shall at all times have sufficient back-up equipment, equipment maintenance capabilities, and labor to fulfill Contractor's obligations under this Agreement. No compensation for Contractor's services or for Contractor's supply of labor, equipment, tools, facilities or supervision shall be provided or paid to Contractor by Town or by any Service Recipient except as expressly provided by this Agreement.

3.2 Contractor-required Plans

3.2.1 Transition Plan

Contractor shall at all times be in compliance with the provisions of the Transition Plan contained in Exhibit G that govern start-up of Collection services. Contractor shall revise, modify and otherwise update such plan prior to the Commencement Date as it deems necessary, or as reasonably requested by the Town.

3.2.2 Collections Operations Plan, Diversion Plan and Public Education and Outreach Plan

Contractor shall at all times be in compliance with the provisions of the Collections Operations Plan, the Diversion Plan, and the Public Education and Outreach Plan that are contained in Exhibits H, I, and J.

3.3 SFD Residential Collection Services

3.3.1 SFD Collections

Contractor shall Collect Solid Waste, Recyclables and Organic Waste from each Single-Family Residential Service Recipient in the Service Area on a once-per-week basis, Monday through Friday, and on the same day each week. Collection shall be made from Containers placed at curbside by Single-Family Residential Service Recipients or such other locations as necessary and as arranged for other Service Recipients.

3.3.2 SFD Containers

Contractor shall provide Single-Family Residential Service Recipients with Town approved Containers for Solid Waste, Recyclable Materials and Organic Waste as specified in Section 3.11.1. Contractor shall provide three Containers from the following sizes, as requested by the Service Recipient:

A. One 20-, 32-, 64- or 96-gallon Cart for Solid Waste, with a 32-gallon Cart being the default size;

B. One 32-, 64- or 96-gallon Cart for Single-stream Recyclables, with a 64-gallon Cart being the default size; and

C. One 32-, 64- or 96-gallon Cart for Organic Waste, with a 32-gallon Cart being the default size.

Contractor shall provide each Single-Family Residential Service Recipient with a Kitchen Food Waste Pail for in-home use.

3.3.3 Oil, Battery and CFL Collection

At the same time Contractor collects Recyclables from a Residential Service Recipient, Contractor shall Collect Used Oil Filters, household batteries and compact fluorescent lamps when placed in sealed plastic bags on top of the Recyclables Cart or Bin from all Residential Service Recipients. Contractor shall Collect Used Motor Oil when placed next to the Recyclables Cart or Bin.

3.3.4 Holiday Tree Collection Program

Contractor shall Collect and Recycle, without additional fees, all flocked or other Christmas trees which are set out at curbside through the fourth Friday in January of each year of the term of this Agreement. Contractor shall not be required to Collect and Compost trees or sections of trees which are in excess of six (6) feet in length. Contractor shall leave a Non-Collection Notice on all trees that are not Collected. Contractor shall not be required to Collect any Christmas tree which is set out for Collection after the fourth Friday in January.

3.3.5 On-Demand Bulky Goods

Contractor shall Collect Bulky Goods from each Residential Service Recipient two separate times per year on an "On-Call Basis" where Service Recipient will contact the Contractor to schedule the Bulky Collection. For Multi-Family Residential Service Recipients, Bulky Good Collection shall occur twice per year as scheduled by the owner or manager of the Multi-Family Property. The Contractor will schedule the Collection on the regularly scheduled Collection date no more than ten business days after the request. Contractor shall Collect materials in a manner that maximizes Reuse, Recycling, Composting and Diversion of materials from Disposal. Disposal of the materials shall be the Contractor's last option. At a minimum, Contractor shall Divert from Disposal: cardboard, E-waste, usable furniture and clothing, appliances, mattresses, Organic Waste and any other reusable or Recyclables. Consistent with industry best practices, Contractor shall provide Residential Service Recipients with educational materials to maximize Recycling, Composting and Reuse of materials. Town may request to review or revise such materials in its discretion.

Contractor may provide additional Bulky Goods Collection events for a Residential Service Recipient beyond the two per year required in this section and shall be entitled to charge the Residential Service Recipient at Rates established for such service, consistent with the terms and conditions of this Agreement.

3.3.6 Back Yard or Side Yard Collection

At the request of a Residential Service Recipient, the Town shall determine whether the Service Recipient is eligible for on-premises Collection and shall provide written notification to the Service Recipient and to Contractor as to whether Contractor shall provide on-premises Collection to the Service Recipient. If the Town determines the Service Recipient is eligible for on-premises Collection service, the notification to Contractor shall specify a start date for such service, the approximate location of the Carts, and any other applicable terms and conditions of such service. The Contractor shall begin on-premises Collection as of the start date in the notification. Contractor shall perform on-premises Collection on the same day of the week that

curbside Collection would otherwise be performed for the Service Recipient. Contractor shall stop on-premises Collection upon written notification by the Town. If Contractor desires to cease on-premises Collection at any premises, Contractor shall provide written notice to the Town of the Service Recipient address. The Town will review the request and, if the request is approved, shall notify Contractor of the stop date.

3.4 Multifamily Residential Services

Except as stated in this section, Contractor shall provide multi-family residential customers the same services as are provided to single family residential customers. Contractor shall provide all Multifamily Residential Service Recipients with Town-approved Containers for Solid Waste, Recyclable Materials and Organic Waste as specified in Section 3.11.1. Contractor shall provide Containers from the following sizes, as requested by the Service Recipient:

A. Solid Waste: 32-, 64- or 96-gallon Carts or 1-6 cubic yard Bins;

B. Single-stream Recyclables: 32-, 64- or 96-gallon Carts or 1-6 cubic yard Bins; and

C. Organic Waste: 32-, 64- or 96-gallon Carts or 1-3 cubic yard Bins.

Contractor shall also provide a Kitchen Food Waste Pail to each dwelling unit in the multi-family complex for in-home use.

3.5 Commercial Collection Services

3.5.1 Collection

Contractor shall Collect all Solid Waste, Recyclables and Organic Waste from Commercial Service Recipients on such frequency as is desired by Service Recipient or necessary to provide adequate service to meet health and safety requirements. At a minimum, Contractor shall Collect all Discarded Materials from Multifamily Residential and Commercial Service Recipients at least once a week.

3.5.2 Containers

Contractor shall provide all Commercial Service Recipients with Town approved Containers for Solid Waste, Recyclable Materials and Organic Waste as specified in Section 3.11.1. Contractor shall provide Containers from the following sizes, as requested by the Service Recipient.

A. Solid Waste: 32-, 64- or 96-gallon Carts or 1- to 6 cubic yard Bins.

B. Single-stream Recyclables: 32-, 64- or 96-gallon Carts or 1- to 6 cubic yard Bins.

C. Organic Waste: 32-, 64- or 96-gallon Carts or 1- to 3 cubic yard Bins.

3.5.3 Recyclable Collection

A. **In-business Recyclable Containers.** Contractor shall also provide Recyclables Collection containers for in-business use, as requested by a Commercial Service Recipient.

B. **Universal Recycling.** Contractor shall offer recyclables services to all Commercial Service Recipients in the franchise area, including, at a minimum, collection services, education, outreach, monitoring, and reporting. Whenever a Commercial Service Recipient opens for the first time in Colma, the contractor shall deliver a recycling container in the size specified by the customer and shall provide recycling services to that business until instructed otherwise by that Recipient.

3.5.4 Organic Waste Collection

A. Commercial Service Recipients shall not be required to subscribe to Organic Waste Collection services and may do so in their discretion or as otherwise prescribed by applicable law.

B. Contractor shall provide Food Waste containers for the Service Recipient's in-business use, as requested by the Service Recipient.

3.6 Debris Box, Bin and Compactor Services

Contractor shall offer and provide Debris Box, Bin and Compactor services within the Service Area. Rates for said services shall be established and billed by Contractor at an appropriate and competitive level, and Maximum Rates shall be as approved by Town. Debris Box, Bin and Compactor services provided shall be considered services provided under this Agreement. Contractor shall report all revenues from Debris Box, Bin and Compactor services to Town pursuant to Section 4.2.1. Contractor shall inform the Colma Public Works Department in a manner and within time limits specified by Town of the location and duration of placement of Debris Box, Bin and Compactor placed in the public right-of-way, and shall conform to all Town requirements for such placement.

3.7 Construction and Demolition Debris Collection

Contractor shall provide C&D Debris Collection services using Debris Boxes provided by the Contractor. Contractor shall use its best efforts to assist the Builder, as that term is defined in subchapter 5.05 of the Colma Municipal Code, in meeting the Town's C&D diversion and reporting requirements in subchapter 5.05 of the Colma Municipal Code. C&D Debris may be source-separated or mixed. Contractor shall establish Town-approved Maximum Rates for such services.

3.8 Overage Collection

3.8.1 Solid Waste Overage Collection

Contractor shall Collect Solid Waste in excess of the normal billed-for amount if the Service Recipient has made arrangements at least 24 hours in advance with Contractor for overage pickup, or such other procedure as approved by Town. Contractor shall Collect Solid Waste in excess of the Solid Waste placed in Containers when the set-out meets all of the requirements established by Town. Contractor shall deliver to Town Solid Waste overage tags each Monday for overages Collected the prior week. Tags shall be in a format as approved by Town. Maximum Rates for overages shall be as approved by Town.

3.8.2 Recyclables Overages

In the event a Service Recipient has a greater quantity of Recyclables than can be set out in the appropriate Recyclables Container, the Service Recipient may set out such Recyclables overages in other appropriate containers, including clean brown paper bags or cardboard boxes which are marked for recycling and set out with, or next to, the Recyclables Containers. Contractor shall with no added charge or compensation Collect such Recyclables overages on the same day Contractor collects Recyclables from the Service Recipient. Contractor shall have no obligation to Collect such Recyclables overages where the overage container weighs in excess of sixty (60) pounds.

3.9 Bulky Good Collection

3.9.1 General

This section shall apply to all Bulky Goods collection services, including those described in section 3.3.5.

3.9.2 Illegally Dumped Bulky Goods

Contractor shall provide Collection of illegally dumped Bulky Goods as provided in this Section. Within two (2) calendar days of notification to Contractor by Town, Contractor shall pick up and dispose of Bulky Goods which have been illegally dumped on public streets or other public property located within the Town.

3.9.3 Bulky Goods Containing Hazardous Substances

In the event Contractor collects Bulky Goods that contain polychlorinated biphenyls, chlorofluorocarbons injected in air-conditioning/refrigeration units, or other Hazardous Substances Contractor shall handle such Bulky Goods in such a manner as required to comply with Applicable Law.

3.9.4 Maximum Reuse and Recycling

Contractor shall collect and divert Bulky Goods Collected in accordance with the following hierarchy:

A. Reuse as is (where energy efficiencies are not compromised).

B. Disassemble for reuse or recycling.

C. Compost

D. Recycle.

E. Disposal.

Contractor shall not landfill Bulky Goods unless the Bulky Goods cannot be economically reused, composted or recycled.

3.10 Town Services

Contractor shall provide Town, without charge, the services set forth in this section.

3.10.1 Containers at Town Facilities

Contractor shall Collect, not less than weekly and more frequently as the Town shall determine, Solid Waste, Recyclables and Organic Waste from Containers located at Town-owned facilities including, but not necessarily limited to, parks, Town offices, corporation yards, parking lots, fire stations, and such other Town-owned properties as Town shall specify. Contractor shall provide a sufficient number of suitably-sized Containers at or in the vicinity of such properties for the deposit of Discarded Materials in said Containers for Collection by Contractor. Notwithstanding the foregoing, Town may, at Town's sole discretion, Collect and transport Solid Waste and other Discarded Materials which may accumulate on Town's properties, or by reason of any of Town's operations, to the Approved Facilities, at no direct cost to Town.

3.10.2 Containers at Public Locations

Contractor shall Collect Discarded materials deposited in Public Solid Waste, Recycling and Organic Waste Containers which are located in the Town, and are listed in Exhibit B. Collection shall be performed on a schedule provided by Town. Collection shall include clean-up of the area within a radius of fifteen (15) feet of each Public Container. Town shall provide Contractor a service schedule and a map showing the locations of the Public Containers to be serviced by Contractor. Town reserves the right to change the service schedule at any time during the term of this Agreement upon not less than thirty (30) calendar days written notice to Contractor, and may add Public Containers as it deems necessary.

3.10.3 Town-Sponsored Community Events

Contractor shall Collect Solid Waste, Recyclables and Organic Waste at Town-sponsored community events listed on Exhibit B. Town shall notify Contractor of the dates and locations for the event at least thirty (30) days prior to each event.

3.10.4 Free Compost

Upon Town request and up to four (4) times each year, Contractor shall provide at least twenty (20) cubic yards of free Compost for use by the Town or Town residents in a Debris Box or similar Container. Town shall identify the time and location of each Compost drop-off.

3.10.5 HHW, E-Waste and U-Waste Collection Event

Twice each year on days selected by Town and Contractor, Contractor shall conduct a HHW, E-Waste and Universal Waste drop-off event where Residential Service Recipients and the Town may Dispose of HHW, E-Waste and Universal Waste at no charge. Contractor shall also provide free shredding and other agreed upon services at that event. The location will be the Town corporation yard or other Town facility specified by the Town. One of these two events can be combined with Town Cleanup Day (see Exhibit B, Table B-3)

3.11 Collection Standards

3.11.1 Containers

A. **Purchase and Distribution of Containers**. Contractor shall purchase and distribute new, fully assembled and functional Containers to Service Recipients in the Service Area prior to the Commencement Date. Contractor shall also distribute Containers to new Service Recipients that are added to Contractor's Service Area during the term of this Agreement within three (3) business days of receipt of notification from the Town or the Service Recipient.

B. **Cart Exchange.** Within five (5) business days following notification from a Residential Service Recipient that a change in the size of a Solid Waste, Recyclables and Organic Waste Cart is requested, Contractor shall deliver the new size Cart(s) to such Customer. Each SFD Service Recipient shall be eligible to receive one (1) free Cart exchange per calendar year. Contractor shall be compensated only for the cost of those exchanges in excess of one (1) per calendar year for those SFD Service Recipients receiving larger Cart sizes, in accordance with the "Cart Exchange" Maximum Service Rate as set forth in Exhibit D or as may be adjusted under the terms of this Agreement.

C. **Carts.** Carts utilized for Solid Waste shall be grey or black in color, Carts utilized for Recyclables shall be blue in color and Carts utilized for Organic Waste (including Yard Trimmings) shall be green in color. Carts shall have English and Spanish labels and pictures to identify the appropriate materials for each. Carts for Recyclables shall be manufactured out of a minimum of 30% recyclable materials.

D. **Design.** The design of in-home or in-business Recyclable and Organic Waste containers must be approved by the Town prior to purchase, shall conform to the color scheme in the preceding paragraph, and shall be manufactured out of a minimum of 20% recyclable materials.

E. **Containers.** Outside Containers shall be kept continuously closed by either a tight fitting cover or lid. Contractor shall repair Contractor-owned Containers within five days of a request to do so by Service Recipient or from the Town, or if repair cannot be performed within five days, Contractor shall provide a replacement Container to Service Recipient, all without cost to either Service Recipient or Town. Contractor is solely responsible for repairing and/or replacing any Contractor-purchased Containers due to manufacturer defects, and for all related costs.

F. **Container Cleaning.** All Containers shall be maintained in a clean, serviceable, and sanitary condition. Upon Service Recipient request, Contractor shall steam clean all Commercial Organic Waste Containers (or exchange with clean Containers) once each year, within five (5) business days of a Service Recipient request. Contractor shall offer additional cleaning of Containers (in excess of one time per year) for a fee as approved by the Town.

3.11.2 Collection Vehicles and Equipment

A. **General Provisions.** All Collection equipment used by Contractor in the performance of services under this Agreement shall be in good and serviceable condition. The vehicles shall be designed and operated so as to prevent commingling Solid Waste, Recyclables, Organic Waste, and Bulky Goods and prevent Discarded Materials from escaping from the vehicles. Hoppers shall be enclosed on top and on all sides to prevent material from leaking, blowing or falling from the vehicles. Each Collection vehicle shall be equipped with a shovel and broom for clean-up of spillage. Collection vehicles shall never be loaded to exceed the manufacturer's recommended weight limit or otherwise operated unsafely or in violation of any applicable law.

B. **Vehicles.** All vehicles used by Contractor in providing services under this Agreement, except those vehicles used solely on Contractor's premises, shall be licensed by the California Department of Motor Vehicles. To the extent required by Applicable Law, Contractor shall provide its Collection vehicles to be in full compliance with local, state and federal clean air requirements that were adopted, including, but not limited to, the California Air Resources Board Heavy Duty Engine Standards as currently proposed to be contained in CCR Title 13, Section 2020 et seq; the Federal EPA's Highway Diesel Fuel Sulfur regulations and any other applicable air pollution control laws. Each Collection vehicle shall have an age of less than five (5) years on the Effective Date of this Agreement. Contractor has inspected all applicable streets within the Town and acknowledges and certifies that all vehicles can safely and effectively operate within the Town.

C. **Safety Markings.** All Collection equipment used by Contractor shall have appropriate safety markings including, but not limited to, highway lighting, flashing and warning lights, clearance lights, and warning flags. All such safety markings shall be in accordance with the requirements of the California Vehicle Code, as from time to time amended, and shall be subject to approval by Town.

D. **Vehicle Signage.** Contractor's name, telephone number and vehicle number shall be visibly displayed on both sides of all Collection vehicles in letters and figures not less than eight (8) inches high.

E. **Collection Vehicle Noise Level.** The noise level generated by Collection vehicles using compaction mechanisms during the stationary compaction process shall not exceed seventy-five (75) decibels at a distance of twenty-five (25) feet from the Collection vehicle measured at an elevation of five (5) feet above ground level using the "A" scale of a standard sound level meter at slow response.

F. **Equipment Maintenance.** Contractor shall maintain Collection equipment in a clean condition and in good repair at all times. All parts and systems of the Collection equipment shall operate properly and be maintained in a condition satisfactory to Town. Contractor shall repaint all Collection vehicles (including vehicle striping) during the term of this Agreement on a frequency necessary to maintain a positive public image as reasonably determined by the Town. Contractor shall wash all Collection vehicles at least once a week using reclaimed water, if available.

G. **Equipment Inventory.** On or before the Effective Date of this Agreement, Contractor shall provide to Town an inventory of Collection vehicles and Major Equipment used by Contractor for Collection or transportation in performance of services under this Agreement. The inventory shall indicate each Collection vehicle by identification number, DMV license number, the age of the chassis and body, type of fuel used, the type and capacity of each vehicle, the number of vehicles, the date of acquisition, the decibel rating and the maintenance and rebuilt status. Contractor shall submit to Town an updated inventory annually, or more often at the request of the Town. Each vehicle inventory shall be accompanied by a certification signed by Contractor that all Collection vehicles meet the requirements of this Section.

H. **Back-up Equipment.** Contractor shall maintain sufficient back-up Collection equipment to ensure uninterrupted Collection service during the term of this Agreement.

3.11.3 Hours of Collection

Unless otherwise authorized by the City Manager, Contractor's days and hours for Collection operations shall be as follows:

A. **Residential Premises.** Collection from Residential Premises shall only occur between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday.

B. **Commercial Premises.** Collection from Commercial Premises that are two hundred (200) feet or less from Residential Premises shall only occur between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday. Collection from Commercial Premises more than two hundred (200) feet from Residential Premises shall only occur between the hours of 4:00 a.m. and 6:00 p.m., Monday through Saturday.

3.11.4 Holiday Service

Contractor shall not be required to perform any services under this Agreement on Holidays. Collection services that would be performed under Article 3 but for the Holiday shall be re-scheduled to the business day immediately following the Holiday unless otherwise specifically approved in advance in writing by the Town. Contractor shall provide written notice of the Holiday rescheduling and the rescheduling of any other services affected by Holiday rescheduling to each affected Service Recipient at least thirty (30) days in advance of the rescheduled service.

3.11.5 Route Change

Contractor shall make efforts to minimize changes in Residential Collection days, and shall notify the Town in advance of any changes in route days that affect more than five (5) percent of the Service Recipients on a Residential route. Contractor shall provide Residential Service Recipients with at least thirty (30) days in advance of any route change.

3.11.6 Non-Collection

Contractor shall not be required to Collect any Discard Materials that are not placed either in a Container or, for overages Collections pursuant to Section 3.8 only, in other Containers meeting the requirements established by Town. Contractor shall not be required to Collect Discarded

Materials from a Container where the contents exceed the volume capacity of the Container when its lid is closed.

In the event of a non-collection, Contractor shall act in accordance with the following procedures, subject to the provisions of the Colma Municipal Code:

A. Upon the first and second occurrences of non-collection per Service Recipient, Contractor shall leave a Non-Collection Notice at the premises where the non-collection occurs and shall mark the Non-Collection Notice to show the date and time the notice is given, the complete address of the premises, the reason for the non-collection, the manner in which materials should be prepared for Collection, and the steps Service Recipient must take to recommence Collection service.

B. Upon the third occurrence of non-collection per Service Recipient, Contractor shall:

   i. In the event of non-collection as a result of Container overflow, leave a Non-Collection Notice stating that the Service Recipient's service level and Rate will be increased to reflect the required level of service, and deliver any required additional or larger Containers within forty-eight (48) hours; or,

   ii. In the event of non-collection as a result of Contamination, leave a Non-Collection Notice stating that the Service Recipient may be subject to penalties related to Municipal Code violation; and,

   iii. In both cases, provide notice to Town staff or code enforcement, as applicable, identifying any billing changes or penalties to be assessed as a result of the non-collection.

In all events of non-collection, Contractor shall leave the hard (card stock) copy of the Non-Collection Notice at the premises by affixing it to the Container, and shall retain one copy. Contractor shall report all events of non-collection to Town on a weekly basis.

3.11.7 Care of Private Property

The following general requirements must be met for all operations performed by Contractor, its subcontractors, agents and Collection crews. All Containers shall be replaced where they were found, or at the Collection point in a manner so as not to obstruct the path of travel. Lids shall be securely replaced on all Containers after emptying. Contractor shall re-lock any lockable on-site enclosures, if applicable. In the event of damage or breakage to enclosure-locking mechanisms, Contractor shall replace or repair the lock within 24 hours, and supply property owner with a reasonable number of new keys, if necessary. Damage to property shall be avoided. Should damage to property occur, Contractor agrees to repair or reimburse resident/property owner/Town for the cost of damages.

3.11.8 Clean-Up and Noise

Collection personnel shall carry cleanup equipment and shall clean up any spilled or dropped material and any litter within fifteen (15) feet of the Container location or route to the Collection

equipment. Collection personnel shall avoid unnecessary and excessive noise while collecting or dumping the Service Recipient's Containers.

3.11.9 Personnel

A. **General.** Contractor shall insure that Collection personnel conduct themselves in a safe, courteous and professional manner while performing their services. Contractor shall regularly train its employees in customer courtesy, shall prohibit the use of loud or profane language, and shall instruct Collection personnel to perform the work as quietly as possible. Contractor shall ensure Collection personnel are adequately trained to handle routine questions on services from the public and provide such information while performing their Collection services. Information brochures approved by the Town shall be available on each piece of Contractor's Collection equipment and shall be offered to members of the public who request additional information.

B. **Key Role of Management.** If Town is dissatisfied with the performance of any of Contractor's management personnel, Town shall contact the general manager to discuss the employee's performance. If Town is dissatisfied with the general manager, Town shall contact the group manager to discuss the general manager's performance. Contractor shall advise the affected management employee of any complaints made by Town regarding the employee's performance. The Parties shall meet and confer in good faith to address Town's concerns, and shall endeavor in good faith to agree on a corrective course of action to be implemented immediately. Contractor agrees to consider in good faith any requests by Town to transfer or re-assign a management employee should Town maintain in good faith that it can no longer work constructively with said employee; however, Contractor retains the ultimate right and unrestricted discretion to make employment decisions in its best business judgment. [This section may be revised in the final agreement as necessary to reflect the Contractor's management structure]

C. **Driver Qualifications.** All drivers shall be trained and qualified in the operation of Collection vehicles and must have in effect a valid license of the appropriate class issued by the California Department of Motor Vehicles

D. **Identification and Uniforms.** Contractor shall require its drivers and all other employees who routinely come in contact with the public to wear clean standardized uniforms bearing the Contractor's name and the employee's name, all as approved by Town.

E. **Safety Training.** Contractor shall provide suitable operational and safety training for all of its employees who utilize or operate vehicles or equipment. Contractor shall train its Collection employees in identifying and dealing with Hazardous Substances.

F. **No Gratuities.** Contractor shall not permit its employees to demand or solicit, directly or indirectly, any additional compensation or gratuity from members of the public for the Collection of Discarded Materials under this Agreement.

G. **Employee Conduct and Courtesy.** Complaints regarding courtesy, spillage, excessive noise and other standards established shall be considered as complaints for purposes set forth in Section 4.3.8. If any employee is found not to be performing services in the

manner required by this Agreement, Contractor shall take all appropriate corrective measures.

3.12 Removal of Hazardous Waste

Contractor shall not collect Hazardous Waste unless performed under a specific Town-approved Hazardous Waste collection program. Collection personnel shall have proper training in identifying and dealing with Hazardous Waste which may be encountered during the normal course of Discarded Materials Collection. Contractor shall have a plan, approved in advance by Town, for identification, recording, notification and disposal of such Hazardous Waste improperly placed for disposal by Service Recipients. Contractor shall insure that no Hazardous Substances or other prohibited waste is disposed of in the landfill.

3.13 Diversion Requirements

3.13.1 Contractor Obligation

In awarding this Agreement, the Town relied on Contractor representation that Contractor will provide a level of Diversion that ensures the Town will be in full compliance with its State Diversion obligations, as defined as of the Effective Date by AB 939 and AB 341. Town grant of exclusive services as defined in Article 2 is based in part on providing Contractor the means necessary to ensure the Town meets its Diversion obligations. The following Diversion requirements are intended to ensure the Town will be in full compliance with its State Diversion obligations.

3.13.2 Diversion Rate

Contractor's compliance with its Diversion requirements will be measured for a given time period in terms of the tons of materials Collected by Contractor from the provision of Collection Services in Town that are sold or delivered to a recycler, composting facility or re-use facility, net of all Residue, divided by the total tons of materials Collected in Town by Contractor in each calendar year.

3.13.3 Diversion Requirements

The Town's intent is for Contractor to improve the performance of its programs over time in order to meet the following Diversion requirements, subject to the penalties specified in Exhibit C. Contractor shall:

A. Achieve and maintain a Diversion rate of 30 percent by no later than January 1, 2018.

B. Maintain a minimum Diversion rate of 30 percent from January 1, 2018 through December 31, 2019.

C. Achieve and maintain a Diversion rate of 36 percent by January 1, 2020.

D. Maintain a minimum Diversion rate of 36 percent from January 1, 2020 through December 31, 2022.

E. Achieve and maintain a Diversion rate of 42 percent by January 1, 2023.

F. Maintain a minimum Diversion rate of 42 percent from January 1, 2023 through December 31, 2024.

G. Achieve and maintain a Diversion rate of 50 percent by January 1, 2025.

3.13.4 Compliance with Diversion Requirements

A. **Town Determination of Compliance.** Contractor shall provide the Diversion-related data and information defined in Section 3.13 as part of its scheduled reporting. Town may in its sole discretion, and at any time determine compliance with each of the above Diversion requirements, as well as ascertaining Contractor progress towards achieving the next scheduled Diversion requirement. Contractor acknowledges that Town may request, and Contractor shall provide in a timely manner such additional information as may reasonably be needed to ascertain Contractor's compliance with its Diversion requirements as defined in Section 3.13.3. Should Town determine that Contactor is not in compliance with its Diversion requirements, Town may invoke the indemnification provisions of Section 8.1 and the penalties and remedies of Article 10.

B. **CalRecycle Notice.** If at any point during the Term, CalRecycle notifies the Town that it is not in compliance with its Diversion obligations under State law, the Parties will meet within fourteen (14) days of Town request regarding Contractor's compliance with Contractor's Diversion requirements. Town may determine if Contractor is in compliance as provided in Section 3.13.3, and if it finds Contractor to not be in compliance, Town may seek the penalties and remedies of Article 10. Should Contractor be found to be in compliance with the above Diversion requirements, but there is the need to modify Contractor obligations to meet the Town's Diversion obligations such modification will be considered a change in Contactor obligations as provided in Section 3.15.

3.14 Additional Recyclable Materials

In the event Town or Contractor proposes to add other materials to the list of Recyclables to be Collected, processed and/or marketed by Contractor, such additional materials shall be included under this Agreement. Contractor shall notify the Town of the extent to which the addition of the proposed material would require a modification of the Recyclables Collection vehicles, the use of an additional Recyclables Container, and the use of additional Collection vehicles, and shall notify Town of the estimated costs of adding the proposed material. Such notification shall be in writing and shall be provided at the time Contractor proposes the addition of the material or, if Town proposes such addition, the Parties shall proceed in accordance with Section 3.15. Town shall respond in writing to Contractor's description of changes and costs of implementation within thirty (30) calendar days of Contractor's notification to Town. Both Parties shall negotiate in good faith for the purpose of reaching an agreement for the addition of the proposed material and a schedule for the implementation of the Collection of such material. The Town may negotiate and approve the additional material and implementation schedule, but any agreement which would result in additional compensation to Contractor, including any compensation for tons recycled pursuant to this Agreement, shall not become effective unless approved by the Town Council.

3.15 Town's Right to Direct Changes

The Town may direct the Contractor to perform additional Collection services or to modify the manner in which it performs existing services, as provided in the Agreement. The Contractor shall promptly take direction from the Town to provide additional services under this Agreement. Contractor acknowledges and agrees that the Town may permit other persons besides the Contractor to perform additional Collection or related services if the Contractor and the Town cannot agree in four (4) weeks from the date when the Town first requests a proposal from Contractor to perform such services or terms and conditions of such services. Both Parties shall negotiate in good faith for the purpose of reaching agreement under this section.

Article 4. BILLING, REPORTING AND CUSTOMER OUTREACH

4.1 Billing Services

Contractor shall provide billing services for all Service Recipients in the Service Area, including all Residential Properties, Multi-Family Properties and Commercial Properties.

Contractor shall: (i) bill all Service Recipients in the Service Area, including all Residential Properties, Multi-Family Properties and Commercial Properties at the rates permitted in this Agreement; (ii) maintain accurate billing and payment records; and (iii) bill Service Recipients on a monthly schedule in arrears or as otherwise approved by Town. Service Recipients' bills shall be itemized showing the charges for each classification of services.

4.1.1 Town Inserts

Town may direct Contractor to produce and insert mailers with billings relating to Town-sponsored events, integrated waste management activities, other environmental programs, and authorized rate increases by the lesser of: (1) six (6) times per year or (2) the number of billing cycles for that Service Recipient class.

4.1.2 Delinquent Accounts

Contractor shall be responsible for collecting delinquent charges for services it renders to customers. Contractor shall employ measures, consistent with federal and California laws regulating the collection of debts, to obtain payment of charges including use of its own employees to obtain judgments in Small Claims Court and to enforce such judgments.

4.1.3 Billing Records

Contractor shall keep records of all billing documents and customer account records including, but not limited to, invoices, customer payment coupons mailed with the invoice and collection notices, for a period of three (3) years after the date of receipt or issuance. Contractor may, at its option, maintain those records in electronic form, hard copy, or in any other manner, provided that the records can be preserved and retrieved for inspection and verification in a timely manner.

4.1.4 Town Access to Billing Information

Contractor shall provide Town with prompt access to all current and up-to-date billing information necessary to allow the Town to respond to customer inquiries or complaints or as otherwise required by Town. At request of Town, Contractor shall provide "read only"

electronic access to Contractor's Service Recipient billing and customer service records such that Town employees can research billing inquiries and Service Recipient account history from Town Hall or review the status of missed pick-ups, service complaints or matters subject to Sections 4.3.8 and 4.3.10. Contractor shall cooperate with Town to establish this "read only" function and shall ensure that Town has access to Service Recipient information in "real time".

4.2 Town of Colma Reporting Requirements

As set forth in this Article, Contractor shall submit reports to the Town on Solid Waste Collection and Disposal, Recyclables Collection, Processing and marketing, and Organic Waste Collection, Processing and marketing to assist the Town in meeting the reporting requirements of AB 939, AB 341 and other Applicable Law.

4.2.1 Quarterly Reports.

Contractor shall submit quarterly reports as required under this Section. Each quarterly report shall include the information described as follows:

A. **Solid Waste Collected.** The quarterly report shall specify the number of tons of Solid Waste Collected by service type. Service type is residential, commercial, self-haul, debris box, and compactor.

B. **Recyclables Tonnages.** The quarterly report shall specify the number of tons of Recyclables Collected by service type, as determined by a sampling method approved by the Town. Service type is residential, commercial, self-haul, debris box, and compactor

C. **Yard Trimming/Food Waste and Organic Waste Tonnages.** The quarterly report shall specify the number of tons of Yard Trimmings, Food Waste and other Organic Waste Collected by service type Service type is residential, commercial, self-haul, debris box, and compactor.

D. **Year-to-Date Data.** The quarterly report shall include year-to-date data for Solid Waste, Recyclables, Yard Trimmings/Food Waste by service type and a Diversion rate for the quarter by service type. Quarterly Diversion data shall be provided in such detail as is sufficient to allow the Town to determine compliance with the diversion requirements of this Agreement.

E. **CTAP Compliance.** The quarterly report shall detail compliance with the Commercial Technical Assistance Program (CTAP) required in this Agreement and results of the CTAP, and shall include completed Commercial Technical Assistance Checklists completed in the previous quarter.

F. **Public Education.** The quarterly report shall detail the public education, events and community relations activities performed by Contractor during the quarter

G. **Complaint Log.** The quarterly report shall contain a copy of Contractor's complaint log, with initial date of complaint, a description of how each complaint was resolved, and the date of resolution.

For the purposes of the reports, quarters shall be defined as: First Quarter consisting of January, February and March; Second Quarter consisting of April, May and June; Third Quarter consisting of July, August and September; Fourth Quarter consisting of October, November and December. Contractor shall submit quarterly reports within thirty days after the end of each quarter.

4.2.2 Annual Reports

Within forty-five days after the end of each calendar year, Contractor shall submit to Town an annual performance report covering the immediately preceding calendar year and the report shall include all of the following information:

A. **Summary of Quarterly Reports.** A collated summary of the information contained in the quarterly reports, including the reconciliation of any adjustments from prior quarterly reports.

B. **Annual Diversion Rate.** A final annual Diversion rate for the previous calendar year.

C. **Annual Outreach and Education Plan Summary.** A detailed summary of the Contractor's educational outreach during the previous year. At a minimum, this shall include:

   i. Public education materials produced.

   ii. Dates, times, and group names of meetings attended.

   iii. A summary of outreach and public education efforts, actions taken to resolve problems, increase efficiency, and increase recycling participation.

D. **Customer Complaint Information.** Any information required to be submitted in the annual report under Section 10.8.

4.3 Inspection by Town; Performance Reviews

4.3.1 General

Town reserves the right to inspect any and all of Contractor's facilities at any time during normal business hours, without notice, and at any other time with reasonable notice.

4.3.2 Performance Review

Town shall conduct two performance reviews during the Term of this Agreement within 90 days of the third and sixth anniversary of the Commencement Date. The review may be conducted by a qualified independent consultant selected by Town. The review shall examine all aspects of Contractor's performance of this Agreement and may be include a performance audit pursuant to Section 4.3.3.

4.3.3 Performance Audits

Performance and service quality audits and evaluations may be conducted or caused to be conducted by the Town at its discretion throughout the term of this Agreement. Such audits may be conducted from time to time during the term of this Agreement by a qualified independent consultant selected by Town. The reports required by this Agreement and the Contractor's ability or inability to achieve Diversion goals may be utilized as a basis of review. Such audits may include, but shall not be limited to analyses of both financial and qualitative performance of Contractor and Contractor's operations. If any noncompliance with the Agreement is found, the Town may direct the Contractor to correct the inadequacies in accordance with the terms of this Agreement. If the Contractor fails to correct the noncompliance items, said failure will be considered a default under this Agreement. Contractor shall cooperate fully with Town in conducting such evaluations and audits. The cost of such audits shall be borne by Contractor. Customer Services

Contractor shall at all times be in compliance with this Section and with the provisions of the Public Education and Outreach Plan contained in Exhibit J. Contractor shall revise, modify and otherwise update such Plan throughout the Term as it deems necessary, or as reasonably requested by the Town. Note to Proposers: Section will be modified as needed to reflect final approved Public Education and Outreach Plan.

4.3.4 Office Location and Hours

Contractor shall maintain a principal office that shall at all times during the term of this Agreement be located within 12 miles of Town Hall. The office shall be open at a minimum from 7:00 a.m. to 5:00 p.m. daily except Saturdays, Sundays and Holidays. A representative of Contractor shall be available during office hours at Contractor's office for communication with Town and the public.

4.3.5 Local Telephone Number

Contractor's principal office shall be accessible by a local (toll-free to Service Recipients) telephone number at least during the office hours specified in Section 4.3.4 and from 8:00 a.m. to noon on Saturdays. The telephone number shall be listed under Contractor's name in the local telephone directory.

4.3.6 Emergency Telephone Number

Contractor shall maintain an emergency telephone number for use outside Contractor's office hours. The emergency telephone number shall be listed as an emergency number under Contractor's name and under the Town in the local telephone directory. Contractor shall have a representative, or an answering service to contact such representative, available at Contractor's emergency telephone number during all hours other than Contractor's office hours.

4.3.7 Multilingual/TDD Service

Contractor shall at all times maintain the capability of responding to telephone calls in English, Spanish, and such other languages as Town may direct, employing a service such as ATT Language Line. Contractor shall at all times maintain the capability of responding to telephone

calls through Telecommunications Device for the Deaf (TDD) Services. These capabilities shall be maintained for both the local telephone number and the emergency telephone number.

4.3.8 Website.

Contractor shall develop a comprehensive website specific to Town which fully explains and effectively promotes the Diversion options offered to its Service Recipients. The website shall contain the full approved Maximum Rates schedule as well as any other information that may be helpful to Town and Service Recipients in meeting Town's Diversion goals. The website shall also allow Service Recipients to submit inquires, complaints and queries which shall be answered as provided for in the following paragraph.

4.3.9 Service Recipient Complaints and Inquiries

During office hours, Contractor shall maintain a complaint service and a telephone answering system capable of accepting at least three (3) incoming calls at one time. Contractor shall record in a computerized daily log all complaints, including date, time, complainant's name and address if the complainant is willing to give this information, and nature and date and manner of resolution of complaint. Any such calls received via Contractor's answering service shall be recorded in the log no later than the following work day. This log shall be available for inspection by Town during Contractor's office hours and shall be accessible to Town at all times. The computer log shall be in a format approved by Town. Contractor shall provide a copy of this log to Town with Contractor's quarterly report. All incoming calls shall be answered in the manner required under Section 10.8. Any call "on-hold" in excess of 1.5 minutes shall be switched to a message center where Contractor shall maintain information in a daily log to enable a customer service representative to return customer calls. All "call backs" shall be attempted a minimum of one time prior to 6:00 p.m. on the day of the call. If the caller is not contacted on the first attempt, Contractor shall make subsequent attempts on the next working day after the original call. Contractor shall make a minimum of three (3) attempts within twenty-four (24) hours of the receipt of the call. If Contractor is unable to reach the caller on the next working day, Contractor shall send a postcard to the caller on the second working day after the call was received, indicating that the Contractor has attempted to return the call. All attempts to contact the caller shall be recorded in the log kept by Contractor.

4.3.10 Missed Pick-Ups

The failure of Contractor to pick up Discarded Materials which has been set out in an approved manner as described in Article 3by a Service Recipient shall be considered a missed pick-up. Contractor shall Collect the material from the Service Recipient within twenty-four (24) hours of Contractor's receipt of notification of the missed pick-up except where Collection on a Sunday would be required, in which case Contractor may perform the Collection of a missed pick-up on the Monday immediately following the date of notification. If Contractor is notified of a missed pick-up on the business day following the scheduled Collection day for the Service Recipient and such notification is made by 9:00 a.m., Contractor shall Collect the missed pick-up on the day of notification. Contractor shall maintain a written record of all calls related to missed pick-ups and the response provided by Contractor. The record shall be maintained in accordance with the reporting and monitoring requirements of this Agreement. In the event Contractor fails to Collect a missed pick-up within the times set forth in this Section, Town or its agents may Collect and transport the material. Town shall notify Contractor in writing whenever Town or its agent

collects a missed pick-up. Contractor shall reimburse Town for all costs so incurred by Town as provided in this Agreement.

4.4 Community Relations Program

Contractor shall at all times be in compliance with this Section 4.4 and with the provisions of the Transition and Diversion Plans contained in Exhibit B. Contractor shall revise, modify and otherwise update such Plans throughout the Term as it deems necessary, or as reasonably requested by the Town.

4.4.1 Initial Start-Up Public Education

A. **Door Hangers.** On or before the Commencement Date, Contractor shall deliver Town-approved written materials announcing applicable changes to Collection services. These materials will be in the form of door hangers, or other format approved by the Town, to be placed at the premises of each Service Recipient. These materials shall specify Service Recipient's scheduled Collection day(s) as well as summary information regarding Holiday schedule and Bulky Goods Collection.

B. **Initial Mailing.** On or before the Commencement Date, Contractor shall prepare and release a Town-approved initial mailing (via Bulk Mail – Postal Customer Local) to residents and businesses explaining any changes to existing Collection programs and any new programs.

4.4.2 Ongoing Public Education

A. **General.** Colma places a high priority on effective public education and outreach in helping residents and business fully understand options for and benefits of source reduction, reuse and recycling, safe HHW disposal, and composting. Contractor shall develop, produce and distribute, in close collaboration with the Town, public education materials described herein.

B. **Public Education and Outreach Plan.** Prior to the Commencement Date, and by February 1 of each following year during the Term of the Agreement, Contractor will develop and submit an annual Public Education and Outreach Plan, specific to Colma residents and businesses, that promotes the source reduction, reuse and recycling, composting, HHW programs under this Agreement. Contractor shall meet with Town Manager to present and discuss the Plan. Town Manager has up to sixty calendar days to review, request modifications and approve the Plan. Contractor's Public Education and Outreach Plan shall focus on improving Service Recipients' understanding of the benefits of and opportunities for Source Reduction, Reuse, Recycling and Composting. Contractor shall prepare and distribute public education materials to Service Recipients in Service Area four times during each year of this Agreement on a schedule approved by the Town. The materials shall be designed to address specific Collection needs or problems. The materials shall be printed in English, Spanish, and other languages specified by Town. The materials shall be professionally printed on paper stock with not less than fifty percent (50%) recycled paper content including at least ten percent (10%) post-consumer recycled paper content. Contractor shall provide camera-ready copy to Town for Town's review and approval prior to printing and distribution. Any promotional materials or

news releases developed for Contractor's own use shall be developed at Contractor's sole cost and expense. Contractor shall obtain Town's written approval of the materials prior to printing or distributing the materials.

C. **HHW Education.** Contractor shall develop and implement a public education program designed to educate Generators regarding proper methods of recognizing, handling and disposing of HHW.

4.4.3 Written Materials

A. All written materials to be distributed to the public for educational or outreach purposes shall conform the the requirements of this section. In all written materials, Contractor shall not use any other city or town name except Colma without the Town's prior written consent. Contractor shall use "Colma" when referring to the Town to the extent possible. Written materials shall be printed in English, Spanish, and other languages specified by Town. Contractor shall provide camera-ready copy to Town for Town's review and approval prior to printing and distribution. Printed materials shall be professionally printed on paper stock with not less than fifty percent (50%) recycled paper content including at least ten percent (10%) post-consumer recycled paper content.

B. Except for the requirement applicable to printed materials, the requirements in this section also apply to written materials published in electronic form.

4.4.4 Non-Collection Notice

On or before the Commencement Date of this Agreement Contractor shall have developed and begun utilizing Town-approved Non-Collection Notices as provided in Article 3. The notices shall be a least two inches by six inches in size and shall have the capability of making instant copies from the original at the spot of non-collection (e.g. carbonless copy paper).

4.4.5 Diversion Assistance

Contractor shall provide the Diversion outreach and education as set forth in the Diversion Plan contained in Exhibit B (Final Approved Plans).

4.4.6 Analysis of Discarded Material Composition

Contractor shall cooperate in activities requested by the Town to measure Diversion of Solid Waste from landfills including, but not limited to, providing a location for conducting Discard Material sorting, and re-routing trucks on a temporary basis to facilitate composition analysis. Such reports shall include, but not necessarily be limited to, throughput, recovery rates per material type, Residue rates by material type, costs, Recyclable Material commodity values, and final disposition of Source Separated Recyclables and Source Separated Organic Waste. Contractor shall also supply any other information reasonably requested by the Town to meet State, Federal, County, or Town regulatory requirements as those requirements may be amended from time to time.

4.5 Commercial Technical Assistance Program

The Contractor shall provide technical assistance to Commercial Service Recipients, which shall include assigning a Diversion Coordinator to meet twice a year with the thirty (30) employers with the most persons employed in Colma, as determined by the Town annually, and once a year with all other employers to:

A. Advise the Commercial Service Recipient's decision maker (the person with authority to make service changes to the Recyclable and Solid Waste collection service) on methods and recommendations to increase recycling and decrease solid waste, the selection of collections services and container sizes to maximize diversion, and the potential cost savings if a business takes recommended actions to increase diversion;

B. Educate and train staff and janitors on best practices for recycling, waste reduction and availability and use of in-house recycling containers;

C. Educate personnel on how to maximize diversion; and

D. Provide educational materials, posters, labels, and memos.

Contractor shall complete a Commercial Technical Assistance Program report within thirty (30) days of each on-site visit on a form provided by Town in its sole discretion, e.g., Exhibit K. The reports shall be filed with the Contractor's quarterly reports required under Section 4.2.1. Contractor and Town shall meet annually to discuss the Commercial Technical Assistance Program, its results and potential modifications.

4.6 Diversion Coordinator.

The Contractor shall specifically assign a Diversion Coordinator to administer the CTAP, perform the CTAP tasks, coordinate the Town services described in section 3.10, administer all education and outreach programs, and meet quarterly with Town to discuss the CTAP. The Contractor shall commit to assigning the Diversion Coordinator an average number of hours each month for performing these tasks.

The Diversion Coordinator shall have sufficient experience and training to complete the CTAP and be effective in meeting the CTAP requirements. At a minimum, the Diversion Coordinator must have demonstrated knowledge and experience in providing technical assistance to businesses. The Diversion Coordinator must be knowledgeable about recycling and mixed organics operations, the cost and other benefits of recycling and of reducing waste, and related issues. The Diversion Coordinator must be able work collaboratively with Town staff, to effectively communicate with business owners, facilities and operations managers and other Commercial community stakeholders, to write effective reports, and to conduct training programs.

4.7 Nondiscrimination

In the performance of all work and services under this Agreement, Contractor shall not discriminate against any person on the basis of such person's race, sex, color, national origin,

religion, marital status or sexual orientation. Contractor shall comply with Applicable Law regarding nondiscrimination, including those prohibiting discrimination in employment.

Article 5. PROCESSING AND DISPOSAL

5.1 Transfer, Transportation of Discarded Materials

Note to Proposers: Section will be modified as necessary based on the final service package.

Contractor shall transport Discarded Materials to an Approved Facility(ies).

Except when material is being loaded or unloaded or the vehicle is on route in the process of Collection, Contractor shall at all times keep loads completely covered so as to prevent leakage or spillage from the Collection vehicle. Contractor shall immediately clean up any spillage which occurs during Collection.

5.2 Processing of Discarded Materials

Note to Proposers: Will be completed as necessary if these services are provided by, or subcontracted by selected contractor.

5.3 Processing and Marketing of Recyclable Materials

Note to Proposers: Will be completed as necessary if these services are provided by, or subcontracted by selected contractor.

5.3.1 Disposal of Residue

Note to Proposers: Will be completed as necessary if these services are provided by or subcontracted by selected contractor.

5.3.2 Failure to Process Recyclables

Note to Proposers: Will be completed as necessary if these services are provided by or subcontracted by selected contractor.

5.3.3 Transformation of Recyclables

Note to Proposers: Will be completed as necessary if these services are provided by or subcontracted by selected contractor.

5.4 Disposal of Solid Waste

Note to Proposers: Will be completed as necessary if these services are provided by or subcontracted by selected contractor.

Article 6. TOWN FEES

6.1 Franchise Fee

6.1.1 Franchise Fee Amount

Contractor shall pay to Town as an administration and franchise fee five percent (5%) of Contractor's or Affiliated Companies' gross revenues from all operations in the Franchise Area pursuant to this Agreement for each annual period, exclusive of payments received by Contractor or Affiliated Companies from the sale of Recyclable Material or Organic Waste, but including any moneys or received from governmental agencies, including Town ("Franchise Fee"). Town may adjust the Franchise Fee from time to time, provided that if Town increases the Franchise Fee, Contractor may increase its rates by the amount necessary to pass through the increase in the Franchise Fee.

6.1.2 Time and Method of Payment

The Franchise Fee shall be remitted at the same time as the quarterly reports in Section 4.2.1. If the Franchise Fee is not paid on time, the Contractor shall pay Town a late fee, and not as interest, in an amount equal to ten percent (10%) of the amount owing for that quarter. Contractor shall pay an additional ten percent (10%) late fee for each additional thirty (30) day period that any amount of the Franchise Fee or both, remains unpaid. Contractor agrees that the late fees described herein reasonably reflect the Town's costs to process delinquency calculations and notices, and to monitor the Contractor's services, all in an effort to collect delinquent Franchise Fees which, together with all other remedies afforded Town under this Agreement (including any award of attorney's fees and costs), and in accordance with applicable laws, are intended to compensate Town in any collection efforts in the event of Contractor's default in the payment of the Franchise Fee.

6.1.3 Adjustment to Franchise Fee

Town reserves the right to adjust the Franchise Fee as it deems appropriate at any time during the Term of this Agreement. Any such increase shall be reflected in increased Maximum Rates as provided for in Article 7.

6.2 Other Fees

Town reserves right to establish other Town fees during the Term at its sole discretion. In this event, Maximum Rates shall be adjusted as necessary to reflect the new or modified fee(s) as provided for in Article 7.

Article 7. CONTRACTOR'S COMPENSATION AND RATES

7.1 Rates for Solid Waste Collection

7.1.1 Establishing and Collecting Rates; Compensation of Contractor

Town shall, from time to time, establish Maximum Rates for various categories of Service Recipients which are designed to provide revenues to fund all activities and pay all fees provided for under this Agreement. Contractor shall be responsible for billing and collecting such

revenues. Contractor's sole compensation for rendering services pursuant to this Agreement shall consist of the amounts to be paid to, or retained by, Contractor in accordance with this Article, and any amounts collected by Contractor from the sale of Recyclable Materials collected hereunder. Moreover, Town shall not be obligated to make any payments to Contractor under this Agreement, including payments to compensate Contractor for delinquent or uncollectible amounts charged to Service Recipients.

7.1.2 Initial Rates

Provided that Town has successfully completed any proceedings required under Article 13D, Section 6, of the California Constitution or other Applicable Law, Contractor's initial proposed Maximum Rates, set forth in Exhibit A, shall take effect on the Commencement Date. If there is a service that Contractor believes it is required to provide and for which there is no Town-approved rate in Exhibit A, Contractor shall notify Town. The Town may, in its sole discretion, establish a rate for the new service, following completion of any proceedings required under Article 13D, Section 6, of the California Constitution or other Applicable Law. Unless and until Town establishes a rate for such service, Contractor shall not provide nor charge for the service. Town shall have no obligation or duty to establish a rate for such service.

7.1.3 Subsequent Rate Adjustments

Beginning January 1, 2017, the Maximum Rates shall be adjusted as provided in this Section.

A. The Collection Component of each Maximum Rate shall be subject to increases or decreases every year during the term of this Agreement to reflect the impact of inflation. The "Adjustment Date" shall be January 1 of each year during the term of this Agreement, beginning January 1, 2017. Said increase or decrease shall be made in accordance with the following formula ("Formula"):

i. The base for computing the adjustment shall be the Consumer Price Index [All Urban Consumers] (base years 1982-1984 = 100) San Francisco-Oakland-San Jose, CA, published by the United States Department of Labor, Bureau of Labor Statistics ("index") which is published for the month of July, 2016 ("beginning index"). If the index for July immediately preceding the adjustment date ("adjustment index") has increased or decreased over the beginning index (or the index as of the most recent prior adjustment date, as the case may be), the Collection Component for the following year (until the next Maximum Rate adjustment) shall be set by multiplying the then Collection Component by one plus a fraction, the numerator of which is the adjustment index and the denominator of which is the beginning index. If the index is changed so that the base year differs from that used as of the month of July of the year preceding the adjustment date, the index shall be converted in accordance with the conversion factor published by the United States Department of Labor, Bureau of Labor Statistics. If the index is discontinued or revised during the term of this Agreement, such other government index or computation with which it is replaced shall be used in order to obtain substantially the same result as would be obtained if the index had not been discontinued or revised.

ii. Notwithstanding any provision herein to the contrary, in no case shall the Collection Component increase or decrease exceed 5% per year. In the event that any increase or decrease would exceed 5% in any one year, the excess change above 5% shall be applied to the following year's adjustment pursuant to this Section, provided that the increase or decrease in that following year shall not exceed 5%. In such event, all or a portion of the excess increase or decrease shall be applied to the adjustment each of the following years until fully satisfied. Percent adjustments carried over to a succeeding year shall be simply added to or subtracted from the current year's adjustment in the Collection Component.

B. If the tip fee charged at the Approved Disposal Facility is changed (increased or decreased) for whatever reason including, but not limited to, new or increased taxes or regulatory fees, the Disposal Fee portion of the Maximum Rates shall be adjusted to reflect the new Disposal cost, following successful completion of the proceedings required under Article 13D, Section 6 of the California Constitution. Disposal Fees are a pass through cost and Contractor shall not be entitled to receive or charge any profit, markup, overhead or administrative costs on Disposal Fees. Notwithstanding any provision herein to the contrary, in no case shall the Disposal Fee increase or decrease exceed 5% per year. In the event that any increase or decrease would exceed 5% in any one year, the excess change above 5% shall be applied to the following year's adjustment pursuant to this Section, provided that the increase or decrease in that following year shall not exceed 5%. In such event, all or a portion of the excess increase or decrease shall be applied to the adjustment each of the following years until fully satisfied. Percent adjustments carried over to a succeeding year shall be simply added to or subtracted from the current year's adjustment in the Disposal Fee.

C. To the extent applicable, the Maximum Rates shall include a processing fee as set forth in Exhibit A. This fee shall be adjusted in the same manner as the Collection Component.

D. If the Franchise Fee or any Town fee is changed (increased or decreased), the Franchise Fee portion ~~of the Disposal Fee portion~~ of the Maximum Rates shall be adjusted to reflect the new Franchise Fee. Franchise Fees and other Town Fees are a pass through cost and Contractor shall not be entitled to receive or charge any profit, markup, overhead or administrative costs on such fees.

7.2 Grant Funding

Contractor shall monitor, and shall apply for applicable grant funding programs awarding in excess of $10,000 as they come available throughout the term of this Agreement, including but not limited to Diversion program assistance and alternative fuels and equipment purchase programs. Contractor shall take such steps as are necessary to ensure that grant applications are completed and submitted in a professional manner. Prior to submitting applications for such grants, Contractor shall notify Town of its intent to apply, and Contractor shall not submit any applications relating to the Town without prior Town approval, which shall not be unreasonably withheld. Contractor shall take direction from Town regarding applying for specific grants, and shall do so in a timely manner.

Article 8. INDEMNIFICATION, INSURANCE AND BOND

8.1 Indemnification

8.1.1 Indemnification and Hold Harmless - Contractor

To the extent permitted by Applicable Law, Contractor, for and on behalf of itself and its agents, subcontractors, directors, officers, employees and representatives shall indemnify and hold harmless Town, its officers and employees from and against any and all losses, liabilities, penalties, claims, demands, judgments, damages, actions or suits, of any and every kind and description, arising or resulting from any work or services performed by Contractor or its agents, subcontractors, directors, officers, employees or representatives pursuant to this Agreement, or which results from their noncompliance with any Applicable Law. Such indemnification and hold harmless shall include, but not be limited to any allegation that Contractor, or its agents, subcontractors, directors, officers, employees, or representatives has breached an express or implied warranty of merchantability or fitness for particular use or any other warranty relating to the Recyclables Collected pursuant to this Agreement and to any allegation that any of them has violated any license, copyright or other limitation on Contractor's use of any computer software in connection with Contractor's performance of services under this Agreement. The acceptance by Town of any work or services under this Agreement shall not operate as a waiver of such indemnification or hold harmless.

Contractor's duty to defend and indemnify herein includes all fines and/or penalties imposed by CalRecycle if the requirements of AB 939, AB 1826 and/or AB 341 are not met by the Contractor with respect to the materials Collected under this Agreement and/or Contractor's other obligations under this Agreement, and such failure is: (i) due to the failure of Contractor to meet its obligations under this Agreement; or, (ii) due to Contractor delays in providing information that prevents Contractor or the Town from submitting reports to regulators in a timely manner.

8.1.2 AB 939, AB 341, AB 1846 and Local Ordinance Compliance

Contractor shall perform all education, outreach, monitoring, and reporting for all Commercial and Multi-Family properties as required by AB 939, AB 1826, AB 341, and any Town ordinance and as more fully set out in Section 4.4, and in Exhibit B. Contractor has developed, and shall implement and update as necessary a Diversion Plan as provided in Exhibit B that, among other things supports and educates Multi-Family and Commercial Customers on both State and Town requirements. Contractor shall provide all necessary reporting relating to the Town's compliance requirements pertaining to AB 939, AB 1826 and AB 341, and as it affects the County's Integrated Waste Management Plan, as required by Section 4.2.

8.1.3 Defense

Upon the demand of the Town Attorney, Contractor shall defend Town, its officers and/or employees against any matter described in Section 8.1.1and 8.1.2 of this Agreement.

8.1.4 Damage by Contractor

If Contractor's employees or subcontractors cause any injury, damage or loss to Town property, including but not limited to Town streets or curbs, Contractor shall either repair the same or

reimburse Town for Town's costs of repairing such injury, damage or loss. Such reimbursement is not in derogation of any right of Town to be indemnified by Contractor for any such injury, damage or loss. With the prior written approval of Town's Director of Public Works, Contractor may repair the damage at Contractor's sole cost and expense.

8.2 Insurance

8.2.1 Insurance Policies

Contractor shall procure and maintain throughout the Term and any extension of this Agreement insurance against claims for injuries to persons or damages to Property which may arise from or in connection with Contractor's performance of work or services under this Agreement. Contractor's insurance shall include full coverage of Contractor's employees, agents, representatives and subcontractors. Contractor warrants that employees and subcontractors are properly licensed, including any required commercial vehicle licenses, to drive Contractor's vehicles.

8.2.2 Minimum Scope and Limits of Insurance

Insurance Coverage shall be at least as broad as the following:

A. **Workers' Compensation.** Statutory Workers' Compensation Insurance with limits as required by applicable law. The insurer shall waive all rights of subrogation against the Town of Colma for loss arising from worker injuries sustained under this Agreement.

B. **Commercial General and Automobile Liability.** Contractor, at Contractor's own cost and expense, shall maintain Commercial General Liability insurance for the period covered by this Agreement, and any extension of this Agreement in an amount not less than two million dollars ($2,000,000) combined single limit coverage for risks associated with the work contemplated by this Agreement. Such coverage shall include but shall not be limited to, protection against claims arising from bodily and personal injury, including death resulting therefrom, and damage to property resulting from activities contemplated under this Agreement, including the use of owned and non-owned automobiles, as well as waste hauling, transfer vehicles or other commercial transport.

C. **General Requirements**. Each of the following shall be included in the insurance coverage or added as an endorsement to the policy:

   i. The Town of Colma, its officers, employees, agents and volunteers are to be covered as additional insureds as respects each of the following: liability arising out of activities performed by or on behalf of Contractor, including the insured's general supervision of Contractor; products and completed operations of Contractor; premises owned, occupied or used by Contractor; or automobiles owned, leased, hired, or borrowed by Contractor. The coverage shall contain no special limitations on the scope of protection afforded to Colma, its officers, employees, agents, or volunteers; except that such coverage shall not apply to the extent of the sole negligence, active negligence, comparative negligence, or willful misconduct of Colma, its officers, employees, agents, or volunteers.

ii. The insurance policy form shall provide coverage on an occurrence basis, or on the basis of claims made. If claims made coverage is provided, an extended supplemental reporting period of at least 84 months shall be provided.

iii. The insurance must cover complete contractual liability. This may be provided by amending the definition of "incidental contract" to include any written agreement.

iv. Any explosion, collapse, and underground property damage exclusion must be deleted.

v. An endorsement must state that coverage is primary insurance and that no other insurance or self-insured retention carried by the Town of Colma will be called upon to contribute to a loss under the coverage.

vi. The policy must contain a cross liability or severability of interests clause.

vii. Any failure of Contractor to comply with reporting provisions of the policy shall not affect coverage provided to Town of Colma and its officers, employees, agents, and volunteers.

viii. Broad form property damage liability must be afforded.

ix. Insurance is to be placed with California-admitted insurers, and carrier(s) must be rated "A" or above in the Best's Rating Guide. The Town reserves the right to accept or deny use of any particular carrier.

x. Notice of cancellation or nonrenewal must be received by the Colma Town Clerk's Office at least sixty (60) days prior to such change.

8.2.3 Endorsements

The policies are to contain, or be endorsed to contain, the following provisions:

A. General Liability and Automobile Liability Coverage

i. The Town of Colma, its officers, employees, agents and Contractors are to be covered as additional insureds as respects: Liability arising out of activities performed by, or on behalf of, Contractor; products and completed operations of Contractor; premises owned, leased or used by Contractor; and automobiles owned, leased, hired or borrowed by Contractor. The coverage shall contain no special limitations on the scope of protection afforded to Town, its officers, employees, agents and Contractors; except that such coverage shall not apply to the extent of the sole negligence, active negligence, comparative negligence, or willful misconduct of Colma, its officers, employees, agents, or volunteers.

ii. Contractor’s insurance coverage shall be primary insurance as respects Town, and its officers, employees, agents and Contractors. Any insurance or self-insurance

maintained by Town, its officers, employees, agents or Contractors shall be in excess of Contractor's insurance and shall not contribute with it.

iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to Town, and its officers, employees, agents, or Contractors.

iv. Except with respect to the limits of insurance, and any rights or duties specifically assigned to the first named insured, this insurance applies:

a. As if each named insured were the only named insured; and

b. Each insured against whom claim is made or suit is brought.

8.2.4 Hazardous Substances, Environmental Impairment Liability Insurance

A. Contractor shall provide, and thereafter maintain throughout the term of this Agreement, and any extension of this Agreement, Hazardous Substances and Environmental Impairment Liability Insurance covering all reasonably expected potential losses related to pollution, Hazardous Substances, contamination, spills, accidents or migration of toxics, pollutants, Hazardous Substances or materials, or unknown materials. Such coverage shall be at a minimum of five million dollars ($5,000,000.00) per occurrence. Contractor shall submit a report annually to the Town listing the claims and incidents which could result in claims under this coverage.

B. Each of the following shall be included in the insurance coverage or added as an endorsement to the policy:

i. The insurance coverage, if provided on a claims made form, then a twelve (12) month Extended Reporting Period shall be provided in the event such coverage or this Agreement is terminated.

ii. An endorsement must state that coverage is primary insurance and that no other insurance or self-insured retention carried by the Town of Colma will be called upon to contribute to a loss under the coverage; unless and to the extent of the sole negligence, active negligence, comparative negligence, or willful misconduct of the Town, its officers, employees, agents, or volunteers**,** excluding any third party claims or actions arising out of or asserted based upon the theory of negligent instrument of services to Contractor.

iii. Any failure of Contractor to comply with reporting provisions of the policy shall not affect coverage provided to Town of Colma and its officers, employees, agents, and volunteers.

iv. Notice of cancellation or nonrenewal must be received by the Colma Town Clerk's Office at least sixty (60) days prior to such change.

8.2.5 Acceptability of Insurers

Insurance is to be placed with insurers acceptable to and subject to the prior approval of Town's Risk Manager

8.2.6 Verification of Coverage

Contractor shall furnish Town with certificates of insurance and with original endorsements affecting coverage required by this Agreement. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. Contractor shall furnish Town with a new certificate of insurance and endorsements upon each renewal or change of coverage or change of insurers. Proof of insurance shall be mailed to the following address or any subsequent address as may be directed in writing by the Town:

Risk Manager
Town of Colma
1198 El Camino Real
Colma, CA 94014

8.2.7 Subcontractors

Contractor shall include all subcontractors as insureds under its policies or shall obtain separate certificates and endorsements for each subcontractor with terms, conditions and amounts of insurance at least equal to those set forth herein for Contractor.

8.2.8 Modification of Insurance Requirements

The insurance requirements provided in this Agreement may be modified or waived by Town's Risk Manager, in writing, upon the request of Contractor if the Risk Manager determines such modification or waiver is in the best interests of Town considering all relevant factors, including exposure to Town.

8.3 Performance Bond

8.3.1 Performance Bond Requirement

Within ten (10) calendar days from the date the Town Council approves this Agreement and upon the commencement of each Contract Year thereafter, Contractor shall procure and provide the Town with a fully prepaid surety bond, for at least the duration of such Contract Year, to guarantee and assure the prompt and faithful performance of Contractor's obligations under this Agreement. Such bond shall be executed by a surety licensed to transact business in the State of California, shall name the Town of Colma as obligee, shall provide at least thirty (30) calendar days prior notice of any cancellation, and shall be in the amount of One Hundred Fifty Thousand Dollars ($150,000.00). The form of the bond and the surety are subject to the approval of Town's Risk Manager and the Town Attorney.

8.3.2 Alternative to Performance Bond

As an alternative to the performance bond required by Section 8.3.1, at Town's option, Contractor may deposit with Town a fully prepaid irrevocable letter of credit for at least the duration of the Contract Year for which the letter of credit is deposited. Such letter of credit shall be in the amount of One Hundred Fifty Thousand Dollars ($150,000.00). The form of the letter of credit and the issuer of the letter of credit are subject to the approval of Town's Risk Manager and the Town Attorney. Nothing in this Section 8.3.2 shall in any way obligate Town to accept a letter of credit in lieu of the performance bond.

8.3.3 Town's Rights

Town shall have the right to draw against the faithful performance bond or the letter of credit in the event of a breach or default of Contractor or the failure of Contractor to perform fully any obligation under this Agreement. Within five (5) calendar days of receipt of notice from Town, Contractor shall renew or replace such sums of money as needed to bring the faithful performance bond or letter of credit current.

8.3.4 Guaranty

If the outstanding shares of common stock of Contractor are wholly owned by another corporation or limited liability company, then concurrently with execution of this Agreement, Contractor shall furnish a guaranty of its performance under this Agreement, in the form of Exhibit E, properly executed by _____, {Proposer to insert name of parent company guarantor}, a _____ _____ {Proposer to insert state of guarantor's formation} which owns all of the issued and outstanding common stock of Contractor.

Article 9. TOWN'S RIGHT TO PERFORM SERVICE

9.1 Emergency Conditions

The City Manager may declare the existence of an Emergency Condition and shall provide notice as soon as practicable to Contractor of said declaration. Within 72 hours an emergency meeting of the Town Council shall be scheduled and consideration of the continuation of an Emergency Condition shall be heard by the Town Council. The Town Council shall, by resolution, declare the continued existence of the emergency condition, if appropriate, and transmit a certified copy of the resolution to Contractor.

9.1.1 Emergency Operations

The Parties acknowledge that either temporary cessation or cessation of indeterminate duration of the services to be provided by Contractor hereunder may result in conditions detrimental to the public health, safety and welfare and that, in order to protect the public, invoking the extraordinary provisions of this section may be necessary. From and after the declaration of the existence of an Emergency Condition, Town or the designee of Town (irrespective of whether such designee is another public agency or privately-owned entity) may assume and carry out, as the "Emergency Operator", any or all Collection operations of Contractor hereunder. During the period of the Emergency Condition exists all revenues which, but for the Emergency Condition, would accrue hereunder to Contractor, shall instead accrue and be payable by Contractor to the Emergency Operator.

9.1.2 Use of Contractor's Facilities

Upon the declaration of the existence of an Emergency Condition pursuant to this Section, Contractor shall make available and relinquish to the Emergency Operator all of Contractor's operable vehicles, equipment, and other facilities necessary or convenient for providing Collection in the Service Area. Further, Contractor shall provide the Emergency Operator access, and/or rights of access, to such transfer station facilities and/or Disposal or Processing facilities available to, or under the control of, Contractor for the transferring and disposal of Discarded Materials, and Contractor shall, to the extent it possesses rights to use such transfer, Disposal, or Processing facilities, assign such rights to the Emergency Operator for use during the existence of the Emergency Condition. Notwithstanding the foregoing provisions of this section, the use of Contractor's vehicles, equipment, and other facilities and the assignment of rights to Contractor shall, in the case of Contractor's insolvency, bankruptcy or other adverse financial condition, be subject to the provisions of the United States Bankruptcy Act (11 U.S.C.§§101 et seq.) to the extent applicable. During the existence of an Emergency Condition the Emergency Operator shall operate, maintain and repair, and adequately insure, without cost to Contractor, Contractor's vehicles, equipment and other facilities used by it. Upon the cessation of the Emergency Condition the right to use such vehicles, equipment and facilities shall expire and the Emergency Operator shall return said vehicles, equipment and facilities to Contractor in a condition substantially the same as that which existed upon acquiring said vehicles, equipment and facilities, ordinary wear and tear excepted.

9.1.3 Indemnification

In the event that an Emergency Operator appointed by Town utilizes any facilities and/or equipment of Contractor, Town shall defend, indemnify and hold harmless Contractor and its Affiliates from and against any and all losses, expenses, liens, claims, demands and causes of action of every kind and character (excluding those based upon the negligence or willful misconduct of Contractor, its officers, employees and agents) for death, personal injury, property damage or any other liability or damages, including costs, attorneys' fees, and settlements arising out of, or in connection with, the use of Contractor's facilities and/or equipment.

9.1.4 Cessation of Emergency

At any time after the Emergency Operator has commenced the Collection of Discarded Materials, Town may hold a hearing on the question of the cessation of the Emergency Condition upon giving not less than forth-eight (48) hours' prior written notice to Contractor and the Emergency Operator. At the hearing Contractor, the Emergency Operator, and any and all interested persons shall be given the opportunity to be heard on the question aforesaid. Upon the conclusion of the hearing, Town shall determine if the Emergency Condition has ceased. If it is determined that the Emergency Condition has ceased, the Town Council shall, by resolution, declare the cessation of the Emergency Condition, and transmit a certified copy of the resolution to Contractor.

9.1.5 Resumption of Service

Upon the declaration of cessation of the Emergency Condition, the Emergency Operator shall return to Contractor its vehicles, equipment, and other facilities acquired and used by it. Further, upon the declaration of cessation of the Emergency Condition, and unless Town has terminated

this Agreement pursuant to Article 10, Contractor shall recommence its operations hereunder and shall perform all of its duties and obligations in accordance with the provisions hereof, and shall be entitled to all of its rights hereunder, including accrual of revenues for its benefit, from and after the date upon which the Emergency Condition shall be deemed to have ceased.

9.1.6 Limitation

Notwithstanding anything herein contained to the contrary, no Emergency Condition shall exist for more than one hundred eighty (180) consecutive days. Upon the expiration of said one hundred eighty (180) days, and unless the Emergency Condition has ceased prior thereto, this Agreement shall terminate. In the event of such termination no rights shall accrue to Contractor under this Agreement from and after the date of termination.

9.1.7 Town Termination of Agreement

Notwithstanding the provisions of Section 9.1.5, if, upon the cessation of the Emergency Condition, the Town Council determines that Contractor is not substantially able to perform its duties and obligations hereunder due to the effects of the Emergency Condition, the Town Council may declare this Agreement terminated effective upon the date of the cessation of the Emergency Condition. In the event of such termination no rights shall accrue to Contractor under this Agreement from and after the date of termination.

9.2 Disaster Operations

9.2.1 Availability of Contractor's Personnel and Equipment

In event of wartime, natural, physical or other disaster in or proximate to the Town Limits resulting in the declaration of a State of Emergency by the City Manager or Town Council, Contractor shall make available to Town, at no cost to Town, all equipment, vehicles, and/or personnel normally performing services under this Agreement, for emergency operations conducted or directed by the Town.

9.2.2 Temporary Possession and Employment

Town shall have the right to take temporary possession of all such vehicles and equipment made available by Contractor, and to temporarily employ all such Contractor personnel as emergency operations forces of Town, under the direction and control of the Town.

9.2.3 Use of Additional Equipment

Contractor may make available, in addition to the vehicles, equipment, and personnel provided in Section 8.2.1 above, equipment, vehicles, and personnel from those Contractor operations and resources not otherwise serving Town pursuant to this Agreement, to the extent necessary to conduct effective Discarded Materials Collection and removal services during any declared State of Emergency, subject to the direction and control of the Town.

9.2.4 Reimbursement

Town shall not be required to compensate Contractor in any manner or form for Contractor's provision of Equipment, vehicles, or personnel normally performing services under this Agreement within the Town Limits, when made available during a declared State of Emergency.

When additional equipment, vehicles, or personnel are provided during such an emergency, pursuant to Section 8.2.3 above, Town shall compensate Contractor for actual expenses incurred by Contractor in providing such equipment, vehicles, and/or personnel upon submission by Contractor to Town of detailed records of costs and expenses actually borne by Contractor, and upon approval by the appropriate Federal agency of Town's reimbursement of expenses incurred by Contractor during such State of Emergency.

9.2.5 Indemnity

In the event of a declared State of Emergency during which Town takes possession of and utilizes the equipment, vehicles and/or personnel of Contractor pursuant to this Section 8.2, Town agrees to indemnify and defend Contractor and its officers, directors, agents, and employees, and hold such parties harmless against all actions, suits, liabilities, costs, and expenses (including reasonable attorneys' fees and costs of defense) arising out of or related to Town's possession and operation of all Contractor's equipment, vehicles, and facilities utilized by Town to render services during any such State of Emergency.

Article 10. DEFAULT, REMEDIES, AND LIQUIDATED DAMAGES

10.1 Right to Demand Assurances of Performance

The Parties acknowledge that it is of the utmost importance to Town and the health and safety of all those members of the public residing or doing business within Town who will be adversely affected by interrupted waste management service, that there be no material interruption in services provided under this Agreement.

If Contractor: (i) is the subject of any labor unrest including work stoppage or slowdown, sick-out, picketing or other concerted job action; (ii) appears in the reasonable judgment of Town to be unable to regularly pay its bills as they become due; or, (iii) is the subject of a civil or criminal judgment or order entered by a Federal, State, regional or local agency for violation of an Applicable Law, and Town believes in good faith that Contractor's ability to perform under this Agreement has thereby been placed in substantial jeopardy, Town may, at its sole option and in addition to all other remedies it may have, demand from Contractor reasonable assurances of timely and proper performance of this Agreement, in such form and substance as Town believes in good faith is reasonably necessary in the circumstances to evidence continued ability to perform under this Agreement. If Contractor fails or refuses to provide satisfactory assurances of timely and proper performance in the form and by the date required by Town, such failure or refusal shall be an event of default.

10.2 Right to Terminate Upon Default

Town may terminate this Agreement upon Contractor's default of any material duty or obligation of Contractor under this Agreement and Contractor's failure to cure such default within thirty (30) calendar days of Town's written notice to Contractor of such default. If the default is not capable of cure within said thirty (30) calendar days, Contractor shall provide written notice to Town together with a schedule of cure within fifteen (15) calendar days of Town's notice of default, shall begin action to cure the default within said thirty (30) calendar days, and shall diligently proceed to cure the default. Town may accept Contractor's schedule of cure, may

make a written demand that Contractor cure the default within a time period set by Town, or may terminate this Agreement at the end of the thirty-day default period.

10.3 Immediate Termination

Town may terminate this Agreement immediately upon written notice to Contractor in the event Contractor fails to provide and maintain the performance bond as required by this Agreement, Contractor fails to obtain or maintain the insurance policies and endorsements as required by this Agreement or Contractor fails to provide the proof of insurance as required by this Agreement.

10.4 Bankruptcy or Insolvency of Contractor

Town may terminate this Agreement immediately upon written notice to Contractor upon the occurrence of any of the following and Contractor's failure to provide adequate assurance that any of the following can be removed within thirty (30) calendar days of Town's demand for such assurance: (1) the appointment of a receiver or trustee to take possession of all or substantially all of the assets of Contractor; (2) Contractor's general assignment of its assets for the benefit of Contractor's creditors; (3) a court entry of any decree or order adjudging Contractor to be insolvent or bankrupt; (4) a court entry of any decree or order approving as properly filed a petition seeking reorganization of Contractor or an arrangement under the bankruptcy laws or any other applicable debtor's relief law or statute of the United States or any State; or (5) a determination by the City Manager, based upon a statement prepared by an independent certified public accountant mutually agreed upon by Contractor and the Town, that there is a reasonable probability that Contractor's financial capability to perform this Agreement is materially impaired.

10.5 Authority to Terminate

The City Manager of the Town of Colma is authorized to terminate this Agreement on behalf of Town. Any termination of this Agreement under this Article 10 shall not relieve Contractor of the obligation to pay any fees, taxes or other charges then due to Town nor relieve Contractor of the obligation to file any daily, monthly, quarterly or annual reports covering the period to termination nor relieve Contractor from any claim for damages previously accrued or then accruing against Contractor, nor shall any termination relieve the Contractor from performing Contractor's obligations under Section 12.11 or to perform any other action expressed or implied to be required after termination of this Agreement. Town shall pay to Contractor any amounts due to Contractor for the performance of services under this Agreement through the effective date of termination.

10.6 Termination Cumulative

Town's right to terminate this Agreement is cumulative to any other rights and remedies provided by Applicable Law or by this Agreement.

10.7 Service Complaint and Penalties

In the event Contractor fails to provide Collection services as required under this Agreement, or where multiple complaints from a location or locations occur within a thirty (30) day period, Town may (but shall have no obligation to), and without waiving or relieving Contractor of its obligation to provide such services, make such payment or perform such other act as Town

deems appropriate to effectuate such services. Contractor shall reimburse Town for any payments made or costs incurred by Town in effectuating such services plus a fifteen percent (15%) penalty during any period Contractor fails to perform such services.

10.8 Performance Standards and Liquidated Damages

In the event that the Contractor fails to perform reasonably any of the Contractor's obligations under this Agreement, the Contractor shall be in breach of this Agreement. The Parties recognize that if the Contractor fails in such performance, the Town and residents of the Town will suffer damages and that it is and will be impractical and extremely difficult to ascertain and determine the exact amount of damages which the Town and residents will suffer. Therefore, without prejudice to the Town's right to treat uncorrected non performance as an event of default, the Parties agree that the following liquidated damage amounts represent a reasonable estimate of the amount of such damages, provided, however, that the Town may not assert a claim for both actual damages and liquidated damages with respect to same act or omission. Upon delivery of written notice to the Contractor, the Town may impose liquidated damages upon the Contractor, in addition to any other available remedies the Town may have, as outlined in in the tables below.

The Town may determine the occurrence of events giving rise to liquidated damages through the observation of its own employees or representative, or by investigation of Service Recipient complaints.

Prior to assessing liquidated damages, the Town shall give the Contractor notice of its intention to do so. The notice shall include a brief description of the incident or non-performance. The Contractor may review (and copy at its own expense) all information in the possession of the Town relating to the incident or non-performance. The Contractor may, within ten (10) days after receiving the notice, request a meeting with the Town. If a meeting is requested, the Town Manager or his/her designee shall hold it. The Contractor may present evidence in writing and through testimony of its employees and others relevant to the incident or non-performance. The Town Manager or designee shall provide the Contractor with a written explanation of his or her determination on each incident or non-performance prior to authorizing the assessment of liquidated damages. The Contractor shall remit to the Town damages specified in said assessment as part of the next Franchise Fee payment and subject to the same terms and conditons on late or non-payment.

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
A. COLLECTION QUALITY					
1.	Missed Pick-Ups Event – Initial Complaints (includes Solid Waste, Recycling and Organic Waste Collection)	Percentage of missed pick-up complaints shall be less than or equal to 1 missed pick-up complaint per 1,000 service op portunities.	Each complaint received for missed pick-up of Solid Waste, Recyclable Materials, Organic Waste with the exception of missed pick-up Complaints for which Contractor: (i) documented in its customer service system the Customer's failure to properly set out Container or Container was blocked for Collection based on the route driver's report, and, (ii) coded the call for a recollection request or courtesy pick-up rather than missed pick-up complaint	Contractor shall document from its customer service system listing the total complaints coded as missed pick-up for the Town. Submit electronic report annually	$50 per complaint received above the acceptable performance level
2.	Missed Pick-Up Events – Failure to Promptly Collect (remedy) (includes Solid Waste, Recycling and Organic Waste Collection)	No complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Each failure to Collect missed pick-up as required under Section 4.3.10. .	Contractor shall document missed pick-up complaint reports listing for the Town each complaint, the date of the complaint, the resolution date; and any other information requested by the Town. Submit electronic report annually	$50 per complaint

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
3.	Other Collection Quality Complaint (includes Solid Waste, Recycling and Organic Waste Collection)	Number of "Other Collection Quality Complaints" is less than or equal to five hundredths of one percent (0.05%) of the service opportunities quarterly	"Other Collection Quality Complaints" shall include all complaints received regarding events	Contractor shall document on a quarterly basis from its customer service system listing the total number of complaints coded for each category. Submit electronic report annually	$150 per complaint received above the acceptable performance level
4.	A. Unauthorized Collection Hours (includes Solid Waste, Recycling and Organic Waste Collection)	See above	Each complaint that Contractor has performed Collection services outside of hours authorized the Agreement	See above	$250 per complaint received above the acceptable performance level
5.	B.Inadequate Care of or Damage to Private Property	See above	Each complaint that Contractor has not closed a Service Recipient's gate, has crossed planted areas, or has damaged private property (including damage of private vehicles)	See above	$250 per complaint received above the acceptable performance level
6.	C. Failure to Resolve Property Damage Claims	See above	Each complaint of Contractor's failure to resolve claims of damage to property within thirty (30) calendar days of the date the complaint damage was reported by the Service Recipient	See above	$250 per complaint received above the acceptable performance level

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
7.	D. Improper Container Placement	See above	Each complaint of Contractor's failure to return empty Containers to original location (or alternate location if original location was not safe with regard to pedestrian and vehicular traffic), and each complaint of failure to place Containers in an upright position with lids closed	See above	$150 per complaint received above the acceptable performance level
8.	E. Excessive Noise	See above	Each complaint of excessive noise reportedly related to Contractor's Collection operations	See above	See above
9.	F. Unacceptable Employee Behavior	See above	Each complaint of reportedly discourteous, rude, or inappropriate behavior by Collection vehicle personnel, customer service personnel, or other employees of Contractor	See above	See above
10.	G. Spills of Discarded Materials	See above	Each Complaint of unreasonable leaks, litter, or spills of Solid Waste, Recyclable Materials, or Organic Waste near Containers or on public streets and Contractor's failure to pick up or clean up such material immediately	See above	See above
11.	Spills of Vehicle Fluids	Number of complaints in this category is less than or equal to six per quarter	Each complaint of unreasonable leaks or spills of hydraulic fluids, fuel, motor oil, and other motor vehicle fluids and liquids from the Collection vehicle on public streets or private property.	See above	$500 per complaint received above the acceptable performance level

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
12.	Injuries to Others	No incidents or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Each incident of personal injury to a person requiring medical treatment by a physician or hospitalization, where the negligence of the Contractor or its personnel was a contributing factor to the injury	Contractor shall document on a quarterly basis from its customer service system listing the total number of Complaints coded for this category or Town may learn of incident through other means Notify Town after incident	$5,000 per incident or complaint
13.	Failure to Perform Noncollection Noticing	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	"Failure to Perform Noncollection Noticing" shall include all complaints received regarding events	Contractor shall document missed pick-up and noncollection complaint reports listing for the Town each complaint, the date of the complaint, the resolution date; and any other information requested by the Town Submit electronic report annually	$50 per complaint

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
14.	A. Notice to Service Recipient	See above	Each failure to leave a - Noncollection Notice at the premises, pursuant to Sections of the Agreement in the event of noncollection of Solid Waste or Recyclables, respectively.	See above	See above
15.	B. Notice to Town	See above	Each failure to provide notice of noncollection to Town staff and/or code enforcement, pursuant to Sections of the Agreement regarding collection of Solid Waste or Recyclables, respectively.	See above	See above
16.	C. Deliver Replacement Container	See above	Each failure to provide replacement or additional Solid Waste or Recyclables Containers to a Service Recipient following a third Noncollection Notice	See above	See above
B. CUSTOMER SERVICE QUALITY					
1.	Failure to Achieve Minimum Average Telephone Delay Time	Achievement of an average quarterly delay time of 30 seconds or less (monthly average delay for each month in the quarter shall be submitted with quarterly reports)	Actual average monthly delay time for Persons waiting to speak with a customer service representative exceeds the minimum average monthly delay time of 30 seconds as determined using a method and reports from customer service center that are approved by the Town	Contractor shall report as requested from Town, and submit electronic report annually	$1,000 per second above the minimum average hold time per quarter
2.	Calls Answered in 30 Seconds	Percentage of calls answered in 30 seconds is less than or equal to 75% for each month in the quarterly reporting period	Number of calls in the month not answered within 30 seconds that needed to be answered to achieve the goal of answering 75% in 30 seconds	See above	$5 per call for each call not answered in accordance with the standard

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
3.	Calls Answered in 3 Minutes	Percentage of calls answered in 3 minutes is less than or equal to 90% for the each month in the quarterly reporting period	Documented number of calls in each month not answered within 30 seconds below the goal of answering 90% in 3 minutes	See above	$5 per call for each call not answered in accordance with the standard
4.	Excessive Dropped Calls (i.e., Call Abandoned Rate)	Dropped call rate is less than or equal to 3% of incoming calls for each month in the quarterly reporting period	Documented number of calls in each month that were dropped above the minimum excessive dropped call rate of 3%	See above	$5 per call for each drop call above the minimum standard
5.	Untimely Response to Complaints and Inquiries	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Where a complaint cannot readily be resolved by Contractor or requires additional time to reasonably resolve, failure to inform Customer or Person of the action Contractor will take to remedy a complaint or inquiry as set forth in Section 4.3.9 .	Contractor shall document all complaints and inquiries including the date of response, and, upon request, shall provide detailed reports as requested by Town. Submit electronic report annually	$100 per incident

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
6.	Untimely Resolution of Complaints and Inquiries	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Each failure to resolve or remedy a complaint or inquiry within sixty (60) business days of receipt of complaint or inquiry, with the exception of missed pick-ups which are addressed above; provided, however, that where a complaint cannot readily be resolved by Contractor or requires additional time to reasonably resolve, this liquidated damage provision shall not apply.	See above	$100 per incident
7.	Failure to Record and Process Complaints and Inquiries	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Each failure to record (in the Contractor's customer service system) complaints/inquiries received by the Town and communicated by the Town to Contractor	Contractor shall document all complaints and inquiries Town may request detailed reports to verify completeness of such reports or may check Customer service system for each complaint/inquire entry Submit electronic report annually	$500 per incident

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
8.	Failure to Commence Service	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Any failure by Contractor to deliver a Container and begin providing collection service to a Service Recipient at the service level requested by said Service Recipient as set forth in Section 3.11.1.	Contractor shall document all complaints and inquiries including the date of response, and, Town may request Submit electronic report annually	$250 per incident
9.	Failure to Replace or Clean Container	No failures or complaints in this category are acceptable; therefore, any complaint of this nature shall be considered unacceptable.	Any failure by Contractor to clean, replace or repair a damaged Container as set forth in Section 3.11.1.	See above	See above
10.	Failure to Perform Education and Outreach Activities	No failures or Complaints in this category are acceptable; therefore, any Complaint of this nature shall be considered unacceptable.	Each individual failure by Contractor to develop, produce, and distribute public education material or perform community outreach activities in the form and manner required under Exhibit J to this Agreement.	Contractor shall report all public education and community outreach activities completed each year in the annual plan.	$500 per activity
11.	Failure to meet Technical assistance required activities	No failures in this category are acceptable;	Each individual failure by Contractor to complete the required technical assistance for businesses (see Section 4.5)	Contractor shall report all technical assistance and report quarterly and in the Annual Outreach and Education Plan.	$500 per activity of not providing required technical assistance

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
12.	Failure to provide Reporting Requirements	No failures or in this category are acceptable;	Each individual failure by Contractor to produce report required in the Agreement.	Contractor shall complete and provide all reports.	$500 per activity of not providing required report
13.	Failure to meet Minimum Diversion Requirements: Diversion Requirements. Contractor is to meet and maintain these diversion minimums: 30% by 1/1/2018, maintain thru 12/31/2019 36% by 1/1/2020, maintain thru 12/31/22 42% by 1/1/2023, maintain thru 21/31/2024 50% by 1/1/2025, maintain thereafter	No failures or in this category are acceptable;	Not meeting minimum Diversion Requirement as detailed in Agreement	Contractor shall provide documentation to the Town as required under the Agreement	Failure to meet the minimum diversion requirements are calculated per calendar year Non-compliance liquidated damages are $100.00 for each ton that should have been diverted in order to meet the minimum diversion requirement

	Event of Non-Performance	Acceptable Performance Level	Definition of Complaint, Incident, or Event	Tracking Method	Liquidated Damage Amount
C. MANAGEMENT OF COLLECTED MATERIALS					
1.	Mixing Material Types During Collection	No acceptable failure level	Each individual Container that is collected by Contractor in a vehicle intended or designated for the purpose of collecting a different material type (e.g. Recyclables collected in Solid Waste vehicle, Solid Waste collected in Organic Waste vehicle, etc.)	Tonnage reports, observation, complaints	$100/Container

2.	Delivery to Non-Approved Facility	No acceptable failure level	Each individual occurrence of delivering materials to a facility other than the Approved Facility designated for each material type.	Tonnage reports	$100/Ton
3.	Disposal of Material Targeted Diversion	No acceptable failure level	Each individual occurrence of disposal rather than processing of Recyclables, Organic Waste, or other reusable materials set out for collection by the Service Recipient.	Tonnage reports	$500/Ton

Article 11. REPRESENTATIONS AND WARRANTIES

The Parties, by acceptance of this Agreement, represent and warrant the conditions presented in this Article.

11.1 Contractor's Corporate Status

Contractor is a corporation duly organized, validly existing and in good standing under the laws of the State of California. It is qualified to transact business in the State and has the power to own its properties and to carry on its business as now owned and operated and as required by this Agreement.

11.2 Contractor's Corporate Authorization

Contractor has the authority to enter this Agreement and perform its obligations under this Agreement. The Board of Directors of Contractor (or the shareholders, if necessary) has taken all actions required by law, its articles of incorporation, its bylaws, or otherwise, to authorize the execution of this Agreement. The Person signing this Agreement on behalf of Contractor represents and warrants that they have authority to do so. This Agreement constitutes the legal, valid, and binding obligation of the Contractor.

11.3 Agreement Will Not Cause Breach

To the best of Contractor's and Town's knowledge after reasonable investigation, the execution or delivery of this Agreement or the performance by either Party of their obligations hereunder does not conflict with, violate, or result in a breach: (i) of any Applicable Law; or, (ii) any term or condition of any judgment, order, or decree of any court, administrative agency or other governmental authority, or any agreement or instrument to which Contractor or Town is a party or by which Contractor or any of its properties or assets are bound, or constitutes a default hereunder.

11.4 No Litigation

To the best of Contractor's and Town's knowledge after reasonable investigation, there is no action, suit, proceeding or investigation, at law or in equity, before or by any court or

governmental authority, commission, board, agency or instrumentality decided, pending or threatened against either Party wherein an unfavorable decision, ruling or finding, in any single case or in the aggregate, would:

A. Materially adversely affect the performance by Party of its obligations hereunder;

B. Adversely affect the validity or enforceability of this Agreement; or,

C. Have a material adverse effect on the financial condition of Contractor, or any surety or entity guaranteeing Contractor's performance under this Agreement.

11.5 No Adverse Judicial Decisions

To the best of Contractor's and Town's knowledge after reasonable investigation, there is no judicial decision that would prohibit this Agreement or subject this Agreement to legal challenge.

11.6 No Legal Prohibition

To the best of each Party's knowledge, after reasonable investigation, there is no Applicable Law in effect on the date that Party signed this Agreement that would prohibit the performance of either their obligations under this Agreement and the transactions contemplated hereby.

11.7 Contractor's Ability to Perform

Contractor possesses the business, professional, and technical expertise to perform all services, obligations, and duties as described in and required by this Agreement including all exhibits thereto. Contractor possesses the ability to secure equipment, facility, and employee resources required to perform its obligations under this Agreement.

Article 12. MISCELLANEOUS

12.1 Independent Contractor

In the performance of services pursuant to this Agreement, Contractor shall be an independent Contractor and not an officer, agent, servant or employee of Town. Contractor shall have exclusive control over the details of the services and work performed and over all persons performing such services and work. Contractor shall be solely responsible for the acts and omissions of its officers, agents, employees, contractors and subcontractors, if any. Neither Contractor nor its officers, employees, agents, contractors or subcontractors shall obtain any right to retirement benefits, Workers' Compensation benefits, or any other benefits which accrue to Town employees and Contractor expressly waives any claim it may have or acquire to such benefits.

12.2 Compliance with Law

In the performance of this Agreement, Contractor shall comply with all Applicable Laws, regulations, ordinances and codes of federal, state and local governments, including without limitation the Municipal Code of the Town of Colma.

12.3 Law to Govern and Interpretation

The laws of the State of California shall govern the rights, obligations, duties and liabilities of Town and Contractor under this Agreement and shall govern the interpretation of this Agreement.

12.4 Venue

Any litigation between Town and Contractor concerning or arising out of this Agreement shall be filed and maintained exclusively in the Municipal or Superior Courts of San Mateo County, State of California, or in the United States District Court for the Northern District of California to the fullest extent permissible by Applicable Law. Each Party consents to service of process in any manner authorized by California law.

12.5 Binding on Successors

The provisions of this Agreement shall inure to the benefit to and be binding on the successors and permitted assigns of the Parties.

12.6 Assignment

The experience and expertise of Contractor are material considerations for this Agreement. Contractor shall not assign, transfer, or sell any of Contractor's rights nor delegate any of Contractor's duties under this Agreement without the express prior written consent of Town. Any attempt to so assign Contractor's franchise rights or delegate Contractor's duties shall be void and of no force or effect.

The use of a subcontractor to perform services under this Agreement shall not constitute delegation of Contractor’s duties, and may be allowed provided that Contractor has received the prior written authorization of Town to subcontract such services and the Town has approved the subcontractor who will perform such services. Contractor shall be responsible for directing the work of Contractor's subcontractors and any compensation due or payable to Contractor’s subcontractors shall be the sole responsibility of Contractor. The Town shall have the right to require the removal of any approved subcontractor for reasonable cause.

12.7 No Third Party Beneficiaries

This Agreement is not intended to, and will not be construed to, create any right on the part of any third party to bring an action to enforce any of its terms.

12.8 Permits and Licenses

Contractor shall obtain, and shall maintain throughout the term of this Agreement, all necessary permits, licenses and approvals required for Contractor to perform the work and services agreed to be performed by Contractor pursuant to this Agreement, including a Colma business license. Contractor shall show proof of such permits, licenses or approvals and shall demonstrate compliance with the terms and conditions of such permits, licenses and approvals upon request by the Town.

12.9 Ownership of Written Materials

All reports, documents, brochures, public education materials, and other written, printed or photographic materials developed by Town or Contractor in connection with the services to be performed under this Agreement, whether developed directly or indirectly by Town or Contractor, shall be and shall remain the property of Town without limitation or restriction on the use of such materials by Town. Contractor shall not use such materials in connection with any project not connected with this Agreement without the prior written consent of the Town.

12.10 Contractor's Records

Contractor shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, tonnages, and other records or documents evidencing or relating to charges for services, or disbursements to Town and the Collection and disposition of Discarded Materials for a minimum period of three (3) years, or for any longer period required by Applicable Law, from the date of final payment to Contractor pursuant to this Agreement. Contractor shall maintain all documents and records that demonstrate performance under this Agreement for a minimum period of three (3) years, or for any longer period required by Applicable Law, from the date of termination or completion of this Agreement. Any records or documents required to be maintained pursuant to this Agreement shall be made available for inspection or audit, at any time during regular business hours, upon written request by the Town. Copies of such documents shall be provided to Town for inspection at Town Hall when it is practical to do so. Otherwise, unless an alternative is mutually agreed upon, the records shall be available at Contractor's address indicated for receipt of notices in this Agreement. Where Town has reason to believe that such records or documents may be lost or discarded due to dissolution, disbandment or termination of Contractor's business, Town may, by written request or demand, require that custody of the records be given to Town and that the records and documents be maintained in Town Hall. Access to such records and documents shall be granted to any party authorized by Contractor, Contractor's representatives, or Contractor's successor-in-interest

12.11 Transition to Next Contractor

In the event Contractor is not awarded an agreement to continue to provide services following the expiration or earlier termination of this Agreement, Contractor shall cooperate fully with Town and any subsequent contractor(s) to assure a smooth transition of services described in this Agreement. Such cooperation shall include but not be limited to transfer of computer data, files and tapes; providing routing information, route maps, vehicle fleet information, and lists of Service Recipients; providing a complete inventory of Solid Waste Containers; providing adequate labor and equipment to complete performance of all services required under this Agreement; taking all actions necessary to transfer possession and ownership of Containers to Town at Town's option, including transporting such Containers to a location designated by Town; coordinating Collection of materials set out in new Collection Containers if new Containers are provided for in a subsequent agreement; and providing other reports and data required by this Agreement.

12.12 Waiver

The waiver by Town or Contractor of any breach or violation of any term, covenant or condition of this Agreement shall not be deemed to be a waiver of any other term, covenant or condition or

of any subsequent breach or violation of the same or of any other term, covenant or condition. The subsequent acceptance by Town of any fee, tax, or any other moneys which may become due from Contractor to Town shall not be deemed to be a waiver by Town of any breach or violation of any term, covenant or condition of this Agreement.

12.13 Notices

Except as provided in Article 8 - Indemnification, Insurance and Bond, all notices and other communications required or which may be given under this Agreement shall be deemed given when properly addressed and deposited in the United States mail or when personally delivered to the Parties as specified in this Section. All notices or other communications sent by mail shall be sent postage prepaid and return receipt requested to the address specified below:

To Town:	City Manager Town of Colma 1198 El Camino Real Colma, CA 94014
To Contractor:	_____ _____ _____ _____

Either Party may designate a different mailing address by providing notice to the other Party as provided in this Section. Notice by Town to Contractor of a missed pick-up or a service recipient problem or complaint may be given to Contractor orally by telephone at Contractor's local office with written confirmation sent by mail or email to Contractor within forty-eight (48) hours of the oral notification.

12.14 Representatives of the Parties

References in this Agreement to the "Town" shall mean the Town's elected body and all actions to be taken by Town except as provided below. The Town may delegate, in writing, authority to a designated contract manager and/or to other Town officials and may permit such officials, in turn, to delegate in writing some or all of such authority to subordinate officers. The Contractor may rely upon actions taken by such delegates if they are within the scope of the authority properly delegated to them.

The Contractor shall, by the Effective Date, designate in writing a responsible officer who shall serve as the representative of the Contractor in all matters related to the Agreement and shall inform Town in writing of such designation and of any limitations upon his or her authority to bind the Contractor. Town may rely upon action taken by such designated representative as actions of the Contractor unless they are outside the scope of the authority delegated to him/her by the Contractor as communicated to Town.

12.15 Entirety

This Agreement and the exhibits attached hereto represent the entire agreement of Town and Contractor with respect to the services to be provided under this Agreement. No prior written or oral statement or proposal shall alter any term or provision of this Agreement.

12.16 Section Headings

The article headings and section headings in this Agreement are for convenience of reference only and are not intended to be used in the construction of this Agreement nor to alter or affect any of its provisions.

12.17 References to Laws

All references in this Agreement to laws and regulations shall be understood to include such laws as they may be subsequently amended or recodified, unless otherwise specifically provided herein.

12.18 Amendment

This Agreement may be amended or modified only by written agreement duly authorized by Contractor and the Town and executed by their authorized representatives.

12.19 Severability

Should one or more of the provisions of this Agreement be held by any court to be invalid, void or unenforceable, the remaining provisions shall nevertheless remain and continue in full force and effect, provided that the continuation of such remaining provisions does not materially change the duties or obligations of either Party from those duties or obligations originally contemplated by this Agreement.

12.20 Counterparts

This Agreement may be executed in counterparts, each of which shall be considered an original.

12.21 Exhibits

Each of the Exhibits identified as Exhibit "A" through "__" is attached hereto and incorporated herein and made a part hereof by this reference. In the event of a conflict between the terms of this Agreement and the terms of an Exhibit, the terms of this Agreement shall control.

[SIGNATURE PAGE FOLLOWS]

WITNESS the execution of this Agreement on the dates set forth below.

APPROVED AS TO FORM:

_____
Christopher Diaz
TOWN ATTORNEY

TOWN OF COLMA,
a Municipal corporation

_____
Sean Rabe
CITY MANAGER

Date: _____

_____
_____
_____

Contractor

_____
By:

Date: _____

EXHIBIT A: TOWN SERVICES

A-1: Containers at Town Facilities

Facility	*Service Level**
Police Station 1099 El Camino Real	Once a week : One 3-cubic yard container for waste; One 3-cubic yard container for recyclables; and Three 96-galllon containers for recyclables
Creekside Villas (an 18- unit multi-family dwelling) 1180 El Camino Real	Once a week: Two 3-cubic yard containers; and Five 96-gallon containers for recyclables
Town Hall and Annex 1198 El Camino Real 1190 El Camino Real	Twice weekly: One 3-cubic yard container for waste; and Two 96-gallon containers for recyclables.
Sterling Park Community Center 427 F Street	Twice weekly: Four 96-gallon containers for waste; Four 96-gallon containers for recyclables
Corporation Yard 601 F Street	Twice weekly: One 3-cubic yard container for waste; One 3-cubic yard container yard for recyclables; One 3-cubic yard container for Organic Waste.
Hillside Historical Museum 1500 Hillside Blvd	Once a week: One 32-gallon container for waste; and One 3-cubic yard container for recyclables.
Community Center 1520 Hillside Blvd	Twice weekly: Eight 96-gallon containers for waste; and Eight 96-gallon containers for recyclables.

Note: Tables A-1, A-2 and A-3 may be amended by the Town pursuant to section 3.10.

A-2: Containers at Public Locations

	Address or Noticeable Land mark
El Camino Real Northbound	
1	Next to 1361 El Camino Real
2	South of drive way into 1201 ECR
3	North of drive way into 1051 ECR by pole #110065267
El Camino Real Southbound	
4	Under the Bart over pass/north of F St West
5	Colma Blvd/ECR intersection; next to 1030 El Camino Real
6	Next to the drive way into 1200 ECR/Kohl's
7	In front of 1370 ECR
Junipero Serra Blvd Northbound	
8	North of Vivana Fair drive way/Next to light pole #273
9	South of the drive way by BevMo/Next to light pole #12
10	North of Colma Blvd next to light pole #30
11	Next to drive way into 3601 JSB Extra Storage
Junipero Serra Blvd Southbound	
12	Intersection of Colma Blvd & JSB/Westside
13	Serra Center driveway & JSB/Westside.

A-3: Town-sponsored Community Events

Event	*Month*	*Trash*	*Recycling*	*Food Waste*
Town Wide Cleanup	May	One 30-cu.yd. REL truck	One 3-cu.yd. bin; One flatbed for metal; One shred truck; One large item pickup	
Earth Day Event	Apr	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
Pumpkin Carving Party	Oct	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
National Night Out	Aug	One 3-cu.yd. bin	One 3-cu.yd. bin	
Crab Feed	Mar	Six 64-gallon carts	Six 64-gallon carts	Six 64-gallon carts
Town Picnic	Sep	Three 64-gallon carts	Three 64-gallon carts	Six 64-gallon carts

EXHIBIT B: GUARANTY AGREEMENT

THIS GUARANTY (the "Guaranty") is given as of the [___] day of [_____], 2015, by _____ {Insert Guarantor's name}, ("Guarantor"), to the TOWN OF COLMA, a California municipal corporation ("Town").

THIS GUARANTY is made with reference to the following facts and circumstances:

_____ {Insert contractor name} ("Contractor") is a corporation organized under the laws of the State of California, all of the issued and outstanding stock of which is owned by Guarantor.

Guarantor is a corporation organized under the laws of the State of California.

Contractor and Town have negotiated an Agreement for Integrated Waste Management Services (such agreement, as it may be amended, modified or waived from time to time, the "Agreement"), under which Contractor is to provide specified services to Town. This guaranty is an Exhibit E to the Agreement and the Agreement is incorporated herein by this reference.

It is a requirement of the Agreement, and a condition to Town's entering into the Agreement, that Guarantor guaranty Contractor's performance of the Agreement.

Guarantor is providing this Guaranty to induce Town to enter into the Agreement.

NOW, THEREFORE, in consideration of the foregoing, Guarantor agrees as follows:

1. Guaranty of the Agreement. Guarantor hereby irrevocably and unconditionally guarantees to Town the complete and timely performance, satisfaction and observation by Contractor of each and every term and condition of the Agreement which Contractor is required to perform, satisfy or observe. In the event that Contractor fails to perform, satisfy or observe any of the terms or conditions of the Agreement, Guarantor will promptly and fully perform, satisfy or observe them in the place of the Contractor. Guarantor hereby guarantees prompt payment to Town of each and every sum due from Contractor to Town under the Agreement, as and when due from time to time, and the prompt performance of every other task and duty required to be performed by the Contractor under the Agreement.

2. Guarantor's Obligations Are Absolute. The obligations of the Guarantor hereunder are direct, immediate, absolute, continuing, unconditional and unlimited and, with respect to any payment obligation of Contractor under the Agreement, shall constitute a guarantee of payment and not of collection, and are not conditioned upon the genuineness, validity, regularity or enforceability of the Agreement.

3. Waivers and Subordination. The Guarantor shall have no right to terminate this Guaranty or to be released, relieved, exonerated or discharged from its obligations under Section 1 hereof for any reason whatsoever, including, without limitation: (1) the insolvency, bankruptcy, reorganization or cessation of existence of the Contractor; (2) any amendment, modification or waiver of any provision of the Agreement or the extension of its Term; (3) the actual or purported rejection of the Agreement by a trustee in bankruptcy, or any limitation on any claim

in bankruptcy resulting from the actual or purported termination of the Agreement; (4) any waiver, extension, release or modification with respect to any of the obligations of the Agreement guaranteed hereunder or the impairment or suspension of any of Town's rights or remedies against Contractor; or (5) any merger or consolidation of the Contractor with any other organization, or any sale, lease or transfer of any or all the assets of the Contractor.

The Guarantor hereby waives any and all rights, benefits and defenses under California Civil Code Sections 2809, 2815, 2819, 2845, 2849 and 2850, and all other rights permitted to be waived by Section 2856(a) including, without limitation, the right to require Town to (a) proceed against Contractor, (b) proceed against or exhaust any security or collateral Town may hold now or hereafter hold, or (c) pursue any other right or remedy for Guarantor's benefit, and agree that Town may proceed against Guarantor for the obligations guaranteed herein without taking any action against Contractor or any other guarantor or pledgor and without proceeding against or exhausting any security or collateral Town may hold now or hereafter hold. Town may unqualifiedly exercise in its sole discretion any or all rights and remedies available to it against Contractor or any other guarantor or pledgor without impairing Town's rights and remedies in enforcing this Guarantee.

The Guarantor hereby waives and agrees to waive at any future time at the request of Town, to the extent now or then permitted by applicable law, any and all rights which the Guarantor may have or which at any time hereafter may be conferred upon it, by statute, regulation or otherwise, to avoid any of its obligations under, or to terminate, cancel, quit or surrender this Guaranty. Without limiting the generality of the foregoing, it is agreed that the occurrence of any one or more of the following shall not affect the liability of the Guarantor hereunder: (a) at any time or from time to time, without notice to the Guarantor, the time for Contractor's performance of or compliance with any of its obligations under the Agreement is extended, or such performance or compliance is waived; (b) the Agreement is modified or amended in any respect; (c) any other indemnification with respect to Contractor's obligations under the Agreement or any security therefore is released or exchanged in whole or in part or otherwise dealt with; (d) any assignment of the Agreement is effected which does not require Town's approval; or (e) any termination or suspension of the Agreement arising by reason of a default by Contractor.

The Guarantor hereby expressly waives diligence, presentment, demand for payment or performance, protest and all notices whatsoever, including, but not limited to, notices of non-payment or non-performance, notices of protest, notices of any breach or default, and notices of acceptance of this Guaranty. If all or any portion of the obligations guaranteed hereunder are paid or performed, Guarantor's obligations hereunder shall continue and remain in full force and effect in the event that all or any part of such payment or performance is avoided or recovered directly or indirectly from Town as a preference, fraudulent transfer or otherwise, irrespective of (a) any notice of revocation given by Guarantor or Contractor prior to such avoidance or recovery, or (b) payment in full of any obligations then outstanding.

The Guarantor expressly subordinates and waives its rights to subrogation, reimbursement, contribution or indemnity with respect to performance by Guarantor of the obligations of Contractor guaranteed hereby, until such time as Town receives payment or performance in full of all such obligations.

4. Term. This Guaranty is not limited to any period of time, but shall continue in full force and effect until all of the terms and conditions of the Agreement have been fully performed by Contractor, and Guarantor shall remain fully responsible under this Guaranty without regard to the acceptance by Town of any performance bond or other collateral to assure the performance of Contractor's obligations under the Agreement. Guarantor shall not be released of its obligations hereunder so long as there is any claim by Town against Contractor arising out of the Agreement based on Contractor's failure to perform which has not been settled or discharged.

5. No Waivers by Town. No delay on the part of Town in exercising any rights under this Guaranty or failure to exercise such rights shall operate as a waiver of such rights. No notice to or demand on Guarantor shall be a waiver of any obligation of Guarantor or right of Town to take other or further action without notice or demand. No modification or waiver by Town of any of the provisions of this Guaranty shall be effective unless it is in writing and signed by Town and by Guarantor, nor shall any waiver by Town be effective except in the specific instance or matter for which it is given.

6. Attorney's Fees. In addition to the amounts guaranteed under this Guaranty, Guarantor agrees to pay actual attorney's fees and all other costs and expenses incurred by Town in enforcing this Guaranty, or in any action or proceeding arising out of or relating to this Guaranty, including any action instituted to determine the respective rights and obligations of the parties hereunder.

7. Governing Law; Jurisdiction. This Guaranty is and shall be deemed to be a contract entered into in and pursuant to the laws of the State of California and shall be governed and construed in accordance with the laws of California without regard to its conflicts of laws rules for all purposes, including, but not limited to, matters of construction, validity and performance. Guarantor agrees that any action brought by Town to enforce this Guaranty may be brought in any court of the State of California and Guarantor consents to personal jurisdiction over it by such courts. Guarantor appoints the following person as its agent for service of process in California:

Insert Guarantor’s contact person and address

_____

_____

_____

_____

8. Severability. If any portion of this Guaranty is held to be invalid or unenforceable, such invalidity shall have no effect upon the remaining portions of this Guaranty, which shall be severable and continue in full force and effect.

9. Binding on Successors. This Guaranty shall inure to the benefit of Town and its successors and shall be binding upon Guarantor and its successors, including a successor entity

formed by a merger or consolidation, a transferee of substantially all of its assets, and its shareholders in the event of its dissolution or insolvency.

10. Authority. Guarantor represents and warrants that it has the corporate power to give this guaranty, that its execution of this Guaranty has been authorized by all necessary action under its Articles of Incorporation and by-laws, and that the person signing this Guaranty on its behalf has authority to do so.

11. Notices. Notice shall be given in writing, deposited in the U.S. mail, registered or certified, first class postage prepaid, addressed as follows:

TO TOWN:

Town Clerk
Town Hall
1198 El Camino Real
Colma, CA 94014

With a copy to Town Manager and Town Attorney at the same address.

TO GUARANTOR: Insert Guarantor's name, address, and contact person

_____

_____

_____

_____

The parties may change the address to which notice is to be sent by giving the other party notice of the change as provided in this Section.

IN WITNESS WHEREOF, Guarantor has executed this Guaranty on the day and year first above written.

GUARANTOR:

_____ {Insert Guarantor's Name}

By: _____

_____ {Insert name}

_____ {Insert title}

By: _____

_____ {Insert name}

Corporate Secretary

EXHIBIT C: PERFORMANCE BOND

{To be included in Final Agreement.}

EXHIBIT D: MAXIMUM RATES APPROVED BY TOWN

{To be included in Final Agreement.}

EXHIBIT E: APPROVED SUBCONTRACTORS

{To be included in Final Agreement.}

EXHIBIT F: CONTRACTOR'S PROPOSAL

{To be included in Final Agreement.}

EXHIBIT G: APPROVED TRANSITION PLAN

{To be included in Final Agreement.}

EXHIBIT H: APPROVED COLLECTIONS OPERATIONS PLAN

{To be included in Final Agreement.}

EXHIBIT I: APPROVED DIVERSION PLAN

{To be included in Final Agreement.}

EXHIBIT J: APPROVED PUBLIC EDUCATION AND OUTREACH PLAN

{To be included in Final Agreement.}

EXHIBIT K – COMMERCIAL TECHNICAL ASSISTANCE REPORT

Date of on-site technical assistance:		
Business:		
Owner (DM) name. title and contact info:		
#	**Action**	✓ **Check when Completed**
1.	Meet on site with business owner, facility manager or other decision maker (DM) who has authority to change recycling/garbage service levels for business. Discuss their current services and costs.	
2.	Walk thru facility w DM to determine ways to increase recycling additional materials, and improve convenience for staff to recycle, and decrease garbage service	
3.	Determine location to place recycling posters and recycling bins in facility w DM	
4.	Train janitorial or staff to properly collect and place recyclables in correct containers (ensure to train janitorial on how to use both the inside and outside recycling containers) and provide written guidelines to janitorial staff	
5.	Provide cost to DM analysis of benefits of increasing recycling and reducing garbage to and provide cost savings per month and annually	
6.	Document results of on-site technical assistance. For example: ➢ Increased recycling 2.0 to 4.0 2x/week ➢ Decreased garbage service from 6.0/week to 3.0/week ➢ Trained janitorial on 3/15/15 ➢ Provided 5 posters and staff for memo	

Signed: _____ Date: _____

Printed Name and Title: _____

SOUTH SAN FRANCISCO
SCAVENGER
COMPANY, INC.

August 31, 2015

Town of Colma
ATTN: Roger Peters
1198 El Camino Real
Colma, CA 94014

RE: Town of Colma Request for Proposals -
Collection Services for Recyclables, Organics and Refuse

Dear Ladies and Gentlemen:

In response to the Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated June 2, 2015, South San Francisco Scavenger Company, Inc. (SSFSC) proposes to provide said services in accordance with this Proposal, which includes the completed Proposal Forms and accompanying materials submitted with this Proposal. The proposer is aware of, and is ready, able and willing to enter into the Franchise Agreement attached to the RFP, except for any exceptions described in Proposal Form L.

The Proposer has thoroughly read and is familiar with the RFP, including the Proposal Forms, the draft Franchise Agreement and all attachments and exhibits. In preparation for submitting this proposal, the Proposer has conducted its own investigation, conducted research, obtained additional data, and verified the information contained in the RFP that the Proposer deemed necessary to submit the Proposal. The proposer is fully informed concerning the physical conditions to be encountered in the work, the quality and quantity of services to be performed, and the materials and equipment to be furnished. The proposer acknowledges that it will not be entitled to additional compensation upon subsequently finding that conditions require methods or equipment other than that anticipated in making the proposal.

The Proposer understands that the Town of Colma may reject any and all Proposals, negotiate prices and terms with one or more proposers, and may take other action as described in the RFP.

The Proposer warrants that the information contained in its Proposal and the accompanying materials, including the Proposal Forms, is correct in all material respects.

The undersigned is authorized to sign this Proposal on behalf of South San Francisco Scavenger Company, Inc. (SSFSC).

Sincerely,

Doug Button
President & General Manager
South San Francisco Scavenger Company, Inc.

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Proposal Bond

Included with this proposal in a separate, clearly labeled envelope is SSFSC's Proposal Bond made payable to the Town of Colma in the amount of $50,000.

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Receipt of Signed Addenda

Included in this Section are the following signed addenda, acknowledging receipt:

- ☐ **Addendum 1 | Issued June 23, 2015**
- ☐ **Addendum 2 | Issued June 30, 2015**
- ☐ **Addendum 3 | Issued July 15, 2015**
- ☐ **Addendum 4 | Issued July 29, 2015**
- ☐ **Addendum 5 | Issued August 18, 2015**

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Section 2 Executive Summary

2. Executive Summary

South San Francisco Scavenger Company (SSFSC) is pleased to submit this response to the Town of Colma's Request for Proposals (RFP) for Collection Services for Recyclables, Organic Waste, and Garbage. SSFSC, along with our sister company Blue Line Transfer, Inc. (BLT), share immense experience in the solid waste and recycling industry. BLT owns and operates the Blue Line Transfer Station (BLTS) in South San Francisco. The companies have consistently demonstrated innovation, enthusiasm and the ability to provide progressive, cost effective, and environmentally sound collection and processing services to the many communities we serve. We look forward to working with the Town of Colma to provide convenient and reasonably priced collection services that support the Town's diversion and GHG emissions reduction goals, while maintaining high standards for customer service.

SSFSC provides solid waste, recyclables and organic materials collection to the cities of South San Francisco, Millbrae, Brisbane, and portions of Colma, as well as to the San Francisco International Airport.

BLTS processes and transfers more than 200,000 tons annually for SSFSC and other Bay Area contractors. BLTS also houses the newly commissioned State-of-the-Art Anaerobic Digestion (AD) Facility and the 4R Learning Center located along the San Francisco Bay Trail.

As pioneers in the sustainable collection and processing of residential and commercial materials, we can assist Colma in meeting and exceeding its diversion and sustainability goals. Personnel at SSFSC and our affiliate companies have unrivaled experience providing exceptional customer service and effective outreach. We also have a long history of furthering environmental policy, meeting mandated landfill diversion requirements, actively participating as strong community citizens, and forging the further development of sustainable organics management and renewable, carbon negative fuels.

Mission Statement

South San Francisco Scavenger Company & Blue Line Transfer are committed to providing solid waste management services of the highest quality delivered with pride and professionalism to all our customers, utilizing environmentally sensitive equipment that is safe, efficient, reliable and appropriate to the work we perform.

In carrying out our mission, we intend to provide and maintain the best possible work environment for our employees, fully cooperate with all governing and regulatory agencies, and do our part to help create a sense of partnership between our company and the communities we serve.

Proposal Highlights

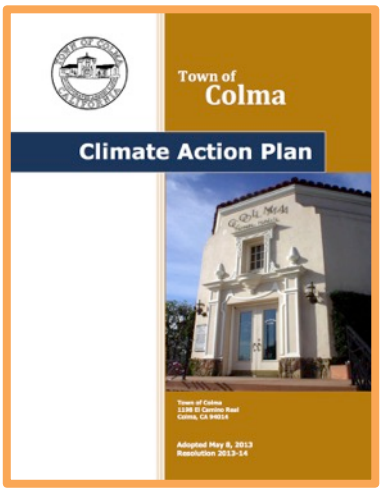
It is our pleasure to draw attention to several significant and unique benefits specifically designed for the Town of Colma:

- ✓ Unrivaled & Local Experience - 100-year anniversary in 2014!
- ✓ Carbon-Negative Collection Fleet
- ✓ Commitment to the Environment & Community
- ✓ Proven & Proactive Community Education & Outreach Programs
- ✓ Superior Customer Service
- ✓ Continued Financial Stability
- ✓ Prudent Preparedness

Unrivaled & Local Experience | SSFSC has some of the most involved partners and experienced management teams in the Bay Area. The owners of SSFSC have been collecting and processing waste for generations in the San Francisco Bay Area; we began collecting waste at the turn of the last century and opened the Blue Line Transfer Station in 1968. ***In June of 2014, we celebrated 100 years of service and innovation!!!***

Carbon-Negative Collection Fleet | Improving local air quality and reducing GHG emissions from our fleets has always been a primary focus of our business. We have progressively transitioned our collection fleet to Compressed Natural Gas (CNG) to help mitigate these impacts. We took this commitment one step further by installing the first dry Anaerobic Digestion (AD) facility that converts methane into CNG to fuel our collection vehicles. The ***Blue Line AD Facility and Biogenic CNG Fueling Station*** is the first of its kind in the nation and converts more than 11,000 tons per year (tpy) of food waste and green waste into more than 100,000 diesel gallon equivalents (DGEs) of CNG fuel each year. This **closed loop system** generates a **carbon negative fuel** and is essential in addressing numerous AB 32 requirements and diverting more than 90% of the organic waste feedstock from landfills.

Commitment to the Environment & Community | As local jurisdictions are responding to state-wide goals and mandates detailed in California's AB 32 Global Warming Solutions Act of 2006 (AB 32) and Sustainable Communities Strategies SB 375 (SB 375), Climate Action Plans (CAPs) are being developed and implemented throughout the State. We applaud the Town of Colma in the development and implementation of their own CAP and we are excited to partner with the Town to implement many of the GHG reduction goals described within the CAP.



As a part of our own company-wide sustainability goals, we have had the opportunity to work with our jurisdictions and San Mateo County as they develop

their Climate Action Plans and Sustainable Communities Strategies. ***We are excited to partner with another community that places an importance on Climate Action Plans and Sustainability Goals and look forward to working with the Town of Colma.*** As a member of the community it is important that our own goals are in line with that of our jurisdictions and together we can reduce GHG emissions and other impacts on the environment.

Included in ***Attachment 1*** are our Sustainability Reports. Each Sustainability Report contains details on our company-wide environmental commitments and goals which include utilizing biogenic CNG generated from the organic waste we collect, generating renewable energy from onsite solar panels, reducing overall water usage through native plants and efficient plumbing fixtures, reducing our facility energy use through conservation measures, achieving LEED certification of our office building, and achieving high diversion rates for the communities we proudly serve. We are eager to work with Colma in achieving and exceeding GHG emission reduction goals set forth in the Town's CAP along with the Town's diversion goals.

Our owners and employees are heavily tied to the community, making the services we provide personal. More than 60% of our employees reside in the communities we serve. Each year, we participate in food drives, donate to local charities, and serve as active Board Members on many local service organizations and non-profits. We also maintain our portion of the San Francisco Bay Trail, which is

incorporated into tours provided at the BLTS **4R Learning Center**.

Proven & Proactive Public Education and Outreach | SSFSC will create and utilize graphic-rich newsletters, service guides, posters and displays with a consistent theme that promote current programs and diversion opportunities. We will also maintain a user-friendly website and use social media to inform, inspire and educate the community. We will use our outreach materials to reiterate the importance of resource conservation via the hierarchy of waste reduction, reuse, recycling, anaerobic digestion and composting. Our energetic Outreach Team will seize every opportunity to host interactive community events, workshops, and host facility tours of our state-of-the-art AD Facility and our **4R Learning Center** located less than 7 miles from the Town of Colma, at the Blue Line Transfer Station.

Superior Customer Service | We understand that customer satisfaction is key to providing excellent collection services. Therefore, employees are trained to do things right the first time and that courtesy counts. Customer requests are handled in a prompt and professional manner by our friendly and knowledgeable staff. ***We pride ourselves in delivering all of our customers with the best service in the industry as demonstrated by our decades of history and complements, contract extensions, and numerous awards and recognition.***

It is important to emphasize that SSFSC, BLTS nor any of our partner/affiliate companies own or operate landfills. We have never and will never need to wastefully "feed" a landfill in order to maintain financial stability. We are environmental leaders committed to sustainable programs and goals that benefit the community and the environment for future generations.

Continued Financial Stability | ***We have been doing business for a century!*** SSFSC and our affiliates are owned and operated by third and fourth generation "scavengers" who bring financial strength as well as a wealth of industry

experience with providing convenient and cost-effective collection services. We operate in a manner that has provided us with excellent finanacial stability and the opportunity to expand operations with our partner and affiliate companies throughout the entire Bay Area.

Prudent Preparedness | We have found that extensive planning and employee training assures a smooth transition. The draft Transition Plan included in this Proposal reflects a number of planned tasks including: employee and supervisor training on all aspects of the Franchise Agreement; driver training; customer service database integration; outreach and public education development and roll-out; container and collateral distribution; and coordination with the Town to ensure a fluid transition with minimal disruption to customers. Over the past few years, we have had the opportunity to partner with other privately held hauling companies to provide successful transitions in the Cities of Los Altos, Livermore and San Jose with minimal interruptions due to our thorough training programs and well thought out and designed transition planning. ***We are ready and willing to deliver a thorough and well-executed transition for the entire Town of Colma.***

3. Proposer's Qualifications

3.1 | Background, Knowledge & Experience

South San Francisco Scavenger Company, Inc. (SSFSC) is a California Corporation that is authorized to conduct business in the State of California. SSFSC's inception was in 1914; we became incorporated in the early 1970's, and became a California Sub S corporation in the early 1990's. SSFSC will be the legal entity that would execute an Agreement with the Town of Colma. The company is owned and controlled by 8 shareholders, presented in the table below.

South San Francisco Scavenger Company Shareholders

Shareholder Name	Title	Management Position	Ownership %
Doug Button	President & CEO	General Manager	12.5 %
Paul Formosa	Treasurer & CFO	Controller	12.5 %
Ron Fornesi	Secretary & COO	Operations Manager	12.5 %
Michael Achiro	Partner	MRF Manager	12.5 %
Ed Bortoli	Partner	MRF Manager	12.5 %
John Rossi	Partner	Equipment / Facility / Safety Manager	12.5 %
Vince Fornesi	Partner	Route Supervisor / Dispatch Manager	12.5 %
Jerry Nabhan	Vice President	General Manager - Specialty Solid Waste & Recycling/Bay Counties SMART	12.5 %
			100%

SSFSC owes a debt greater than 10% of the company's total assets to only one creditor: California Pollution Control Financing Authority (CPCFA). SSFSC and BLT have the ability to provide all necessary insurance required by the Franchise Agreement.

SSFSC owners also hold shares in the affiliated companies shown in the graphic below.

SSFSC & BLT Affiliate Companies

Key Management Personnel

As a privately held company that provides service only in the San Francisco Bay Area, we do not have Regional or District Managers. Our decision-makers live in the communities we serve, allowing for direct involvement and quick decision making based on an understanding of local conditions.

As indicated in the table on page 1 of this Section, all eight SSFSC owners hold management positions in the company (and/or affiliate companies). Each maintains a high level of involvement in daily operations and is extremely active in the communities we serve.

During the transition and throughout the term of the Agreement, the following SSFSC owners and key management personnel will lead our operations in the Town of Colma.

- ✓ **General Manager** | **Doug Button**
- ✓ **Chief Financial Officer / Controller** | **Paul Formosa**
- ✓ **Operations Manager** | **Ron Fornesi**
- ✓ **Dispatch Manager / Route Supervisor** | **Vince Fornesi**
- ✓ **Maintenance & Safety Manager** | **John Rossi**
- ✓ **Customer Service Manager** | **Sabrina Bortoli**
- ✓ **Safety Officer** | **Mike Guglielmoni**
- ✓ **Recycling & Outreach Manager** | **Barbara Bernardini**
- ✓ **IT Specialist / Route Mapping Designer** | **Alex Button**

The resumes included in the following pages are intended to provide the Town with a summary of shareholder and key management personnel's extensive experience in providing excellent collection, outreach and customer service throughout the entire Bay Area.

Mr. Doug Button will serve as the Primary Contact Person for the Town during the term of the Agreement.

Doug Button

President and General Manager
South San Francisco Scavenger Company and Blue Line Transfer, Inc.

Mr. Button has worked in the solid waste and recycling industry for over 30 years. He actively participates in the leadership of five companies. In addition, he commits considerable time and energy to the communities served.

EXPERIENCE

Shareholder, President, CEO, and General Manager
South San Francisco Scavenger Company and Blue Line Transfer, Inc.
1985 – Present

- Oversees and manages labor relations.
- Prepares and reviews productivity reports.
- Acts as municipal liaison to the jurisdictions served.
- Responsible for all contract negotiations.
- Acts as project manager for the company, developing and implementing large scale projects such as curbside recycling programs.

Shop Foreman
South San Francisco Scavenger Company
1981 – 1985

- Supervised the mechanical maintenance and repair of 29 collection vehicles.
- Provided direction and supervision to six shop mechanics.
- Provided regular assistance to driver training and safety awareness programs.
- Procured new equipment and parts.

INDUSTRY AND CIVIC INVOLVEMENT

- Past President and Vice President - California Refuse Removal Council
- Past President - Clara Mateo Garbage Association
- Member - Daly City-Colma Chamber of Commerce
- Member - Millbrae Chamber of Commerce
- Member - South San Francisco Chamber of Commerce
- Member - Brisbane Chamber of Commerce
- Member - Millbrae Lion's Club
- Past Director - Millbrae Lion's Club
- Member - Italian Catholic Federation, Millbrae Chapter
- Past Director - Italian Catholic Federation
- Member - Knights of Columbus, Millbrae Chapter

AFFILIATE COMPANY INVOLVEMENT

Board Secretary, Shareholder
Garden City/Livermore Sanitation: 2007 – Present

- Mr. Button maintains labor relations and conducts Union negotiations.
- Assists in development and implementation of new service programs.
- Assists in technical research and procurement of new collection vehicles.

Board Secretary, Shareholder
Alameda County Industries: 2000 – Present

- Mr. Button maintains labor relations and conducts Union negotiations.
- Assists in business development, technical research and procurement of new collection vehicles.

Board Secretary, Shareholder
Mission Trail Waste Systems: 1997 – Present

- Mr. Button is responsible for maintaining labor relations and Union negotiations.
- Assists in decision making and business development.

Vice President, Shareholder
Bay Counties Waste Services: 1993 – Present

- Mr. Button maintains labor relations and conducts Union negotiations.
- Assists in research, decision making, and development of new collection systems.

continued…

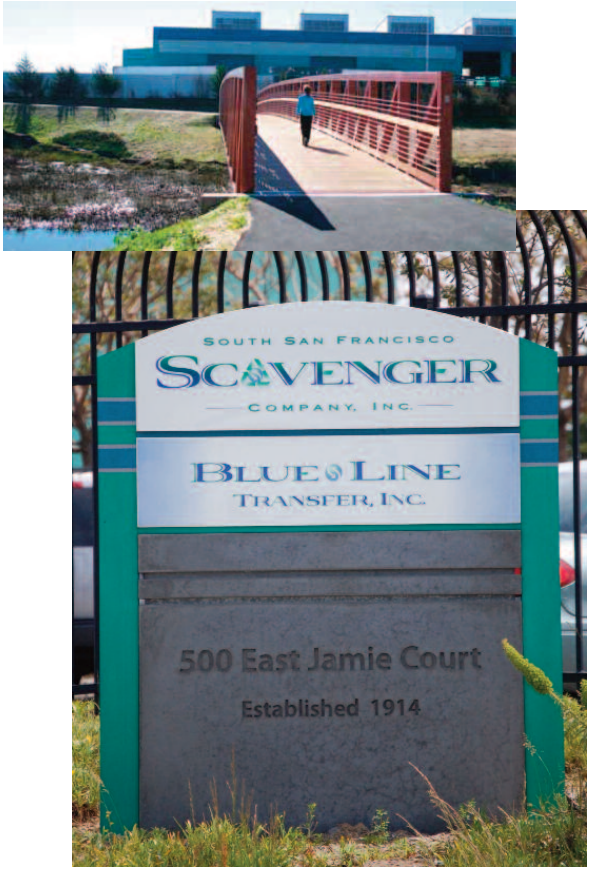
Doug Button

President and General Manager
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.

continued…

EDUCATION/SPECIAL COURSEWORK

- BS degree from California State Polytechnic University, San Luis Obispo, CA
- Labor Relations
- Stress Management
- General Business Management



Paul Formosa

Chief Financial Officer and Controller
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.

For more than 25 years, Mr. Formosa has successfully overseen all financial operations for the company. He is respected by all for his thoroughness, accuracy, and honesty. Devoted to the local schools, Chamber of Commerce, and Kiwanis Club, Paul is also a true community servant.

EXPERIENCE

Chief Financial Officer and Treasurer
South San Francisco Scavenger Company
1986 - Present

- Responsible for all financial operations of the company.
- Supervises administrative functions including office management and customer service.
- Maintains municipal relations.

Assistant Branch Manager
Astrup Company
1979-1986

- Began as salesperson with assigned territory and promoted to assistant branch manager.
- Responsible for managing 20 employees and salespeople and for daily shipping of merchandise.

EDUCATION

University of California, Berkeley
BS Business Administration

2015 SSF Chamber of Commerce Dick Noftsger Lifetime Achievement Award Man of the Year

INDUSTRY/CIVIC INVOLVEMENT

- Member of the South San Francisco Kiwanis Club.
- Past President, South San Francisco Kiwanis Club.
- Past Secretary, South San Francisco Kiwanis Club (2 terms).
- Lt. Governor - Division 17, South San Francisco Kiwanis Club.
- Treasurer, Board of Directors, South San Francisco Chamber of Commerce (4 terms).
- Past Vice President, South San Francisco Chamber of Commerce.
- Past Board President, South San Francisco Chamber of Commerce.
- South San Francisco High - Involved in fundraising efforts for the sports programs and marching band-including assisting band leader, served on the School Bond Advisory Committee, 2001.

Ronald S. Fornesi

Chief Operations Officer/Operations Manager
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.

Mr. Fornesi oversees effective and efficient service to over 4,500 customers daily. When not working in operations, Ron can often be found leading an important industry association meeting and learning/sharing with colleagues.

Chief Operations Officer/Operations Manager
South San Francisco Scavenger Company and Blue Line Transfer, Inc.
1998-Present

- Plan, organize, and direct daily operational work.
- Manager supervisory and subordinate personnel.
- Compile statistical data reflecting operations efficiency.
- Oversee the effective and efficient service to over 4,500 customers daily.
- Project management, February 2004: oversight, coordination, and implementation of automated collection services for solid waste, recycling, and yardwaste in Colma, Brisbane, and South San Francisco.
- Project management, February 2004: Reduction of residential solid waste, recycling, and yardwaste routes in Colma, Brisbane and South San Francisco from ten routes per daily utilizing 15 employees, to 9 per day utilizing nine employees.

Dispatcher/Supervisor
South San Francisco Scavenger Company and Blue Line Transfer, Inc.
1989-1998

- Supervised 50 collection personnel daily.
- Responsible for staffing 35 positions daily.
- Scheduled sick days, personal days, and vacation days for collection employees.

Residential Route Driver
South San Francisco Scavenger Company and Blue Line Transfer, Inc.
1981-1989

- Collected solid waste and performed related route duties while servicing approximately 500 customers per day.

INDUSTRY/CIVIC INVOLVEMENT

- Secretary of the California Refuse Removal Council
- Secretary-Treasurer of the Clara-Mateo Garbage Collector's Association
- Member of the South San Francisco Lion's Club
- Member of the Saint Veronica Parish Men's Club

Vince Fornesi

Vice President
and Solid Waste Route Supervisor Dispatcher
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.

Vince has worked at South San Francisco Scavenger Company and Blue Line Transfer, Inc. for his entire career—more than 35 years. He knows the business inside and out. He can operate any piece of collection or transfer equipment, he understands routing, and is an efficient dispatcher. Plus, Vince is well respected by the drivers and Union representatives.

EXPERIENCE

Solid Waste Route Supervisor/Dispatcher
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.
1998-Present

- Dispatches and directly supervises over 50 employees in the collection division.
- Schedules time off and vacations for over 50 employees.
- Interviews and hires new employees.
- Issues verbal and written warnings to employees for violations of work rules/union contract specifications.
- Attends grievance and related meetings.
- Supervises and attends monthly safety meetings.
- Holds a valid Class A driver's license and valid airport ramp pass.

Transfer Station Manager
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.
1990-1997

- Oversight of transfer station operations.

Equipment Operator - Transfer Station
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.
1986-1989

- Operated bucket loaders and various transfer station equipment.

Roll-off Driver
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.
1982-1985

Route Driver: solid waste, yardwaste and commercial cardboard
South San Francisco Scavenger Company
and Blue Line Transfer, Inc.
1976-1981

INDUSTRY/CIVIC INVOLVEMENT

- President - Brisbane Lion's Club

John Rossi

Equipment Procurement & Maintenance/ Safety Director
South San Francisco Scavenger Company and Blue Line Transfer, Inc.

John Rossi has almost 40 years of experience in the solid waste and recycling industry. Start-up experience includes GCS- San José, MTWS-Los Altos, and LS-Livermore. John is an expert on shop/ yard regulations regarding traffic flow, storm water, hazardous materials, and more.

EXPERIENCE

Operations/Safety Director
South San Francisco Scavenger Company and Blue Line Transfer, Inc.
1974 – Present

- Mr. Rossi is responsible for personnel selection within the maintenance department.
- Supervises all operations at Blue Line Transfer, Inc.
- Researches, obtains rate quotes, and handles all aspects of equipment acquisition.
- Supervises mechanics.
- Develop programs to meet regulations such as the BIT inspection program, performs licensing, DMV pull program, and daily inspections.
- Trains drivers to meet/exceed all agency and company regulations and requirements.
- Manages the DOT drug and alchohol program.
- Helps customers select compactors of the appropriate size and type.
- Consults with commercial customers regarding level of service and container placement.
- Maintains shop inventory.
- Maintains current knowledge on shop/yard-related regulations such as storm water, underground tank, and hazardous materials regulations.
- Supervises SFO Airport waste pick-up operations
- Assures that the Company's pick up, delivery and sterilization procedures for international waste are in compliance with U.S. Customs and Border Protection, and Homeland Security (USDA).
- Develops and implements the County's Hazardous Materials Business Plan.

EDUCATION/SPECIAL COURSEWORK

- Labor Relations
- Stress Management
- General Business Management

INDUSTRY/CIVIC INVOLVEMENT

- Chairman, CRRC Truck & Mechanics Safety Rodeo
- Rotary Club of San Francisco International Airport (Past President)
- Contributor to:
  - -Airport Day Care Center
  - -Boys Hope & Girls Hope
  - -Make a Wish Foundation

Sabrina Bortoli

Customer Service Supervisor
South San Francisco Scavenger Company

Sabrina has more than 13 years of experience in the solid waste industry. She is both a leader and a team player with recognized strengths in problem-solving, procedure development and implementation, and staff training. Sabrina has expert knowledge of PC Scale Technologies and Microsoft Office, is dedicated to providing excellent customer service, and is an active member of the community.

EXPERIENCE

South San Francisco Scavenger Company and Blue Line Transfer, Inc.
2000-Present

Customer Service Lead & Administrative Specialist

- Provide customer service in person and over the phone.
- Develop and maintain spreadsheets and reports.
- Serve as Accounts Receivable/Payable Clerk.
- Maintain customer service database.
- Help coordinate special events.
- Guide local students and community members on facility tours.
- Maintain social media webpages.
- Closely work with executives on implementation of new customer service and scale software.
- Provide staff training and support on customer service processes procedures, and software.
- Quickly and effectively solve challenges related to both staff and customer service.
- Review day to day customer service operations including scale house operations and staff.
- Prepare, review, and generate customer invoices.
- Maintain quality control/satisfaction, while constantly seeking new ways to promote efficiency within the company.
- Lead Special Projects.

Scale House Attendant

- Work closely with the public as a Cashier.
- Accurately record material and weights.
- Create monthly material reporting.
- Schedule employee calendar.
- Maintain efficiency for expedited service and customer satisfaction.
- Quickly and effectively solve customer challenges.

INDUSTRY/CIVIC INVOLVEMENT

- Member of California Refuse Recycling Council—and graduate of the Next Generation, Leadership and Management Program
- Member and Past President of South San Francisco Police Athletic League
- Volunteer with South San Francisco Fire Department /Toys for Tots Program

EDUCATION

- University of California, Santa Cruz
  Bachelor of Arts: Psychology
- Skyline College, San Bruno CA

Mike Guglielmoni

Safety Officer
South San Francisco Scavenger Company

Before working for SSFSC, Mr. Guglielmoni completed a successful 37 year career with the South San Francisco Police Department retiring at the rank of Captain. Mike's experience and training has resulted in strong administrative skills, personnel management/human resource skills, proven leadership and decision making abilities. He has experience managing department budgets and both state and federal grant writing and administration.

EXPERIENCE

Safety Officer
South San Francisco Scavenger Company
Feb. 2007 – Present

- Insures compliance with established safety procedures of the company.
- Reviews and updates company work and safety guidelines.
- Investigates and resolves any workplace conflicts with employees.
- Assists in day to day supervision of routes.
- Accident investigation and recommendations for correction.
- Works with management in handling union grievance issues over work rule violations and disciplinary procedures.
- Responsible for background and hiring of all new employees. (Over 40 employees to date)
- Assisted in drafting and negotiating current bargaining agreement with Teamster's Union for company.

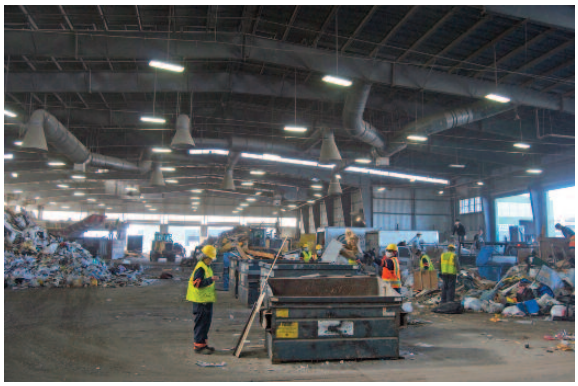
City of South San Francisco Police Department
Jan. 1971 – Feb. 2007
Patrol Officer - 9 years
Police Sergeant - 16 years
Police Lieutenant - 5 years
Police Captain - 7 years

- Worked in all divisions with increasing responsibilities in all aspects of the department.
- Specialized in personnel training and hiring.
- Maintained a strong liaison with other city departments and the law enforcement community in San Mateo County.

After retiring from the City, Mr. Guglielmoni was appointed interim Human Resource Director for the City for six months while the full time director was on a medical leave.

EDUCATION

- BA degree in Human Services
  College of Notre Dame, Belmont, CA
- Extensive management and training and classes sponsored POST (Police Officers Standard and Training) throughout law enforcement career.
- Certified Instructor in Police Academy



Barbara Bernardini

Public Education & Outreach Manager
South San Francisco Scavenger Company

Barbara is an outgoing and creative person with a passion for the environment and has been successfully educating people to reduce waste and recycle for more than 20 years. She has direct involvement in the company's sustainability report and highlight report development and production.

OUTREACH

Recycling Manager
South San Francisco Scavenger Company: 2000 - Present

- Assists businesses to implement or expand recycling programs.
- Assists in developing and implementing of new recycling programs.
- Makes presentations to businesses, schools, community groups and organizations.
- Participates in community events to promote recycling.
- Develops and coordinates design, production and distribution of educational and promotional materials including newsletters, brochures, flyers, labels and signage.
- Develops and coordinates design of exhibits for Blue Line Transfer Inc.'s 4R Learning Center.

Commercial Resource Conservation Manager
San Francisco Recycling Program: 1999-2000

- Planned and managed the development and implementation of the expansion of recycling and waste prevention programs for 120 city and county government facilities.
- Planned and coordinated recycling outreach and education with recycling service provider to small business in six San Francisco business districts.
- Developed and coordinated design and production of educational and promotional materials including city government newsletter, commercial recycling brochures, commercial recycling and hazardous materials for building owners and managers.

Independent Recycling Contractor
Self Employed: 1994-1998

San Francisco Recycling Program – Recycle More!

- Coordinated with recycling service providers, Building Owners Management Association and other business groups to promote Recycle More! to downtown office building owners and managers. Recruited 40 office buildings to participate in the campaign. Provided tenant education through recycling and waste prevention seminars, lobby events and tenant visits.

Applied Compost Consulting

- Provided education and outreach to commercial sector to obtain participation in the food scraps recycling program. Coordinated program start-up with businesses, their service provider and SF Recycling program. Supervised on-going monitoring activities.

Sustainable San Francisco

- Promoted sustainability through seminars and workshops to community groups, organizations, schools and city residents on solid and toxic waste minimization, pollution prevention, and energy and water conservation.

Home CARES Equipment Recyclers

- Developed a demonstration program that received donations of used home healthcare equipment and supplies and redistributed them to individuals and institutions.

Recycling Coordinator
Norcal Waste Systems: 1989-1994

INDUSTRY/CIVIC INVOLEMENT

- Member and past secretary, Board of Directors, Brisbane Chamber of Commerce Subcommittee – scholarship awards and students in business senior project

AWARDS

- 2000 - Received Recycler of the Year Award from San Francisco Building Owners and Managers Association (BOMA)

EDUCATION

San Francisco State University - Urban Studies Program
Algonquin College - Social Service Worker Program

Alex Button

IT Specialist & Route Mapping/Design
South San Francisco Scavenger Company

Alex has been involved in the garbage industry most of his life. He is an expert in the planning of efficient route mapping and design. He is also an accomplished IT specialist and can troubleshoot a variety of issues.

EXPERIENCE

IT Specialist and Route Mapping/Design
Livermore Sanitation, 7000 National Drive, Livermore, CA
2010-Present

- Designed all routes for Residential, Commercial, and Multi-family for all offered commodities.
- Created GIS maps for drivers and management.
- Managed an Air-Trak GPS system for operations use.
- Worked with vendors to create and maintain a SQL customer database.
- Maintains employees computers, phones, tablets, and servers.
- Problem solves route issues with employees and city representatives.

Scale House Attendant
South San Francisco Scavenger Company and Blue Line Transfer, Inc.
2008-2010

- Worked closely with the public as a Cashier.
- Accurately recorded material and weights.
- Created monthly material reporting.
- Scheduled employee calendar.
- Maintained efficiency for expedited service and customer satisfaction.
- Quickly and effectively solved customer service issues.

Dispatch, Route mapping, and IS Specialist
Garden City Sanitation, 1080 Walsh Ave., Santa Clara CA
2007-2008

- Problem solving with city officials and sanitation engineers.
- GIS map work for residential garbage routes.
- Daily Route Collection Design.
- Dispatched and routed collection serves.

Additional Skills

- Proficient with MS Office (excel, word, power point, access).
- Skilled with GIS software (ESRI ArcGIS, QGIS).
- Advanced knowledge of PCScale Tower.
- Expert Knowledge of Air-Trak GPS software and hardware.
- Extensive experience with asset tracking and monitoring.
- Knowledge of python and other scripting languages.
- Proficient with SQL databases and Crystal Reports.
- Employee relation and management skills.

INDUSTRY/CIVIC INVOLVEMENT

- Member of California Refuse Recycling Council—and graduate of the Next Generation, Leadership and Management Program

EDUCATION

California Polytechnic University San Luis Obispo, Ca

- B.S. Agricultural Business
- Minor in Information Systems

Collection Experience

SSFSC was originally founded in 1914 as a collection company and has operated continuously ever since. All SSFSC owners are descendants of the company's founders and have been an integral part of the evolution of waste industry standards. In fact, we are proud to now have more than four generations of families that share a thorough understanding of how "**scavenging**" has evolved into "**recycling**."

In the turn of the century, waste was collected using open-top back-end dump trucks with crews of three men. The trucks were outfitted with a ladder of five rungs that drivers climbed to empty the waste into the truck. The drivers and collectors would set aside recyclable materials, such as rags/clothing, glass bottles and jars, motor oil, and metals. Non-recyclable waste was carried on the back in either pack cans or burlap sacks and emptied into the dump truck. A worker stationed in the back of the truck sorted recyclable items into special bins and racks along the sides of the truck.

A century later, we have graduated to collecting waste using state-of-the-art CNG-fueled trucks with compactor blades and hydraulic arms. We collect more recyclable and compostable materials than ever before and we do so faster, quieter, safer, with smaller crews and minimize our carbon and air quality footprint.

For 100 years, SSFSC has been providing solid waste and recycling collection, transport, transfer and processing services to the local communities of Brisbane, Millbrae, portions of Colma, South San Francisco, and the San Francisco International Airport!

The following jurisdictional reference charts are for collection and material processing services that have been implemented by SSFSC. Our affiliate companies' jurisdictional reference charts immediately follow our referenced jurisdictions.

Included with each jurisdictional reference chart are the services performed, jurisdiction representative contact information, total customers, community profiles and demographics, material types and tonnages, number of collection vehicles, staffing levels, term of the agreements and community involvement activities.

South San Francisco Scavenger Company & Blue Line Transfer, Inc.

Collection & Processing Services for the City of Brisbane

Contract Expires: 2024/Served Since: 1930

City of Brisbane

Ms. Maria Saguisag-Sid
Senior Human Resources Analyst/
Special Projects - City of Brisbane
50 Park Place, Brisbane, CA 94005-1310
415/508-2115

Community Profile

Area: 20.1 square miles
Population: 4,282

Unique Operations & Collection Programs

SSFSC and BLTS offer dual stream collection and processing for recyclables, which allows for much cleaner recyclables and higher diversion rates. Implementing numerous environmental sustainability goals and programs through their recently published Sustainability Report, which includes waste reduction, water and energy conservation and alternative fuels. SSFSC began retiring its older fleet and is replacing the vehicles with CNG trucks. Also SSFSC runs the nation's first Anaerobic Digestion (AD) system digests food scraps and yard trimmings, producing a biogenic CNG fuel for the fleet.**

PROGRAM INFORMATION	
Single Family Customers	1,204
MFD Customers	438
Commerical Customers	262
Number of Drivers	36*
Number of Vehicles	36+spares*
Number of Supervisors	2*
Number of CSRs	5*
Outreach Staff	2*
TONNAGES COLLECTED IN 2014	
Tons MSW	3,265.25
Tons Recyclables	2,983.08
Tons Organics	472.37
2013 REPORTED DIVERSION - 79%	

*Company-wide totals

Community Involvement/Activities

- Membership and active involvement in The City of Brisbane Chamber of Commerce.
- Participation in and sponsorship of annual Coastal Cleanup
- 10-Year Super Star Award from City of Brisbane.
- Host of annual Holida Canned Food Drive.
- Dedication to public and private school outreach and support.

**Additional information on the AD Facility and Biogenic CNG Fueling Station is included in this proposal.

South San Francisco Scavenger Company, Inc.

Blue Line Transfer, Inc.

South San Francisco Scavenger Company & Blue Line Transfer, Inc.

Collection & Processing Services for the City of Millbrae

Contract Expires: 2033/Served Since: 1949

City of Millbrae

Mr. Nick Nguyen
Public Works Director, City of Millbrae
621 Magnolia Ave., Millbrae, CA 94030
650/259-2418 • nnguyen@ci.millbare.ca.us

Community Profile

Area: 3.3 square miles
Population: 21,532

PROGRAM INFORMATION	
Single Family Customers	5,597
MFD Customers	2,858
Commerical Customers	483
Number of Drivers	36*
Number of Vehicles	36+spares*
Number of Supervisors	2*
Number of CSRs	5*
Outreach Staff	2*
TONNAGES COLLECTED IN 2014	
Tons MSW	10,434.40
Tons Recyclables	5,171.90
Tons Organics	2,040.51
2013 REPORTED DIVERSION - 70%	

*Company-wide totals

Unique Operations & Collection Programs

SSFSC and BLTS offer dual stream collection and processing for recyclables, which allows for much cleaner recyclables and higher diversion rates. Implementing numerous environmental sustainability goals and programs through their recently published Sustainability Report, which includes waste reduction, water and energy conservation and alternative fuels. SSFSC began retiring its older fleet and is replacing the vehicles with CNG trucks. Also SSFSC runs the nation's first Anaerobic Digestion (AD) system digests food scraps and yard trimmings, producing a biogenic CNG fuel for the fleet.**

Community Involvement/Activities

- Membership and active involvement in City of Millbrae Chamber of Commerce.
- Recipient of 30-Year Membership Recognition and Chamber Excellence Award.
- Recipient of School District Board of Trustees Commendation 2010.
- Dedication to public and private school outreach and support.
- Participation in and sponsorship of the Art & Wine Festival.
- Host of annual Holiday Canned Food Drive.
- Active membership in Lions Club.

**Additional information on the AD Facility and Biogenic CNG Fueling Station is included in this proposal.

South San Francisco Scavenger Company, Inc.

Blue Line Transfer, Inc.

South San Francisco Scavenger Company & Blue Line Transfer, Inc.

Collection & Processing Services for the City of South San Francisco

Contract Expires: 2035/Served Since: 1914

City of South San Francisco

Mr. Mike Futrell, City Manager
PO Box 711, S. San Francisco, CA 94080
650/877-8500 • mike.futrell@ssf.net

Community Profile

Area: 30.2 square miles
Population: 63,632

Unique Operations & Collection Programs

SSFSC and BLTS offer dual stream collection and processing for recyclables, which allows for much cleaner recyclables and higher diversion rates. Implementing numerous environmental sustainability goals and programs through their recently published Sustainability Report, which includes waste reduction, water and energy conservation and alternative fuels. SSFSC began retiring its older fleet and is replacing the vehicles with CNG trucks. Also SSFSC runs the nation's first Anaerobic Digestion (AD) system digests food scraps and yard trimmings, producing a biogenic CNG fuel for the fleet.**

PROGRAM INFORMATION	
Single Family Customers	14,824
MFD Customers	5,946
Commerical Customers	1,948
Number of Drivers	36*
Number of Vehicles	36+spares*
Number of Supervisors	2*
Number of CSRs	5*
Outreach Staff	2*
TONNAGES COLLECTED IN 2014	
Tons MSW	44,225.01
Tons Recyclables	19,860.20
Tons Organics	3463.70
2013 REPORTED DIVERSION - 54%	

*Company-wide totals

Community Involvement/Activities

- Membership and active involvement in City of South San Francisco Chamber of Commerce; Recipient of Outstanding Business Award in 1997, 2000, and 2009.
- Recipient of Mayor's Award in 2004.
- City Council Certificate of Recognition 2010.
- Participation in and sponsorship of Day in the Park.
- Host of annual Holiday Canned Food Drive.
- Dedication to public & private school outreach and support.
- Active membership in Kiwanis, Lions, and Rotary Clubs.

**Additional information on the AD Facility and Biogenic CNG Fueling Station is included in this proposal.

South San Francisco Scavenger Company, Inc.

Blue Line Transfer, Inc.

South San Francisco Scavenger Company & Blue Line Transfer, Inc.

Collection & Processing Services for San Francisco International Airport

Contract Expires: 2016
Served Since: 1930

SFO International Airport

Liborio Yap
Project Manager
San Francisco International Airport
PO Box 8097
San Francisco, CA 94128
650/821-7730 • Liborio.Yap@flysfo.com

Community Profile

Over 44 million passengers a year.
Collected more than 25,000 tons in 2014

Unique Operations & Collection Programs

SSFSC and BLT reduced the size of FDA required sanitizing cookers to reduce energy and water usage, which resulted in a reduction in more than 1.25 metric tons of CO2e emissions.

Community Involvement/Activities

- Active membership in Rotary Club of SFO.
- Contributor to Airport Day Care Center.

South San Francisco Scavenger Company, Inc.

Blue Line Transfer, Inc.

SSFSC AFFILIATE

Alameda County Industries

Solid Waste, Recyclables & Organics Collection & Processing Services for the City of Alameda

Contract Expires: 2022/Served Since: 1997

City of Alameda

Maria DiMeglio
Program Specialist
Public Works Department
950 West Mall Square, Room 110
Alameda, CA 94501
510/749-5893
mdimegli@alamedaca.gov

Community Profile

Area: 22.96 square miles
Population: 76,419

Unique Operations & Collection Programs

Alameda County Industries retired most of its diesel fleet in early 2013 and now runs all CNG-fueled vehicles in the City of Alameda.

Community Involvement/Activities

- Major supporter of Alameda Boys & Girls Club and Meals on Wheels.
- Membership and active involvement in the Alameda Chamber of Commerce.
- Participation in and/or sponsorship of Spring Festival, 4th of July Parade & Jubilee, Art & Wine Festival, Movies in the Park, Concerts in the Cove, Coastal Cleanup, Neptune Festival, Mayor's Tree Lighting, and more.
- Dedication to public and private school outreach and support.
- Consistent support of local Boy Scout, Little League and Girls Inc. activities.

PROGRAM INFORMATION	
Single Family Customers	18,280
MFD Customers	870
Commerical Customers	850
Number of Drivers	25
Number of Vehicles	25
Number of Supervisors	2
Number of CSRs	4
Outreach Staff	1
TONNAGES COLLECTED IN 2014	
Tons MSW	28,270
Tons Recyclables	10,319
Tons Organics	10,976
2013 REPORTED DIVERSION - 77%	

ALAMEDA COUNTY INDUSTRIES

SSFSC AFFILIATE

Alameda County Industries

Solid Waste, Recyclables & Organics Collection & Processing Services for the City of San Leandro

Contract Expires: 2022/Served Since: 2000

City of San Leandro

Jennifer Auletta
Administrative Analyst
Public Works Department
835 East 14th Street
San Leandro, CA 94577
510/577-6022
jauletta@sanleandro.org

Community Profile

Area: 15.7 square miles
Population: 87,965

Unique Operations & Collection Programs

Alameda County Industries is in the process of replacing diesel trucks with those powered by CNG.

Community Involvement/Activities

- Membership and active involvement in the San Leandro Chamber of Commerce.
- Participation in and/or sponsorship of events such as Sausage and Suds, Cherry Festival, Farmers' Markets, and Friends of the San Leandro Creek Cleanup.
- Dedication to public and private school outreach and support.

PROGRAM INFORMATION	
Single Family Customers	12,700
MFD Customers	430
Commerical Customers	1,400
Number of Drivers	19
Number of Vehicles	19
Number of Supervisors	1
Number of CSRs	3
Outreach Staff	1
TONNAGES COLLECTED IN 2014	
Tons MSW	35,946
Tons Recyclables	6,846
Tons Organics	9,633
2013 REPORTED DIVERSION - 77%	

ALAMEDA COUNTY INDUSTRIES

SSFSC AFFILIATE

Garden City Sanitation

Residential Solid Waste Collection Services for the City of San José

Contract Expires: 2021
Served Since: 2007

City of San José

Jeff Anderson
Environmental Services Department
200 East Santa Clara Street, 10th Floor
San José, CA, 95113
408/975-2518
jeff.anderson@sanjoseca.gov

Community Profile

Area: 180 square miles
Population: 945,942

Unique Operations & Collection Programs

Garden City Sanitation has recently repowered its entire fleet from diesel to CNG and operates vehicles that have a drop-axle, allowing for larger payloads and routing efficiencies to be achieved. Garden City Sanitation also installed a CNG fueling station at their facility.

Community Involvement/Activities

- Major supporter of San José Stage Company.
- Participation in and/or sponsor of Almaden Art & Wine Festival, Pumpkins in the Park, Great American Litter Pickup, Windows on the Riverpark (Guadalupe Riverpark and Gardens), and more.
- Dedication to public and private school outreach and support.

PROGRAM INFORMATION	
Residential Customers	166,000
Number of Drivers	49
Number of Vehicles	52
Number of Supervisors	4
Number of CSRs	6
Outreach Staff	1
TONNAGES COLLECTED IN 2014	
Tons MSW (direct haul)	122,189

SSFSC AFFILIATE

Livermore Sanitation

Solid Waste, Recyclables & Organics Collection & Processing Services for the City of Livermore

Contract Expires: 2020
Served Since: July 1, 2010

City of San José

Judy Erlandson
Public Works Manager
3500 Robertson Park Road
Livermore, CA 94550
925/960-8002
JAErlandson@ci.livermore.ca.us

Community Profile

Area: 24.1 square miles
Population: 80,968

Unique Operations & Collection Programs

Livermore Sanitation's entire collection fleet is powered by CNG. Food scraps collection is offered for both residents and businesses in Livermore.

Community Involvement/Activities

- Major supporter of Taylor Family Foundation Day in the Park.
- Membership and active involvement in Livermore Chamber of Commerce.
- Participation in and/or sponsorship of Wine Country Festival, Health & Safety Fair, Livermore Rodeo, Livermore 4th of July, Harvest Festival, Holiday Parade, and more.
- Coordination of Livermore Citywide Garage Sale.
- Dedication to public and private school outreach and support.

PROGRAM INFORMATION	
Single Family Customers	25,000
MFD Customers	126 complexes 4800 units
Commerical Customers	1,450
Number of Drivers	46
Number of Vehicles	38
Number of Supervisors	4
Number of CSRs	4
Outreach Staff	2
TONNAGES COLLECTED IN 2014	
Tons MSW	40,000
Tons Recyclables	17,200
Tons Organics	18,000
2013 REPORTED DIVERSION - 77%	

Livermore Sanitation

SSFSC AFFILIATE

Mission Trail Waste Systems

Solid Waste, Recyclables & Organics Collection & Processing Services for the City of Santa Clara

Contract Expires: 2021/Served Since: 1998

City of Santa Clara

Dave Staub, City of Santa Clara
1700 Walsh Avenue
Santa Clara, CA 95050
408/615-3080
Fax: 408/988-0237
dstaub@santaclaraca.gov

Community Profile

Area: 18.4 square miles
Population: 120,245

Unique Operations & Collection Programs

Mission Trail Waste Systems is replacing its older Santa Clara fleet with CNG even though there currently is no requirement to do so.

Community Involvement/Activities

- Major supporter of Mission City Community Fund.
- Active member of Santa Clara Chamber of Commerce.
- Participation in and/or major sponsorship events such as Arbor Day/Earth Day Celebration, 4th of July Extravaganza and Art & Wine Festival.
- Membership in Rotary Club.

PROGRAM INFORMATION	
Single Family Customers	16,903
MFD Customers	1,836
Condos/Townhomes	3,778
Commerical Customers	1,820
Number of Drivers	21
Number of Vehicles	31
Number of Supervisors	2
Number of CSRs	2
Outreach Staff	1
TONNAGES COLLECTED IN 2014	
Tons MSW	58,681
Tons Recyclables	2,402
Tons Organics	11,234
2013 REPORTED DIVERSION - 77%	

Mission Trail Waste Systems

SSFSC AFFILIATE

Mission Trail Waste Systems

Solid Waste, Recyclables & Organics Collection & Processing Services for the City of Los Altos

Contract Expires: 2020/Served Since: 2010

City of Los Altos

Jim Gustafson
Public Works Director, City of Los Altos
1 North San Antonio Road
Los Altos, CA 94022
650/947-2621
Fax: 650/947-2732
Customer Service: 650/947-2700
JGustafson@losaltosca.gov

Community Profile

Area: 6.4 square miles
Population: 30,010

Unique Operations & Collection Programs

Mission Trail Waste Systems runs an entire fleet of CNG vehicles and offers On-Call Bulky Item curbside collection using 2-yard bags that are picked up utilizing a flat bed truck, leaving the materials intact so they are easy to reuse and donate.

PROGRAM INFORMATION	
Single Family Customers	9,370
MFD Customers	110
Commerical Customers	360
Number of Drivers	17
Number of Vehicles	17
Number of Supervisors	1
Number of CSRs	1
Outreach Staff	1
TONNAGES COLLECTED IN 2014	
Tons MSW	9,100
Tons Recyclables	8,016
Tons Organics	13,833
2013 REPORTED DIVERSION - 77%	

Community Involvement/Activities

- Membership and active involvement in the Los Altos Chamber or Commerce.
- Coordination of outreach with GreenTown Los Altos.
- Participation in and/or sponsorship of events such as Art & Wine Festival, Fall Festival, Farmers' Markets, Fine Art in the Park, Festival of Lights Parade, and more.
- Major supporter of Downtown Movie Night and Annual Chamber of Commerce Golf Tournament.

Mission Trail Waste Systems

SSFSC AFFILIATE

Specialty Solid Waste & Recycling

Solid Waste, Recyclables & Organics Collection & Processing Services for the City of Sunnyvale

Contract Expires: 2021/Served Since: 1993

City of Sunnyvale

Mark Bowers
Solid Waste Programs Division Manager
Environmental Services Department
PO Box 3707, Sunnyvale, CA 94088-3707
408/730-7421, mbowers@ci.sunnyvale.ca.us

Community Profile

Area: 22.7 square miles/Population: 140,081

Unique Operations & Collection Programs

Specialty Solid Waste & Recycling offers dual stream collection and processing for recyclables, which allows for much cleaner recyclables & higher participation and diversion rates. Specialty was an early adopter of more climate-friendly fuel choices by switching most of its diesel fueled fleet to CNG in 2001. At that time, there were very few garbage and recycling trucks running on CNG in the Bay Area. One of the first commercial CNG fueling stations open to the public was built at Specialty. Since converting its fleet, Specialty has achieved a 20% reduction in their GHG emissions footprint from collection operations.

PROGRAM INFORMATION	
Single Family Customers	29,447
MFD Customers	1,191 properties 25,018 units
Commerical Customers	1,848
Number of Drivers	47
Number of Vehicles	50
Number of Supervisors	5
Number of CSRs	3
Outreach Staff	1
TONNAGES COLLECTED IN 2014	
Tons MSW	87,516
Tons Recyclables	11,439
Tons Organics	886
2013 REPORTED DIVERSION - 65%	

Community Involvement/Activities

- Membership in Sunnyvale Chamber of Commerce; recipient of Outstanding Business Award of Recognition in 2000.
- Recognition for contribution to clean air: Certificate of Recognition from Assemblywoman Alquist, Clean Air Award from Senator Speier, Clean Air Champion from Bay Area AQMD, Clean Air Award for Technology from American Lung Association, & more.
- Host of "Dinner at the Dump" to benefit local community services.
- Active involvement in Rotary Club.

Specialty Solid Waste & Recycling
A DIVISION OF BAY COUNTIES WASTE SERVICES, INC.

Service Initiation Experience

SSFSC and our affiliate companies possess a level of experience and enthusiasm during new service initiations that is unrivaled in the Bay Area. Our management team has used their inimitable drive and expertise to successfully commence new and innovative collection services in numerous jurisdictions. Knowing how to utilize the lessons learned from past transitions and program rollouts has made our group of companies highly successful in initiating new Franchise Agreements and rolling out successful diversion programs. Described in this Section are several recent examples of our experience initiating new agreements and rolling out new programs.

Initiation of New Agreements

The strategies implemented and challenges overcome when transitioning in the Cities of San Jose, Livermore, and Los Altos by SSFSC are detailed herein.

Samples of outreach and educational materials developed and distributed during these new service initiations that clearly and effectively describe all new programs to customers are provided in ***Attachment 2*** of this proposal.

Example #1 | City of San Jose

With assistance from former California Waste Management Board member and Garden City Sanitation's General Manager Steven Jones, SSFSC affiliate company, Garden City Sanitation (GCS) was created in 2006 by SSFSC, members of the Pellegrini Group and Arata Group, as depicted in the ***SSFSC Affiliate Companies Chart*** on page 2 of this Section. GCS provides garbage collection services to more than 163,000 Single-Family Dwellings (SFDs) in San Jose. All solid waste is directly hauled to the City's specified disposal facility.

Transition Highlights | The City of San Jose coordinated outreach with input from all franchise haulers and the City continued to handle billing and operate the main call center.

Coordination with City Staff | We met with City staff and staff from the previous hauler before and during the transition. Together we worked on press releases, community presentations, unforeseen service issues, public education and outreach and equipment delivery schedules. The transition timeline set forth in our original proposal was adhered to closely. The transition into the City of San Jose was flawless and the first day of operation went smoothly. City Staff and the media were onsite to document the commencement of new services.

Managing Implementation Schedules | During the transition period, project management software was continuously used to detail and refine the general timeline and implementation schedule. Major tasks included coordination of meeting schedules, property and building acquisition and

Service Initiation - Example 1

CITY OF SAN JOSÉ

Initiation of New Franchise Agreement

Garden City Sanitation

Commencement Date - July 1, 2007
Term of Agreement - 2010 – 2022

CONTACT INFORMATION:
Jo Zientek
Deputy Director
Environmental Services Department
200 East Santa Clara St.
10th floor
San José, CA 95113
408.535.8557

redevelopment (including permits and construction), equipment procurement and delivery, regulatory and environmental permits (i.e. EPA, storm water, motor carrier, etc.), public outreach planning and activities, hiring and related tasks, routing, and information and internal systems development.

Property & Equipment Procurement | A new property was purchased where we were able to develop all necessary facilities. Permitting and construction of the office, maintenance facility, truck wash, and vehicle staging area was completed prior to the start date. With a fleet of 50 vehicles to procure, participation from Don Arata, of the Arata Group, was a major benefit. Detailed schedules and updates were provided on a regular basis and all vehicles were delivered well in advance to train drivers on their operation and features.

Hiring Displaced Workers | We used the union- authorized approach to successfully acquire and train displaced drivers. An informal job fair was held, job offers were made, and multiple paid training sessions were conducted. Training modules covered pre-employment orientation, company policies and procedures, environmental stewardship, general safety, equipment training, and daily operating procedures. We also hired a number of other displaced workers including a route supervisor, dispatcher and several customer service representatives and brought over some operations, customer service and outreach staff from our affiliate companies. All staff was trained together to provide cohesive services specific for the San Jose collection contract.

Efficient Route Planning | We created balanced and efficient routes using route shadowing, industry software, GPS, and expert experience.

Previously established service days were not changed and routes are continuously monitored and balanced to ensure maximum productivity.

Communication with Residents | We created www.GardenCitySanitation.com to complement the City's website, and features program information, helpful publications and links, resources for teachers, frequently asked questions and answers, and more. In coordination with the City and other haulers, we sent out press releases and multilingual direct mail brochures to introduce us and announce the service transition.

On July 2, 2007, Garden City trucks rolled out for the first time to provide residential solid waste collection services in San Jose. City Council issued a proclamation congratulating Garden City for the smoothest service transition in recent history.

Transition Challenges | Although we were commended for our amazing work and dedication during the transition, a few challenges did arise and were quickly remedied. Many previous San Jose contractors had overestimated their operating efficiencies and underestimated cart weights and freeway traffic. We spent months reviewing every weight tag from the previous year trying to associate truck numbers to specific areas within the daily footprint of the service areas. Even given the City's requirement of no collection day changes, GCS was able to execute exceedingly well-planned routes within day boundaries resulting in 44 routes that, with the exception of 4, are completed within 8 hours each day.

Since the drivers were still working for the outgoing contractor, the hiring and training of displaced workers required excellent planning around various schedules. Two orientation sessions were held and during one session, a senior employee (having been a driver in the City since 1968) explained the scope of changes the drivers had been through with hauler changes every several years. We were able to communicate and demonstrate to the drivers that we respected their lives and positions, and that the Company was committed to creating a workplace they would

want to go to everyday. The respect that the Garden City management team has continually shown, and the investment they have made in the drivers through this training program, has resulted in a positive and safe workforce.

Example #2 | City of Livermore

Because of the successful transition in San Jose, SSFSC shareholders and partners in Garden City decided to offer collection services to the City of Livermore. After the procurement process and negotiations, we were awarded the 10-year contract to provide collection and processing services to the entire City of Livermore. The transition included a universal rollout of new color-coded collection bins and carts for recyclables (blue), organics (green), and garbage (gray). A new food scraps program was rolled out that included a kitchen pail delivered with new residential carts.

Livermore Sanitation (LS) expanded recyclables accepted by residents with the introduction of curbside collection of textiles, cell phones, PDAs, and e-waste peripherals, in addition to the existing collection of used motor oil, used filters, and household batteries at the curb. Curbside On-Call Cleanup is also available for residents 3 times per year. Residents can arrange for the collection of up to 3 cubic-yards of garbage and one appliance or e-waste item.

Service Initiation - Example 2

CITY OF LIVERMORE
Initiation of New Franchise Agreement

Garden City Sanitation
dba Livermore Sanitation

Commencement Date - July 1, 2010
Term of Agreement - 2010 – 2020

CONTACT INFORMATION:
Judy Erlandson
Public Works Manager
City of Livermore
3500 Robertson Park Road
Livermore, CA 94550
925.960.8015

Livermore Sanitation

LIVERMORE

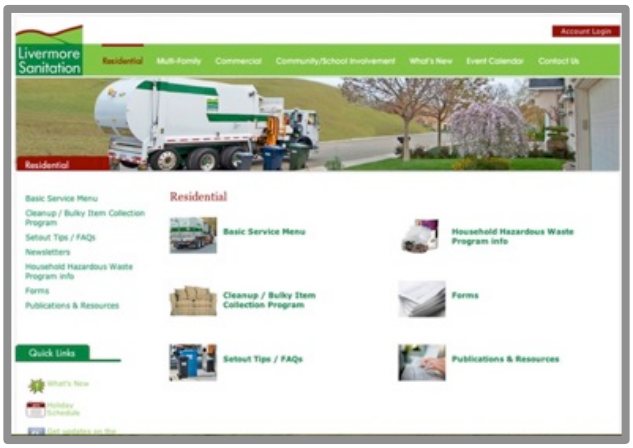
Transition Highlights | LS transition management staff met with City staff and the outgoing hauler's representative on a regular basis before and during the transition. The group worked together on press releases,

community presentations, unforeseen service issues, outreach, equipment delivery schedules, and more. The group adhered closely to the transition timeline set forth in our original proposal.

Property, Equipment & Container Procurement | Prior to the commencement of services, LS purchased a property and completed development, permitting and construction of the office, transfer station, yard, and CNG fueling station. We also ordered, purchased and received all new CNG vehicles. LS pre-ordered, received and delivered collection containers in a staggered manner over a two-month period. SFD carts and kitchen pails were delivered according to route starting in mid May 2010. Commercial and MFD containers (including MFD reusable tote bags for recyclables) were delivered throughout the month of June and into early July 2010. We contracted with Container Pros to handle the delivery and exchange of old/new bins and carts.

Hiring Displaced Workers | Just like in the San Jose transition, we used the union-authorized approach to successfully acquire and train displaced drivers.

Billing System Implementation | We took over all billing functions. Data was provided by the previous hauler and integrated into our billing system. County records and site visits were also used when verification of rural areas was needed. Paperless billing options were immediately offered to all customers and online bill pay was setup via the LS website. We created www.LivermoreSanitation.com to keep customers apprised of all pertinent information regarding the service transition



and the new programs now offered. The website features program information, rates, helpful publications and links, account access, frequently asked questions/answers, numerous outreach videos and newsletters and more.

Efficient Route Planning | We created balanced and efficient routes using route shadowing, industry software, GPS, and expert experience. Few established service days were changed and routes are continuously monitored and balanced to ensure maximum productivity.

Community Outreach | We conducted commercial and multi-family property site visits prior to the service start date, ensuring that each customer subscribed to appropriate service levels and frequencies. Each MFD unit was provided with a reusable tote bag for recyclables. We also staffed community information tables at a variety of events leading up to and beyond the service start date.

Custom trainings were offered to residents and businesses to educate them on our new, expanded services. Our outreach team created a special desk-side recycling container (made out of recycled content cardboard) for businesses to use in their offices. We also direct mailed introductory information to all customers in advance of the service transition. "How-To" program guides were sent to customers as services began and new residential carts and kitchen pails arrived with outreach materials attached.

We also sent out press releases and informational postcards, and placed multiple paid advertisements during the weeks before, during and right after the service transition and began distributing quarterly residential and commercial newsletters in July 2010. The newsletters, as well as billing inserts, postcards, and invoice messages constantly keep customers informed of available programs and services. ***Attachment 2*** contains numerous transition outreach collateral, designed and distributed by LS during the very successful transition in 2010.

Transition Challenges | Overall, the Livermore transition went smoothly;

however, two challenges surfaced:

1. More residents opted for the 20-gallon garbage cart than anticipated. We had to place a rush order for additional carts and temporarily charge the 20-gallon rate to customers using a 32-gallon while they were waiting for the 20-gallon cart to arrive.
2. The City's rate structure changed, making commercial recycling more expensive and several customers contemplated canceling service. Through site visits, community education and printed outreach, our Outreach Team demonstrated that participating in the recycling program was still beneficial and recycling participation ended up increasing as a result.

Example #3 | City of Los Altos

SSFSC affiliate company, Mission Trail Waste Systems (MTWS) was awarded the collection and processing contract for the City of Los Altos in 2010. This new service transition included a universal rollout of new color-coded collection containers for recyclables (blue), organics (green), and garbage (gray) and the introduction of food scraps. As in Livermore, a kitchen pail was delivered along with every residential organics cart.

MTWS also expanded the list of recyclables collected at the curb by accepting textiles, cell phones and PDAs, and e-waste peripherals, in addition to the continued collection of used motor oil, used filters, household batteries, cooking oil, water-

Service Initiation - Example 3

CITY OF LOS ALTOS
Initiation of New Franchise Agreement

Mission Trail Waste Systems (MTWS)

Commencement Date - September 2010
Term of Agreement - 2010 – 2020

CONTACT INFORMATION:
Jim Gustafson
Public Works Director
City of Los Altos
1 North San Antonio Road
Los Altos, CA 94022
650.947.2621

MISSION TRAIL WASTE SYSTEMS LOS ALTOS

based paint, and compact fluorescent bulbs. Curbside On-Call Cleanup is also available for residents twice per year where residents can arrange for the collection of up to 4 cubic-yards of garbage utilizing bulky bags in addition to 3 bulky items.

Transition Highlights | Our transition management staff met with City staff and the outgoing hauler's representative on a regular basis before and during the transition. The group worked together on press releases, community presentations, unforeseen service issues, outreach, equipment delivery schedules, and more. The group adhered closely to the transition timeline set forth in our original proposal.

Equipment & Container Procurement | We purchased and received all new CNG vehicles prior to the service start date and reorganized our existing yard to accommodate a new CNG fueling station and increased vehicle staging and parking. We preordered, received and then delivered collection containers in a staggered manner over just a one-month period.

For residents, organics carts (and kitchen pails for food scraps) were delivered during the first two weeks of August, recyclables carts were delivered the last week of August 2010, and garbage carts were delivered during the last week of September. Commercial and MFD containers were delivered in late September and early October. We contracted with Container Pros to handle the delivery and exchange of old/new bins and carts.

Hiring Displaced Workers | We used the union-authorized approach as demonstrated by Garden City in San Jose and Livermore to successfully acquire and train displaced drivers.

Efficient Route Planning | We created balanced and efficient routes using route shadowing, industry software, GPS, and expert experience as demonstrated by our transitions in San Jose and Livermore.

Billing System Implementation | We also took over all billing operations and data was provided by the previous hauler and integrated into our billing system. County records and site visits were also used when verification was needed. Paperless billing options were immediately offered and online bill pay was setup via the MTWS website. We created a

special section of www.MissionTrail.com to keep Los Altos customers apprised of all pertinent information regarding the service transition and new collection programs. The website features program information, rates, helpful publications and links, account access, frequently asked questions/answers, numerous outreach videos and newsletters and more.

Community Outreach | We conducted commercial and MFD site visits prior to the commencement of services. Visits ensured that each customer subscribed to appropriate service and that each MFD unit was provided with a reusable tote bag to transport their recyclables to their bins. We also staffed community information tables at a variety of events leading up to and beyond the service start date and custom trainings were also offered to residents and businesses on new and expanded programs.

"How-To" program guides were sent to customers as service began and the organics carts and kitchen pails arrived with educational information attached. We sent out a press release and placed multiple paid print advertisements in the weeks before, during and right after the service transition. We began distributing quarterly residential and commercial newsletters in October 2010 to keep customers informed of available programs and services. Bill inserts and invoice messages are also used to educate customers of the new and exciting changes in their community. ***Attachment 2*** contains numerous transition outreach

collateral, designed and distributed by MTWS during the very successful transition in 2010.

Transition Challenges | Overall, the Los Altos service transition went smoothly. Only two challenges surfaced, which were quickly and easily remedied.

1. Just as in Livermore, more residents opted for the 20-gallon garbage cart than anticipated. We had to place a rush order for additional carts and temporarily charge the 20-gallon rate to customers using a 32-gallon while they were waiting for the 20-gallon cart to arrive.
2. During the first week of new collection services, homes in a small portion of the City had rear alley access and were accustomed to service being provided in the alley by the previous hauler. We were contracted to provide street-side service and was not informed alleyways were serviced by the previous hauler. Consequently, we did not have a small enough vehicle to safely drive down the alley, let alone efficiently service containers in such a tight space. Our management team worked with residents and City Staff to ensure that service would be provided without damaging the vehicles, roadways or private property. Our solution was to have drivers walk through the alley and empty carts into special rolling carts. This has resulted in a slight decrease of productivity and a corresponding adjustment to routes, but (more importantly) residents are pleased with our accommodations and are happy with MTWS as their new hauler.

Initiation of New Programs

SSFSC and our affiliate companies also have a great wealth of experience successfully rolling out new and innovative collection programs in both pre-established and newly-adopted service areas. Each program roll-out has resulted in extremely successful customer participation, which in turn increased the jurisdiction's diversion rates and compliance with many State mandates like AB939 and AB341.

Expanded Organics Programs

Beginning in early 2014, we began developing a new, expanded organics collection program designed specifically for the ***Blue Line Anaerobic Digestion (AD) Facility and Biogenic Compressed Natural Gas (CNG) Fueling Station***. We are happy to report that we successfully rolled-out a food scraps collection program to commercial businesses and single-family residents, achieving high participation and diversion rates. We have been working diligently with our Cities, outreach staff and an advertising firm to ensure successful implementation and maximum customer participation. Our experience tells us a program is only as good as its plan.

In January of 2015, we provided residents within most of our service areas with a kitchen pail and extensive outreach materials (like the Residential Food Scraps Guide shown on the right) to ensure participation and success in diverting organics from the landfill. Businesses in our service areas also continue to be visited by our Outreach Team and receive informative program guidelines and posters. The focus thus far has been on the nearby warehouses and industrial parks that prepare food for SFO and other larger commercial complexes in the Bay Area.

We have offered this program to our jurisdictions in an effort to divert additional food waste from landfills and to provide a highly desirable and digestible feedstock for our ***Blue Line AD Facility and Biogenic CNG Fueling Station*** located at BLTS in South San Francisco. The

Blue Line AD Facility and Biogenic CNG Fueling Station provides a local, sustainable fuel source for our fleet from the materials we collect each day and diverts food waste from landfills to provide another valuable resource from the material stream: energy. By processing organic waste in the low oxygen environment of the anaerobic digesters, the once harmful methane gas is transformed into CNG and harnessed to power a carbon negative collection fleet. The photo below is the newly constructed and fully operational Blue Line AD Facility that generates biogenic CNG to fuel the collection fleet that will service the Town of Colma.

Additional information on the ***Blue Line AD Facility and Biogenic Compressed Natural Gas (CNG) Fueling Station*** is provided in **Section 4** that follows. ***Attachment 2*** contains outreach collateral, designed and distributed by SSFSC during the initiation of the newly expanded food scraps collection and processing program.

Jurisdictional Specific Programs

Beginning in early 2015, we worked with the City of Brisbane to implement a new system that deters overfilling containers while reducing litter in the

neighborhoods. The Brisbane Trash Container Management Policy monitors and assesses a non-compliant fee for customers that continually violate the City's litter reduction policy by leaving container lids open, accumulating debris in collection areas and excessively overfilling containers. We are currently working alongside with the City to design and develop a program-specific Non-Compliant Notice, program brochure, and informational letter that clearly describes the policy and includes methods to deter litter from spilling and/or blowing onto streets and eventually entering the San Francisco Bay.

Trash Container Management Policy

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

City of BRISBANE CALIFORNIA

What is it?

SSF Scavenger Co will be monitoring containers and waste areas closely, and will be issuing Notices of Noncompliance identifying litter problems that may need to be addressed through service adjustments. The program requires all trash container lids to be completely closed; all materials must be placed inside the containers and shall not spill out of the containers; additionally the area around the container must be clear of any loose debris. Any opening between the lid and the container is noncompliant with the policy. Up to three Notices of Noncompliance within six months will be issued before Customers may be required to change container size and/or container collection frequency. Extra fees and charges will apply to accounts that are out of compliance with the policy.

Why?

Given the impact litter has on our community and environment, and due to more stringent litter-reduction goals that regulatory agencies have imposed upon cities – 70% reduction by 2017, and 100% by 2020 – the City of Brisbane has made litter prevention a priority. South San Francisco Scavenger Company (SSFSC), the City's waste hauler, and City staff are working together to support aggressive litter-reduction efforts.

Many litter issues are caused by overfilled garbage and recycling containers, containers with lids left open, and litter accumulation in the waste collection areas. As a result, litter can spill or be blown onto streets or roadways and enter storm drains and waterways that flow untreated into the San Francisco Bay and ultimately into our oceans.

How?

How can we prevent litter and help our community, Bay, and environment stay clean?

- Keep containers' lids closed at all times, *without any gap*. (See reverse service guide for more detail information on bulky items, special materials, and recycling)
- Break down boxes, packaging material, and long branches so they fit completely inside the container
- Use all 3 containers properly (trash = grey, recycling = blue, food scraps/yard trimmings = green)
- Place containers out at the curb the night before collection leaving the containers 2 feet apart from each other
- Take advantage of Bulk Item Clean-ups (extra trash, bulky items, etc)

In recent years, we have also successfully implemented programs to improve collection efficiencies and reduce the environmental impacts of our operations on the communities we serve:

In 2004, we transitioned from manual to automated collection services for many routes in Colma, Brisbane, Millbrae and South San Francisco. By utilizing automated collection vehicles, we service each customer more efficiently, reducing the time our trucks are in the neighborhoods, reducing wear and tear on roadways, and reducing GHG emissions.

Residential routes were simultaneously condensed, reducing the number of routes per day from 10 to 9, reducing collection costs.

New collection carts were required with the new collection vehicles and customers were informed well in advance. Carts were replaced with minimal interruptions to the regular collection schedule.

The process of automating our collection operations resulted in a seamless transition and has improved operational efficiencies and increased route productivity.

Initiation of *No Trace Mobile Document Destruction* *Program* by SSFSC.

With identity theft on the rise, we proactively added this new service to give customers within the franchised service areas a way to safely and conveniently recycle confidential documents. In early 2007, a mobile shredding unit was purchased, and program information was added to our website and quarterly newsletters. Customers call SSFSC to schedule an appointment and are charged a competitive fee that can be added to their regular invoice or billed separately.

No Trace Mobile Document Destruction provides secure, reliable and convenient onsite document destruction services for homes and business. This special truck can go to the customer's location or the customer can come to ours. Materials that can be shredded include:

- ☐ All types of paper
- ☐ Binders, plastic covers, staples and paper clips
- ☐ X-Rays
- ☐ Compact and floppy discs

Affiliate Roll-out Programs

In recent years, our affiliate companies have implemented new collection programs that have resulted in increased diversion. ACI has conducted two new program rollouts in the City of Alameda: citywide food waste collection and citywide implementation of on-call cleanup events using 2-yard bins, instead of leaving materials loose at the curb. The following section details the strategies deployed to ensure successful participation in these new programs. Included in ***Attachment 2*** are samples of outreach and educational materials used to introduce and promote these new and expanded diversion programs.

Expansion of Residential Food Scrap Collection & Commercial Compostables rollout in the City of Alameda (by ACI).

ALAMEDA COUNTY INDUSTRIES

As part of its new contract with the City of Alameda, ACI was required to conduct a SFD food scrap collection pilot and recycling program, and then to expand it citywide to all sectors, including MFD and commercial customers. A special effort was made by ACI's outreach team to identify, audit and communicate with Alameda's homeowner's associations (HOAs), an especially vocal part of the community.

Under the new program, residents were asked to place all food scraps in the same cart as their yard waste. All foods, including meat, bones, dairy products, and grains, were accepted, with the only exceptions being runny liquids such as soups and grease. The pilot program included more than 1,000 SFD residents and, due to its success, the program was expanded to all SFD and MFD residents. Likewise, a universal organics (compostable) collection program was rolled out to commercial customers in a systematic fashion.

Preparation and Implementation | In order to ensure a smooth and hassle-free implementation of a food scraps collection and recycling program, ACI had to prepare and work with each waste generator separately to address the different challenges associated with collection operations and outreach.

SFD & MFD Residents | Customers who were previously yard waste exempt, and who therefore had no container, were delivered a default 32-gallon organics cart. Otherwise, the default cart size was 96-gallons. All customers received a kitchen pail for indoor food scrap collection. ACI worked with the City and container vendor to create a new mold for the kitchen pail, which was heavy duty, had a locking, hinged lid, and was dishwasher safe. Prior to container delivery, residents received a postcard announcing the program and they each received a "How-To" brochure.

HOAs | Simultaneously, ACI's outreach team identified and met onsite with HOAs to describe the new program, gain input and build rapport. This was done primarily through ACI-hosted workshops and effective outreach campaigns. ACI worked to find a way to equalize the rate for those HOAs who were accustomed to paying landscapers for yard waste removal. Two options were developed and offered: 1) placement of a debris box on premises into which landscapers could deposit yard waste for ACI to haul; or 2) Alameda landscapers could off-load their Alameda-generated yard waste material at ACI's processing facility in San Leandro.

Because the organics program was mandatory, meaning the City's municipal code actually required HOAs to subscribe to the service and pay for it, these options helped HOAs avoid paying twice for the removal of such material and ensured maximum participation. Because of space constraints and use of gardeners for yard waste removal, HOAs with individualized garbage and recycling collection services were provided a 13-gallon container with a locking lid for their default organics container. HOAs with centralized solid waste and recycling services were instructed

to empty their kitchen pails into the green carts located at each collection point within their complex.

MFD Complexes | A mailing to all onsite property managers was sent out to explain the objectives of the new program and detailed the process and tools available to MFD complex residents. It also included a survey form that queried property managers about their preferred method for receiving new containers and outreach materials. The options were: a) kitchen pails and how-to brochures delivered to the manager for distribution throughout the complex; or b) doorstep distribution by ACI directly to the residents. Again, workshops were offered to MFD complexes, as they were in the case of the HOAs above, and a special guide was created specifically geared towards MFD complexes.

Commercial Generators | Organics collection implementation for commercial generators required a systematic approach. ACI first contacted Alameda food-service establishments to set up the program and approximately 98% of all restaurants contacted were participating in the program within the first year. ACI continued working with commercial generators until a satisfactory level of participation was attained, and continues to target commercial businesses to ensure ongoing education and sustained participation.

Challenges and Solutions | The following challenges were foreseen and handled by ACI's management and outreach team in conjunction with City Staff in order to ensure high residential and commercial participation in the program.

Yard Waste Exemptions | Residential customers who previously had been yard waste exempt resented the mandatory nature of the new organics program, which required them to subscribe to and pay for services. Residents protested, temporarily overwhelming ACI's phone lines. A multi-angled approach was utilized to resolve the problem, which included

literature developed to educate customers of the diversion benefits of food waste recycling. Also, a letter from the City's Director of Public Works was sent to further explain the mandatory program and ask for cooperation in meeting recycling objectives in order to create a sustainable community; this lent credibility to the program and many complaints stopped.

ACI's proactive approach to environmental education and message redundancy relative to recycling benefits has contributed to the City's ability to boast the highest organics program participation rate in Alameda County. Later, billing statements were redesigned to eliminate rate itemization by program, and instead billed in one integrated sum for all services which reduced complaints dramatically.

Cart Placement | Several issues arose on cart placement, because the new mandatory organics program added another wheeled cart to the curb each week. Space for three carts in front of every house was a problem in some older neighborhoods; where lots are narrow, resulting in a cramped look, which was unappealing to many residents. Other issues related to the City-required placement of carts on mow strips. The mow strip placement was a problem for homes without mow strips, or those with landscaped mow strips who wanted to preserve their plantings. Additionally, carts are difficult to place on planted mow strips because of the inherently uneven surface area, which causes them to topple over easily after servicing.

Customers with planted or no mow strips were advised to place their carts in their typical curbside setout locations instead. To further resolve these problems, residents were reminded that, even though the curb was visually unappealing to some on collection day, collection occurred only once per week—keeping the streets clear on all other days. It was also emphasized repeatedly that recycling and organics carts need only to be placed out for collection when full or when there was not enough remaining capacity for another week's worth of material.

Expansion of Bulky Item Collection at SFDs with high diversion in the City of Alameda (by ACI).

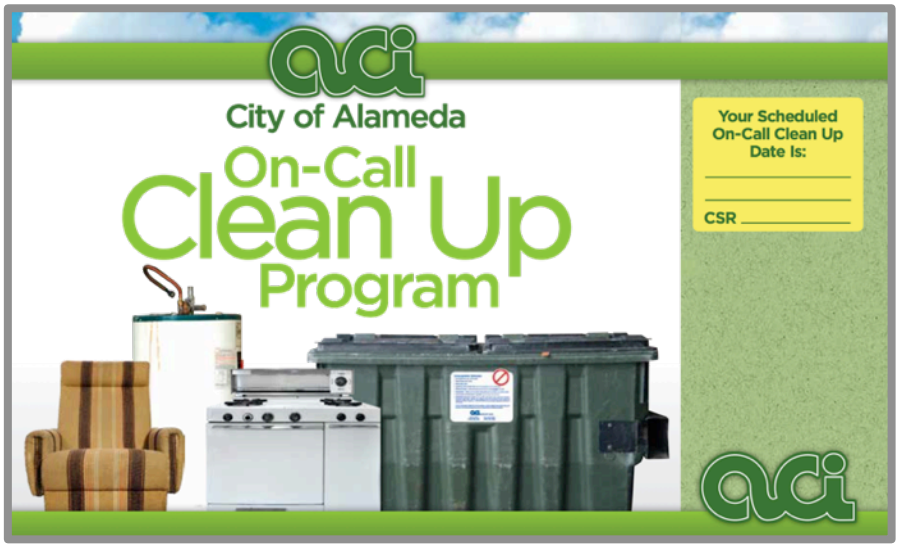
As part of the contract with the City of Alameda, ACI was assigned with developing an on-street cleanup event which focused on aesthetics and cleanliness of the town. Per the Agreement, each resident (SFD and MFD) were allowed to place 2-cubic yards of material (solid waste, yard waste, and recyclable materials), and up to three bulky items or appliances on the curb. ACI submitted a proposal to the City based on contract requirements (that included a diversion rate of 50% or greater), came to agreement on specific terms, and quickly moved forward with coordination between all affected agencies to expand on current programs and achieve higher diversion from SFD and MFD residents.

Preparation and Implementation | ACI's Public Affairs Manager formed a coordination team that involved representatives of: 1) ACI operations; 2) City Public Works Department; 3) Fire Department; 4) Police Department; and 5) City Transit Department. Coordination meetings commenced three months prior to the proposed event timeframe and the group made key decisions consensually. The outcomes of these initial and ongoing preparation meetings included:

- ✓ Areas demanding special attention to safety were identified; schools, community centers, parks, and libraries -- anywhere children would be present.
- ✓ A sweep approach utilizing route boundaries was proposed. One week, Monday through Friday, per route. Saturdays would be utilized to finish cleaning up any routes with unusually high participation and to ensure adherence to the cleanup schedule.
- ✓ ACI would collect overages and the resident would be charged a fee.
- ✓ Police Department staff would be assigned to the project and would direct traffic safely around collection vehicles, if necessary.
- ✓ Fire Department staff helped to develop a procedure for toxic and hazardous substances handling, and created a tag for those items. It was decided not only would these items be tagged, but also ACI or Fire Department staff would make an attempt to contact the property owner when the material was discovered. If the resident was not home, and the material was not an eminent

threat to public safety, the material was to be removed from the street and placed safely back on the resident's premises, with information on how to properly dispose of the material.

To limit scavenging activities, the event would not be publicized until the start date drew near. An assertive and discrete education campaign was then developed and included these components: a) a postcard announcement that was sent in six waves such that it would arrive approximately ten days prior to the event start date for each cleanup district. The postcard indicated that they would receive detailed guidelines by direct mail in just a few days; b) the postcard was followed by detailed guidelines that arrived approximately five days prior to day one of collection in their district; c) a special feature was added to the website that allowed residents to simply type in their address and their collection date would then appear; and d) a complementary print advertising campaign ran in all Alameda newspapers during the event only, with maps identifying collection days and where to go on ACI's website for more information, which helped cut down on telephone call volumes.



HOAs receiving individualized (versus centralized) collection services were contacted by mail and given three options: 1) participate in their district's event as the event swept through their district; 2) schedule their own event on a weekend outside of the regular event's timeframe; or 3) opt out of the event entirely. Most HOAs decided to either schedule their own date or opt out of the program.

ACI CSRs received detailed information and training—including scripted answers to common questions—well in advance of the event. To protect storm water, facilitate collection, and maintain a tidy appearance, residents were asked to place their waste in a 2-cubic yard bin delivered

on their next service day and removed the following week. Alternatively, customers could opt to setout up to thirteen 32-gallon plastic garbage bags on the street with program stickers provided by ACI. ACI requested that bulky items/appliances be placed neatly on the mow strip or driveway and that any e-scrap items be placed on top of these larger items.

ACI made arrangements with local charities to have them come to a staging area at ACI's operations yard to survey the items and take reusable articles for redistribution to individuals and families in need. Appliances were recycled, and bagged material was recycled to the highest level feasible. Weekly reports were transmitted to City Public Works staff that gave a detailed summary of waste, recyclable materials, bulky items, and e-scrap collected; hazardous/toxic items encountered; phone call volumes per day, and the like.

Challenges and Solutions | None! All participating entities were so well prepared and equipped for the event that no real challenges were encountered.

Grant Funding Experience

SSFSC and our affiliate companies have received grants from numerous State agencies in order to achieve environmental goals and promote sustainable operations throughout California. Listed below are our efforts to secure grant funding to offset costs and promote GHG emissions reductions, fostering our own sustainability goals as well as the GHG emissions reduction goals of the jurisdictions we serve.

GRANT FUNDING PROJECTS

COMPANY	PROJECT	AGENCY*	FUNDING AMOUNT
South San Francisco Scavenger Company	(6) CNG Vehicles	CARB & CEC	$ 192,000
	(2) CNG Vehicles	BAAQMD	$ 80,000
Blue Line Transfer, Inc.	Biogenic CNG Fueling & AD Plant	CEC	$ 2,500,000
Mission Trail Waste Systems	(23) CNG Vehicles	BAAQMD	$ 426,503
Garden City Sanitation	CNG Fueling Station	CEC	$ 300,000
	(2) CNG Vehicles	CARB & CEC	$ 64,000
Livermore Sanitation	(29) CNG Vehicles	CARB & BAAQMD	$ 716,300
	(2) CNG Vehicles	BAAQMD	$ 73,066
Specialty Solid Waste & Recycling	(20) CNG Vehicles	CARB & CEC	$ 64,000
Alameda County Industries	CNG Fueling Station	CEC	$ 300,000
	(3) CNG Vehicles	BAAQMD	$ 96,000
	TOTAL COMPANY GRANTS FUNDED		$ 4,811,869

*NOTE
CARB: California Air Resources Board
CEC: California Energy Commission
BAAQMD: Bay Area Air Quality Management District

In each of these instances, we worked with CARB, CEC and the BAAQMD to secure grant funding to participate in GHG emission reduction programs, clearly a demonstration of our commitment to providing environmentally sustainable collection operations in the numerous jurisdictions we serve.

We also keep ourselves apprised of new opportunities as they become available and our goal is to keep the Town of Colma up-to-date with upcoming grant projects and programs that are in line with Colma's sustainability and GHG emissions reduction goals.

Past Performance Record

Litigation & Regulatory Actions | In the past five (5) years, South San Francisco Scavenger Company, Inc. has not been involved in any civil, legal, regulatory, or criminal actions (including arrests, indictments, litigation, grand jury investigations).

Payment of Fines, Penalties, Settlements, or Damages | In the past five (5) years, South San Francisco Scavenger Company, Inc. has not been required to pay any fine, penalty (including liquidated damages or administrative fees), settlement, or damages of any kind in excess of $10,000 to a public agency.

> ***Although the matter does not involve more than $10,000, we feel it is important to note that we were involved in one settlement agreement in 2010 with the California Air Resources Board (CARB) for violations of the Solid Waste Vehicle Collection rule due to required emission-reduction devices not being installed by applicable compliance dates. This violation was an oversight by the equipment manufacturer who installed 2003 engines in new trucks that were purchased in 2004. SSFSC assumed the engines were 2004 model years and were fully compliant; unfortunately the manufacturer installed them without our knowledge. To settle the case, we paid $6,500 in penalties.***

South San Francisco Scavenger's Recognition & Awards | Over the last several years, SSFSC has been honored with a wide range of awards. Some of these accomplishments are listed below:

- ✓ 2014 Innovation/Green Business of the Year Award from CA Assembly
- ✓ 2014 Outstanding Business of the Year Award from SSF Chamber
- ✓ 2013 South San Francisco Business Partner of the Year Award from the South San Francisco Unified School District
- ✓ Recipient of Sustainable San Mateo County Award (2011)
- ✓ Climate Registered designation for completed CY2006-2013 GHG Emissions Inventory Verifications
- ✓ LEED certification for Existing Buildings
- ✓ 30 Year Membership Recognition-Millbrae Chamber of Commerce
- ✓ South San Francisco City Council Certificate of Recognition

2011 Winner of the Sustainable San Mateo County | Award for Sustainable Business

Sustainable San Mateo County
Economy. Equity. Environment.

- ✓ 2-California Assembly Certificates of Recognition from Assembly member Jerry Hill (2010)
- ✓ City of Millbrae Commendation (2010)
- ✓ 2-Certificates of Appreciation from Congresswoman Jackie Spier
- ✓ Millbrae School District Board of Trustees Commendation
- ✓ 2-San Mateo County Board of Supervisors Commendations
- ✓ 10 Year Super Star Award from the City of Brisbane
- ✓ Millbrae Chamber of Commerce-Chamber Excellence Award
- ✓ South San Francisco Chamber of Commerce Outstanding Business Award for Community Involvement (2009)
- ✓ California Assembly Certificate of Recognition-Environmental Leadership Award (2009)
- ✓ South San Francisco Chamber of Commerce Certificate of Appreciation (2008)

Owners (from Left to far Right): Ron Fornesi, Paul Formosa, Ed Bortoli, Doug Button, Vince Fornesi (Center) The Hon. Jerry Hill, Assembly member, South San Francisco Council Members: Karyl Matsumoto, Richard Garbarino, Pedro Gonzales

3.2 | Financial Capability

Financing Plan | Financing for this Agreement shall come from a combination of internally generated funds and potentially from external sources, if necessary. The chart below displays the Sources and Uses of Funds format for the proposed collection operations as requested in the RFP.

Sources & Uses of Funds	
Sources	
Cash Equity	**$755,000**
Total Sources	**$755,000**
Uses	
Start-up Costs (proposal procurement, transition outreach costs, and miscellaneous expenses)	**$150,000**
Containers	**$205,000**
Carts	$80,000
Bins	$75,000
Roll-Off	$50,000
Collection Vehicle	**$400,000**
Total Uses	**$755,000**

Financial Statements | Should the Town require SSFSC to provide the most recently completed audited financial statements, they will be prepared in accordance with Generally Accepted Accounting Principles by an Accountant licensed to practice in the State of California along with a statement from our CFO.

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Section 4 Technical Proposal

4. Technical Proposal

The purpose of this section is to fully describe how we will perform all collection services to residential and commercial service recipients in the Town of Colma as requested in the RFP and described in the Franchise Agreement. Our Transition and Collection Operations Plans as well as details on our innovative Outreach Programs, are described in this Section along with highlights of the numerous and proactive environmentally sustainable practices and policies we deploy in all the communities we serve.

This section is presented in the following order and clearly demonstrates our commitment to uphold our track record of sustainable resource management to provide efficient, convenient and environmentally sound collection services in the Town of Colma.

4.1 | **Collection Operations Plan**

4.2 | **Diversion Plan**

4.3 | **Public Education & Outreach Plan**

4.4 | **Customer Service Plan**

4.5 | **Transition Plan**

4.6 | **Household Hazardous Waste (HHW) Collection Events**

4.7 | **Construction & Demolition (C&D) Debris Services**

4.8 | **Town-Sponsored Community Events**

4.9 | **Billing Services**

4.10 | **Recordkeeping & Reporting**

4.1 | Collection Operations Plan

Collection Operations Overview

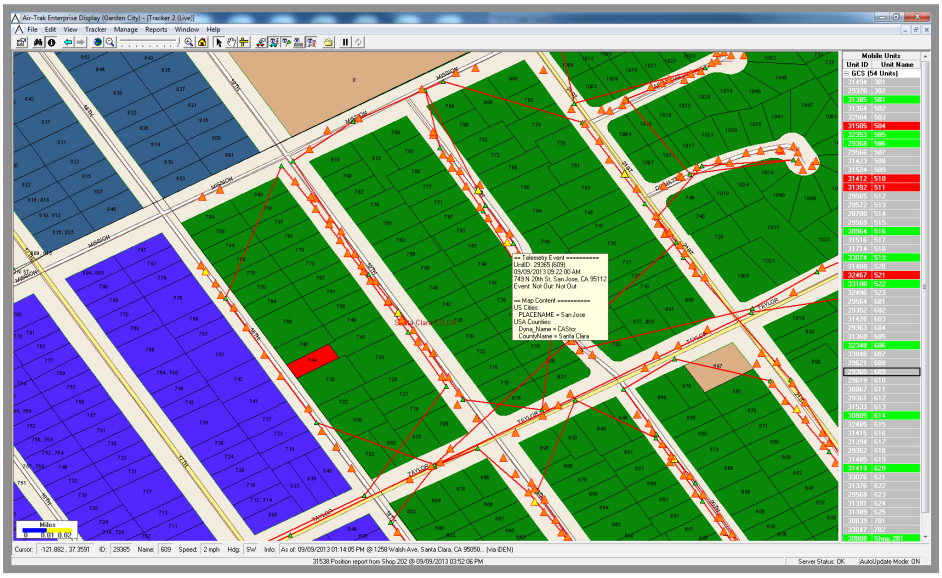
Our strategy for providing outstanding collection operations in the Town of Colma is designed to accomplish the following:

- ✓ Demonstrate the value of waste reduction, reuse, recycling, anaerobic digestion and composting to all customers;
- ✓ Provide quality, consistent and convenient services to all customers at reasonable rates;
- ✓ Significantly reduce vehicle emissions and the carbon footprint of collection operations by deploying our Biogenic CNG fleet of collection vehicles;
- ✓ Increase recycling participation and compliance with the State's 75% Recycling Goal and the Town's diversion goals;
- ✓ Maximize the value of recyclables and provide additional opportunities to participate in innovative diversion programs; and,
- ✓ Achieve high customer satisfaction while minimizing disruption during the transition.

Effective Route Planning | Effective route planning is of great importance to reduce the possibility of negative collection impacts to the general public, safety, and the environment. Proper routing is a lengthy and time-consuming process that reduces vehicle emissions, fuel consumption, traffic, and wear and tear on streets. Mapping and confirming account data, along with route balancing and finalization, are two major components of effective route planning that we employ in every jurisdiction we serve.

While we utilize state-of-the-art software for generating route maps, we rely on human focus and decision-making skills to analyze preliminary account data and design balanced routes. Our routing specialist, Mr. Alex Button, has successfully integrated numerous customer service software programs to create balanced routes in all jurisdictions served by SSFSC and our affiliate companies. He will do so again for our collection operations in Colma. Mr. Button's resume is provided in ***Section 3 | Key Management Personnel***.

- ✓ **Mapping & Account Data Confirmation** | We utilize powerful geocoding software (ArcView) in tandem with our customer service software (PC Scale Tower). PC Scale Tower is our preferred application for dispatch, routing, customer service and billing operations, and is described in detail in ***Section 4.4 | Customer Service Plan*** that follows. The ArcView geocoding software is a desktop Geographic Information Systems (GIS) program that is extremely precise and has been adapted to produce and maintain accurate maps. This software generates detailed maps and is monitored in real-time utilizing AirTrak Global Positioning System (GPS) devices, which records each lift of the vehicle's tipping mechanism, records no setouts, and leaves a "breadcrumb" trail that can be reviewed to ensure all routes are completed.



- ✓ **Route Balancing & Finalization** | We calculate and balance routes to ensure maximum productivity is achieved. We exercise caution and common sense when routing around areas where children are frequently present: schools, playgrounds, parks, community centers, and libraries. We route so that our trucks either service these areas in the early hours or when children are not likely to be outside. Supervisors routinely drive routes to document travel paths, ensure safety, and verify productivity assumptions. We prefer to hire existing drivers and have them continue to service their current areas because of their familiarity and experience in the community.

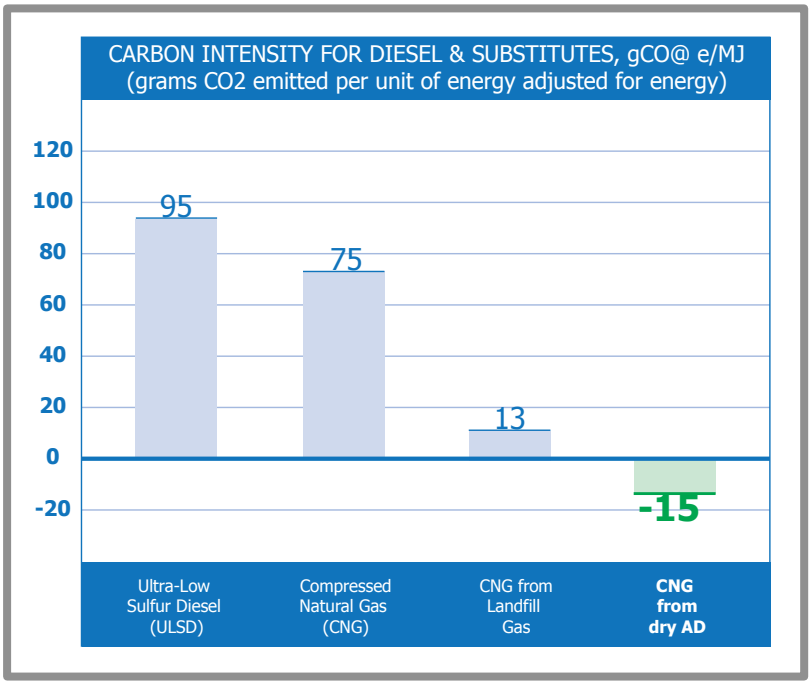
Potential Collection Day Changes | After conducting a thorough review of the Town's current collection routes and service days and after assessing our current collection routes, we have determined the most efficient routing method is to service all residential customers on Thursdays. In order to achieve balanced routes and minimize impacts on roadways, traffic, and conserve fuel, we are proposing to provide commercial collection services on Thursdays and on an as needed basis; commercial routes will be shared with other commercial routes in our nearby service areas.

Collection Vehicles | Collection services will be provided using vehicles fueled by Biogenic Compressed Natural Gas (CNG) that is generated from food waste collected by SSFSC and digested at BLTS. In September 2014, we hosted a Ribbon Cutting for the nation's first dry Anaerobic Digestion (AD) Facility that converts methane gas into CNG and the by-product can be composted and applied to soils, promoting healthier production of food and plant materials, that will eventually find themselves back in our digester; ***a closed-loop renewable fueling system***.

We are excited to pioneer the future of materials management by creating a fuel source for our trucks from the materials we collect from our local communities.

Renewable & Carbon Negative Fuel | We are assisting the jurisdictions we serve in meeting AB 32 mandates by utilizing a low carbon fuel that results in significant GHG reductions. The California Air Resources Board (CARB) has evaluated the life cycle impact of Biogenic CNG generated from dry AD and determined that it is **CARBON NEGATIVE** compared to diesel,

pipeline CNG and CNG from landfill gas. The graph summarizes CARB's findings that **biogenic CNG has a carbon intensity of -15 gCO2-eq/MJ**, where pipeline CNG has a carbon intensity of 75 gCO2-eq/MJ. The result is a dramatic reduction in the overall GHG impact of our operations.



CNG vehicles from our existing fleet will be utilized to service all customers in the Town of Colma. Details on vehicle specifications are described in the table below.

Collection Vehicles Overview

Type	Automated Side Loader	Front Loader	Flat Bed	Roll-Off
Service Recipient	SFD & MFD	MFD & COM	SFD & MFD	SFD, MFD & COM
Container Served	Carts	Bins & Carts	On-Call Bulky Items & Container Delivery	Debris Boxes
Commodity	MSW, Recycle + Organics	MSW, Recycle + Organics		C&D, MSW + Recycle
Chassis	Auto Car	Auto Car	Peterbilt	Auto Car
Body	Labrie Expert 2000	Labrie Wittke	20 foot flatbed	Nor Cal
Additional Equipment	dual-sided tipping (arm + tipper)	tippers on forks	Automatic lift-gate	Cable + automatic tarping system
	2-way radios	2-way radios	2-way radios	2-way radios
	4 cameras: backup, hopper, curbside + drivecam	4 cameras: backup, hopper, alleycam + drivecam	Drivecam	Drivecam
Fuel Type	Biogenic CNG			
Crew Size	1			
Age	Less than 5 years old			

Collection Containers | Collection carts will have tight-fitting lids and have consistent color-coding and labeling: **gray for garbage**, **blue for recyclables** and **green for organics**. Carts will be new and be made with a minimum of 30% recyclable materials.

In an effort to reduce equipment costs, we are proposing to offer used bins for customers that are serviced by a front-loader. We have some used bins in our current inventory and we would like to negotiate with the current contractors to purchase used bins that are in good shape and can be easily relabeled and/or repainted. We would like to use existing containers until their useful lives have been exhausted. If existing bins are not suitable to be refurbished, we will purchase the new bins as described in the manufacturer's brochures included in ***Attachment 3***.

Our goal is to maintain a uniform and aesthetically pleasing appearance that raises diversion awareness through universal and consistent color-coded containers. Used containers will be refurbished and repainted to ensure cohesion throughout the entire Town.

In order to reuse these containers, we will need a current and complete inventory and an assessment of which containers have a useful life remaining. This will need to be conducted by our Operations and Maintenance Team. Once containers are selected, we will negotiate with the current contractors to purchase them, and determine the most efficient and cost-effective manner to take ownership, refurbish, repaint and put them back into service.

Our container maintenance facility at BLTS has available equipment to refurbish, repaint and label bins that are consistent with our current container color scheme of: **blue for garbage** and **green for recyclables and organics**.

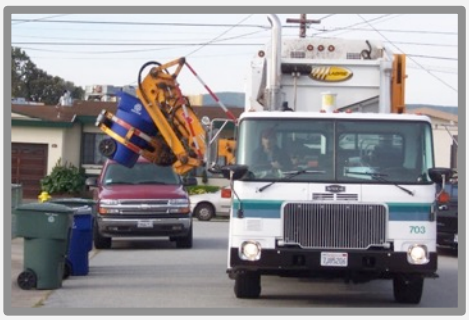
Details on container specifications are described in the table below.

Collection Containers Overview

Type	Wheeled Carts	Front Loader Bins	Debris Boxes	Kitchen Pails	"Slim Jims"
Service Recipient	SFD, MFD & COM	MFD & COM	SFD, MFD & COM	SFD & MFD	COM
Colors & Commodities	Gray: Garbage Blue: Recyclables Green: Organics	Blue: Garbage Green: Recyclables + Organics	Blue: Mixed C&D, MSW + Recyclables	Green Lid & Tan Pail	Green: Organics
Sizes Available	20 gallon	1 cubic yard	5 yard "Mini Box"	2 gallons	Slim Jims: 23 gallons
	32 gallon	1.5 cubic yards	7 yard		
	64 gallon	2 cubic yards	14 yard		
	95 gallon	3 cubic yards	20 yard		
		4 cubic yards	30 yard		
		6 cubic yards			
Additional Features	Minimum of 30% recycled content HDPE plastic & 10-year warranty			Vented lid to reduce odors, minimum 20% recycled content & sturdy handle	

Manufacturer's brochures for new containers are included in ***Attachment 3***.

The ***Vehicle Collection Methodologies Table*** below describes all collection methodologies and activities based on the vehicle type.

Vehicle Collection Methodologies	
Automated Side Loader w dual-sided tipping capabilities 	The collection vehicle approaches the household and the driver aligns the container with the tipper. The driver then retrieves the container set at the curb by engaging the arm mechanism to grab the container and tips the contents into the hopper. After unloading the materials into the hopper, the empty container is returned to its original location and the driver moves on to the next residence. Side loaders will be able to empty carts on both sides of the vehicle, increasing collection efficiencies.
Front Loader w cart tippers	The driver arrives at the MFD/commercial premises and checks for notes on the customer's account before exiting the vehicle to prepare the bin and inspect for hazardous / exempt wastes. The driver positions the truck or pushes/pulls the bin into alignment, leaving ample overhead clearance to lift and empty the bin. The driver then slowly drives forward to "stab" the container with the forks on the truck. The container is emptied into the hopper and returned to its previous position. As the material empties into the hopper, the driver watches on the camera inside the cab to ensure all materials are unloaded. While outside of the vehicle, the driver picks up and disposes of any litter that might have fallen during collection. The driver then continues to the next stop on their route. Front loaders will be equipped with dual cart tippers on the cross shaft of the fork assembly, allowing for up to two (2) carts to be serviced at once, increasing collection efficiencies and reducing the number of truck passes. If the driver encounters a consistently messy collection point due to overflow, the driver notifies

	dispatch, who contacts the customer to request authorization for an extra dump or to suggest a change in service levels and frequency.
Flat Bed	Depending upon the services being provided, the following activities will occur utilizing the flat bed: **Cart/Bin Delivery** | Containers will be loaded and unloaded utilizing the lift gate on the flat bed and the driver will ensure that all containers are properly loaded, unloaded and stored in a safe manner to maximize space to deliver/collect as many containers as possible. **Bulky Item Collection** | The driver will collect bulky items utilizing the lift gate.
Roll-Off	The driver arrives at the service address and checks the work order for notes and then the location for safety or delivery/removal concerns. All debris boxes/compactors will be placed in a location that reduces risk of possible property damage or personal injury. The driver carefully backs up to the debris box or compactor, engages the mechanism to secure the box to the cable. The driver will cover the load, if it is not already covered, with the truck's automatic tarp. If the driver notices any litter or debris that spilled during delivery or collection of the container, they will clean it up immediately. The driver will transport the debris boxes or compactors to BLTS for maximum diversion. When complete, the driver signs off on the work order and files it with the scale ticket in their clipboard. The driver repeats the process for the next work order until all work is complete for the day. At the end of each day, all paperwork is turned in and input into the customer service software system.

- ☐ **Overages Collection** | We will collect garbage in excess of the normal billed-for amount if the customer has made arrangements with us at least 24 hours (1 business day) in advance. Setouts of excess garbage will be in accordance with Town requirements. We will utilize Town-approved overage tags that will be collected and delivered to the Town weekly, unless otherwise advised.
- ☐ **Accepted/Prohibited Materials** | We will make it our goal to ensure that all service recipients are informed about what is and is not allowed in their containers. All garbage containers will be appropriately labeled and color-coded to ensure materials are correctly sorted and maximum participation in recycling and diversion programs is achieved.
- ☐ **Non-Collection of Garbage** | Garbage not placed either in a container or according to the Town's overage collection policy, will not be collected. In addition, we are not required to collect garbage from a container where the contents exceed the capacity of the container when the lid is closed. In the event of non-collection, we will act in accordance with ***Section 3.11.6 of the Franchise Agreement***. It is important to note that our affiliate companies successfully use Non-Collection Notices (NCNs) in other jurisdictions to prevent non-collection for cause. We will work with Town staff to design a NCN that is tailored to Colma and will promote diversion and deter illegal dumping.
- ☐ **Back Yard or Side Yard Collection** | We will provide back or side yard collection to eligible residents designated by the Town. Service will be provided as described in ***Section 3.3.6 of the Franchise Agreement***. SSFSC's policy is to provide side/backyard service to residents who live alone and can provide documentation of a physical limitation for no additional charge.

Single-Family Residential Garbage Collection

Collection Methodology | Garbage will be collected from single-family dwellings (SFDs) on a weekly basis utilizing automated side-loader collection vehicles. Vehicles have been chosen to safely and efficiently

service carts even on narrow streets, alleyways, courts, heavily parked areas, and streets with low-hanging branches and wires. Refer to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the ***Collection Vehicles Overview Table*** previously provided for details on collection vehicles. Each collection vehicle will have our name, logo, local telephone number and vehicle number on both sides of the vehicle not less than eight (8) inches high. Signboard holders will allow for public outreach signage to be displayed and will be updated frequently to promote various environmental programs offered by SSFSC. We maintain our collection vehicles in a safe, neat, clean, and operable condition at all times and wash them regularly.

Collection Containers | Refer to the ***Collection Containers Overview Table*** previously provided for details on proposed collection containers. Garbage carts will be gray in color and will be new. SFDs will be provided the following cart size options for garbage: 20-gallon, 32-gallon, 64-gallon, or 96-gallon. If a resident doesn't specify their desired cart size, a default 32-gallon cart will be provided. Our name and logo, local telephone number, an inventory/serial number will be on the cart. Labels with graphics will include a clear description of acceptable materials in English and Spanish, similar to the examples shown below.

There is a new container on the market that provides 32-gallon gravity locking lids. SSFSC would like the Town to consider this type of cart for SFD garbage containers that are exposed to high winds and subject to being knocked over by vectors, possibly contributing to litter and storm water impacts to Colma's neighborhoods. We are open to discuss these litter-preventing carts with the Town. Manufacturer's brochures for this gravity locking lid container are included in ***Attachment 3***.

Multi-Family Dwelling Garbage Collection

Collection Methodology | Garbage will be collected from Multi-Family Dwellings (MFDs) up to six times per week with a minimum of once per week utilizing automated collection vehicles, depending on the type of containers at the premises. Operating a variety of vehicles will allow SSFSC to be more versatile in addressing potentially restrictive collection circumstances and to increase route productivity by servicing multiple containers without having to dispatch another type of collection vehicle. Refer to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the ***Collection Vehicles Overview Table*** previously provided for details on collection vehicles.

Collection Containers | Refer to the ***Collection Containers Overview Table*** previously provided for details on the proposed collection containers. MFDs will be provided the following container options for garbage: 32-gallon, 64-gallon, or 96-gallon carts or 1 to 6 cubic yard bins.

Commercial Garbage Collection

Collection Methodology | Garbage will be collected from commercial customers, at a minimum, on a weekly basis in bins and carts serviced by a variety of vehicles that have been chosen to efficiently service containers. Refer to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the ***Collection Vehicles Overview Table*** previously provided for details on collection vehicles.

Collection Containers | Refer to the ***Collection Containers Overview Table*** previously provided for details on the proposed collection containers. Commercial customers will be provided the following container options for garbage: 32-gallon, 64-gallon, or 96-gallon carts or 1 to 6 cubic yard bins. All containers will be labeled with our name and logo, local telephone number, an inventory/serial number and will include a clear description of acceptable materials in both English and Spanish, similar to the example shown in the graphic below.

Delivery of Garbage to Blue Line Transfer Station

All garbage collected in the Town of Colma will be delivered to the BLTS facility in South San Francisco. Upon arrival at BLTS, the driver will utilize the automated scale system to weigh the load and designate it from the Town of Colma. All garbage is unloaded in the garbage tipping area inside the MRF/Transfer Station where it is loaded into transfer-trailers and sent to the Ox Mountain Landfill in Half Moon Bay for disposal. SSFSC and BLTS have a long-term disposal agreement with Ox Mountain Landfill, which is owned and operated by Republic Services. The Ox Mountain Landfill has sufficient permitted capacity (maximum of 3,598 tons per day) to handle all of the Town of Colma's garbage for the term of the Agreement.

Recyclable Materials Collection Services

The following recyclable materials will be collected by SSFSC and processed at the BLTS MRF:

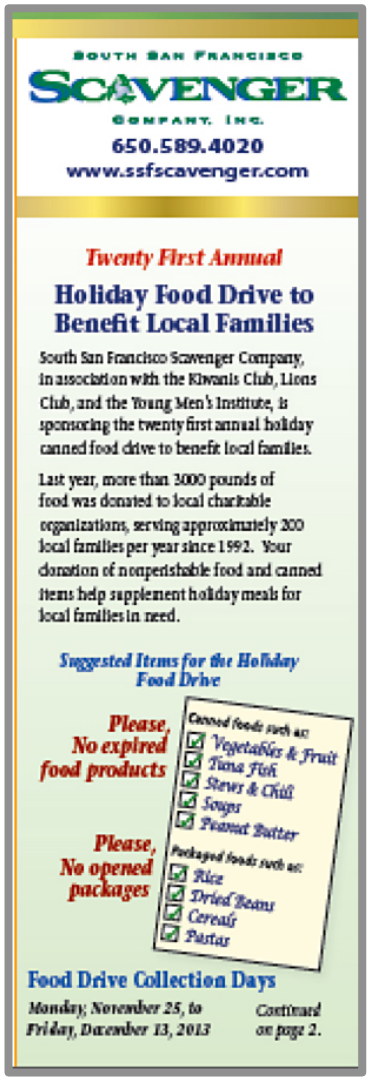
- ✓ newspaper (including inserts, coupons, and advertisements);
- ✓ mixed paper (including office paper, computer paper, magazines, junk mail, catalogs, brown paper bags, brown paper, paperboard, paper egg cartons, telephone books, grocery bags, colored paper, construction paper, envelopes, legal pad backings, shoe boxes, cereal and other food boxes);
- ✓ chipboard;
- ✓ corrugated cardboard;
- ✓ glass containers of any color (including brown, clear, and green glass bottles and jars);
- ✓ aluminum (including beverage containers, foil, food containers, small pieces of scrap metal);
- ✓ small pieces of scrap metal weighing less than 10 pounds without cords or chains and fitting into the container;
- ✓ steel, tin or bi-metal cans;
- ✓ plastic containers (no. 1 to 7); plastic bags and plastic film; and,
- ✓ aseptic beverage boxes.

☐ **Overages Collection** | We will collect extra recyclables set out by service recipients in clean brown paper bags, cardboard boxes or other appropriate containers that are clearly marked for recycling, suitable to prevent litter, vectors, and other health and safety issues, does not weigh more than 60 pounds, and is placed out with, or next to, the regular recyclables container. Overages collection will occur on the customer's regular collection day and will be collected free of charge.

☐ **Non-Collection of Recyclables** | Recyclables not placed either in a recyclables container or according to the overages collection

policy, will not be collected. In addition, SSFSC may not collect recyclables from a recyclables container where the contents exceed the capacity of the container when the lid is closed. In the event of non-collection, we will act in accordance with ***Section 3.11.6 of the Franchise Agreement***.

- ☐ **Back Yard or Side Yard Collection** | We will provide back or side yard collection to eligible residents designated by the Town. Service will be provided as described in ***Section 3.3.6 of the Franchise Agreement***. SSFSC's policy is to provide side/backyard service to residents who live alone and can provide documentation of a physical limitation for no additional charge.
- ☐ **Additional Curbside Items** | We will collect used motor oil and oil filters, household batteries (in clear plastic bags), and compact fluorescent bulbs (placed in sealed plastic bags on top of the resident's recycling cart). In addition, each year we host a canned food drive in November that benefits numerous local service organizations (YMI, Lions, Kiwanis) who distribute the food to local families in need. These programs are currently provided to our residential customers and is another way in which we are continuing to be partners in the communities we serve, while increasing diversion and encouraging a higher and better use for discarded items.


SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.
650.589.4020
www.ssfscavenger.com

Twenty First Annual

Holiday Food Drive to Benefit Local Families

South San Francisco Scavenger Company, in association with the Kiwanis Club, Lions Club, and the Young Men's Institute, is sponsoring the twenty first annual holiday canned food drive to benefit local families.

Last year, more than 3000 pounds of food was donated to local charitable organizations, serving approximately 200 local families per year since 1992. Your donation of nonperishable food and canned items help supplement holiday meals for local families in need.

Suggested Items for the Holiday Food Drive

Please, No expired food products

Please, No opened packages

Canned foods such as:
- Vegetables & Fruit
- Tuna Fish
- Stews & Chili
- Soups
- Peanut Butter

Packaged foods such as:
- Rice
- Dried Beans
- Cereals
- Pastas

Food Drive Collection Days

Monday, November 25, to Friday, December 13, 2013

Continued on page 2.

Single-Family Residential Recyclable Material Collection

Collection Methodology | Recyclables will be collected from SFDs on a weekly basis utilizing automated side-loader collection vehicles. Refer to the previous SFD section and to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the previous SFD section and to the ***Collection Vehicles Overview Table*** previously provided for details on collection vehicles.

Collection Containers | Refer to the previous SFD section and to the ***Collection Containers Overview Table*** previously provided for details on the proposed collection containers. Recyclables carts will be blue in color and will be new. SFDs will be provided the following cart size options for recyclables: 32-gallon, 64-gallon, or 96-gallon. If a resident doesn't specify their desired cart size, a default 64-gallon cart will be provided. Our name and logo, local telephone number, an inventory/serial number will be on the cart. Labels with graphics will include a clear description of acceptable materials in English and Spanish, similar to the examples shown below.

Multi-Family Dwelling Recyclable Material Collection

Collection Methodology | Recyclable materials will be collected from MFDs up to six times per week with a minimum of once per week utilizing semi-automated and fully automated collection vehicles, depending on the type of containers at the premises, allowing versatility in addressing potentially restrictive set-out and collection situations. Refer to the previous MFD section and to the ***Vehicle Collection Methodologies Table***

previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the previous MFD section to the ***Collection Vehicles Overview Table*** previously provided for details on collection vehicles.

Collection Containers | Refer to the previous MFD section and to the ***Collection Containers Overview Table*** previously provided for details on the proposed collection containers. MFDs will be provided the following container options for recyclables: 32-gallon, 64-gallon, or 96-gallon carts or 1 to 6 cubic yard bins.

Commercial Recyclable Material Collection

Collection Methodology | Recyclable materials will be collected from commercial customers up to six times per week with a minimum of once per week utilizing semi-automated and fully automated collection vehicles, depending on the type of containers being utilized. Refer to the previous commercial section and to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the previous commercial section and to the ***Collection Vehicles Overview Table*** previously provided for details on collection vehicles.

Collection Containers | Refer to the previous commercial section and to the ***Collection Containers Overview Table*** previously provided for details on the proposed collection containers. Commercial customers will be provided the following container options for recyclables: 32-gallon, 64-gallon, or 96-gallon carts or 1 to 6 cubic yard bins. All containers will be labeled with our name and logo, local telephone number, an inventory/serial number and will include a clear description of acceptable materials in both English and Spanish, similar to the example shown in the graphic that follows.

Delivery of Recyclable Materials to Blue Line Transfer Station

All recyclable materials collected in the Town of Colma will be delivered to the BLTS facility in South San Francisco for processing. Upon arrival at BLTS, the driver will utilize the automated scale system to weigh the load and designate it from the Town of Colma.

The 100,000 square-foot Material Recovery Facility (MRF) at BLTS has the ability to process single-stream recyclables and dual-stream recyclables, a high-diversion C&D floor sorting operation, and the newly commissioned state-of-the-art organics processing Anaerobic Digestion (AD) facility.

Organic Materials Collection Services

- ☐ **Back Yard or Side Yard Collection** | We will provide back or side yard collection to eligible residents designated by the Town. Service will be provided as described in ***Section 3.3.6 of the Franchise Agreement***. SSFSC's policy is to provide side/backyard service to residents who live alone and can provide documentation of a physical limitation for no additional charge.
- ☐ **Christmas Tree Collection Program** | We will collect Christmas trees setout at the curb from the day after Christmas through the fourth Friday in January of each year for no additional charge. Trees must be cut into lengths of six (6) feet or less. A Non-Collection Notice will be left on any tree that cannot be collected due to obstructions like ornaments, lights, stands, etc.

Single-Family Residential Organics Collection

Collection Methodology | Approved organics will be collected from SFDs weekly utilizing automated side-loader collection vehicles. Refer to the previous SFD section and to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the previous SFD section and the ***Collection Vehicles Overview Table*** previously provided for details on the proposed collection vehicles.

Collection Containers | Refer to the previous SFD section and the ***Collection Containers Overview Table*** previously provided for details on the proposed collection containers. Organics carts will be green in color and will be new. SFDs will be provided the following cart size options for organics: 32-gallon, 64-gallon, or 96-gallon. If a resident doesn't specify their desired cart size, a default 32-gallon cart will be provided. Our name and logo, local telephone number, an inventory/serial number will be on the cart. Labels with graphics will include a clear description of acceptable materials in English and Spanish, similar to the examples that follow.

In addition to the organics carts, each SFD will be provided with a 2-gallon kitchen pail for in-home use manufactured by Sure-Close. These kitchen pails are easy to use and clean (dishwasher safe), fit under sinks, cupboards, countertops, or corners, are made of recycled content HDPE and will be similar to the one shown below.

Multi-Family Dwelling Organics Collection

Collection Methodology | Approved organics will be collected from MFDs up to six times per week with a minimum of once per week utilizing automated collection vehicles, depending on the type of containers at the premises, allowing versatility in addressing potentially restrictive set-out and collection situations. Refer to the previous MFD section and to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the previous MFD section and to the ***Collection Vehicles Overview Table*** previously provided for details on the proposed collection vehicles.

Collection Containers | Refer to the previous MFD section and to the ***Collection Vehicles Overview Table*** previously provided for details on the proposed collection containers. MFDs will be provided the following container options for organics: 32-gallon, 64-gallon, or 96-gallon carts or 1 to 3 cubic yard bins.

Commercial Organics Collection

We will collect approved organics including food scraps and other approved compostable materials from commercial customers. Collection frequency will encourage diversion but not necessarily be on the same day as garbage or recyclables collection. We anticipate sharing commercial organics routes in order to achieve routing efficiencies.

Collection Methodology | Refer to the previous commercial section and to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

Collection Equipment | Refer to the previous commercial section and to the ***Collection Vehicles Overview Table*** previously provided for details on the proposed collection vehicles.

Collection Containers | Refer to the previous commercial section and to the ***Collection Vehicles Overview Table*** previously provided for details on the proposed collection containers. Commercial customers will be provided the following container options for organics: 32-gallon, 64-gallon, or 96-gallon carts or 1 to 3 cubic yard bins. All containers will be labeled with our name and logo, local telephone number, an inventory/serial

number and will include a clear description of acceptable materials in both English and Spanish, similar to the example shown in the graphic that follows. Interior ("slim jims") will also be provided to commercial customers similar to the one shown.

Delivery of Organics to Blue Line Transfer Station

All organics collected in the Town of Colma will be delivered to the BLTS facility in South San Francisco for processing. Upon arrival at BLTS, the driver will utilize the automated scale system to weigh the load and designate it from the Town of Colma. All organics will be unloaded in the organics processing area and mixed with a suitable combination of yard trimmings and food waste prior to being digested in the AD facility to generate biogas that is cleaned up to fuel standards and used to fuel our fleet. The by-product of the AD facility generates a compost product that is sent to a local compost facility.

On-Call Bulky Goods Collection Services

SFD and MFD residential customers will be required to contact a Customer Service Representative (CSR) to request the bulky goods collection service. The CSR asks the customer a series of questions to determine the type and size of items to be placed out for collection. The CSR creates a work order for the items on the same day as their regular scheduled service day. The CSR will schedule the appropriate vehicle(s) to efficiently collect the items as to maximize their reusability and recyclability no more than 10 business days following the request. Drivers will document the amount and type of bulky items collected on their work orders and CSRs enter the information into the computer system to track residential participation in the Bulky Goods Collection Program.

The following types of materials are accepted in the Bulky Goods Collection Program and will be diverted from disposal:

- ✓ *Reusable Materials*
- ✓ *Bulky Items*
- ✓ *Appliances*
- ✓ *Electronic Waste*
- ✓ *Universal Waste*
- ✓ *Cardboard*
- ✓ *Mattresses (must be dry)*

In addition to the items mentioned above, we will make every attempt to divert the following items from the landfill:

- ✓ *Furniture*
- ✓ *Clothing*
- ✓ *Organics*

The following types of materials are **prohibited** in the Bulky Goods Collection Program:

- ✓ ***Wastes excluded from the Program***
- ✓ ***Any item that exceeds 200 pounds in weight***

Any hazardous materials, other unacceptable materials, and overages that are not accepted in the program will be tagged and not collected.

Each SFD & MFD customer in Colma will be provided two (2) on-call bulky goods collection services per year for no charge. Additional on-call bulky goods collections beyond the two times per year will be charged the Town-approved "Extra On-Call Bulky Goods Collection" rate.

For maximum recovery potential, bulky goods will be delivered to BLTS for sorting and recycling. We feel that BLTS provides the best location and ability to recover and divert a significant portion of bulky items collected in the Town of Colma.

Prevention of Abandoned Waste | In order to reduce the amount of abandoned waste illegally dumped throughout the community, all efforts will be made to ensure that residents are well informed and participate in the Bulky Goods Collection Program. By participating in the Bulky Goods Collection Program offered twice per year, we are expecting to see a decrease in the amount of abandoned and/or illegally dumped waste. It has been our experience that when effective collection and diversion programs exist, most residents utilize the services provided if they are fully informed and reminded to participate.

Commitment to Safety & the Environment

In addition to the proposed collection operations previously discussed, we would like to detail our commitment to worker safety and environmental sustainability. We believe safety is everyone's responsibility and we take the necessary measures to ensure a safety culture in all of our operations, from inside the administrative offices, to the operations yard, on the route, in the MRF, and during interactions with the public and the community.

Our company began in 1914 as a collection company and over the years we have transitioned into a premier multi-faceted solid waste collection and recycling company. Many of our employees are second, third, and fourth generation; which instills a sense of family within our company and reaffirms our belief that SSFSC and BLTS is an enjoyable place to work – as evident by virtually zero employee turnover!

In 2011, we had 25 out of 100 employees with between 20 and 50 years of employment with SSFSC/BLTS and 87 out of 100 employees have more than 10 years of seniority!

Our employee turnover rate is almost non-existent as our employees are satisfied with working for us. We provide numerous employee incentives like frequent onsite BBQs, annual company holiday party, and an invitation to an annual family oriented truck rodeo and kids carnival. Employees are also provided with custom jackets, an annual boot allowance and free cleaning service for work uniforms. We also provide compliment rewards where employees that receive a compliment are treated to a free lunch.

The secret to our success in keeping employees happy is primarily due to the fact that we genuinely care about everyone we work with. We provide comprehensive safety training and additional incentives for all of our staff ensuring their safety and the safety of the community and protection of the beautiful environment of the Town of Colma.

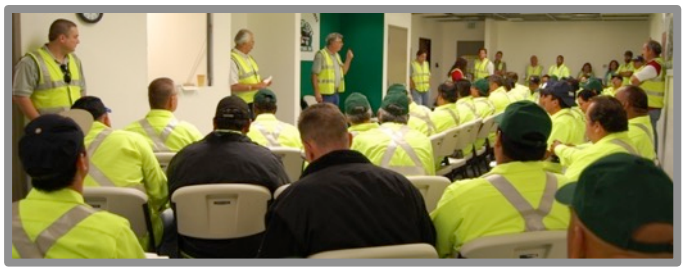
Our dedicated and experienced Safety Officer, Mr. Guglielmoni, whose resume is included in ***Section 3 | Key Management Personnel***, works in partnership with our insurance broker and their experts in the fields of safety, risk management and safety culture. We are engaged in a range

of activities from: auditing, on and off truck training, hazard analysis and communication, risk assessments and facility inspections, root cause analysis, management development, and designing and executing change management systems.

Safety Training Program

We believe in maintaining a healthy and safe workplace for all employees that is integrated into the driver's daily operations. We implement an ongoing and cohesive safety and training program that encompasses the following key elements:

- ☐ **New Employee Orientation** | New employees are required to read and show comprehension of the following training documents:
  - ✓ SSFSC Employee Handbook
  - ✓ Safety Policies & Procedures Manual
  - ✓ Injury and Illness Prevention Program (IIPP)
  - ✓ DOTs Alcohol and Drug Booklet & Testing | *Drivers are required to take and pass pre-employment and post-accident drug and alcohol tests, as well as both random and reasonable suspicion drug and alcohol tests and will be enrolled in the DMV employer "Pull Notice Program."*
- ☐ **Safety Meetings** | Mandatory monthly safety meetings are held to discuss various OSHA and safety topics and how to prevent incidents and accidents. Weekly tailgate meetings are held to discuss current safety or service issues - these tailgate meetings typically last 5 to 10 minutes and keep safety as a focal point of the driver's daily duties.



- ☐ **Safety Postings & Signage** | All required safety postings and signage are displayed in high-traffic employee areas. Posting and signage are in both English and Spanish and include miscellaneous safety reminders, upcoming safety events, and employee rights/benefits.

Driver Training | All collection personnel will be properly trained prior to the start of services. Properly trained drivers and staff reduce the likelihood of incidents, including accidents and missed pick-ups, resulting in an effective, efficient and safe workforce. The highest priority is placed

on providing a safe work environment and our safety and training program reflects this philosophy.

Our rigorous Driver Training Program consists of **5 modules** that cover the following topics:

Module 1 Content:

- ✓ Introduction to the Company by SSFSC partners
- ✓ Tour of facility and locker assignment
- ✓ Comprehensive overview of training sessions
- ✓ Initial paperwork (bilingual assistance is available)
- ✓ Records check to ensure accuracy of intake forms
- ✓ License and medical card check
- ✓ Further instructions and on-site physicals

Module 2 Content:

- ✓ Review of Company policies and procedures
- ✓ Distribution and acknowledgement of Employee Handbook
- ✓ General safety presentations

Module 3 Content:

- ✓ Spill Response Procedures
- ✓ Fire Response Procedures
- ✓ Unpermitted Waste Screening Protocol
- ✓ Pre-Trip & Post-Trip Inspections
- ✓ On-Route Safety Procedures
- ✓ Accident/Incident Reporting

Module 4 Content:

- ✓ Equipment introduction and demonstration
- ✓ Small group training
- ✓ Additional hands-on training as necessary

Module 5 Content:

- ✓ Route paperwork distribution
- ✓ Day One: step-by-step discussion
- ✓ Review of safety and policy procedures

Driver training sessions mentioned above will be held well before the commencement of collection services. Driver training modules are conducted by our Operations Manager (Ron Fornesi), Maintenance Manager (John Rossi), Safety Officer (Mike Guglielmoni), and outside risk consultants provided by our insurance broker.

Behavior Data Software | Our insurance broker has developed an online behavior data software program that has the ability to track daily conversations between Supervisors and employees through customized checklists. The data is downloaded into our online database and tracks behavioral observations and conversations with employees as well as training records and other safety related records. We can run reports and see the potential risk exposure before the occurrence. Once a risk exposure or trend is identified, management can focus on that risk before it becomes an occurrence. The system also allows us to see trends of positive behavior with employees and whenever possible, positive behavior is rewarded. SSFSC and our affiliate companies all utilize this software and we have experienced substantial improvements in safety performance and upon implementing the program, we have seen a decrease in avoidable accidents.

Driver Appearance & Conduct | Drivers will be provided with clean uniforms, present a neat appearance and conduct themselves in a courteous manner. Driver's uniforms will be clean and have the SSFSC name/logo along with the driver's name. All drivers are required to carry their valid California Class B driver's license and medical card. It is important that each driver acts in a professional and respectful manner and complies with all local, state, and federal laws and regulations.

Employee Work Performance | Once initial training is complete and the drivers have demonstrated a thorough understanding of our safety program and training documents, the driver will be evaluated and assessed to make certain all safety procedures are understood and followed properly.

Alcohol & Drug Testing | We will perform alcohol and drug testing per the DOT's testing procedures under the following circumstances:

- ✓ **Pre-Employment Testing** | SSFSC requires alcohol and drug testing after hiring and prior to commencement of work.
- ✓ **Post-Accident Testing** | Alcohol and drug testing is required as soon as possible after any accident involving any employee and we reserve the right to continue testing attempts up to 32 hours after

the time the accident occurred.

- ✓ **Random Testing** | All employees who drive Company vehicles are subject to random alcohol and drug testing.
- ✓ **Reasonable Suspicion Testing** | We will require alcohol and drug testing based on a Supervisor's personal observations of the employee's appearance, behavior, speech, performance, manner, and/or body odor. Likewise, we provide training for Managers and Supervisors on identification of symptoms and behaviors of alcohol and/or controlled substance use or abuse.
- ✓ **Return-to-Work Testing** | In the case where an employee has taken a leave of absence to participate in an approved drug or alcohol abuse rehabilitation program, the employee must submit to alcohol and drug testing prior to returning to work. Refusal to submit to alcohol and drug testing may result in immediate termination. An outside firm manages all testing.

Environmental Sustainability & Protection

SSFSC's founding partners set high standards for innovation and sustainability and their commitment to reduce their environmental impacts to ensure a sustainable future set the stage for the next generation of "Scavengers." Today, an entire century later, 3rd and 4th generation "Scavengers" are continuing the legacy of innovation that their predecessors instilled in them their entire lives. This commitment to the environment, the communities we serve and our employees, is described herein.

Our goal is to consistently improve upon collection and processing operations to improve efficiencies by working with our partners, affiliates, and industry experts and continue what our family of Scavengers began in 1914.

Environmental Policies | We believe in implementing policies and strategies to provide the highest quality service utilizing safe and environmentally sound operations and equipment to maintain the best work environment for our employees while being active members in the community. These policies define our overall business philosophy and are integrated into our everyday operations. For example, we work to ensure that we are making the appropriate plans to convert our fleet to carbon

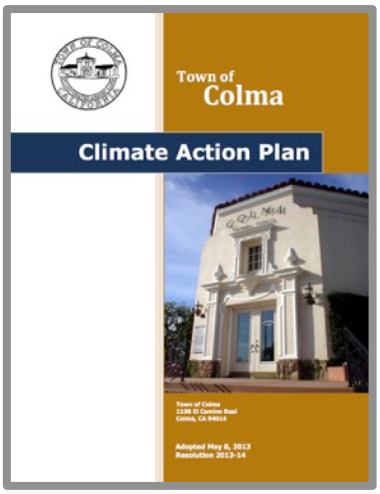
negative alternative fuels, while also ensuring that our drivers are operating those vehicles in the most efficient and appropriate manner. In this way we can plan for longer-term GHG reductions and make every effort on a daily basis to drive those vehicles efficiently.

Recycling & Diversion Policy | We don't own landfills and therefore we don't look at recycling and diversion as a hindrance to our operations. In fact, recycling and diversion programs do quite the opposite – the less garbage and residual tonnage we generate, the lower our costs of disposal. We actively embrace community outreach, advancing our diversion technology and actively marketing our commodities to ensure we are fully able to provide the best diversion opportunities for the communities we serve.

Climate Change Policy | As California paves the way to reducing statewide GHG emissions through AB 32, increasing energy efficiency, and reducing waste buried in landfills, we are excited about these developments and how they can inspire us to stay ahead of that curve. As mentioned previously, we are leading the way in implementing numerous GHG emissions reductions strategies and we hope that together we can achieve and demonstrate a partnership in environmental sustainability in conjunction with the Town of Colma.

Note on San Mateo County Green Business Program Participation | **A few years ago, we were committed to applying for Green Business Certification, but decided to wait until all of our facility enhancements and upgrades were completed before undergoing the process. We are working with the San Mateo County Green Business Program and are confident our office facility exceeds most, if not all, of the criteria for certification due to our LEED certification and other environmental programs described herein.**

Climate Action Planning with Jurisdictions | Local jurisdictions are responding to the state-wide goals detailed in California's AB 32 Scoping Plan and SB 375 (Sustainable Communities Strategies) by developing Climate Action Plans (CAPs). The AB 32 Scoping Plan identifies local government as integral partners to achieve the State's goals, while SB 375 aims at reducing GHG emissions by linking local transportation funding to land use planning. Compliance is encouraged with new CEQA streamlining provisions, and the Bay Area Air Quality Management District (BAAQMD) provides an oversight role on CEQA thresholds of significance and guidelines for GHG emissions in the Bay Area. By completing an



inventory to quantify GHG emissions, jurisdictions can develop Climate Action Plans as a Qualified GHG Emissions Reduction Strategy.

These Climate Action Plans serve as a way to outline strategies, goals, and actions for reducing municipal and community-wide GHG emissions. In general, CAPs ensure local jurisdictions are meeting the mandates set by the statewide Scoping Plan, and may set additional mandates to achieve targets beyond the State requirements. Most commonly, these CAPs are written in conjunction with General Plan updates so the vision and future plans of the jurisdiction are taken into account while also understanding how to reduce GHG emissions. The Climate Action Plan presents goals, strategies, and specific actions for reducing emissions, along with quantified cost-benefit impacts where possible.

Avoidable Emissions | Net Zero is when avoided indirect emissions offset operational emissions. We have been calculating our avoided indirect emissions since 2006 and have demonstrated, on an annual basis, that ***we have offset on average 18.5 times the emissions we generate, well beyond Net Zero!***

Net-Zero is a term defined by CARB as a facility with direct emissions being offset by avoided emissions.

The equation is simple: Net-Zero (direct GHG – avoided GHG = 0)

We are proud to have ***avoided 56,062 metric tons of carbon dioxide equivalent emissions*** due to our recycling and composting activities! As programs are implemented, such as mandatory commercial recycling, the new ***Blue Line AD Facility and Biogenic CNG Fueling Station*** and improvements to our MRF equipment, our emissions reductions will continue to increase, an even greater benefit to our community partners and our combined battle against climate change.

By understanding what disposal and recycling targets need to be achieved, Colma, in partnership with SSFSC, can strategically target material streams, technologies and programs to reduce waste. We are ready to partner with Colma in order to expand outreach and education programs, add additional materials to curbside collection as well as increase diversion from commercial customers.

We are determined to meet the Town's diversion goals:

- **Achieve and maintain a Diversion rate of 22% no later than Jan 1, 2018**
- **Maintain a minimum Diversion rate of 28% by Jan 1, 2020**
- **Achieve and maintain a Diversion rate of 34% by Jan 1, 2023**
- **Achieve and maintain a Diversion rate of 40% by Jan 1, 2024**

Together, SSFSC and BLTS are transforming the solid waste and recycling industry by recognizing the unique role we play in reducing both landfilled waste and GHG emissions associated with collection and processing operations. We have recently published our fourth edition of our ***Sustainability Report*** that tracks our performance against 11 aggressive environmental, social and community-based goals. Included in ***Attachment 1*** is our most recent Sustainability Report. Progress towards meeting these goals is annually tracked and publicly reported, as described in detail in the Sustainability Highlights Reports, which were published in 2012 and 2013.

By consistently reporting, we are able to continually monitor our progress towards meeting our targets, and to keep our key stakeholders apprised of our Sustainability Program. By documenting how far we have come, we were able to tell a great story to our communities of how our partnership has helped move them towards higher levels of responsible materials management and how integral SSFSC has become through our numerous community service programs. The next several years will bring about landmark changes to our operations that will propel our facility to the future of materials management and our Sustainability Reports and Highlights Reports are a great way to transparently document our journey towards a more sustainable community.

In addition to our Sustainability Reporting, GHG emissions have been third-party verified and published via **The Climate Registry (TCR)**. TCR is a nonprofit organization that provides meaningful information to reduce GHG emissions and establishes consistent, transparent standards throughout North America for businesses and governments to calculate, verify and publicly report their carbon footprints in a single, unified registry.

2014 emissions have decreased by over 12.5% from the 2006 base year. With the installation of our Anaerobic Digestion Facility, which uses organic materials to generate renewable, biogenic, carbon-negative CNG, we will be well ahead of the AB 32 goal of 20% reduction of GHG emissions in 2020 as compared to 2006. We have made several changes to our operations to reduce energy and increase efficiency, and are **currently in the process of verifying our 2014 data to The Climate Registry.**

In an effort to offset total electricity purchased and promote renewable energy use, we installed 10,000 square-feet of solar panels on the roofs of our facility, which has resulted in a 26% reduction in electricity purchases from 2008 to 2009, even with substantial upgrades and additional processing equipment installed at the time. The graphic that follows depicts our energy generation each day, week, month and year along with calculations of the environmental benefits in terms of carbon offsets, GHG emissions, and other environmental benefits. This screenshot is updated regularly and is on display in our Administrative office.

Blue Line Transfer/ SSF Scavenger Co Solar Power System

Status

NORM

Power Right Now

27.9 kW

Energy Generation

TODAY	LIFETIME
79.5 kWh	1.1 GWh

Yahoo! Weather
near South San Francisco, CA United States

63 °F
Mostly Cloudy

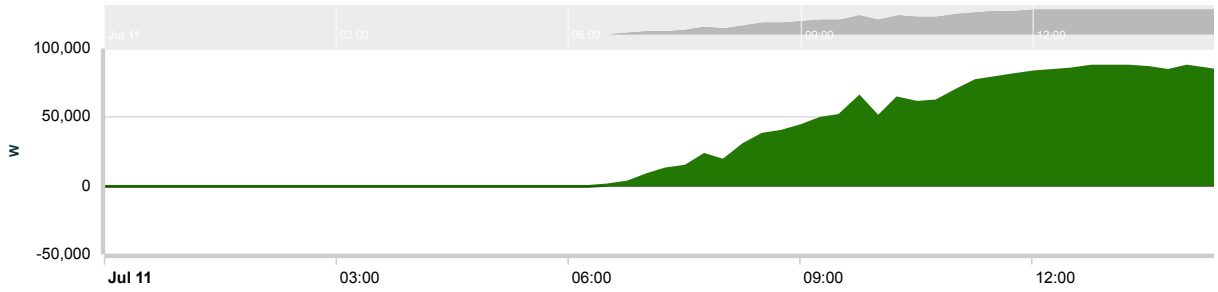
Atmosphere
Humidity: 77%
Pressure: 2.50 ′
Visibility: 10.00 mi

Wind
Speed: 15.00 MPH
Direction: 260

Power

1D 7D 30D 12M WTD MTD YTD

Jul 11, 2015 - Jul 11, 2015



Environmental Benefits

Environmental Equivalents
Achieved by use of renewable energy

The energy to operate a TV for **313,034** days

The pollution an *average* passenger car emits over **326.67** years

The energy to power **8,315.25** computers for 1 year

Greenhouse Gases
Greenhouse gases avoided by use of renewable energy

CARBON DIOXIDE
CO_2 **3,266,671.50 lb**

NITROGEN OXIDE
NO_x **591.40 lb**

SULFUR DIOXIDE
SO_2 **1,163.30 lb**

Carbon Offset
1,481.74 metric tons

You have offset the equivalent of:
315.90 ac

Typically one acre of pine forest will offset the equivalent of 4.69 metric tons of C02

500 East Jamie Ct, South San Francisco, CA 94080

Install Date: 2008-08-18

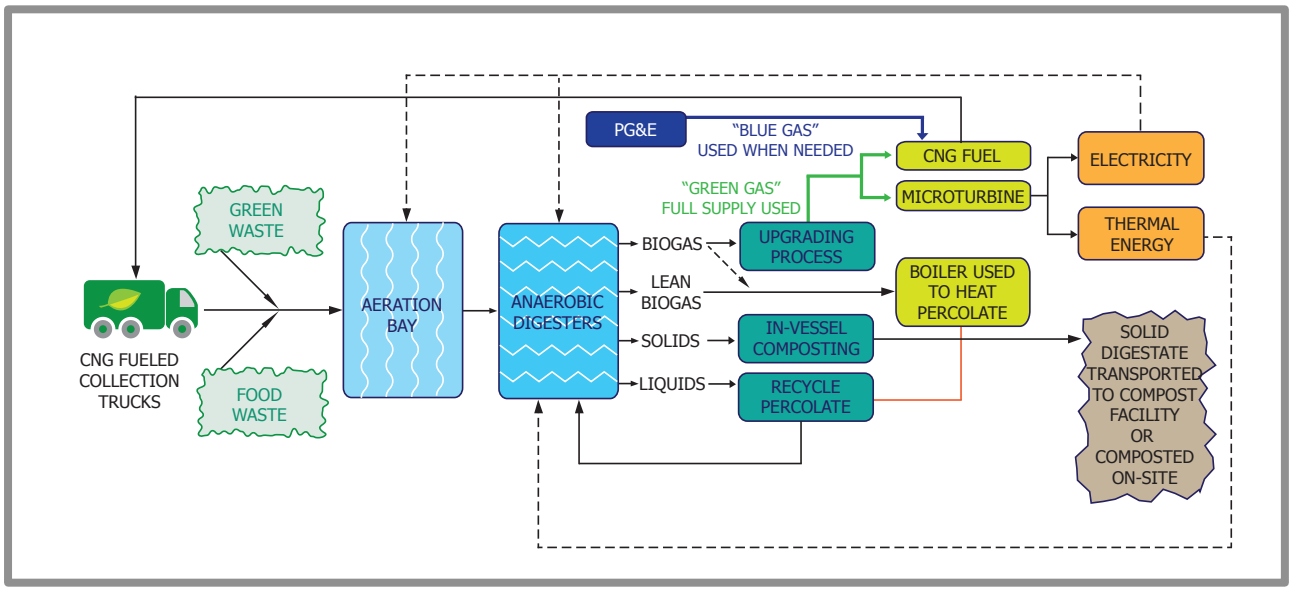
Strategies to Reduce GHG Emissions In Colma include:

- ✓ **Alternative Fueled Collection Vehicles**
- ✓ **Newer, more efficient Collection Vehicles**
- ✓ **Routing efficiencies reduce truck trips**
- ✓ **Facility Energy Efficiency**
- ✓ **Diversion from Landfills**
- ✓ **Highest & Best Use Philosophy**
- ✓ **Environmentally Preferable Purchasing Program (EPPP)**

Beginning in early 2015, we started converting food waste and green waste into Biogenic CNG with materials collected from the communities we serve. The ***Blue Line AD Facility and Biogenic CNG Fueling Station*** converts 11,300 tons per year (tpy) of food and green waste into more than 100,000 diesel gallon equivalents (DGEs) of biogenic CNG fuel.

The AD technology transforms food and green waste into biogas and an in-vessel composting system provides digestate that will be transformed into compost. The biogas goes through the BioCNG clean-up system in order to meet fueling standards. Hydrogen sulfide, moisture, siloxanes, volatile organic compounds and carbon dioxide are removed and the biogas is piped to the storage tanks that are eventually dispensed into the collection vehicles overnight.

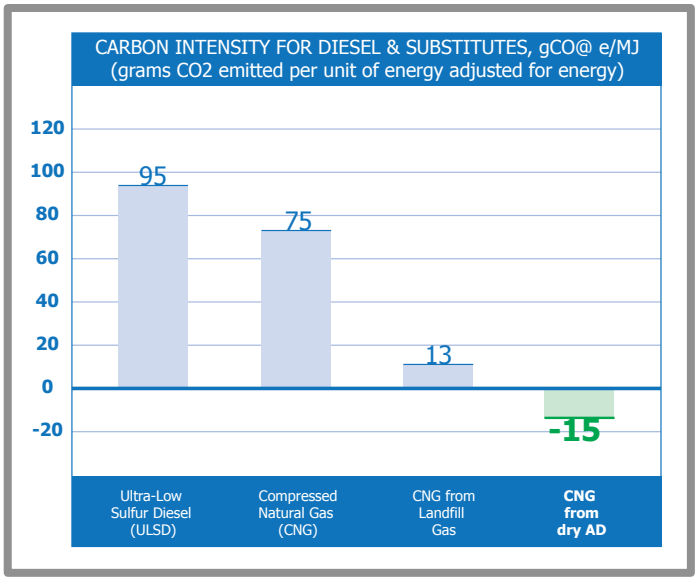
Our system is supplemented with natural gas ("blue gas") to mix with the biogas ("green gas") in order to fill all of our collection vehicles. The system includes 8 dry anaerobic digesters, a below-grade, 95,000 gallon capacity concrete percolate tank and bio-filter and roof mounted external biogas storage bladder, significantly reducing odors. There is a separate enclosed and negatively aerated receiving bay that houses the 21-day batch process, transforming waste into biogas and producing a high quality digestate for compost. The biogas that is released during the digestion process is mixed with "blue gas" (directly from the PG&E natural gas pipeline) once all the green gas is in the storage tanks. The facility includes slow-fill dispensers, to minimize driver downtime and to ensure we utilize as much biogas as possible, as depicted in the graphic that follows.



There are numerous benefits of our AD Facility and they include:

- ✓ Assisting jurisdictions in achieving AB 32 and other environmental and sustainability goals with more than 90% diversion of organic waste from landfills;
- ✓ Producing enough biogenic, carbon-negative CNG to fuel collection vehicles;
- ✓ Reducing CO2 emissions by using low carbon fuel and avoiding methane generation at the landfill;
- ✓ Keeping money in the local community by producing jobs locally;
- ✓ Creating a local market for organic materials; and,
- ✓ Providing digestate for the production of high quality compost.

The California Air Resources Board (CARB) evaluated the life cycle impact of CNG generated from dry anaerobic digestion and determined that it is **CARBON NEGATIVE** compared to diesel, pipeline CNG and CNG from landfill gas. The graph summarizes CARB's findings that **biogenic CNG has a carbon intensity of -15 gCO2-eq/MJ**, where pipeline CNG has a carbon intensity of 75



gCO2-eq/MJ. This results in our operation drastically reducing the overall GHG impact of operations.

As we continue to integrate ways to reduce our operational GHG emissions, our facilities will become more energy efficient by conserving and utilizing renewable resources. Currently, as part of our goal to promote initiatives to reduce facility-wide energy use and encourage green building initiatives, we have achieved *Leadership in Energy & Environmental Design (LEED) certification for Existing Buildings: Operations and Maintenance of our Administration Building*.

Our long-term goal is to expand the certification for the rest of our facility and achieve LEED gold certification for our Administrative office.

Some of the measures we have implemented in order to achieve both LEED certification and to further our own sustainability goals are described below.

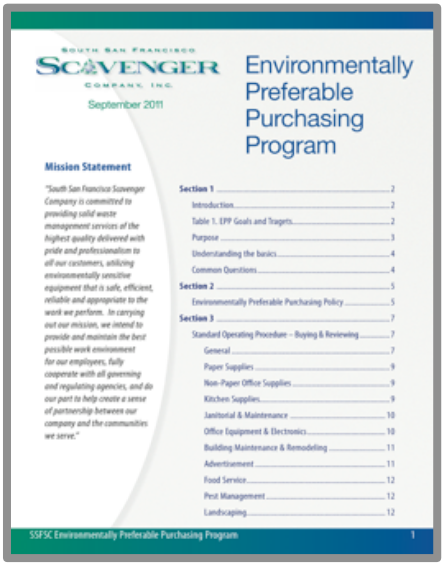
- ✓ **Water Usage** | We currently track and implement many water saving measures. Water usage for landscaping in 2011 is already 20% lower than in 2009 because of the installation of drought-tolerant and native plants along with low-flow and landscape drip irrigation systems on timers that are adjusted seasonally and remotely through our onsite weather station. By achieving our goal of building smaller sanitizing cookers 3 years ahead of schedule, we have significantly reduced the water consumption of each cook. Additionally, the MRF/Transfer Station has a misting system to control dust

and odors and is operated manually so that on rainy days less mist is used, if at all.

- ✓ **Recycling & Resource Management** | Internal recycling and composting programs have successfully achieved a recycling rate of 75% for everything generated within our offices.

Recycling containers are made available for employees to recycle paper, containers, compostables, batteries, toner cartridges, ink-jet cartridges and e-waste. We have implemented a Styrofoam and bottled water ban in the administrative office and use recycled content paper and soy-based inks in the production of our newsletters and other printed materials.

- ✓ **Facility Lighting** | In 2012, we completed a lighting retrofit in the MRF where older, less efficient metal halide lamps were removed and replaced with more efficient T5 fluorescent fixtures, reducing the energy consumption from 458 watts per fixture to 216 watts. This has resulted in a savings of more than 72,900 kilowatt hours of electricity usage per year. The new fixtures produce a brighter light, last twice as long and are friendlier to employee's eyes.


SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

September 2011

Environmentally Preferable Purchasing Program

Mission Statement

"South San Francisco Scavenger Company is committed to providing solid waste management services of the highest quality delivered with pride and professionalism to all our customers, utilizing environmentally sensitive equipment that is safe, efficient, reliable and appropriate to the work we perform. In carrying out our mission, we intend to provide and maintain the best possible work environment for our employees, fully cooperate with all governing and regulating agencies, and do our part to help create a sense of partnership between our company and the communities we serve."

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SSFSC Environmentally Preferable Purchasing Program 1

In an effort to promote recycling markets and help reduce waste within our office, we have designed and implemented an internal **Environmentally Preferable Purchasing Program (EPPP)**. A copy is available on our website. Through this program, we purchase when

available, the most environmentally and socially responsible products like recycled content paper, soy-based ink for printed materials, least toxic cleaning supplies, low VOC paint, recycled content carpet and electronics. Upon implementation of our EPPP, we discovered that over 50% of office supplies already met the standards set in the EPPP. Also, as a facility-wide policy, equipment and products are always upgraded and replaced with the most environmentally friendly and efficient options available.

The San Francisco Bay Trail is part of a regional effort to restore the local wetlands along the shores for people to bike, walk and enjoy the natural environment. It connects over 130 parks and wildlife preserves, providing access to 57,000 acres of open space. The 400-mile trail provides additional commuter access, through commercial, industrial and residential neighborhoods, shorelines, points of interest and recreational areas. It also serves as a way to preserve native plant species, which create homes for the local animals and wildlife.

We were privileged to become a part of this regional effort when we relocated the BLTS to the shores of the San Francisco Bay in 2000.

As part of the building mitigation requirements, we constructed our section of the trail and planted many native species of plants.

In 2008, we contributed $1 million dollars for the 145-foot bridge that spans a wetland, completing South San Francisco's 8-mile section of the trail (as shown in the photo).

We also maintain our portion of the Bay Trail, including planting native landscaping and integrating the Bay Trail with the education experience for local schools at the BLTS **4R Learning Center**, where students are taught about the environment and why it is important to protect the wildlife in and around the San Francisco Bay.

The onsite **4R Learning Center** invites local children and students to learn about the importance of waste reduction, recycling, composting, anaerobic digestion, and resource management. The education center is positioned so children can look out at the Bay and learn about the different birds, plants and mammals that live there. Additionally, children can overlook the MRF and learn about the work that goes into processing recyclable materials, anaerobic digestion, construction and demolition debris and wood and yard waste.

Inside the learning center are different activities that teach students which materials are hazardous, recyclable or destined for a landfill. Children learn about where aluminum, plastic and glass come from, the virgin materials they are made of, how they are used, and how they are recycled and made into new products. The hope is that as children learn more about recycling and the importance of reducing waste, they will influence the local communities as a whole by making different choices about what they purchase, use and throw away; ultimately reducing the amount of waste being disposed of in landfills.

One of many signs along the San Francisco Bay Trail.

Hazardous Waste Screening Protocol | The goal of our Hazardous Waste Screening Protocol is to prevent hazardous or unpermitted waste from entering the waste stream through our collection operations and/or safely manage forbidden waste inadvertently collected. Fully-automated collection systems protect drivers from coming into direct contact with wastes; however, these systems make it more challenging to detect hazardous or unpermitted wastes from entering the vehicle. In order to detect and deter hazardous waste, we have developed the following programs and training for drivers and operations personnel.

- ☐ **Hazardous Waste Inspection Program & Training** | All drivers are trained to identify hazardous wastes and are reminded about the importance of our hazardous waste screening protocol at safety meetings. We also include identification training of hazardous and unpermitted wastes with special emphasis on hazardous wastes, flammable, combustible and explosive materials. We also educate customers about hazardous and unpermitted wastes through our outreach materials and interactions with the

community and through our partnership with the County during HHW drop-off events at BLTS.

- ☐ **Response to Identification of Hazardous / Unpermitted Wastes During Collection** | If hazardous / unpermitted wastes are found prior to collection, the container will not be collected and a notice will be attached detailing the reason for the non-collection. Every occurrence will be documented and the driver will provide proper hazardous waste handling and disposal procedures to the customer. If hazardous / unpermitted waste is found in a collection container or area that could possibly result in imminent danger to people or property, drivers are instructed to immediately contact the Fire Department.

In the event that any hazardous / unpermitted waste is disposed in the waste stream, immediate and appropriate action will be taken to contain and remove it. Operations personnel at BLTS are trained in hazardous waste identification and appropriate responses to incidents. Our risk management team maintains OSHA qualified onsite responders to hazardous materials incidents and periodic training is provided in order to ensure skill proficiency.

The following procedure is used for identifying and handling hazardous / unpermitted waste by drivers and BLTS employees:

- ✓ Notification of hazardous / unpermitted waste disposed of in the waste stream is communicated to Supervisors.
- ✓ Simultaneous contact will be made with the maintenance department for the spill response team to assemble and disburse.
- ✓ Coordinating instructions will be issued and executed.
- ✓ Trained personnel will be assigned the task of inspecting any materials suspected of containing hazardous/unpermitted waste. Inspection involves identification of both labeled and unlabeled hazardous/unpermitted waste containers and materials.
- ✓ Proper emergency response agencies will be notified, if oversight and assistance is determined necessary to ensure public safety.
- ✓ An appropriate course of action and customer education based on the seriousness of the waste involved will be decided upon and taken.

Should the driver determine without any question or doubt that the unpermitted waste is not hazardous, the following procedure is used:

- ✓ The unpermitted / non-hazardous item will be removed, placed safely back onto the premises and tagged with a non-collection notice indicating the reason.
- ✓ The driver will immediately call dispatch and report the incident, including location and time the item was detected.
- ✓ Dispatch will relay this information to a CSR.
- ✓ A CSR will contact the customer to inform them of the event, why the item was left, direct them to proper alternatives for handling or disposal of the item, and respond to any questions the customer may have.

Spill Response Plan | If hazardous materials are spilled or a hazardous materials container is accidentally broken, the Supervisor will be notified immediately, and the collection crew will make every reasonable effort to safely contain the spill. After inspection by the Supervisor, the materials may be cleaned up by the collection crew, or in the case of a serious or dangerous hazardous waste spill, a specially trained and equipped hazardous waste contractor using State and Federally approved methods will be deployed. The Supervisor will maintain all necessary emergency response, notification, and response procedure records.

Fire Reporting & Response Plan | These guidelines are to be followed in the event a vehicle fire breaks out in the body of the collection vehicle. These types of fires can be caused during compaction where hazardous or combustible materials are inadvertently and unknowingly collected.

Driver's Responsibilities Include:

- ✓ Identify origin of fire: whether it is related to the electrical system, the motor, or the hopper.
- ✓ Immediately call dispatch, then 911 for Fire Department Response.
- ✓ Continue sweeping the blade or using the packer if the fire is inside the truck body until you have found a safe place nearby to safely eject the load.
- ✓ DO NOT eject loads near schools or shopping center parking lots, near businesses, on the freeway, or near trees or overhead wires.
- ✓ Keep radio clear for emergency communications.
- ✓ Stay calm, the Fire Department and your Supervisor will be there shortly.

Note…The most important safety consideration is your own life and the lives of others. The Company's collection equipment can be replaced; a life cannot.

Disaster Relief Assistance Services | We have the ability to provide disaster relief assistance in the case of wartime, natural, physical or other disaster in or proximate to the Town limits resulting in the declaration of a State of Emergency. We will survey the affected service areas, travel routes from the yard to the service area and from there to the processing facilities to determine the condition of not only the areas but our equipment and the ability and/or inability to service the residents and businesses in Colma.

SSFSC and our affiliate companies have considerable reserve equipment to put into service for special and/or disaster related services, if requested. All reserve equipment is registered, licensed, insured and ready to be utilized within a few hours. Because of the active status of our shareholders, we have many relationships with independent hauling companies in the industry, from which we have the ability to rent collection vehicles and other types of equipment during times of need, if affiliate company resources cannot be utilized for some unforeseeable reason.

4.2 | Diversion Plan

We are determined to meet the Town of Colma's Diversion Goals:

Achieve a Diversion rate of 22% by January 1, 2018
Maintain through Dec 31, 2019

Maintain a Diversion rate of 28% by January 1, 2020
Maintain through Dec 31, 2022

Achieve a Diversion rate of 34% by Jan 1, 2023
Maintain through Dec 31, 2024

Achieve and maintain a Diversion rate of 40% by January 1, 2024

We believe the diversion goals listed above can be achieved, utilizing SSFSC's existing diversion programs along with additional enhancements described throughout this Diversion Plan. ***By achieving these measures, Colma will be able to meet their Recycling & Waste Reduction Goals stated in the Town's Climate Action Plan.***

This Diversion Plan is organized as follows:

4.2.1 | Residential & Commercial Recyclables Collection and Diversion

4.2.2 | Residential Organics Waste Collection and Diversion

4.2.3 | Commercial Organics Waste Collection and Diversion

4.2.4 | Commercial Technical Assistance Program

4.2.5 | Diversion Coordinator

A successful Diversion Plan is comprised of two key elements: front-end collection systems that are dependent upon proactive outreach programs partnered with back-end processing facilities that can divert collected materials from the landfill, while producing marketable recyclable commodities. Together, these two elements provided locally

by SSFSC and BLTS can lead Colma to success in achieving their diversion goals.

4.2.1 | Residential & Commercial Recyclables Collection and Diversion

Based on our decades of experience providing numerous collection and diversion programs to both residents and commercial customers, we have found that providing a dual-stream recyclables collection system results in reduced contamination, lower collection costs, and higher diversion rates. Although the Town of Colma is requesting a single-stream ("commingled") recyclables collection system, we are proposing to offer a dual-stream recyclables collection and processing system at BLTS in an effort to divert additional and higher-quality recyclables.

Residential Dual-Stream Recycling Program: We currently provide our residential customers with dual-stream recycling: one split-cart that separates containers (glass, plastic and metals) from fibers (paper and cardboard). We have been operating this system for decades and have seen an increase in customer participation and satisfaction with the program because confusion of "*what's recyclable*" is minimized through clear communication: "containers on the blue side and paper products on the gray side", as shown in the flyer. Included in ***Attachment 4*** are samples of our dual-stream recycling outreach collateral provided to residents.

Contamination is greatly reduced with a dual-stream recycling program because containers (that usually contain some liquid, food, etc.) do not come into contact with the fibers. Moisture and residue on fiber products significantly reduces the recyclability of the material. Recent international recyclables markets have implemented "green fence" policies, which place tighter restrictions on the quality of recyclables,

In order to increase the amount of recyclable materials collected and decrease contamination and residue levels, implementing a dual-stream collection program is the most efficient and proven method currently achieved in the industry.

making it difficult to market some single-stream commodities.

If the Town prefers to provide single-stream recycling, we have the ability to provide necessary processing at BLTS utilizing our existing sorting equipment. Commingled containers can be ordered, delivered and assembled well before the start of collection services. In addition to collection and processing options, we have the capability of fine-tuning our outreach collateral to reflect either collection system through tools used by our affiliate companies.

Regardless of the recycling system that the Town selects, we will provide comprehensive public education and outreach programs to ensure residents are well informed and motivated to participate and increase diversion.

Commercial Recycling Programs: As with the residential recycling program, we are proposing to provide dual-stream recyclables collection and processing services in an effort to capture and recover cleaner and easily marketable recyclables. As shown in the graphic, two recyclable carts would be provided to commercial customers to enhance the quality and marketability of the fibers collected.

We also provide our commercial customers with source separated recycling for containers, cardboard and fibers in front/rear load bins as well as with split-carts for smaller generators of paper products and containers, as shown in the numerous flyers. Included in ***Attachment 4*** are samples of SSFSC's dual-stream outreach collateral provided to our commercial customers.

As mentioned previously, if the Town prefers to provide single-stream recycling to commercial customers, we can easily accommodate commingled collection and

processing. Outreach collateral can be easily modified based on affiliate company outreach, specific to single-stream collection programs.

AB 341 Compliance | One of our operational goals is to assist the Town in achieving the State's 75% Recycling Goal (as specified in AB 341) as well as local waste diversion goals set in the Town's Climate Action Plan. By capturing and recovering additional recyclable materials through front-end collection and back-end processing, we will reduce the amount of waste disposed in landfills to meet these goals. AB 341 went into effect on July 1, 2012 and:

- ✓ Sets a state-wide 75% waste diversion goal by 2020;
- ✓ Requires mandatory commercial recycling by certain businesses and public entities;
- ✓ Modifies the process of amending Non-Disposal Facility Elements;
- ✓ Changes the due date of state agency annual reports; and,
- ✓ Modifies enforcement agency notification requirements for modifications to a solid waste facility permit.

AB341 Mandatory Commercial Recycling

We have worked closely with our existing jurisdictions to ensure full compliance with AB 341. In the City of Brisbane, we have a confirmed 86% compliance rate among commercial businesses. In the City of South San Francisco currently 88% of businesses are known to be in compliance[1]. We continually track, evaluate, personally connect and reach out to businesses and report to our jurisdictions our successes. Recognizing that significant decreases in the total amount of materials destined for the landfill can take time, we initially expect a significant increase in the total number of customers subscribing to recycling and organics collection services, and then an increase in the volume of subscriptions as an indicator of program participation.

4.2.2 | Residential Organics Waste Collection and Diversion

Organic and other compostable materials make up a significant portion of the unrecovered and unprocessed waste streams from single-family

[1] [1] We consider compliance when a business has either recycling services with SSFSC or have recycling services on their own. Businesses who are 'out of compliance' may have recycling programs but have not communicated those programs to our Outreach Team.

(SFD), multi-family dwelling (MFD) and commercial customers. A sizeable increase in diversion will be achieved when food waste and food-soiled paper are collected through our curbside residential organics program and sent to the ***Blue Line Anaerobic Digestion (AD) Facility***. Organics will be placed inside one of eight anaerobic digesters and within a few weeks, produce biogas that is cleaned up and pumped right back into the same truck that collects the materials – **a truly closed-loop and sustainable processing and fueling system!**

Implementing a food scraps collection program will also assist Colma in reducing GHG emissions and eliminating the creation of methane and other harmful GHGs that are created when organic materials are buried in a landfill. In the past, we have successfully implemented mixed organics programs through our affiliate companies. As mentioned in the ***Service Initiation Experience*** included in ***Section 3***, SSFSC and our affiliate companies have years of experience designing, promoting, implementing, and maintaining successful mixed organics collection to residents in the communities of Alameda, San Leandro, Los Altos, and Livermore. Most recently, SSFSC began providing mixed organics collection services (where food scraps were added to our existing yard waste collection program) to residents of South San Francisco, Brisbane, Millbrae, and portions of Colma.

Approach | During the transition and well before the commencement of services, outreach materials will announce the food scraps program and explain how and why residents should participate. We will provide each resident with a 2-gallon kitchen pail and an informational service guide (like the one shown above and included in ***Attachment 2***) listing acceptable materials and describing proper setout in both English and Spanish. Residents will be instructed to store food waste and food-soiled

paper in the kitchen pails and then empty into the green organics cart along with their yard trimmings.

Materials Accepted | The following organic materials will be accepted in our Residential Organics Collection Program:

- ✓ Branches, leaves, grass clippings;
- ✓ Vegetable, fruit, grain, meat & dairy wastes;
- ✓ Food trimmings & leftovers; and,
- ✓ Food-soiled paper products.

Items Not Accepted Include: pet waste, kitty litter, glass, metal or plastic of any kind, plastic bags and compostable bags ("bio bags"). We discourage utilizing single-use plastic bags and compostable bags. Through our outreach collateral, we will encourage the use of newspaper to line kitchen pails so the integrity of the digesters at the ***Blue Line AD Facility*** is maintained and contamination is minimal.

Collection Methodology | Approved organics will be collected from SFDs weekly utilizing automated side-loader collection vehicles. Refer to the previous SFD section and to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies.

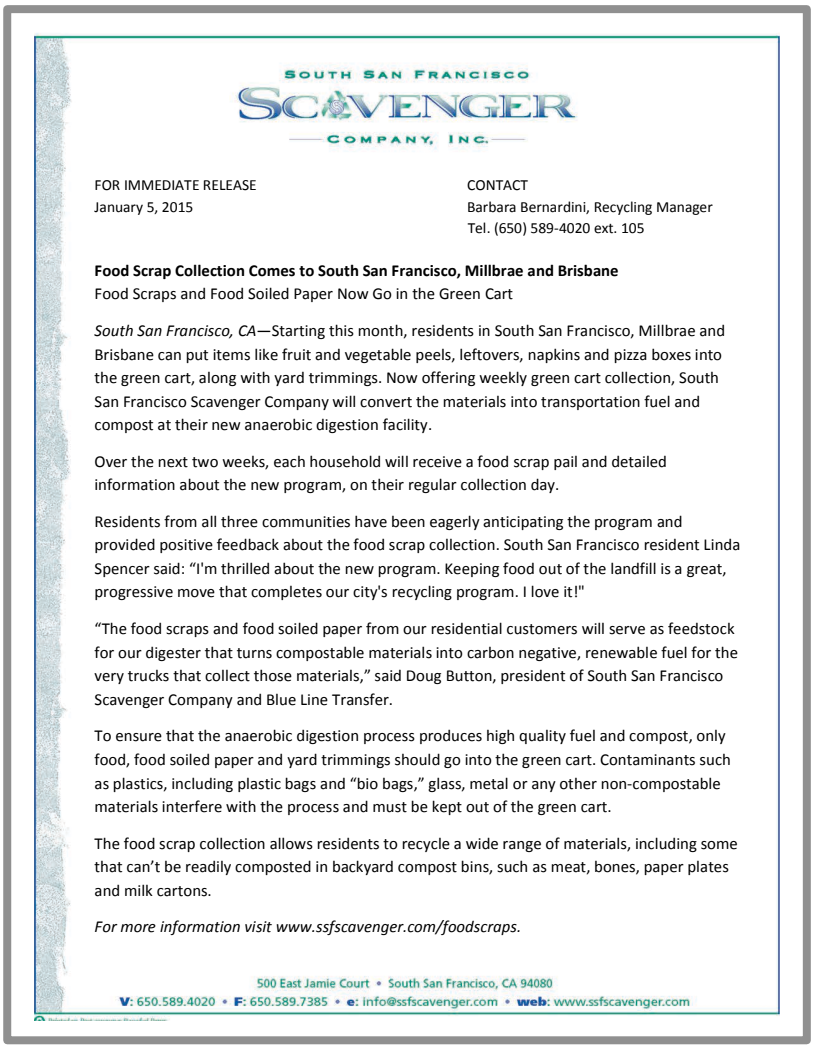
Collection Equipment | Refer to the ***Collection Vehicles Overview Table*** for details on proposed collection vehicles.

Collection Containers | Refer to the ***Collection Containers Overview Table*** for details on the proposed collection containers. We will provide each SFD customer with a 2-gallon kitchen pail for in-home use, similar to the one shown. Included with the kitchen pail will be an informative guide that includes graphics and instructions in both English and Spanish.

Outreach & Education | Our Outreach Team will orchestrate a well-timed and advanced notice of the residential organics collection program. This notice will include the following initial and ongoing outreach activities:

- ✓ **Introductory Announcement** | to introduce SSFSC and new services, provide contact and resource information, and describe the food scraps collection and processing program;
- ✓ **Service Guide** | to explain available services and instruct how to properly sort materials and clean and store kitchen pails;
- ✓ **Food Scraps Hotline & SSFSC Website Announcement** | to give customers a phone number, email address and website to use for convienent communication if questions arise;
- ✓ **Presentations & Workshops** | to civic organizations, business associations, and similar groups to promote collection and diversion programs and answer any questions; and,
- ✓ **Quarterly Newsletters** | to all residential customers, featuring successes of the programs, reminding customers about program basics, and reporting diversion achieved.

Depending on the message and target audience, we may also utilize newspaper advertisements, Public Service Announcements (PSAs), press releases (similar to the one shown here for our residential food scraps roll-out in early 2015), truck-side advertisements, community event booths and presentations, Non-Collection Notices (NCNs), and Seasonal Program Notices. Our outreach materials will be graphic-rich, provide program updates and highlights, include regional initiatives and include languages other than English. Included in ***Attachment 4*** are examples of current SSFSC residential



SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

FOR IMMEDIATE RELEASE
January 5, 2015

CONTACT
Barbara Bernardini, Recycling Manager
Tel. (650) 589-4020 ext. 105

Food Scrap Collection Comes to South San Francisco, Millbrae and Brisbane
Food Scraps and Food Soiled Paper Now Go in the Green Cart

South San Francisco, CA—Starting this month, residents in South San Francisco, Millbrae and Brisbane can put items like fruit and vegetable peels, leftovers, napkins and pizza boxes into the green cart, along with yard trimmings. Now offering weekly green cart collection, South San Francisco Scavenger Company will convert the materials into transportation fuel and compost at their new anaerobic digestion facility.

Over the next two weeks, each household will receive a food scrap pail and detailed information about the new program, on their regular collection day.

Residents from all three communities have been eagerly anticipating the program and provided positive feedback about the food scrap collection. South San Francisco resident Linda Spencer said: "I'm thrilled about the new program. Keeping food out of the landfill is a great, progressive move that completes our city's recycling program. I love it!"

"The food scraps and food soiled paper from our residential customers will serve as feedstock for our digester that turns compostable materials into carbon negative, renewable fuel for the very trucks that collect those materials," said Doug Button, president of South San Francisco Scavenger Company and Blue Line Transfer.

To ensure that the anaerobic digestion process produces high quality fuel and compost, only food, food soiled paper and yard trimmings should go into the green cart. Contaminants such as plastics, including plastic bags and "bio bags," glass, metal or any other non-compostable materials interfere with the process and must be kept out of the green cart.

The food scrap collection allows residents to recycle a wide range of materials, including some that can't be readily composted in backyard compost bins, such as meat, bones, paper plates and milk cartons.

For more information visit www.ssfscavenger.com/foodscraps.

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organics collateral and samples of collateral utilized by affiliate companies. Customers will be encouraged to utilize our website in order to promote electronic outreach and source reduction.

4.2.3 | Commercial Organics Waste Collection and Diversion

Food waste is currently the largest unrecovered portion of the commercial waste stream. A program for the collection of food scraps and food-soiled paper is essential in achieving the State's 75% Recycling Goal along with the Town's Climate Action Plan and diversion goals. By offering a Commercial Organics Collection Program with a variety of container types and sizes, numerous outreach pieces, and technical assistance at no cost, we will be able to meet the unique needs of each customer and divert a significant amount of organic waste from landfills.

As mentioned previously in the ***Service Initiation Experience*** included in ***Section 3***, SSFSC and our affiliate companies have decades of experience designing, promoting, implementing, and maintaining successful Commercial Food Scraps Collection Programs in the cities of South San Francisco, Brisbane, Millbrae, Alameda, San Leandro, Livermore, and Los Altos. These programs include the collection of food scraps, food-soiled paper, and yard trimmings from commercial as well as MFD customers. Our Outreach Team has decades of experience navigating a variety of business environments to implement long-term organics programs that result in satisfied customers and increased diversion.

Our unique Commercial Organics Program provides a sustainable alternative to landfill while producing renewable and carbon-negative alternative fuel for the very same vehicle that collects the waste! Yard waste and food waste are collected from residential yard waste routes, where residents place food scraps in their yard waste containers, where

the food waste was previously sent to the landfill. Materials are also being collected from commercial food waste routes and rich organic streams identified by our Outreach Team. All the food waste and yard waste is combined to create a blend of 50-70% food waste. The materials enter a closed-loop system where they are moistened with percolate that contains bacteria that will anaerobically digest the organics. The excess moisture collects in below ground tanks and is recycled through the vessels, virtually eliminating the demand for new water to operate the digesters.

Methane is produced from the process and collected in a bladder and sent through a bio-filter. The filter scrubs the gas to CNG fuel grade, where it is combined with pipeline natural gas (as needed) to satisfy the collection fleet demand. It isn't possible to capture 100% of the methane for fuel, but left over methane is used to heat the liquid percolate that is cycled through the system. Solid digestate remaining after the energy is extracted is sent to a compost facility where it is finished and used as a high quality compost product.

At maximum capacity, the facility will divert more than 11,000 tons of organics from landfill, producing 5,600 tons of compost product and over 91,000 diesel gallon equivalents of CNG. ***Using CARB's best practice for estimating GHG emissions and water savings, the AD Facility and its resulting compost, will save over 61 million gallons of water per year and avoid 1,300 tons of CO_2 per year!***

Approach | We plan to offer our unique Commercial Organics Collection Program to all commercial customers during our pre-transition phase of

new collection services. Prior to commencement of services, we will promote the organics program via our initial site visits and through our diverse outreach collateral. When establishing a Commercial Organics Collection Program, equal focus will be given to pre and post consumer food scraps. We may, however, tackle "back of house" first as it is a more controlled environment and higher participation is anticipated at this level. Once a program has been established, our **Diversion Coordinator** will regularly follow up with the customer to make sure everything is running smoothly and to provide additional training, interior containers, program signage, or other necessary support.

Commercial customers will be strategically targeted, starting with the largest generators fist. Each year we will create a list of commercial customers to target with Technical Assistance where they will be provided with service options along with recycling and source reduction tips.

Anticipated Customers & Participation | SSFSC aims for participation from restaurants, delis, convenience stores, Town facilities, large shopping complexes, catering companies, and all other businesses with kitchens and/or break rooms. We will target the largest waste generators first, starting with known commercial businesses, like the Lucky Chances Casino. Smaller food scrap generators and other types of commercial customers will also be targeted because adding them to our collection routes will maximize collection route productivity and increase operational efficiencies. Throughout the term of the Agreement, we will target additional customers for participation in the organics program.

Materials Accepted | We accept the following organic materials in our Commercial Organics Program:

- ✓ Vegetable, fruit, grain, meat & dairy wastes;
- ✓ Food trimmings & leftovers; and,
- ✓ Food-soiled paper products.

The sticker label shown here will be affixed to containers and clearly describes acceptable and

unacceptable materials. Samples of commercial outreach collateral are provided in ***Attachment 4***.

Glass, plastics (including polystyrene), metals, liquids, grease, and other non-compostable materials will NOT be accepted in the program. We discourage utilizing single-use disposable bags so the integrity of the digesters at the ***Blue Line AD Facility*** is maintained and contamination is minimal. Through our outreach and technical assistance campaigns, we aim to keep contamination to less than ten-percent (10%).

Collection Methodology | The Commercial Organics Collection Program will be offered to all commercial customers in Colma. Refer to the ***Vehicle Collection Methodologies Table*** included in ***Section 4.1*** for a description of collection methodologies.

Collection Equipment | Refer to the ***Collection Vehicles Overview Table*** for details on proposed collection vehicles.

Collection Containers | Refer to the ***Collection Containers Overview Table*** for details on the proposed collection containers. We will provide Commercial Organics Collection Program participants with up to three (3) 23-gallon organics "Slim Jims" for internal collection points like kitchens and break rooms. The Slim Jims will be similar to the example shown. Upon customer's request, we will steam clean containers once per year free of charge.

Outreach & Education | Our Outreach Team will orchestrate a well-timed and advanced notice outreach campaign of the new Commercial Organics Collection Program. Initial and ongoing outreach activities will include:

- ✓ **Introductory Announcement & Site Visit** | to introduce SSFSC and services, provide contact and resource information, confirm desired service levels, and set forth timeline for service implementation and container exchange/delivery;
- ✓ **Service Guide** | to explain available services and instruct how to properly sort materials and effectively place containers;

- ✓ **Program Posters** | to encourage program participation and demonstrate proper sorting (like the poster shown here (and included in ***Attachment 4***);
- ✓ **Food Scraps Hotline & SSFSC Website Announcement** | to give customers a phone number, email address and website to use for finding answers to questions as well as requesting technical assistance, interior containers, service guides, posters, and newsletters; and,
- ✓ **Presentations & Workshops** | to civic organizations, business associations, and similar groups to promote collection and diversion programs and answer any questions.

Depending on the message and target audience, we may also utilize newspaper advertisements, Public Service Announcements (PSAs), press releases, truck-side advertisements, community event booths and presentations, window displays, Corrective Action Notices, and Seasonal Program Notices. Many of our outreach materials will be designed for displaying in common areas like employee bulletin boards and break rooms. Materials will be graphic-rich, include regional initiatives and be provided in languages other than English, as needed. Included in ***Attachment 4*** are examples of current SSFSC commercial organics collateral and samples utilized by our affiliate companies. Customers will be encouraged to utilize our website in order to promote electronic outreach and source reduction.

4.2.4 | Commercial Technical Assistance Program

In our experience, Technical Assistance is personal, interactive, empowering, and key to a successful Public Education and Outreach Program. Our experienced and highly motivated Outreach Team will provide Technical Assistance to all commercial businesses in Colma.

Our goal is to provide a Technical Assistance Program that ensures each customer has the information, tools, resources and support to reach their next best level of diversion potential that is practical and best suits their needs.

Throughout the term of the Agreement, our Outreach Team will continually and proactively work with customers to adopt and improve further conservation strategies using creative ideas to keep businesses engaged. All commercial customers will be "touched" during the transition by our **Diversion Coordinator** and return site visits, waste assessments, waste audits, and other Technical Assistance methods will be provided throughout the term of the Agreement. This degree of individualized customer service and waste prevention assistance is unique and will be essential in helping Colma achieve their diversion goals and reach compliance with AB 341.

Although some businesses may be prioritized and proactively targeted for reasons of non-compliance with AB 341, diversion potential, complexity and need, all customers will have the same opportunity to take advantage of our outreach and technical assistance resources. Our **Diversion Coordinator** will regularly promote the availability of free assistance through our website, newsletters, social media, community involvement activities, and other outreach.

Initial Technical Assistance | Our approach includes reaching out to every customer, sending positive messages and facilitating participation to keep customers engaged in the Program. To start initial contact with commercial customers, we first will send out the letter shown, that informs the customers of the requirements of AB341 along with how we can provide assistance and

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

Dear Businesses Owner,

Re: New State Recycling Requirement for Businesses & Multifamily Dwellings

We are contacting you to help you comply with a new State law. California Assembly Bill (AB) 341 requires all businesses that generate four (4) or more cubic yards of waste per week to recycle. The law also applies to multifamily dwellings of five (5) units or more, regardless of the amount of waste generated.

Businesses and multifamily dwellings are required to separate recyclable materials from their solid waste and either allow the pick up of recyclables or self-haul. Your recycling program must be in place by July 1, 2012 in order to comply with State law.

How we can help

South San Francisco Scavenger Company provides recycling services to our customers at no additional charge. Please turn over page to learn more about the services that we provide including self-haul opportunities at Blue Line Transfer & Recycling Center.

If you have not established recycling services or if you wish to expand your recycling service we are happy to assist you. ***To get started please provide us with your contact information by fax 650.589.7385 OR scan and send to barbarab@ssfscavenger.com OR call us at 650.589. 4020.***

Name: _____

Company: _____

Phone: _____

and or email _____

- ❑ We do recycle at our business/multi-family dwelling
- ❑ I would like a phone consultation
- ❑ I would like a site visit
- ❑ I would like a waste audit

I would like to set up recycling services for:

- ❑ Cardboard
- ❑ Mixed paper
- ❑ Bottles and cans
- ❑ Other _____

The State estimates that the commercial sector still generates nearly three-fourths of the solid waste in California; we look forward to assisting you in any way we can to reduce this waste stream.

Sincerely,

Barbara Bernardini
Recycling Manger

Free Resources

South San Francisco Scavenger Company

- Consultation
- Waste Assessment
- Staff Training
- Recycling flyers - multilingual

Why Recycle?

State law now requires all businesses that generate four (4) or more cubic yards of waste per week to recycle.

State law now requires all multifamily dwellings of five (5) units or more to recycle.

Recycling may provide opportunities for your business to save money. Save money by reducing your garbage & increasing your recycling. The cost for disposal services is based on your level of garbage service. The more material recycled, the less you pay for disposal.

More Information:
State: CalRecycle the California Department of Resources Recycling and Recovery has the authority to implement AB341, California's Mandatory Commercial Recycling Law. Visit www.calrecycle.ca.gov/Climate/Recycling/default.htm for more information.

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compliance. Customers are asked how they would like to obtain additional information from SSFSC via a phone consultation or site visit. A sample of this Mandatory Commercial Recycling letter is available on our website, included in ***Attachment 4***, and can be easily modified with the Town's input.

We also encourage participation in other diversion programs by describing the many collection and drop-off services available to customers at the BLTS. Once initial contact has been made by SSFSC, we will deploy other aspects of our Technical Assistance Program that includes providing and promoting the following comprehensive services:

- ✓ **Coordination with Business Owners/Managers** | Our **Diversion Coordinator** will work cooperatively with the owner, manager, or other designated representative at each business. This will ensure that Program buy-in is achieved and supported at a high level and it will also help us to develop a reliable point of contact for future outreach efforts.
- ✓ **Initial Site Visit** | Our **Diversion Coordinator** will contact each commercial business by direct mail or telephone to schedule a site visit to perform a complete walk-through and identify opportunities for greater waste reduction and diversion.
- ✓ **Waste Assessments** | Our **Diversion Coordinator** will conduct a comprehensive waste assessment of the following:
  - Current service levels
  - Recycling, organics, and garbage volumes generated
  - Current and proposed program signage
  - Training for managers, staff, and businesses
  - Review and provide opportunities for increasing diversion
  - Interior and external container feasibility
  - Final report and suggestions for improvement
- ✓ **Distribution of Collateral** | Our **Diversion Coordinator** will provide managers with a "Starter Kit" that includes a service guide, posters, brochures, and labels for containers. Samples of commercial outreach collateral are included in ***Attachments 2 and 4***.
- ✓ **Conduct Diversion Workshops & Presentations** | Our **Diversion Coordinator** will host instructional workshops when needed. We are prepared to offer workshops to maintenance staff and

employees of individual businesses, business and homeowner associations, service organizations, and any civic/community groups. Workshops will cover the principles of the 4Rs, SSFSC's collection services, and outreach and technical assistance support that apply to the audience. By collaborating with community and business groups, we will foster increased participation and diversion.

Ongoing Technical Assistance | We understand that public education, outreach, and technical assistance must be continued over the course of the Agreement, as businesses, individuals and service requirements can change. At SSFSC, we have a robust program that ensures we continue to maintain contact with our customers as to stay ahead of their needs. Our program focus is clear communication, engagement and education.

- ✓ **Site Visits & Audits** | Contamination audits (annual and spot checks) together with the use of NCNs and follow-up appointments will play a critical role in determining participation in diversion programs and decreasing contamination levels.
- ✓ **Proactive & Comprehensive Education, Outreach & Technical Assistance** | This plan has two parts: 1) transition education and outreach and 2) ongoing customer education and outreach. Initial outreach and education components are utilized to inform all customers during the transition and new customers of programs, and upcoming events, such as cart delivery, program start dates, special collection events and so forth. Another objective is to increase diversion over time and motivate customers to be environmentally aware. A clear and concise message repeated consistently and through a number of effective outlets, produces the best results for affecting behavior change and increasing diversion.

  We also recognize that some individuals need reasons to alter behavior; to better motivate these customers, we include interesting factoids about the benefits of recycling and organics diversion along with living sustainably in most of our outreach materials. SSFSC acknowledges and agrees that all promotional and outreach materials will be approved by the Town prior to

printing, distributing, or mailing of the materials. Samples of ongoing outreach collateral are included in ***Attachment 4***.

- ✓ **Corrective Action Notices & Comprehensive Labels** | Corrective Action Notices are a basic component of outreach and may be utilized during annual waste audits to educate customers of proper participation. They may also be used whenever a driver observes contaminants in containers, including the presence of recyclable and compostable materials in the garbage cart. Unpermitted / Hazardous Waste Notices are also utilized to alert the customer that unpermitted waste material was found in one of their containers and provides a listing of unpermitted wastes and information about the programs available for proper disposal. Appropriate and inclusive container labels encourage good recycling behaviors and minimize contamination.
- ✓ **On-Hold Telephone Messages** | We can take the opportunity to relay important diversion information to customers for the short time they are on hold for a CSR, allowing for yet another means to communicate important information to our customers.
- ✓ **Community Involvement & Recognition** | A standout feature of our approach to our education program is our commitment to, and investment in, the communities we serve. Going well beyond the dictates of any current Franchise Agreement, we set out to educate and express our good will as a corporate citizen in innumerable ways:
    - **Vehicle Billboards** | We equip our collection vehicles with frames for billboards and collaborate with the jurisdictions we serve to develop signage that promotes recycling and diversion programs, as well as promote a sustainable community.
    - **Tours of the BLTS 4R Learning Center** | we provide facility tours for guests of all ages to promote sustainability and educate the community about the role we play in the San Francisco Bay. Children, teachers, students, or guests can overlook the beautiful SF Bay and SF Bay Trail while observing the recycling efforts BTLS undertakes each day in the MRF.
    - **Special Event Campaign Materials** | We will work closely with

the Town to create outreach materials for special events that encourage recycling, as well as provide appropriate containers and signage to make it easy for individuals to recycle.

- ✓ **Recognizing Business Recycling/Composting ALL STARS** | We will recognize recycling/composting ALL STARS in the community and highlight their efforts in our newsletters. We have found in our other jurisdictions that businesses use this as a competitive advantage and can influence other companies to follow-suit and participate in diversion programs.
- ✓ **Monitoring, Record Keeping & Reporting** | We will fully comply with the record keeping and reporting requirements specified in the Agreement. Reporting allows the Town and SSFSC to make educated decisions about how to evolve the Pubic Education and Outreach Program to meet diversion and sustainability goals.

SSFSC has worked hard in our current jurisdictions to increase diversion rates through our outreach programs. Currently we provide specialized services for one of our largest commercial contracts, the San Francisco International Airport (SFO), and large campuses like Genentech. We work closely to track and guarantee diversion in order to help them achieve their own Zero Waste Goals. For example, we have assisted Genentech in their internal Zero Waste Goals by conducting weight audits on a periodic basis for specific loads. We also host Genentech waste audits where their personnel audit specific containers in an open area at BLTS. Genentech has been proactive in pursuing their waste reduction goals and we actively assist them in their pursuit. We will work one on one with businesses in Colma who may require specialized collection and outreach or technical assistance services.

Outreach is not solely focused on meeting the Town's diversion goals, but also includes elevating the awareness of residents and businesses of recycling and diversion opportunities available to them through: **1)** our unique curbside and commercial recycling and organics collection programs; **2)** our wide-ranging recycling efforts relative to the special services offered, like holiday tree collection, bulky goods collection, and special HHW drop-off events at BLTS; **3)** other recycling options for proper disposal of materials not accepted through collection programs; and **4)** general resource conservation and environmental stewardship, promoting a more sustainable community through tours of our **4R Learning Center** at BLTS and leading by example through our company-wide sustainability programs.

Budgets | Initial and ongoing budgets for Technical Assistance are described in detail in ***Section 4.3 | Public Education and Outreach Plan*** that follows.

4.2.5 | Diversion Coordinator

We are prepared and have the necessary experience to take a leading role in Public Education, Outreach and Technical Assistance in the Town of Colma. SSFSC, along with our affiliate companies, have successfully coordinated with individual cities as well as with overarching agencies such as StopWaste.org (Alameda County) and Rethink Waste (San Mateo County) to provide comprehensive Pubic Education and Outreach Programs. Our Outreach Team is led by Ms. Barbara Bernardini; as shown in her resume provided in ***Section 3 | Key Management Personnel***, she has vast knowledge of public education, outreach, and diversion programs and has experience in developing and implementing successful and innovative diversion programs that work!

Ms. Bernardini has proven her ability to not only reach out to all residents and businesses, but her approach and style allow for comprehension and participation. Ms. Bernardini's expertise and energy will be utilized during the design and implementation of our Public Education, Outreach and Technical Assistance Program as she will provide supervision and oversight to our **Diversion Coordinator**.

Our **Diversion Coordinator** will collaborate with Ms. Bernardini and implement the following activities in the Town of Colma:

- ✓ Assist in the development and then implement the Public Outreach and Education Program;
- ✓ Serve as liaison with Town staff and Council, and participate in strategic development meetings relating to source reduction, reuse, recycling, digestion and composting;
- ✓ Provide ongoing communication with the Town regarding contamination issues and developing an understanding of the history and challenges in managing solid waste and increasing recycling and diversion efforts;
- ✓ Prepare and provide presentations for community events;
- ✓ Participate in community events/activities and offer support to local service organizations;
- ✓ Identify ways to enhance communication with the residents and businesses of Colma through participation in various organizations within the Town and County;
- ✓ Identify recurring contamination issues and providing solutions when appropriate;
- ✓ Oversee customer satisfaction of all program services and assist with the design, development, and content of outreach materials and distribution, including content and updates to our website;
- ✓ Create display booths and materials for community events and workshops;
- ✓ Provide all customers with appropriate educational information necessary to make informed environmentally-forward decisions relative to waste reduction, reuse, and recycling activities;
- ✓ Provide tours of BLTS and the **4R Learning Center**; and,
- ✓ Ensure customer satisfaction with services and compliance with the Franchise Agreement.

Under the direct supervision by Ms. Bernardini, our **Diversion Coordinator** will specialize in providing public education, outreach and technical assistance to residents and businesses in Colma and focus on maximizing diversion and improving customer understanding of the benefits and opportunities provided by SSFSC.

4.3 | Public Education & Outreach Plan

We are committed to developing our Public Education and Outreach Plan to first assess the compatibility of customer needs with the goals of the diversion program. A plan will be developed that addresses the integration of those goals into ongoing operations and finally, succinct implementation. We especially look forward to assisting commercial businesses in achieving compliance with California's Mandatory Commercial Recycling Regulation (AB 341) along with California's Organics Diversion Regulation (AB 1826) and assisting the Town of Colma in meeting their Climate Action Plan and diversion goals.

Our goals are to educate customers on the new collection systems and diversion opportunities, provide instruction and education on how to effectively participate, make recommendations for maximizing diversion, advise how to integrate program goals into ongoing operations and infrastructure improvements, affect behavioral change, and exceed the Town's diversion goals.

At SSFSC, we develop our education and outreach programs so that new services are implemented seamlessly, and participation in ongoing services steadily increases. Our programs always include the following:

- ✓ Enthusiastic suggestions for how to reduce, reuse, recycle and rot/compost (the "4Rs") ***– and now DIGEST utilizing the State-of-the-Art AD Facility at BLTS;***
- ✓ Thorough descriptions of our collection programs and processing systems;
- ✓ Clear instructions regarding proper material sorting and container set outs;
- ✓ Easy methods for receiving program assistance; and,
- ✓ Promoting sustainability and environmental stewardship.

It is our experience that a successful Public Outreach and Education Plan starts from within: it requires collaboration from outreach, customer service, and operation staff to ensure complete customer satisfaction.

Working with residents, businesses, and the Town, each department has a separate opportunity to interact with customers to determine what programs and outreach methodologies work best and where opportunities for improvement exist.

Throughout the term of the Agreement, we will assess, review, modify, and adapt our Outreach and Education Program to keep it fresh and current. Key messages will remain at the forefront of our outreach, while other information will be updated as needed. Our Program will reflect evolving needs and capabilities of customers as well as any advancements made in collection and processing systems. For example, when we built the AD Facility at BLTS, we created customized outreach in multiple languages with many graphics, well before program roll-out, resulting in high customer participation and increased diversion.

Home Edition

The Recycler

Spring 2015

Residential Food Scraps Collection. Thank you for your participation!

What can go into the Green Cart?

Food Scraps

Food Soiled Paper

Yard Trimmings

Not Acceptable in the Program

No Plastic, Glass or Metal and No Pet Waste

DO NOT put in the green cart:

Plastic bottles, bags (including compostable "bio bags"), lids, straws, other plastic items, aseptic boxes (e.g., juice box), glass, metal, pet waste, kitty litter, or other trash.

For more information visit www.ssfscavenger.com/foodscraps or call 650.589.4020.

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.

650.589.4020

www.ssfscavenger.com

Questions, Comments about the Food Scraps Program?

We appreciate your questions and comments. Please contact us if you have any questions, comments or concerns about handling or storing your food scraps at 650.589.4020 x 105 or info@ssfscavenger.com.

FAQ's

Q. I'm concerned that food scraps in the kitchen pail or in the green cart will attract fruit flies.

A. To prevent fruit flies, line the kitchen pail with used paper towels, newspaper or a paper bag which will absorb moisture and scents that attract fruit flies. Also, keep the lid on the pail firmly closed when not in use. You might also consider freezing or refrigerating food scraps in the pail or other reusable container.

Continued: side 2.

The Plan outlined in this section has been customized to fit the unique needs of Colma and showcases several methods and tools already proven successful in the jurisdictions we serve. Fundamental to our Plan design are the assessment of current conditions, evaluation of the program, diversion goals and targets, identification of potential hindrances to participation, and anticipation of future legislative and regulatory requirements.

We strive to continually improve the operation of our collection services and develop collection and outreach programs, coupled with State-of-

the-Art processing, to provide a level of customer satisfaction and diversion that is unparalleled in the industry. With continuous communication and feedback from customers among the various operational departments, we provide outstanding support and care, resulting in increased participation and continued success in the numerous diversion programs designed specifically for the residents and businesses in Colma. We also improve our customers' understanding of the benefits of and opportunities for source reduction, reuse, recycling, digestion, and composting.

Our Public Education and Outreach Plan contains key elements presented in the ***Public Education & Outreach Plan Activities Table*** below.

Public Education & Outreach Plan Activities	
Initial Multi-Media Campaign	A series of Town-approved messages will go out via a variety of methods that might include door and cart/bin hangers, mail, newspaper, radio, television, and internet (website, e-mail, social media). Messages will have a consistent and positive tone and action words will be used to prompt customers to gather additional information.
Website	A user-friendly, Colma-specific site with up-to-date service menus and rates, current and past outreach, event calendar, list of additional resources, and contact information will be created and online prior to the commencement of services.

Public Education & Outreach Plan Activities	
Newsletters	Newsletters will be created a minimum of four times per year for all customers. Each edition will offer waste reduction and reuse tips as well as instructions on how to make the most of collection services. We will focus on educating residents and businesses on proper methods or recognizing, handling and disposal of HHW. Some editions will feature seasonal information regarding holiday services and collection schedules; others may feature waste reduction and recycling success stories from local residents or businesses. All editions will share a consistent look and positive tone, and will be customized according to customer type. Newsletters can be distributed by direct mail, as a bill insert, and/or electronically. The most recent editions will also be posted on our website.
Community Presentations & Events	Presentations will be given to community groups as needed and requested. We will work with staff to determine target groups and to develop and carryout custom presentations. We will also design, setup and staff informative booths, as requested. We will work with Staff to determine which events and display areas to utilize, as well as to determine where monetary or service donations are needed. We look forward to actively participating in all appropriate events in Colma!
Service Level Changes	As site audits are conducted and right-sizing is needed, we will expeditiously make container exchanges/deliveries and implement new services. Collection containers will be continuously stocked and a delivery route maintained to ensure service level changes are completed in a timely manner.
Monitoring Customer Setouts & Contamination	SSFSC drivers and Route Supervisors will regularly look for contamination in recyclables and organics collection containers, as well as for improperly disposed hazardous materials and otherwise incorrect setouts. Significant issues will be reported to our dispatcher and documented in our database and a CSR or our Diversion Coordinator will follow-up with the customer to quickly remedy the issue. A Colma-specific Non-Collection Notice (NCN) will be developed and approved by the Town as specified in the RFP.

Each customer faces unique recycling and diversion opportunities and challenges; therefore, we have developed targeted sector-specific educational materials and outreach activities as described for each category. The charts that follow describe the major components and activities performed for residential and commercial customers in Colma; due to the limited number of MFDs in Colma, we have combined the information for MFDs into the commercial chart that follows. Fundamental to our Plan design is the assessment of current conditions, evaluation of the programs, diversion goals and targets, identification of potential hindrances, and anticipation of future legislative and regulatory requirements.

Note that SSFSC will conduct public education activities in accordance with ***Section 4.4 of the Franchise Agreement***. All written outreach will be approved by the Town and posted on our website for viewing and printing. We will produce graphic-rich outreach in English and Spanish and all written materials will be on paper with at least 50% recycled paper content (including at least 10% post-consumer recycled paper content).

Public Education & Outreach Activities | Single-Family Residents

Activity	Description	Quantity	Distribution / Frequency
Door/Cart Hangers	Create and deliver door or cart hangers or other Town-approved notice of new services, collection days, holiday schedule, bulky goods collection, and other pertinent information.	375	One (1) time on or before Commencement Date.
Initial Mailer	Create and mail notice explaining any changes to existing collection programs and describing all new programs.	375	One (1) time on or before Commencement Date via Bulk Mail - Postal Customer Local.
Single-Family Residential Services Guide	Create and provide graphic-rich Service Guide. At a minimum, it will include instructions for proper sorting and setout, opportunities for source reduction, reuse, and information regarding proper HHW, bulky item and excess waste disposal.	450	One (1) time on or before Commencement Date via direct mail. After that, will be updated as needed, and mailed on request and to new residents.

Activity	Description	Quantity	Distribution / Frequency
Newsletters	Create and provide newsletters to inform residents about available collection services, teach the 4Rs, and invoke desired behavioral changes. Featured topics might include source reduction, reuse, bulky item collection, buying recycled, e-waste and HHW disposal, Christmas tree collection, holiday service schedules, and much more.	375	Four (4) Newsletters created annually on a schedule approved by the Town.
Non-Collection Notices (NCN)	Create and utilize a NCN to clearly explain how to correct the setout, receive service, and avoid future set-out problems. NCNs will be at least 2-inches by 6-inches and easy to duplicate out in the field.	As needed.	To be attached as needed around the handle of any cart not properly setout. Used throughout the term of the Agreement.
Website	Maintain a section of our website specifically for residents of single-family homes. Section to include service menu and applicable rates, current and past printed outreach, links to additional resources, and allow residents to submit inquiries and complaints.	n/a	To be launched well before the Commencement Date, updated as needed, and maintained throughout the term of the Agreement.
Community Presentations & Tours of the 4R Learning Center at BLTS	Visit community groups to promote and explain the 4Rs, our collection programs, and related programs. Presentations can be given at our 4R Learning Center or at any location in the community.	As requested by Town or Customer.	As requested on or before Commencement Date and throughout the term of the Agreement.

Public Education & Outreach Activities | MFD & Commercial

Activity	Description	Quantity	Distribution / Frequency
Door/Cart Hangers	Create and deliver door or cart hangers or other Town-approved notice of new services, collection days, holiday schedule, bulky goods collection, and other pertinent information.	150	One (1) time on or before Commencement Date.

Activity	Description	Quantity	Distribution / Frequency
Initial Mailer	Create and mail notice explaining any changes to existing collection programs and describing all new programs.	150	Sent one (1) time on or before Commencement Date via direct mail to account holder.
Commercial Service Guide	Create and provide graphic-rich Service Guide. At a minimum, it will include instructions for proper sorting and setout, opportunities for source reduction, reuse, and information regarding proper HHW, bulky item and excess waste disposal.	150	Provided during site visits and when requested. Updated as needed and available throughout the term of the Agreement.
Newsletters	Create and provide newsletters to inform account holder about available collection services and promote the 4Rs. Featured topics might include source reduction, reuse, bulky item collection, buying recycled, e-waste and HHW disposal, holiday service schedules, and others.	150	Created Four (4) times each year throughout the term of the Agreement on a schedule approved by the Town.
Recyclables, Organics & Garbage "How To" Posters	Create one (1) poster indicating what belongs in the Recyclables, one (1) poster indicating what belongs in the Organics, and one (1) poster indicating what belongs in the Garbage. Posters to go up in waste collection and other common areas.	200	Provided during annual Commercial Diversion Assessments (the first to occur before Commencement Date) and when requested. Updated as needed and available throughout the term of the Agreement.
Organics Poster & Labels for Food Service Establishments	Create and distribute a poster indicating how food waste should be sorted and collected from a commercial kitchen. Also provide graphic-rich labels for the interior collection containers.	50	Provided during annual Commercial Diversion Assessments (the first to occur before Commencement Date) and when requested. Updated as needed and available throughout the term of the Agreement.

Activity	Description	Quantity	Distribution / Frequency
Diversion Opportunity Assessments (Site Visits)	Our **Diversion Coordinator** will arrange to meet customer at the site. Together they will identify diversion opportunities and decide on service levels and adjustments. The **Diversion Coordinator** will assess the waste stream and document findings via notes and photographs entered into our database and reported to the Town and will also assure that proper signage is posted and educational materials are distributed.	n/a	Twice per year with the thirty (30) employers with the most persons employed in Colma. Once per year to all other commercial customers.
Non-Collection/ Corrective Action Notices	Create and utilize a NCN to clearly explain how to correct the set-out, receive service, and avoid future set-out problems. NCNs will be at least 2-inches by 6-inches and easy to duplicate out in the field.	As needed.	To be attached as needed around the handle of any cart not properly setout. Used throughout the term of the Agreement.
Website	Maintain a section of our website specifically for commercial customers. Section to include service menu and applicable rates, current and past printed outreach, links to additional resources, and allow residents to submit inquiries and complaints.	n/a	To be launched well before the Commencement Date, updated as needed, and maintained throughout the term of the Agreement.

Compliance with AB 341 | SSFSC is an active participant in local and State regulatory and legislative groups that stay abreast of new and emerging regulations and laws affecting the solid waste and sustainability fields. As Executive Members of the California Refuse Recycling Council (CRRC) since its inception in the late 1960s, we have been on the forefront of various California mandates and statutes like California's bottle bill (AB 939), California's Global Warming Solutions Act (AB 32), Sustainable Communities Strategies (SB 375), California's Mandatory Commercial Recycling Regulation (AB 341), AB 1594, which is banning the use of organics as Alternative Daily Cover (ADC) at landfills, and most recently passed by Governor Brown, California's Mandatory Organics Recycling Regulation (AB 1826).

In addition, we are working to meet Phase Two of AB 32, which is planning to eliminate organics from landfills if no other legislation is enacted,

starting in 2015. We have, and are continuing to, significantly reduce GHG emissions from our operations, which will keep us in line with the GHG reduction goals outlined in this next phase of AB 32. By sustaining an active and energetic membership with CRRC, we are assuring our jurisdictions comply with current and future laws.

AB 32, established by the California Air Resources Board (CARB), along with numerous State mandates and statutes, set many initiatives to reduce GHG emissions throughout the State, impacting local jurisdiction's solid waste, recycling, and organics programs. In addition to reducing GHG emissions through environmentally sustainable fuel choices, we want to reduce the amount of waste disposed in landfills through improved management and conservation of resources to meet the State's goal of 75% recycling, as established in AB 341.

We currently track, evaluate, and report our successes against baseline conditions that existed prior to the implementation of the Mandatory Commercial Recycling law, in order to document and demonstrate compliance with AB 341 for the jurisdictions we serve. Recognizing that significant decreases in the total amount of materials destined for the landfill can take time, we initially expect a significant increase in the total number of customers subscribing to recycling and organics collection services, and then an increase in the volume of subscriptions as an indicator of program participation.

AB1826 Mandatory Organics Recycling

We are also expanding our commercial and MFD organics collection, recycling and outreach programs to assist our jurisdictions with AB 1826 compliance. The law phases in the requirements on businesses, including MFDs, over time based on the amount and type of waste produced on a weekly basis. Additionally, the law contains a 2020 trigger that will increase the scope of affected businesses, if waste reduction targets are not met by the jurisdiction. The implementation schedule is as follows:

- ✓ **January 1, 2016:** Local jurisdictions shall have an organic waste recycling program in place. Jurisdictions shall conduct outreach, education to inform businesses how to recycle organic waste in the jurisdiction, and monitoring to identify those not recycling and inform them of the law and how to recycle organic waste.

- ✓ **April 1, 2016:** Businesses that generate 8 cubic yards of organic waste per week shall arrange for organic waste recycling services.
- ✓ **January 1, 2017:** Businesses that generate 4 cubic yards of organic waste per week shall arrange for organic waste recycling services.
- ✓ **August 1, 2017 and Ongoing:** Jurisdictions shall provide information about their organic waste recycling program implementation in the annual report submitted to CalRecycle.
- ✓ **Fall 2018:** After receipt of the 2016 annual reports submitted on August 1, 2017, CalRecycle shall conduct its formal review of those jurisdictions that are on a two-year review cycle.
- ✓ **January 1, 2019:** Businesses that generate 4 cubic yards or more of commercial solid waste per week shall arrange for organic waste recycling services.
- ✓ **Fall 2020:** After receipt of the 2019 annual reports submitted on August 1, 2020, CalRecycle shall conduct its formal review of all jurisdictions.
- ✓ **Summer/Fall 2021:** If CalRecycle determines that the statewide disposal of organic waste in 2020 has not been reduced by 50% of 2014 disposal levels, the organic recycling requirements on businesses will expand to cover businesses that generate 2 cubic yards or more of commercial solid waste per week.

Website | Our website was developed and designed to reflect our outreach and educational materials and keep customers apprised of the many services and programs we provide, as well as details on our company-wide sustainability programs. We promote its use as a tool for information dispersal and to reduce wasteful paper consumption. We are currently upgrading the look and feel of our website and are expecting it to go live by mid-October. We will add content that is specific to the Town of Colma and shares the look of the remainder of our website. Information specific to the Town of Colma will be easy to find and include the following information:

- ✓ ***Services provided and offered;***
- ✓ ***Office location and customer service phone number;***
- ✓ ***Full approved Maximum Rate Schedule;***
- ✓ ***List of materials accepted in each container;***
- ✓ ***Current collection schedule days;***

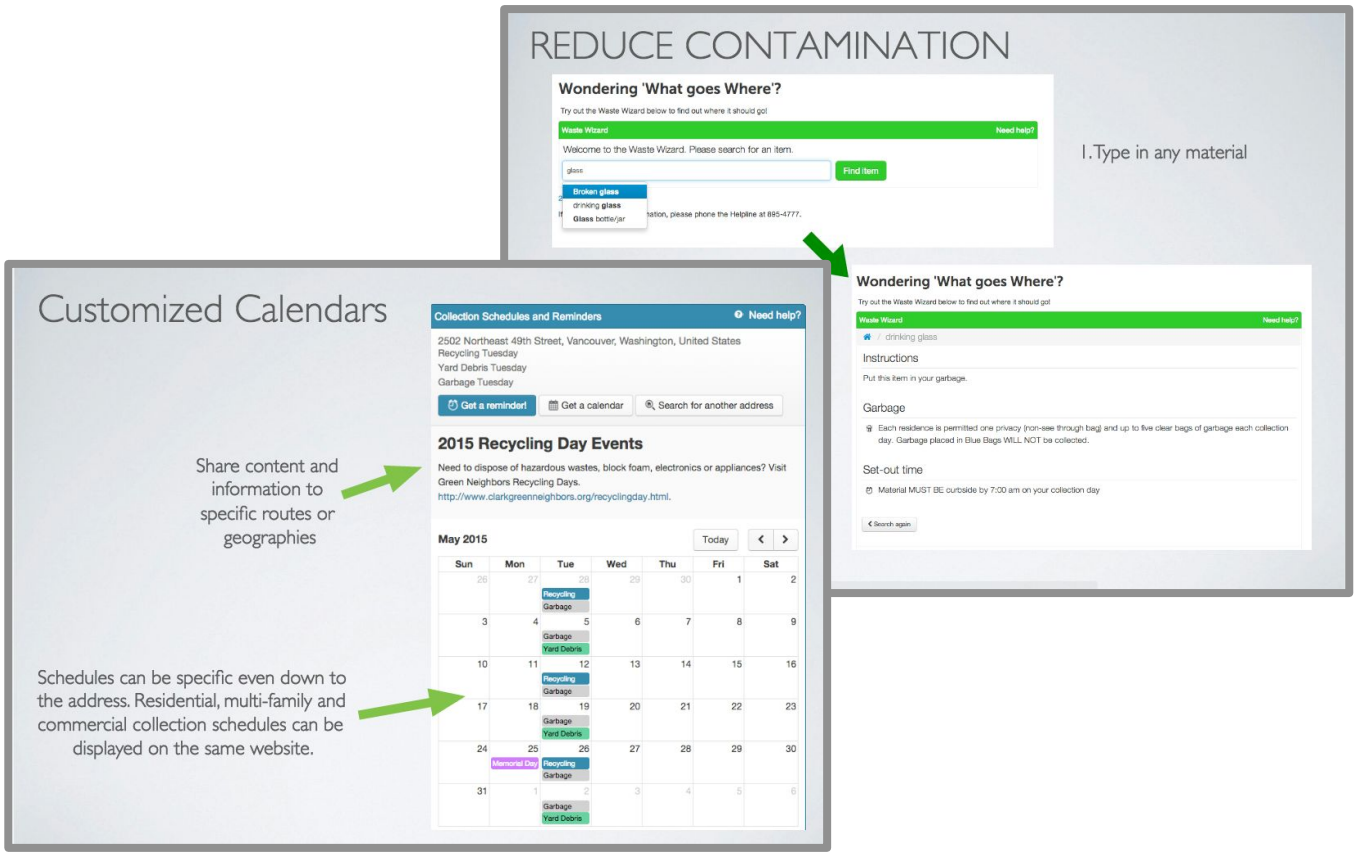
- ✓ ***Answers to Frequently Asked Questions (FAQs);***
- ✓ ***All collateral materials, and;***
- ✓ ***Contact information for complaints and email inquiries.***

Using eTower, which is a subprogram of our Customer Service Software System (Tower), we can also offer customers an online method to request a change in service, view their service history, pay bills, and access forms. In addition, our revamped website will allow us to track the number of visitors and page visitation counts, the number of website-submitted complaints and compliments per month, and summary customer complaints and resolution responses by our CSRs. For a clear idea of the type of website we will host, please visit our site along with our affiliate's sites at the following URLs:

- ☐ ***www.SSFScavenger.com***
- ☐ ***www.AlamedaCountyIndustries.com***
- ☐ ***www.GardenCitySanitation.com***
- ☐ ***www.LivermoreSanitation.com***
- ☐ ***www.MissionTrail.com***
- ☐ ***www.SSWR.com***

Public education and outreach campaigns are most successful when regular communication is used to distribute information. We utilize many different outlets and direct methods to connect with our customers before, during, and following the transition period.

We are currently working with our web-designers to include "**web widgets**" that are specifically designed for our customers and enables them to set up reminders for collection services (reducing missed pickups) and an interactive tool that assists them in placing materials into the correct container (reducing contamination). The ReCollect Collection Calendar and Waste Wizard are excellent tools that are another way in which we can engage computer-savvy customers to participate in diversion programs and potentially reduce contamination. The graphics that follow are examples of the tools we will incorporate into our new website.



Transition Outreach | During and leading up to the transition, we will work closely with the Town on our website development, the creation and distribution of the Door/Cart Hangers, Initial Mailers, Service Guides, and other outreach described previously based on service recipient sector.

Ongoing Outreach | Much of the outreach first distributed just before or during the transition will be updated and distributed as needed throughout the term of the Agreement. Those items include Non-Collection Notices, posters, and a variety of service guides specific to the service recipient's sector. Customer newsletters will be another key part of our ongoing outreach as well as refining our other collateral pieces once feedback is received from program participants.

Budget | We have determined the funds needed to fully design and implement our Public Education and Outreach Plan. Based on our experience in providing similar transition and ongoing outreach programs,

our initial start-up expenses and annual ongoing budgets are included in our Cost Proposal Forms and are summarized below.

- ✓ **Start-up Expenses** | We will employ a **Diversion Coordinator** through the transition and the term of the Agreement that will spend approximately 25 hours per week during the transition and fewer hours as the collection and outreach programs mature. Costs during the transition consist of collateral and website development, printing and distribution of initial mailers and door hangers, materials for food scraps program posters, labels, and the purchase of supplies and equipment. We have included a budget of $50,000 for start-up expenses.
- ✓ **Annual Budget** | The ongoing annual budget includes the costs to support the expenses associated with providing services described in our Public Education and Outreach Plan by our **Diversion Coordinator**, who will travel to businesses, events, and throughout Colma to provide additional outreach activities throughout the term of the Agreement. We have included a budget of $25,000 per year for the ongoing implementation of our Public Education and Outreach Plan.

Active Participation in the Community | SSFSC shareholders are active community citizens and have been an integral part of the communities where we have been providing collection and processing services for an entire century!!! Upon request, we provide facility tours at our **4R Learning Center** at BLTS, in the classroom, and at school-wide assemblies and presentations, truck demonstrations, and workshops.

In addition to our focus on educating and providing support to the community through our Public Education, Outreach, and Technical Assistance Programs, we also sustain immersion and actively participate with numerous community and youth groups, business associations, and non-profit charitable organizations throughout Colma and San Mateo County. In addition to our Outreach Team's community involvement, SSFSC owners are also very active participants in the community. The graphic that follows lists all of the community and service groups that SSFSC owners continue to participate in.

Local Community Involvement of SSFSC Owners

Ed Bortoli – Member of South San Francisco Rotary

- Community Service Center
- CORA Domestic Violence
- SSF High School and El Camino High School Interact club
- Mission Hospice
- North Peninsula Neighborhood Services
- Rebuilding Together
- Sexual Assault Service Group
- Safe Harbor Shelter
- Serving dinner at Safe Harbor Shelter
- Serving pancake breakfast at Rotary Plaza Retirement home.
- SSF Unified School District
- SSF Fire Department toy program
- SSF Boys and Girls Club
- SSF Foundation for youth
- SSF Francisco Day in the park
- SSF Sister City
- SSF Police Athletic League
- Support all youth sports teams in SSF

Vince Fornesi – Member of Brisbane Lions

- Flu shots contributions
- White Cane Day for sight preservation.
- Supporter of SSF Day in the Park
- Scholarships for local Brisbane students
- Pumpkin Patch (Free pumpkins for children)
- Sierra Point Prowl (scholarship fund)

Doug Button – Member of the following:

- Millbrae Lions Club
- Millbrae Chamber of Commerce
- St. Dunstan Men's Club
- Knights of Columbus
- Italian Catholic Federation br 403
- Friend of Millbrae Library
- Monte Cristo Club
- Peninsula Social Club
- St. Ignatius Men's Club
- Brisbane Eagles
- SSF Ducks Unlimited Chapter

Ron Fornesi – Member of SSF Host Lions Club

- Eye Exams and glasses to local SSF students/residents in need
- Holiday Food Baskets to SSF families in need
- Supporter of SSF Day in the Park
- College Scholarships for SSF Students
- Support Guide Dog Training
- Sponsor of SSF Pee Wee League Team "SSF Lions Mudcats"
- Sponsor of SSF PAL
- Project Read
- Sponsor families in need by helping with transition from shelter to permanent housing
- Support hearing programs
- Summer jobs for youth

Paul Formosa – Member of SSF Kiwanis Club

- Holiday Food Baskets to SSF families in need
- Supporter of SSF Day in the Park
- College Scholarships for SSF Students
- Project Read
- Member of SSF Conference Center Authority
- SSF Unified School District Surplus Property Committee
- Board Member SSF Chamber of Commerce

John Rossi – Member of Rotary Club (San Francisco Airport)

- Sponsor Golf Tournament to support USO
- Donator to Airport Day Care Center
- Donator to Boys Hope and Girls Hope
- Donator to Make a Wish Foundation

4.4 | Customer Service Plan

SSFSC is committed to providing excellent customer service to all Colma residential and commercial customers with the utmost professionalism and courtesy from all of our Customer Service Representatives (CSRs), drivers and staff. ***Our goal is to effectively respond to all customer inquires, service questions, or complaints within twenty-four (24) hours and to the customer's satisfaction.*** We can achieve excellent customer service with our highly motivated CSR Manager and CSR staff paired with our proven software systems.

Customer Service Philosophy

Our company culture reinforces that we are in the service industry. It is worth noting that without such great service, we wouldn't have been in business for an entire century!

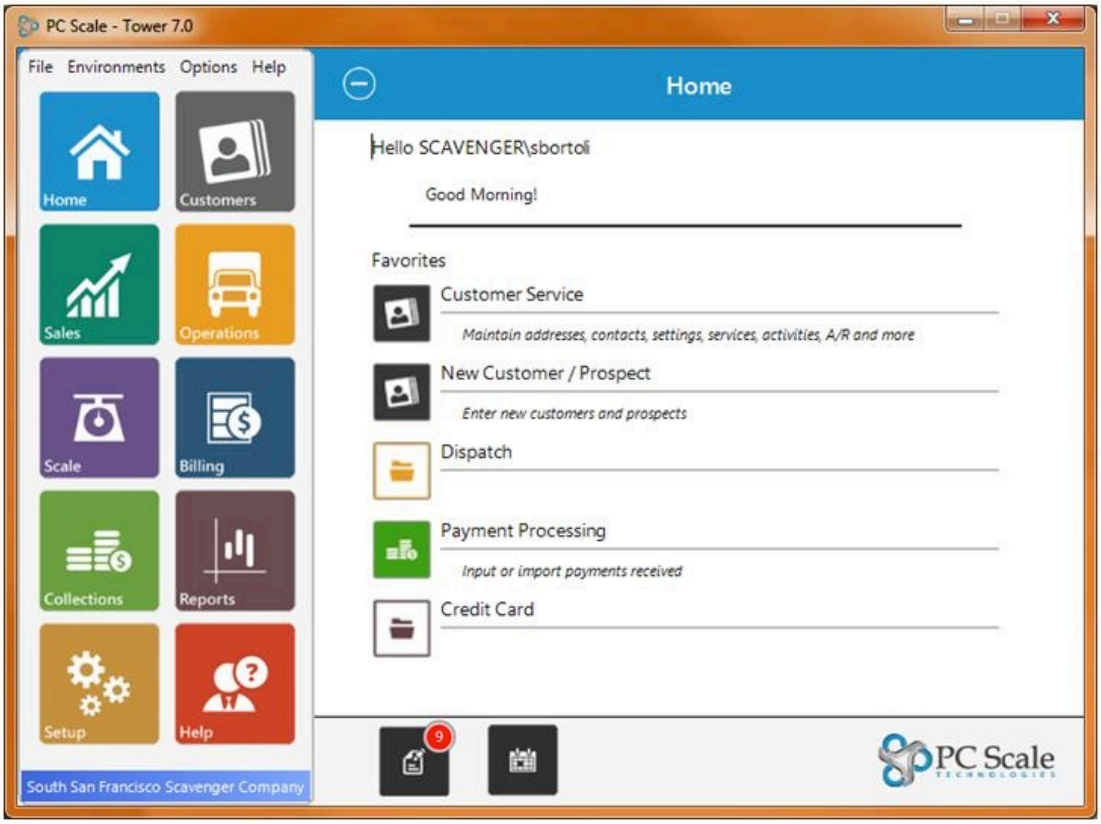
We have learned that people do care about their garbage – as witnessed when a customer perceives or unfortunately experiences a missed pickup – people rely on their garbage being collected and if the company fails to deliver that service as promised, they are disappointed. We strive to avoid disappointment to our customers; all CSRs, staff, and drivers are reminded to think like customers and exceed expectations.

Software Systems Employed | Ensuring that customers are satisfied with our services helps minimize customer complaints. Our goal is to increase overall program effectiveness, customer satisfaction, and positive interactions. We operate the following customer service software systems that integrate all aspects of our collection, customer service, routing, and billing operations to seamlessly and efficiently provide excellent customer service:

- ***Tower*** | specifically designed for the solid waste industry to track and maintain all customer account data, verify addresses, maintain and audit routes and addresses, track customer interactions, and allow for real-time account data.
- ***Chronicall*** | began as a simple call event monitoring application and has evolved into an all-purpose call history, recording and real-time reporting software suite.

PC Scale Tower (Tower) | Tower is our proven and selected CSR software system that is designed to track and maintain all customer account data, like complaints, missed pickups, level of service, collection day and much more. Tower also accurately verifies both service and mailing addresses and integrates with GIS and GPS systems to actively maintain and audit routes. In addition to tracking all customer interactions, Tower also allows CSRs to see real time which accounts were serviced and at what time of the day.

All customer data is recorded and maintained in Tower and utilized for operational, routing, billing, and reporting purposes. Tower enables us to track specific issues, generate custom reports to ensure performance levels are met and provide customized jurisdictional reports. The screenshot below shows the Home Screen, which contains numerous options for CSRs to utilize in order to provide cohesive customer service functions to all customer inquiries.



In early 2014, SSFSC upgraded to Tower 7.0 to provide additional customer service, routing, billing, online access, and many more services that have

resulted in efficient and user-friendly interactions with our customers. Many different types of files may be attached to a customer's account in Tower, including images such as photos, correspondence, reports, and so forth. The clear advantage to this feature is that customer history is complete and available to every CSR, which significantly reduces the occurrence of billing and/or service discrepancies.

Utilizing Tower, we can collect data that allows us to itemize specific issues for our Operations Team so they can monitor issues and ensure that they are handled and remedied quickly. A few examples of the issues and resolutions that we experience and specifically track in Tower include the three most common, described below:

- ✓ **Missed pickups** | Our goal is to have zero missed pickups; however, this is not always realistic. Our policy is that as long as we still have a driver in the area at the time a missed pickup is reported, we will return to service the customer that day. In the event we have left the area, we will send a Supervisor to get the missed items. On the rare occasion that we are unable to pick up the material on the same day, we will either pick up the material the next day or pick up double material the following week, at the customer's discretion.
- ✓ **Noise Complaints** | Noise complaints tend to occur when we have an intersection of commercial routes near residential areas. We have found by working with the businesses, residents, and jurisdictions, we are usually able to re-route services to prevent noise complaints. We make every effort to service all commercial businesses abutted by residential areas later in the day. However, now that most of our fleets run on CNG, noise complaints are rare. In fact, we have seen some residents forget to put their carts out on their service day because they no longer hear the truck approaching.
- ✓ **Non-Collection Notices (NCNs)** | NCNs for cause include contamination, improper setout or other action that would prevent collection. Drivers are sent out with NCNs that have two corresponding parts: one that is left with the customer and another that is submitted to dispatch, as shown in the NCN on the next page that is utilized by our affiliate company, Livermore Sanitation. We are currently developing our own SSFSC NCN that will be used

to educate customers and prevent repeated instances of non-collection. Communicating in a written manner and annotating all communication in the Tower system allows us to make sure we are informing our customers in a timely manner. If the customer contacts us regarding the NCN, CSRs can quickly lookup the exact reason for non-collection and provide appropriate assistance.

Chronicall Software by Xima | Chronicall has a simple, attractive interface that is easy to use with minimal telephone hardware configuration required. We currently utilize this system to track detailed information (like ring times, queues, hold and transfer events, conference calls, etc.) about every call that enters or leaves the phone network. Reports are generated in many formats (pdf, excel, odt, html) and include more than 50 vibrant reports, charts, and graphs that use everything from simple criteria to some of the most specific statistics that can run automatically every hour, day, week or month and sent

directly to the CSR Manager via email. Included in ***Attachment 5*** are samples of the reports that are generated utilizing the Chronicall Software System.

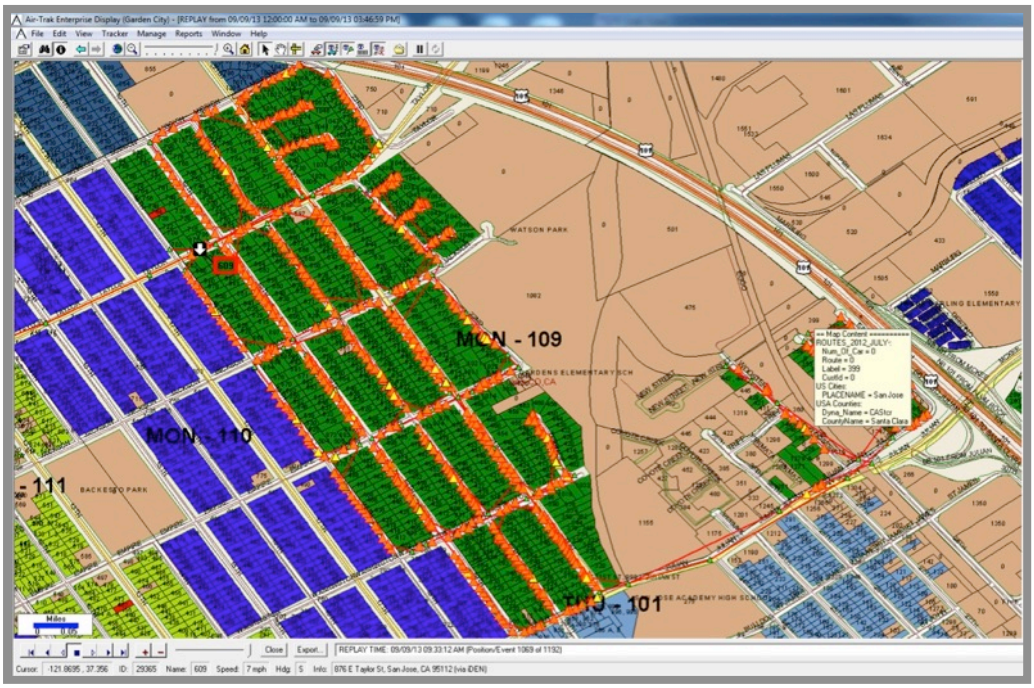
System Interfaces | As mentioned previously in ***Section 4.1***, Tower integrates with our geocoding and mapping software systems (ArcView and AirTrak), providing a complete management and customer service system that is unparalleled in the industry. SSFSC along with our affiliate companies, utilize advanced geocoding technology in order to monitor collection vehicles in real-time, as well as perform accurate routing and mapping. When coupled with Tower, the result is complete customer service and accountability.

ArcView is a desktop GIS program that is impeccably precise and works in tandem with Tower to generate accurate maps that make routing easier and more efficient. Not only is mapping exact by utilizing ArcView, but when tied to the Air-Trak GPS systems installed on collection vehicles, any truck may be monitored in real-time. Because each collection is recorded and time-stamped, collection vehicles leave a "breadcrumb" trail that can be reviewed by Supervisors when a driver checks out at the end of the work day to ensure each route was completed and no customers were missed.

This system is simple and efficient for drivers to use. Four sensors are installed on the truck arm that records each time the arm empties a container and sends a signal to the GPS, recording the exact time, longitude, and latitude of the event. Upon completion, an orange triangle appears on the Air-Trak screen, as shown in the graphic.

When the driver encounters an address where the container is not out, a button is pushed that transmits and records that the container was not out at that exact moment, along with the longitude and latitude, so CSRs can easily verify the service address. If the driver gets to a property and the container is not serviceable, due to blockage or excessive contamination, there is a second button that the driver presses, which again transmits a signal stating that the container was not serviceable and a yellow triangle appears on the Air-Trak screen at the exact time.

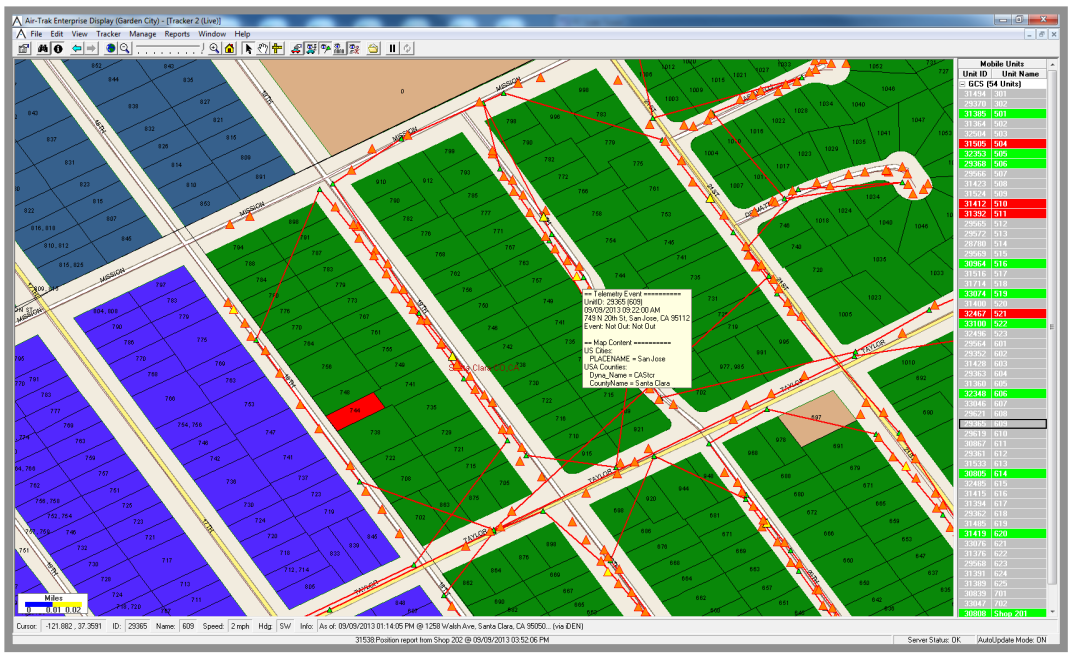
Route Supervisors monitor all "breadcrumb" trails from each route and evaluate customer calls. To do so, each Supervisor has a laptop or tablet from which they can view the entire fleet and confirm services are provided and at exactly what time. When a driver calls to "clear their route" at the end of the day, their Supervisor checks the breadcrumb trail to make sure they completed the route. In the example that follows, if the driver called to clear their route, their Supervisor would look over the route (all the color-coded parcels, in this example, the route is green) and check for service at each location.



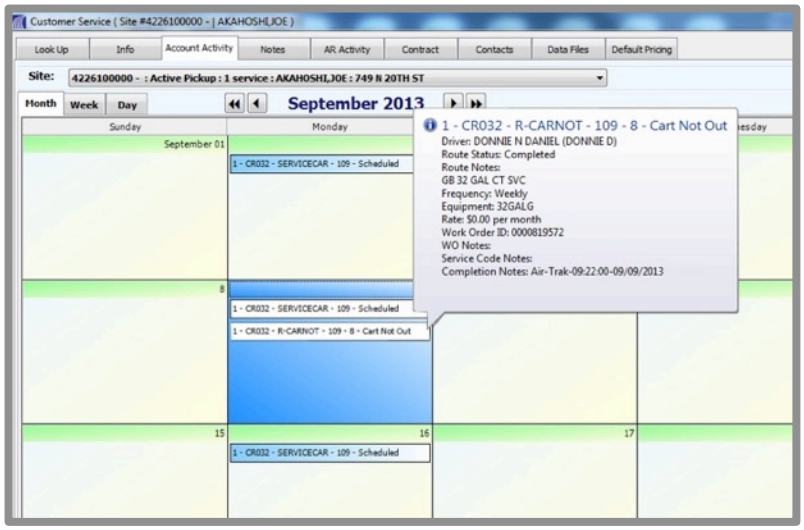
If the route was not finished, the Supervisor would tell them that they missed a street, and request that they go back and complete it. In this example, you can see that 702 to 794 North 18th Street is void of orange and yellow triangles, which indicates this location was not serviced.

The process has been simplified for CSRs because the GPS system is incorporated with Tower and each parcel that has service has been

geocoded, so when any event is triggered by the GPS (arm lift, not out button, not serviceable button), the longitude and latitude of the event are compared to the database of geocoded customers and the closest address is assigned to that event with a time stamp. The screenshot below displays that at 749 North 18th Street, the driver hit the not out button at 9:22am, as depicted by the yellow triangle.



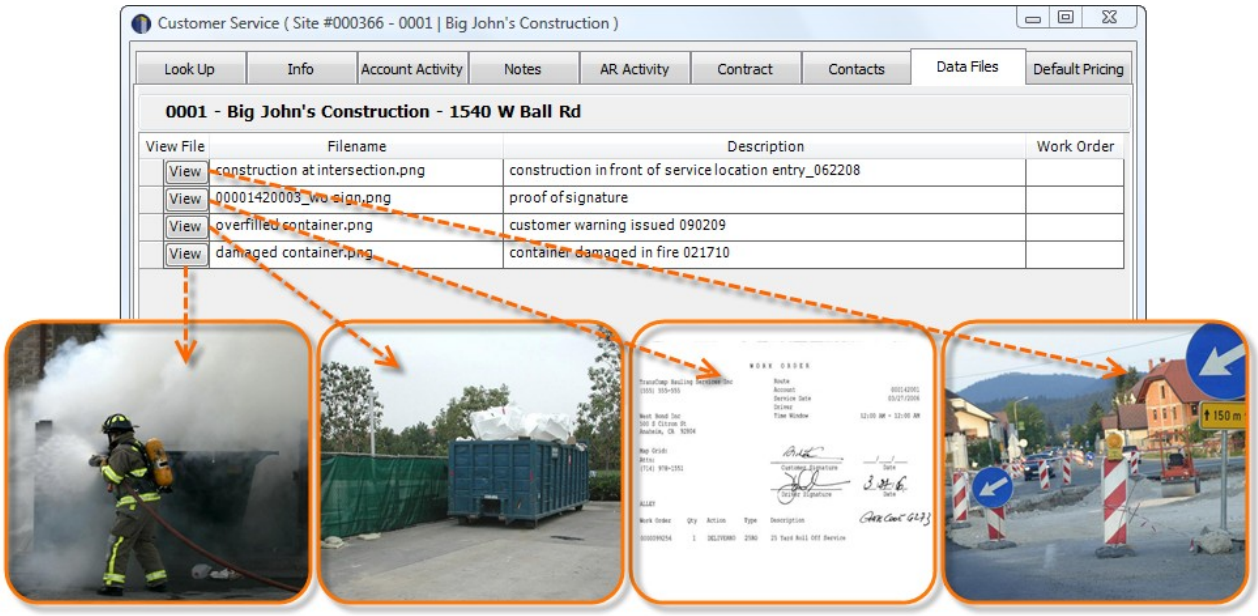
If this customer was to call our CSRs and state that they weren't serviced that morning, the CSR would look up the address through Tower, (as shown in the screenshot below), and tell the customer that the cart was not out when the driver was outside the location at 9:22am. The CSR can then inform the customer that the driver will go back as a courtesy today and service the cart, but in the future please have carts out before collection begins.



We also use Air-Trak when a truck breaks down, so a mechanic can easily be sent directly to the truck.

Use of this system has kept

call volumes to a minimum and our actual cart misses have been significantly reduced. Supervisors can replay any route from the first day of collection through the current date, which is extremely helpful for accident or damage claims. Photographs can also be incorporated into Tower, which allows for additional proof of service and/or assistance in determining accidents and investigations into potential damage from the collection vehicle. This also enables us to quickly access customer information like special service limitations, damages to equipment, proof of signature, customer warnings, NCNs issued, and other pertinent information, as shown in the graphic below.



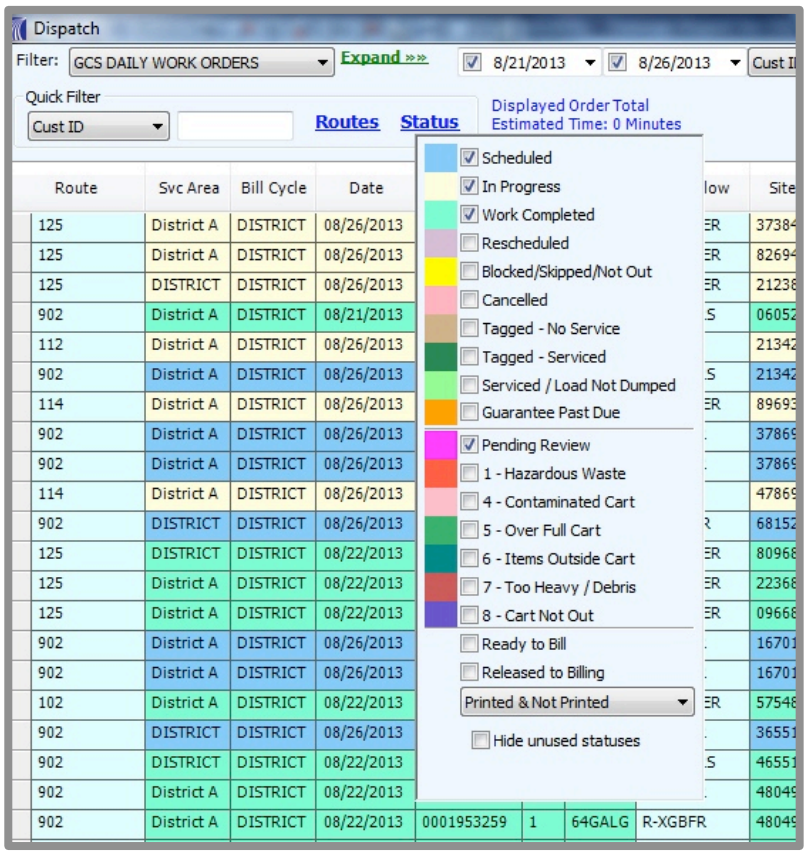
Drivers also like the ease of simply pressing a button when a cart is not out, as well as the security of knowing that most of the accident claims received are easily resolved using Tower and other safety mechanisms and tools available, like Omnis Tools described earlier in ***Section 4.1***.

Driver route sheets are generated through Tower and the following details are included on the route sheets:

- **New Starts, Reschedules & Vacation Reports** | printed and distributed to drivers daily, alerting them to route changes, vacation holds and other details.

- **Residential Route Sheets** | includes information such as driver name, date, route, in/out times, load information, total number of stops, total containers, and other route statistics. Updates are generally printed and distributed to drivers once per month.
- **Commercial Route Sheets** | includes information like driver name, date, route, in/out times, load information, total number of stops, total containers, and other route statistics, such as service levels, gate codes, etc.
- **Roll-Off Schedules** | managed through a work order system that lists all of the driver's stops for the day.

Dispatch | The dispatch function in Tower is a useful tool for monitoring open items and moving a work order through the cycle from creation, completion, review, and billing, as necessary. Each department has a role in the cycle of each work order and each step of the process is tracked through Tower. The key element of the dispatch screen is the status settings; all users can see each update to a work order. The dispatcher uses this screen to capture daily work orders for printing. Once a work order is printed, the status is updated to "*in progress*" and "*printed*." All users are then able to see this status change and also identify which user printed it and when. As completed work orders are returned by drivers at the end of the day, the status is then updated to one of the following: "*complete*," "*blocked*," "*skipped*," "*not out*," "*tagged-serviced*," "*tagged–no service*." Customized statuses can also be created and are currently in use by our affiliate companies to fulfill contractual requirements for jurisdictional-specific service reports.



Reports | We currently generate quarterly and annual reports as required by the various Franchise Agreements we currently have. Reports generally include tonnage, customer account data, summary of public education and outreach activities, billing data and/or discrepancies, complaint logs, missed pickups and more. Sample customer service reports are included in ***Attachment 5***. All required reports will include all data and information as described in ***Section 4.2 of the Franchise Agreement*** and will be provided in a mutually-agreed upon format.

Jurisdiction Accessibility | Accessibility to the Tower database for off-site users are managed through terminal services. Network access is granted and users of the Tower system are assigned access rights, which are limited based on department and position. Appropriate staff will be assigned a Tower user ID with access rights to view real-time work orders, current account data, service levels, notes, numbers and types of complaints and/or compliments, and collection days.

Internal Performance Standards | The tools and experience SSFSC and affiliates have come to bear are relative to this contract in many ways. Especially evident is the ability to detect, resolve, and prevent performance lapses with the management and customer service systems described throughout this Section. Safety training is also critical to ensuring serious performance lapses do not occur as well as an overall comprehension by all employees on contract requirements. We believe that success is rooted in proactive and preventative behaviors: ***doing things right the first time!***

The ***SSFSC's Performance Measures Table*** that follows includes the typical performance targets that can be used to measure our performance and compliance with the Franchise Agreement as well as the effectiveness and responsiveness of our CSRs.

SSFSC Performance Measures		
Non-Performance Event	Tracking Mechanism(s)	Management Measures
COLLECTION QUALITY		
Unauthorized Hours of Operation	Integrated time clock information to approved report format.	Use of sophisticated time tracking system. Operations Manager present at start times. Dispatcher present 1 hour prior to start times. Yard locked prior to first start time. Use of progressive employee discipline.
Inadequate Care of or Damage to Private Property	GPS/route management system and field observations.	Use of GPS/route/customer management systems. Supervisors in field each day. Safety meetings discussion topic and reminders. Use of progressive employee discipline.
Failure to Resolve Property Damage Claims	Administrative file kept and outside risk manager software tracking to report.	Use of claims reporting software (Omnis Tools) provided by insurance carrier. Internal tracking and reporting by administrative personnel; GM ensures prompt claims closure. Assertive property damage claims reduction through excellent safety program.
Improper Container Placement Complaints	Tower system to report.	All customer concerns and complaints are tracked in Tower as standard procedure. Use of progressive CSR discipline upon discovery of improper notation. Drivers trained and reminded of proper placement of containers. Field observations and discussion topic at safety meetings. Use of progressive employee discipline.
Failure to Perform Non-Collection Noticing	Tower system to report & NCNs provided to Town.	On-board computing system interfaces with Tower to track corrective action notice distribution. Supervisor observation and periodic setout checks; discussion topic at safety meetings. Use of progressive employee discipline.
Missed Pick-up Events: Initial Complaints	Tower system to report.	All customer missed pick-up complaints are tracked in Tower as standard procedure. Drivers trained and reminded to use on-board computing system to track no setouts and other reasons for non-collection. Field observations and discussion topic at safety meetings. Use of progressive employee discipline.
Missed Pick-up Events: Failure to Collect	Tower system to report.	All customer concerns and complaints are tracked in Tower as standard procedure. Use of progressive CSR discipline upon discovery of no collection if driver was informed to go back before 5pm. Field observations and discussion topic at safety meetings. Use of progressive employee discipline.

Excessive Noise Complaints	Tower system to report.	All customer concerns and complaints are tracked in Tower as standard procedure. Use of progressive CSR discipline upon discovery of improper notation. Drivers trained and reminded of noise reduction policies. Selection of collection equipment based on noise reduction as a decision factor. Field observations; discussion topic at safety meetings. Use of progressive employee discipline.
Unacceptable Employee Behavior	Tower system to report. Personnel file notation to report (privacy laws abided by).	All customer concerns and complaints are tracked in Tower as standard procedure. Field observations; discussion topic at safety meetings. Use of progressive employee discipline. GM Intervention: Zero Tolerance Policy for Unacceptable Employee Behavior.
Spills of Discarded Materials: Failure to Clean Up	Internal incident tracking and reporting. Tower system to report.	All customer concerns and complaints are tracked in Tower. Field observations; discussion topic at safety meetings. Use of progressive employee discipline. Standard procedure is to clean up discarded materials as soon as they are noticed or reported.
Spills of Vehicle Fluids	Internal incident tracking and reporting. Tower system to report.	All customer concerns and complaints are tracked in Tower. New, reliable equipment and SSFSC's rigorous maintenance program will ensure minimization of fluid leaks. Immediate response is standard protocol.
CUSTOMER SERVICE QUALITY		
Failure to Achieve Avg. Phone Times: Answer Times & Dropped Calls	Chronicall system to report. SSFSC to submit electronic report annually.	Use of Chronicall system. Use of progressive CSR discipline upon discovery of continuous incidents of customer waiting longer than specified in the Agreement. Discussion topic at CSR meetings.
Untimely Response & Resolution to Complaints & Inquires	Tower system to report. SSFSC to submit electronic report annually.	All customer concerns and complaints are tracked in Tower as standard procedure. Use of progressive CSR discipline upon discovery of untimely responses/resolutions. Discussion topic at CSR meetings.
Failure to Initiate New Service or Service Changes	Tower system to report. SSFSC to submit electronic report annually.	Use of Tower system; work orders must be closed out by response time indicated in contract. Driver paperwork check-in procedure at the end of each route. Use of progressive employee discipline.

Customer Service Call Center | Our Customer Service Call Center is located at our Administrative Office at 500 East Jamie Court in South San Francisco, approximately 6 miles from Colma Town Hall. Our centralized Customer Service Call Center is specifically designed to suit all customer service functions, creating an environment where there is ease of communication between our CSRs, our staff, drivers, customers, and the jurisdictions we serve.

In 2010, we began to formalize our efforts to reduce energy and to improve our operations by seeking Leadership in Energy & Environmental Design (LEED) certification for Existing Buildings: Operations and Maintenance of our office building.

In 2013, we were the first waste management company in San Mateo County to be awarded LEED certification!

In addition to the LEED certification we achieved in 2013, our Administrative Office features the following sustainable enhancements:

- ✓ Motion sensors on all light fixtures;
- ✓ High efficiency lighting;
- ✓ Water conserving motion sensor faucets in all restrooms;
- ✓ Water conserving low-flow toilets and urinals in all restrooms;
- ✓ Operable windows allowing fresh air and day light in offices and conference rooms;
- ✓ Low VOC paint;
- ✓ Automatic thermostats;
- ✓ Environmentally Preferable Purchasing Program (EPPP); and,
- ✓ Excellent internal office recycling program.

Five (5) cross-trained CSRs assist the residents and businesses of Brisbane, Colma, Millbrae, and South San Francisco with all aspects of services (billing, routing, dispatch, customer services, recycling and diversion program questions, etc.). CSRs report to our CSR Manager, Ms. Sabrina Bortoli, whose resume is provided in ***Section 3 | Key Management Personnel***. Ms. Bortoli has immense knowledge and experience with all aspects of customer service and has been working for SSFSC and BLTS her entire career. She is also a third generation Scavenger and lends her creativity, passion, and family-traditions to our operations. Ms. Bortoli will oversee the CSRs and is also cross-trained to answer customer calls regarding billing and service, as well as dispatch and routing functions. She provides backup during CSR breaks and during extremely high call volumes (particularly during new service implementation and program roll-outs).

Per Section 4.3 of the Franchise Agreement, our CSR Call Center will accept at least three (3) incoming calls at one time and CSRs will answer all calls within four (4) rings during office hours (7:00am to 5:00pm from Monday to Friday). Our local/toll-free telephone number will be answered by CSRs during office hours and a twenty-four (24) hour emergency contact line will be available so the Town can reach management in the event of an emergency. Telecommunications Device for the Deaf (TDD) will maintain the capability to provide responses to callers utilizing TDD services for both the local/toll-free telephone number and emergency telephone number.

Our experienced CSR Manager possess a little over a decade of experience as a CSR, is well-organized, responsive, maintains a can-do attitude, and will initiate and administer our quality, service-driven Customer Service Program with the Company's complete confidence behind her. Our CSR Training Program builds on a basis for each CSR to understand not only **HOW** we make a business decision, but also **WHY** we make a business decision. The ***CSR Training Schedule Table*** below lists the required **6 training modules** each CSR has completed and demonstrated comprehension with all of our Customer Service operations.

CSR Training Schedule	
CSR Training Segment	**Conducted By**
Module 1 ✓ Company Welcome, Overview & Tour ✓ Company Expectations & Core Values ✓ Department and Position Overview ✓ Training Overview & Forms Completion ✓ Distribution of Tower Resource Manual	Operations Manager CSR Manager
Module 2 ✓ Review of Company Policies & Procedures ✓ Records Check ✓ Distribution of CSR Training Materials & Employee Handbook	CSR Manager
Module 3 ✓ Review | Tower Resource Manual (Self Study) ✓ Inter-Department Relations & Communication ✓ Review | Key Policies & Procedures	CSR Manager
Module 4 ✓ Operations Logistics | Generator & Service Types ✓ Contract Compliance Overview ✓ Tower Lab I: Hands-On Training	Operations Manager CSR Manager
Module 5 ✓ Day One | Step-by-Step Discussion ✓ Recap | Customer Service Training ✓ Tower Lab II: Hands-On Training	CSR Manager
Module 6 ✓ Review | Key Policies & Procedures ✓ Customer Service Situational Roll-Playing ✓ Superior Customer Service Recap	Operations Manager CSR Manager

Upon receipt of a call, the CSR opens the conversation with a friendly introduction and greeting. CSRs are trained to fully listen to the customer's request, asking clarifying questions, and then repeating the details back to the customer. Once the CSR has verified that they understand the nature of the call, they propose a solution. Once the issue has been resolved to the customer's satisfaction, the CSR then inputs all appropriate details into Tower.

Additional features of our CSR Call Center operations include the following:

- **Multilingual Assistance** | Our CSR Call Center currently has bilingual capabilities (English and Spanish) to communicate

efficiently with residents and businesses in Colma. As needed, we will utilize a vendor (Language Line or similar company) that provides interpreter services for more than 150 languages. Additional Information about Language Line is available online at www.languageline.com.

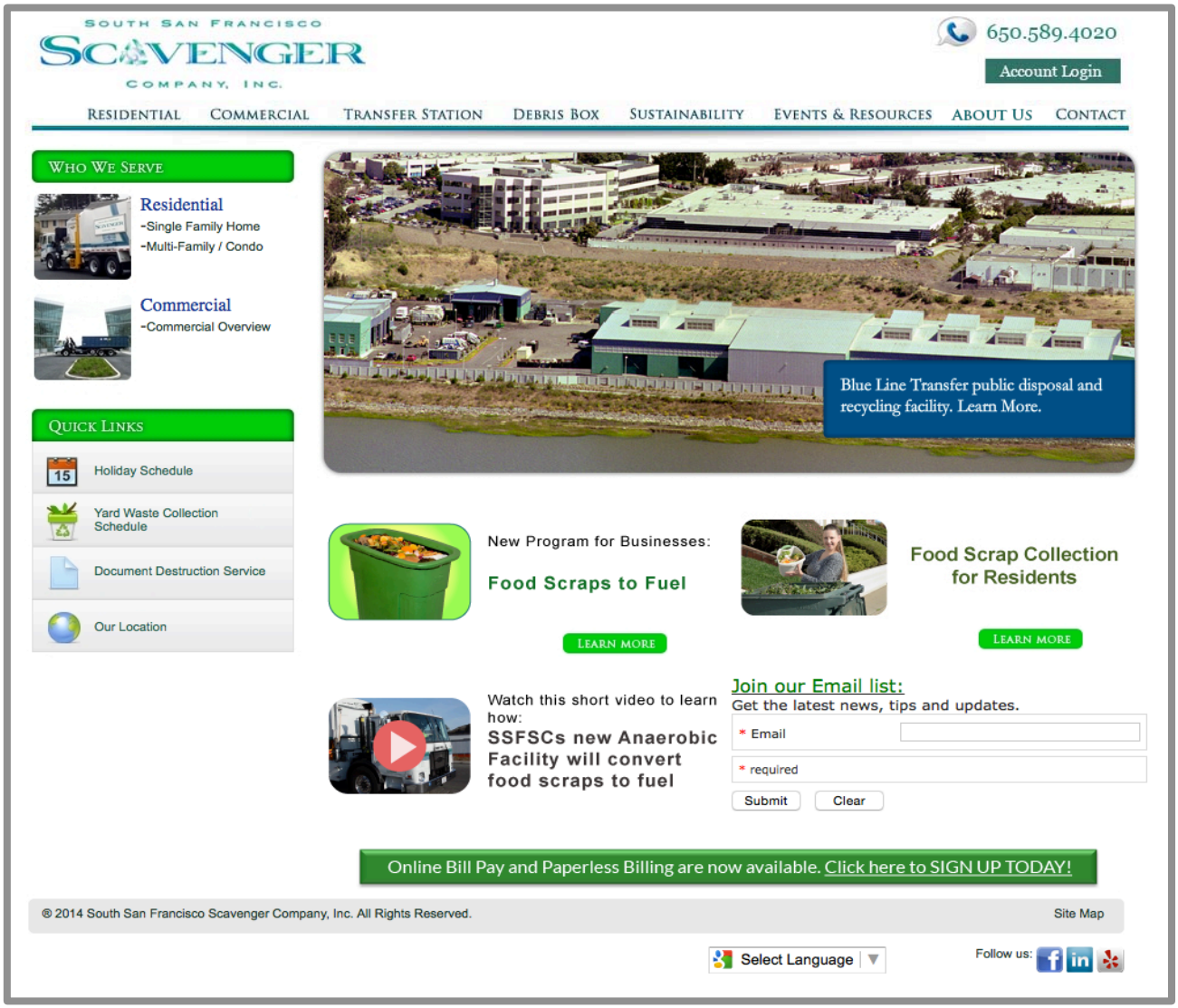
- **Staggered Shifts** | In order to accommodate breaks and enhance CSR coverage throughout the day, we stagger CSR start and end times, some CSRs begin at 7:00am and others begin at 9:00am.
- **Call Log** | Our integrated database and phone system records and imports data from calls: date, time, duration, name of caller, reason for call, and action taken. CSRs will be trained to use the proper database codes to facilitate the tracking and reporting of useful and required information.

CSR Database | We will begin building our initial Customer Service database by integrating available customer service data from the previous contractors. If the previous contractors do not provide us with a complete and accurate database, we will utilize County records and site visits/audits to determine customer information. Prior to the start of service, every customer will receive a service confirmation notice stating the service levels we plan to provide. This notice will present customers with a variety of response methods (phone, email and standard mail) for requesting a service level change and will promote participation in the recycling and diversion programs available. We will request that customers immediately contact SSFSC directly with any desired changes and questions to ensure there is no disruption in service.

We have set up a standardized method to input all operational data, specific comments, concerns, and service issues into our database from CSR interactions with customers on the phone and driver's feedback from their routes. We are able to query our database by code and generate reports allowing us to quickly obtain data listing concerns and outcomes for a certain issue.

Website | As mentioned previously in ***Section 4.3 | Public Education and Outreach***, our website is undergoing a complete overall. Currently customers can access our website and find the following information:

- ✓ Review service rates, menu and guidelines based on service sector;
- ✓ Access current and past outreach;
- ✓ Read and print our Sustainability Reports;
- ✓ Obtain information regarding the BLTS and debris box services;
- ✓ Find answers to Frequently Asked Questions;
- ✓ Watch videos of our new AD Facility;
- ✓ Find our Holiday Schedules;
- ✓ Signup for online bill pay and paperless billing; and,
- ✓ Join our e-mail list and contact CSRs via email (and receive a response within 24 hours – weekends and holidays excluded).



4.5 | Transition Plan

SSFSC and our affiliate companies are highly experienced in new service initiations as shown by our decades of experience implementing new rollouts and innovative collection, processing and diversion programs. Hours of planning go into each new service transition and our planning always focuses strongly on the following areas:

- ✓ **Collaboration** | A collaborative process between involved parties assures a smooth transition. Regular communication is essential, and we recommend regular coordination meetings begin immediately after the contract is signed.

- ✓ **Thoughtful & Fluid Planning** | Utilizing the following draft Transition Plan as a starting point, the Implementation Team will continually define and/or adjust tasks as we move closer toward the collection start date, as is necessary or optimal.

- ✓ **Expert Execution** | Our team of seasoned industry professionals, all personally experienced in new contract initiations and new program roll-outs, will ensure that each task is completed within the specified timeframe.

Our main objective is to provide excellent service leading up to and throughout the transition period, with minimal disruption to customers. Prior to the commencement of services, a comprehensive Transition Plan will be prepared with input from the Town. The final Transition Plan will include Collections Operations Plan, Diversion Plan, Public Education and Outreach Plan, Technical Assistance Plan, Contingency Plans, and reporting formats.

Our goal is to deliver consistent service, prioritize customer needs, accomplish the Town's Diversion Goals and coordinate with the previous contractors in order to rollout the smoothest transition possible.

The draft Transition Plan that follows includes a description of major components, tasks, anticipated completion dates and estimated duration, the key personnel who are assigned to the tasks, and additional comments.

Draft Transition Plan | Town of Colma

NEW SERVICES COMMENCE: JULY 1, 2016

Task	Start Date	End Date	Assigned To	Comments
Contract Negotiations				
Contract Negotiations	Oct 2015	Nov 2015	**D. Button** **P. Formosa** **R. Fornesi**	We will negotiate in good faith with the Town to finalize the Agreement.
Contract Coordinating & Planning	2 weeks following approval		**Town & SSFSC Management**	Once contract is finalized, we will work to develop approved implementation planning and coordination meeting schedules, and an approved implementation progress reporting format.
Estimated Duration	**1 month**			
Management Training				
Management Training	March 2016	April 2016	Transition/Management Team training is designed to inspire a culture of superior customer service and an excellent support infrastructure for the challenging months of the transition and beyond. Training will be conducted in afternoons in the months prior to the start of operations. Training Content includes, but is not limited to, the following topics:	
			D. Button **R. Fornesi** **P. Formosa** **S. Bortoli** **B. Bernardini** **Route Supervisor**	**Company policy and procedures for Managers* **Inspiring superior performance* **Reporting lines and communication* **Effective daily operations and administration of Colma Franchise Agreement* **Municipal and community relationships* **Risk management and safety*
Estimated Duration	**1 month**			
Systems Development | Customer Service Database Management				
Additional Call Center Equipment Procurement, Installation & Testing	April 2016	June 2016	**P. Formosa** **S. Bortoli** **Vendors**	We will work with equipment vendors to acquire essential hardware, load software and database, and test and refine database based on incoming new information/audits. The accuracy of the existing Customer Service database will determine the timeframe.
Estimated Duration	**2 months**			

Task	Start Date	End Date	Assigned To	Comments
Systems Development | Routing/Mapping & Customer Service Database Management				
Development of Routes & Detailed Maps	March 2016	May 2016	**A. Button** **R. Fornesi** **P. Formosa** **S. Bortoli**	We will work with equipment vendors to acquire updated software and database from previous haulers. We will also generate geocoding and maps with assistance from vendors and create, test, and refine routes, which can be provided to the Town for review.
Estimated Duration	**2 months**			
Public Education & Outreach				
Public Education and Outreach Plan	Plan finalized by Feb each year		**B. Bernardini**	Work with Town staff to develop, review and update on an ongoing basis.
Website Development	ongoing		**S. Bortoli**	Develop company website with resource links, current rates, etc. Will have designated sections for each customer segment.
Multi-Media Campaign	April 2016	July 2016	**B. Bernardini** **Vendors**	Introduce new company and new services using print ads, press releases, radio & television spots, internet and social media. All efforts to be coordinated with Town staff.
AB 341 Compliance & Technical Assistance Outreach	From service start through term		**B. Bernardini** **S. Bortoli**	Provide annual assistance to each commercial customer meeting the AB 341 threshold. See ***Section 4.3 | Public Education & Outreach Plan*** for more information. Database refinements will be made as assessment results come in. We will strategize and audit the top generators to begin recycling/organics programs in advance of start dates.
Estimated Duration	**3 to 4 months**			
Container Operations				
Coordination with Current Haulers for Container Removal & Possible Purchase of Containers in Good Condition	Jan 2016	March 2016	**D. Button** **J. Rossi** **R. Fornesi** **Current Haulers**	We will discuss and negotiate with the Current Contractors the removal of existing containers and the potential purchase of containers in good shape that have a few more usable years left.
Initial Projections & Production Capacity Reservation for Carts	Jan 2016	Feb 2016	**J. Rossi** **R. Fornesi** **Vendors**	Updates/Communication with Vendors to confirm pricing and discuss delivery schedules.
Container Procurement	March 2016		**J. Rossi**	Containers are staged at our yard and inspected prior to delivery.

Task	Start Date	End Date	Assigned To	Comments
Bin Reconditioning & Painting	Jan 2016	May 2016		Used containers are reconditioned/repainted at our yard.
Container Delivery to Customers	June 2016	July 2016		Containers are delivered along with outreach collateral.
Estimated Duration	**5 months**			
General Business				
CPCFA Funding Application	Immediately following award	Until complete	**D. Button** **P. Formosa**	See Financing Plan in ***Section 3.2*** for more information.
Potential Grant Application			**D. Button**	Applicable grants will be sought out and applied for.
Banking Credit Commitments			**D. Button** **P. Formosa**	Working with our bank, we will develop a finance package and gather banking resources to complement CPCFA funding.
Insurance	Until complete		**D. Button** **P. Formosa** **Brokers**	All insurance will be in compliance with the Agreement: General Liability, Workers' Compensation & Employer's Liability, Automotive Liability, Employee Fidelity Bond
Business License Applications	Until complete		**P. Formosa**	
Miscellaneous Permits	Until complete		**S. Bortoli**	Discovery during early start-up will determine process.
Estimated Duration	**tbd**			

4.6 | Household Hazardous Waste (HHW) Collection Events

Twice per year, we will conduct a Household Hazardous Waste (HHW), Electronic Waste (e-waste), and Universal Waste drop-off event for all residential customers and the Town to properly dispose of HHW, e-waste and universal waste for no charge. In addition to the HHW collection services, we will also provide customers with a way to safely and conveniently recycle confidential documents. In early 2007, we purchased a mobile shredding unit that will be available for these events. Materials that can be shredded include: all types of paper, binders, plastic covers, staples and paper clips, X-Rays, and compact and floppy discs.

The Town will determine the location of the HHW Collection Event; however, we are proposing to offer the Blue Line Transfer Station as a suitable location to host the Town of Colma's HHW Collection Events free of charge.

The most cost-effective and environmentally sound method of managing HHW is to provide residents with a convenient and nearby facility that is capable of accepting their unwanted HHW. We currently collaborate with San Mateo County to provide a safe and convenient location for residents to drop-off their BOPAS (Batteries, Oils, Paint, Antifreeze and Sharps) at no charge. We also host County-run HHW drop-off events on the first Saturday of each month at BLTS. Additional HHW items that are currently accepted from residents during these events include: fluorescent tubes and bulbs, electronic waste, universal wastes, cooking oil, and others for a nominal fee.

For Colma residents, we are proposing to offer the same BOPAS and HHW drop-off services at BLTS during normal operating hours and/or during Town

Collection Events. BLTS is perhaps the closest, fully permitted and operational facility capable of accepting residential HHW. We are located less than 7 miles from Colma and have easy accessibility as well as plenty of space to accommodate additional residential HHW drop-off services.

We are also exploring the option to increase the number of County-run drop-off events at BLTS, depending on the County's ability to expand drop-off events. By providing additional HHW drop-off events at BLTS, residents will have another avenue to safely recycle and/or dispose of problematic HHW items. The chart below describes our BOPAS and HHW drop-off options and fees for current residents that will be offered to Colma residents.

BLTS HHW Drop-Off Services

CATEGORY	ITEM	FEE	COMMENTS	FINAL DISPOSITION
BOPAS	Batteries (Auto)	None	Residents of San Mateo County & Colma	Collected by Safety Kleen and recycled
	Used Oil (5 gal)			Refined motor oil
	Used Filters			Drained and crushed - metals are recycled and oil is refined
	Latex Paint (10 gal)			*See PaintCare section that follows*
	Antifreeze			Refined coolant
	Sharps			Incineration
E-WASTE	CRTs	None	Not visibly cracked or shattered	Metal, plastic and glass are separated and recycled
UNIVERSAL WASTE	Fluorescent Tubes	$2 / each	4 ft. max	Collected by PCS Environmental
	Fluorescent Tubes	$3 / each	8 ft. max	
	Fluorescent Bulbs	$1 / each	CFLs	
	Alkaline Batteries	$2 / lbs.	-	
MISC.	Cooking Oil	$1 / gallon	Residents Only	Refined for biofuel

Utilizing a BOPAS and HHW drop-off program at BLTS in conjunction with the Town's current HHW events will provide Colma residents with numerous

options to address this challenging waste stream and ensure it is properly handled.

Sustainable Paint Management at BLTS | Household paint represents a large amount of problematic HHW. In order to sustainably manage this large portion of the residential HHW stream, we have partnered with PaintCare, Inc. (PaintCare) to cost-effectively and efficiently manage latex paint delivered to BLTS. PaintCare was formed to serve as the architectural paint industry's stewardship organization to fulfill the obligations of participating manufacturers under the California Paint Stewardship Law. PaintCare teams up with HHW facilities and transfer stations to sustainably manage paint by providing all of the necessary supplies, including storage bins and spill kits, and conducting additional training, as needed.

The PaintCare program excludes anything that is in an aerosol spray can, intended and labeled "for industrial use," and/or on a list of specifically excluded products for some other reason. Before accepting program products, staff must check the product label to verify that it contains a product covered under the program, and inspect the condition of the container. The table that follows lists acceptable and unacceptable containers, program products and non-program products.

PaintCare Program Products & Non-Program Products

Acceptable Containers	Not Acceptable Containers
✓ The Program Product must be in its original container ✓ The container must be labeled as containing one of the designated Program Products listed below ✓ The container must be in good condition and not leaking ✓ The container must be 5 gallons in size or smaller	✓ Container is not original (paint was transferred into) ✓ Container does not have an original label ✓ Container is leaking or has no lid ✓ Container is larger than 5 gallons ✓ Container is empty
Acceptable Products (Program Products)	**Unacceptable Products (Non-Program Products)**
✓ Interior and exterior paints: latex, acrylic, water-based, alkyd, oil-based, enamel (including textured coatings) ✓ Deck coatings, floor paints (including elastomeric) ✓ Primers, sealers, under coaters and stains ✓ Shellacs, lacquers, varnishes, urethanes (single component) ✓ Waterproofing concrete/ masonry/wood sealers and repellents (not tar or bitumen-based) ✓ Metal coatings, rust preventatives ✓ Field and lawn paints	✓ Paint thinners, mineral spirits, solvents ✓ Aerosol paints (spray cans) ✓ Auto and marine paints ✓ Art and craft paints ✓ Epoxies, glues, adhesives ✓ Paint additives, colorants, tints, resins ✓ Wood preservatives (containing pesticides) ✓ Roof patch and repair ✓ Tar and bitumen-based products ✓ 2-component coatings ✓ Deck cleaners ✓ Traffic and road marking paints ✓ Industrial Maintenance (IM) coatings ✓ Original Equipment Manufacturer (OEM) paints and finishes

Residents' identification will be verified (along with the product label and container) and any material not accepted will be returned to the customer with instructions on proper disposal methods.

Paint Recycling | PaintCare is responsible for insuring that paint is properly transported and processed. Below is a description of how latex and oil-based paint is processed by PaintCare after being collected through our HHW drop-off program at BLTS.

Latex Paint

- ✓ **Re-blending Paint at HHW Facilities** | San Mateo County re-blends latex paint and makes it available in the community.
- ✓ **Recycling Paint into Paint** | Post-consumer latex paint is used to manufacture recycled-content paint by downstream paint recyclers. Recycled-content paint manufactured by private recyclers is usually blended into more salable standard colors

and improved with additives. These products are sold through domestic and international markets.

- ✓ **Recycling into Alternative Products or for Beneficial Use** | Latex paint is also used as a raw material to manufacture interlocking retaining wall blocks and landscaping material. Some latex paint is combined with other materials to create a fuel substitute.
- ✓ **Landfill Disposal** | A small quantity of dry, unrecyclable latex paint is sent to landfill, as a last resort.

Oil-Based Paint

- ✓ **Energy Recovery** | With the exception of some local reuse, all oil-based paint is managed by fuel blending or fuel incineration.

Container Recycling

- ✓ Empty metal and plastic paint containers are recycled when feasible.

4.7 | Construction & Demolition Debris Services

Debris box collection services from construction, renovation and demolition projects in the Town of Colma will be provided and the highest priority will be placed on maximizing diversion and assisting builders in meeting the Town's C&D reporting and diversion requirements. We have immense experience in providing C&D collection and processing services as well as the necessary ability to provide reporting and documentation of all recycling and diversion efforts.

Collection Methodology | C&D debris box services will be available at the customer's request temporarily (for construction or clean-out projects) or permanently (for large volume regular generators). Refer to the ***Vehicle Collection Methodologies Table*** previously provided for a detailed description of collection methodologies utilizing roll-off vehicles.

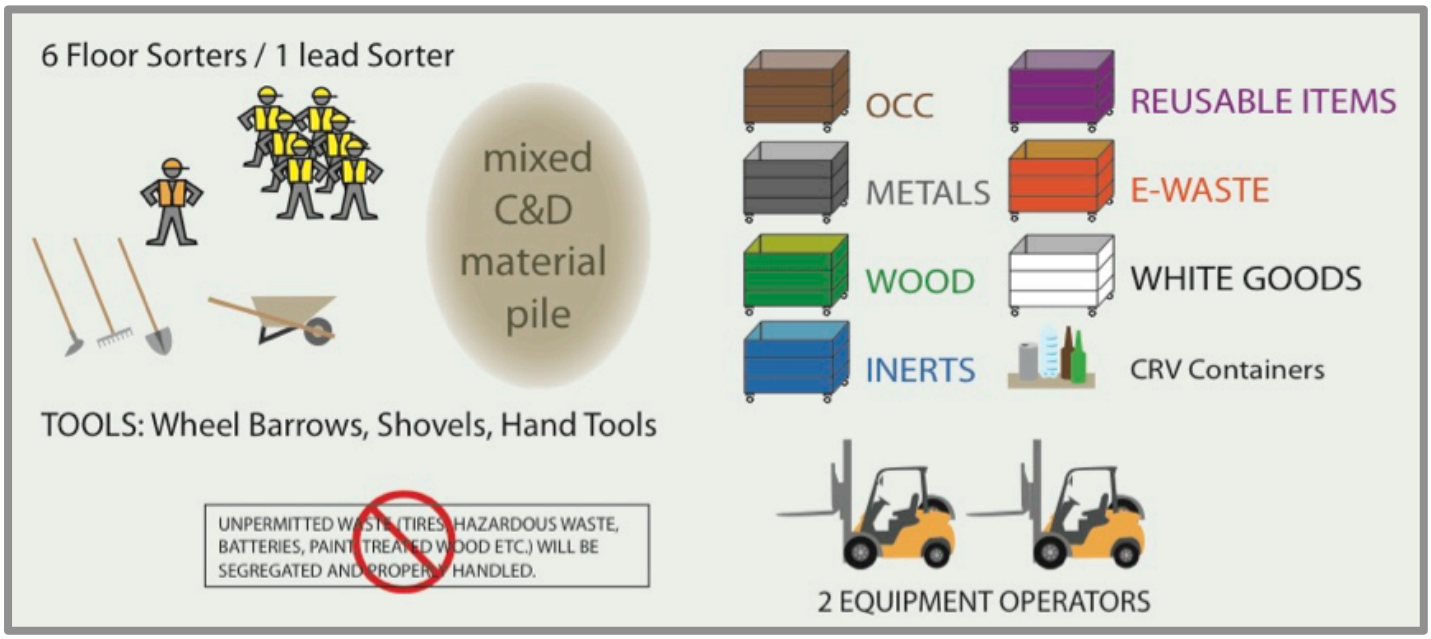
Collection Equipment | Refer to the ***Collection Vehicles Overview Table*** previously provided for details on roll-off vehicles.

Collection Containers | Refer to the ***Collection Containers Overview Table*** previously provided for details on proposed debris boxes.

C&D Debris Processing | Debris boxes will be delivered to the BLTS for processing and recycling. Based on our experience of operating C&D processing facilities, we believe that the Town of Colma can achieve a much higher diversion rate than what is currently achieved by utilizing our unique **"High Diversion Floor Sort"**. Traditionally we would process C&D material on a conveyor line that would utilize a variety of manual and mechanical processes for separation. Instead, the high-diversion floor sort

system maximizes recoverable material because all items are more manageable on the tip floor and does not get buried like most sortline systems. Dedicated bins are used to collect a variety of C&D commodities by the sorters who pull out specific items and organize them into the bins. The bins are moved in an efficient manner using forklifts, ensuring a continuous operation.

The graphic below depicts the typical **High Diversion Floor Sort** for C&D Debris Processing at BLTS.



We have seen an increase in recoverable material using this method, and have now created more space in our MRF for additional processing, resulting in increased diversion potential. We are continually looking at ways to enhance our current operation to efficiently and effectively divert materials from our existing streams. We are proposing to provide a minimum 50% diversion of mixed C&D debris loads delivered to BLTS utilizing our proven and demonstrated **High Diversion Floor Sort** method.

In addition, for every customer that we provide roll-off collection services to, we provide total weights so that they may track their own diversion activities. We believe the more information we can provide back to our large customers, the more we can empower them to change behaviors and divert more materials from the waste stream. We will also bill all debris box customers at the Town-approved Maximum Rates.

4.8 | Town-Sponsored Community Events

SSFSC will collect garbage, recyclables, and organics at community events sponsored by the Town, as shown in the table below of last year's events. The Town shall notify SSFSC of the dates and locations for the listed event at least thirty (30) days prior to each event and we shall, on request by the Town, collect up to one large item one week prior to Town-wide Clean-Up Day scheduled in May.

Town-Sponsored Community Events

Event	Month	Garbage	Recycle	Organics
Town-wide Cleanup	May	(1) 30-yd rear-loader	(1) 3-yd bin (1) flatbed (metal) (1) shred truck (1) large item pickup	(2) 64-gallon carts*
Earth Day	April	(4) 64-gallon carts*	(6) 64-gallon carts	(6) 64-gallon carts
Pumpkin Carving Party	October	(4) 64-gallon carts*	(6) 64-gallon carts	(6) 64-gallon carts
National Night Out	August	(1) 3-yd bin	(1) 3-yd bin	(2) 64-gallon carts*
Crab Feed	March	(4) 64-gallon carts*	(6) 64-gallon carts	(6) 64-gallon carts
Town Picnic	September	(2) 64-gallon carts*	(6) 64-gallon carts*	(6) 64-gallon carts

**Note: In an effort to increase diversion, we are proposing to provide additional recycling and organics collection containers and reduce some of the garbage capacity provided. There was a discrepancy between the RFP and the Franchise Agreement regarding Town-Sponsored Community Events. Our proposal is based on Table A-3: Town-Sponsored Community Events provided in Exhibit A in the Franchise Agreement.*

4.9 | Billing Services for the Town of Colma

We have direct experience in providing all billing services to Brisbane, Colma, Millbrae, South San Francisco, and SFO. We will provide all billing services required in ***Section 4.1 of the Franchise Agreement***. All service recipients will be billed on a monthly schedule in arrears or as otherwise approved by the Town. A sample invoice is shown below.

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.
500 East Jamie Court
South San Francisco, CA 94080

Customer Service
Mon. - Fri. 7 am to 4:50 pm
650. 589.4020
www.ssfscavenger.com

Account No.	Account Name	Invoice Date	Invoice No.
008470		4/1/2015	0000295340

DATE	FREQUENCY	DESCRIPTION	QUANTITY	RATE	AMOUNT
New Charges					
Site 0001		**VERANO DR - SOUTH SAN FRANCISCO**			
01/19/15 - 06/30/15	Weekly	32 GALLON YARDWASTE - RESIDENTIAL	1.00	$0.00	$0.00
04/01/15 - 06/30/15	Weekly	64 GALLON RECYCLE SPLIT CART - RESIDENTIAL	1.00	$0.00	$0.00
04/01/15 - 06/30/15	Weekly	20 GALLON TRASH - RESIDENTIAL	1.00	$22.14	$66.42
			Total New Charges		**$66.42**

BALANCE FWD	PAYMENTS	ADJUSTMENTS	NEW CHARGES	ACCOUNT BALANCE
$66.42	$-66.42	$0.00	$66.42	$66.42

Make your check payable to: SO SAN FRANCISCO SCAVENGER CO Print account number on your check.

PLEASE RETURN BOTTOM PORTION WITH PAYMENT

SOUTH SAN FRANCISCO SCAVENGER COMPANY, INC.
500 East Jamie Court
South San Francisco, CA 94080

INVOICE #: 0000295340

ACCT. #: 008470
AMT DUE: $66.42
AMT PAID:

SO SAN FRANCISCO SCAVENGER CO
PO BOX 348
SOUTH SAN FRANCISCO, CA 94083-0348

Town Inserts | SSFSC will produce and provide inserts with billings relating to Town-sponsored events, integrated waste management activities, other environmental programs, and authorized rate increases depending upon the frequency of billings. All written materials will be printed in English, Spanish and other languages specified by the Town and will be printed on paper not less than 50% recycled paper content including at least 10% post-consumer recycled paper content.

Delinquent Accounts | Collection on delinquent accounts will be the responsibility of SSFSC's billing and accounts receivables department. All Federal and State laws will be complied with when regulating the collection of debts and to obtain payment of charges by service recipients in Colma.

Billing Records | All billing records and documents will be maintained for a period of three (3) years after the date of receipt or issuance.

Town Access to Billing Information | SSFSC will provide the Town with access to all current and up-to-date billing information to allow the Town to respond to customer inquiries or complaints or as otherwise required by the Town. Electronic access will be provided in a "read-only" format in real time.

4.10 | Recordkeeping & Reporting

SSFSC will provide all recordkeeping and reporting required in ***Section 4.2 of the Franchise Agreement***. The Tower Customer Service Database will be maintained at all times and will allow for easy reconciliation of compensation to SSFSC by the Town of Colma. All reports will apply to the entire service area and can be effortlessly segregated by the different service areas.

Section 5 Acceptance of Franchise Agreement Terms

5. Acceptance of RFP Key Franchise Agreement Terms

SSFSC takes two minor exceptions to the Franchise Agreement, as described in detail below and in the Proposal Form L, included in ***Section 6 | Proposal Forms*** that follows.

1. Page 39, Section 7.1.3A.i. - insert the words "one plus" after the word "by" the second time it appears in the ninth line, in order to correctly state the formula for determining the adjusted Collection Component.

2. Page 40, Section 7.1.3D. - delete the words "of the Disposal Fee portion" in the second line, in order the clarify that the Franchise Fee portion of the Maximum Rates is separate from the Disposal fee portion.

Except as set forth above, Proposer is in complete agreement with the proposed terms, conditions and business arrangements described in the RFP including the attached Agreement. The Proposer assumes the risk of all conditions foreseen or unforeseen and agrees to provide the services set forth in the Agreement under whatever circumstances may develop other than as herein provided.

An electronic version of the Franchise Agreement is included with this Proposal and includes the proposed alternative language described above in Microsoft Word format.

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Section 6 Proposal Forms

6. Proposal Forms

Included in this Section are SSFSC's Proposal Forms.

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Section 7 Attachments

7. Attachments

Included in this Section are the following Attachments:

Attachment 1 | SSFSC Sustainability Report & Programs

Attachment 2 | Transition & New Program Outreach Collateral

Attachment 3 | Container Brochures

Attachment 4 | Ongoing Outreach Collateral

Attachment 5 | Sample Customer Service Reports

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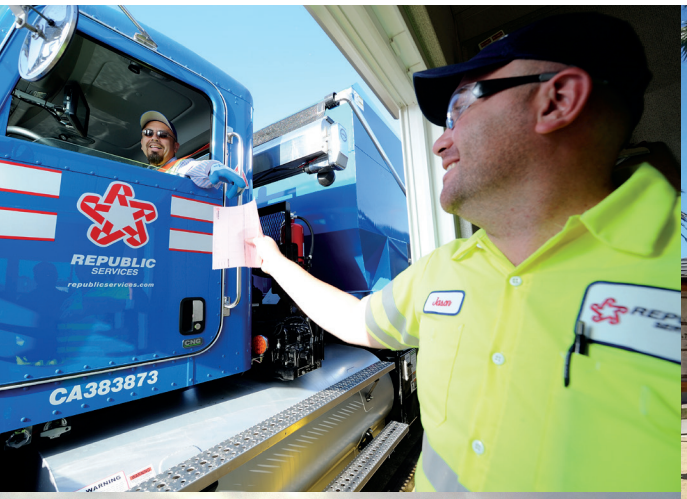
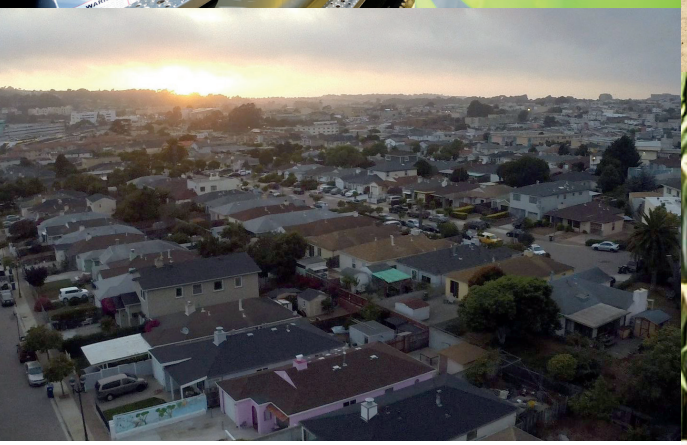
Request for Proposals for

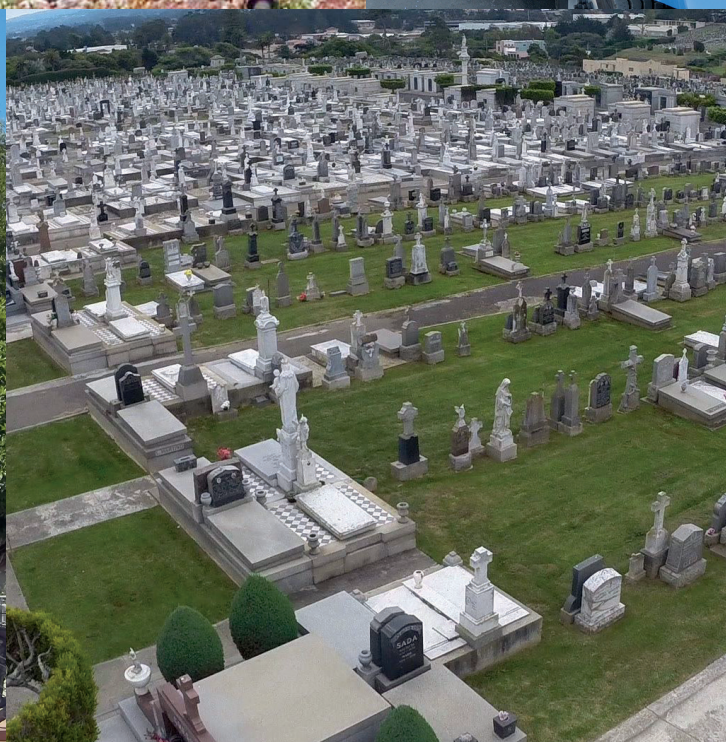
Collection and Processing Services for Recyclables, Organic Waste and Garbage

REPUBLIC SERVICES





August 31, 2015



REPUBLIC SERVICES

Republic Services
1680 Edgeworth Avenue
Daly City, CA 94015

August 31, 2015

Town of Colma
ATTN: Roger Peters
1198 El Camino Real
Colma, CA 941014

Dear Ladies and Gentlemen:

In response to the Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated June 2, 2015, Republic Services, Inc. proposes to provide said services in accordance with this Proposal, which includes the completed Proposal Forms and accompanying materials submitted with this Proposal. The proposer is aware of, and is ready, able and willing to enter into the Franchise Agreement attached to the RFP, except for any exceptions described in Proposal Form L.

The Proposer has thoroughly read and is familiar with the RFP, including the Proposal Forms, the draft Franchise Agreement and all attachments and exhibits. In preparation for submitting this proposal, the Proposer has conducted its own investigation, conducted research, obtained additional data, and verified the information contained in the RFP that the Proposer deemed necessary to submit the Proposal. The proposer is fully informed concerning the physical conditions to be encountered in the work, the quality and quantity of services to be performed, and the materials and equipment to be furnished. The proposer acknowledges that it will not be entitled to additional compensation upon subsequently finding that conditions require methods or equipment other than that anticipated in making the proposal.

The Proposer understands that the Town of Colma may reject any and all Proposals, negotiate prices and terms with one or more proposers, and may take other action as described in the RFP.

The Proposer warrants that the information contained in its Proposal and the accompanying materials, including the Proposal Forms, is correct in all material respects.

The proposer warrants that, if awarded the contract, it will reimburse the Town for the cost of the procurement for an amount up to $100,000, within fifteen (15) days of execution of the Franchise Agreement.

The undersigned is authorized to sign this Proposal on behalf of Republic Services, Inc.

Sincerely,

Carl Mennie
General Manager

Michael Caprio
Area President

1.1 Proposal Bond

Republic has submitted a surety made payable to the Town of Colma in the amount of $50,000 in the form of a bid bond. The surety has been placed in a separate, clearly labeled envelope.

REPUBLIC SERVICES

1.2 Receipt of Signed Addenda

Town of Colma
Request for Proposals for Collection and Processing Services
for Recyclables, Organic Waste and Garbage
Addendum No. 1 **June 23, 2015**

The Organics Waste portion of each Maximum Rate shall be adjusted each year during the term of this Agreement in the same manner as the Collection Component to reflect changes in the approved Organic Waste processing fee;

(b) Table 3 of the RFP is revised to show the following data:

Table 1: Current Accounts in Colma

Single-family residences	374
Multi-family residential properties	1
Commercial	129
Town-owned Facilities *	7
Insufficient data to determine current use	19
Total	529

The 374 SFDs shown in Table 3 include duplexes and 3- and 4-unit clusters of homes that share garbage collection services under one account.

(c) Table 5 of the RVP is revised to show the following data for yard waste in 2013:

Residential	47

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 1 by signing this page and submitting the signed page of this Addendum No. 1 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 1

COMPANY / AGENCY NAME: REPUBLIC SERVICES

COMPANY ADDRESS: 1680 EDGEWORTH AVE. DALY CITY, CA 94015

REPRESENTATIVE'S NAME: EVAN BOYA

SIGNATURE: EBoyd

DATE: 6/23/15

6

REPUBLIC SERVICES

2. Email Addresses

The Town requests that each proposer send to roger.peters@colma.ca.gov by July 15, 2015 a list of the proposer's representatives and their respective email addresses to whom all further Addendums to the RFP should be sent.

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 2 by signing this page and submitting the signed page of this Addendum No. 2 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 2

COMPANY NAME: REPUBLIC SERVICES

By E E Boyd

EVAN E. BOYD, DIVISION MANAGER
Printed Name and Title

Date: 6/30/15

The Town's Municipal Code defines excessive noise to mean any loud and unnecessary noise which disturbs the peace or quiet of any neighborhood or which causes discomfort or annoyance to any reasonable person of normal sensitiveness residing in the area. The standards which may be considered in determining whether excessive noise exists may include, but not be limited to, the following: (1) The level of the noise; (2) Whether the nature of the noise is usual or unusual (3) Whether the origin of the noise is natural or unnatural; (4) The level and intensity of the background noise, if any; (5) The proximity of the noise to residential sleeping facilities; (6) The nature and zoning of the area within which the noise emanates; (7) The density of the inhabitation of the area within which the noise emanates; (8) The time of the day and night the noise occurs; (9) The duration of the noise; and (10) Whether the noise is recurrent, intermittent, or constant.

17. Revised Schedule

The schedule set forth in Table 1, section 1.4 of the Request for Proposals is further amended as follows:

July 22, 2015 3:00 PM	*Deadline to submit written questions regarding RFP.* Proposers who attended the Mandatory Pre-Proposal meeting may submit questions by email to roger.peters@colma.ca.gov prior to 3:00 PM on this date.

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 3 by signing this page and submitting the signed page of this Addendum No. 3 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 1

COMPANY / AGENCY NAME: REPUBLIC SERVICES

COMPANY ADDRESS: 1680 EDGEWORTH AVE., DALY CITY, CA 94015

REPRESENTATIVE'S NAME: EVAN BOYD

SIGNATURE: [signature]

DATE: 7/15/15

Town of Colma
Request for Proposals for Collection and Processing Services
for Recyclables, Organic Waste and Garbage
Addendum No. 4

July 29, 2015

From: Town of Colma

To: All Eligible Proposers

Re: Addendum No. 4 to Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage

---

The amendments, clarifications, additions and/or deletions contained in this Addendum shall be made part of the Request for Proposals (RFP) for the above-referenced project, and shall be subject to all applicable requirements thereunder, as if originally shown and/or specified. The RFP is revised as stated in the following sections.

1. Exclusivity Clause

(Question 1 of FA-related Questions from Republic Services, June 24, 2015)

The question presented was whether Town would be willing to revise the grant of franchise to apply to "all Discarded Materials generated by residential, multi-family and commercial premises in the Town of Colma …." After discussing this question with Republic, the Town wishes to clarify that the exclusivity clause is intended to exclude "rogue haulers" from operating in Town. However, it is not clear that the proposed language by itself will achieve that result. Accordingly, the Town will defer answering the question presented. Rather, when the City Council selects the proposer to whom the franchise should be awarded, the Town will meet with the selected proposer to develop contract language that is mutually agreeable.

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 4 by signing this page and submitting the signed page of this Addendum No. 4 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 4

COMPANY / AGENCY NAME: REPUBLIC SERVICES

COMPANY ADDRESS: 1680 EDGEWORTH AVE., DALY CITY, CA 94015

REPRESENTATIVE'S NAME: EVAN BOYD

SIGNATURE: [signature]

DATE: 8/3/15

1

The remaining subsections and paragraphs of section 5 of the RFP are unchanged.

Conclusion

Each Proposer is required to acknowledge receipt of this Addendum No. 5 by signing this page and submitting the signed page of this Addendum No. 5 with its sealed proposal.

Town of Colma
Roger Peters, Procurement Manager

ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM NO. 5

COMPANY / AGENCY NAME: Republic Services

COMPANY ADDRESS: 1680 Edgeworth Ave. Daly City, CA. 94015

REPRESENTATIVE'S NAME: Evan Boyd

SIGNATURE: [illegible]

DATE: 8/18/15

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REPUBLIC SERVICES

2 Executive Summary

Republic's response to the Request for Proposals from the Town of Colma includes detailed and thorough research, analysis, and explanations of various strategies and approaches

As waste and recyclable material managers, our proposal offers innovative, high value and cost-effective approaches to achieve the Town of Colma's long-term waste collection and recycling needs. As a fully integrated solid waste management and recycling services company with over 50 years of experience serving the area, our local personnel possess the capability to immediately implement all of the services we have proposed. The following is a brief summary of Republic's proposal.

Sustainability (Reduce, Reuse, Recycle, Renew, Responsibility)

Republic strongly supports and advocates the five R's of Sustainability: Reduce, Reuse, Recycle, Renew and Responsibility. These are not mere components, it's what we do. We understand that the sustainability of our environment depends on how well we protect and preserve our natural resources and how well we educate future generations on environmental compliance. In fact, our sustainability program centers on the theme of "Protecting Today's Environment for a Better Tomorrow." This message is important to the quality of life and regional prosperity in the communities we serve.

As part of Republic's standard practice, we will incorporate the following core values and principles into our business practices, policies and programs to serve the residents and businesses in Town of Colma:

- Effective regulatory compliance, pollution prevention, continuous improvement and transparency in environmental performance with active participation in local and regional sustainability partnerships and strong encouragement of sustainable practices in the waste industry and the region
- Detailed, comprehensive and continual customer public education and outreach programs that maximize the ability of Republic to divert materials from the waste stream
- Continued analysis and improvement in our operating costs and impacts of our facilities, and services to determine economic sustainability
- Establish a work environment that maximizes our employee assets and stimulates an atmosphere of innovation, productivity, pride and personal commitment to sustainability
- Exercise leadership in sustainability initiatives that strengthen the social well-being and community relationships with the customers we serve

Qualifications

Our Northern California operations currently provide high-quality solid waste, recycling, transfer and disposal services to approximately 220,000 residential and commercial customers in Alameda, Contra Costa, Santa Clara and San Mateo and Solano counties.

More specific to the Town of Colma, our local operations have been providing high quality collection and post-collection services to the Town for over 50 years. We have an intimate knowledge of the service area and understand the required contractual arrangements. Our track record of continual improvement has resulted in an incredibly stable cost structure which in turn has limited, or eliminated in

many cases, annual rate increases that have been requested by others over the past several years.

The Town's transition risk with our firm will be essentially non-existent and their comfort level in dealing with an entity that will honor their commitments as we have will be very high. Our knowledge of the service area should provide a high level of confidence to the Town of Colma that we understand the makeup of the required service levels at the start of the contract.

Selecting Republic provides the best combination of a locally based company, staffed by tenured local management who are empowered to make decisions regarding the services provided to Town of Colma and our customers. Additionally, our employees live in the community and understand the community's needs. This coupled with the financial strength and vast resources of a public national company provide the Town of Colma with a strong foundation for the performance of the required services.

Under the leadership of Carl Mennie, General Manager; Evan Boyd, General Manager Transition; and Mike Caprio, Area President, and backed up with a highly experienced team of professionals, Republic has the proven ability to achieve outstanding customer satisfaction using innovative approaches and sustainable technologies that benefit the communities we serve.

The following table highlights the primary services we will offer in accordance with instructions in the RFP.

Republic Services was named among America's 100 Most Trustworthy Companies by Forbes magazine, the only waste management company on that list

Republic Proposal Summary

Categories and Services	PROPOSAL
Trucks	New
Fuel	CNG
Containers	New carts, new/refurbished bins and debris boxes
Residential	Collect solid waste, recyclables, and organic waste (food waste and yard trimmings) once a week, curbside, and will provide each customer: • One 20-, 32-, 64- or 96-gallon Cart for Solid Waste, with a 32-gallon Cart being the default size • One 32-, 64- or 96-gallon Cart for Recyclables, with a 64-gallon Cart being the default size • One 32-, 64- or 96-gallon Cart for Organic Waste, with a 32-gallon Cart being the default size • Provide Kitchen Food Waste Pail, as approved by Town, for in-home use • Cart exchange for Service Recipient at no additional charge • Used Oil and Filter, Batteries and CFLs collection at curbside • HHW, E-Waste and Universal Waste drop-off events, twice each year, including free shredding onsite (events also for the Town) • Holiday Tree collection in January of each year • On-call Bulky Goods Collection twice (2) per year by appointment • Back yard or side yard collection from residents with disabilities
Multi-Family and Commercial	Collect solid waste, recyclables and organic waste from multi-family and commercial customers but not less than once a week, and will provide customers containers in sizes requested by customer: • Solid Waste and Single-stream Recyclables: 32-, 64- or 96-gallon Carts or 1- to 6-cubic yard Bins • Recyclables Collection containers for in-business use as requested • Subscription services for Organic Waste including commercial food collection: 32-, 64- or 96-gallon Carts or 1- to 3-cubic yard Bins • Provide each multi-family customer with an in-home Kitchen Food Waste Pail • Optional high diversion Wet/Dry system to achieve AB341 goals
Roll-off and Compactor Services	• Collect solid waste, recyclables, and organic waste from customers using a debris box, roll-off container, or compactor • Charge for organic waste collection at rate(s) 25% lower than the rate for collecting garbage • Collect source-separated or mixed C&D recyclable materials using roll off containers provided by contractor
Town Services	• Collect solid waste, recyclables and organic waste from containers on Town properties • Collect solid waste and recyclables from containers located near bus stops • Collect solid waste, recyclables, and organic waste at community events sponsored by the Town • Deliver to the Town corporation yard four times a year at least twenty (20) cubic yards of free Compost for use by residents and or the Town • Twice each year conduct an HHW, E-Waste and Universal Waste drop-off event where Town may dispose of materials at no charge, including free shredding at the event (event also for residents)

REPUBLIC SERVICES

Public Education & Customer Satisfaction

Republic takes a proactive, integrated approach to customer communications and education, and will use a variety of methods to convey new service and recycling messages to reach our various audiences. These include direct mail, residential deliveries, posters, media relations, special events, co-marketing and community sponsorships, email, automated phone calls, our website, extensive on-site education and other methods as appropriate. Republic will work collaboratively with the Town of Colma to develop and implement an effective and targeted Public Education Plan.

We also will dedicate one diversion coordinator to the Town for the first two years of the Agreement to ensure that our Public Education Plan message is thoroughly implemented with measureable results throughout the Town.

Republic will also enlist the services of Cascadia Consulting Group to assist with material characterization for commercial businesses and identification of high recyclable content materials to recycle. The program will assist in maximizing diversion and reducing instances of abandoned waste.

Republic is dedicated to providing the highest quality customer service on the street and over the phone. Many tools, including Route Editor routing, PDV Connect, and a sophisticated phone system, are used to measure the quality of our service delivery. Drivers are held accountable for misses and litter, and customer service representatives are held accountable for answering a specific number of calls per day within an acceptable time limit.

seriously and, to that end, have received recognition for our sustainable business practices.

We are always looking out to reduce our carbon footprint. Our Route Editor software maps the current customer base for each area and determines the most efficient, lowest mileage means of collecting material from a given service district, saving fuel and truck emissions.

Ox Mountain Landfill's onsite waste-to-energy plant generates enough electricity to provide power to nearly 11,900 homes. In addition to meeting the energy needs of local areas and businesses, the use of landfill gas rather than non-renewable sources has the clean air benefit equivalent to taking more than 31,400 passenger vehicles off the road, or planting 34,200 acres of Pine Forest (EPA LFG Energy Benefits Calculator).

As noted above, Republic also proposes a commercial food waste program and adding a commingled food waste collection program for residents. We anticipate these programs will divert a significant amount of waste from the landfill and quickly increase the Town of Colma's recycling rate.

Environmental Considerations

Republic shares Colma's environmental goals and places sustainability at the forefront of our business strategy and operations. At Republic, we "walk the talk" in our day-to-day practices, and bring a high-level corporate commitment to sustainability. Parallel with the Town's green goals, we continue to invest in alternative fuel vehicles by employing CNG collection vehicles and infrastructure, and providing support for greener buildings and infrastructure. We take our dedication to the environment very

Transition Experience

As the incumbent hauler in over 50% of the Town, Republic would provide the Town of Colma with a seamless transition for the whole community. Republic's expertise in collecting solid waste and recyclables in over 400 cities across the country has been perfected over more than four decades of fine-tuning various collection methods, vehicle maintenance, safety programs, customer service training and support services. By listening to our customers' needs and responding through the implementation of efficient, effective and user-friendly services, Republic continues to be an industry leader in solid waste and recycling services. Republic has a vast pool of experience available to assist with operational plan development and implementation. We are confident in our ability to perform, not only because of the nationwide expertise of our company, but more specifically because of the experienced team of professionals that will be available to, and responsible for, serving the Town of Colma. A detailed transition plan is outlined in the body of the proposal. We believe this is something that the Town of Colma should strongly consider when making the final selection of a service provider.

Processing and Disposal Services

Republic has proposed the use of the Newby Island Resource Recovery Park (NIRRP), Ox Mountain Landfill, and the West Contra Costa Sanitary Landfill Organic Materials Processing Facility (WCCSL OMPF) for the processing of recyclables, organics and disposal of solid waste. All of these facilities are owned and operated by Republic Services.

Ox Mountain Landfill has been Town of Colma's disposal service provider for over 30 years. Without a doubt, we offer a more local, secure and viable option in comparison to other competing facilities who are located outside of San Mateo County. The proximity of our facilities significantly reduces greenhouse gas impacts on the community.

With San Mateo County currently considering an ordinance later in 2015 that would place a $9.83/ton export fee on all waste exported outside the County, Ox Mountain remains the best environmental and economic choice for the Town to utilize. The fees generated through receipt of the Town of Colma's material at the Ox Mountain Landfill funds Local Enforcement Agency compliance, AB939 compliance and mitigation of road impacts. We remain committed to making sure we effectively work toward providing superior service at fair and reasonable rates.

We have also proposed the use of our state of the art Newby Island Recyclery for processing of all residential, multi-family and commercial/ industrial recyclable material. This facility is the most advanced of its kind in the country and has tripled the City of San Jose's diversion rate from their commercial and industrial waste stream. To enhance our ability to achieve the Town's diversion goals, we are also offering an option to commercial customers to subscribe to a single-stream recycling and mixed waste collection system after a detailed field characterization. Processing the material over the appropriate sorting system at the facility will provide the Town of Colma with immediate and significant new diversion that other companies simply cannot offer.

All of our post-collection facilities are fully permitted and will be able to accept the materials generated by the Town on day one. There are no pending lawsuits or unresolved out of county waste restrictions that can hinder our facilities from accepting Colma's waste stream, as may be the case with facilities owned by our competitors in other counties.

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Cost Proposal

In generating our cost proposal we took great care in evaluating the services to be offered in comparison to the projected costs. We also evaluated these costs relative to the existing revenue requirement for services offered today. We believe we have arrived at a set of service offerings that not only provide comprehensive, innovative new programs but also provide the ability to achieve a large amount of new diversion from various segments of the material stream. Additionally, we have proposed all of the new programs in a manner that is extremely cost effective in relation to existing rates.

All of our capital requirements will be funded through operating cash flows and we will not require any financing to implement the project. We can stand behind all of the assumptions we have put forth as it involves Republic owned assets. Other proposers will most likely need to depend upon the use of multiple facilities that have several unrelated ownership relationships.

Summary

As outlined in this Executive Summary there are numerous benefits to selecting Republic Services as the Town of Colma's service provider for the service requirements outlined in this RFP. These include:

- Extremely low transition risk by utilizing a proven existing service provider currently performing the work from a locally based operation
- Ability to greatly enhance diversion from residential and commercial customers through proactive public education and use of our state of the art processing facility at the Newby Island Resource Recovery Park (single stream processing an optional wet/dry processing of commercial/ industrial mixed waste)
- Implementation of several key environmental initiatives such as a CNG powered fleet, numerous add on programs, expanded single-stream material recycling, commercial food waste collection and processing
- One stop shopping with a single entity that owns the majority of the required assets necessary to fulfill our service obligations
- Capital requirements will be funded through operating cash flows and there will be no financing necessary that could impact contractual provisions
- Cost proposal that reflects a reduction in residential and commercial/industrial rates

- Continued partnership with an entity that has a proven track record of doing what is best for the customer first
- No exceptions taken to the Service Agreement
- Provides the Town with the ability to achieve its diversion goals with innovative processing programs
- By choosing Republic to remain as your business partner, the Town of Colma will be making a choice that allows them to partner with a local company with a proven track record of excellent service. Our local management team is empowered to make decisions in the community but has the backing of a national company with strong cash flow and assets. Our dedication will provide the Town of Colma with a proven industry leader and an organization that thinks progressively with a strong focus on sustainability.
- Our familiarity and experience with the required type of service, contract structure and the availability of our asset base enables our company to offer the Town of Colma the best quality service at the most reasonable cost. Our company possesses the knowledge and expertise to implement the desired programs, provide innovative solutions towards the Town's sustainability goals and become a lasting partner for years to come.

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3 Proposer's Qualifications

3.1.1 Business Structure and Ownership

Delivering an Exceptional Customer Experience at Each Touch Point, Every Day

At Republic Services, there are no more important relationships than the ones we forge with each of our customers. We begin by listening, to understand their needs and wants today, and to anticipate how each customer may evolve – whether it is a household, a large retail business, a small local business, or a cemetery.

We affirm our commitment to both new customers and those we've been privileged to serve for years every day through a breadth and depth of service offerings. After all, it's our customers who have entrusted us with their business, and with it, clear expectations to meet or exceed our obligations.

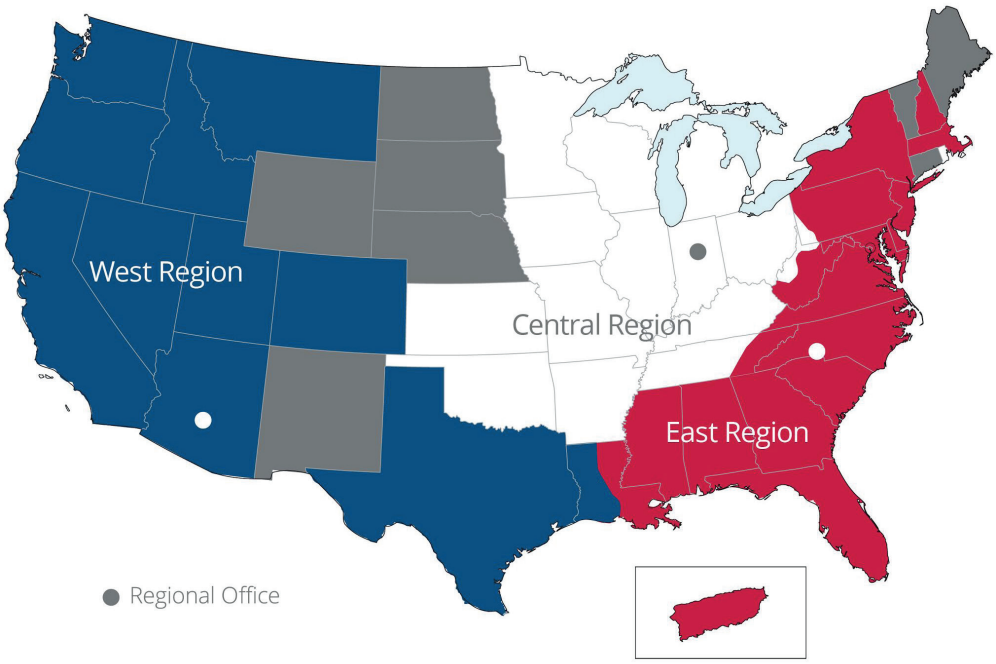
That's why our service approach starts with being friendly and accessible, and naturally extends to our customer-friendly products and services, easy-to-use solutions and tools, environmental commitments and investments.

In the end, it means making a difference in our customers' lives, while helping them feel at ease, uplifted, even delighted – in choosing Republic Services.

Republic Services, Inc., a Delaware Corporation, is the entity that will execute and serve as the guarantor of the future Franchise Agreement with the Town of Colma (Town).

In December 2008, Republic Services, Inc. and Allied Waste Services, Inc. completed their merger to create one of the nation's leading waste and environmental services providers. Prior to this, we operated as Browning-Ferris Industries, and most recently as Allied Waste.

Republic Services is the second largest provider of services in the domestic non-hazardous solid waste services industry, as measured by revenue. As of December 31, 2014, we operate in 39 states and Puerto Rico. We provide nonhazardous solid waste collection services for commercial, industrial, municipal and residential customers.



REPUBLIC SERVICES

We own or operate 198 transfer stations, 189 active solid waste landfills and 60 recycling centers. We also operate through 340 collection operations, 72 landfill gas and renewable energy projects. We were incorporated as a Delaware corporation in 1996. Based on an industry trade publication, the United States non-hazardous solid waste services industry generates annual revenue of approximately $55 billion, of which approximately 45% is recognized by publicly owned waste companies. Although our operations are national in scope, but the physical collection and disposal of waste is very much a local business and the dynamics and opportunities differ in each of our markets. By combining local operating management with standardized business practices, we drive greater overall operating efficiency across the company while maintaining day-to-day operating decisions at the local level, closest to the customer.

Republic Services has been providing collection and other recycling and solid waste management services to the Town of Colma for more than 50 years and in the Bay Area, Northern and Central California for more than 60 years. We also hold long-term contracts with numerous cities in San Mateo, Solano, Alameda, Contra Costa, Santa Clara, Fresno and Sacramento Counties.

Ownership Beyond Ten Percent

Republic Services, Inc., is a publicly traded company on the New York Stock Exchange (NYSE symbol: RSG). All capital required for provision of service as part of this agreement will be obtained internally.

The following table shows certain information as of September 9, 2014 with respect to the ownership of Republic Services:

Name of owner	Shares	Percent
Cascade Investment, LLC	102,200,000	29.0%

William Gates III
2365 Carillon Point
Kirkland, Washington 98003

No other individual or entity owns more than 5% of the outstanding stock.

Subcontractors to Republic Services

South San Francisco Scavengers Company (SSFSC) will be performing some of the required services in our proposal. Namely, SSFSC will be receiving organic materials from our collection vehicles which will be brought to their transfer station, reloaded and transported to our designated compost facility. Our C&D roll-off boxes will also be direct hauled to SSFSC where the company will process the materials for recovery and reuse.

Additionally, one of the following subcontractors will also be utilized for HHW collection: Clean Harbors, Safety Kleen or Stericycle. All other services proposed as part this RFP response, will be handled by Republic Services. We possess all of the necessary experience and own all of the assets required to provide the services outlined in our response.

Further detailed information will be provided throughout our proposal.

Evidence of Ability to Procure Insurance Required by the Contract

As one of the Town's current service providers, Republic has the ability to extend our insurance requirements to include coverage as stipulated in Article 8.2 of the Franchise Agreement.

OUR VALUES

Respective

"We value others and demonstrate that in everything we do."

Responsible

"We do the right thing – always and every day."

Reliable

"We are trustworthy and accountable."

Resourceful

"We maximize our strengths and to get the job done right."

Relentless

"We work hard and never give up."

Thoughtful

"Understand my needs and wants."

3.1.2 Our Core Priorities

Commitment to Safety

We are dedicated to the safety of our employees, our customers and the communities we serve. Our Think, Choose, Live slogan encapsulates our everyday safety messaging to our employees to: Think about what you are doing, Choose the safe answer, and Live to go home to your family. With the phrase printed on numerous items, including hard hats and equipment our employees touch, there are constant reminders for employees to go home in the same condition that they came to work. Our goal is to ensure every one of our employees returns home safely each night. As a leader in the waste industry, we implement initiatives to help all employees take ownership of safety:

Focus 6 Program. Our Focus 6 Program provides employees with guidance, tips and techniques to prevent the six most common types of serious accidents - backing, intersections, rear collisions, roll over, employee and pedestrian. The training employees receive from Focus 6 is the foundation of the countless decisions they have to make every day to stay safe.

Celebrate Safety Records. We believe good safety records are something to celebrate, and we take pride in recognizing employees and divisions that demonstrate a relentless commitment to safety. Employees with the best driving records are eligible for the industry's most prestigious award, EIA's Driver of the Year. Every year since 2009, Republic drivers have been awarded this distinguished safety honor.

Educational Programs. We have implemented an employee safety observation program that provides our employees with the tools to make safety a priority. Approximately 95% of our management team has completed modules within this program. Upon hire, our drivers also must complete a robust educational program, which approximately 85% of our drivers completed in 2013.

Commitment to Compliance

We also are dedicated to compliance. Compliance with laws and our policies and procedures is essential to our efforts to gain and keep the confidence and support of customers, regulatory and other governmental agencies, suppliers and the public. Most important, compliance is simply the right thing to do and is a critical part of the way we do business. Accordingly, we require all of our employees and independent Republics to comply with all applicable laws and rules, our Compliance Program and our Code of Business Ethics and Conduct. We also require them to report any violation or illegal activity to us so that we may deal with it appropriately.

Commitment to Sustainability

We are devoted to delivering convenient, cost-effective waste and recycling solutions across our national network in a way that also minimizes strain on the planet's resources. We partner with our customers and communities to advance sustainable solutions for our planet. Our commitment to sustainability can be seen in practice through our:

- Expansion of recycling capabilities;
- Operation of landfill gas and solar energy projects; and
- Fleet conversion to compressed natural gas.
- We have made, and continue to make, significant investments in high-impact areas of our business to provide meaningful improvement in environmental, economic, and social conditions. These investments demonstrate our commitment to sustainability, while creating tangible value for our customers.

Customer Experience

We strive to provide the highest level of customer service. This means placing the focus squarely on our customers by listening and responding as well as anticipating their wants and needs. We then determine how to best meet our customers' expectations by delivering and implementing superior, customized solutions. We frequently visit customers to ensure customer service and satisfaction, and confirm their expectations are being met. We also have municipal marketing representatives who are responsible for working with municipalities or communities to which we provide solid waste services.

The expanded use of technology is one of the ways in which we intend to continue to meet our customers' expectations. We desire to make it easy and seamless for our customers to do business with us. For example, in the near future our technology will allow more customers to access information and perform functions, such as changing or making service requests and interacting with customer service representatives, online. By increasing the ease of use and functionality of our web-based market presence, we believe we will enhance customer satisfaction and retention while we lower our costs.

Commitment to People

Training and developing our people is a priority. We aspire to be a company where the best people want to work and are committed to doing their best work every day. We work to create and maintain an environment that attracts, develops and retains people who assure our success with customers, differentiate us from our competitors and allow us to be an employer of choice for top talent. As of December 31, 2014, we employed approximately 33,000 full-time employees, approximately 26% of whom were covered by collective bargaining agreements.

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Republic Services was named one of the 100 Most Trustworthy Companies by Forbes Magazine, the only waste management company on that list.

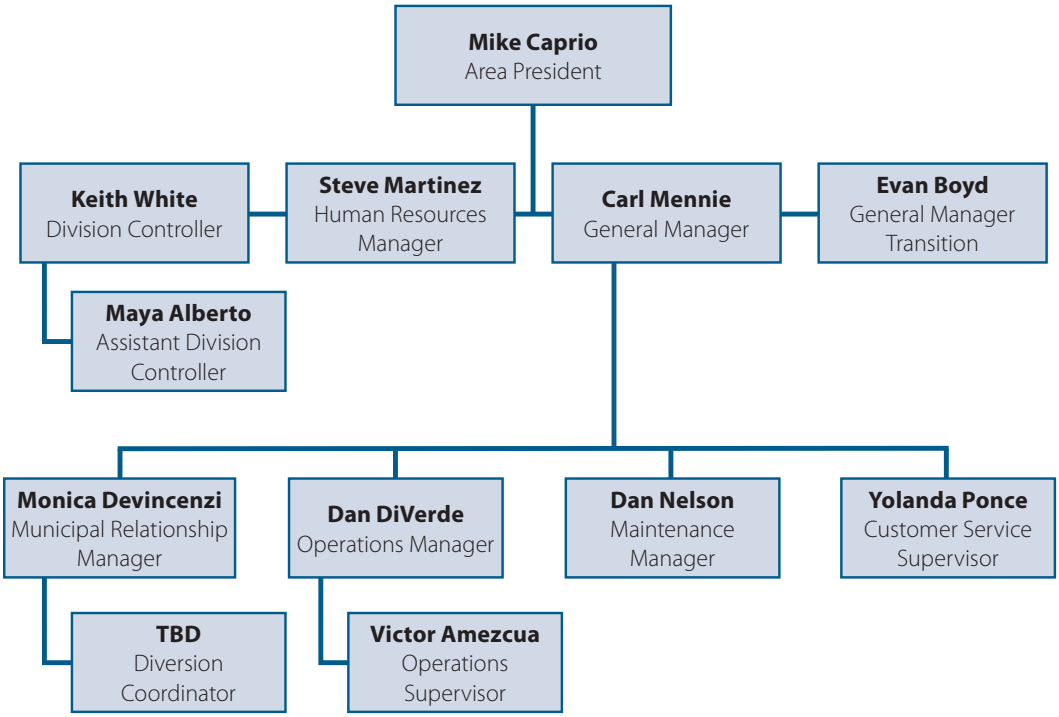
3.1.3 Key Personnel

Over the years, Republic's local management team has demonstrated exceptional commitment to the highest service standards in the industry

We've proven responsiveness to solving customer service issues, developing effective public education materials, implementing new and environmentally responsible programs, and are working in partnership with the Town of Colma to improve reporting metrics and consistency.

The current management team has worked together for several years and will continue to provide service to the Town of Colma if awarded the franchise contract. They are a seasoned and professional group with many years of collective industry experience and are dedicated to providing the best customer experience possible. Customer experience is derived from a combination of factors such as highly trained customer service representatives and drivers, our commitment to the environment and a skilled operations and management staff that puts the customer first, always. **As a result, we are the experts when it comes to performing the various day to day responsibilities required to successfully service the Town of Colma – no transition or learning curve required.**

The key personnel that will be assigned to the ongoing management of this contract are described below.



MICHAEL CAPRIO
Northern California Area President
510-262-7566
MCaprio@republicservices.com

Mike Caprio began his career as a geologist and systems programmer for a major environmental consulting firm and holds degrees in Geological Sciences (B.S.) and Environmental Management (M.S.). He has held positions of increasing responsibility in the solid waste industry for 20 years, beginning with extensive experience as Regional Environmental Manager with Norcal Waste Systems, Inc. Mike was employed with Browning-Ferris Industries (BFI) for over five years as Operations Manager and Facility Manager at the Vasco Road Landfill and as District Manager for BFI's Northern California Landfills.

Mike also became involved with management of municipal contracts and market development activities in the Bay Area. He joined Republic Waste Services as their Northern California District Manager in October 1998 and was later promoted to his current position as Republic Services' Northern California Area President.

Mike has successfully taken on duties in every major area of responsibility in the solid waste business. He has worked on projects ranging from landfill, transfer station and household hazardous waste facility permitting & compliance, contract development and management, construction management and heavy equipment maintenance as well as management of legal and labor relations. He has extensive experience in motivating and coordinating a team of professionals and having full financial and operating responsibility for a group of operating subsidiaries. This experience has qualified him for a senior leadership role with Republic from which he continuously seeks to meet and exceed customer expectations.

With Republic, Mike has managed an increasingly large number of operating subsidiaries and successfully managed growth related to expansion of services with municipalities, acquisitions and the roll-out of new service packages in franchised markets. This success has been largely based upon his ability to define the goals necessary to complete a task and assembling a team of individuals that will carry out the requirements of the program. Through his experience with Republic, Mike has become very familiar with the issues facing jurisdictions such as the Town of Colma and the need to identify a company able to provide reliable and cost effective collection, processing and disposal services.

EVAN BOYD
General Manager Transition
650-678-3330
EBoyd@republicservices.com

Evan Boyd has over 17 years of executive level management and operations experience in the aerospace manufacturing, consumer goods manufacturing, business consulting and waste management industries. Evan also brings with him a very unique combination of experience, combining his private sector experience with his experience in serving as the Director of Public Works for the City of Redwood City.

Evan has held positions of increasing responsibility in the solid waste industry for the last eight years, beginning with his experience as the General Manager for Allied Waste Services of San Mateo County in San Carlos, which was one of the company's largest U.S. operations serving more than 93,000 residential customers and 10,000 commercial customers. This operation served 10 of the 20 cities in San Mateo County, as well as the majority of the unincorporated areas within the County and a sanitary district. During his tenure, Evan launched several system-wide green initiatives including the conversion of Allied's 225 truck fleet to biodiesel fuel, implementation of a curbside household battery and cell phone collection program, roll-out of a residential food waste collection program and installation of a used cooking oil collection center.

Evan most recently served as the Division Manager for Republic's Town of Colma, Daly City and Half Moon Bay operations since 2011. He has also been extremely active in the Town of Colma. Evan will be drawing from his Colma-specific experience and firsthand knowledge of the Town's unique needs and challenges to ensure that the transition to the new contract and services are as seamless as possible.

Evan holds a Bachelor's of Science (B.S.) in Business Administration, with a Minor in Finance, from Chapman University in Orange, CA.

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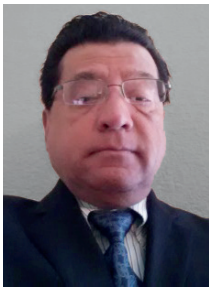
CARL MENNIE
General Manager
650-756-1603
CMennie@republicservices.com

Carl Mennie is the General Manager for Republic Services responsible for the company's collection services in San Mateo County, the Ox Mountain Landfill, and Mussel Rock Transfer Station along with our contracts with the City of Daly City, Half Moon Bay, Colma and the County. Prior to leading the team in San Mateo County, he was responsible for providing the collection services and public outreach associated with the City of San Jose Commercial Waste and Recycling Franchise Agreement. In addition to his experience managing collection operations, Carl has also been the Division Manager at Republic's Newby Island where he managed the company's Material Recovery Facility (MRF) and Composting Facility.

He has played a key role in Republic's expansion of commercial recycling programs in the San Jose market. Along with his participation in the design of Republic's largest MRF, he and his team were responsible for the operational start-up of the 110 ton per hour recycling system, capable of processing dry and wet commercial waste. Carl started his career with Republic Services in 2001 as the Division Controller and was part of the start-up team that rolled out automated single-stream recycling collection services to the City of Salinas. In 2004, he was promoted to Division Controller at Republic's operations in San Mateo County, one of the company's largest business units. Carl earned his BA in Economics from Stanford University.

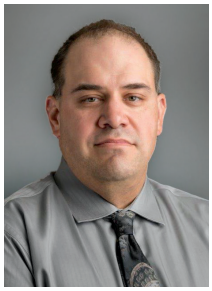


STEVE MARTINEZ
Division Human Resources Manager
510-354-2451
SMartinez9@republicservices.com

Steve Martinez joined Republic Services in late 2014 as the newest member of Republic Services' western regional Human Resources team. He is currently working as a business partner with all senior management personnel that operate business units in the following markets: Fresno, Salinas, Daly City, Half Moon Bay, Newby Island landfill, The Recyclery and hauling locations in Milpitas California.

As a Division Human Resources Manager, Steve is responsible for insuring that all field operations are in compliance with policy guidelines from corporate and local state/federal entities. Steve provides leadership and policy implementation guidance to all management team members in the areas of: workman's compensation management, learning and development, performance/conflict management along with guidance on health benefits and labor relations.

Before joining Republic Services, Steve worked as a Regional Human Resources Manager with Veolia Environmental Services, providing regional human resources consulting to Veolia's multi-state locations. Steve has been human resources professional for over seventeen years and has worked in multiple industries that have included, high tech, finance/banking, building construction and recently petro-chemical.



KEITH WHITE
Division Controller
510-354-2467
KWhite8@republicservices.com

Keith joined the Republic Services of Daly City team in July 2014 when he assumed the role of Division Controller for Republic's Fremont, Daly City, and Half Moon Bay operations. He has been involved with day-to-day operations for the accounting, purchasing, City Reporting, Accounts Payable, and Collections functions. Prior to joining Republic Services of Daly City, Keith served as the Assistant Controller at Hall Capital Partners LLC in San Francisco, CA for five years. He reported to the Controller and was responsible for the accounting group in day-to-day activities, financial statement preparation, annual budget and forecasting, and annual audit review.

Prior to working at Hall Capital Partners LLC, Keith worked at FedEx Freight for eight years. Keith started as a Senior Accountant, but quickly moved into the Accounting Supervisor position, and on to be the Accounting Manager. After serving four years in that position, he transitioned over to become the Manager of Financial Planning & Analysis to gain more budgeting, forecasting, and operational knowledge. FedEx Freight is a nationwide LTL (Less Than Truckload) carrier that primarily handles express business-to-business shipments. Prior to that, Keith also worked as the Assistant Controller for Metro Newspapers in San Jose, CA, as well as an Accountant for Browning Ferris Industries.

Keith graduated from Lock Haven University in Pennsylvania with Bachelor of Science in Business Administration with a concentration in Accounting.

REPUBLIC SERVICES

MAYA ALBERTO
Assistant Division Controller
650-757-1365
EAlberto@republicservices.com

Maya received her Master's degree in Business Administration with emphasis in Accounting from California State University, San Francisco. Prior to working for Republic Services, Maya was involved in many aspects of business operations including Accounting, Operations Management, and Human Resources. Maya has over 15 years of experience in service type industries such as banking, construction and the health industry. Her previous positions as Controller and Director of Administrations allowed her to hone her leadership skills by working with multi-disciplinary managers in multiple sites. She established efficiency controls while effectively coaching, mentoring and training others to meet performance expectations.

Maya's duties include assisting the Division Controller in managing the accounting workflow, providing accounting direction and analytical support to division management. This includes providing direction and acting as a resource to accounting and general administrative staff to ensure complete, accurate, and timely work.

MONICA DEVINCENZI
Municipal Relationship Manager
650-757-2040
MDevincenzi@republicservices.com

Monica Devincenzi has nearly 20 years of experience in the solid waste industry, focusing on public education and outreach, and community relations. As a new addition to the Republic Services team in July 2015, Monica brings with her the unique combination of experience of working both in the public and private sectors. Most recently, Monica served as the Recycling and Outreach Sustainability Manager for RethinkWaste (South Bayside Waste Management Authority), a joint powers authority with 12 member agencies in San Mateo County serving over 93,000 households and 10,000 commercial customers. In this capacity, she was responsible for the development and implementation of all public education and outreach efforts, including the rollout of the new collection services in 2011. She also assisted in overseeing the 12 franchise agreements for collection services held between the member agencies and their franchised hauler.

Prior to joining RethinkWaste in 2008, Monica worked for Waste Management for over 11 years, starting initially as a recycling coordinator in San Jose. She was promoted to Government Relations Manager for the district and ultimately became the Community and Municipal Relations Manager for Waste Management, overseeing all public education and community relations efforts in Santa Clara, San Benito, Monterey and Marin counties and assisted in Alameda County. In addition to her public education and community relations experience, Monica has a journalism background. She is also currently serving a second term as a Board of Director for the California Resource Recovery Association (CRRA), California's statewide recycling association.

DAN DIVERDE
Operations Manager
650-756-1604
DDiverde@republicservices.com

Dan DiVerde has over 23 years of operations and operations management experience in the solid waste industry. Dan began his career as a driver for Browning-Ferris Industries (BFI) in San Carlos in 1992. He was a residential/commercial driver for eight years in the City of San Mateo.

In 2000, Dan was promoted to Operations Supervisor. He was directly responsible for 28 routes in regards to the operational and safety aspects of residential and commercial drivers. He also conducted monthly safety meeting for 35-40 drivers, and was chosen to represent all Operations Supervisors for monthly meetings as a Safety Committee member.

In 2006, Dan was promoted to Operations Manager for Allied Waste of San Mateo County. In this role, he was responsible for the daily operations of 280 drivers, 100,000 residential customers and 10,000 commercial customers. Dan also had direct reports of seven Field Supervisors and five Dispatch Clerks. Dan had interaction on all grievances and arbitrations with the local union. In addition, he was responsible for the process of hiring, termination and training of all new commercial drivers.

In 2010, Dan began a new position as Operations Manager with a private company, Mission Trail Waste Systems. He

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was responsible for the successful transition for the City of Los Altos (new contract), which included delivering all new containers to each commercial and residential customer. He placed a strong emphasis on customer relations during this roll-out, interacting closely with City Council members and residents.

In early 2015, Dan was recruited by Republic Services to serve as Operations Manager for their Daly City location. He was tasked with the responsibility of managing the new 15 year contract with Daly City, and has been working in this capacity to present.

YOLANDA PONCE
Customer Service Supervisor
650-756-1618
YPonce@republicservices.com

Yolanda Ponce has been with Republic Services for over 25 years, working in San Carlos, Fresno and now "coming back to her hometown" to Daly City. She started her career with the company as a customer service representative, moving on to a residential billing supervisor, overseeing residential/commercial billing and collections department, an administrative/operations clerk and dispatcher. Most recently, she has been leading the customer service team for Colma as the Customer Service Supervisor.

Yolanda's role includes overseeing customer interactions, resolving issues as they arise, building effective and positive customer relationships, and assisting other division departments as requested. Over the years she has helped customers with account changes, billing questions and service issues, sharing her deep knowledge of Republic's procedures and programs with residential and commercial customers throughout the company's service areas.

Due to her deep customer service background and understanding of Republic's customer service software, she was selected to serve on a companywide team of experts on the system. Yolanda is also a graduate of the Daly City-Colma Chamber of Commerce Leadership Program in 2014.

DAN NELSON
Facilities/Maintenance Manager
650-756-1130 ext. 269
DNelson3@republicservices.com

Dan Nelson has been in the maintenance field for over 40 years with 20 years in the solid waste industry. Dan was one of the first graduates from the Regional Occupational Program in the field of Maintenance in California. He worked for Dodge as a mechanic for six years then United Parcel Service as a truck mechanic, building maintenance tech, supervisor and fleet manager for the next 1 years. In 1994, Dan joined Browning Ferris Industries (BFI) Alameda County division as Maintenance Manager. In 2011, he transferred to Allied Waste Services of Daly City as the Facilities/Maintenance Manager. He oversees the maintenance at two transfer stations - Mussel Rock and Pescadero, and two hauling locations, Daly City and Half Moon Bay.

Dan's duties include maintaining all facility permits, preventative maintenance on all equipment, diagnosing equipment problems, scheduling repairs for collection vehicles, transfer trailers, loaders and forklifts. He is also responsible for keeping a clean shop, yard and working area, maintaining repairs for carts and containers as well as purchasing all new carts and containers. He monitors and enforces all workplace safety procedures and proper work methods that are used by the mechanics and other employees. His knowledge of the waste industry coupled with his experience in transitioning new services and equipment make him an invaluable member of the Republic team.

VICTOR AMEZCUA
Operations Supervisor
650-756-1130 ext. 226
VAmezcua@republicservices.com

Victor Amezcua began his career at BFI Portable Services in 1990 as a helper and became a route driver after a few months on the job. He was promoted to Operations Supervisor in 1996 for Browning-Ferris, Industries (BFI) in Los Angeles and became the Operations Manager in 1998. In 2000, he transferred to the Allied Waste in Gardena, CA as an Operations Supervisor and managed drivers in the residential, commercial and roll-off lines of business for

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two years. In 2004, he was promoted to the Operations Manager position for the Compton, CA Transfer and Recycling Station and later in the year, was assigned to the Operations Manager for the BFI Falcon Refuse Center in Wilmington, CA.

Victor left Allied Waste in 2008 and went to work for TOMRA Pacific as an Operations Manager in Commerce, CA and as an Operations Supervisor for South Bay Recycling, LLC at the Shoreway Environmental Center Transfer Station in San Carlos, CA. In April 2013, Victor returned to Republic Services as an Operations Supervisor in Daly City.

Diversion Coordinator – TBD

Republic Services will be hiring one dedicated Diversion Coordinator for the Town of Colma's new collection contract. The Diversion Coordinator will be responsible for administering the Commercial Technical Assistance Program and performing its associated tasks, coordinating the commercial collection services, administering the targeted education and outreach programs, and meeting with the Town to discuss programs and accomplishments. Specifically, the Diversion Coordinator will meet twice a year with the 30 employers with the most persons employed in Colma, as determined by the Town, and once a year with all other employers to:

- Advise and provide technical assistance to the business decision maker on programs, services and methods to maximize diversion and the associated cost-savings benefits;
- Educate and train staff and janitors on programs and services, best practices and use of in-house containers;
- Educate personnel on how to maximize diversion;
- Provide educational materials, posters, labels and memos; and
- Complete the associated reporting as specified by the Town.

REPUBLIC SERVICES

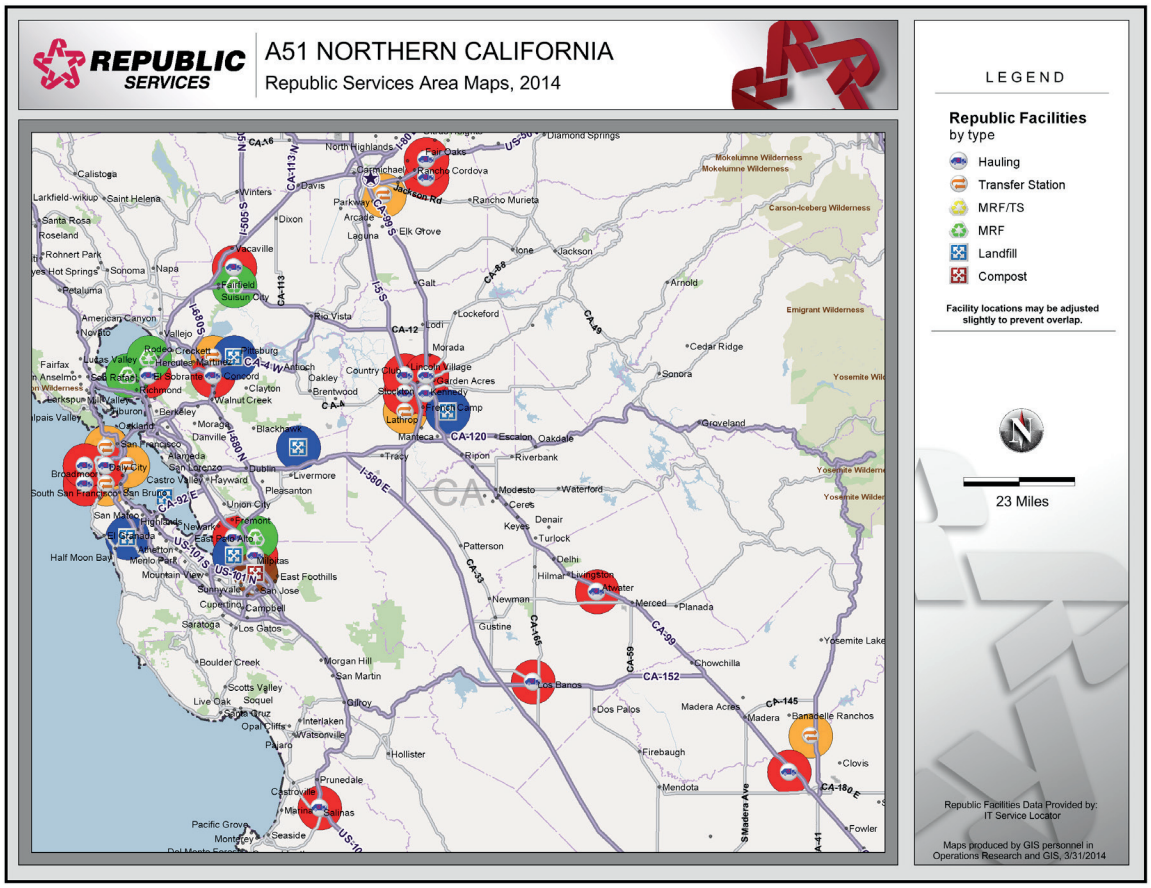
Republic Services is proud to be known for the important work our people do in providing essential collection and recycling services to the communities we serve

3.1.4 Experience: Collection, Processing of Recyclables, Organic Materials Waste and Solid Waste

Our Town of Colma customers have known us for years and they can always be assured that we will perform above and beyond expectations - a unique quality in the waste industry. At Republic, we do what we say we will do, finish on time and deliver service with a smile.

Our Northern California Operations

Republic has a significant presence in the Northern California Area and the 10- county region that includes Alameda, Contra Costa, Fresno, San Joaquin, Monterey, San Mateo, Santa Clara, Solano, Sacramento and Merced Counties. In our Northern California Area, Republic services nearly 550,000 residential customers and over 50,000 commercial and industrial businesses. In this Northern California Area, Republic has franchise contracts with the communities listed on the following pages:



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Republic Services Municipal Contracts Within the Northern California Area

County(ies)	Contracting Municipality
Contra Costa/ Solano	City of Antioch City of Benicia City of Clayton Contra Costa County City of Danville City of Lafayette City of Moraga City of Orinda City of Walnut Creek City of Martinez Mt. View Sanitary District City of Pleasant Hill City of Richmond City of Hercules City of San Pablo City of Pinole City of Crockett City of Rodeo City of Piedmont City of Fairfield City of Suisun City County of West Contra Costa County of Solano
Fresno	City of Fresno City of Clovis County of Fresno
Merced	City of Los Banos City of Atwater
Sacramento	Elk Grove Citrus Heights Rancho Cordova County of Sacramento
San Mateo	Town of Colma City of Daly City City of Half Moon Bay County of San Mateo
Santa Clara, Alameda & Monterey	City of San Jose City of Santa Clara City of Cupertino City of Brentwood City of San Ramon City of Livermore City of Milpitas City of Salinas City of Fremont City of Union City City of Newark County of Santa Clara
San Joaquin County	City of Stockton City of Manteca City of Lathrop County of San Joaquin
Sonoma County	County of Sonoma

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Republic Services has a long and proud history of reliably meeting the needs of our customers in the Town of Colma . As those needs change, we have been changing as well. We have great respect for the extra care and hard work required to be the collection provider for the Town of Colma and, **as evidenced by our excellent service for over 50 years** and by our service experience detailed below, it is clear we are the best choice to continue working for this community. In fact, Republic has a number of drivers that have serviced the Town of Colma for over 25 years, some of whom are children of the original owners of Daly City-Colma Scavengers. That's experience and knowledge that can't ever be replaced. Republic's hard working employees from the drivers to the administrative staff are the right people to continue to service the Town of Colma.

The following provides a sampling of the customers Republic serves from our Northern California area with each of them willing to share information relative to our solid waste collection experience. Detailed programmatic information included contact information, contract term, type of service and tons collected and diverted are presented for each community on the following pages.

City of Daly City Julie Underwood Assistant City Manager 333 90th Street Daly City, CA 94015 650-991-8101	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste, recycling and organics services. Mandated diversion requirements. Used motor oil and oil filter, household battery, cell phone and CFL curbside collection programs. Christmas tree collection program. On-call bulky goods, illegally dumped bulky goods, special collections, public containers and city property collection services. Multi-family valet service upon request. Annual Community Reuse Event in partnership with City. On-call HHW collection program upon City request. Local customer service requirements. Monthly, quarterly and annual reports. Performance and route audits per City discretion. Community relations program, including public education, multi-family and commercial technical assistance, school programs, Neighborhood Watch program.
	Commencement Date/Term of Agreement: 1995-January 2016, February 2016-2031	
	Customers Served	**Residential**: 22,000 Customers **Multi-Family**: 600 **Commercial**: 1,650 Customers

City of Half Moon Bay Alex Khojikian Deputy City Manager 501 Main Street Half Moon Bay, CA 94019 650-726-8272	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste, recycling and green waste services. Street sweeping services. Used motor oil and oil filter, household battery, cell phone and CFL curbside collection programs. Christmas tree collection program. On-call cleanups, illegal dumping, public containers and city facility collection services. Annual compost giveaway event in partnership with City. Large venue and event collection. Local customer service requirements. Monthly, quarterly and annual reports. Public education, including commercial technical assistance and waste assessments, school outreach, community events, presentations.
	Commencement Date/Term of Agreement: 2002-2016	
	Customers Served	**Residential**: 3,605 Customers **Multi-Family**: 35 Customers **Commercial**: 327 Customers

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City of Antioch Jim Jakel City Manager P.O. Box 5007 Antioch, CA 94531 925-779-7011	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste and recycling services. On call solid waste and recycle cleanups. Litter removal. Manage property lien program. Collect oil and oil filters curbside. Collect household batteries, cell phones and CLF's curbside. Partner with city on Citywide Garage Sale. Bulky item pick up. Annual Customer Guide includes calendar of green events, compost workshops, collection calendar. Reuse Day and Costume Exchange. Coordinate holiday tree collection with local Boy Scout troops. Ewaste collection. Illegal dumping collection. Partner with Antioch Police Department with True Blue Looking Out for You Neighborhood Watch Program. School outreach. Commercial reuse with waste audits. Billing agent. Curbside oil and oil filter collection. School outreach.
	Commencement Date/Term of Agreement: 1994-2025	
	Customers Served	**Residential**: 26,255 Customers **Multi-Family**: 115 **Commercial**: 688 Customers

City of Benicia Brad Kilger City Manager 250 E. L Street Benicia, CA 94510 707-746-4210	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste and recycling services. On call solid waste and recycle cleanups. On call reuse program and Reuse Day. Compost give always. On call residential curbside HHW program. Provide sharps collection container at Fire Department. Responsible for street sweeping. Curbside collection of household batteries, cell phones and CFL's. Customer Guide includes calendar of Reuse Day, HHW collection days, compost classes, compost give always and other special dates. Bulky item pick up. Pay for Boy Scout chipping program for holiday trees. Curbside Ewaste collection. School outreach. Manage Batteries, Oil and Paint Drop Off Center. Quarterly newsletter. Commercial reuse with waste audits. Billing agent.
	Commencement Date/Term of Agreement: 1996-2021	
	Customers Served	**Residential**: 8,148 Customers **Multi-Family**: 73 **Commercial**: 561 Customers

City of Clayton Gary Napper City Manager 6000 Heritage Trail Clayton, CA 94517 925-673-7300	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste and recycling services. On call solid waste and recycle cleanups. Curbside oil and oil filter collection. Curbside collection of household batteries, CFL's and cell phones. Unlimited curbside recycling. Curbside Ewaste collection. Bulky item pick up. School outreach. Provide sharps collection container at city hall. Commercial reuse with waste audits. Billing agent. Commercial reuse with waste audits.
	Commencement Date/Term of Agreement: 1996-2022	
	Customers Served	**Residential:** 3,776 Customers **Multi-Family:** 2 **Commercial:** 30 Customers

Contra Costa County Deidra Dingman Senior Planner 651 Pine St. Martinez, CA 94553 925-674-7825	**Services Provided**	Exclusive residential, commercial and industrial solid waste and recycling services. On call solid waste and recycle cleanups. Collect oil and oil filters curbside. School outreach. Billing agent. Ewaste collection. Commercial reuse with waste audits.
	Commencement Date/Term of Agreement: 1995-2015; Currently in contract extension negotiations	
	Customers Served	**Residential:** 3,243 Customers **Multi-Family:** 47 **Commercial:** 236 Customers

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City of Martinez Phil Vince City Manager 525 Henrietta St. Martinez, CA 94553 925-372-3520	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste and recycling services. On call solid waste and recycle cleanups. Curbside collection of oil and oil filters. Curbside collection of household batteries, cell phones and CFL's. Bulky item pickup. Litter removal. Illegal dumping collection. Customer Guide include calendar with green events. Coordinate Reuse Day. Annual citywide cleanup with separate collection of yard/wood waste, cell phones, household batteries and CFL's. Commercial reuse with waste audits. Billing agent. Ewaste collection.
	Commencement Date/Term of Agreement: 2000-2023	
	Customers Served	**Residential:** 10,767 Customers **Multi-Family:** 153 **Commercial:** 477 Customers

Mt. View Sanitary District Mike Roe District Manager 3800 Arthur Rd. Martinez, CA 94553 925-225-5635	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste and recycling services. On call solid waste and recycle cleanups. Mandatory multifamily recycling. Collect household batteries and cell phone curbside. Collect oil and oil filters curbside. Provide sharps collection container at district office. Commercial reuse with waste audits.
	Commencement Date/Term of Agreement: 1992-2021	
	Customers Served	**Residential:** 1,883 Customers **Multi-Family:** 29 **Commercial:** 86 Customers

City of Pleasant Hill June Catalano City Manager 100 Gregory Lane Pleasant Hill, CA 94523 925-671-5267	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste and recycling services. On call solid waste and recycle cleanups program. Graffiti removal. Citywide garage sale. Annual citywide cleanup with separate collection of yard/wood waste, cell phones, household batteries and CFL's. Responsible for street sweeping. Will be partnering with Pleasant Hill Police Department with True Blue Looking Out for You Neighborhood Watch Program. Commercial reuse with waste audits. Billing agent. Ewaste collection. Curbside oil and oil filter collection. Collect household batteries, cell phones and CLF's curbside.
	Commencement Date/Term of Agreement: 1996-2021	
	Customers Served	**Residential:** 9,502 Customers **Multi-Family:** 77 **Commercial:** 373 Customers

City of Fremont Ken Painin Solid Waste Manager 3300 Capital Ave Fremont, CA 94538 510-494-4582	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste and recycling services. Annual compost giveaway. On call solid waste and recycle cleanups program. Graffiti removal. Commercial reuse with waste audits. Billing agent. Ewaste drop-off. Curbside oil and oil filter collection; cooking oil drop-off.
	Commencement Date/Term of Agreement: 1994-2018	
	Customers Served	**Residential:** 44,473 customers **Multi-Family:** 340 complexes **Commercial:** 2,425 customers **Industrial:** 444 customers

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City of Newark Susie Woodstock Administrative Services Director 37101 Newark Blvd Newark, CA 94560 570-578-4804	**Services Provided**	AFL with Curatto-Can weekly three cart residential collection, including food waste, with variable rates; commercial and MFD trash, recycling and organic service; battery and oil collection, on-call bulky collections.
	Commencement Date/Term of Agreement: 2013-2023	
	Customers Served	**Residential:** 9,591 customers **Commercial:** 550 customers **Multi-Family:** 59 customers

City of Pleasant Hill June Catalano City Manager 100 Gregory Lane Pleasant Hill, CA 94523 925-671-5267	**Services Provided**	Exclusive and mandatory residential, commercial and industrial solid waste and recycling services. On call solid waste and recycle cleanups program. Graffiti removal. Citywide garage sale. Annual citywide cleanup with separate collection of yard/wood waste, cell phones, household batteries and CFL's. Responsible for street sweeping. Will be partnering with Pleasant Hill Police Department with True Blue Looking Out for You Neighborhood Watch Program. Commercial reuse with waste audits. Billing agent. Ewaste collection. Curbside oil and oil filter collection. Collect household batteries, cell phones and CLF's curbside
	Commencement Date/Term of Agreement: 1996-2021	
	Customers Served	**Residential:** 9,502 customers **Commercial:** 77 customers **Multi-Family:** 373 customers

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The Republic Services way is to always put the customer first.

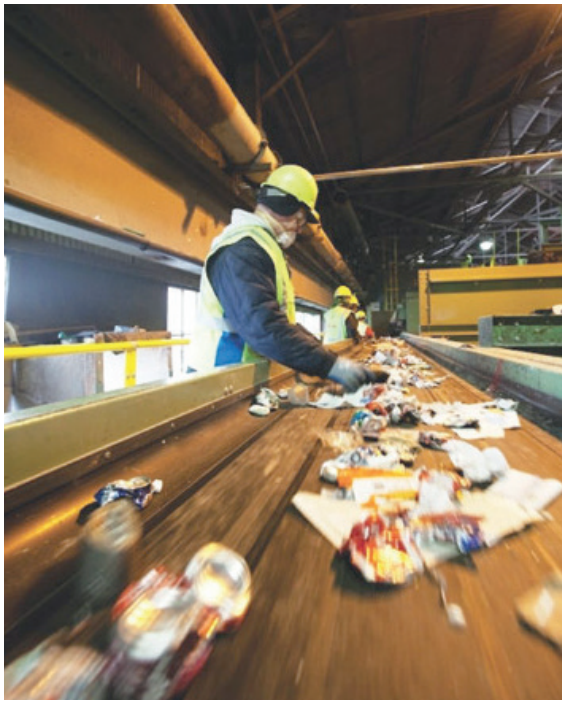
3.1.5 Service Initiation Experience

As your current service provider, Republic Services is in the unique position to provide the Town of Colma with the assurance of a strong asset base and decades of experience serving the residents and businesses of the Town. As we continue to prove on a daily basis, Republic is an efficient, effective, and responsive partner meeting the solid waste, recyclables and organic materials collection needs of our customers with a high level of environmental sensitivity. Republic prepares and executes a detailed outreach campaign advising customers of the new services including how to subscribe, delivery and cart set-out instructions, how to use the new service and the benefits of the new services. Our teams worked closely with Town staff to ensure our activities were in line with their expectations and that customer inquiries are handled effectively.

We offer a number of distinct competitive advantages in continuing to serve the needs of the Town of Colma including:

- Our long history of service and our substantial knowledge of the Town needs will minimize any service interruptions for collection programs. Only Republic can provide assurances that there will be no transition issues associated with the solid waste, recycling and organics programs.
- We believe and practice a philosophy of continuous improvement and will continually advance internal management controls that result in highly reliable and responsive customer service that will exceed the performance expectations of the Town.
- Republic is the only company that can offer the use of the Newby Island Resource Recovery Park, home of the largest and most capable recycling center in the world. We are committed to increasing diversion and can easily do so without any significant disruption for the customer.

Republic has taken on the complex task of initiating or providing expanded services to numerous communities in California. Our personnel understand the need for attention to detail and the organizational skills necessary to successfully complete these types of projects. Ultimately, implementing new services in a community not only depends on the ability of the service provider to prepare properly in advance, but to also execute the plan in a manner that disrupts existing service as little as possible. Since Republic is already recognized as the collection services provider in



the Town of Colma, our customers can rest assured that the transition of any new services will be handled in a consistent and organized manner. A major contributor to our transition success is the integration of best practices, which include:

- Relying on our strong Corporate Procurement team to order vehicles and containers through our national suppliers
- Execution of strict safety training for all employees in the months leading up to service transition
- The use of Route Editor to efficiently route and to assist in the execution of any container delivery plan
- Distributing simple, easy to understand, outreach material that educates the customer on the transition, subscribing to services, contacting us for assistance and provides details on diversion practices at homes and businesses
- Utilizing our integrated management and customer service system, InfoPro, allows for smooth transition for customer account information and any other pertinent details to ensure no interruption of service

Republic employees are consistently trained and updated on all of our policies, procedures and systems so they are always prepared for any new contracts or changes in service with little impact on the customer. If any challenges arise, we are able to manage and resolve in a timely manner.

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Examples of Republic's experience with service initiation in several communities are provided below.

City of Newark

In 2013, Republic Services completed a successful service transition for approximately 10,000 single family residents, 700 commercial locations and 36 multi-family properties in the City of Newark in less than six months.

Customers received detailed and easy to understand educational material on the transition; a fleet of automated front load trucks with Curotto Cans were secured for residential collection; containers and carts were ordered and arrived on time. A respected third party vendor was engaged to remove and replace metal containers and residential carts by the contract start date. Services include residential food scrap collection, expanded single-stream commercial recycling collection and free on-call clean ups for multi-family and residential customers.

Contra Costa Cities and County

Republic's Central Contra Costa County operation has performed 17 service transitions and new program implementations since 1999. These transitions include transition from manual to single stream collection of recyclables in the cities of Clayton, Benicia, Antioch, Martinez, Pleasant Hill and Unincorporated Contra Costa County, as well as, the implementation of fully automated green waste collection programs in the cities of Antioch, Benicia, Clayton, Martinez, Unincorporated Contra Costa County, Pleasant Hill and fully automated refuse and green waste collection programs in the Cities of Martinez and the Mountain View Sanitary District (fall 2009).

All of these programs involved development of extensive transition plans and community education programs as well as interaction with City staff in order to incorporate their preferences for cart sizes and program education.

In all, the service transitions or new program implementation involved nearly 70,000 customers in various cities with diverse layouts and service criteria (i.e. terrain, alleys, street width, parking restrictions and special service requirements such as multifamily and senior citizen requirements).

Republic also successfully implemented mandatory commercial and multifamily recycling programs in Antioch, Benicia, Martinez, Mt. View Sanitary District and Pleasant Hill for approximately 2,600 customers. In all these transitions, public outreach, site visits and waste audits were conducted, tracked and reported. Republic was also responsible for all AB 341 customer notification requirements.

Republic partners with the CCCSWA on a unique commercial food waste collection (better known as the "Food Recycling Project") program that converts the organic material into renewable energy. Republic's comprehensive outreach and education program have resulted in a significant amount of organics diverted from the landfill.

Half Moon Bay and Milpitas

Republic has held the franchise agreements in these cities for many years and, in partnership with the individual cities, implemented service transition for each from tub and trash bag curbside service to three-cart systems without any interruption in service.

In 2006, Republic delivered approximately 14,000 residential recycling carts in the City of Milpitas within the span of four weeks. In 2011, we delivered over 6,000 trash, recycling and yard waste carts to residents of Half Moon Bay and, at the same time, implemented mandatory collection service to all residents, a service which was voluntary for many years.

In both of these transitions, Republic prepared and executed a detailed outreach campaign advising customers of the

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new services including how to subscribe, delivery and cart set-out instructions, how to use the new service and the benefits of the new services.

Additionally, reroutes were performed to accommodate the new collection system which provided for more efficient service for our customers. Our teams worked closely with the franchising entity to ensure that our activities were in line with their expectations and that customer inquiries were handled effectively.

Fresno

In October 2011, the City of Fresno voted to contract with Republic to provide commercial collection service to 2,778 commercial trash sites and 2,410 commercial recycling sites with less than two months to transition services. With the dedication of the Republic team and our proven transition experience, we successfully commenced providing service on December 5, 2011. Customers received detailed outreach material, correct invoicing and no interruption of service despite the short time frame.

San Jose

Republic began providing service to all commercial customers in the City of San Jose on July 1, 2012 with an exclusive 15-year agreement. Six months prior to the contract start date, Republic acquired 99 percent of our competitors' business in San Jose to ensure no interruption of service for any customer.

Over 9,132 San Jose commercial customers receive a two-container Wet/Dry collection service, with all collected material delivered and processed through our Newby Island Recyclery, the largest recycling center operation in the world, capable of processing 110 tons of multi-stream material per hour. Because of this new service, all San Jose customers are automatically AB 341 compliant and diversion has reached the City's goals of 80 percent in 2014.

Daly City

In November 2014, the City of Daly City voted to contract with Republic to continue providing residential and commercial collection, processing and disposal services to its 22,000 residential and 2,250 commercial customers. Republic is currently in the process of implementing its transition plan for the new, exclusive 15-year agreement set to begin in February 2016. The new services include adding a residential and commercial organics program and expanded recycling program.

The programs, diversion requirements and public education and outreach needs mirror many of the requirements of the Town's new agreement.

To meet and exceed Daly City's diversion goals, Republic will be launching an extensive outreach and education program across all sectors, including multi-language collateral, commercial technical assistance and assessments, community meetings, website and other tools and resources. In addition, Republic will be implementing an enhanced diversion program targeting large multi-family complexes through a two-container system allowing for the collection of single-stream recyclables and mixed solid waste. Republic will also be rolling out a new fleet of Compressed Natural Gas collection vehicles.

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3.2 Legal and Regulatory Information

Republic Services, Inc. is involved in routine judicial and administrative proceedings that arise in the ordinary course of business and that relate to, among other things, personal injury or property damage claims, employment matters and commercial and contractual disputes. We are subject to federal, state and local environmental laws and regulations. Due to the nature of our business, we are also often routinely a party to judicial or administrative proceedings involving governmental authorities and other interested parties related to environmental regulations or liabilities.

From time to time, we may also be subject to actions brought by citizens' groups, adjacent landowners or others in connection with the permitting and licensing of our landfills or transfer stations, or alleging personal injury, environmental damage, or violations of the permits and licenses pursuant to which we operate. Additional detailed information can be provided upon request.

Republic has not experienced any claims against officers of the company, local key personnel, a bid, proposal, or performance bond or the results and failure to receive a bid, proposal, or performance bond, or any contractual defaults or termination in the past five (5) years.

3.2.1 Financial Capability

Credit

Republic Services, Inc. has an "investor grade" rating. No creditor is owed a debt greater than five percent of the company's total assets. A key component of our financial strategy includes maintaining investment grade ratings on our senior debt, which was rated BBB+ by Standard & Poor's Ratings Services, BBB by Fitch Ratings, Inc. and Baa3 by Moody's Investors Service, Inc. as of December 31, 2014. Such ratings have allowed us, and should continue to allow us, to readily access capital markets at competitive rates.

All capital required for provision of service as part of this Franchise Agreement will be funded through operating cash flows of the company and will not be borrowed from outside financing sources. This should be a point that is carefully considered by the Town of Colma as procurement of financing from external sources is often times associated with debt covenants and restrictions that impact the creditor's flexibility and the contractual terms that can be agreed to.

For completeness, we have attached a copy of Republic's 2014 Annual Report, 10-K for comprehensive financial information of the company in Appendix A.

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4 Technical Proposal

Republic's long-term partnership with the Town of Colma has allowed us to become a trusted, familiar presence in the community. We understand the needs of our Colma customers - needs that have become second nature to us over the years. By choosing Republic as the service provider for the entire Town of Colma, our current customers will continue to work with the company they know and respect and will never be required to deal with the challenges that sometimes come with transition services. Our new customers will be pleased with the change in service provider and we welcome them to the Republic family.

Republic is proposing a comprehensive and environmentally responsible package of services for the Town of Colma:

- Over 50 years of experience providing collection to the Town of Colma
- Innovative and sustainable technologies to reduce environmental impacts such as CNG collection vehicles
- Local call center based in nearby Daly City
- Use of the Newby Island Resource Recovery Park to increase diversion for residential, multi-family and commercial customers
- Best-in-class preventative maintenance program
- Extensive outreach, technical assistance and education for residential, multifamily and commercial customers.

4.1 Collection Operations Plan

The following section details Republic's plan to perform collection of single-family, multi-family, commercial and industrial services for the Town of Colma. Our collection plan is based on the following number of accounts for each line of business.

Current Accounts in Colma	
Single-family residences	455
Multi-family residential properties	1
Commercial	147
Town-owned Facilities *	7
Total	609

Having served the collection needs of the Town for over 50 years, Republic is the only collection company that possesses the extensive local expertise and knowledge to meet the objectives of the Town. Our drivers and administrative staff are familiar with every detail and every special circumstance surrounding collection in Colma – something that can only come from a company with our longevity in the community. Our experience and understanding of the various requirements are of great value in serving the residents and businesses in the Town of Colma.

Republic's locally-based management and operations team has proven its commitment to delivering the most efficient use of equipment and labor, with an emphasis on cost-saving measures, safety and sustainable practices. The local Republic team will continue to build upon its extensive operational and customer service experience, including expanding the public education program to foster greater residential, multi-family and commercial recycling customer participation; adopting "best practices" for continual improvements in customer service; and investing in systems and technology to maximize operational efficiencies.

Additionally, Republic takes great care in ensuring timely and effective measurement, reporting and communications with Town staff. All collection services will be performed in strict accordance with the service requirements outlined in the RFP and memorialized in the Franchise Agreement. Republic utilizes a customized approach for implementation of all collection services. Republic has created an operational framework that allows the integration of collection techniques and service routes to be done in the most efficient and timely manner.

Republic's experience and use of advanced industry technologies allow us to create efficient routes that can be modified to accommodate all transition requirements.

The following table outlines the number of routes per line of business and crew members that Republic is proposing to provide the services required:

Proposed Routes per Service Type

Route Type	Route (portion of)	Crew
Residential Solid Waste	0.10	1
Residential Recycling	0.10	1
Residential Organics	0.10	1
Residential Bulky	0.05	1
Subtotal Residential	0.35	1
Commercial Solid Waste	0.12	1
Commercial Recycling	0.10	1
Commercial Organics	0.10	1
Subtotal Commercial	0.32	1
Industrial Roll-Off MSW	0.39	1
Industrial Roll-Off Recycling	0.10	1
Subtotal Industrial Roll-Off	0.50	1
Total	**1.2**	**8**

Through the use of routing software, Route Editor, in tandem with Republic's customer management system, InfoPro, we can ensure a thorough approach to routing to enhance worker/public safety, create efficiencies, reduce carbon emissions and street wear and tear. The integration of Route Editor and InfoPro will ensure the best routing plans for all collection systems within the Town of Colma.

Because Republic is the current service provider in the Town, routing changes will be seamless based on the established relationships we have with our customers and the fact that we have implemented previous reroutes in Colma. Our reputation as a successful collection provider precedes us and we are confident that our customers trust we will make the best decisions when it comes to excellence in service.

4.1.1 Collection Methodology

Republic will offer the Town of Colma collection methods to residential, multi-family, commercial and industrial customers that provide high quality, efficient, cost-effective and customer friendly services. These collection systems are explained in detail in the following sections.

Effective Routing is Key to Performance and Customer Service

We have developed a routing program, Route Editor, that creates the most effective, productive and efficient routing for our trucks. This system establishes a safe pathway through the local streets, while also eliminating unnecessary crossover and backtracking miles. This state-of-the-art program also maximizes fuel savings and minimizes emissions.

Since all route modifications will be done using the Route Editor program, each customer location will be geo-coded by location (located by GPS coordinates) and loaded into the program. This software takes our current operating metrics and service area statistics and creates routes using this information. The Route Editor program takes into account things like population density, landfill or transfer station trip times, historical operating statistics, and material weight per home and truck capabilities to create the most efficient routes. The system then tells us the safest and efficient way to operate these routes, eliminating potential safety hazards like left hand turns and backing. This program also takes into consideration the cumulative weight on the truck and routes it to minimize truck weights to help reduce wear and tear on local streets.

Each Republic collection vehicle is equipped with a GPS enabled onboard computer (OBC). This computer records the location of the vehicle every 30 seconds and communicates that data to our office servers every two minutes over the Nextel iDen network. The OBC does more than just record the truck's position – it is a true two-way link. The route sheet is provided electronically to the OBC, and that route sheet is displayed for drivers. Service information is date and time stamped then posted to the route and to the specific customer in InfoPro when the service is performed. This two-way linkage provides the ability to track real-time collection activity in the field, including on-route events (e.g. pick-up by customer/by container, extra collection services) as well as off-line time (e.g. breaks, trips to the transfer station). It also includes service notes generated by the driver as he provides the service.

Each morning, when our driver arrives at our vehicle staging yard and completes the pre-trip inspection on the vehicle, the next activity is to download the route for that day electronically to the OBC in the truck. The route is transferred wirelessly from InfoPro directly to the truck, and includes any customer notes, special activities or requests as well as container information. The route is already sequenced in the order the driver will complete it.

Throughout the day as the driver completes each service, the GPS/AVL continues to track the location of the truck, and, when a lift is performed, matches the location of the truck against the location of the customer's container recorded both in InfoPro and in the driver's electronic version of the route sheet, and then records and timestamps the service activity to that customer. At all times, the driver can override or correct the information being recorded by the truck's sensors.

Using FleetMind, or other equivalent system, the driver can input notes and other information directly into InfoPro. An excellent example of this occurs when a driver encounters a blocked container or a "not out." In the past, the driver would have to contact dispatch, verbally provide the information to the dispatcher who would then enter the information into InfoPro. Errors and delays in entering data created problems when the customer called because the customer service representative (CSR) might not have the most up-to-date information and therefore could not immediately resolve the issue with the customer. With FleetMind, the driver simply enters the note himself and the information is always attached to the customer account when the customer calls or when the CSR contacts the customer proactively. Bringing the driver directly into the communication chain increases accountability, provides immediate feedback on service issues and always leads to more consistent driver behavior on the route. This, in turn, has a very positive impact on the timely and efficient service to the customer.

Flexibility in managing routes during the day is a critical need in operations. Trucks may breakdown, routes can be delayed due to traffic, higher set-out volumes on the route, wait times at the transfer station – these issues can and do arise during a normal day. FleetMind allows our operations supervisor to remotely access the driver's route, transfer and re-assign stops to another route and still document service to those accounts by the second driver. We can provide a seamless, electronic process to ensure that all routes are completed, even in the event of vehicle breakdowns or other challenges.

Because route activity data is tracked at a very granular level, it can be used to ensure accurate customer billing and provide information to quickly settle disputes. Additionally, the OBC can be configured to integrate with a broad range of add-ons including on-board cameras, RFID antennas and weigh-in-motion scales. In addition to the communication feature, this system gives us access to SkyMail, which allows our drivers to leave messages with dispatch and take photos on the route of safety issues, blocked stops, and overloaded containers. Dispatch will

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then add notes to the customer's account or escalate the issue to a supervisor. The customer service representatives can access these notes and pictures and use them in their phone discussions with homeowners and businesses. Our drivers are encouraged to take a pro-active approach to safety and customer service, and this tool gives them the ability to do so.

4.1.2 Shared Routes with City of Daly City

Republic anticipates that all lines of business (residential, commercial and industrial services) may be shared outside of the Town service area. These shared routes will also operate in the City of Daly City. Our suggested method for appropriately allocating costs and tonnages between the Town and the non-Town service area accounts is to use a waste capacity approach as evidenced in the proposal cost forms.

For each day of the week that a shared route operates, Republic will calculate the volume, by capacity, that is collected at 'with-in' the service area accounts, as well as the volume, by capacity, that is collected at 'outside' of the service area accounts to determine the percentage of the total volume that is collected on that route from 'outside' of the service area accounts. That percentage will be used to extrapolate out to what the total percentage of volume, by capacity, that is collected from 'outside' of the area accounts, as a percentage of the total weekly capacity. The total weekly percentage will be the percentage of total costs and total tonnage that is allocated to the 'shared' jurisdiction. The remaining percentage will be the cost allocated to the Town of Colma.

4.1.3 Collection Vehicle Equipment Specifications

Republic will service all cart customers – residential, multi-family and commercial – using:

- Automated side loader (ASL) for residential and multi-family cart customers;
- Front-end load (FEL) vehicles to service multi-family and commercial bin customers;
- Rear-end load (REL) vehicles to service multi-family and commercial cart customers; and
- Roll-off vehicle for roll-off box and compactor customers.

Republic has selected these particular vehicles for numerous reasons, including:

- Vehicles have proven to be among the strongest, safest and lowest maintenance trucks in the industry
- All of the vehicles will run on CNG fuel and be new at the time of implementation
- First-hand local knowledge shows that the vehicle sizes and attributes are best suited for the service area
- Use of this equipment in Colma and other cities in Northern California will enable the sharing of common parts and factory-trained technicians within the network.

All collection vehicles are operated by a single driver. Each truck is painted in a uniform manner in Republic blue and features the Republic logo. Each vehicle is also equipped with the GPS tracking and onboard computer systems as outlined above.

4.1.3.1 Residential Collection - Automatic Side Load (ASL) Vehicle

The ASL vehicle is a dual-side-drive, low-step three-axle model that facilitates easy ingress and egress for the driver to the curbside. The low-entry cab design promotes safety, reduces potential injury, and increases productivity. These vehicles are equipped with efficient hydraulic systems that allow for compaction at idle speeds or even while on the move and a large 5-cubic yard hopper that greatly reduces the chance of litter and spillage. **All collection vehicles will also be equipped with a remote camera that allows driver's full visual access to the field of operation.** The ASL vehicle will run on compressed natural gas (CNG) fuel. We are currently constructing a state of the art CNG fueling station at our Edgeworth Avenue facility in Daly City to fuel these vehicles; we estimate that the facility will be completed by May 2016.

The ASL features a patented arm, which has an unmatched level of precision. The patented vertical lift design moves the arm from ground-to-ground operation at 8-12 seconds, allowing for maximum curbside pickup in less time.

The arm's design feature prevents spillage, which saves driver time while also protecting the environment. The arm's design also minimizes truck rocking. Most automated truck manufacturers have automated arms that begin picking up the cart container immediately, which can mean the arm is extended nearly seven feet while supporting the weight of the container, causing the truck to rock while the

contents are being dumped. With our trucks, the arm is retracted for lifting, so the weight is over the suspension of the vehicle. This keeps the truck from rocking, which can greatly reduce driver fatigue, injury, and spillage.

4.1.3.2 Multi-Family & Commercial Collection - Front-End Load (FEL) Vehicle

Republic proposes to continue to provide bin service to multi-family and commercial customers with FEL vehicles equipped with 40-cubic yard volume bodies. We have selected these vehicles for a number of reasons:

- Supplier is a company that has proven to be among the strongest, safest and lowest maintenance trucks in the industry.
- Our first-hand local knowledge shows that this truck's size and attributes will "fit" every neighborhood we service, including hard-to-service accounts.
- The FEL vehicle will run on compressed natural gas (CNG) fuel. We are currently constructing a state of the art CNG fueling station at our Edgeworth Avenue facility in Daly City to fuel these vehicles; we estimate that the facility will be completed by May 2016.
- Use of this equipment currently in the Town of Colma and other cities in Northern California will enable the sharing of common parts and factory-trained technicians within the network.

4.1.3.3 Multi-Family & Commercial Collection – Rear-End Load (REL) Vehicle

Republic proposes to continue to use REL vehicles that are equipped with 25-cubic yard volume bodies to service certain high-density, low overhead clearance locations within the Town. These trucks provide for greater versatility and maneuverability than most ASL and FEL collection vehicles. We have selected these vehicles also for the following reasons:

- Supplier is a company that has proven to be among the strongest, safest and lowest maintenance trucks in the industry.
- Use of this equipment currently in the Town of Colma and other cities in Northern California will enable the sharing of common parts and factory-trained technicians within the network.

The REL vehicle will run on compressed natural gas (CNG) fuel. We are currently constructing a state of the art CNG fueling station at our Edgeworth Avenue facility in Daly City to fuel these vehicles; we estimate that the facility will be completed by May 2016.

4.1.3.4 Roll-Off Collection Vehicle

Republic will provide roll-off box and compactor service to customers using three axle collection vehicles with a rail and hydraulic hoist system. These vehicles will service commercial, industrial, construction and residential customers that utilize roll-off debris box or compactor services. These vehicles can service a variety of box sizes (8-40 yard containers) and can maneuver in tight locations and varying terrain.

4.1.4 Cart Containers

Republic enjoys a partnership with a vast network of national suppliers who accommodate our collection container needs with accuracy, efficiency, durability and use of recycled material. We propose to purchase and deploy wheeled carts manufactured by Otto Environmental Systems and Rehrig Pacific Company that are specially designed to accommodate the fully automated collection

system. While performance of a fully automated wheeled cart can be measured in numerous ways, we gauge cart viability by a set of principal criteria: durability, functionality, appearance, and most importantly, ease of customer use. Republic expects a cart placed into service should remain serviceable for its intended life of 10 years, barring any extraordinary misuse or mistreatment. Republic's experience in other cities has shown that a high level of container reliability has a positive impact on customer satisfaction. Republic intends to purchase trash carts gray in color, blue for recycling and green for organic materials.

The carts have a one-piece mold-in handle for easier customer handling and an attached lid that seals the cart interior. The carts also contain approximately 30 percent post-consumer materials and have a manufacturers' warranty of 10 years. An adequate inventory of replacement units will be available. Each cart will have an in-mold label regarding proper materials, use and unacceptable materials.

4.1.5 Commercial Bins

Multi-family dwelling and commercial customers will be provided with metal container bins made by Wastequip, one of Republic's reliable national suppliers. The bins are designed for compatibility with our FEL vehicles and come in a range of sizes, from 1-6 cubic yards. Most bins also have four heavy-duty wheels, are easily maneuverable into position and have plastic lids. Our containers have been proven the most durable in what is typically the most punishing segment of a collection program. The average life span of these containers is typically 10 years. Commercial solid waste containers will be dark blue in color, green for recycling and dark blue with an identifiable red stripe for organic (including food waste) material.

4.1.6 Roll-off Boxes

Roll-off customers will be provided with metal bins made by Wastequip, Consolidated Manufacturing or Classic Graphics. The boxes are designed for compatibility with Republic's roll-off vehicles and come in a several sizes, ranging from eight (8) to 30 cubic yards. The average life span of these containers is typically 10 or more years. Republic does not provide compactors to customers. Roll-off boxes will be blue in color.

4.1.7 Single-Family Dwelling Solid Waste Collection Methodology

Republic intends to service all single-family carts using an automated side loader (ASL) truck. The ASL is proven to retrieve and return carts in even the most hard-to-reach locations such as narrow streets, courts and alleyways, enabling the industry's most efficient, safe, and environmentally responsible curbside automated collection services. The ASL is currently being used successfully for collection of residential, commercial and multi-family material.

Republic proposes to use gray carts for residential trash collection. Residents will be offered the option of choosing either a 20, 32, 64 or 96-gallon cart. The 32-gallon cart will be the default size if customers express no other choice.

Republic proposes to collect solid waste with one (1) new ASL Automators with Autocar chassis and 27-cubic yard McNeilus body. The ASL vehicle will use compressed natural gas (CNG) which will fuel up at our new CNG fueling facility in Daly City. The collection vehicle will be operated by a single driver and painted in a uniform manner in Republic blue, featuring the Republic logo and company contact information.

The ASL cart collection methodology is fast and efficient and requires approximately 8 to 12 seconds to complete the cycle (pick up cart, deposit contents, place cart back onto the curbside) before the driver moves to the next stop. The curbside collection process is as follows:

1. Driver pulls up to the curb.
2. Driver activates a toggle switch to extend the automated arm to the curbside container.
3. Driver activates another toggle switch to position the arm-grabbing mechanism and takes hold of the container.
4. Driver operates the arm and brings the container to the body of the collection vehicle.
5. Driver operates the arm to activate the vertical lift that dumps the contents of the container into the hopper. The vertical lift reverses and brings the container back to the operating surface.
6. Driver operates the arm, grabs the container, and returns it to its original location at the curb, and
7. The hydraulic mechanism within the body of the vehicle automatically compacts the load within the truck body.

At each stop, our driver will also make sure that the following procedures are followed:

1. Cart container is returned to the curb in an upright position.
2. Lid on cart container is closed.
3. Any spillage is picked up and deposited in the collection vehicle.
4. Report any service issues, i.e., damaged containers; carts not out; over loaded cart.

4.1.7.1 Single-Family Dwelling Weekly Single-Stream Recycling Collection

Republic will offer all single-family customers weekly, fully automated single-stream, commingled recycling collection services. Recycling carts will be serviced with the same equipment and in the manner as residential solid waste carts.

Republic proposes to collect recycling carts with one new ASL Automators vehicle with Autocar chassis and 27-cubic yard McNeilus body. The ASL vehicle will use compressed natural gas (CNG) which will fuel up at our new CNG fueling facility in Daly City. The collection vehicle is operated by a single driver and will be painted in a uniform manner in Republic blue, featuring the Republic logo and company contact information.

Republic proposes to use blue carts for residential single-stream collection. Residents will be offered the option of choosing either a 32, 64 or 96-gallon recycling cart. The 64-gallon cart will be the default size if customers express no other choice and will have an in-mold label with single-stream recycling information and instructions. If a customer needs more than one collection cart, Republic will provide additional carts for free to accommodate the customer's needs and as an incentive to increase diversion.

4.1.7.1.1 Acceptable Material for Residential Recycling

The following is a list of acceptable and non-acceptable recyclable materials collected from the Town's residents that will be processed at our Newby Island Resource Recovery facility in San Jose. are provided below. The accepted materials list includes an expanded list of materials that residents can now recycle through the Republic program.

ACCEPTED RECYCLABLE MATERIALS

- Clean paper (including newspapers & mixed papers)
- Cardboard & chipboard
- Paper milk cartons
- Glass bottles & jars
- Rigid plastics
- Aluminum & scrap metals
- Steel, tin & bi-metal cans
- Aseptic beverage boxes

Republic Services will also process several material types not normally recovered, including:

- Clean Expanded Polystyrene block packing materials
- PLA bioplastic bottles
- Plastic bags & film
- Black plastic
- All other materials for which a viable market can be found

RECYCLABLE MATERIALS NOT ACCEPTED

- Solid waste
- Food waste & food soiled paper
- Treated wood
- Pallets
- Landscape waste
- Restroom waste
- Hazardous or medical waste
- Construction debris
- Concrete, dirt & asphalt

Republic is committed to keeping contamination in recyclables at the absolutely lowest level possible. The local management team will collaborate with Town staff to develop proactive public education programs to ensure the lowest level of contamination and the highest levels of diversion. Working with individual customer to reduce contamination in the materials set out for collection is the one of the keys to collecting clean loads. Republic believes the success of its recycling program is due to consistent

interaction with the individual customer. Customer education and Republic's involvement is vital in meeting and exceeding diversion requirements and establishing solid sustainability practices. By ensuring customers receive appropriate and easily accessible educational material we are able to deliver clean material to the Newby Island Resource Recovery Park for processing. There will be periodic and random cart and bin checks by our in-field supervisors and diversion coordinator to help identify contamination prior to collection.

4.1.8 Single-Family Dwelling Organics Collection

Republic will offer all residential customers weekly, automated collection of accepted organic materials. Organics carts will be serviced with the same equipment and manner as residential solid waste and recycling carts.

Republic proposes to collect organics material carts with one (1) new ASL Automators with Autocar chassis and 27-cubic yard McNeilus body. The ASL vehicle will use compressed natural gas (CNG) which will fuel up at our new CNG fueling facility in Daly City. Each collection vehicle is operated by a single driver and will be painted in a uniform manner in Republic blue, featuring the Republic logo and company contact information.

Republic proposes to use green carts for residential organics collection. Residents will be offered the option of choosing either a 32, 64 or 96-gallon organics cart. The 32-gallon cart will be the default size if customers express no other choice and will have an in-mold label with organics information and instructions. If a customer needs more than one collection cart, Republic will provide up to two additional carts for free to accommodate the customer's needs and as an incentive to increase diversion.

Republic will also provide residents with a Kitchen Food Waste Pail with a minimum 20 percent recycled content, as approved by Town, for in-home use. We will provide cart exchange for Service Recipient at no additional charge.

4.1.8.1 Acceptable Organics Materials

Residential customers will be able to place the following types and size of organics materials for collection:

- "Yard Trimmings" means those discarded materials that will decompose and/or putrefy, including, but not limited to, green trimmings, grass, weeds, leaves, prunings, branches, dead plants, brush, tree trimmings, dead trees, small pieces of unpainted and untreated wood, and other types of organic waste. Yard Trimmings is a subset of organic waste
- Yard Trimmings placed for collection may not exceed six (6) inches in diameter and three (3) feet in length and must fit within the provided Container
- Food Waste including: (i) all kitchen and table food waste scraps, and animal, or vegetable, fruit, grain, dairy or fish waste that attends or results from the storage, preparation, cooking or handling of foodstuffs
- Holiday trees will be collected curbside for a specified period of time at no additional charge to the customer in January of each year on the regularly scheduled collection day
- Holiday trees must be cut into section of six (6) feet or less and be placed within the cart for collection

4.1.9 Residential On-Call Bulky Item Clean-up Events

Republic's goal is to increase household diversion rates while being responsive to customer needs. Residents will have the opportunity to request two (2) on-call bulky item clean-ups per year on the regularly scheduled pick-up day.

Customers will be able to use our convenient bulky item collection request form on our website or call customer service to schedule a pick-up, at which time they are asked for their name, service address, billing address (if different) and daytime phone number, as well as what types of items they will be setting out for collection.

Bulky item collection will occur on regularly scheduled collection days with tracking managed via our InfoPro system. Once an on-call appointment is scheduled, the

customer will receive a mailed brochure confirming collection date and detailing reuse options. It will also include set-out guidelines and provide a visual aid to support the guidelines and accepted materials list. Through Republic's website or by speaking with a customer service representative, residents will also be provided contact numbers and addresses for local drop-off locations for organizations such as Goodwill, St. Vincent de Paul, Salvation Army and the Disabled American Veterans.

To perform this service, Republic will operate either residential ASL trucks, a flatbed or 20' – 28' box truck to collect large appliances and other recyclable materials. Residents will be instructed to leave materials at the curb on their collection day by 7 a.m.

4.1.10 Back Yard and Side Yard Collection

To meet the needs of its senior and disabled customers in the Town of Colma, Republic will provide Back Yard/ Side Yard service to any resident who is physically unable to transport their solid waste, recycle and organic carts to the curb. Eligibility for this service will be determined by the Town.

4.1.11 Used Motor Oil and Used Motor Oil Filter Recycling Collection

Republic has developed an environmentally responsible and efficient process for curbside collection of used motor oil and used motor oil filters. On regular recycling days, our drivers will pick up used motor oil and used filters that are placed in approved, sealed containers (e.g., milk carton or similar container). Customers may place up to two 1-gallon plastic jugs with screw-cap lids for used motor oil and 1-gallon plastic zip-lock type bags for used oil filters at the curb per week on their collection day. Specific directions for proper containment of used motor oil and used motor oil filters will be provided to all single-family customers.

At the curbside point of collection, our drivers will exit the vehicle, pick up the used oil containers and deposit them into a special holding container on the body of the vehicle for emptying and recycling. The used oil filters will be deposited in a special holding container on the body of the vehicle for emptying and recycling.

4.1.12 Battery and CFL Recycling Collection

Republic will collect household batteries and compact fluorescent bulbs (CFLs) placed on top of the recycling cart in customer provided clear zip-lock or tie-close plastic bags clearly marked "Used Batteries" or "CFLs". Republic collection personnel will empty the bag at the point of collection and leave the bag to be reused by the customer by placing the bag inside the cart handle.

Acceptable batteries for collection include:

- Batteries that bear the three (3) chasing arrows or a comparable recycling symbol
- Nickel-cadmium batteries labeled "nickel-cadmium" or "Ni-Cad," with the phrase "Battery Must Be Recycled Or Disposed Of Properly."
- Regulated lead-acid batteries labeled "Pb" or with words "Lead, Return, and "Recycle" and if the regulated batteries are sealed, the phrase "Battery Must Be Recycled."
- Rechargeable consumer products containing non-removable Ni-Cad batteries must be labeled with the phrase "Contains Nickel-Cadmium Battery. Battery Must Be Recycled Or Disposed of Properly."
- Rechargeable consumer products containing non-removable regulated lead-acid batteries must be labeled with the phase "Contains Sealed Lead Battery, Battery Must Be Recycled."

Customers may also drop-off household batteries, fluorescent tubes and CFLs free of charge at our conveniently located office on Edgeworth Avenue in Daly City. In addition, e-waste can be dropped-off at the same location for a nominal charge.

4.1.13 Town Services

Containers at Town Facilities

Republic will collect solid waste, recyclables and organic waste from containers on Town properties listed in Appendix B of the RFP and addendums and at such other Town-owned properties as the Town shall specify at no charge.

Containers at Public Locations

Republic shall collect solid waste and recyclables from containers located near bus stops at the locations listed in Appendix B of the RFP and addendums and such other public places in Colma as Town shall specify at no charge.

Town-Sponsored Community Events

Republic will collect solid waste, recyclables, and organic waste at community events sponsored by the Town, such as Town Picnic, Annual Clean-up Day, etc., at no charge. At a minimum, Republic will participate in Town-held events listed in Appendix B of the RFP and addendums.

Free Compost

Republic will deliver to the Town corporation yard four (4) times a year at least twenty (20) cubic yards of free compost for use by residents and or the Town.

4.1.14 Household Hazardous Waste (HHW), E-Waste and Universal Waste Collection Events

Not all household products can be thrown in the regular garbage!

Twice each year on days selected by the Town, Republic will hold an HHW, E-Waste and Universal Waste drop-off event where residential service recipients and the Town may dispose of HHW, E-Waste and Universal Waste at no charge. Republic will also provide free shredding and other mutually agreed-upon services at that event. The location will be the Town corporation yard or other Town facility as specified. One of these two events can be combined with the Town Cleanup Day. Republic shall, upon request by the Town, collect up to one large item one week prior to Clean-Up Day.

In general, most ordinary household chemicals purchased at retail stores are eligible for the drop-off events. All containers must be labeled and not leaking. If a container is not labeled, participants are told to place a label on the container.

Commercial waste, industrial waste from businesses, unusually large quantities of the same waste are not eligible for the program. Please refer to the following page for a detailed list of acceptable and non-acceptable materials.

Acceptable

- Pesticides
- Insect Sprays
- Herbicides
- Rust removers
- Swimming pool chemicals
- Wood preservatives
- Chlorine Bleach
- Drain Openers
- Corrosive Chemicals (non-commercial)
- Lye
- Muriatic Acid
- Hobby Chemicals
- Oil
- Used Motor Oil
- Used Transmission Fluid
- Gear Oil
- Paint Products
  - Oil
  - Latex
  - Spray
  - Stripper
- Paint Thinners
- Automotive Chemicals
  - Waxes
  - Polishes
  - Cleaners
  - Carburetor Cleaner
  - Brake Fluid
  - Gasoline
  - Antifreeze

Non-Acceptable

- Biological Waste
- Radioactive materials including
- Smoke detectors
- Ammunition
- Explosives
- Commercial chemicals
- Large containers over 5 gallons
- Materials improperly packaged for Transportation
- Fire Extinguishers
- Gas Cylinders
- Unknown materials
- Tires
- Appliances
- Liquid Mercury
- Driveway Sealer limited to 5 gallon
- All Medicines/Pharmaceuticals

REPUBLIC SERVICES

4.1.15 Commercial and Multi-Family Solid Waste, Recycling and Organics Collection

Republic will offer container, cart, roll-off box and compactor collection services to commercial solid waste, recycling and organic material customers, including MFDs, depending on the customer's specific needs. Service will be provided using collection trucks manned by one driver. Commercial solid waste, recycling and organics customers will be given a choice of subscription service levels:

Customers may select solid waste cart(s) 32, 64 and 96 gallon; 1-6 cubic yard-capacity solid waste bins; or 8-yard to 40-yard capacity open-top roll-off or compactor boxes. Commercial customers will be serviced at least once per week and up to six times per week depending on service needs. Commercial carts will be serviced with an ASL or REL vehicle. Please refer to Single-Family dwelling for description on vehicles and collection methodology.

Republic's roll-off and compactor customers will be serviced with 3-axle roll-off trucks capable of transporting containers ranging in capacity from 8-to-40 cubic yards. Compactor service will be available using compactors ranging from 8- to 40-yards capacity.

Customers may select single-stream recycling cart(s) that are 32, 64 and 96 gallon or 1-6 cubic yard bins. Commercial customers will be serviced at least once per week and up to six times per week depending on service needs. Commercial carts will be serviced with an ASL or REL vehicle. Please refer to Single-Family dwelling for description on vehicles and collection methodology.

4.1.16 Commercial and Multi-Family Organics and Food Scraps Collection

Republic will offer food waste recycling services for all commercial accounts, including MFDs, based on customer need. Customers will receive 32-, 64- or 96-gallon carts or 1-3 cubic yard bins, depending on their needs, and have the option of receiving service up to six days per week. Republic will also provide each multi-family unit customer with an in-home Kitchen Food Waste Pail.

The same equipment and methodology will be implemented for commercial food waste cart and container collection previously described (ASL, FEL and REL trucks). Please refer to Single-Family Dwelling for description on vehicles and collection methodology.

Republic's compactor customers will be serviced with 3-axle roll-off trucks capable of transporting containers ranging in capacity from 8-to-40 cubic yards.

In order to maximize customer participation and material diversion, it is essential to implement a thoughtful and carefully executed approach that focuses on targeting key food generators and providing them with the tools, resources, and onsite assistance necessary to ensure a successful collection program.

Food scraps collection participants will be provided with a food scraps cart or bin. Businesses that participate in the food scraps program (i.e., organics) will have their materials delivered to the South San Francisco Scavenger Company facility for transfer to our West Contra Costa Compost facility in Richmond where the organics will be composted.

We used the following steps to estimate potential diversion from this commercial food waste program:

1. Identified commercial and industrial accounts that belonged to high food-waste-generating groups: health care facilities, hotels, restaurants, other food services, food stores, and food manufacturing.
2. Estimated annual volume collected from these accounts using the below equation. Assumed containers were full at pick-up.
   - Size of container x number of containers x number of weekly pick-ups x 52 weeks/year
3. Summed estimated volume disposed for each industry group.
4. Converted annual volumes to annual tons using industry specific densities from California Integrated Waste Management Board (now CalRecycle) Statewide Waste Characterization Study Results and Final Report, prepared by Cascadia Consulting Group, December 1999.
5. Using business sector-based waste composition data from Republic's database of generator samples, we will estimate volume and tons of food waste and compostable paper disposed by each industry group.
6. We are assuming that 50 percent of businesses would participate in program and that it would be possible to capture 65 percent of food waste and compostable paper from those businesses.

Republic's education and outreach team with assistance with Cascadia Consulting Group will target businesses that

generate a high volume of organics material and we will work in phases to maximize business participation and recycling performance. In developing our target business list, we reviewed the service levels and business sectors for all businesses in Colma and highlighted those businesses that fall within the selected "high-volume organics generator" categories.

Each targeted business will receive a letter introducing the organics program two weeks prior to the Republic diversion coordinator performing an onsite visit. We find that providing notice ahead of time allows businesses to prepare for our visit and increases their willingness to discuss new service offerings.

During the site visit, the Republic diversion coordinator will perform a visual assessment of solid waste and recycling containers, documenting the percentages of material types, overall volumes, and recommendations for optimized service levels. The diversion coordinator will perform a facility walk-through to identify areas where food scraps are generated, recommend locations for internal food scrap collection containers, and identify opportunities for improved recycling collection systems.

Outreach staff will also provide educational materials that explain the new food scraps collection program, and will attempt to schedule a follow-up visit to conduct employee training. During this initial site visit, we will recommend a food scraps collection service level and formalize next steps for cart or container delivery and service implementation. When performing the site visit, outreach staff will also assess businesses on a case-by-case basis to create an individualized program that is tailored to each business.

The Republic diversion coordinator will use an audit form which allows for an easy way to accumulate all data from site visits and provides a brief summary report that can be provided to the customer. For all businesses, both pre-consumer "back of-house" collection and post-consumer "front-of-house" collection will be evaluated, and the best collection system will be recommended.

For sit-down restaurants, outreach staff will focus on back-of-house collection and help train kitchen staff, bussers, and dishwasher staff to place materials in the correct container.

For cafeterias, and fast food style restaurants, we will address both back-of house and front-of-house collection to see if there are opportunities for adding proper signage or additional containers, as well as if the business could use compostable products to help prevent contamination. For each type of business, a phased-in approach would begin with:

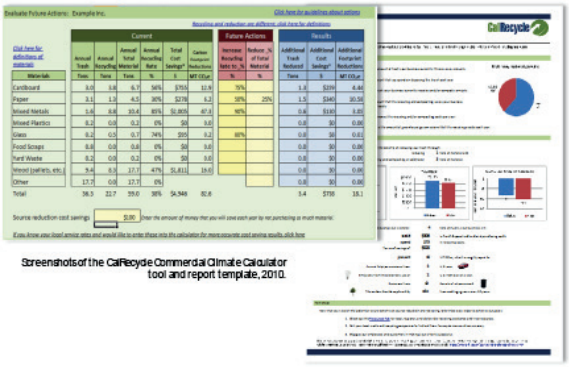
1. implementing back-of-house recycling first to establish a successful program, and
2. adding front of-house food scraps and approved compostable paper products when the restaurant is able to manage collection of clean materials.

Following up with onsite business contacts in a timely manner is essential when launching a new collection service. Republic proposes sending a follow-up email or letter to the business documenting selected food scraps service levels, delivery dates for new containers, and dates for staff training (preferably coinciding with the cart or container delivery date). After the containers are delivered and all trainings have been performed, the Republic diversion coordinator will perform weekly site visits for the first month of service, monitoring the food scraps container to confirm the business is maximizing their diversion of food scraps with minimal contamination.

The Republic diversion coordinator will follow up with the business manager one month after their site visit to review progress and provide additional educational support or resources as needed, including photos of contamination if applicable. Republic recognizes that in order to maintain a successful food scraps collection program, it is essential to provide ongoing feedback and assistance throughout the term of the contract. Therefore, Republic will contact commercial food scraps participants semi-annually, addressing staff turnover and the need for ongoing engagement and educational refreshers.

Our proposed approach to educating and assisting business customers will involve a combination of onsite technical assistance, including staff trainings, and semi-annual customer follow-up as well as on-call customer assistance based on customer email or phone requests . We will also use collection drivers' notes on contamination levels to identify potential training opportunities and begin a conversation with businesses on easy and affordable ways to reduce contamination. We will develop educational tools and resources for front-of-house and back-of-house collection stations that can be customized by businesses. All outreach materials will be readily accessible on our website, which will also include an interactive diversion calculator. The EcoDiversion® Calculator (EDC), developed by Cascadia, is an Excel-based tool used to facilitate more efficient commercial outreach activities. The EDC will be modified for this project in order to provide a customized tool for Colma. The EDC will automatically draw from the uploaded commercial account records, minimizing the data entry effort required by the outreach staff, while still allowing staff to enter critical on-site information. The EDC will generate the diversion rate, associated greenhouse gas reductions and cost savings.

Businesses can use these statistics to engage and motivate employees and impress customers. They will be encouraged to include this information in quarterly newsletters, on their website, and in other communication channels.



Screenshots of the CalRecycle Commercial Climate Calculator tool and report template, 2010.

Organics educational materials will highlight specific materials accepted in the program, such as clean food scraps, green waste, approved paper products including cutlery and service-ware. Additionally, organic material can be placed either in a clear plastic bag or biodegradable bags that are accepted at the composting facility. However, it will depend on the Town's selected processor as to whether they will recycle the plastic bags, compost the biodegradable bags, or debag the material and place material directly into the trash.

4.1.17 Roll-off and Compactor Collection Methodology and Procedures

Roll-off box and compactor collections may be regularly scheduled, temporary or on-call. Collection services are accomplished with roll-off trucks and boxes or compactors in sizes ranging from 8 to 40 cubic yards and a crew of one highly trained, professional driver. To ensure Republic roll-off drivers do not encounter overweight boxes, and to maximize diversion, customer service representatives will query customers when setting up the service as to the type and amount of waste materials they plan to discard.

Roll-off solid waste loads, recyclables, construction and demolition and organic loads are direct hauled to the designated facilities for transfer, disposal, processing, recycling or composting.

Roll-off boxes will be made available to customers of every generator type in a full range of sizes. Republic customer service representatives will help customers correctly size their containers to maximize diversion and mitigate weight issues. Hauling companies will provide a link between customers who desire compactors and compactor manufacturers and Republic has well established compactor manufacturer connections that we will provide to the customer upon request. Customers generally either lease or purchase a compactor.

Republic proposes to service roll-off boxes and compactors with one new Autocar ACX 64 standard roll-off trucks with Amrep 22' hoist. Each vehicle is operated by a single driver. All vehicles will be painted in a uniform manner in Republic blue, featuring the Republic logo and company contact information.

4.1.18 Construction and Demolition Debris (C&D) Services

C&D collection service will be accomplished with roll-off trucks and boxes in sizes ranging from 8 to 40 cubic yards and a crew of one highly trained, professional driver. To ensure Republic roll-off drivers do not encounter overweight boxes, and to maximize diversion, customer service representatives will query customers when setting up the service as to the type and amount of waste materials they plan to discard.

At no cost to the Town, Republic will retain a construction representative that is assigned to all construction and demolition projects in the Town of Colma.

The role of the construction representative is to work directly with construction companies by visiting the site and tailoring the most appropriate method for managing the construction and demolition materials produced at the individual sites. These solutions are always site specific and are designed to assist Republic, and the overall project, in meeting the diversion requirements established by the Town of Colma. The construction representative is also responsible for providing the Republic with the periodic reporting required by Colma to ensure that the project is compliant with local ordinances and or other green building requirements.

The construction representative's onsite diversion approach often involves multiple, well-marked containers for single commodities. This approach includes frequent site training with construction workers and other staff as well as multiple project site visits per week to ensure signage on containers are clear and remain in place. When space constraints dictate a different approach, a recommendation can be made for commingled containers. This approach also involves well-marked containers, frequent site trainings and site visits and daily communication between the construction representative and the project lead or foreman onsite. Republic has found this personalized approach to our construction and demolition services to be extremely beneficial to the customer as well as being the most successful approach to meeting local diversion requirements. Republic commercial customers around the Bay Area are familiar with Republic's dedication to service and diversion and it's no different in Colma.

4.1.19 Vehicle Maintenance

Preventative Maintenance Program for Collection Vehicles and Equipment

Republic is dedicated to owning the best running, safest and most environmentally friendly vehicles for our customers and we are able to achieve this through a rigorous maintenance program called OneFleet. With standardized procedures and consistent execution, we provide the best-in-class fleet management system, which gives our customers improved reliability and fleet availability.

There are six pillars to OneFleet:

1. Preventive Maintenance (PM)

PMs are the hallmark of OneFleet. Republic Services prescribes six levels of PM activity (A-F) at varying truck hour markers.

A. Every 150 hours (full inspection, including nuts/bolts/fluids/no cracks)
B. Every 450 hours (A plus, full lubrication service)
C. Every 1350 hours (transmission, front suspension, air-to-air, hydraulics, CNG inspection)
D. Every 2700 hours (A, B, C plus drain transmission, new filters and fluids; crank ventilation filters; exhaust system inspection/service, cleaning, catalyst inspection/service)
E. Every 5400 hours (A, B, C, D plus differential fluids, DPF system, overhead valve adjustment, fuel systems inspection/service)
F. Every Year – Annual Federal Safety Inspection

2. Planning and Scheduling

Standardized planning and scheduling leads to increased shop capacity and/or reduced fleet down time. By planning preventative repairs, we have parts on hand, mechanics scheduled during off-route hours. This keeps the shop from being reactive and unprepared. We prioritize ticket items to adequately meet our operational needs – making sure the fleet is ready at route time.

3. Workplace Organization

A clean and organized workplace provides a safer and more efficient environment. At Republic, we manage the Five S's:

- Sort
- Straighten
- Sanitize
- Standardize
- Sustain

4. Repair Quality and Training

OneFleet initiatives are only as strong as the training we give our technicians. Quality Tech Training is our mantra – from on the job training to formal classroom programs.

5. Driver Practices

Joint accountability and proper communication between maintenance crews and operations personnel (drivers and supervisors) fosters fewer unscheduled repairs and breakdowns. Each day, drivers:

- Perform a pre/post-trip driver quality control inspection
- Ensure that any issues they identify are accurately communicated to the shop
- Ensure that customer and route expectations are understood in the mornings

6. Parts Management

The right part at the right time is critical to maintaining a fleet. With proper parts management, parts are on hand for all scheduled repairs, which decreases truck and labor down or delay time. Integral to the parts maintenance program is a maintenance bay, floor and shelves are clean and orderly. With proper scheduling, parts are staged on carts in advance of a technician's arrival.

The bottom-line benefit of OneFleet is the positive impact to our customers. We begin the day (everyday) with a reliable fleet – both operationally and environmentally.

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4.1.20 Vehicle Inspection Reports

Key to the preventive maintenance program is daily completion of vehicle inspection reports. This is done by the collection vehicle's assigned CDL driver and includes both a pre-trip inspection and post-trip inspection.

- Drivers check fluid levels, lights, tires and other safety related areas of their truck and indicate on the inspection report any defects or deficiencies found that day.
- Shop personnel review the report and check any items marked by the driver as being questionable or problematic.
- Mechanics then make any needed repairs before the vehicle returns to the route. Furthermore, each vehicle undergoes a through and comprehensive preventative maintenance inspection (PMI) every 150 hours of service.
- This inspection is conducted by a trained and certified brake inspector, according to USDOT requirements.

4.1.21 Preventative Maintenance Program

Each vehicle is inspected from the top to the bottom and the front to the rear including, but not limited to; tires, air pressure, brakes, air system, safety camera system, gauges, engine, cooling system, hydraulic system, batteries, road tested and general overall equipment operation. The vehicle is thoroughly lubricated and fluids sampled and changed if required. If repairs are needed, all priority repairs are completed prior to the vehicle being returned to service and repairs that can be, are scheduled to be completed at the next service.

Preventative Maintenance Inspections (PMI) are set at different levels, ranging from PMI-A to PMI-E. Each level is an increasingly more detailed inspection and/or requires different fluids to be changed e.g., oil, hydraulic, coolant, differential, etc. Once a year each vehicle is given a complete annual inspection in accordance with 49 CFR 396. Adherence to these programs reduces downtime and road calls which correspondingly increase customer satisfaction due to on time service and driver morale.

4.1.22 Vehicle Appearance

It is a fact that vehicles that are clean in appearance are usually well-maintained as well. Republic washes its collection vehicles weekly, utilizing biodegradable cleansing products, high and low pressure washers using a brush. Truck washings will comply with BMP's governing storm water management.

4.1.23 Safety Overview

Safety is Republic's highest priority. We've created a strict policy of safety protocols with supporting infrastructure, where employees are trained to think, choose, and work within a training framework designed for safety. Safety is our portal for the achievement of exceptional customer service, and is viewed as the responsibility of all employees. We take every step to ensure safety in our administrative offices, operations yards, on collection routes, and at our transfer/recycling facilities.

Our excellent safety record is achieved by the clear system of safety checks and balances we employ, our safety policies and procedures, and sound decision-making used when hiring, combined with the active retention of the very best employees.

New employees are required to attend and pass a new employee orientation/safety training class. In this class, company policies and standards are fully explained. These include:

- Republic's alcohol and drug-free workplace;
- DOT requirements; personal protective equipment standards;
- Operation and care of equipment; injury and accident reporting procedures; H
- Hazardous communications procedures; spill prevention and contamination training;
- Collection service standards;
- Recycling and waste contamination communication procedures, service reporting and paperwork procedures.

Republic has recently instituted a new driver training program that has already been recognized as an industry best practice. This program involves two weeks of classroom training conducted by an industry trained expert employed by Republic.

Republic has invested in a state-of-the-art training center in Richmond, CA, which includes a fully developed obstacle course and training course. After two weeks of classroom training, new drivers will spend four weeks in behind-the-wheel (BTW) training followed by a final test that he/she must pass to be certified to ready on his/her own route.

4.1.24 Primary Safety Initiatives

10-Key Safety Audit

The 10-Key Safety Audit is one of the Republic's primary safety tools. It is used to measure the culture within Republic divisions through the thorough examination of 10 key areas related to management's effectiveness in leading their team's safety attitude.

The ten key areas are:

- General Manager Management
- General Manager Involvement
- Hiring
- Vehicle Specifications
- Hours of Service
- Safe Actions for Excellence (Republic's general safety handbook)
- Preventive Maintenance
- Employee Recognition and Discipline
- Republic Standards and Policies
- Claims Management

Under each of the above key areas, there are sub-topics that drill down to the core of the safety culture. Audits are performed by our regional safety staff, and take over three days to complete. The process includes: employee interviews and observations; record and program reviews; equipment and facility inspections; and process reviews with the leadership team. Upon completion of the audit a closing conference is conducted with the local leadership team as well as regional and corporate safety personnel. The leadership team receives a verbal and written report on each item listed, along with recommendations and action items for future growth. The final report is made available to leadership at all levels through an on-line reporting system.

Weekly Safety Conference Call

Safety topics including local safety-related experiences are discussed for learning purposes.

Daily Route Observations

Field supervisors ensure services are delivered in a safe manner and take the opportunity to counsel and interact with drivers on a regular basis through.

Monthly Safety Alerts

Republic's regional and corporate headquarters safety departments send out alerts on various safety topics and safety related experience across the country that to bring awareness and education to Republic's employees.

Not on My Watch

This is a training video conveying our employees' responsibility to take personal ownership in safety.

Focus 6 Program

This innovative program is designed to bring our drivers' attention to the six types of accidents that cause the greatest human tragedy and most disruption to operations. These six categories are:

1. Intersections;
2. Employees;
3. Rear Collisions;
4. Rollovers;
5. Pedestrians; and
6. Backing.

Also included are DVDs, posters and discussion points for training.

Weekly Safety Tool Box

Republic has a tremendous on-line safety program for managers to access. One of the outstanding features of this resource is its comprehensive list of topics for weekly safety meetings. For each of the dozens of topics listed is a detailed initiative to guide the presentation of the topic to workers.

Dedicated to Safety - Employee Safety Award Program

This is a safety incentive program designed to motivate employees to achieve greater levels of safety through monthly and annual awards. This program has proven effective in keeping employees focused on safety and reducing accidents. Employees enrolled in the program receive vouchers each month if they have not had one of the following: a preventable accident; a lost-time injury; or a safety-related corrective action.

Voucher values range from $25 to $75 or more and can be redeemed on-line for merchandise that can be used for themselves or as gifts for family or friends. Republic employees have redeemed vouchers for refrigerators, television sets, sports equipment and even jewelry for their spouses. This program generates excitement among employees and encourages them to take the extra time to make the best decision: one that will allow them to complete their day, month, and even career, accident and injury free.

4.1.25 Additional Driver Requirements

Driver Appearance and Compliance with All Applicable Rules, Regulations and Policies

Republic drivers will wear identification and a clean uniform each day. Drivers will at all times have on their person a valid California Driver License and medical card. Medical cards are good for two years and dictate that drivers must have passed a physical examination to obtain one. Drivers will behave responsibly and professionally, and will comply with all applicable Federal, State and Local regulations and laws governing any and all aspects of their work for Republic.

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Zero Tolerance Safety Guidelines

These guidelines list unsafe practices that will absolutely not be tolerated at Republic. An example of such an unsafe practice is "Refusal or failure to use appropriate personal protective equipment." We believe that setting expectations high and clearly stating behaviors and incidents that will trigger disciplinary action at the inception of an individual's employment creates the best work force possible.

Progressive Discipline Policy

Republic strongly believes in developing and mentoring its employees. When it is necessary to administer corrective action, every effort is made to correct the behavior by coaching and/or retraining the employee as prescribed by the Collective Bargaining Agreement. Progressive discipline is used only when the behavior has not been corrected through coaching efforts. Progressive discipline is administered as follows:

1st Offense: Verbal Warning 2nd Offense: Written Warning 3rd Offense: 2nd Written Warning with Suspension 4th Offense: Discharge of Employment

Employees may be immediately discharged on grounds of dishonesty; recklessness; gross negligence; misrepresentation related to sick leave; failure to report an accident or injury; gross insubordination; abuse of customers or other persons; possession of firearms; criminal conduct; violation of Republic's Alcohol and Drug-Free Workplace and Substance Abuse policy; and/or if the removal of an employee is demanded by a municipality or government body. In the case of a safety violation or any accident, the 1st Offense step (verbal warning) is always skipped and a written warning is issued immediately.

Alcohol and Drug Testing

Alcohol and drug testing are performed per the State Department of Transportation's testing procedures under the following circumstances:

- Pre-Employment
- Post-Accident
- Random
- Reasonable Suspicion
- Return-to-Work

4.1.26 Other Driver Requirements

In addition to the above, Republic drivers must also:

- Pass a road test.
- Attend an orientation program that includes extensive management observation and coaching of driving skills.
- Review a copy of Republic's "SAFE - Safe Actions For Excellence" and Employee handbooks.
- Participate in the Driver's Alert 24-Hour Vehicle Monitoring Safety Management System. Each collection vehicle is identified with the Driver's Alert telephone number, where concerns and compliments can be registered and forwarded to the appropriate Republic division. Individual divisions have 24 hours in which to respond to negative remarks and observations.
- Receive bi-annual training in the National Safety Council's Defensive Driving Course for the Professional Truck Driver.
- Attend required monthly safety meetings.
- Attend monthly tailgate meetings to receive defensive driving/space cushion instructions developed by the Smith System.

Additionally, Republic has created a continuous improvement model for its collection personnel, under which each month an incident/accident report is generated and used to identify any issues that compromise safety or the provision of exceptional customer service.

Republic drivers and other personnel are required to be current on our Policies and Procedures. On-line education and testing is available to ensure that knowledge of policies and procedures is kept at the most current level.

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4.2 Diversion Plan

Republic will provide a level of diversion that ensures the Town will be in full compliance with its State Diversion obligations, as defined as of the Effective Date by AB 939 and AB 341. Republic understands and agrees that the Town's diversion calculation will be measured for a given time period in terms of the tons of materials collected by Republic from the provision of collection services in the Town of Colma that are sold or delivered to a recycler, composting facility or re-use facility, net of all residue, divided by the total tons of materials collected in Town by Republic in each calendar year.

In order to maintain and exceed the diversion goals as stated in the Request for Proposal, Republic will work closely with the Town, businesses, MFDs, and the community to increase recycling participation and thereby increase diversion numbers. To achieve high diversion quickly and efficiently, Republic has developed a diversion plan with aggressive targets for both diversion numbers and the dates they will be achieved.

The current diversion goals, as stated in the RFP, are to:

1. Achieve and maintain a diversion rate of 22 percent by no later than January 1, 2018.
2. Maintain a minimum diversion rate of 22 percent from January 1, 2018 through December 31, 2019.
3. Achieve and maintain a diversion rate of 28 percent by January 1, 2020.
4. Maintain a minimum diversion rate of 28 percent from January 1, 2020 through December 31, 2022.
5. Achieve and maintain a diversion rate of 34 percent by January 1, 2023.
6. Maintain a minimum diversion rate of 34 percent from January 1, 2023 through December 31, 2024.
7. Achieve and maintain a diversion rate of 40 percent by January 1, 2025

The Table on the following pages details the estimated collected tons by service sector and collection programs and the required diversion for each of the target years. As can be seen, the estimated diversion rate for each time period exceeds the Town's required rate.

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Diversion Plan Proposal				
Colma Required Diversion Rate: 22% Republic Estimated Diversion Rate: 24% Date Achieved: January 1, 2018				
		Estimated Diversion		
Service Sector	**Programs**	**Collected Tons**	**Estimated Diversion (Net of Residue)**	**Estimated Increase in Diversion**
Residential	MSW	271	0	N/A
	Recyclables	144	132	15%
	Organics	49	47	20%
Commercial (Cart/Bin)	MSW	1,006	0	N/A
	Recyclables	434	399	100%
	Organics	102	95	100%
Roll-Off	MSW	1,589	0	N/A
	Recyclables	350	322	100%
	Organics	104	97	100%
Compactor	MSW	894	0	N/A
	Recyclables	104	96	100%
	Organics	50	47	100%
		5,097	**1,235**	
Estimated Diversion Rate			**24%**	**8%**
Colma Required Diversion Rate: 28% Republic Estimated Diversion Rate: 31% Date Achieved: January 1, 2020				
		Estimated Diversion		
Service Sector	**Programs**	**Collected Tons**	**Estimated Diversion (Net of Residue)**	**Estimated Increase in Diversion**
Residential	MSW	271	0	N/A
	Recyclables	151	139	5%
	Organics	52	50	5%
Commercial (Cart/Bin)	MSW	1,006	0	N/A
	Recyclables	651	599	50%
	Organics	153	142	50%
Roll-Off	MSW	1,589	0	N/A
	Recyclables	525	483	50%
	Organics	156	145	50%
Compactor	MSW	894	0	N/A
	Recyclables	135	124	30%
	Organics	53	49	5%
		5,635	**1,731**	
Estimated Diversion Rate			**31%**	**7%**

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Diversion Plan Proposal				
Colma Required Diversion Rate: 34% Republic Estimated Diversion Rate: 37% Date Achieved: January 1, 2023				
		Estimated Diversion		
Service Sector	**Programs**	**Collected Tons**	**Estimated Diversion (Net of Residue)**	**Estimated Increase in Diversion**
Residential	MSW	271	0	N/A
	Recyclables	157	144	4%
	Organics	53	51	3%
Commercial (Cart/Bin)	MSW	1,006	0	N/A
	Recyclables	781	719	20%
	Organics	191	178	25%
Roll-Off	MSW	1,589	0	N/A
	Recyclables	788	725	50%
	Organics	273	254	75%
Compactor	MSW	894	0	N/A
	Recyclables	270	249	100%
	Organics	55	51	5%
		6,329	**2,370**	
Estimated Diversion Rate			**37%**	**6%**
Colma Required Diversion Rate: 40% Republic Estimated Diversion Rate: 43% Date Achieved: January 1, 2025				
		Estimated Diversion		
Service Sector	**Programs**	**Collected Tons**	**Estimated Diversion (Net of Residue)**	**Estimated Increase in Diversion**
Residential	MSW	271	0	N/A
	Recyclables	160	147	4%
	Organics	54	52	3%
Commercial (Cart/Bin)	MSW	1,006	0	N/A
	Recyclables	937	862	20%
	Organics	239	222	25%
Roll-Off	MSW	1,589	0	N/A
	Recyclables	1,024	942	50%
	Organics	410	381	75%
Compactor	MSW	894	0	N/A
	Recyclables	406	373	100%
	Organics	58	54	5%
		7,048	**3,034**	
Estimated Diversion Rate			**43%**	**6%**

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4.2.1 Enhanced Diversion Option

We are aware of the Town's goal to achieve 50 percent diversion in the next ten years; as such, we have included an enhanced diversion proposal which entails taking all solid waste containers from commercial customers to Newby Island Recyclery for processing as a mixed waste stream through its Wet/Dry system. We believe this enhancement to diversion would increase diversion by an estimated additional 7 percent to help bridge the gap to 50 percent based on the program's success in other Republic communities.

The Wet/Dry processing system is an exciting new approach to recycling and collection, and we are the only company in the Bay Area with the experience in achieving a successful Wet/Dry processing system. Republic Services successfully implemented the Wet/Dry program to all 8,000 commercial service locations in the City of San Jose in 2012 and, within six months, tripled the City's recycling rate to 70 percent. The commercial wet line at the Newby Island Recyclery is designed to process food waste and other organics. Recovered organics are transformed into feedstock for conventional windrow composting or other end uses.

This enhanced diversion option is not included in our proposal or the cost forms, however, it is an option for the Town to consider at any time during the term of the agreement.

The specific programmatic details to accomplish the diversion goals in the proposal include:

- Initial and ongoing heavy outreach to all sectors, including information on the website, hauler newsletters, bill inserts, and community meetings, among others.
- Educate commercial customers on mandatory recycling, including AB 341 and AB 1826, and provide enforcement by having Republic diversion coordinators visit businesses to confirm compliance.
- Work with businesses that have 3 cubic yards or less of service to ensure they have recycling containers and are using them.
- Target the top 25 volume-generating businesses to increase recycling and organic collection services and look for opportunities to prevent waste.
- Work with Town planners and contractors to enhance construction and demolition recycling.
- Target all restaurants for commercial food waste service.

All solid waste for residential, commercial, industrial, and multi-family accounts will go to Ox Mountain to be landfilled. All single stream recyclables will be direct hauled to Ox Mountain and then transferred to Newby Island Recyclery for processing.

All residential and commercial organics will be taken to the West Contra Costa Sanitary Landfill Organic Materials Processing Facility (WCCSL OMPF) in Richmond for composting.

In order to achieve additional diversion from current services, reducing the amount of material going to the landfill is essential. This can be done by continually providing public education and outreach to all service sectors, especially residential customers while targeting all businesses (including small 3 cubic yards or less, the Town's top 25 waste generators, and restaurants for food scrap recycling), and contractors to ensure Construction and Demolition material is clean and properly recycled, while focusing on waste prevention and reuse ideas for all sectors.

4.2.2 Residential Recyclables and Organics Diversion - Outreach and Technical Assistance

In order for Republic to achieve and maintain a consistent diversion rate, we propose focusing on residential customers and commercial businesses while providing continual outreach to all sectors through newsletters, outreach materials, recycling participation tools and easy-to-reference website materials. Additionally, the strategic use of our recycling diversion representatives, and help from community leaders to work with businesses and the residents to improve participation and increase recycling will be critical to our success. See Sections 4.3 for further details on our outreach plan and how we will use marketing, technical assistance, and resources to meet and exceed the diversion requirements.

Republic will also provide the following efforts to ensure increased diversion.

- **Mail quarterly newsletters** with information regarding recycling and resource conservation, updates on the Town of Colma's recycling goals and the community's progress, tips for disposing bulky items, promotion of our "recycling champion" program, and other specific collection services, resources, and programs.

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Initiating Colma's commercial food scraps collection program is an important step toward increasing diversion in the commercial sector

- **Create program-specific bill inserts** for residential and commercial customers, focusing on such items as the Bulky Item collection program, and AB 341 and AB 1826.
- **Educate businesses in both English and Spanish** in-language site visits and outreach materials available on our website.
- **Promote a proprietary interactive diversion calculator developed by Cascadia** that allows the Town's businesses to calculate their diversion rate, find ways to identify additional materials to recycle, associated greenhouse gas reductions, and cost savings.
- **Conduct site visits and assessments** for each business in the Town. Republic will visit all businesses in the Town annually, first focusing on the top 30 employers and then contacting all businesses in the Town to discuss best practices specifically by business type, and conducting site audits. The diversion coordinator will meet twice a year with the 30 employers with the most persons employed in Colma.
- **Perform visual assessments** of solid waste, recycling and organics containers, documenting the percentages of material types, overall volumes, and recommendations for optimal service.
- **Send a follow-up email or letter** to the business owner or property manager documenting new or changed service levels and delivery dates for new containers. The Republic recycling representative will follow up with businesses one month after the program is started to review progress and provide additional educational support or resources as needed, including photos of contamination if applicable.

4.2.3 Commercial Organics and Food Scraps Diversion Plan

In order to maximize customer participation and material diversion, it is essential to implement a thoughtful and carefully executed approach that focuses on targeting key food generators and providing them with the tools, resources, and onsite assistance necessary to ensure a successful collection program.

Food scraps collection participants will be provided an organics cart or bin. Businesses that participate in the food scraps program (i.e. organics) will have their materials delivered to the South San Francisco Scavenger Company Blue Line Transfer Station for transfer to our West Contra Costa Compost facility in Richmond where the organics will be composted.

We used the following steps to estimate potential diversion from this commercial food waste program:

1. Identified commercial and industrial accounts that belonged to high food-waste-generating groups: health care facilities, hotels, restaurants, other food services, food stores, and food manufacturing.
2. Estimated annual volume collected from these accounts using the below equation. Assumed containers were full at pick-up.
   - Size of container x number of containers x number of weekly pick-ups x 52 weeks/year
3. Summed estimated volume disposed for each industry group.
4. Converted annual volumes to annual tons using industry specific densities from California Integrated Waste Management Board (now CalRecycle) Statewide Waste Characterization Study Results and Final Report, prepared by Cascadia Consulting Group, December 1999.
5. Using business sector-based waste composition data from Republic's database of generator samples, we will estimate volume and tons of food waste and compostable paper disposed by each industry group.
6. Assuming that 50 percent of businesses would participate in program and that it would be possible to capture 65 percent of food waste and compostable paper from those businesses.

Republic's education and outreach team will target businesses that generate a high volume of organics material and will work in phases to maximize business participation and recycling performance. In developing our target business list, we reviewed the service levels and business sectors for all businesses in Colma and highlighted those businesses that fall within the selected "high-volume organics generator" categories.

Each targeted business will receive a letter introducing the organics program two weeks prior to the Republic diversion coordinator performing an onsite visit. We find that providing notice ahead of time allows businesses to prepare for our visit and increases their willingness to discuss new service offerings.

During the site visit, the Republic diversion coordinator will perform a visual assessment of solid waste and recycling containers, documenting the percentages of material types, overall volumes, and recommendations for optimized service levels. They will perform a facility walk-through to identify areas where food scraps are generated, recommend locations for internal food scrap collection containers, and identify opportunities for improved recycling collection systems. Outreach staff will also provide educational materials that explain the new food scraps collection program, and will attempt to schedule a follow-up visit to conduct employee training. During this initial site visit, we will recommend a food scraps collection service level and formalize next steps for cart or container delivery and service implementation. When performing the site visit, outreach staff will also assess businesses on a case-by-case basis to create an individualized program that is tailored to each business. The Republic diversion coordinator will use an audit form which allows for an easy way to accumulate all data from site visits and provides a brief summary report that can be provided to the customer. For all businesses, both pre-consumer "back of-house" collection and post-consumer "front-of-house" collection will be evaluated, and the best collection system will be recommended.

For sit-down restaurants, outreach staff will focus on back-of-house collection and help train kitchen staff, bussers, and dishwasher staff to place materials in the correct container.

For cafeterias, and fast food style restaurants, we will address both back-of house and front-of-house collection to see if there are opportunities for adding proper signage or additional containers, as well as if the business could use compostable products to help prevent contamination. For each type of business, a phased-in approach would begin with:

1. implementing back-of-house recycling first to establish a successful program, and
2. adding front of-house food scraps and approved compostable paper products when the restaurant is able to manage collection of clean materials.

Following up with onsite business contacts in a timely manner is essential when launching a new collection service. Republic proposes sending a follow-up email or letter to the business documenting selected food scraps service levels, delivery dates for new containers, and dates for staff training (preferably coinciding with the cart or container delivery date). After the containers are delivered and all trainings have been performed, the Republic diversion coordinator will perform weekly site visits for the first month of service, monitoring the food scraps container to confirm the business is maximizing their diversion of food scraps with minimal contamination.

The Republic diversion coordinator will follow up with the business manager one month after their site visit to review progress and provide additional educational support or resources as needed, including photos of contamination if applicable. Republic recognizes that in order to maintain a successful food scraps collection program, it is essential to provide ongoing feedback and assistance throughout the term of the contract. Therefore, Republic will contact commercial food scraps participants annually, addressing staff turnover and the need for ongoing engagement and educational refreshers.

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Our proposed approach to educating and assisting business customers will involve a combination of onsite technical assistance, including staff trainings, and annual customer follow-up as well as on-call customer assistance based on customer email or phone requests. We will also use collection drivers' notes on contamination levels to identify potential training opportunities and begin a conversation with businesses on easy and affordable ways to reduce contamination.

We will also develop educational tools and resources for front-of-house and back-of-house collection stations that can be customized by businesses. All outreach materials will be readily accessible on our website, which will also include an interactive diversion calculator that allows businesses to calculate their diversion rate, associated greenhouse gas reductions, and cost savings. Businesses can use these statistics to engage and motivate employees and impress customers. They will be encouraged to include this information in quarterly newsletters, on their website, and in other communication channels.

Organics educational materials will highlight specific materials accepted in the program, such as clean food scraps, green waste, approved compostable paper products including cutlery and service-ware. Additionally, organic material can be placed either in a clear plastic bag or biodegradable bags that are accepted at the composting facility. However, it will depend on the Town's selected processor as to whether they will recycle the plastic bags, compost the biodegradable bags, or debag the material and place material directly into the trash.

4.2.4 Commercial Technical Assistance Program

Republic will provide commercial technical assistance as specified by the Town, including meeting with all employers and the top 30 employers, educating staff and personal on the programs and maximizing diversion, providing educational materials, completing the required reporting and meeting with the Town. The following areas are a priority for Republic in order to meet Colma's needs for reporting and compliance with such State mandates as AB 341 and AB 1826:

- **Outreach and education**: Republic will conduct outreach activities to inform the affected commercial generators of the mandatory recycling requirements and educate commercial generators about recycling opportunities available to them, as seen in the Outreach Plan in Section 4.3 of our proposal.
- **Monitoring**: Republic will review lists of affected generators to ensure they are subscribing to and participating in the commercial recycling and organics collection programs. We will also identify and notify businesses that are not in compliance, as well as provide the proper technical assistance to ensure they have recycling and comply with the ordinance.
- **Reporting**: Republic will report on progress implementing the commercial recycling programs, including outreach, education, and monitoring efforts as part of the CalRecycle annual report process. This reporting will include the activities to educate businesses on the mandatory requirements, as well as efforts to track and monitor compliance on the part of businesses.
- **Enforcement**: Republic will actively seek businesses that do not comply with the regulation and provide technical assistance efforts to recycle. If the business chooses not to comply, Republic will work with the Town to come up with an appropriate solution and potential enforcement follow through.

Commercial generators are more receptive to recycling programs when two elements are present: a) the opportunity to save money; and b) when the program is easy to use, so that staff time to manage wastes is not increased. Knowing this, Republic's diversion coordinator will emphasize these points during the initial recycling opportunity assessments with each targeted business. Outreach materials will be combined in a manner that addresses customer need, and will be submitted to customers in a subsequent mailing. Materials will be mailed if personal contact cannot be made between Republic and business managers during the initial assessment process

4.2.4.1 Informational Flyers and Posters

Republic will develop an informational flyer addressing the following business types:

1. Retail;
2. Business office;
3. Restaurant and bar; and
4. Manufacturing.

Each flyer will highlight recycling opportunities for the applicable business type, and will discuss program logistics—both for refuse and recyclable materials. Also, a specific flyer will be developed for roll-off customers that details recycling options, debris box sizes and the like. **All flyers will emphasize State mandatory recycling requirements such as AB 341 and AB 1826.**

4.2.4.2 Container Labels

Containers will be labeled with Republic contact information that is proportionally sized. These will include warning and acceptable content labels. For example, recycling bins will be labeled as forbidding solid waste, and will display an in-mold label describing acceptable contents. All labels will employ simple line graphics to convey general messages.

4.2.4.3 Recycling Workshops

Recycling workshops will be offered to those businesses with a need for, or that request such a service. In addition, workshops will be offered to business associations, Chamber of Commerce, Lions Club and any other applicable or interested organizations in the Town of Colma.

4.2.4.4 Miscellaneous Collateral Materials

It has been Republic's experience that often a particular business may need specialized outreach materials, such as information flyers to post in lunch rooms, or directives to send to each employee. Republic is committed to developing such materials, as requested by customers on a case-by-case basis. Republic is driven to produce collateral materials that will make business recycling programs a success. Republic will produce these items in-house.

Republic promotes the concepts diverting waste from landfill, waste reduction, reuse, recycling, and composting, as well as promoting the safe disposal of waste that cannot be diverted. Our diversion coordinator is critical to delivering these messages. The diversion coordinator will target its initial educational efforts on high-volume waste generators and the top 30 employers, and work directly with owners/property managers. Republic will also include the following approaches to ensuring the highest levels of commercial customer education, awareness and satisfaction:

- **Waste Audits and Technical Assistance**: Republic will continually track and monitor participation and contamination. Whenever issues are identified, we will provide appropriate solutions at the customer level, including but not limited to, personal phone calls, emails and on-site visits.
- **Annual Recycling Workshop**: Once a year, Republic will invite the largest 25 commercial customers and top 30 employers in Colma to a hosted Recycling Workshop, to discuss program strategies to recover Targeted Recyclables Materials, and distribute recycling information kits to attendees.

- **Janitorial and Food Service Employee Training Programs**: Republic will offer training for in-house and contracted janitorial companies, including multi-lingual educational materials and presentations to educate janitorial employees on recycling options, how to minimizing contamination, set-out procedures, and other recycling information.
- **Green Business Program**: Information on How to Become a Certified Green Business will be provided and promoted. The recycle representative will be available to assist the business with their certification if they are interested.
- **AB 341 and AB 1826 Outreach**: Notify customers twice a year of the requirements and benefits of AB 341 and AB 1826. Customers will receive a thank you for fulfilling their requirements in maintaining a recycling program.
- **Seal of Sustainability Award**: Republic will award commercial customers who have increased their recycling service levels by 10 percent or more with a "Seal of Sustainability" decal recognizing their achievement and commitment to the environment and "greening" their community. Republic will announce the recipients of the annual Seal of Sustainability via news releases, website, and newsletter.

Additional methods that Republic plans to engage commercial customers and maximize diversion include:

4.2.4.5 Business Recycling Recognition

This program will include a competition between businesses to reduce waste and increase diversion of recyclable and compostable materials. In addition, Republic will produce and make available on its website case studies that inspire other businesses to take action. Republic's website currently provides customers with service information, recycling guidelines, how to sustain a green business, and more. Upon award of the contract, Republic's website for the Town of Colma will be updated and become a tool customers can use to succeed in their recycling efforts.

4.2.4.6 Green Business Ambassador Training and Engagement Program

Republic will offer a training program for conservation ambassadors within the Town of Colma business community in exchange for their time educating others in their industry on sustainable business issues. These champions could also be encouraged to get their peers to participate in recycling and organics programs. Champions who successfully complete the training and their volunteer hours would receive a certificate of recognition from the Town.

4.2.4.7 Partnerships with Academic Institutions to Assist with Technical Assistance

The Bay Area is increasingly becoming a center for education related to sustainability and the environment. The emergence of the Presidio as a credible graduate school program, San Francisco State's Environmental Science program, and Berkeley's Haas School Center for Responsible Business exemplifies this green education trend.

Republic will partner with the Town of Colma to capitalize on this trend by forging partnerships with these institutions and engaging students as free or low-cost interns to provide technical assistance to Colma businesses, under the supervision of program specialists. The students, as well as their teachers and selected departments, could be enlisted to create case studies, document best practices, and benchmark resource conservation performance. This low cost help could be directed to selected business segments and communities, furthering the Town's goals of reaching diverse populations and business owners.

4.2.5 Monitoring Diversion and Reporting

Republic is committed to providing innovative programs and technical assistance in order to increase diversion and meet the statewide goal. Part of the continual oversight and management will be to monitor how the program is working and remain nimble and open to changing the outreach plan in order to hit target diversion.

There are a number of steps that go into monitoring a program, starting with understanding the community being served and the dynamics that come into play, and continually evaluating where the diversion numbers are, what is working, what is not, and what additional steps should be considered to keep the diversion meter moving forward.

Analysis of how the program is working will come from visiting businesses, performing characterizations or visual audits of containers to assess contamination and participation levels, talking with drivers who are on the route each day to learn about any gaps in the program, and reviewing commodity tonnage. Evaluation of all these pieces is critical to understanding the Town's progress with diversion and identifying opportunities to continually improve the program.

Reporting is a priority for Republic. We work closely with our communities to effectively provide accurate and reliable data. For example, our accounting department has robust experience using spreadsheets and InfoPro to generate reports. While Republic has standard reports that we use, we are also open to any new reports that the Town of Colma would like to see generated. In addition to our own data, Republic has developed strong relationships with third-party processing facilities and uses those connections to receive tonnage information. We will integrate all the data points we collect into an easy-to-read spreadsheet that provides detailed specifics on each route and commodity type.

Reports Republic will prepare for the Town of Colma include:

Quarterly Reports: Republic will submit quarterly reports which will include the following information as described below:

1. Solid Waste Collected. The quarterly report shall specify the number of tons of Solid
2. Solid Waste Collected by service type (residential, commercial, self-haul, debris box, and compactor).
3. Recyclables Tonnages. The quarterly report shall specify the number of tons of recyclables collected by service type.
4. Yard Trimming/Food Waste and Organic Waste Tonnages. The quarterly report shall specify the number of tons of Yard Trimmings, Food Waste and other Organic Waste Collected by service type (residential, commercial, self-haul, debris box, and compactor).
5. Year-to-Date Data. The quarterly report shall include year-to-date data for Solid Waste

Recyclables, Yard Trimmings/Food Waste by service type and a Diversion rate for the quarter by service type.

For the purposes of the reports, quarters shall be defined as:

- **First Quarter** consisting of January, February and March
- **Second Quarter** consisting of April, May and June
- **Third Quarter** consisting of July, August and September
- **Fourth Quarter** consisting of October, November and December.

Republic will submit quarterly reports within thirty days after the end of each quarter.

Annual Reports

Within forty-five days after the end of each calendar year, Republic will submit to the Town an annual performance report covering the immediately preceding calendar year and the report shall include all of the following information:

1. Summary of Quarterly Reports. A collated summary of the information contained in the quarterly reports, including the reconciliation of any adjustments from prior quarterly reports.
2. Annual Diversion Rate. A final annual Diversion rate for the previous calendar year.
3. Annual Outreach and Education Plan Summary. A detailed summary of the Contractor's educational outreach during the previous year. At a minimum, this shall include:
   i. Public education materials produced.
   ii. Dates, times, and group names of meetings attended.
   iii. A summary of outreach and public education efforts, actions taken to resolve problems, increase efficiency, and increase recycling participation.

4.2.6 Diversion Coordinator Staffing and Budget

To accomplish all of the activities described in our Public Education and Outreach Plan, Republic will hire and employ one diversion coordinator who will be dedicated 100% (40 hours per week) to the Colma contract for the first two years of the contract term, especially focused on commercial and residential customers, including community organizations and events.

The estimated hours of technical assistance that will be provided per commercial account is 4 hours; some customer appointments take longer than others for various reasons so it's difficult to estimate the total technical assistant hours. The emphasis and full-time dedication during the first two years of the contract is to ensure that all of the programs are well established and meeting their goals. While the hours will be evaluated thereafter based on need and program results, the recycling representative will be dedicated a minimum of 20 hours per week to Colma throughout the remainder of the contract.

Republic will hire a well-qualified and experienced individual to provide public education and outreach to the Town's customers.

The proposed budget for public education and outreach during the start-up period of the Town of Colma contract is approximately $56,011 (year one) and on an annual basis is approximately $45,937.

4.3 Public Education and Outreach

4.3.1 Residential Public Education and Outreach Program

Republic is committed to working in partnership with the Town of Colma to develop and disseminate effective, targeted public education and promotional materials on a regular basis to all customers as part of a larger effort to achieve the Town's sustainability goals. Republic brings a proactive, integrated approach to its customer communications and will use a variety of methods, such as direct mail, posters, media relations, special events, reply and opt-in emails, website and other methods as appropriate, to convey service and recycling messages to reach various audiences. We have extensive experience designing and implementing customized education and outreach programs for residential, multi-family and commercial customers that effectively promote recycling and increase diversion.

The goal of Republic's Public Education and Outreach Program in the Town of Colma is to increase recycling participation by engaging community groups and business associations and by directly educating local residents and businesses about the key elements of the program, including relevant program changes, and highlighting customer service, cost, environmental benefits and State recycling requirements.

Go beyond recycling and provide comprehensive sustainability services – In addition to offering recycling-related services, Republic plans to equip customers in the Town of Colma with the tools to tackle other important environmental opportunities such as source education, environmentally preferable purchasing, resource conservation, sustainability, and mitigating climate change impacts. This strategy will be guided by State mandatory recycling requirements.

Republic's diversion coordinator will reach out to community leaders to become advocates for recycling. First we will encourage them to "walk the talk" by showing that they and their organizations are active participants, then by asking them to participate in community events with Republic.

Other elements of our messaging strategy include:

- Terminology – It is important to use words that the public understands, and avoid industry jargon. Prior to developing outreach materials, Republic will meet with Town staff to decide on preferred terminology.
- Limited Text – Writing clearly will enhance key message comprehension and retention. Avoiding use of excessive text, using simpler words, and eliminating redundancy are key to Republic's plan for effective collateral development.
- Use of Graphics – Messaging has moved from long "Yes, No" lists, to full-color photos and catchy graphics, especially in items designed to appeal to children.

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The use of blue to indicate recyclables and green for organics is becoming more widely accepted.

- Easy-to-read – Nearly every focus group review of outreach and marketing collateral reminds us that the usage of simple font in an appropriate text size is critical to the production of easy-to-read documents.
- At a minimum all written materials to be distributed to the public shall conform to the requirements of the Plan.
- Written materials shall be printed in English, Spanish, and other languages specified by the Town.
- Republic shall provide camera-ready copy to the Town for Town's staff's review and approval prior to printing and distribution.
- Printed materials shall be professionally printed on paper stock with not less than fifty percent (50%) recycled paper content including at least ten percent (10%) post-consumer recycled paper content.

4.3.1.1 Residential Public Outreach Program

Republic is committed to working in partnership with the Town of Colma to develop and distribute effective, targeted public outreach and promotional materials on a regular basis to all of our customers. We bring a proactive, integrated approach to our customer communications. We use a wide variety of methods to convey specific messages designed to reach various audiences, as one message never reaches everyone. Messaging will include bill inserts, direct mail, posters, paid advertising, media relations, special community events, opt-in emails, our website and other methods as appropriate. Republic will prepare and distribute public education materials to the Colma service recipients four times annually during the term of the agreement on a schedule approved by the Town. All outreach materials will be produced in English, and Spanish. Additionally, messaging will be culturally-appropriate for our customers. Republic will prepare outreach materials in other languages as requested by Town of Colma, as we maintain an ongoing contact for translation services.

4.3.1.2 Outreach Campaign Components

The following collateral materials comprise the general components of Republic's public education and outreach plan, organized by service type. Should a component be one created specifically for the transition period only, it is indicated below.

4.3.1.3 Program Campaign Components

The following components will be part of the collateral materials Republic develops for all customers. Distinct versions of all materials listed will be developed and tailored to meet the various generators to be serviced under this contract: single-family, commercial and industrial.

The schedule of distribution of items is noted with each outreach piece and the quantity distributed will be based on number of single-family, and commercial customers. All Republic materials have a professional, branded look and feel which will achieve a level of recognition and familiarity among our customers. We always ensure a minimum of 10 percent overrun of printed materials for any additional distribution and outreach material will be available for download on our website as appropriate.

4.3.1.4 Staffing

To accomplish all of the activities described in our Public Education and Outreach Plan, Republic will employ for the Town one diversion coordinator who will dedicate 40 hours per week for the first two years to the Town of Colma contract, especially focused on special events and outreach to residential, and commercial customers. This position will be a new hire that is well experienced in conducting the requirements for a Public Education and Outreach leader.

Our municipal relationship manager, Ms. Monica Devincenzi, will manage the new diversion coordinator for the Town's outreach activities. Once our programs are established, working and on-going, during the following years the diversion coordinator will dedicate a minimum of approximately 50% of their time to the Town and during the remaining term of the franchise agreement.

4.3.1.5 Budget

The proposed budget for public education and outreach during the start-up period of the Town of Colma contract is approximately $56,011 (year one) and on an annual basis is approximately $45,937.

4.3.1.6 Door Hanger/Initial Mailing

Republic will, in advance of the contract start date and in accordance with the finalized Agreement, prepare a door hanger for distribution and mail an initial brochure to all customers explaining any changes from the existing to new programs. The door hanger will specify the

customer's scheduled collection day and summarize the bulky item collection program, holiday schedules and more. The mailing will describe program changes, route changes, dates of program implementation, recycling and diversion programs available, special services available, the holiday collection schedule, proper handling and disposal of HHW and Republic contact information. The initial mailing will be tailored to meet the collection specifics of each generator type.

4.3.1.7 Services Questionnaire

Republic has successfully provided questionnaires to residents in the past when changing cart service and it will be no different with the new franchise agreement. Residents will receive a services questionnaire detailing everything they need to know about our services including available container sizes, current and new rates and other pertinent information. Mailers can also be made available in a variety of languages available for download on on our website.

4.3.1.8 Quarterly Newsletters

Republic proposes to use quarterly newsletters as an opportunity to provide informative and engaging information (e.g. special collection events, resources for disposing of household hazardous waste, e-waste recycling options, AB 341 mandates and the benefits of recycling and resource conservation). Republic will incorporate special articles into each newsletter, from spotlighting green businesses in May to reminding residents to compost their pumpkins in October, for example. Additionally, we propose to dedicate a portion of the newsletter to our younger recyclers; from waste prevention word searches to recycling quizzes, we want to engage family members of all ages.

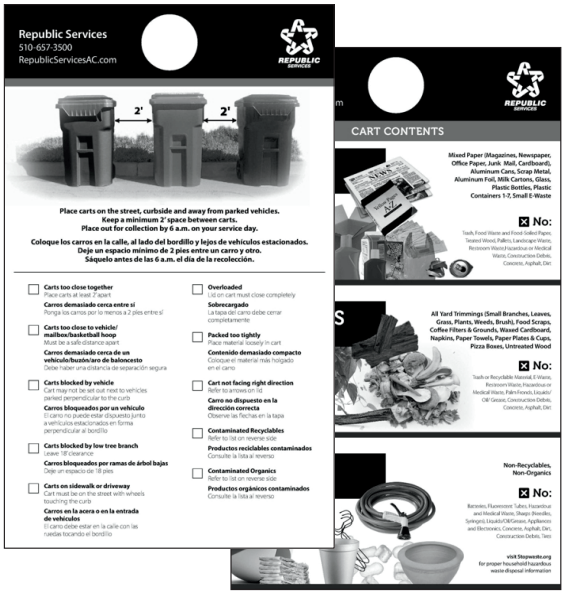
Since a growing portion of the population prefers digital over paper, Republic proposes to provide both paper and electronic newsletter options. Republic maintains a database of customer email addresses, provided by customers who prefer to receive electronic correspondence. These customers will receive electronic newsletters instead of paper. The benefits of providing an electronic newsletter option are two-fold. We will accommodate customer preferences, but electronic newsletters will also enable us to learn more about the effectiveness of our articles—for example, e-newsletters provide data regarding open rates, read rates for each article, and forward information—allowing us to understand what matters most to customers and tailor future outreach efforts.

4.3.1.9 Collection Day Change Notification

We are constantly reviewing our processes to ensure efficiencies that will provide the best customer experience possible. To continue to reach this goal in the Town of Colma, Republic may perform collection reroutes for solid waste, recycling and organic colletion if awarded the franchise agreement. Two weeks prior to the reroute start date, all affected customers (residential, MFD, commercial) will receive a postcard indicating new collection days.

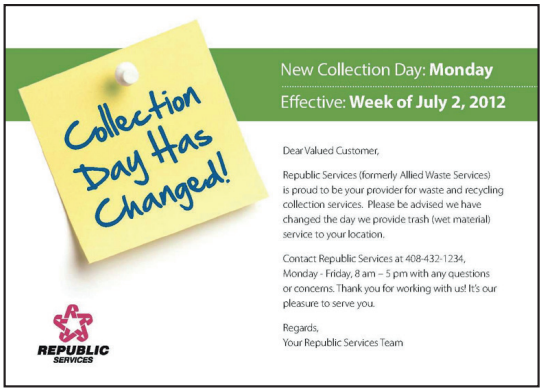
4.3.1.10 Corrective Action Notice (Oops Tag)

Corrective Action Notices are tags that our drivers leave that indicate set-out problems, and are tailored to residential and commercial generator types. These tags can be used as a courtesy notice, or as a notice of non-collection when so marked. When used as a courtesy notice, the materials in question are taken, but customers are informed of the improper element of their set-out and advised of what to do to ensure a proper set-out for next collection. When used as a non-collection notice, the cart in question is not collected, and the customer is advised of the exact problem. The problem must be corrected prior to the following week's service.



Although this element will not be used during the initial transition period, Republic's Corrective Action Notice, or Oops Tag, will be utilized in one of two ways, depending upon Town of Colma's preference. The tag can be utilized regularly by drivers, whenever improper set-outs are observed, or it may be used as part of a campaign, where, for example, one route will be focused on per month, and Corrective Action Notices issued during collections in that month.

The one exception to limited Corrective Action Notice distribution would be in cases where serious or unacceptable, recurring set-out problems by a particular customer or household are observed by the route driver. Naturally, Corrective Action Notices will be used whenever a collection is unacceptable for health and safety reasons or due to an unpermittable level of contamination is observed in either the recyclables or yard waste cart, which warrants the attention of the customer to clean up the materials or have the materials disposed of as trash. When drivers turn in their Corrective Action Notices, the information is entered into InfoPro and used for detecting behavioral patterns or trends that need correcting via Republic's public education and outreach program. The form can be revised based on Town of Colma input.



We recognize the need to not only educate our customers on proper set-out and recycling procedures, but to also reward customers when they get it right. In addition to Oops Tags, we want to acknowledge customers with "Good Job" notices will be distributed to those who do an exemplary job of recycling all of the materials they can.

4.3.1.11 Senior Citizen Recycling Ambassador

Republic recognizes the importance of utilizing community citizens who love where they live, have time to help, and are looked upon as leaders in their community. As such, Republic will identify senior citizens in the community who would like to become green stewards and help move the Town of Colma towards zero waste. This ambassador program will recruit, train, and support recycling outreach by using these individuals during community gatherings, art and wine festivals, trainings at senior centers, and other activities as appropriate.

We will work collaboratively with the Town staff to design and implement this program and will use mailings, newsletters, and press outreach efforts to promote the Senior Citizen Recycling Ambassador program during implementation and throughout the program.

Additional ways Republic plans to engage residential customers and maximize diversion include:

4.3.2 Public Events

Republic is known as a true leader in the Town of Colma, not only because of our dedication to excellence in service, but because we are a proud community partner. We participate in numerous community events on an annual basis and propose to build on these existing efforts by partnering with the Town of Colma to develop and launch a sustainability-themed outreach schedule for public events.

The program would involve creating a family of "green" recycling-specific educational hand-outs, and a common, customizable booth design that could be used at local street fairs, art festivals and concerts to highlight local environmental initiatives. Republic will collaborate with the Town of Colma staff on publicity to increase awareness and foot traffic.

Republic will not only continue to provide service and assistance to community events, we will also work with event planners to bring additional value. This would include upfront planning for logistics detail, such as placement of containers, providing a full contingent of containers at each collection point with clear messaging to encourage recycling participation, clean up services, sponsorships, and educational materials. We see this as an opportunity to engage with the community to become even stronger and more vibrant. The Town of Colma can count on Republic to be a true corporate citizen and community partner in greening the service area and educating residents and businesses every step of the way.

4.3.2.1 In Partnership with the Community

Republic is committed to community service wherever we operate. Our current Community activities and partnerships in the Town of Colma include:

- Town of Colma Town Wide Clean Up Day
- Earth Day Celebration
- Town of Colma Annual Picnic
- Colma-Daly City Chamber of Commerce
- Colma Fire Department
- Town of Colma Safety Awareness Event
- Colma National Night Out
- Town of Colma Pumpkin Carving Festival
- Colma Holiday Decoration Award
- Colma Police Department
- Town of Colma Spring Carnival
- Town of Colma Parks and Recreational Department
- Colma Historical Association

4.3.4 Multi-Family Public Education and Outreach Plan

4.3.4.1 Multi-Family Outreach Program

While there is only one multi-family complex in the Town, Republic will still offer a robust program to that facility as if it is one of many.

Republic recognizes the importance of providing multi-family customers with the opportunity to participate in a successful recycling program, especially with the advent of State recycling mandates. For this reason, we propose to offer them the resources and assistance necessary to maximize participation and diversion results. By touching every customer, but beginning with a concentration on high volume generators, we anticipate a significant increase in recycling participation. Maintaining ongoing success of multi-family recycling programs requires a significant amount of focus at that location as well as creative ideas to keep the stakeholders engaged.

Republic understands that the success of a multi-family recycling program is contingent on achieving the following:

- Gaining the support of resident managers or associations in larger complexes.
- Educating a relatively transient population on a continuous basis.
- Getting commitment from the renting population.
- Finding adequate storage space for central collection containers, as well as storage within the individual units.
- Distance between rental units and the central collection locations.
- Contamination issues.

To address these potential barriers, Republic will reach out to property managers and residents of multi-family units, and provide service and recycling information using direct mail, recycling totes, events on-site, delivery of door hangers and posters and any other means to create a successful program. Our recycling representatives will conduct on-site visits and waste assessments and be available via telephone and email.

Additional support for our recycling programs include:

4.3.4.2 Multi-Family Recycling Champion

Multi-family recycling champion or ambassador programs recruit, train, and support recycling outreach efforts of volunteer multi-family residents and onsite managers. Such programs have grown in popularity in recent years. Municipalities in the United States and abroad have implemented similar programs, which center on the identification of an onsite multi-family resident or manager that has an interest in volunteering a small amount of time to help his or her neighbors to increase recycling. Efforts often made by onsite volunteers include:

- Posting and maintaining clear signage and educational posters
- Keeping an eye on shared recycling and garbage containers to identify contamination issues and note specific items of confusion
- Presenting recycling information at resident meetings or hosting a recycling information night
- Serving as an on-site contact for coordination, with additional education and outreach resources and programs provided by haulers and municipalities

Republic will implement an ongoing multi-family recycling champion program that incorporates best practices and lessons learned from similar programs. For example, similar champion programs have indicated that keeping on-site recycling champions engaged is key to producing diversion results.

We will work collaboratively with the Town of Colma staff to design and implement this program and will use mailings, newsletters, and press outreach efforts to promote the recycling champion program during implementation and throughout the program.

4.3.4.3 Development of "Recycling Welcome Kit" for New Multi-Family Residents

Republic will develop recycling welcome kits for property managers to distribute to residents upon lease agreement. Republic will also place outreach materials under the door of each apartment twice a year to further increase awareness of the recycling program and help remind tenants. With information gathered through property manager focus groups, Republic proposes to provide a comprehensive set of resources that may include:

- A recycling commitment pledge form requiring resident signature and commitment to recycle
- A reusable recycling tote bag to transport recyclables to shared containers (this tote bag will have an explanation of the acceptable/not-acceptable material list and may include information on wet/dry services if chosen)
- Recycling guidelines, such as a move-in/move-out resources guide with information on how to dispose of bulky items
- Local options for donating usable items

In addition, Republic proposes the development of resources that can be easily edited or customized by property managers, including identifying the location of recycling and solid waste containers/enclosures, information regarding who to contact if the containers are full or overflowing, and how to notify property management of illegal dumping concerns.

4.3.4.4 Annual Multi-Family Resident Newsletter

Depending solely upon a property manager or building owner to disseminate key recycling information and resources to multi-family residents is ineffective. Unlike single-family residents, multi-family residents have traditionally received limited direct communication or educational materials about the recycling collection programs available at their property. As a supplement to Republic's quarterly newsletter (delivered to property managers for distribution to residents), we propose to send multi-family residents an annual newsletter with specific information regarding recycling and resource conservation; tips for disposing of bulky items when moving; and promotion of our recycling champion program and other multi-family specific collection services, resources, and programs. Similar to our single-family newsletter, Republic also suggests the inclusion of kid-friendly content such as recycling word searches or a waste prevention crossword puzzle.

4.3.4.5 Outreach and Program Tool Distribution

Republic will provide a variety of tools for multi-family dwelling(s) to assist with active participation and increase diversion. Research has shown by providing different tools for a program to help with incentivizing and making a program easier will increase diversion.

4.3.4.6 Door-to-Door Outreach Distribution

Republic will provide door-to-door delivery of multi-family recycling totes and organics kitchen pails during contract implementation with contractually agreed upon public educational materials.

4.3.5 Commercial Public Education and Outreach Plan

Commercial generators are more receptive to recycling programs when two elements are present:

- the opportunity to save money; and
- when the program is easy to use, so that staff time to manage wastes is not increased.

Knowing this, Republic's diversion coordinator will emphasize these points during the initial recycling opportunity assessments with each business. Outreach materials will be combined in a manner that addresses the business customer need, and will be submitted to business customers during our review and audit process for each commercial business that wishes to participate or in a subsequent mailing.

Public education and outreach materials will be mailed if personal contact cannot be made between Republic and business managers during the initial assessment process.

4.3.5.1 Initial Mailing

Republic will, in advance of the contract start date and in accordance with the finalized Agreement, prepare and mail an initial mailing to all commercial customers explaining the transition from the existing to new programs. The mailing will describe program changes, route changes, dates of program implementation, recycling and diversion programs available, special services available, the holiday collection schedule, and Republic contact information, at least. The initial mailing will be tailored to meet the collection specifics of each commercial generator type.

4.3.5.2 Subscription Mailer

First impressions are everything and we want to ensure we make a good and lasting one with our customers. To achieve this, Republic will distribute subscription mailers detailing everything they need to know about our services including available containers sizes, current and new rates and other information pertinent to hauler transition. Mailers can also be made available in both English and Spanish for download from our website. We've utilized subscription mailers over many transitions in recent years with great success.

4.3.5.3 Instructional How-To Packets

Commercial customers will receive an introductory packet delivered via direct mail that will briefly introduce Republic, explain the transition, and ask customers to confirm their current level of service. Key transition dates, such as container delivery and start of service will be provided in the mailing, as will referrals for more information. These packets will be used primarily for transition, however, service guides will be used when new service is established for any customer, and will be updated from time to time with program changes.

4.3.5.4 Annual Services Brochure

Republic will collaborate with the Town in the design and delivery of the once annual distribution of program information in a newsletter or brochure format per the requirements of the finalized Agreement.

4.3.5.5 Quarterly and Semi-Annual Newsletters

Republic will prepare and distribute customer information on a quarterly basis for all commercial customers. The notices will explain specific programs, such as recycling, organic waste, and commercial food scraps collections. Most likely, this information will be developed as billing inserts.

4.3.5.6 Container Labels

Appropriate container labeling for all containers is part of Republic's education program. Container labeling will be primarily graphics-based, and with simple, general information about allowable container contents and our contact information when additional labels are requested by the customer.

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4.3.5.7 Corrective Action Notice (Oops Tag)

Corrective Action Notices are tags that drivers leave that indicate set-out problems, and are tailored to commercial generator types. These tags can be used as a courtesy notice, or as a notice of non-collection when so marked. When used as a courtesy notice, the materials in question are taken, but customers are informed of the improper element of their set-out and advised of what to do to ensure a proper set-out for next collection. When used as a non-collection notice, the cart in question is not collected, and the customer is advised of the exact problem. The problem must be corrected prior to the following week's service.

Although this element will not be used during the initial transition period, Republic's Corrective Action Notice, or Oops Tag, will be utilized in one of two ways, depending upon the Town's preference. The tag can be utilized regularly by drivers, whenever improper set-outs are observed, or it may be used as part of a campaign, where, for example, one route will be focused on per month, and Corrective Action Notices issued during collections in that month. The one exception to limited Corrective Action Notice distribution via campaign would be in cases where serious or unacceptable, recurring set-out problems by a particular customer or household are observed by the route driver.

Naturally, Corrective Action Notices will be used whenever a collection is unacceptable for health and safety reasons or due to an unpermittable level of contamination is observed in either the recyclables or yard waste cart, which warrants the attention of the customer to clean up the materials or have the materials disposed of as trash. When drivers turn in their Corrective Action Notices, the information is input into a database, and used for detecting behavioral patterns or trends that need correcting via Republic's public education and outreach program. The form can be revised based on the Town's input.

We recognize the need to not only educate our customers on proper set-out and recycling procedures, but to also reward customers when they get it right. In addition to Oops Tags, we want to acknowledge customers with "Good Job" notices will be distributed to those who do an exemplary job of recycling all of the materials they can.

Sample outreach materials are included in Appendix B.

4.4 Customer Service Plan

4.4.1 Customer Service

Republic's customer service center is conveniently located at:

Republic Services
1680 Edgeworth Avenue
Daly City, CA 94015

Republic's customer service center is local and is known by the Town of Colma community. Having both customer service and operations/management located at the same facility yields numerous benefits including enhanced coordination, consistency of service knowledge of complex franchise requirements, enhancement of regular customer relationships and a sense of loyalty to the contracting entity.

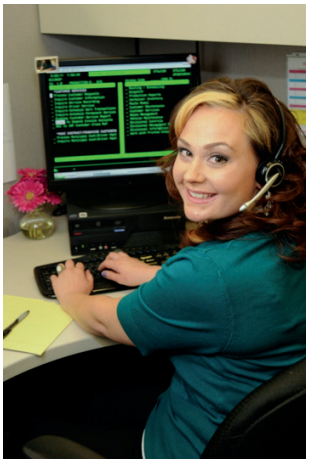
Customer Service Excellence

Delivering exceptional customer experiences is Republic's number one priority and maintaining high customer satisfaction is the cornerstone of our success. We take pride in the efficiency of our local call center and in our friendly, professional and experienced customer service representatives (CSR). Combining the training of our customer service representatives with ongoing development insures that we meet our customer's needs. In fact, placing the customer first in the moment of decision is one of Republic's core priorities and instilled into all of our customer service representatives and staff nationwide at all levels

Where the best people come to work

Republic strives to develop a company where the best people come to work, devoted to meeting the needs of our customers every day, this is one of Republic's core purposes. We take pride in our recruiting effort and retaining talent. The average tenure of our customer service representatives is six (6) years, well above average for a call center environment. This translates to a local staff that is not only experienced, but also knowledgeable in the customer's waste disposal needs. Our representatives' experience and knowledge does not just come from the customer interactions, our representatives spend time in a class room environment and participate in monthly/weekly training sessions to ensure our agents are in

touch with the customer's needs and the ever changing conditions of the waste disposal industry. This is why our representatives are always ready, willing and able to help our customers and exceed their expectations.



4.4.1.2 Customer Service Hours of Operations

Republic's call center will be available from 7 a.m. to 5 p.m. In addition to our extended hours of operations, customers in the Town of Colma benefit from our after-hours response (voicemail) system. By utilizing this system, residents can request service by leaving a message and our friendly staff will respond to the request the next business day. In addition to the after-hours response system, customers also have the ability to reach us via our website on a 24/7 basis. Through our easy to use website, customers have the ability to quickly and easily contact us to ask questions or request services, such as an extra pick up or bulky item collection, sign-up for online bill pay, download public education materials and much more. Any requests made are responded too and processed within twenty-four hours of receipt. Republic's self-service options are designed to improve overall response and resolution to customer inquiries and needs anytime, anywhere with the least amount of customer inconvenience as possible.

4.4.1.3 Basic Customer Service Principles

Republic's customer services programs are based on the following five principles that guide our daily business operations and excellent service. These principles will also pave the way in development of the customer service program for Colma:

1. Employ the highest quality personnel. Republic retains highly skilled and experienced personnel and compensates them accordingly.
2. Ensure easy and immediate access for customers and Town staff. Appropriate staffing is critical to ensure easy and streamlined access to our professional staff for both customers and Town staff. The customer service department averages 2,975 calls per month and handled 35,697 calls in 2014. Our CSRs who take residential, commercial and industrial calls must average 55 calls per day. It is a performance measurement that enables us to handle each call in a timely and appropriate manner.
3. Ensure timely and efficient complaint resolution and follow-up. Republic has detailed policies and procedures for our customer service systems and controls which facilitate expeditious complaint resolution and follow-up. Republic's use of appropriate methods, field communication, and same-day complaint resolution goals will translate into a timely and efficient turn-around from point of contact by customer to resolution. All customer concerns are responded to within eight business hours of receiving the customer's phone call or message
4. Train all Republic employees in customer service.

To ensure a high level of quality service, every Republic employee—whether a driver, administrative, or manager—is trained in customer service. This ensures all customer interactions, whether internal or external, are processed efficiently, professionally and up to Republic's standards. Employees are evaluated annually on their performance in this area. Republic's extensive training program includes annual training for CSR's and staff.

4.4.1.4 Customer Service Standards

1. CSRs will process and accurately enter to our customer management program, InfoPro, customer related documentation, route sheets, equipment work orders and other paperwork on a same-day basis and we will provide error-free invoices. All customer complaints are resolved to the customer's satisfaction, (or a customer agreed plan exists to solve the compliant), within eight (8) business hours of the receipt. A closed loop process must exist in all instances.
2. Residential on-call service is provided on the same day requested if called in before 10 a.m. If after 10 a.m., the service will be provided the next day. Roll-off service requested will be provided by the end of the next day.
3. Clean, decaled containers and carts will be delivered and/or placed on time and exactly to Republic's customer requirements.
4. Customer site conditions left in a clean, orderly fashion – litter picked up, lids and gates closed and locked, cans and carts are left neatly on the curb.
5. All dispatched services are completed on the day assigned with zero missed pick-ups.

These Customer Service Standards are evaluated on a regular basis by the customer service manager and monthly reports can be generated for review. These reports are transparent and its results are shared the customer service team, local management and if necessary with our franchise partners.

4.4.1.5 Customer Service Staffing

The Town of Colma has always enjoyed Republic's extended hours of operations, a benefit that will remain if Republic continues to be the Town's service provider. Additionally, Republic's local call center is staffed by highly trained and experienced representatives who are experts when it comes to the city and our customers. Our Daly City call center will be staffed with a total of three representatives. Due to the tenure and expertise of our customer service group, we average approximately 2.5 CSRs on the phone at all times. CSRs will also be providing coverage to the City of Half Moon Bay and Daly City (Republic has allowed for the adjustment and allocation for service in other service areas in our overhead costs).

Republic recognizes its CSRs play a vital role in customer satisfaction and their opinion of Republic and the communities it serves. How Republic CSRs conduct themselves on the telephone and how competently customer inquiries are handled is a direct reflection of the Company. Republic ensures CSRs answer customer calls courteously and professionally, using good diction and language. Our CSRs are trained and evaluated on their ability to handle stressful calls without losing control of the conversation. At Republic, management encourages CSRs to take ownership of customer interactions to drive customer advocacy through process resolution skills and with professionalism and respect. Republic's local team of CSR's receive ongoing training to enable them to resolve issues on the spot and drive first call resolutions.

4.4.1.6 Call Center Metrics

Republic is proud of the service it provides to customers. At a minimum, Republic's customer service standards are as follows, with the goal to continually exceed these metrics.

- Answer 80 percent of customer calls within an average of 25 seconds.
- Have a call abandon rate of three percent or less.
- To receive monitoring scores of 80 percent or greater.

Calls are monitored for quality daily, and scored monthly.

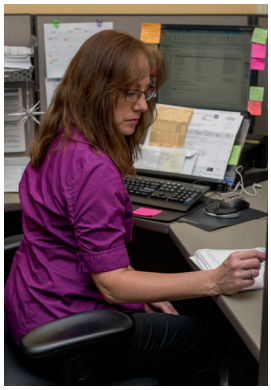
Republic utilizes a third-party vendor, Medallia, which conducts over 5,000 online and telephone surveys of industrial, commercial, and residential customers every quarter to assess customer satisfaction and determine ways in which the company can improve its service. The results are accessible real-time via a user-friendly database that allows district and division leaders to see how their group is performing and where they need to improve. Additionally, a feedback loop was put in place to enable Republic executives to be notified when significant complaints arise.

Medallia also conducts focus groups of current and potential customers to ascertain additional services that may be offered, how to price them, and how to best market the new services.

All new accounts started after the transition period will be personally contacted after their first service day to verify container delivery, driver courtesy and answer any questions.

4.4.1.7 Call Volumes and Management

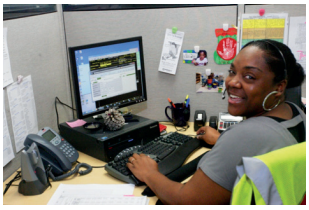
- Each CSR currently handles an average of 55 calls per day which includes residential, commercial and industrial.
- Inbound/Outbound calls are tracked by the Avaya phone system.
- Avaya allows Republic to create reports that fit our needs to better serve our customer.
- Reports can be compiled by several different specifications (i.e. Inbound calls by half hour allows us to see where we may need more staffing for a certain time of day or which hunt group is busiest).



Per the draft franchise agreement, phones will be answered by a live person and will not be on hold longer than 1.5 minutes. In 2014 to date, our CSRs have easily met the service standards expected by the Town of Colma. We make it a regular practice to evaluate CSR performance and monitor calls. If there are concerns or performance issues with a CSR, we have the ability to record their calls to use for coaching or performance improvement plans. The customer service manager also conducts side by side additional training.

To ensure that the average speed of answer is maintained during peak call volume intervals:

- Only one CSR is scheduled for vacation at any given time, ensuring maximum phone coverage for customers.
- No vacations are scheduled the week before or during the week of special events. Phone reports will be run to analyze the trend of high call volume so staffing adjustments can be made.
- Only half hour lunches will be allowed.



4.4.1.8 Customer Service During Transition

Selecting Republic to remain as the Town of Colma's service provider will avoid the challenges that come with transition. Customers can rest assured that any changes to the collection program upon commencement of the new franchise will be handled expertly. Republic's customer service department is known for its organized and systematic planning and implementation of any new services with particular emphasis on a high degree of communication between us, Town staff and our residential and commercial customers prior to, during, and after the start of any adjustments to service. This is emblematic of our commitment to excellence in customer experience. Republic prepares a comprehensive program plan that details the duties and responsibilities among the various key employees.

Republic does not anticipate the use of temporary service representatives during the award of the franchise or while performing start-up of new programs. If the need for additional staff arises, Republic's Alameda County call center, located in Fremont, CA, is available to support our CSRs as well as Republic's Contra Costa County call center, located in Pacheco, CA. The Alameda County call center employs 16 full-time, fully trained CSRs who are able to support any transition requirements and any call center outages or issues that may arise in addition to 20 CSRs in the Contra Costa County call center. We are fortunate to have such trained staff and the ability to avoid hiring temporary staff which would will require onboarding and training.

We do not anticipate much change to our customer service call center upon award of the Town of Colma Franchise Agrement.t. As we currently service the Town and given the amount of new customers to be added, our CSRs will only need to be trained on the additional services.

4.4.1.9 Customer Web Portal

The Republic Services' website is key to providing an effortless customer experience to residents and businesses. With current news and information about waste reduction and recycling, disposal services and more, our website connects customers with solutions and ideas to help them maximize the benefits Republic offers. Our user-friendly platform, MyResource, lets customers view and modify their service in detail, no matter where they are, quickly and conveniently, on any device. In addition to delivering real-time information to customers, our website provides a wealth of "further reading" and links to topics such as landfill gas to energy and carbon footprint reducing measures currently deployed to benefit our local communities. It also includes a popular section designed just for kids. Our Kids' Place program features interactive education tools to help children learn how to become better stewards of the environment through waste reduction and recycling, natural resource conservation and more. Complete with vibrant visuals and meaningful, age-appropriate lessons, Republic's award winning education materials enable parents and teachers to help kids become future ambassadors of the environment.

Customers will find employee highlights that help foster familiarity with those who provide our services whether it is a friendly voice on the customer care line or your neighborhood route driver. And for those interested in Republic's far-reaching efforts to preserve the environment, our website grants access to the company's Annual Sustainability Report, which highlights the programs and partnerships that continue to make a difference both locally and nationally.

Ultimately, the Republic Services' website helps customers get the assistance they need, when and where they need it. Designed with input from customers, our website is a welcoming gateway to world-class service.

REPUBLIC SERVICES

Republic can easily provide the Town's staff read-only access to our customer service system through an application we call the Customer Web Portal. This gives the Town access to key customer information such as rates, services history, service levels, accounts receivable, billing information, site information and notes. This system meets the needs of many of our customers who request access to a group or grouping of customers including the cities of San Jose and Newark and the Central Contra Costa Solid Waste Authority.

4.4.1.10 Management and Customer Service Systems

Republic's customer management system, InfoPro, is a fully integrated system that provides the information base in order to operate the hauling divisions on a day-to-day basis. This system has been programmed entirely in house, with a platform of the IBM I-Series, and the programming language of RPG. The InfoPro system has been in place at Republic/Republic divisions for 20 years and is used company-wide.

The system is divided into several modules. The majority of the modules within InfoPro are driven by the information within the Customer Maintenance module. There is a high level of data flow and interaction between the different modules thus eliminating duplicate keying in any area. At the end of the day the information that has been keyed into InfoPro by the various users of the system is processed. At that point history files are updated, charges are generated for customers, production values are updated, container inventory is updated, preventative vehicle maintenance values are calculated. The primary modules are as follows:

4.4.1.11 Customer Maintenance

This is the main customer database. Billing information, service location, container specification and rate information are the primary components of this module. Accounting controls as well as collection event information is displayed. A direct link to Account Receivable is available. Sales management information including territory, representative, contract information, SIC, and key contacts is stored in the service location section. The container's routing, disposal and billing schedule is defined. The rate logic allows for multiple rate variations to be applied to the single container group such as; monthly rates, lift rates, volume rates, excess weight disposal, minimum lifts, multiple additional rates and supplemental service rates. Historical rate information is also retained.

Each customer account is specific to service type and each line of business is assigned a contract number. For example, residential and commercial customers can easily be searched for and reported on based on contract numbers.

4.4.1.12 Customer Service

This module is used by our CSRs to allow easy access to almost any part of the InfoPro system so that they can answer customer inquiries without forwarding calls, detaining the customer, or interrupting other staff members. Access to the customer's service history, billing history, next service date, requested services already entered, charges to be invoiced, the entire customer maintenance module and accounts receivable is available. Call-in service requests are entered here and automatically forwarded to the dispatching system. System issues are entered and permanently recorded against that customer's record, which are the foundation of multiple different customer service reports.

4.4.1.13 Routing

From the information keyed into customer maintenance, a routing record is created within the routing system for permanent routing. The routing system has been developed to maximize efficiency through automated grid routing. Major and minor days of service, depending on the customers service address GPS, are highlighted for ease of routing. Route maintenance is also made easy by the search capabilities, which are included in order to locate a service location. Transferring stops from one route to another, moving and inserting stops are all done with a few keystrokes.

The route maintenance allows for standard service times, distances, weights, lifts, yards, trips, and operating hours to be entered, to produce a baseline in which the daily route may be measured against for productivity results.

Creation of route sheets is flexible enough to allow for route sheets to be created for today, tomorrow, or next week if necessary. Single routes, same lines of business routes, or all routes may be created independent of one another. Route sheets may be created and sent to a truck's onboard computer system. Route sheets can certainly be printed however Republic rarely, if ever prints hard copies. Collection schedule changes are either communicated by postcard notification or direct phone contact by customer service team.

4.4.1.14 Dispatch

The dispatch module allows for the real time daily dispatching of permanent routes, and container delivery routes to take place. After a route is created within routing, the dispatcher can access this route to proceed with that day's dispatching activities. The same capability of transferring, moving and inserting stops exists here as in the route maintenance. Within dispatch, stops can be flagged as no service or blocked, additional lifts added for a stop, call-ins added to a route, or supplemental services can be flagged as well. Once entered, this information for regular lifts, additional lifts, supplemental services, blocks and no service is automatically sent to the billing system for accurate billing.

- Multiple system edits are in place to ensure that correct service times and weights are keyed in by dispatchers, in order to produce accurate invoicing. These values are also the basis of several of the productivity reports.
- All landfill weights and times keyed by driver and verified by dispatch then automatically moved to the disposal production reports and to the disposal reconciliation area.
- All vehicle times and mileages are entered into the onboard computer system and verified by dispatch.
- Dispatch information is easily accessible by the customer service function to allow for real time information.

4.4.1.15 Route Model

The route model allows for a re-route to be done on any scale within a model without affecting the production routes. Re-routing of one, several or all routes can be done using the model. Moving, transferring, splitting, inserting, and grid maintenance can all be accomplished within the model. Any route activity that occurs within the production system will be mirrored within the model.

Once the routes within the model have been modified in order to meet the requirements, they can be moved back into the production area with no inconvenience to the route supervisors, dispatchers or operators.

4.4.1.16 Divisional Management Reports

This section is made up of numerous reports that aid in the overall management of the division. They include:

- Revenue Analysis by Service Period
- Revenue Analysis by General Ledger
- Customer Count Report
- Customer Profitability for accounts on routes with on board computers
- Manual Invoice Report
- Service History Report
- Revenue Forecast Report
- Municipal Contract Payments Report
- Franchise Commercial Billing Report
- Multiple Audit Reports

4.4.1.17 Container Inventory

The inventory is broken down into container type and size, number of containers ready for use, required, in repair,

unusable, at a remote site, customer owned, on order, being transferred in or out to another facility, and the number currently at the customers' sites. The container inventory system is automatically updated by the dispatching system when container delivery / removal routes are updated in that system. The system inventory can be reconciled to the in yard inventory at any point in time.

4.4.1.18 Record Keeping

Daily logs of all complaints and inquiries will be retained for a minimum of 36 months. Republic will maintain and retain customer service center records which, at a minimum, include the following customer service center statistics:

1. Number of calls received and answered on a daily and monthly basis;
2. Number of abandoned (dropped) calls on a daily and monthly basis as well as the;
3. Average abandoned time (i.e., hold time before abandoning call);
4. Percentage of calls answered by a person within twenty five (25) seconds on a daily and monthly basis;
5. Number of complaints and inquiries received on a daily and monthly basis;
6. Number of responses sent from the customer service department to customers on a monthly basis, including the number and percentage of complaint and inquiry emails or submissions through the website that received responses either:
    1. before close of business on the day received or
    2. by the close of business on the following day.

4.4.1.19 Vehicle Maintenance

Republic utilizes a vehicle maintenance module system by the name of Dossier. All pertinent information regarding vehicles are entered in this module, such as the vehicle make, model, serial number, number of axles, axle capacity, engine number, odometer reading, fuel tank capacity, and so forth. Preventative maintenance hours are tracked and reports produced in order to ensure vehicle maintenance is done at the appropriate time on the vehicle. Work done against a vehicle is recorded and broken down into labor, parts and outside repairs. Reports can be generated in order to analyze expenses against a vehicle, work done, mechanics hours, and fuel consumed.

4.4.1.20 Production Reports

This module includes:

- Route Analysis
- Route Downtime Analysis
- Customer Service History
- Daily Operating Summary
- Daily Fuel Report
- Daily Disposal Report
- Disposal Exception Report
- Daily Truck / Employee Replacement Report
- Customer Service Report
- Blocked / No Service Report

These reports are used in the daily activities of the division in order to monitor productivity and effectiveness.

4.4.1.21 Missed Pick-Ups, Late Setouts, Spills, and Litter Resulting from Collection

After processing a work order for a missed pick-up, late set-out, or spills and litter resulting from collection, the CSR will notify dispatch with specific information regarding the work order. This information, also communicated to the route supervisor, is maintained as an open work order until the route supervisor and/or driver radios back to the CSR that the task has been completed.

Republic will collect late set-outs upon notification by the customer on the first instance of violation as a courtesy without any additional charge. After a second violation, the driver radios dispatch and the dispatcher enters the information in the customer file to maintain a record of late setouts and actions taken by drivers.

To provide an efficient and effective mechanism to monitor the work orders, the administrative assistant will print a summary report of all open work orders daily and distribute such to the entire management team. The report includes name and account number, service location, reason for call, time of call, and actions being taken. Operations information will be sorted by route supervisor area and distributed to the appropriate route supervisor for review. Customer service notes are reviewed by an assigned CSR and all notes are closed within two business days.

4.4.1.22 Improperly Prepared Setouts

If the customer sets out containers that include nonconforming materials, Republic will leave a non-collection notice. As an enhancement and to mitigate frustration on the part of the customer, Republic proposes to collect nonconforming materials on the first instance of violation and leave a courtesy notice provided the non-conforming materials do not contain hazardous materials/substances, or pose physical risk to the driver. The courtesy notice will describe the type of violation and will warn the customer that in the future the container will not be collected if it contains non-conforming materials.

In the event of subsequent violations, the material will not be collected and a notice will be left on the container identifying the reason(s) for non-collection. After leaving the notice on the container, the driver will make a note for the customer service department and explain the action taken, which will be entered nightly by the operations clerk. The CSR fielding the call will enter this information in the customer file to maintain a record of non-conforming setouts and the actions taken by the driver.

4.4.1.23 Noise complaints

CSR notes any received noise complaint from customers and informs operations. Route supervisors immediately contact driver and take appropriate action to ensure drivers are operating within authorized collection times. CSR contacts customers and reports action taken.

4.4.1.24 Traffic and Sidewalk Obstruction During Collection

In the event that there is a traffic and sidewalk obstruction that prevents collection vehicles from serving the customer, the following steps are taken:

- The driver immediately reports the situation to the route supervisor and dispatch, identifying the problem and the affected service addresses. The driver then proceeds safely around the obstruction on an alternative route to continue collection on the remainder of the route.
- Next, the driver discerns whether or not they believe the obstruction is temporary and enters this information into the onboard computer system and if he will be able to return at the end of the route, or whether collection will take place that day, or whether a double-collection should be scheduled for the following scheduled collection day at no additional charge. The dispatcher communicates their decision to the customer service department via InfoPro. This information will be recorded in the affected customers' files on the onboard computer system.
- Customer service will attempt to contact all customers to advise them of any service change.
- The CSR will attempt to contact every affected service address as well as the City to inform them of the situation, the method of resolution, and estimated time of collection.

4.4.1.25 Graffiti

Drivers are required to report instances of graffiti immediately via InfoPro. Dispatch notifies customer service and a work order is placed for maintenance staff to visit the customer site to remove graffiti or remove and replace the marked container. Reports of graffiti on enclosures or buildings are noted on the customer account and the Town will be notified the same day.

4.4.1.26 Collection outside of the times authorized in the Municipal Code

CSR notes any received noise complaint from customers and informs operations. Route supervisors immediately contact driver and take appropriate action to ensure drivers are operating within authorized collection times. CSR contacts customers and reports action taken.

4.4.1.27 Service tags – type and size of tag, date received, how issue was resolved and date of resolution

Service tags are entered electronically through InfoPro and sent to the driver's onboard computer system (OBC). When service is completed, the driver indicates on OBC and a date and time stamp are created on the electronic tag. All service information is available in real time to all InfoPro users.

4.4.1.28 Miscellaneous service requests, including requests for extra pick-ups

Extra service requests are generated through customer service for the date requested by customer. Same day requests are available until noon, Monday through Friday and next day or future requests for miscellaneous service requests. The requests are submitted electronically through InfoPro and, once completed transfer to dispatch. Dispatch sends same day requests to appropriate route. Future requests are keyed in InfoPro to the appropriate future route.

4.4.1.29 Vehicle number providing specific collection

All Republic vehicles are uniquely numbered according to type of vehicle. The same route vehicle is used each day on the same assigned route. If another vehicle is used due to mechanical or other reasons, the replacement vehicle is logged in InfoPro so a vehicle can be identified at a specific customer on a specific date and time.

4.4.1.30 How data errors will be minimized

Three staff members, at a minimum, review all customer service data at the close of each day to correct any possible errors. Additionally, the accounting department receives and reviews all data as well. Quarterly audits are also performed on all customer accounts to minimize data errors.

4.4.2 Billing

Republic utilizes an industry leading billing software system called Metavante

4.4.2.1 Billing Procedures

Republic shall provide billing services for all Service Recipients in the Service Area, including all Residential Properties, Multi-Family Properties and Commercial Properties.

Republic shall:

- **i.** bill all Service Recipients in the Service Area, including all Residential Properties, Multi-Family Properties and Commercial Properties at the rates permitted in this Agreement;
- **ii.** maintain accurate billing and payment records; and
- **iii.** bill Service Recipients on a monthly schedule in arrears or as otherwise approved by the Town. Service Recipients' bills shall be itemized showing the charges for each classification of services.

Billing staff and CSRs have access to the billing system and Republic's corporate office has system administration rights. Any inquiry or support needed is immediate for our local division.

- All customer rates are entered into InfoPro by Republic's billing staff and CSRs. Each month all data files are transmitted via InfoPro to Metavante and a "full-charge" or amount to be invoiced is available for the billing staff to audit to ensure any discrepancies are adjusted before invoices are sent to customers. During month-end close, all approved charges are sent via Metavante and reviewed one more time prior to invoices being released.
- To make bill paying convenient and easy for customers, Republic offers online bill pay service which allows customers to make one-time payments with either a credit card or electronic debit to a checking account. In the interest of conserving paper, customers who select this option will have the ability to have paperless bills, billing inserts, newsletters, and program announcements sent to an email account.
- Republic's billing department also supports/accepts electronic funds transfers, automated recurring check or credit card payments, payments by mail, payments made at its office, and credit card payments by phone.

- Each month, reports are viewed by the billing staff to review stop service accounts as well as reports that show start service. These service changes could be due to past due balances, business closing, moving or opening. All stops/starts are thoroughly reviewed before changes are initiated.

When a customer calls the office regarding a billing inquiry, Republic's CSR will first verify the service level on the account and invoice to ensure the customer is being billed correctly. If the service levels and rate are correct, the CSR will go into the accounts receivable screen in InfoPro and check the customer's payment history. If the customer claims they are being billed for a service they did not receive or do not subscribe to, a CSR will send out a Route Supervisor to confirm the service level. The account will be credited immediately if Republic has made an error. If the customer has made an error a friendly phone call to the customer will be placed to give them the opportunity to choose the service level that matches their budget and waste generation rate. All options will be reviewed with them.

Our CSRs are trained to respond to billing inquiries in all our service areas, including the Tow of Colma so the addition of the new Town customers will be easy to incorporate. Trainings will be held and Town staff is welcome to participate in those trainings.

Accounts Receivable

The open item Accounts Receivable (AR) system is fully integrated with InfoPro and the General Ledger. This module provides invoice tracking/aging, cash application and collection processing. Cash is received electronically from an external lockbox company and is automatically posted to customer accounts/invoices. The system provides a strong query tool to aid in customer collections in addition to monthly and ad-hoc aged trial balances. Accounts receivable invoice history is maintained for a period of twelve months. At any point in time an invoice may be reprinted at the division. Customer collection notices and interruption service takes place automatically but can be overridden by associates at the division.

Invoicing

Invoice amounts for our customers are produced by the system and then transmitted to our printing service provider. Invoicing is integrated with the General Ledger and AR. On average, we generate over 2.5 million invoices per month. Invoice formats can be tailored for specific customer requirements, such as page breaks or total amounts by service location or other Town of Colma required inclusions. Included in the invoicing module are features that allow for tax and fee administration such as Franchise, FRF, ERF, Late and SI.

Level of billing accuracy and billing complaints received

Our corporate office requires us to perform annual internal billing audits which randomly chooses customer accounts and verifies their rate and level of service. For roll-off customers, the contract is reviewed to ensure the contract rates and those in the billing system match. Republic checks rates on a regular basis, but with the award of the Town of Colma contract we intend to continue this procedure on a regular basis.

4.4.2.2 Town Inserts

The Town may direct Republic to produce and insert mailers with billings relating to Town-sponsored events, integrated waste management activities, other environmental programs, and authorized rate increases by the lesser of: (1) six (6) times per year or (2) the number of billing cycles for that Service Recipient class.

4.4.2.3 Delinquent Accounts

Republic shall be responsible for collecting delinquent charges for services it renders to customers. Republic shall employ measures, consistent with federal and California laws regulating the collection of debts, to obtain payment of charges including use of its own employees to obtain judgments in Small Claims Court and to enforce such judgments.

4.4.2.4 Billing Records

Republic shall keep records of all billing documents and customer account records including, but not limited to, invoices, customer payment coupons mailed with the invoice and collection notices, for a period of three (3) years after the date of receipt or issuance. Contractor may, at its option, maintain those records in electronic form, hard copy, or in any other manner, provided that the records can be preserved and retrieved for inspection and verification in a timely manner.

4.4.2.5 Town Access to Billing Information

Republic shall provide the Town with prompt access to all current and up-to-date billing information necessary to allow the Town to respond to customer inquiries or complaints or as otherwise required by Town. At request of the Town, Republic shall provide "read only" electronic access to Contractor's Service Recipient billing and customer service records such that Town employees can research billing inquiries and Service Recipient account history from Town Hall or review the status of missed pick-ups, service complaints. Contractor shall cooperate with the Town to establish this "read only" function and shall ensure that the Town has access to service recipient information in "real time".

4.5 Transition and Implementation Plan

Successful collection services as well as successful diversion of recyclables and organics are dependent upon a well thought out transitional and seamless implementation program. Republic is well versed in new service initiations as we have documented in Section 3.1.4 of our proposal and our primary objective is to provide outstanding service leading up to and throughout the transition period, with minimal disruption to customers.

Republic has consistently been praised for our approach, method of planning and implementing transitions and has successfully commenced new collection services in cities and towns of varying sizes, geography and socioeconomic types. We recognize obstacles and surprises that can be encountered during a service transition of this magnitude; we aim to anticipate those challenges, develop a plan before they surface, and be prepared to take a different approach and adapt our transition philosophy to ensure a seamless transition.

The Town of Colma has provided sufficient time to order containers, conduct route audits, prepare necessary routes, and develop Republic's Public Education and Outreach Program. Since our collection vehicles are already in-place, we do not have to order new equipment and are not subjected to potential delays in service. Prior to the commencement of services, a comprehensive transition plan will be prepared, an emergency back-up plan will be drafted, reporting and invoicing templates will be approved, and waste assessment and waste audit protocols will be developed, as appropriate. A fully detailed transition plan will be submitted after the award of the contract and incorporated into the final franchise agreement.

Republic strives to deliver consistent service, prioritize customer needs, accomplish the Town's goals and coordinate with the previous hauler in order to roll out the smoothest transition and seamless integration of new and existing services. Republic has designed the following Transition and Implementation Plan specifically for the successful transition into the Town of Colma. This plan includes what we consider to be the most critical components of a transition that need to be addressed in order to accomplish a seamless transition into a new service area:

Major Components of Republic's Transition Plan
Operations
• Equipment Ordering & Delivery
• Route Planning & Development
Personnel
• Management & Transition Team
• Hiring & Training
Administration
• Operations & Maintenance Yard
• Administrative Office
• Customer Service & Call Center
• Billing & Database Setup
• Reporting Requirements
Public Education & Outreach
• Design Collateral Development
• Community Education & Outreach

Implementation Schedule

The following table presents the basic procurement plan by the Town which forms the basis of our transition and implementation calendar schedule. The dates assigned to our transition and implementation plan are predicated on this schedule and may change if there are delays in Town's award approval or other issues. If these delays occur, we shall revise our milestone schedule dates for the plan and incorporate that final schedule as an appendix within the final franchise agreement.

Town of Colma Request for Proposal (RFP) Procurement Process	
August 31, 2015 3:00 PM	**Deadline for proposers to submit proposal**.
September-October 2015	**Interviews and/or Presentations**. The Town may request interviews with one or more proposing firms and may request one or more proposing firms to make an oral presentation to the Town Council.
November 11, 2015	**The Town Council considers award of franchise agreement**. Following the Council's decision, staff and the selected bidder will negotiate to remove all exceptions noted by selected bidder; if negotiations fail, then staff can negotiate with second proposer.
December 9, 2015	**Town executes definitive contract with selected contractor**. Immediately following the contract, the Town will initiate Prop 218 procedures.
February 10, 2016	Conclude Prop 218 protest procedures.
July 1, 2016	Franchise term begins.

4.5.1 Operations

Described herein reflect the methods that Republic will take when approaching the operational components of the transition into the Town of Colma prior to the July 1, 2016 commencement date.

Equipment Ordering and Delivery

Republic recognizes the importance of acquiring equipment as early as possible and it is imperative that any additional new equipment are available for use prior to the start-up date of services. Utilizing our past experience with transitions and taking into account operational differences when transitioning into a new service area, we have calculated the number of routes that will be required using the total number of customers, expected tonnage, and the population densities of the service areas in Colma to determine the total number and type of collection vehicles that are needed.

Since the additional collection equipment requirements are already in-place as your current service provider, no additional vehicle equipment has to be order to service the remaining portion of the Town for start-up.

New wheeled containers will be ordered and container specifications will be finalized and submitted to the factories to begin manufacturing.

4.5.2 Container Procurement

Carts

All new container carts to be used in the Town of Colma will be complete and delivered between approximately May 1, 2016 and June 1, 2016, with complete delivery on or before June 15, 2016.

We propose to purchase and deploy wheeled carts manufactured by Otto Environmental Systems and Rehrig Pacific Company that are specially designed to accommodate the fully automated collection system. We will assemble, the wheels and lids and store the carts prior to staging for delivery. Working with the Town and the current hauler, Republic will obtain current billing records preferably in a format that will be easily uploaded into our customer service software program and upon receipt of customer data, which we anticipate to be completed by May 2016, Republic commits to ordering a sufficient supply of surplus containers (5% of total in reserve) in each size to ensure that carts are available for exchanges.

Bin and Roll-off Box Procurement

Republic plans to use Wastequip, Consolidated Manufacturing and Classic Graphics to supply front loader bins and debris boxes and the containers will be delivered to our storage location in Daly City. Again, we will use historical data from the Town and the previous hauler, and our extensive operational experience to place an initial order.

Working with the Town and the current hauler, Republic will obtain current-billing records preferably in a format that will be easily uploaded into our customer service software program. Upon receipt of customer data, which we anticipate to be May 2016, we will begin a field audit to determine that the container size that is required is confirmed.

Route Planning and Development

It is always the goal of Republic to develop and utilize the most efficient routes to provide consistent services, while causing minimal disruption to residents and commercial customers during the transition. In order to determine the

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current service routing, Republic will request and arrange for the transfer of route maps and sequential route sheets from the previous hauler for input into our customer service software program.

Republic will also conduct route surveys and field audits to verify the data obtained. Months prior to the commencement of services, Republic will develop a list of potential service recipients (both residential and commercial) in order to accurately assemble our customer database and determine routes.

Routes will be developed and dry runs will be conducted prior to finalization. Once the data has been proven accurate, routes will be finalized within sixty (60) days of the July 1, 2016 start date; however, minor calibration of the routes may be ongoing.

Routes will be developed that include precise collection routes by number, together with the days and the times at which collection will regularly commence, start and end points, number of accounts and collection vehicle type. During the first few weeks of service, the route supervisor will maintain a close watch on routes to ensure that customers are not missed. All drivers are easily contacted by dispatch throughout the day and missed pickups and/or streets are handled the same day they are discovered or we are notified; it is always our goal to address any missed pick-ups during the same day.

4.5.3 Personnel - Management and Transition Team

Republic has assembled an experienced and hands-on Management Team unparalleled in the industry. The Management Team has extensive experience in all administrative, financial and operational aspects of collection, hauling, processing, and disposal. In order to ensure a successful and smooth transition, the Republic Management Team recognizes the importance of dedicating the necessary resources and expertise and is committed to providing whatever is needed for a smooth transition. Following the successful transition of Republic into Colma, the Management Team also provides continued direction to staff and manages contract compliance through the term of the contract. Specifics of the management Team including the key personnel to be assigned and their job assignment has previously been discussed in Section 3.1.3 of our proposal. A summary list of these individuals includes:

Mike Caprio – Area President
Evan Boyd – General Manager Transition
Carl Mennie – General Manager
Keith White – Division Controller
Steve Martinez – HR Manager
Maya Alberto – Assistant Division Controller
Monica Devincenzi – Municipal Services Manager
Dan DiVerde – Operations Manager
Dan Nelson – Maintenance Manager
Yolanda Ponce – CSR Supervisor
Victor Amezcua – Operations Supervisor
TBD – Diversion Coordinator

Hiring and Training

Republic recognizes the value of offering employment to local employees who are familiar and experienced in the service areas and we want to support the local economy and community of Colma. As a result of the small additional incremental time to provide the additional collection services currently not provided by Republic in Colma, we do not anticipate adding any new drivers for each of the lines of business, residential, commercial or industrial. Thus, we will re-route our current route loads to accommodate the addition of services in Colma. However, Republic will allow the previous hauler's drivers the opportunity to apply and interview for positions that Republic may have available in the Bay Area.

Republic will hire a new, experienced, diversion coordinator who will be dedicated to providing those services to the Town of Colma. For the first two years, this employee will dedicate 40 hours per week to the Town. After, the second year, when we feel our programs have gained traction, we will dedicate a minimum 24 hours per week in to continue to reach out and educate customers.

Effective Human Resource Management

Republic has always prided ourselves on our employees' loyalty, which we believe, ultimately translates into superb customer service. Our employees are unionized under a collective bargaining agreement, and they receive wages and benefits comparable to those in the industry. Republic also has an open door policy for all employees and they are provided with a personnel handbook, which describes Company policies and provides a guideline for employees to use to resolve complaints or work-related problems.

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4.5.4 Administration

Operations and Maintenance Yard

Operations and administration for the Town of Colma franchise agreement will occur in our Daly City office located at 1680 Edgeworth Avenue. At our administrative offices, Town customers can conveniently pay their bill in person. In order to ensure convenience for customers, the administrative office and CSR Call Center will be located together with the operations office. All vehicles serving the Town will also be located and maintained out of our Daly City location.

Customer Service Call Center

Since we are the Town's current provider, we have excess customer service representative (CSR) capacity to incrementally add the Town's new customers without having to hire additional personnel to service the Town. Customer service and satisfaction is of the utmost importance to Republic during any transition and sets the stage for ongoing success in providing solid waste, recyclables, and green waste collection and processing services to customers in the Town of Colma.

We believe effective customer service starts with a concern for our customers and we go the extra mile to both satisfy and anticipate their needs. Our CSRs are expected to listen attentively to customers in a courteous and caring manner with the goal of providing answers and solutions to inquiries and complaints quickly and professionally. We anticipate and are prepared to manage a high call volume during the transition period and we will utilize our local resources to manage the increase number of incoming calls.

Billing & Database Set-up

Republic will be using the InfoPro management system to manage our collection operations. This multifunctional platform allows us to simultaneously run the management of multiple jurisdictions, track and create reports for each of our service areas, and generate invoices.

It is critical that the current hauler ensures that records and data of existing customers and service levels are accurate and complete before transferring data to Republic. This information enables routes to be developed and finalized prior to the transition, so that service is uninterrupted and billing is accurate. In order to understand and confirm the accuracy of data available from the previous hauler, the Republic transition team will work with the previous hauler to organize collection data including: billing information, premise information, site information, service levels, route lists, route sequencing, and any comments specific to a customer or premise (including gate codes, lock service, and safety hazards).

In our past experience, the greatest challenge we have faced in transitioning into a new service area has been incomplete or incorrect data provided by the previous hauler. Knowing the challenges that transitioning to a new hauler presents, we anticipate and have allowed sufficient time to thoroughly research and develop accurate service recipient data and service levels.

Public Education & Outreach

The Republic approach to a successful Public Education and Outreach Program to facilitate a smooth transition hinges on providing adequate notification and accurate information to all service recipients. Republic's Public Education and Outreach Plan outlines the approach and methodology to conduct initial outreach and will identify the public education materials that will be used for program start-up and the most appropriate method of distribution. Collateral materials developed and outreach conducted will be designed to inform customers of changes, remind them of what will remain unchanged, and offer assistance with any potential uncertainties regarding the change in haulers. We have found that comprehensive public education and outreach campaigns are successful when they begin well in advance of the new service commencement date and utilize multiple media sources to distribute information.

Republic will be responsible for the development of all collateral materials working in collaboration with the Town.

Republic's public education and outreach program is crucial to our success in meeting and exceeding the Town's diversion goals and educating the residents and businesses. In the few months prior to start-up, Republic's diversion coordinator will schedule and attend community events and make presentations to educate customers on the new collection programs and answer questions. We will conduct direct outreach to community groups, business groups, and other community groups as an opportunity to make contact with the leaders in the community and develop communication networks. Leading up to the commencement of services, Republic will place advertisements in local newspapers

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and use direct mailings to inform residents and businesses about the new collection services, recyclables and green waste/food waste composting programs available by customer type.

Collateral Development & Distribution

Republic will utilize a phased approach for developing all collateral to be distributed to all residents and businesses in the Town of Colma. Republic will identify the messages to be communicated and the purpose of the collateral, then begin drafting the content and developing a graphic mock-up. Content and format revisions will be made with input from the Town.

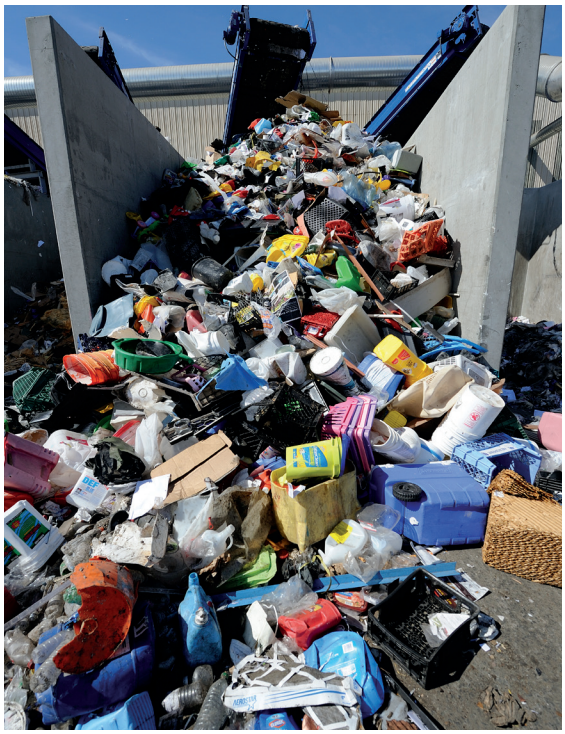
Republic will make appropriate revisions to collateral based on input and recommendations and provide the final draft to the Town of Colma prior to translating the material into Spanish, printed and prepared for distribution. Utilizing the customer database obtained from the previous hauler, Republic will develop a comprehensive mailing list by customer type for direct distribution of educational materials.

Well before the commencement of services on July 1, 2016, Republic will contact all residential customers to verify the previous hauler's customer database information and confirm service levels. Republic will use this mailing list as a primary method for direct distribution of educational materials including, but are not limited to, the following:

- ✓ Notification of Republic as the new hauler and our local contact information,
- ✓ Cart size selection for residential customers and service verification requests,
- ✓ Expanded and/or modified recyclables and organic collection services; and,
- ✓ Notification and promotion of expanded or new services.

Following receipt of completed cart verification and selection mailers and during initial cart distribution, new outreach and educational program collateral will be distributed to customers. Republic will also develop and distribute notices annually for cart and bin customers before the first day of January each year that will outline the service programs available, and include, at a minimum, definitions of the various acceptable materials, procedures for proper set-out, Used Oil, Universal waste, HHW, Bulky Waste on-call services and Free Compost pick-up programs. Additional information on the detailed approach to be taken by Republic in the development and distribution of outreach and educational material relating to the rollout of new collection services is detailed in our proposal ***Section 4. 3 Public Education and Outreach Services***.

All major components of Republic's transitional and implementation plan will be designed and developed to include contingency plans. The timeline on the following pages includes a schedule of major components and tasks of Republic's Transitional and Implementation Plan, the anticipated completion dates and estimated duration, the key personnel who are assigned to the tasks, and additional comments. As tasks described in the following timeline are completed or are near completion, the Town will be notified of the changes and if any challenges arise that may impact the transition timeline schedule.



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Category	Task	Assigned To	Start Date	End Date	Comments
Contract Negotiations, Award of Franchise Agreement and Pre-Transition Plan					
1	Interviews and/or Presentations	Lead: M. Caprio Assist: E. Boyd Assist: C. Mennie	Sept-15	Oct-15	Republic will negotiate in good faith with the Town
1.1	Contractor Approved by Town Council	Lead: M. Caprio Assist: E. Boyd Assist: C. Mennie	Oct-15	Nov-15	
1.2	Attend meetings to negotiate contract	Lead: M. Caprio Assist: E. Boyd Assist: C. Mennie	Nov-15	Dec-15	
1.3	Town conducts Prop 218 procedures	Town legal staff	Nov-15	Feb-16	
1.4	Franchise Term Begin	Republic	7/16/16		
1	**Total Elapsed Time**		**10 months**		
Containers					
2	Container procurement	Lead: D. Diverde Assist: D. Nelson	Jan-16	Jun-16	Order all new containers upon signed contract. Secure staging locations for carts
2.1	Review current service levels	Lead: D. Diverde Assist: V. Amezcua	Jan-16	Jun-16	Develop plan and timeline for delivering new bins and containers
2.2	Swap out old containers	Lead: D. Diverde Assist: D. Nelson	July-16	July-16	Swap out old containers on customers service day
2	**Total Elapsed Time**		**12 months**		
Routing/New Maps					
3	Reroute entire service area	Lead: D. DiVerde Assist: D. Nelson Assist: V. Amezcua Assist: D. Alvarez	Jan-16	Apr-16	Use Route Editor, provide Town staff with implementation plan
3.1	Reroute notification	Lead: D. DiVerde Co-Lead: Y. Ponce Assist: M. Devincenzi Assist: New diversion coordinator	May-16	Jun-16	Customers receive notification of collection day change where applicable; follow up reminder call the night before their new collection day begins
3.2	Implement new routes	Lead: Lead: D. DiVerde Assist: V. Amezcua	July-16		Implement route notification plan; new routes begin July 1st
3	**Total Elapsed Time**		**6 months**		
Customer Service					
4	Initiate customer service plan	Lead: Y. Ponce Co-Lead: M. Devincenzi	Feb-16	Apr-16	Train existing Customer Service Representatives and Diversion coordinator on new services
4.1	Train Fremont Call Center on new services	Lead: Y. Ponce Co-Lead: M. Devincenzi	Mar-16	Apr-16	Train Fremont call center management and staff on new services to provide for coverage when needed
4	**Total Elapsed Time**		**3 months**		
Coordination with Town of Colma					
5	Establish schedule to provide Town of Colma with updates	Lead: C. Mennie Assist: D. DiVerde Assist: M. Devincenzi	Jan-16	Jun-16	Create regular meeting with Town staff for implementation plan updates
5.1	Address any concerns that may arise during transition	Lead: C. Mennie Assist: D. DiVerde Assist: M. Devincenzi	Jan-16	Jun-16	Follow up with phone call and other medium
5	**Total Elapsed Time**		**6 months**		
Public Education-Start-up					

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Category	Task	Assigned To	Start Date	End Date	Comments
6	Mail announcements to residential, commercial and multi-family	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce	Feb-16	Jun-16	Draft, review, approve and mail in collaboration with Town
6.1	Mail subscription selection to residential, commercial and multi-family	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce	Apr-16	May-16	Sent customer info on service level choices
6.2	Collection day change notification to residential, commercial and multi-family	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	May-16	Jun-16	Reminder calls the night before new service day in July
6.3	Commercial recycle posters	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	Jan-16	Mar-16	Draft, review, approve and print
6.4	Commercial food waste posters	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	Jan-16	Mar-16	Draft, review, approve and print
6.5	Garbage, recycle and organics non-collection tag	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	Jan-16	Mar-16	Draft, review, approve and print
6.6	Bulky waste non-collection tag	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	Jan-16	Mar-16	Draft, review, approve and print
6.7	Website update	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: Corp IT	Apr-16	Jun-16	Include new services and schedule
6.8	Container delivery & pick-up notification	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce	Apr-16	Jun-16	Containers pick-up, new containers delivered on customer's notification day. Notify customer of date
6	**Total Elapsed Time**		**12 Months**		
Public Outreach-Annual					
7	Mail annual customer guide for residential	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New	Sept	Jan	Begin updates in September for January mailing
7.1	Mail annual customer guide for commercial/ multifamily	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	Sept	Jan	Begin updates in September for January mailing
7.2	Residential quarterly newsletter - bill insert	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	Jan	Dec	Will develop schedule for drafts, approval, printing, delivery to mail house
7.3	Mail commercial/ multifamily quarterly newsletter	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New	Jan	Dec	Will develop schedule for drafts, approval, printing, delivery to mail house
7.4	Multifamily recycling brochure	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	March	May	Review current brochure for any changes and current supply

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Category	Task	Assigned To	Start Date	End Date	Comments
7.5	Commercial posters for food waste	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	March	May	Review current brochure for any changes and current supply
7.6	Commercial posters for recycle	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	March	May	Review current brochure for any changes and current supply
7.7	Commercial flyers - four times per year	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	Jan	Dec	Will develop schedule for drafts, approval, printing, delivery to mail house
7.8	Garbage, recycling and organics non-collection tag	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	March	May	Review current brochure for any changes and current supply
7.9	Bulky waste non-collection tag	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	March	May	Review current brochure for any changes and current supply
7.10	Commercial/ AB341 mailer 2 times per year	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: New Diversion Coordinator	Jan	Dec	Will develop schedule for drafts, approval, printing, delivery to mail house
7.11	Holiday tree bill insert	Lead: M. Devincenzi Assist: C. Mennie Assist: New Diversion Coordinator	Sept	Nov	
7.12	Commercial/ Multifamily mailer (inserts)	Lead: M. Devincenzi Assist: C. Mennie Assist: New Diversion Coordinator	Jan	Dec	Will develop schedule for drafts, approval, printing, delivery to mail house
7.13	Commercial mailer promoting food waste program	Lead: M. Devincenzi Assist: C. Mennie Assist: New Diversion Coordinator	March	May	Review current brochure for any changes and current supply
7.14	Develop school curriculum	Lead: M. Devincenzi Assist: C. Mennie Assist: New Diversion Coordinator	June	Aug	Review current brochure for any changes and current supply
7.15	Other office/ event/food waste containers	Lead: M. Devincenzi Assist: C. Mennie Assist: New Diversion Coordinator	Jan	Dec	Assess current inventory
7.16	Compost give aways	Lead: M. Devincenzi Assist: C. Mennie Assist: New Diversion Coordinator	Jan	Dec	Assess current inventory
7.17	Container stickers	Lead: M. Devincenzi Assist: C. Mennie Assist: New Diversion Coordinator	Jan	Dec	Assess current inventory
7.18	Website updates	Lead: M. Devincenzi Assist: C. Mennie Assist: Y. Ponce Assist: Corp IT	Jan	Dec	Update as needed
7	**Total Elapsed Time**		**12 months**		

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4.6 Material Recovery Facility (MRF)

Recyclables Processing, Organics Processing and and Construction and Demolition Processing (C&D), Transfer and Disposal Facilities

As one of the nation's premier recycling companies, Republic has taken our commitment to environmental sustainability to the next level at the Newby Island Resource Recovery Park (NIRRP) with new state-of-the-art enhancements and modernization project.

Specific information on each of the facilities Republic plans to utilize for its services for the Town of Colma is presented in the Forms section of our proposal. To summarize, all solid waste materials collected in the Town will be direct hauled to our Ox Mountain landfill In San Mateo County. All recyclables collected will be delivered to the Ox Mountain Landfill, reloaded and transferred to our Newby Island Recyclery. As shown in Facility Form, all recyclables delivered to the Newby Island Recyclery will be processed at no charge and a $20 per ton rebate to the Town has been included.

All organics collected will be delivered to South San Francisco Scavenger's transfer station, reloaded and transferred to our West Contra Costa Compost facility in Richmond. C&D materials collected in our roll-off boxes will be direct hauled to South San Francisco Scavenger's C&D facility for recycling and recovery.

4.6.1 Newby Island Recovery Park – Processing of Residential and Commercial Single Stream Materials

Newby Island, located in San Jose, CA is a fully integrated waste management and recycling facility capable of processing thousands of tons of mixed wet and dry materials. NIRRP also features an onsite clean natural gas fueling station and many other sustainable features.

Due to the unique processing system and Republic's ability to market high volumes of recyclable material, we are capable of offering collection and sorting of numerous single stream materials. If Republic is chosen to remain the franchisee for Colma, all recyclable materials will be collected and hauled to the Recyclery at the NIRRP.

Recyclable materials will be received and processed at Republic's Newby Island Recyclery. The facility is a wholly-owned and operated subsidiary of Republic Services, Inc.

Contact: Evan Boyd, General Manager
Address: 1601 Dixon Landing Road
Milpitas, CA 95035
Office Phone: 650-678-3330

Republic Service's Newby Island Recyclery is considered the largest and most capable materials recovery facility in the world with the capability of processing 110 tons of multi-stream material per hour. This system marks a revolutionary shift in how materials are processed by diverting 80 percent of recoverable commercial material processed and 95 percent of recoverable residential material processed. As the Town of Colma's current recycling processer, the diversion benefits of this Recyclery are already being recognized. By continuing to contract with Republic and taking advantage of all the Recyclery has to offer, the Town will easily meet its diversion goals as set out in the RFP.

Single stream recycling facilities are common. There are even large systems that process a mix of commercial and residential waste. But no other facility processes this range of the waste stream at this rate of recovery. Republic is the ***ONLY*** company able to offer the Town of Colma this type of processing service. The uniqueness of our facility was acknowledged in July 2013 when the Solid Waste Association of North America (SWANA) recognized Republic with its prestigious Excellence Award for outstanding solid waste programs and facilities that advance the practice of

environmentally and economically sound solid waste management through their commitment to utilizing effective

Republic can provide single-stream and single-commodity processing in addition to an innovative wet/dry sorting system for the Town's multi-family dwellings (MFD). The Wet/Dry system is a unique approach to waste processing and one that could not be accomplished without the Recyclery: a single material recovery facility with the capability to process an unprecedented list of recovered commodities at an unprecedented rate.

This revolutionary approach—and spectacular results—is literally changing the way the world looks at waste recovery. Republic has a proven record in exceeding the needs of our customers because of the vertically integrated services we offer. By packaging collection and processing services together under Republic, the Town of Colma will experience a seamless transition, immediate diversion increase and will be that much closer to meeting its environmental goals.

4.6.1.1 General Operating Parameters

Receiving Hours of Operation:
Monday – Friday, 4 a.m. – 5 p.m.
Saturday: 5 a.m. - 1:30 p.m.

Closed Sunday

Closed on the following holidays:
Thanksgiving, Christmas, and New Year's Day.

The operation is currently not set up to accept material outside of the receiving hours.

Average Turn Around Time: 24 Minutes

Guaranteed Turn Around Time: No Guarantee

4.6.1.2 Processing Methodology

To achieve the highest and best use, Republic processes recovered recyclables to minimize contaminants shipped to the manufacturers of new products who buy our recovered materials. As the most advanced recycling facility in the world, Newby Island has the ability to sort and recover a very high amount of recyclables. The process maximizes both the amount of material diverted from the landfill and the amount of recyclables available for our buyers. Additionally, Republic works with the buyers of our materials to make sure that they are getting only the materials that they want.

Republic has historically been able to move recovered materials to buyers because of the rigorous methodology used to ensure the highest quality. Republic has a "Magic Sorting Table" where randomly selected loads are inspected before being processed. By carefully sorting these materials, we are able to ensure that our high standards are being met by our staff. This is exemplified by our ongoing use of the Magic Sorting Table to analyze material received, as well as our fully processed materials. We also sort materials bound for landfill to ensure that we are not losing valuable recyclables.

4.6.1.3 Method of Tracking Tonnage

Each jurisdiction is assigned a separate account in Republic's scale system and all inbound loads of recyclable materials are weighed when they arrive at the facility. The Newby Island Recyclery periodically takes a sample of mixed materials for each of the inbound jurisdictions. These samples are then sorted to achieve a material composition of the mixed recyclables, including the residual rate. That residual rate is then used to assign residual tonnage.

We also continue to seek new markets for materials that can be recovered. Installation of a polystyrene densifier is another key example of this strategy. The operation of the

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densifier allows Republic to process and recycle expanded polystyrene, a bulky lightweight material with limited recycling capabilities which often ends up in the landfills. Even though several communities have passed ordinances banning the use of expanded polystyrene for food service take-out, expanded polystyrene still has many packaging applications, and it is collected in commercial waste and recycling streams. Republic has identified two firms that will accept the densified polystyrene and use this material to create picture frames, decorative moldings used in home construction and various other products.

4.6.1.4 Current Monthly Residue Rate

There are no individual or collective limits on the amount of acceptable contamination. Residue can be tracked by material type by utilizing the previously mentioned "Magic Table."The function is performed by a full-time employee who can accomplish 3 – 1.5 yards characterizations per day. This allows for the development of metrics to minimize the amount of stray recyclables within the residue and focus market development efforts on potentially recyclable or compostable materials.

The following is a sample of our Testing Schedule and some of the Characterization Test forms.

CHARACTERIZATION TEST ORDER

CITY OR PRODUCT TO BE TESTED	RECYCLABLE STREAM	TEST TYPE	CHECK OFF
SINGLE STREAM RUN GLASS	GLASS	SS GLASS	
DAY SHIFT SS CONTAINER MIXED PAPER	SINGLE STREAM CONTAINERS	RIGID MIX	
SWING SHIFT *MIXED PAPER*	SINGLE STREAM	COMPLETE	
CITY OF BRENTWOOD	SINGLE STREAM	COMPLETE	
DAY SHIFT ONP	SINGLE STREAM	COMPLETE	
CONTRA COSTA COUNTY	SINGLE STREAM	COMPLETE	
CITY OF HALF MOON BAY	RIGID CONTAINERS	COMPLETE	
SINGLE STREAM CONTAINER GLASS	GLASS	RIGID GLASS	
SWING SHIFT SS CONTAINER MIXED PAPER	SINGLE STREAM CONTAINERS	RIGID MIX	
SWING SHIFT ONP	SINGLE STREAM	COMPLETE	
DAY SHIFT *MIXED PAPER*	SINGLE STREAM	COMPLETE	

SAMPLE

TEST TABLE SAMPLE COLLECTION

Date: Time:

City of Origin: LOS BANOS

Hauler: TIGER LINES

Material type: RESIDENTIAL SINGLE STREAM

Bin # Truck #

Comments or observations:

TAKE TWO SAMPLES FROM TWO DIFFERENT AREAS FOR THIS TESTING.

Load coordinated by -

PRINTED NAME

COMPLETE

SINGLE STREAM DELIVERY CHARACTERIZATION

Date: JULY 2010 Truck # Gross lbs
City of Origin Tare lbs
Hauler Bin# Net lbs

Residual - Trash	Aluminum Cans	Steel - Tin Cans
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

LDPE - Film	HDPE NATURAL / HDPE COLORED	OTHER #3 - #7
Gross . lbs	. / Gross .	Gross . lbs
Tare . lbs	. / Tare .	Tare . lbs
Net . lbs	. / Net .	Net . lbs

Scrap Metal	Glass	PET #1
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

ONP News	OCC Carton	Mixed Paper
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

	COUNT	VEIGHT		COUNT	VEIGHT
HOUSEHOLD HAZARDOUS		.	EXTILES / CLOTHING		.
DIAPERS / FEMININE DAPER		.	SHOES / BOOTS		.
FOOD VASTE		.	ELECTRONIC VASTE		.
GREEN VASTE		.	GARDEN HOSES		.
VOOD VASTE		.	CHILD CAR SEATS		.
ANIMAL VASTE		.	STYROFOAM		.
		.			.

OVERALL TEST CONDITION - VERY CLEAN CLEAN OK DIRTY VERY DIRTY GARBAGE

MISSED OPPORTUNITY (INCLUDED IN TRASH NUMB . LBS

Comments or observations

Load presented by - Load characterized by -

SINGLE STREAM GLASS

CONTAMINANT CHARACTERIZATION

NORMAL SINGLE STREAM OPERATION

Date: *Bucket Sample* Sample size

TEST THIS SAMPLE FOR OUT THROWS AND CONTAMINATION

Gross lbs
Tare lbs
Net lbs

RESIDUAL

Batteries	Ceramics	Food
Gross lbs	Gross lbs	Gross lbs
Tare lbs	Tare lbs	Tare lbs
Net lbs	Net lbs	Net lbs

Metal Scraps	Organics	Paper
Gross lbs	Gross lbs	Gross lbs
Tare lbs	Tare lbs	Tare lbs
Net lbs	Net lbs	Net lbs

Plastic	Stones	Other
Gross lbs	Gross lbs	Gross lbs
Tare lbs	Tare lbs	Tare lbs
Net lbs	Net lbs	Net lbs

GLASS

Glass
Gross lbs
Tare lbs
Net lbs

Comments or observations

Load presented by -
Load characterized by -

CONTAINER LINE STEEL CANS

CONTAMINATION CHARACTERIZATION

Date: DAY MONTH 2010 Bin# Gross lbs

TEST THIS SAMPLE FOR OUTHROVS AND CONTAMINATION

Tare lbs
Net lbs

Residual - Trash	Aluminum Cans	Steel - Tin Cans
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

LDPE - Film	HDPE Nat/Colored #2	OTHER #3 - #7
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

Scrap Metal	Glass	PET #1
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

NON - CAN Paper
Gross . lbs
Tare . lbs
Net . lbs

Paper is normally found on many steel cans. "NON - CAN Paper" is fiber captured by the trommel magnet, such as envelopes, office paper, etc.

	COUNT	VEIGHT		COUNT	VEIGHT
HOUSEHOLD HAZARDOUS		.	EXTILES / CLOTHING		.
DIAPERS / FEMININE DAPER		.	SHOES / BOOTS		.
FOOD VASTE		.	ELECTRONIC VASTE		.
GREEN VASTE		.	GARDEN HOSES		.
VOOD VASTE		.	CAR SEATS		.
ANIMAL VASTE		.	STYROFOAM		.
		.			.

OVERALL TEST CONDITION - VERY CLEAN CLEAR OK DIRTY VERY DIRTY GARBAGE

MISSED OPPORTUNITY (INCLUDED IN TRASH NUM . LBS

Comments or observations

.oad presented by - Load characterized by -

COMMERCIAL UNDERS

CONTAMINATION CHARACTERIZATION

Date: DAY MONTH 2010 Bin# Gross lbs

COMMERCIAL LINE

TEST THIS SAMPLE FOR OUTHROWS AND CONTAMINATION

Tare lbs
Net lbs

Residual - Trash	Aluminum Cans	Steel - Tin Cans
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

LDPE - Film	HDPE Nat/Colored #2	OTHER #3 - #7
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

Scrap Metal	Glass	PET #1
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

Chipboard	White Ledger Paper	OCC Carton
Gross . lbs	Gross . lbs	Gross . lbs
Tare . lbs	Tare . lbs	Tare . lbs
Net . lbs	Net . lbs	Net . lbs

	COUNT	VEIGHT		COUNT	VEIGHT
HOUSEHOLD HAZARDOUS		.	EXTILES / CLOTHING		.
DIAPERS / FEMININE DAPER		.	SHOES / BOOTS		.
FOOD VASTE		.	ELECTRONIC VASTE		.
GREEN VASTE		.	GARDEN HOSES		.
VOOD VASTE		.	CAR SEATS		.
ANIMAL VASTE		.	STYROFOAM		.
		.			.

OVERALL TEST CONDITION - VERY CLEAN CLEAN OK DIRTY VERY DIRTY GARBAGE

MISSED OPPORTUNITY (INCLUDED IN TRASH NUMB . LBS

Comments or observations

Load presented by - Load characterized by -

Republic can develop any appropriate and needed Characterization Test forms for materials delivered and processed from the Town of Colma if it wishes to have a waste characterization performed.

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4.6.1.5 Other Features of the Facility Site Operations

Considered the world's largest multi-material processing system, the Recyclery, owned and operated by Republic Services, Inc. in San Jose, began operations in July 2012 as the first of its kind: a single material recovery facility built to accept four unique material streams to produce a significant list of recovered commodities at a rate never before achieved. Capable of handling a total of 420,000 tons of food, single-stream recyclables and commercial waste each year and processing up to 110 tons of multi-stream material per hour, makes it the largest (by volume) and most capable materials recovery facility in the world.

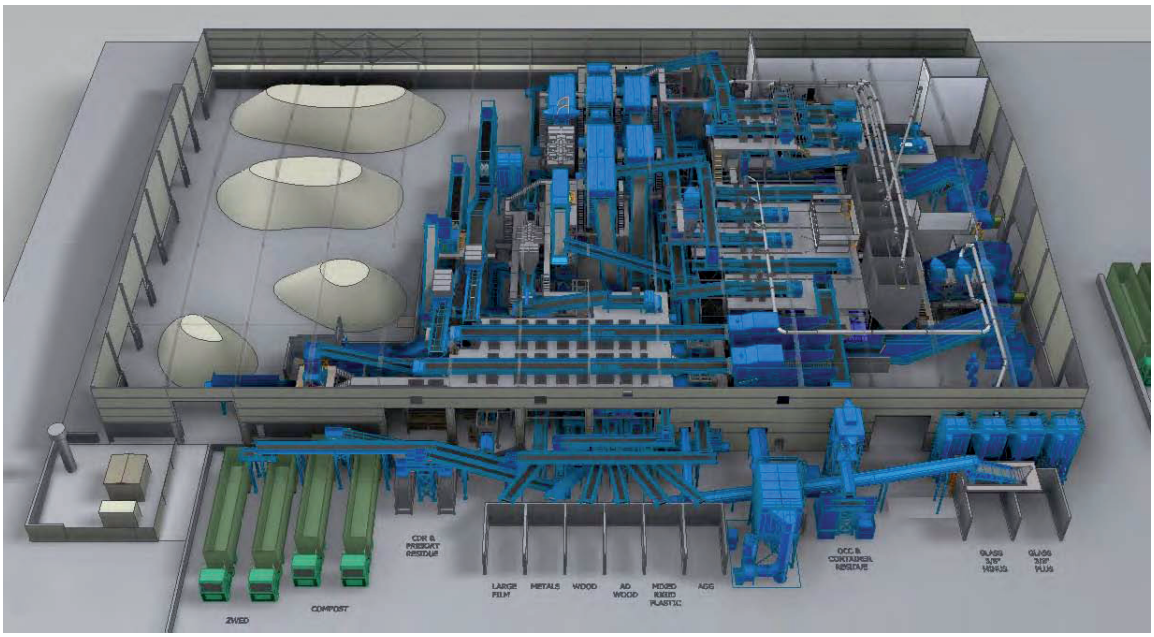
Because of the unparalleled ability of the Recyclery, the City of San Jose reported in March 2013 that its commercial recovery rate tripled just a few months after the opening of the facility, from less than 25 percent to 70 percent. Due to the unique Wet/Dry processing system, Republic is able to guarantee every customer that participates in Wet/Dry collection automatic compliance with California Assembly Bill 341 (requiring mandatory recycling for businesses and multi-family dwellings). All Wet/Dry material collected is delivered to the Recyclery for processing with very little residue actually being disposed of in the landfill.

At the crux of the system are four custom designed lines, able to handle four material streams simultaneously. In addition to the 33-tons per hour (tph) residential single-stream line, there are three commercial lines: a 20-tph wet line for food and organics, a 35-tph dry waste line, and a 22-tph commercial single-stream line. The system processes single-stream material and all types of commercial waste, including demolition debris, paper, metals, cardboard, wood, film, rigid plastics, carpet, aggregates, wall board and other materials that might traditionally be discarded.

The commercial wet line is designed to process food waste from all restaurants, groceries and other commercial outlets, a task performed in few other communities. Recovered organics can be transformed into feedstock for a conventional windrow composting.

Innovative design was the key to fitting the system into the Recyclery's existing footprint of 80,000 square feet. The new system provides for twice as much equipment as previously housed in the same building, doubled the size of the tipping floor, and tripled the amount of processing capacity.

Further modifications include the addition and integration of a new state-of-the-art container processing system capable of handling inputs from all other processing lines simultaneously. Engineering, manufacturing and installation of the massive system was completed in less than a year, thanks to modular equipment design comprising more than 60 pieces of major equipment, an impressive 307 motors, more than a mile and a half's worth of conveyors and some 60,000 bolts. The modifications to the system were made to accommodate a new traffic flow and an increased processing area inside the building. The design's key elements were the replacement of the



commercial processing line with a state-of-the-art "dry" processing line, the addition of a "wet/food processing" line and the addition of several "front-end" modifications to the single-stream residential processing line to allow for the processing of commercial recyclables as a back-up to the new dry line.

Based on industry review, Republic is the only company currently capable of providing this level of material recovery. The Recyclery has garnered attention from municipalities nationwide, many of whom have traveled to tour the facility and bring the innovative processing ideas back to their own cities and their collection and processing providers. With this facility, Republic expects to not only meet but exceed diversion expectations from its customers and continue to blaze a trail toward zero waste.

The design of the equipment package was based on the requirement to achieve an 80 percent diversion rate by 2014. During the proposal process, waste audits of businesses published by Cascadia Consulting were used to make assumptions on the material composition in the City of San Jose and to estimate the production capacity that would be needed on each processing line. Due to the relatively short window of time to implement the site and equipment improvements, an expansion of the existing 80,000 square foot building was not possible, so the design team had to maximize the cubic space available in the building. This concept of maximizing the cube can be seen in the multi-level layout throughout the system. The design team created a system built to capture residue and optimize recovery for the four distinct material streams and also maximized tip floor space by utilizing two CAT 318 Material Handlers to feed the four system infeeds. With minor adjustments since July 2012, the system has effectively returned an 70 percent recovery rate for commercial materials and a 85 percent recovery rate for residential materials.

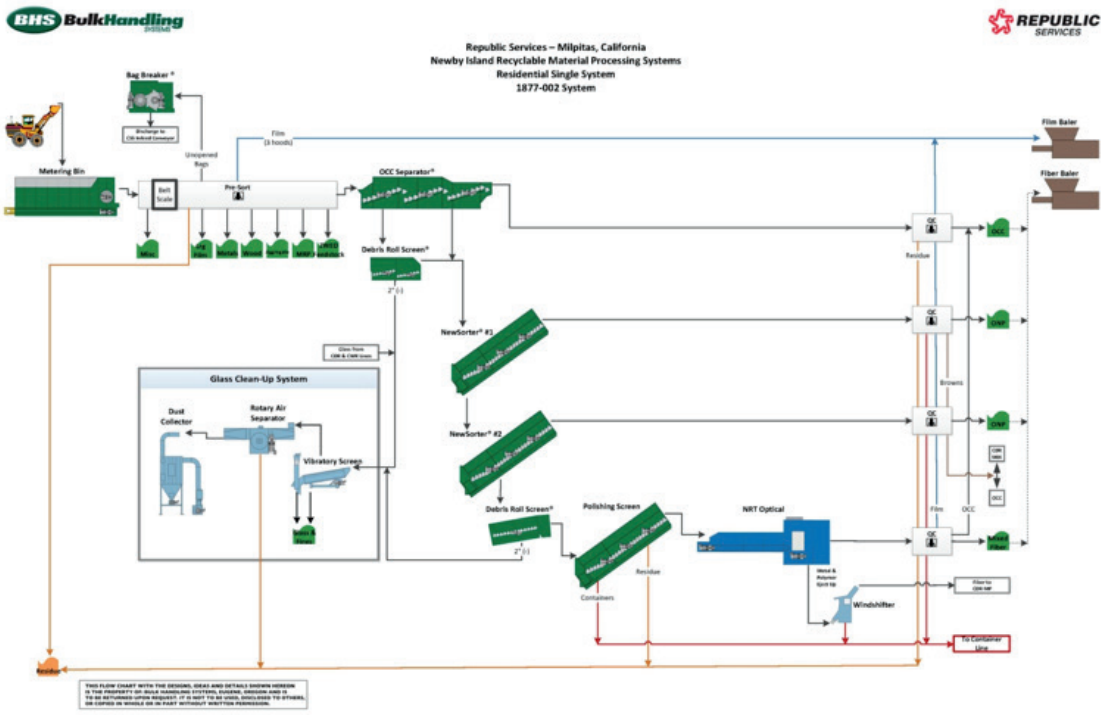
This system completely eliminates much if not all of the upfront work required through traditional commercial recycling programs. That is, the system is capable of taking mixed waste in the form that it exists in trash containers today and achieves an extremely high level of diversion without the need for customer education and action on the front end. While traditional programs that require this type of involvement from the customer struggle to improve diversion to any great extent, The Newby Island Recyclery Mixed Waste Processing system achieves the end result initially and will be durable over time as well. This system can handle mixed commercial wet and dry waste as well as material collected through a one-container collection program.

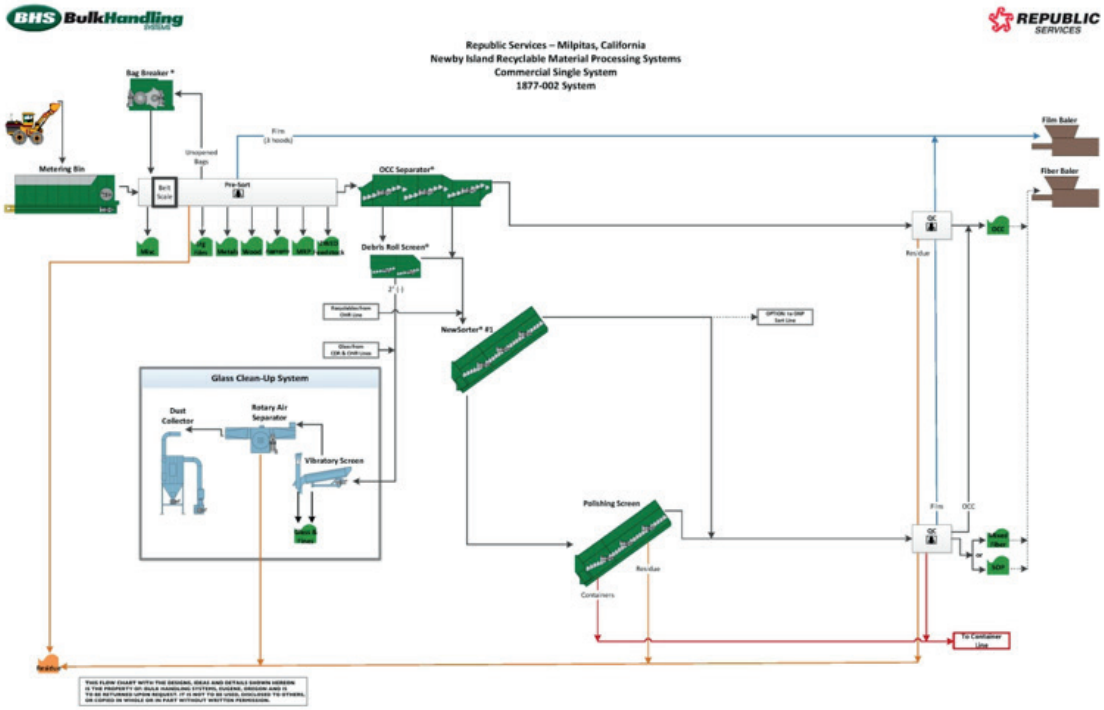
The following schematics detail each of the fiber processing and container lines which are described as follows. Sorting and recovery equipment of interest to Town of Colma for processing of its residential and commercial commingled recyclables include:

- Metering bins on lines to provide a steady flow of materials to the system for maximum recovery;
- Belt scales to monitor and record inbound volumes to the line in the system;
- Bag Breaker unit to open bagged materials to improve recovery;
- OCC Separators to recover large cardboard;
- Debris Roll Screens to recover glass and fines from materials stream;
- NewSorter Screens to recover ONP fiber;
- Polishing Screens to recover mixed fiber;
- Automated walking floors to store and feed fiber products to the balers;
- Single Drum Separators to separate material streams based on density and improved capacity;
- NRT Optical technology to recover PET, HDPE, Mixed Plastics;
- Automated container storage bins to feed recovered containers to the balers;
- Eddy Current Separators to recover Aluminum;
- Ferrous magnets to recover Ferrous metals;
- Glass clean up system to improve quality of recovered glass;
- Four balers to bale all fiber, containers, film and other outbound commodities.

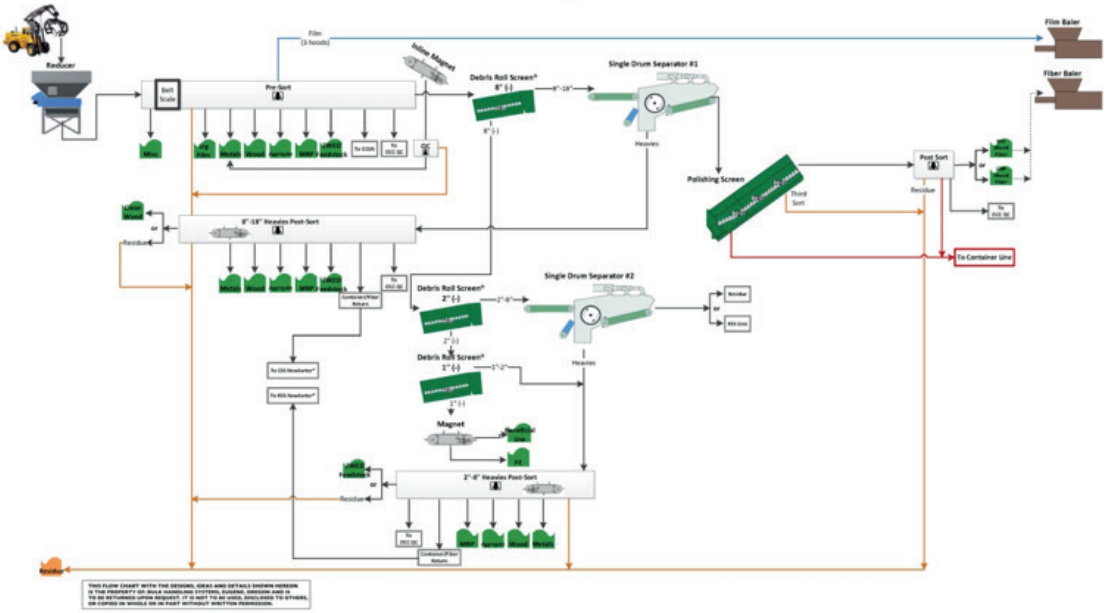
The following schematics detail each of the processing fiber and container lines:

REPUBLIC SERVICES

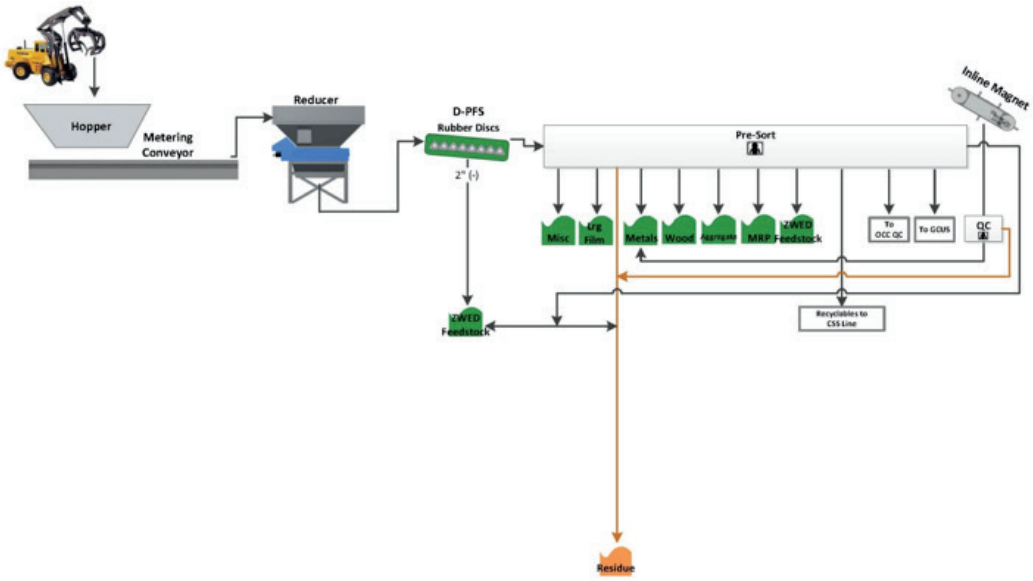

BHS BulkHandling
REPUBLIC SERVICES
Republic Services – Milpitas, California
Newby Island Recyclable Material Processing Systems
Residential Single System
1877-002 System
Bag Breaker
Metering Bin
Pre-Sort
OCC Separator
Debris Roll Screen
NewSorter #1
NewSorter #2
Glass Clean-Up System
Dust Collector
Rotary Air Separator
Vibratory Screen
Polishing Screen
NRT Optical
Windshifter
Film Baler
Fiber Baler
Residue
Containers
To Container Line


BHS BulkHandling
REPUBLIC SERVICES
Republic Services – Milpitas, California
Newby Island Recyclable Material Processing Systems
Commercial Single System
1877-002 System
Bag Breaker
Metering Bin
Pre-Sort
OCC Separator
Debris Roll Screen
NewSorter #1
Glass Clean-Up System
Dust Collector
Rotary Air Separator
Vibratory Screen
Polishing Screen
Film Baler
Fiber Baler
Residue
Containers
To Container Line

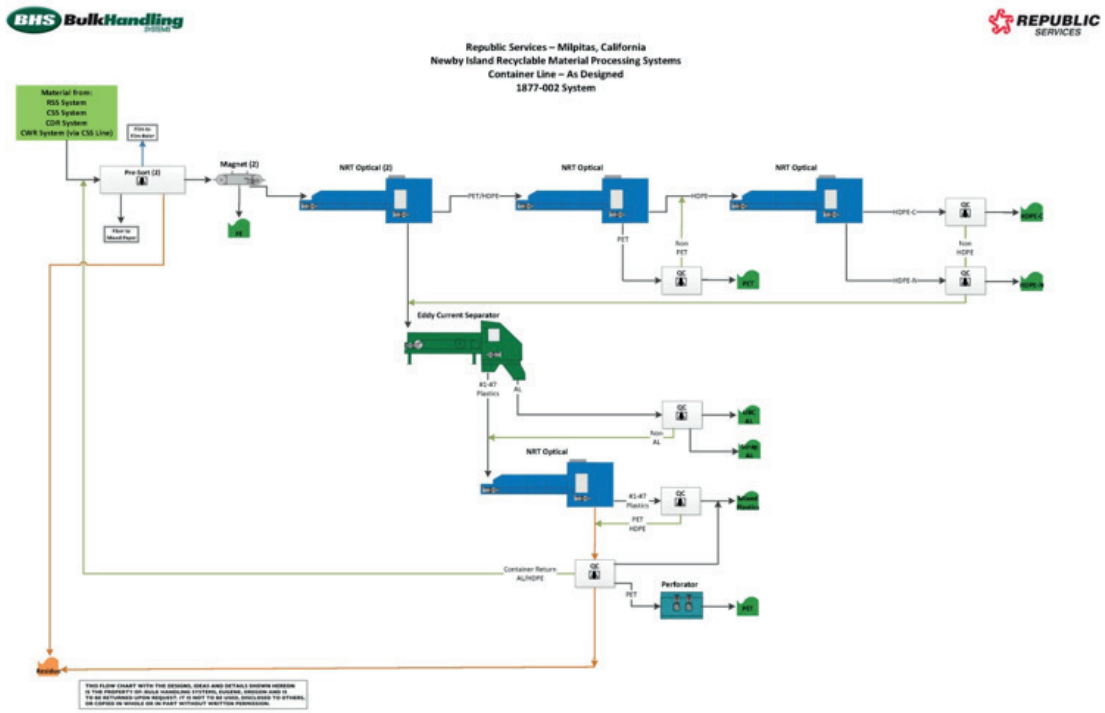
Republic Services – Milpitas, California
Newby Island Recyclable Material Processing Systems
Commercial Dry Recyclables
1877-002 System



Republic Services – Milpitas, California
Newby Island Recyclable Material Processing Systems
Commercial Wet Recyclables
1877-002 System



THIS FLOW CHART WITH THE DESIGNS, IDEAS AND DETAILS SHOWN HEREON IS THE PROPERTY OF: BULK HANDLING SYSTEMS, EUGENE, OREGON AND IS TO BE RETURNED UPON REQUEST. IT IS NOT TO BE USED, DISCLOSED TO OTHERS, OR COPIED IN WHOLE OR IN PART WITHOUT WRITTEN PERMISSION.



4.6.1.5 Permits and Regulatory Compliance

Republic strongly supports and advocates the five R's of Sustainability: Reduce, Reuse, Recycle, Renew, and Responsibility. The five R's of Sustainability are not mere slogans, but rather they reflect Republic's values and the continued commitment to sustainability. Republic understands that the sustainability of the environment depends on how well it protects and preserves natural resources and educate current and future generations on environmental compliance. In fact, Republic's sustainability program centers on the theme of "Protecting Today's Environment for a Better Tomorrow." This message is important to the quality of life and regional prosperity in the communities it serves and why compliance is so important to us.

The Recyclery's Solid Waste Facility Permit (SWIS No. 43-AN-0014) allows for Material Recovery, Transfer Station, and Processing Facility operations. The facility is permitted to operate 24 hours per day and 7 days per week and can accept up to 1600 tons per day. Ample capacity exists to process all materials received at the facility from the Town of Colma. The facility has monthly inspections performed by the LEA and has never received a notice of violation.

Regulatory Agency Contact
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Environmental Inspector II
Code Enforcement, LEA
City of San Jose
200 E Santa Clara Street, Floor T3
San Jose, CA 95113
(408)535-7601 office (408)888-7100 mobile
Edward.Schreiner@sanjoseca.gov

4.6.1.6 Processing Throughput

The annual processing capacities by material type are:

- Total annual permitted Recyclery tonnage is 584,000 tons for all processing lines combined (1,600 tons per day, seven days per week)
- Total annual permitted composting tonnage is 160,680 tons.
- Wet pre-processing capacity is 182,500 tons annually
- Single-stream processing system capacity is 185,000 tons annually
- Commercial dry material processing capacity is 142,000 tons annually
- The combined capacity of all processing lines is projected as 671,000 tons annually (1850 tons daily processing capacity)

Daily permitted capacity is 1,600 tons per day, seven days per week with no restrictions based on truck traffic or monthly limits. Projected average daily tonnage for Recyclery is 990 tons per day. Available capacity per day is 610 tons.

The Newby Island Recyclery has the necessary capacity to guaranty capacity to process all single-stream recyclable materials delivered from the Town of Colma throughout the 10 year term. This guarantee is easily made as Republic is the Town's current recycling processor and is familiar with its processing needs. As noted previously, sufficient capacity exists to process wet/dry commercial materials and/or materials collected through a One Bin Plus program.

4.6.1.7 Diversion Activities for Recycling Processing and Marketing

Commingled Residential and Commercial Recyclables & Source Separated Cardboard

As one of the nation's premier recycling companies, Republic has taken our commitment to environmental sustainability to the next level at the Newby Island Recyclery with new state-of-the-art enhancements and modernization project. **This system marks a revolutionary shift in how materials are processed and is anticipated to divert 85 percent of recoverable residential material processed and 70 percent of recoverable commercial material processed**. Republic is the ***ONLY*** company able to offer the Town of Colma this service.

Due to the unique processing system and Republic's ability to market high volumes of recyclable material, we are capable of offering collection and sorting of numerous single stream materials.

Republic successfully offers expanded single stream materials processing in Daly City in addition to the communities of Milpitas, San Jose, Union City, Fremont, Newark, cities within Contra Costa County, Fresno, Los Banos and many others in Northern California.

ACCEPTED RECYCLABLE MATERIALS

- Clean paper (including newspapers & mixed papers
- Cardboard and chipboard
- Glass bottles and jars
- Rigid plastics
- Metal cans and scrap metal
- Aseptic beverage boxes
- Clean wood

Republic Services will also proces several material types not normally recovered, including:

- Reusable Items
- Carpet and carpet padding
- Clean Expanded Polystyrene block packing materials
- PLA bioplastic bottles
- Plastic bags & film
- Black plastic
- Mixed plastics (#1-#7)
- Non-container aluminum (foil and extruded)
- All other materials for which a viable market can be found

RECYCLABLE MATERIALS NOT ACCEPTED

- Trash
- Food waste & food soiled paper
- Treated wood
- Pallets
- Landscape waste
- Restroom waste
- Hazardous or medical waste
- Construction debris
- Concrete, dirt & asphalt

4.6.1.8 Recyclable Material Marketing Plan

Republic works with local and global partners to market the recovered materials for use in making new products. While we do this as an independent, local business, the Recyclery is a key member of Republic's National Materials Marketing Group. The Group shares best practices to ensure that all the recycling facilities, materials recovery facilities (MRF), transfer stations and other members take advantage of our collective knowledge to optimize processes and maximize recovered material quality and value.

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Newby Island's rigorous quality control and monitoring of incoming and outgoing materials, combined with the strength of the national group, ensures that the impact of market fluctuations is minimized. The Recyclery is able to market its high quality product throughout market downturns, which makes the need for emergency storage unnecessary, although a contingency plan is always in place.

4.6.1.8.1 Materials Marketing Group

Republic's Materials Marketing Group, a regional staff positioned throughout the country, is a group of highly experienced professionals who provide individual processing facilities, landfills, and transfer stations with assistance in the identification of material recovery opportunities and the best markets and marketing opportunities for those materials.

The regional focus is invaluable in identifying local markets for as many materials as possible and takes advantage of preferable spot market opportunities. The result of this approach is that Republic markets materials to 150 domestic and international mills.

Commodity Customers

Republic's commodity customers for recyclables include:

America Chung Nam
Potential Industries
Yao Yang Enterprises
Ralison International
Pacific/West Recycling
Belmont Fibers
Strategic Materials
Longview Fiber
Recycled Fibers
Anheuser-Busch Recycling
Sims Metals
Schnitzer Steel

Republic has established and maintains relationships with all of the major consumers of recyclable commodities. Volumes are offered monthly and prices are evaluated continually to assure maximum value and consistent demand for our products. The Recyclery performs ongoing audits (via our Magic Sorting Table) of incoming and outgoing materials to ensure the highest quality of outgoing commodities at all times.

4.6.1.8.2 Marketing Strategy

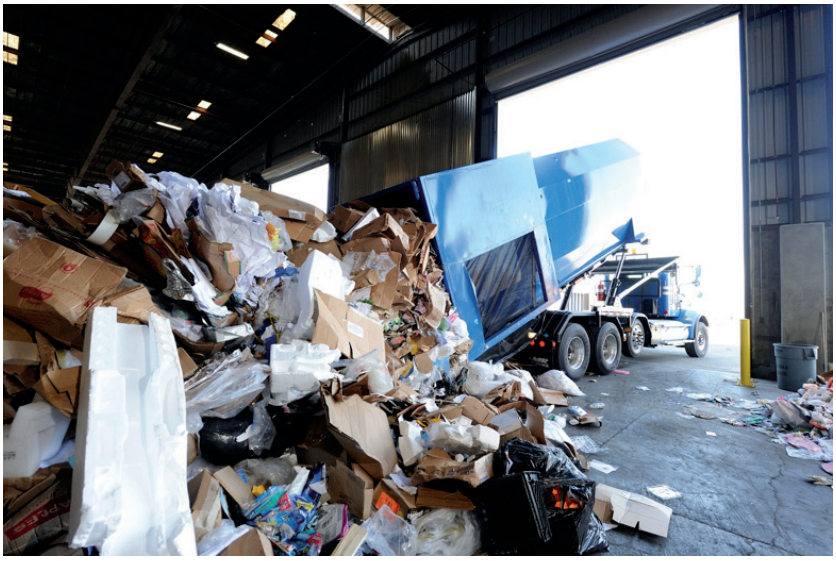
Republic does not engage in "stockpiling" for the purpose of seeking a potential price windfall. Republic's strategy is to process the inbound material as efficiently and timely as possible. Our strategy has proven to be the best long-term method to ensure the management of material flow and revenue optimization. The tactics to achieve this strategy include:

- Evaluating changes in composition to maximize "upgrading" of material and removing materials that cause the value to be "downgraded."
- Choosing the optimum composition of outbound commodities to assure the highest net market value and by selling mixed materials (like "Other rigid plastics").
- Continually re-evaluating markets to assure an optimal product fit as quantities and composition changes.
- Investing in upgraded equipment and changing processes to minimize waste.

4.6.1.8.3 Market Experience

Republic has long recognized the importance of having stable and reliable markets for recyclables in order to complete the recycling cycle. When recycling in California expanded as a result of AB 939, most of the markets for recovered materials were located in the United States. With increasing globalization, and the world-wide fiber shortage, the markets for recovered materials have

shifted to Asia and Pacific Rim Countries. The complexity of selling and transporting materials around the world requires significant experience, expertise and resources.



The most recent price and demand decline for commodities started in late September 2008 and restricted movement through Q4 2008 and Q1 of 2009. Many processors were forced to store material and deal with the resulting double-handling (emergency storage) and even disposal of some product due to the inability to move material at any price.

The Recyclery was able to sell our high quality product throughout the market downturn, which made the need for emergency storage unnecessary, even though a contingency plan was in place. Further, during this time, the Recyclery was able to help other Republic collection companies meet their obligations by processing material that had been going to third party processors who were unable to process the material.

The reasons the Recyclery and Republic were not severely affected by the market failure include:

- Process Management – Republic conducts frequent sampling and characterizations of both inbound and outbound materials to ensure consistency of product and maintain a reputation of excellence in quality control.
- Market Influence – Republic is, by any standard, a large player in the market which creates certain preferential benefits
  - Republic markets the material from 140 different facilities across the country.
  - The Republic Material Marketing Group sold 2,059,270 tons of recyclable materials in 2012
- Long-Term Relationships – Republic has on-going relationships with all of the large consumers of recyclable commodities and several include a guaranteed minimum (floor) price.

Republic has historically been able to complete the resource cycle by moving recovered materials to buyers and mills, even in those periods where market demand and recycled goods pricing fluctuated dramatically. In the unlikely event that buyers or outlets for recovered materials could not be found, storage space adequate to meet the recycling needs of the Town's recycling is available at the Recyclery and Republic's seven other major facilities in the Bay Area.

4.6.1.8.4 Market Optimization

Republic recognizes that recyclables markets are increasingly global and beyond our control. We are therefore always seeking to expand local markets for material sales. With the assistance of our national Materials Marketing Group, we will seek to optimize the following objectives:

- Obtain Maximum Value for our Materials
- Assure Reliable and Consistent Sales of Materials
- Minimize Our Carbon Footprint Impact by:
  - Seeking to replace lost domestic fiber markets by offering a price preference to local consumers
  - Working with local market development representatives to encourage local consumption.

Republic is prepared to enter into discussions regarding offering a preference to local users of recovered materials.

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4.6.1.8.5 Operation Green Fence

China's implementation of the Green Fence policy has placed additional pressure across the recycle processing industry, and Newby Island Recyclery was no exception. Fortunately, the Recyclery's new equipment package allows the operation to easily adapt to changes in quality standards. Notably, the paper screens in the facility are all 132 inches wide which provides ample surface area to achieve significant separation of paper. Even with an exceptional sorting system, we've performed the following to consistently meet the quality standards:

- Added seven additional sorters per shift
- Implemented a quality control protocol
- Monitor and adjust system infeed rates based on quality of material feeding into the system
- Increased the number of buyers and geographic regions that they represent

During the China's implementation of the Green Fence policy, Republic did not have any loads rejected by Chinese customs and is comfortable that the operation has the processes in place to meet future quality standards.

4.6.1.8.6 Contingency Plan

No other company can match Republic's local resources and infrastructure to meet all the City's needs throughout the life of the contract. If for some reason, the Newby Island Recyclery is temporarily unable to accept material from the Town of Colma, Republic will process recyclables through its West County Resource Recovery Facility located in Richmond.

4.6.1.9 Other Processing Services - Environmental Improvements

At Republic we "walk the talk" in our day-to-day practices, and bring a high-level corporate commitment to sustainability. Parallel with the City's Green Vision, we continue to invest in alternative fuel vehicles and infrastructure, renewable energy options such as solar panels and wind turbines, planting trees, and leading and providing support for greener buildings and infrastructure. In this section, we demonstrate how Republic will meet or exceed the Town's environmental stewardship priorities.

Republic is committed to implementing cost-effective and responsible programs and initiatives to limit the environmental impact of our operations and increase diversion from our landfills. By December 2015, Republic Newby Island Resource Recovery Park will install the following additional sustainable technologies:

- Solar Power: Republic plans to install roof-top and carport solar panels at the Recyclery to capture renewable energy sources to power our business.
- Kinetic Scales: Technology which harnesses and regenerates kinetic energy of vehicles (weight and speed) as they cross over embedded road plates in controlled and existing area where vehicles are traveling at 30-miles per hour or less or coming to a complete stop.
- Wind Turbines: Opportunities exist for wind turbines to be installed at Newby Island, out of public view, and create 1,000-4,000 watts of power output.
- Hybrid Street Lamps: Powered by wind generation as low as 4 mph and will eliminate the need for electrically-powered lamps currently in place.

REPUBLIC SERVICES

4.6.2 Organics Processing and Marketing

4.6.2.1 General Site Information

Organic materials from the Town of Colma will be processed at Republic Services' owned and operated fully permitted West Contra Costa Sanitary Landfill Organic Materials Processing Facility (WCCSL OMPF). With a total area of 350 acres, WCCSL OMPF is situated on the closed WCCSL Class II landfill with its southern portion of the property located within the Richmond City limits, and the northern portion in the unincorporated area of Contra Costa County.

Contact: Peter Nuti, Division Manager
Address: One Parr Boulevard
Richmond, CA 94806
Office Phone: 510-412-4503
Email: Pnuti@republicservices.com

Receiving Hours of Operation:

- Public Self Haul is Monday – Friday, 7 a.m.- 5 p.m.
  Saturday – Sunday: 9 a.m.- 5p.m.
- Commercial Customers:
  Monday – Friday, 5 a.m.- 5 p.m.
  Saturday – Sunday, 9 a.m.- 5 p.m. unless special arrangements are made in advance for earlier or late drop offs

Closed on the following holidays: Thanksgiving, Christmas, and New Year's Day.

Average turnaround time: 15 minutes is an average turnaround time from entering the scale to leaving the site. This is for a normal dump not including extra duties by the driver for cleaning out his/her truck.

Guaranteed turnaround time: 25-30 minutes

4.6.2.2 Organics Processing Methods

Republic's organics processing proposal consists of a front-end system for cleaning/removal of contaminants from the organic streams in order to prepare the material for placement into the processing application. Depending upon the quality and type of non-organic material removed from the various streams, much of this can be diverted to suitable end markets that are available for metals, non-compostable fibers and other fractions of the recovered material.

The WCCSL OMPF is an active processing facility in operation since 2010. The facility completed a new SWFP in May 2010 and accepts a wide range of organic materials including food waste and produces a wide variety of products for end use and sale. Material that arrives at the facility is pre-sorted for contaminant removal, sized in a grinder, pre-screened to remove overs before final processing.

The organic materials processing utilizes up to 40 acres for location of the organic materials and composting processing operations. These facilities involve material receiving and handling areas, grinding and shredding areas, compost windrow processing areas, the lanes between the windrow piles, and curing pile areas.

The cleaned organic materials will then be shredded and ground using a loader tractor or hydraulic excavator to move waste material from the raw material stockpile into the grinder. Depending on the size of materials generated by the shredder, a screening step may also be employed to remove chip-size materials that will be recovered for biomass fuel or mulch ground cover. Once shredded and ground, raw organic material will be stockpiled for composting.

The food waste materials may contain putrescible wastes. The materials primarily will be plant or vegetative materials, although organics such as pre- and post-consumer meat, poultry or fish materials may be included. The materials will be either quickly covered or mixed with other compostable materials, shredded materials, or compost to reduce the vector and bird attraction. The food materials will be shredded with other green waste, thus mixing the food materials with other compostable materials. After shredding, the food materials will have been mixed with other compostable materials and they should have lost the vector (e.g., house flies) and bird (seagulls, starlings and blackbirds) attraction potential. As an alternative, fruit and vegetables can be effectively placed in the newly formed windrows in un-shredded form and the windrow turning machine will effectively grind them. As the materials are placed in windrows and turned, the attraction potential will be further reduced.

Of the 40 acres devoted to the Organics Materials Processing Facility, the upper portion of the landfill or up to 34 acres will be utilized as the main composting area. Within this upper landfill area, on average, the shredded material will be placed into active windrow piles. Mechanically aerated windrows will be filled and removed on an average of a 90 day cycle.

REPUBLIC SERVICES

To provide pathogen reduction, the windrows will be maintained under aerobic conditions, and for at least a total of 15 operating days within the composting period, a minimum stabilized temperature of not less than 131 degrees will be maintained through the mixture on each of those days, and during the period, the windrows will be turned a minimum of five times.

Completed compost will be kept separate to ensure quality. The finished product, in the form of end products such as compost or mulch will be ready for sale. After final screening and processing the material is marketed to a variety of end users and the facility has long standing, established outlets for the material. We continue to pursue other end users with the largest growth area being agricultural application predominantly in vineyards and orchards.

The facility processes plant debris (leaves, grass, brush, prunings, weeds, and other yard waste); unpainted and untreated wood, including pallets, wooden packing crates, and scrap lumber, with or without nails; unpainted sheet rock; food and food processing waste (includes pre- and post- consumer food residuals of vegetative, mammalian and non-mammalian origin generated in the residential, institutional and commercial sectors); food-soiled/wet/waxed cardboard; food-soiled, wet or otherwise non-recyclable mixed paper; paper gable cartons, such as are used for milk and juice; and approved bio-plastics including compostable bags.

4.6.2.3 Method of Tracking Tonnage

All inbound and outbound loads of materials will be weighed in at the facility scales and load data will be recorded in a PC Scales/TRUX or similar weighing database programs. The weighing system has been specifically designed for use by transfer, disposal and recycling operations and allows for the recording and reporting on all material flows. Inbound and outbound loads are recorded by customer, weight, truck number, date, time, material type and city of origin.

Current Average Monthly Residue Level

- Average monthly residual is around 50 tons.
- Contamination level is 5% or less. If the load is determined to have a high level of contamination it will be transported to the transfer station as MSW. The rate will be changed to MSW.

The facility manages contamination by removing and re-processing as much of the contamination as possible prior to particle reduction (grinding/shredding) and then to mechanically remove the remainder of the contamination after processing through screening and air separation. To the greatest extent possible this material is processed on the sort lines at the OMPF and any remaining residual is deposited in the landfill. To date, contamination has not hampered our ability to market any final product. The most problematic contamination that we encounter is plastic materials due to their propensity to shred to a small size and creation of a litter problem. This is addressed through on-site litter control personnel and removal of as much of the plastic prior to grinding.

4.6.2.4 Other Features of the Facility Site Operations

WCCSL Organic Materials Processing Facility can provide detailed reports on the materials processed from Colma. These reports will include a characterization of materials processed, identifying the percent, by weight of each category of material, and their end uses. This report can be provided at least twice annually, or an interval requested by the Town. A monthly electronic report listing the materials received and diverted how the materials were used, and the amount of residual materials that are disposed of at a permitted landfill will also be provided. These reports will be made available upon request. Furthermore, a monthly report will be provided electronically listing the materials received and diverted, how such materials were used, and the amount of residual materials taken to a permitted landfill.

4.6.2.5 Permits and Regulatory Compliance

The WCCSL OMPF (SWFP 07-AA-0044) allows for Material Recovery, Transfer Station, and Processing Facility operations. The facility is permitted to operate 24 hours per day and 7 days per week and can accept up to 1,134 tons per day. The facility has monthly inspections performed by the LEA and has never received a notice of violation.

Regulatory Agency Contact
Local Enforcement Agency (LEA)
County of Contra Costa
Health Services Department, Environmental Health Division
2120 Diamond Blvd, STE 200
Concord, CA 94520
Office Phone: 925-692-2500

Processing Services

Processing Throughput

The annual processing capacities by material type are:

- Total annual permitted tonnage is 1,134 tons seven days per week
- Total annual permitted composting tonnage is 45,000 tons

Daily permitted capacity is 1,134 tons per day, seven days per week with no restrictions based on truck traffic or monthly limits.

Projected average daily tonnage for OMPF is 450 tons per day.

Capacity Guarantee

Republic guarantees the WCCSL OMPF has enough capacity to process organic materials delivered from Colma throughout the 10 year term. As the current hauler and processor, Republic is aware of the organic capacity needs of Colma.

4.6.2.6 Diversion Activities

The facility processes plant debris (leaves, grass, brush, prunings, weeds, and other yard waste); unpainted and untreated wood, including pallets, wooden packing crates, and scrap lumber, with or without nails; unpainted sheet rock; food and food processing waste (includes pre- and post- consumer food residuals of vegetative, mammalian and non-mammalian origin generated in the residential, institutional and commercial sectors); food-soiled/wet/waxed cardboard; food-soiled, wet or otherwise non-recyclable mixed paper; paper gable cartons, such as are used for milk and juice; and approved bio-plastics including compostable bags.

OMPF does not accept trash or recyclable material, E-waste, restroom waste, hazardous or medical waste, palm fronds, liquid, oil, grease, construction debris, asphalt and dirt.

4.6.2.7 Materials Marketing

Completed compost will be kept separate to ensure quality. The finished product, in the form of end products such as compost or mulch will be ready for sale. After final screening and processing the material is marketed to a variety of end users and the facility has long standing, established outlets for the material. We continue to pursue other end users with the largest growth area being agricultural application predominantly in vineyards and orchards.

Currently the OMPF markets over 100,000 cubic yards of compost, mulch and wood chips each year. Products are distributed predominantly in bulk form. The facility has a dedicated sales staff and dispatcher for product sales. Sales of the trademark Super Humus Compost are extensive, reaching as far north as Sacramento and Cloverdale and as far south as Salinas and Carmel.

Residuals are generated after the composting process when the material is screened. The small fraction out the screen (fines) is compost product while the coarse fraction (overs) is typically contaminated with plastics that could not be removed prior to composting. As part of our proposal we would propose to remove the plastic contamination from the overs and either re-introduce the clean overs into the composting process or ship them as bio-fuel to plants where they would generate electricity.

OMPF will strive to divert and market as much material as possible in order to maintain a highest possible diversion. To maintain maximum diversion every effort will be made

to remove as much non-organic material as possible to maximize the amount of organic feedstock. Marketing of these materials such as glass, metals, non-compostable fiber and other recyclables will be done through the current channels utilized for curbside and commercial recycling operations at the plant. This material will most likely need to be processed on our existing residential and commercial sorting equipment and it is anticipated that very low amounts of residuals will be created that cannot be diverted.

Prohibited material will be managed consistent with other prohibited material at the facility. Most of the current prohibited materials at the facility (batteries, waste motor oil and electronics) are recycled through off-site vendors.

4.6.2.8 Contingency Plans

No other company can match Republic's local resources and infrastructure to meet all the City's needs throughout the life of the contract. Additional organics composting is available at Forward Landfill in Stockton and at the Newby Island Resource Recovery Park in San Jose.

4.6.3 C&D Processing

All C&D debris collected in the Town of Colma will be transported to the South San Francisco Scavenger Company (SSFSC) C&D processing facility, Blue Line Transfer Station (BLTS), located in South San Francisco. The facility is permitted to accept the following materials:

- Construction and Demolition Debris
- Residential, Commercial and Industrial Rubbish (Mixed Debris)
- All Non-hazardous/Non-Putrescible Solid Wastes

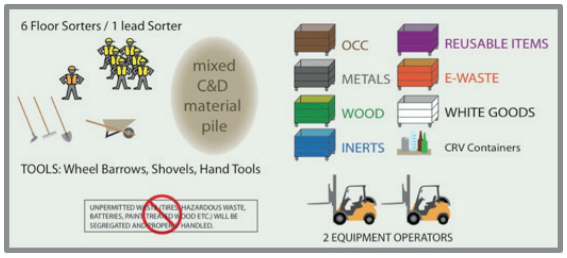
SSFSC is permitted to operate between the hours of 6:00 am and 6:00 pm Monday through Sunday and is open 361 days per year and closed on Easter Sunday, Thanksgiving Day, Christmas Day and New Year's Day. The tonnage capacities SSFSC will be able to accommodate the Town's waste stream and the company is committed to accepting and processing all of the C&D debris generated in the Town of Colma.

Mixed C&D debris is typically delivered in debris boxes, self-haul trailers and transfer trailers. The BLTS C&D unloading area has sufficient space to accommodate all types of vehicles. The material is unloaded, a load checker inspects the load for any hazardous or unacceptable materials prior to the loader operator pushing the material onto the infeed conveyor belt. The material passes over a 2" disc screen (that captures and removes material suitable for use as ADC) and then along the conveyor where sorters remove cardboard, wood, metal, garbage, sheet rock, and beverage containers where they are dropped into bunkers below the sorting stations. SSFSC is currently utilizing the Ptarmigan sortline to process mixed C&D loads that contain smaller materials.

Larger C&D items are processed utilizing BLTS' High Diversion Floor Sort System in the MRF. Dedicated bins are used to collect a variety of C&D commodities by the sorters who pull out specific items and organize them into the bins. The bins are moved in an efficient manner using forklifts, ensuring a continuous operation. The graphic below depicts the typical High Diversion Floor Sort for C&D Debris Processing at BLTS.

SSFSC will direct all recovered materials to an appropriate end use and market. The table below summarizes these end uses and markets.

Material Name	End Uses & Markets
Wood	Co-Generation Fuel/Soil Amendment
Cardboard	Fiber Market
Ferrous Metals	Metals Recycling Market
Non-Ferrous Metals	Metals Recycling Market
Mixed Paper	Fiber Market
Rigid Plastics	Plastics Market
Sheetrock	Soil Amendment Market
Concrete/Asphalt	Site Grading/Aggregate
Mattresses	Refurbishing/Reuse
Carpet	Carpet Recycling Market
Carpet Padding	Plastics/Foam Market
Fines (used as ADC)	Alternative Landfill Cover
Brush	Co-Generation Fuel/Soil Amendment
Tires	Rubber Products Market
E-Waste	Electronics Recycling
Appliances	Metals Market
CRY Plastic Bottles	Plastics Market
CRY Aluminum Cans	Metals Market



4.6.4 Dedicated Disposal Facility – Ox Mountain Landfill

4.6.4.1 General Site Information

Municipal solid waste (MSW) from the Town of Colma will be received and disposed at the Ox Mountain Landfill located at 12310 San Mateo Road, Half Moon Bay, CA located 3 miles east of Half Moon Bay off of San Mateo Road (Hwy. 92). The facility is a wholly-owned and operated subsidiary of Republic Services, Inc.

General Operating Parameters

- Permitted days and hours of operation: Open to the public 8 am – 4:30 pm Monday through Saturday.
- Permitted days and hours of operation for commercial customers: Open 4 am – 4:30 pm Monday through Saturday.

Ox Mountain is unable to accept material outside of permitted hours of operation.

Average turnaround time: 25 minutes. No guaranteed turnaround time.

4.6.4.2 Processing Method

Republic is proposing a turn-key operation with the continued use of the Ox Mountain Landfill as the designated disposal facility for the Town's solid waste material. The landfill is a fully permitted, state-of- the-art Class III disposal facility that will require no additional permits for the continued acceptance of all of the Town's material during the term of the contract. The site is environmentally friendly on multiple levels including the conversion of methane gas generated through the decomposition of waste into a reliable source of energy.

The entire facility is constructed to meet or exceed all applicable Federal, state and local standards which include prescriptive guidelines for engineering and design, detailed construction quality assurance procedures, extensive ground water, air and surface water runoff monitoring, provisions for leachate and landfill gas control as well as screening procedures for any household hazardous waste that may mistakenly arrive at the facility.

Ox Mountain's design features and environmental controls are state of the art. While companies can offer indemnifications against potential future environmental liabilities, it is better to utilize a facility that employs state-of-the-art environmental controls from top to bottom so that the issue of who is responsible for liabilities never arises in the first place.

The site maintains full coverage in the form of performances bonds and letters of credit at CalRecycle (formerly the California Integrated Waste Management Board) for closure and post-closure. Additionally, Ox Mountain Landfill has satisfied the owner operator liability requirements as well as the Corrective Action requirements overseen by the CalRecycle and RWQCB, respectively. Republic Services maintains an Environmental Impairment Insurance policy in the amount of $30,000,000 to cover any unforeseen circumstances that may arise.

4.6.4.3 Method of Tracking Tonnage

All inbound and outbound loads of materials will be weighed in at the facility scales and load data will be recorded in a PC Scales/TRUX or similar weighing database programs. The weighing system has been specifically designed for use by transfer, disposal and recycling operations and allows for the recording and reporting on all material flows. Inbound and outbound loads are recorded by customer, weight, truck number, date, time, material type and city of origin.

Ox Mountain is a "closed loop" facility. Collected green waste is chipped and used as alternate daily cover; Storm water is treated and reused for dust control; Methane gas collected from landfill is processed through an onsite plant and provides electricity to nearby cities.

4.6.4.4 Green Energy Facility

Ox Mountain's gas to energy facility began operating July 1, 2009 and is one of the Bay Area's largest renewable energy projects. Owned and operated by a subsidiary of Ameresco, Inc., the nation's largest independent energy services company, the landfill gas to energy plant supplies enough renewable energy to customers in Alameda and Palo Alto to power more than 11,900 average-sized homes.

Landfill gas is created when organic waste in landfills decomposes, producing methane–the primary ingredient in natural gas and a greenhouse gas. The landfill gas to energy plant captures the methane and turns it into electricity for use by residential and business customers. Converting landfill gas to energy prevents the release of greenhouse gases and creates electricity from a renewable, affordable source—reducing the need for power created from fossil fuels.

REPUBLIC SERVICES

The annual electricity generated by the Ox Mountain facility prevents the release of 71,000 tons of greenhouse gas emissions into the atmosphere. That is the equivalent of conserving 12 million therms of natural gas per year, and reduces emissions equivalent to taking 11,800 cars off the road.

Ox Mountain Wins Project of the Year Award

The U.S. Environmental Protection Agency's (EPA) Landfill Methane Outreach Program (LMOP) selected Republic Services' Ox Mountain landfill gas-to-energy project (LFGTE) as a LFGTE Project of the Year for 2009 – only eight projects nationwide were honored with this award.

Each year, EPA recognizes the latest accomplishments of landfill methane projects that have reduced emissions of methane and created renewable energy. LMOP acknowledges the projects for excellence in innovation and creativity, success in promoting project development, and achieving environmental and economic benefits.

4.6.4.5 Permits and Regulatory Compliance

Republic strongly supports and advocates the five R's of Sustainability: Reduce, Reuse, Recycle, Renew, and Responsibility. The five R's of Sustainability are not mere slogans, but rather they reflect Republic's values and the continued commitment to sustainability. Republic understands that the sustainability of the environment depends on how well it protects and preserves natural resources and educate current and future generations on environmental compliance. In fact, Republic's sustainability program centers on the theme of "Protecting Today's Environment for a Better Tomorrow." This message is important to the quality of life and regional prosperity in the communities it serves and why compliance is so important to us.

Ox Mountain landfill has monthly inspections performed by the LEA and has never received a notice of violation.

Regulatory Agency Contacts

- San Mateo County Health Department: Greg Schirle, Solid Waste Specialist. (650) 372-6297
- CA EPA, San Francisco Regional Water Quality Control Board: John Madigan, Enforcement. (510) 622-2405
- San Francisco Bay Area Air Quality Management District: Carol Allen, Supervising Air Quality Engineer. (415) 749-4702

4.6.4.6 Permitting and Remaining Site Capacity

The Ox Mountain Landfill has a permitted capacity of 69,500,000 cubic yards. Currently, approximately 45,250,000 cubic yards have been utilized for disposal, leaving 24,250,000 cubic yards of remaining airspace. Current estimates indicate Ox Mountain will accept waste until approximately 2038 at the current fill rate of 2,260 tons per day (700,600 tons per year).

Annual flyovers are performed to determine airspace consumed along with remaining site capacity available each year. Ox Mountain's current footprint is 191 acres on a 2,786 acre property. The facility is permitted to receive 3,598 tons per day which calculates to 1,115,380 tons per year.

Based on the Town of Colma current disposal volume entering Ox Mountain Landfill, Republic Services guarantees there is more than adequate daily and annual capacity to accept the current and projected future volumes of waste generated by the Town now and for the term of the agreement. The facility is fully permitted to accept material from Colma and does not require any amendments to existing permits to continue acceptance of this refuse stream. No expansions of the facility are required to continue to accept the material from the Town of Colma.

4.6.4.7 Import Restriction Fees

There are no import restrictions that will be applicable to the receipt of materials from the Town of Colma.

The taxes and fees are as follows:

- AB 1220 paid to the CA Board of Equalization: $1.40/ton. This is charged on waste that is buried in the active area of the landfill every day. Waste that can be used for a beneficial reuse would not be charged this tax.
- AB 939 paid to San Mateo County: $9.83/ton on all waste that is disposed into the daily working area of the landfill. Waste that qualifies as beneficial reuse and can be used as daily cover or used to construct roads or working deck on the landfill will not be charged this tax.
- We charge an environmental fee as well as a fuel recovery fee to our customers to recover these costs imposed on us by regulatory and market conditions.

4.6.4.8 Financial Assurances

The facility maintains financial assurances with the State of California for Closure and Post-closure maintenance at the statutory levels. Additionally, the facility maintains a fully funded corrective action surety that is commensurate with the plan required by the State of California. All of these financial assurances are updated on an annual basis and are backed by highly rated underwriters.

4.6.4.9 Contingency Plans

Republic Services owns and operates five landfills in Northern California. In an extraordinary circumstance where Ox Mountain Landfill was unable to accept material from the Town of Colma, one or more of the other facilities owned and operated by Republic Services would be easily accessed to prevent any service interruptions. The facilities include: Keller Canyon Landfill in Pittsburgh, Vasco Road Landfill in Livermore, Forward Landfill in Stockton and Newby Island in San Jose. All of these facilities are fully-permitted to accept Colma's waste during the term of the agreement and has the required daily capacity, if necessary.

REPUBLIC SERVICES

5 Acceptance of RFP Key Franchise Agreement Terms

Exceptions to Franchise Agreement

Republic has reviewed the draft Franchise Agreement provided in the RFP and understands the roles, responsibilities, rights, and obligations of both the Town and Republic, and at this time, we do not propose any exceptions to the Franchise Agreement.

Republic would like to discuss with the Town the issue of future compensation as the diversion rate increases and customers migrate from a larger to smaller solid waste container.

REPUBLIC SERVICES

6 Proposal Forms

PROPOSAL FORMS

The Town will receive written and sealed proposals to furnish all labor and equipment to provide the services as required in the Franchise Agreement(s). Forms A through L on the following pages are the required forms that must be completed as part of the Proposal. The forms are set up **with expandable text boxes** to allow Proposes to input their information directly into Forms A – M. Questions that are not applicable should be included and marked "Not Applicable."

The purpose of the forms contained herein is not intended in any way to limit the type, quality or quantity of data and information supplied by the Proposer. Required Forms not completed in full may result in disqualification.

List of Proposal Forms

No.	Description
A	Process Integrity Rules
B	Cover Letter
C	Proposer's Statement Of Organization
D	Certification of Non-Gratuities
E	Container Specifications
F	Vehicle Specifications
G	Disposal Facility
H	Recyclables Processing Facility
I	Organic Waste Processing Facility
J	Transfer Station Facility
K	Non-Collusion Affidavit Of Proposer
L	Exceptions To Agreement
M	Proposed Customer Rate Schedule

Form A - PROCESS INTEGRITY RULES

The Town of Colma pledge is for the procurement process for refuse, recyclable materials and organic waste collection services to be open, objective, carefully monitored, and understandable to all. The following rules will be adhered to and enforced.

Until the Colma Town Council awards the contract, all contact between participants and the Town of Colma shall be in writing, either by mail or facsimile to:

Roger Peters
Town of Colma
Colma Town Hall
1198 El Camino Real
Colma, CA 94014
E-mail: roger.peters@colma.ca.gov
Facsimile: 650-997-8308

Any attempt to contact or interact with any elected or appointed official for the purpose of influencing the selection process will be grounds for disqualification from the selection process.

All communications between the Town of Colma and a participant, along with the related responses, will be transmitted simultaneously to all participants.

Any participant who fails to recognize or utilize this process of communication will be notified of its violation and may be subject to disqualification from the selection process at the sole discretion of the Town of Colma.

All participants must acknowledge and sign this statement as part of the RFP process. All participants must provide a signed **ORIGINAL** of this statement by the close of the **MANDATORY** pre-proposal meeting. Participants that do not provide this signed statement will be disqualified from this procurement process.

On behalf of my company/agency, I understand and accept the rules established in this statement.

Company Name: Republic Services, Inc.

Representative: Carl Mennie Title: General Manager

Signature _____ Date: August 31, 2015

Form B - COVER LETTER

August 31, 2015

Town of Colma
ATTN: Roger Peters
1198 El Camino Real
Colma, CA 941014

Dear Ladies and Gentlemen:

In response to the Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated June 2, 2015, Republic Services, Inc. proposes to provide said services in accordance with this Proposal, which includes the completed Proposal Forms and accompanying materials submitted with this Proposal. The proposer is aware of, and is ready, able and willing to enter into the Franchise Agreement attached to the RFP, except for any exceptions described in Proposal Form L.

The Proposer has thoroughly read and is familiar with the RFP, including the Proposal Forms, the draft Franchise Agreement and all attachments and exhibits. In preparation for submitting this proposal, the Proposer has conducted its own investigation, conducted research, obtained additional data, and verified the information contained in the RFP that the Proposer deemed necessary to submit the Proposal. The proposer is fully informed concerning the physical conditions to be encountered in the work, the quality and quantity of services to be performed, and the materials and equipment to be furnished. The proposer acknowledges that it will not be entitled to additional compensation upon subsequently finding that conditions require methods or equipment other than that anticipated in making the proposal.

The Proposer understands that the Town of Colma may reject any and all Proposals, negotiate prices and terms with one or more proposers, and may take other action as described in the RFP.

The Proposer warrants that the information contained in its Proposal and the accompanying materials, including the Proposal Forms, is correct in all material respects.

The proposer warrants that, if awarded the contract, it will reimburse the Town for the cost of the procurement for an amount up to $100,000, within fifteen (15) days of *execution* of the Franchise Agreement.

The undersigned is authorized to sign this Proposal on behalf of Republic Services, Inc.

Sincerely,

Carl Mennie
General Manager

Michael Caprio
Area President

Form C - PROPOSER'S STATEMENT OF ORGANIZATION

1. Full Name of Business Concern (Proposer):

   Republic Services, Inc.

   Principal Business Address:

   1680 Edgeworth Avenue

   Daly City, CA 994015

2. Principal Contact Person(s):

   Name: Carl Mennie Phone Number: 650-756-1603

3. Form of Business Concern:

   ☒ Corporation ☐ Partnership ☐ Joint Venture Other _____

4 Provide names of partners or officers as appropriate and indicate if the individual has the authority to sign in name of proposer. Provide proof of the ability of the individuals so named to legally bind the Proposer.

Name	Address	Title
Michael Caprio	3260 Blume Dr., Richmond, CA 94806	Area President
_____	_____	_____
_____	_____	_____

5. If a corporation, in what state incorporated: _____

   Date Incorporated: _____ _____ 1996

   Month Day Year

6. If a Joint Venture or Partnership, date of Agreement: N/A

7. List all subcontractors participating in this Agreement:

Name	Address
a) South San Francisco Scavengers Co.	500 E. Jamie Ct., South San Francisco, CA 94080
b) _____	_____
c) _____	_____
d) _____	_____

8. Outline specific areas of responsibility for each firm listed in Question 7.

a) Transfer of residential and commercial organics

b) Processing of C&D materials

c) _____

d) _____

9. Identify the provisions of any agreement between parties which assigns legal or financial liabilities or responsibilities:

N/A

10. If responding firm(s) are a partially or fully-owned subsidiary of another firm, or share common ownership with another firm, please identify the firms and relationships.

N/A

Form D - CERTIFICATION OF NON-GRATUITIES

TO: THE TOWN OF COLMA

CERTIFICATION

This is a written certification, signed under penalty of perjury, stating that no persons acting on behalf of Republic Services, Inc. has paid, or offered or attempted to pay, any elected or appointed official, officer or employee of Town any compensation or consideration, in any form whatsoever, in connection with obtaining or entering into this Agreement.

Carl Mennie	General Manager
Name	Title
Signature	August 31, 2015
	Date

Form E - CONTAINER SPECIFICATIONS

1. Material to be Collected.

- Refuse ☒
- Recyclables ☐
- Organic Waste ☐
- Food Waste ☐
- Green Waste ☐

2. Manufacturer…….….. Otto Environmental Systems

3. Material of Construction High Density Polyethylene

4. Recycled Content (percentage)……..…… 30%

5. Manufacturing Method (rotational molding, injection molding, other.) ……..……..…….. Injection Molding

Container Size	20 gal	32 gal	64 gal	96 gal
6. Color	See Next Form E for Specs	Gray	Gray	Gray
7. Durability (in service years)		25	25	25
8. Cost of Each Container		$31.44	$43.17	$48.82
9. Dimensions of Each Container (Length x Width x Height)		22 ½" x 19" x 38 ½"	29 ½" x 25 1/8" x 42 3/8"	33 ¼" x 27 ½" x 45 3/8"
10. Wheel Size		8"	10"	10"
11. Manufacturer's warranty (10-year minimum for carts)		10 Year	10 Year	10 Year

Form E - CONTAINER SPECIFICATIONS

1. Material to be Collected.

- Refuse ☒
- Recyclables ☐
- Organic Waste ☐
- Food Waste ☐
- Green Waste ☐

2. Manufacturer…….. Rehrig Pacific Company

3. Material of Construction High Density Polyethylene

4. Recycled Content (percentage)…….…… 30%

5. Manufacturing Method (rotational molding, injection molding, other.) ……..……..…….. Injection Molding

Container Size	20 gal	32 gal	64 gal	96 gal
6. Color	Gray	N/A	N/A	N/A
7. Durability (in service years)	25	N/A	N/A	N/A
8. Cost of Each Container	$36.50	N/A	N/A	N/A
9. Dimensions of Each Container (Length x Width x Height)	16" x 16" x 30"	N/A	N/A	N/A
10. Wheel Size	8"	N/A	N/A	N/A
11. Manufacturer's warranty (10-year minimum for carts)	10 Year	N/A	N/A	N/A

Form E - CONTAINER SPECIFICATIONS

1. Material to be Collected.

- Refuse ☐
- Recyclables ☒
- Organic Waste ☐
- Food Waste ☐
- Green Waste ☐

2. Manufacturer…….….. Otto Environmental Systems

3. Material of Construction High Density Polyethylene

4. Recycled Content (percentage)……..…… 30%

5. Manufacturing Method (rotational molding, injection molding, other.) ……..……..…….. Injection Molding

Container Size	20 gal	32 gal	64 gal	96 gal
6. Color	N/A	Blue	Blue	Blue
7. Durability (in service years)	N/A	25	25	25
8. Cost of Each Container	N/A	$30.49	$41.80	$46.95
9. Dimensions of Each Container (Length x Width x Height)	N/A	22 ½" x 19" x 38 ½"	29 ½" x 25 1/8" x 42 3/8"	33 ¼" x 27 ½" x 45 3/8"
10. Wheel Size	N/A	8"	10"	10"
11. Manufacturer's warranty (10-year minimum for carts)	N/A	10 Year	10 Year	10 Year

Form E - CONTAINER SPECIFICATIONS

1. Material to be Collected.

- Refuse ☐
- Recyclables ☐
- Organic Waste ☒
- Food Waste ☒
- Green Waste ☒

2. Manufacturer…….…….. Otto Environmental Systems

3. Material of Construction High Density Polyethylene

4. Recycled Content (percentage)…….…… 30%

5. Manufacturing Method (rotational molding, injection molding, other.) ……..……..…….. Injection Molding

Container Size	20 gal	32 gal	64 gal	96 gal
6. Color	N/A	Green	Green	Green
7. Durability (in service years)	N/A	25	25	25
8. Cost of Each Container	N/A	$31.44	$43.17	$48.82
9. Dimensions of Each Container (Length x Width x Height)	N/A	22 ½" x 19" x 38 ½"	29 ½" x 25 1/8" x 42 3/8"	33 ¼" x 27 ½" x 45 3/8"
10. Wheel Size	N/A	8"	10"	10"
11. Manufacturer's warranty (10-year minimum for carts)	N/A	10 Year	10 Year	10 Year

Form F - VEHICLE SPECIFICATIONS

(Complete one form for each vehicle.)

1. Material to be Collected	☒ Refuse	☒ Recyclables	☒ Organic Waste	
2. Manufacturer and Model.....		See Below		
a. Cab and Chassis.....		Autocar ACX		
b. Body.....		McNeilus 4L87		
c. Engine.....		Cummins ISL-G		
d. Transmission.....		Allison 3000 RDS		
3. Cab and Chassis:				
a. Cab Height		103		inches
b. Number of Axles		4		
c. Overall Length With Body Mounted		410		inches
4. Body:				
a. Type of Body.....		McNeilus Contender FEL		
b. Rated Capacity.....		40		cu. yd.
c. Practical or Net Capacity.....		40		cu. yd.
d. No. of Collection Compartments.....		1		cu. yd.
e. Net Capacity of Each Compartment		40		cu. yd.
f. Overall Body Length.....		297		inches
g. Body Height		162		inches
h. Body Width		102		inches
i. Loading Height Above Ground.....	Minimum	195		inches
.....	Maximum	227		inches
5. Weight.....	GVW 57,500 lbs.	Tare	38,000	lbs.
6. Will the vehicles be owned, leased, or other?.....		Owned		

7. Purchase cost of each vehicle.....	$323,000	
8. Fuel type.....	CNG	
9. Fuel usage.....	4.5 DGE (measured by gallons p/engine hour, not mpg)	mpg
10. Average fuel per fill.....	32 DGE	gal/fill
11. Average fills per day.....	1	fills/day
12. Average fills per week (M-F).....	5	fills/week
13. Emissions rating		
a. CO.....	14.2	g/bhp/hr
b. HC (total hydrocarbons).....	.13	g/bhp/hr
c. NO_x.....	.13	g/bhp/hr
d. Particulate Matter.....	.002	g/bhp/hr
14. Safety Features.....	3rd Eye Sixth Sense Warning System: Backup and Blindspot Cameras Backup Alarm Strobe Lights	
15. Color.....	Republic Blue	
16. GPS Monitoring and Tracking Features	FleetMind or Equivalent On Board Computing System	

17. Use a separate page(s) to discuss advantages of this vehicle in terms of a) past experience; b) efficiency; c) ease of operations; d) cost of operations; and e) clean air standards. See following pages.

Full Eject Frontloader

A) Past Experience

McNeilus has been in Front Loader business since 1993.

McNeilus offers a full range of Front Loader Products to suit any customers need.

McNeilus Front Loaders have proven themselves with fleet, municipal, and private customers.

B) Efficiency

Commercial and Residential Applications – Allows the operator to pick up anything the route throws at it.

13 Cubic Yard Hopper – Allows the operator to continue operation without a need to manually extend and retract blade.

Arm Lifting Capacity – Industry Leading 10,000 lbs. Capacity. 8,000 lbs. Option Available

Payload Capacity – 10 Ton depending on product and application

C) Ease of Operations

McNeilus Code Controls – This simplified CAN-based control system provides complete vehicle diagnostics at your fingertips, from inside the cab, and it offers an integrated smart fuse panel, reduced hardware requirements, pre-trip reminders, and status messages.

Custom Control Programming – Allows communication between body manufacture and Chassis OEM

D) Cost of Operations

Trucks will use Compressed Natural Gas fuel which is lower in cost than Diesel for the equivalent BTU content.

CNG does not require exhaust aftertreatment systems thus reducing maintenance costs.

McNeilus body controls operate on same the electronic communication platform as engine, trans and chassis, requiring fewer parts and simplifying maintenance and trouble shooting.

E) Clean Air Standards

Full range of CNG Offerings for each product line to stay compliant with the latest EPA Regulations

McNeilus

CONTENDER FRONT LOADER

Delivers optimal payload and durability for commercial and residential haulers.

- Range of body sizes from 32-43 cubic yards to meet your requirements
- Hopper walls and floor built with AR400 steel for added durability and strength
- 13-cubic-yard hopper with flat floor offers excellent capacity
- Maximizes efficiency with a fast pack cycle that keeps the hopper clear at all times
- Air lift canopy offers excellent coverage on all chassis cabs

2015 Model Year Updates

- LED Trap Lights
- LED Hopper Work Light
- LED Camera Assist Lights

Form F - VEHICLE SPECIFICATIONS

(Complete one form for each vehicle.)

1. Material to be Collected	☒ Refuse	☒ Recyclables	☒ Organic Waste	
2. Manufacturer and Model.....		See Below		
a. Cab and Chassis.....		Autocar ACX		
b. Body.....		McNeilus 2748		
c. Engine.....		Cummins ISL-G		
d. Transmission.....		Allison 3000 RDS		
3. Cab and Chassis:				
a. Cab Height		103		inches
b. Number of Axles		4		
c. Overall Length With Body Mounted		394		inches
4. Body:				
a. Type of Body.....		McNeilus ZR (Zero Radius) ASL		
b. Rated Capacity.....		27		cu. yd.
c. Practical or Net Capacity.....		27		cu. yd.
d. No. of Collection Compartments.....		1		cu. yd.
e. Net Capacity of Each Compartment		27		cu. yd.
f. Overall Body Length.....		288		inches
g. Body Height		158		inches
h. Body Width		101		inches
i. Loading Height Above Ground.....	Minimum	90		inches
.....	Maximum	95		inches
5. Weight.....	GVW 57,500 lbs.	Tare	35,500	lbs.
6. Will the vehicles be owned, leased, or other?.....		Owned		

7. Purchase cost of each vehicle……	$342,000	
8. Fuel type……....	CNG	
9. Fuel usage……	4.3 DGE (measured by gallons p/engine hour, not mpg)	mpg
10. Average fuel per fill……..……..……	30 DGE	gal/fill
11. Average fills per day……..……..……..	1	fills/day
12. Average fills per week (M-F)…….. ……..…	5	fills/week
13. Emissions rating		
a. CO……	14.2	g/bhp/hr
b. HC (total hydrocarbons)……	.13	g/bhp/hr
c. NO_x……	.13	g/bhp/hr
d. Particulate Matter……..	.002	g/bhp/hr
14. Safety Features……	3rd Eye Sixth Sense Warning System: Backup and Blindspot Cameras Backup Alarm Strobe Lights	
15. Color……	Republic Blue	
16. GPS Monitoring and Tracking Features	FleetMind or Equivalent On Board Computing System	

17. Use a separate page(s) to discuss advantages of this vehicle in terms of a) past experience; b) efficiency; c) ease of operations; d) cost of operations; and e) clean air standards. See following pages.

Fully Automated Sideloader

McNeilus

ZERO RADIUS SIDE LOADER

The ultimate in accessibility. Get through narrow streets, tight alleyways and low clearance obstacles with ease.

- Maximizes efficiency with the largest hopper available industry-wide and an extremely fast pack cycle (8-10 seconds), keeping the hopper clear at all times
- Exclusive McNeilus® Excalibre™ packing cylinders feature a hardened tool steel scraper that drastically reduces hydraulic contamination
- Full-eject body keeps the driver in the cab during load ejection, increasing safety, reducing chassis wear and simplifying operations
- Load-sense hydraulics provide significant cost savings on fuel use, and system provides low oil shutoff
- Smooth, operate-at-idle arm improves driver comfort and dramatically reduces body sway and noise
- Grabber assembly grasps cans from 30 to 110 gallons easily, while packer operates at idle speed for increased efficiency
- Side-mounted arm doesn't bridge the hopper, reducing stress on vehicle frame

2015 Model Year Updates

- LED Trap Lights
- LED Hopper Work Light
- LED Camera Assist Lights

A) Past Experience

McNeilus has been in Automated Side Loader business since 1996.
McNeilus offers a full range of Automated Side Loader Products to suit any customers need.
McNeilus Automated Side Loaders have proven themselves with fleet, municipal, and private customers.

B) Efficiency

Full Eject – Allows waste to be discharged in a safe operating environment without a need to lift the body.
Zero Radius Arm – Allows the operator to maneuver and still collect the container through narrow streets, tight alleyways, and low clearance obstacles.
Payload Capacity – 10+ Ton depending on product and application
Large Hopper Size Fast Pack Cycles – Allows the operator nonstop operations while on route
Load Sense Hydraulics – Provides significant cost savings on fuel, and system provides low oil shut off.

C) Ease of Operations

McNeilus Code Controls – This simplified CAN-based control system provides complete vehicle diagnostics at your fingertips, from inside the cab, and it offers an integrated smart fuse panel, reduced hardware requirements, pre-trip reminders, and status messages.
Custom Control Programming – Allows communication between body manufacture and Chassis OEM

D) Cost of Operations

Trucks will use Compressed Natural Gas fuel which is lower in cost than Diesel for the equivalent BTU content.
CNG does not require exhaust aftertreatment systems thus reducing maintenance costs.
McNeilus body controls operate on same the electronic communication platform as engine, trans and chassis, requiring fewer parts and simplifying maintenance and trouble shooting.

E) Clean Air Standards

Full range of CNG Offerings for each product line to stay compliant with the latest EPA Regulations

Form F - VEHICLE SPECIFICATIONS

(Complete one form for each vehicle.)

1. Material to be Collected	☒ Refuse	☒ Recyclables	☒ Organic Waste	
2. Manufacturer and Model.....		See Below		
a. Cab and Chassis.....		Autocar ACX		
b. Body.....		McNeilus 2511		
c. Engine.....		Cummins ISLG		
d. Transmission.....		Allison 3000 RDS		
3. Cab and Chassis:				
a. Cab Height		103		inches
b. Number of Axles		3		
c. Overall Length With Body Mounted		385		inches
4. Body:				
a. Type of Body.....		McNeilus HD REL		
b. Rated Capacity.....		25		cu. yd.
c. Practical or Net Capacity.....		25		cu. yd.
d. No. of Collection Compartments.....		1		cu. yd.
e. Net Capacity of Each Compartment		25		cu. yd.
f. Overall Body Length.....		275		inches
g. Body Height		141		inches
h. Body Width		98		inches
i. Loading Height Above Ground.....	Minimum	40		inches
.....	Maximum	45		inches
5. Weight.....	GVW 50,000	lbs.	Tare 36,100	lbs.
6. Will the vehicles be owned, leased, or other?.....		Owned		

7. Purchase cost of each vehicle……	$300,000	
8. Fuel type……....	CNG	
9. Fuel usage……	4.3 DGE (measured by gallons p/engine hour, not mpg)	mpg
10. Average fuel per fill……..……..……	30 DGE	gal/fill
11. Average fills per day……..……..……..	1	fills/day
12. Average fills per week (M-F)…….. ……..…	5	fills/week
13. Emissions rating		
a. CO……	14.2	g/bhp/hr
b. HC (total hydrocarbons)……	.13	g/bhp/hr
c. NO_x……	.13	g/bhp/hr
d. Particulate Matter……..	.002	g/bhp/hr
14. Safety Features……	3rd Eye Sixth Sense Warning System: Backup and Blindspot Cameras Backup Alarm Strobe Lights	
15. Color……	Republic Blue	
16. GPS Monitoring and Tracking Features	FleetMind or Equivalent On Board Computing System	

17. Use a separate page(s) to discuss advantages of this vehicle in terms of a) past experience; b) efficiency; c) ease of operations; d) cost of operations; and e) clean air standards. See following pages.

Rearloader

McNeilus®

HEAVY DUTY 3.5 YD REAR LOADER

Built just like our reliable Heavy Duty model, but with more hopper capacity.

- Larger hopper at 3.5 cubic yards means more room for those heavy jobs
- Crushing compaction force with the ability to compress up to 1,000 pounds of refuse
- Quick 20-second pack cycle time that keeps the hopper clear and maximizes efficiency
- Top-quality, abrasion-resistant steel featured in the hopper—the highest-wear area—increasing durability
- Highest resell value of any similar refuse truck on the market
- Optional McNeilus® Excalibre™ cylinders feature a hardened tool steel scraper that drastically reduces wear and hydraulic contamination

2015 Model Year Updates

- LED Trap Lights
- LED Hopper Work Light

A) Past Experience;
McNeilus has been in Rear Loader business since 1991.
McNeilus offers a full range of Rear Loader Products to suit any customers need.
McNeilus Rear Loaders have proven themselves with fleet, municipal, and private customers.

B) Efficiency;
Pack Cycle Time – Industry leading cycle times to allow for efficient collection.
Residential and Commercial Attachments – To accommodate and route specific needs.
Payload Capacities – 900-1,200 lbs per cubic yard allows for industry leading payload capacities.

C) Ease of Operations;
Full Selection of Route Specific Options – Allows McNeilus to tailor any unit to meet the needs of the application.
Smart Pack – Allows to ejector blade to advance automatically without need for backpacking.
Custom Control Programming – Allows communication between body manufacture and Chassis OEM

D) Cost of Operations
Trucks will use Compressed Natural Gas fuel which is lower in cost than Diesel for the equivalent BTU content.
CNG does not require exhaust aftertreatment systems thus reducing maintenance costs.
McNeilus body controls operate on same the electronic communication platform as engine, trans and chassis, requiring fewer parts and simplifying maintenance and trouble shooting.

E) *Clean Air Standards* – Full range of CNG Offerings for each product line to stay compliant with the latest EPA Regulations

Form F - VEHICLE SPECIFICATIONS

(Complete one form for each vehicle.)

1. Material to be Collected	☒ Refuse	☒ Recyclables	☒ Organic Waste
2. Manufacturer and Model.....		See Below	
a. Cab and Chassis.....		Autocar ACX	
b. Body.....		AmRep	
c. Engine.....		Cummins ISL-G	
d. Transmission.....		Allison 3000 RDS	
3. Cab and Chassis:			
a. Cab Height		103	inches
b. Number of Axles		3	
c. Overall Length With Body Mounted		385	inches
4. Body:			
a. Type of Body.....		Amrep Roll-Off	
b. Rated Capacity.....		N/A	cu. yd.
c. Practical or Net Capacity.....		N/A	cu. yd.
d. No. of Collection Compartments.....		N/A	cu. yd.
e. Net Capacity of Each Compartment		N/A	cu. yd.
f. Overall Body Length.....		298	inches
g. Body Height		54	inches
h. Body Width		102	inches
i. Loading Height Above Ground.....	Minimum	103	inches
.....	Maximum	147	inches
5. Weight.....	GVW 52,000 lbs.	Tare 32,000	lbs.
6. Will the vehicles be owned, leased, or other?.....		Owned	
7. Purchase cost of each vehicle.....		$240,000	

8. Fuel type.....	CNG	
9. Fuel usage.....	4.1 DGE (measured by gallons p/engine hour, not mpg)	mpg
10. Average fuel per fill.....	29 DGE	gal/fill
11. Average fills per day.....	1	fills/day
12. Average fills per week (M-F).....	5	fills/week
13. Emissions rating		
a. CO.....	14.2	g/bhp/hr
b. HC (total hydrocarbons).....	.13	g/bhp/hr
c. NO_x.....	.13	g/bhp/hr
d. Particulate Matter.....	.002	g/bhp/hr
14. Safety Features.....	3rd Eye Sixth Sense Warning System: Backup and Blindspot Cameras Backup Alarm Strobe Lights	
15. Color.....	Republic Blue	
16. GPS Monitoring and Tracking Features	FleetMind or Equivalent On Board Computing System	

17. Use a separate page(s) to discuss advantages of this vehicle in terms of a) past experience; b) efficiency; c) ease of operations; d) cost of operations; and e) clean air standards. See following pages.

AMRO-H

16 - 26FT

STANDARD BODY SPECIFICATIONS

Hoist Type
60,000lb Cable Reeving
120,000lb Cylinder Capacity
30,000lb Line Pull

Box Capacity
Up To 24ft

Rail Dimensions
12 x 4 x 3/8 x 23' 6" Rectangular.Tubing
ASTM A500 steel-Grade B (50,000 yield min)

Rail Type
Outside Rail 34" (Standard)
"Universal Rails" (Optional)
"Northwest Rail" (Optional)

Hoist Cylinders
5 1/2" Bore, 62 5/8 Stroke, 3" Rod

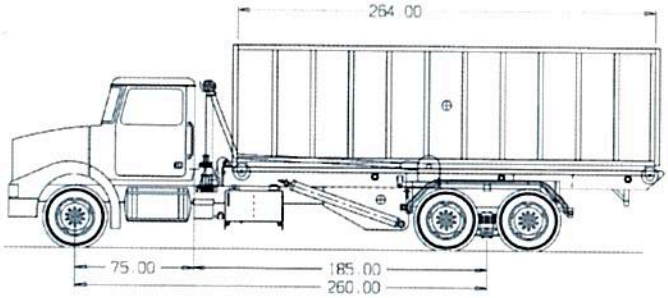
Reeving Cylinders
6" Bore, 97 1/2" Stroke, 3" Rod

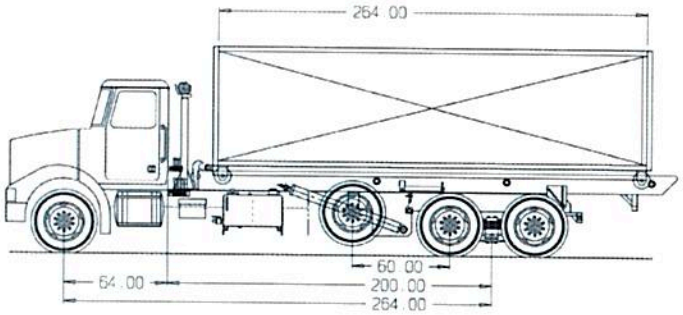
Pulleys
9" Diameter With Bronze Bushings On 2 1/4" Shafts

Cable
7/8" x 75', 6 x 25 IWRC, EIPS. Rated At 80,000lbs

AMREP INC. 1555 S. CUCAMONGA AVE, ONTARIO, CA (909) 923-0430 www.amrepinc.com

AMRO-H





CHASSIS RECOMMENDATIONS

26ft. Box Capacity
209" CT Clear Frame (Without Tarping System)
219" CT Clear Frame (With Tarping System)

24ft. Box Capacity
185" CT Clear Frame (Without Tarping System)
195" CT Clear Frame (With Tarping System)

22ft. Box Capacity
161" CT Clear Frame (Without Tarping System)
171" CT Clear Frame (With Tarping System)

GAVWR - Front Axle 16,000lbs Minimum
Frame - Heavy Duty
Radiator - If Front Pump Is Desired Radiator Must Be Modified By Chassis Manufacturer
Muffler - Vertical Exhaust With Guard And Rain Cap Or Horizontal

ROLL OFF SPECIFICATIONS

HOIST TYPE
60,000lb Reeving
*30,000lb Winch**
*(*optional)*

RATED CAPACITY
120,000lb Cylinder Capacity, 30,000lb Line Pull

CONTAINER CAPACITY
Up To 24'

RAIL DIMENSIONS
*12 X 4 X 3/8" X 23' 6" Rect. Tubing**
*10 X 4 X 3/8" X 23' 6" Rect. Tubing**
*8 X 4 X 1/2" X 23' 6" Rect. Tubing**
**ASTM A500 steel-Grade B (50,000 yield min)*

RAIL TYPES
Outside Rail (Standard 34")
*Inside**
*Inside/Outside**
*"Universal" Top Channel**
*(*optional)*

CABLE PULLEY
9" Diameter Grooved for 3/4 or 1" Cable
Bronze Bushing

ROLLERS (OUTSIDE RAIL)
(3) 4 1/2 X 2 1/2 X 4 With Zerk Fitting

CABLE
7/8" x 75', 6 x 25 IWRC, EIPS.

SUB-FRAME / FISH PLATE
1/4" X 24 X 60

HOIST CYLINDER MOUNTS
Lower Shaft 3 1/2"
Upper Shaft 2 1/2"

HOIST ANGLE
42 - 46 Degrees (Variable)

HINGE PIN
2" X 46" Cold Roll Solid Bar

CONTROLS
Exterior - Manual Levers On Control Valve
*Interior - Pneumatic or Cable**
*(*optional)*

HOIST CYLINDERS
(2) Single Stage, Double Acting
Length - 77 1/2"
Bore - 5 1/2"
Stroke - 62 5/8"
Rod - 3" Chrome

REEVING CYLINDERS
Single Stage, Double Acting
Length 97 1/2
Bore - 6"
Stroke - 83 5/8"
Rod - 3"

CONTROL VALVE
Commercial VA35

HYDRAULIC TANK
40gal Capacity With Sight & Temp Gague

POWER SOURCE
Transmission Mounted - Air Shift
Transmission Mounted - Hot Shift
Front Direct Drive
Gear or Vane Pump

FENDERS
*Minimizer - Full Tandem**
*Stainless Steel Polished - Full Tandem**
*Polished Aluminum Smooth - Full Tandem**
*Stainless Steel Polished - 1/4**
More Available Upon Request
*(*optional)*

HITCH
*Pull Trailer - Premier Model 470 Air 90,000lb**
*Pup Trailer - Premier Model 470 Air 90,000lb**
Frame or Rail Mounted With Hydraulics
Requires Factory Installed Trailer Protection Valve
*(*optional)*

TARPING SYSTEM
*Full Auto Tarper**
*Spring Arm System**
*Pull Tarp System**
Multiple Manufacturers Available
*(*optional)*

CAB PROTECTION
*Steel Mesh Screen Behind Cab**
*(*optional)*

ELECTRICAL
Standard Incandescant Lighting
*LED Lighting Package**
*Work Lights Back Of Cab**
*Work Lights On Rear Light Bar**
Body Electrical - Harnessed
*(*optional)*

TOOL BOX
*Steel Lockable 36"**
*Aluminum Lockable 36"**
*(*optional)*

ICC BAR
Fixed - Standard
*Manual Moveable With Lock Pin**
*Hydraulic Automatic**
*(*optional)*

MISCELANEOUS OPTIONS
"Stinger" Extendable Rails
Angle Iron Between Rollers
Additional Rollers
"Wet Line"
Tie Down Winches

ESTIMATED BODY WEIGHT
6,900lbs (Not Including Options)

SYSTEM OPERATING PRESSURE
1800psi

AMREP INC. 1555 S. CUCAMONGA AVE, ONTARIO, CA (909) 923-0430 www.amrepinc.com

A) Past Experience

Amrep has been producing Roll Off units since 1975.
Amrep offers a full range of Roll Off products to suit our many customers' needs.
With over 1700 units produced in the last 10 years, Amrep Roll Off's have proven themselves with fleet, municipal and private customers.

B) Efficiency

Universal Rail – Allows for transport of multiple box frame widths.
Payload Capacity – 11+ Ton depending on product and application

C) Ease of Operations

Amrep's in cab, featherable air over hydraulic controls allow for safer operation while reducing driver strain and fatigue.

D) Cost of Operation

Amrep's multiplex electrical system reduces maintenance by reducing the number of connections and providing a uniform platform across all units.
Trucks will use Compressed Natural Gas fuel, which is lower in cost than Diesel for the equivalent BTU content.
CNG does not require exhaust after treatment systems thus reducing maintenance costs.

E) Clean Air Standards

Amrep's Roll off is configurable for both saddle frame mount and cabinet back of cab mount fuel systems, both of which are designed to stay compliant with the latest EPA Regulations.

1555 S. CUCAMONGA AVE. ONTARIO, CA 91761
PH: 909 923-0430 FAX: 909-923-2485
www.amrepinc.com

Form G - DISPOSAL FACILITY

(Complete one form for each Facility Site)

1. Name of Disposal Facility	Ox Mountain Landfill
2. Location of Disposal Facility.....	Half Moon Bay, CA
3. Proposer's role in the Disposal Facility	Owned by Republic Services
4. Other contracting parties.....	N/A
5. Name, telephone number and address of Disposal Facility owner.....	Carl Mennie, General Manager 1680 Edgeworth Avenue Daly City, CA 94015 650-756-1603
6. Types of materials accepted	MSW C&D Waste Greenwaste Special Waste
7. Quantity of materials permitted by material type (tpd and tpy)	MSW – 3,598 tpd max., avg. 1,800-1,900 tpd C&D Waste – No limit, avg. 300 tpd Greenwaste – No limit, avg. 80 tpd Special Waste – No limit, avg. 1,165 tpd
8. CalRecycle Permit Type and Number.....	Solid Waste Facility Permit # 41-AA-0002
9. Local Land-use Permit Number.....	San Mateo County Use Permit No. 81-34
10. Per ton disposal fee (by material type)	$55.00

Form H - RECYCLABLES PROCESSING FACILITY

(Complete one form for each Facility Site)

1.	Name of Processing Facility.....	Newby Island Resource Recovery Park
2.	Location of Processing Facility.....	San Jose, CA
3.	Proposer's role in the Processing Facility	Owned by Republic Services
4.	Other contracting parties	N/A
5.	Name, telephone number and address of Processing Facility owner	Evan Boyd, General Manager
	.....	1601 Dixon Landing Road
	.....	Milpitas, CA 95035
		650-678-3330
6.	Types of materials accepted	Non-Hazardous MSW
	.....	Non-Hazardous Mixed Recyclables
	.....	
7.	Quantity of materials permitted by material type (tpd and tpy)	Non-Hazardous MSW, Non-Hazardous Mixed Recyclable
	.....	1,600 tpd 7 days p/week
	.....	584,000 tpy
8.	CalRecycle Permit Type and Number	Solid Waste Facility Permit # 43-AN-0014
9.	Local Land-use Permit Number	ER 93-04-015
		PD 97-03251
		PD 93-09-032
10.	Per ton processing fee (by material type).....	($20.00*)
		**To be adjusted per an agreed upon market index.*

Form I - ORGANIC WASTE PROCESSING FACILITY

(Complete one form for each Facility Site)

1.	Name of Processing Facility	West Contra Costa Sanitary Landfill Organics Processing Facility
2.	Location of Processing Facility.....	Richmond, CA
3.	Proposer's role in the Processing Facility	Owned by Republic Services
4.	Other contracting parties	N/A
5.	Name, telephone number and address of Processing Facility owner.....	Peter Nuti, Division Manager One Parr Boulevard Richmond, CA 94806 510-412-4503
6.	Types of materials accepted	Organics Wood Wastes Wet Waste Dry Waste
7.	Quantity of materials permitted by material type (tpd and tpy)	Organics – 630 tpd Wood Wastes – 504 tpd Wet Waste/Dry Waste – 196 tpd
8.	CalRecycle Permit Type and Number.....	Solid Waste Facility Permit # 07-AA-0044
9.	Local Land-use Permit Number	Contra Costa County LUP 2054-92 City of Richmond CU-92-53
10.	Per ton processing fee (by material type).....	$62.00

Form J - TRANSFER STATION FACILITY

(Complete one form for each Facility Site)

1. Name of Transfer Station Facility	Blue Line Transfer Station
2. Location of Transfer Station Facility.....	South San Francisco
3. Proposer's role in the Transfer Station Facility ..	Subcontractor
4. Other contracting parties	N/A
5. Name, telephone number and address of Transfer Station Facility owner	Doug Button, President, SSFSC 500 E. Jamie Court South San Francisco, CA 94080 650-589-4020
6. Types of materials accepted.....	MSW C&D Recyclables
7. Quantity of materials permitted by material type (tpd and tpy)	MSW, C&D, Recyclables 1,200 tpd and 433,200 tpy
8. CalRecycle Permit Type and Number	Solid Waste Facility Permit # 41-AA-0185
9. Local Land-use Permit Number	P12-0022 UPM12-002
10. Per ton transfer fee (by material type)	$42.48 (Organics) $26.61 (MSW)

Form K - NON-COLLUSION AFFIDAVIT OF PROPOSER

State of California County of San Mateo

Carl Mennie, being duly sworn, deposes and says that:

1. I am General Manager of the Proposer that has submitted the attached proposal;
2. I am fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
3. Such proposal is genuine and is not a collusive or sham proposal;
4. Neither said proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, connived, or agreed, directly or indirectly, with any other proposer, firm or person to submit a collusive or sham proposal in connection with the Agreement for which the attached proposal has been submitted or to refrain from proposing in connection with such Agreement, or has in any manner, directly or indirectly, sought by agreement or collision or communication or conference with any other proposer, firm, or person to fix the price or prices in the attached RFP, or of any other proposer, or to fix any overhead, profit or cost component of the proposal or the response of any other proposer, or to secure through any collusion, connivance, or unlawful agreement any advantage against The Town of Colma, CA or any person interested in the proposed Agreement; and
5. The rates proposed in the attached Proposal FormsP are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

General Manager

(Signed) (Title)

Subscribed and sworn to before me this 26 day of 8, 2015

My Commission Expires: _____

Notary Public, State of California

* See ATTACHED CA Notary Cert.

CALIFORNIA JURAT CERTIFICATE

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document

State of California
County of San Mateo} ss.

Subscribed and sworn to (or affirmed) before me on this

26 day of August, 2015, by

Carl Mennie

Proved to me on the basis of satisfactory evidence to be the person who appeared before me.

WITNESS my hand and seal.
seal

JASON POON
Commission # 2115439
Notary Public - California
San Mateo County
My Comm. Expires Jul 10, 2019

SIGNATURE OF NOTARY PUBLIC

Jason Poon
Notary Public

Title or Type of document Non Collusion Affidavit of Proposer

Date of document 8/26/15

Form L - EXCEPTIONS TO CONTRACT

Proposers are to prepare the Customer Rate Proposal Forms based on the program specifications set forth in the RFP documents without considering any exceptions that may be set forth on this form. In the event the Proposer takes exception to the RFP specifications they may set forth those exceptions in the following manner.

- The exceptions are to be presented on a separate paper titled, "Form Exceptions to Agreement".
- Each exception must be presented separately by stating: the specific exception, the page and line numbers of the exception, the suggested changes to the program related to the exception, the suggested changes in the Agreement language related to the exception, the manner in which the proposed change would benefit the Town, the customers or both, and the specific dollar change in each of the various service rates, as proposed by the Proposer in this RFP, that would take place if the exception was accepted by the Town.
- The exceptions must be followed with the following language without exception.
- **"Except as set forth above, Proposer is in complete agreement with the proposed terms, conditions and business arrangements described in the RFP including the attached Agreement. The Proposer assumes the risk of all conditions foreseen or unforeseen and agrees to provide the services set forth in the Agreement under whatever circumstances may develop other than as herein provided."**
- The form must be signed by an individual authorized to commit the proposer's firm to the Agreement in the manner set forth below.

Signature _____ Name (typed) Carl Mennie

Title General Manager Date August 31, 2015

Please note that if exceptions are taken, all required information as set forth above must be submitted. Exceptions taken without providing the required information will not be considered.

Form M-1 - CUSTOMER RATE PROPOSAL
Summary and Signature

Instructions:

All collection Service Rates proposed on these forms for ***Town of Colma*** shall be fixed through April 1, 2017 and should reflect service requirements as specified in the Franchise Agreement.

Proposer must complete Forms M-1, M-2, M-3, M-4, M-5, M-6, and M-7 if they are to be considered for Agreement Award.

Proposer is also required to provide the following estimated costs to allow the Town to better understand the technical feasibility of the proposer's technical approach and customer rates.

Contractor's Estimated Annual Cost for Single-family Services	$	134,691
Contractor's Estimated Annual Cost for Multi-family Services	$	5,536
Contractor's Estimated Annual Cost for Commercial Services	$	729,028
Contractor's Estimated Annual Cost for services provided to the Town	$	9,447
Contractor's Estimated Cost for Transition	$	137,617
Contractor's Estimated Annual Cost for Public Education	$	45,937
Contractor's Estimated Capital Cost for Collection Vehicles	$	277,183
Contractor's Estimated Capital Cost for Carts	$	60,794
Contractor's Estimated Capital Costs for Bins	$	64,626
Contractor's Estimated Capital Costs for Roll-offs	$	38,132

Form M-2 - CUSTOMER RATES – RESIDENTIAL CART COLLECTION
SFD/MFD Cart Collection

Processing / Disposal Cost Per Ton	Facility Name
$55.00/Ton Solid Waste Disposal	Ox Mountain Landfill
$62.00/Ton Organics Processing	BLTS to Richmond

A. CURBSIDE CART COLLECTION SERVICE (WEEKLY REFUSE, RECYCLING AND ORGANIC WASTE COLLECTION)

		20 Gal	32 Gal	64 Gal	96 Gal
A1	Collection Component	$15.40	$17.80	$35.61	$53.41
A2	Disposal Component	$1.92	$2.22	$4.43	$6.65
A3	Organics Component	$0.90	$1.04	$2.08	$3.13
A4	Franchise Fee Component	$0.96	$1.11	$2.22	$3.33
A5	**TOTAL MONTHLY CUSTOMER RATE**	**$19.17**	**$22.17**	**$44.34**	**$66.52**

B. ADDITIONAL SERVICES

B1 Additional **Curbside** Solid Waste Cart (added to Line A1)	$21.69	$21.69	$43.39	$65.08
Additional **Curbside** Organic Waste Cart (added to Line A1)	$12.00	$12.00	$12.00	$12.00
Customer Requested On-Premise Collection - (added to Line A1)	$46.76	$50.76	$54.62	$58.62
Additional Customer Requested **On-Premise** Cart - each cart (added to Line A1)	$21.69	$21.69	$43.39	$65.08
Additional **Cart Exchange** (each additional cart/occurrence)	$35.18	$35.18	$35.18	$35.18
Additional **Cart Replacement** (each additional cart/occurrence)	$65.31	$65.31	$65.31	$65.31
Additional **Cart Cleaning** (each additional cart/occurrence)	$35.18	$35.18	$35.18	$35.18
Additional Customer **Bulky Waste** Collection each/occurrence	$65.31			

Form M-3 – CUSTOMER RATES – RESIDENTIAL BIN COLLECTION
SFD/MFD Bin Collection

Processing / Disposal Cost Per Ton	Facility Name
$55.00/Ton Solid Waste Disposal	Ox Mountain Landfill
$62.00/Ton Organics Processing	BLTS to Richmond

A. SOLID WASTE COLLECTION

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
1 CY						
Collection Component	$140.88	$259.68	$378.49	$497.30	$616.11	$734.92
Disposal Component	$14.74	$27.18	$39.61	$52.04	$64.48	$76.91
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$8.19	$15.10	$22.01	$28.91	$35.82	$42.73
TOTAL MONTHLY CUSTOMER RATE	**$163.81**	**$301.95**	**$440.10**	**$578.25**	**$716.41**	**$854.56**
1.5 CY						
Collection Component	$204.73	$382.94	$561.15	$739.36	$917.57	$1,095.78
Disposal Component	$21.43	$40.07	$58.73	$77.37	$96.02	$114.67
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$11.90	$22.26	$32.63	$42.99	$53.35	$63.71
TOTAL MONTHLY CUSTOMER RATE	**$238.06**	**$445.28**	**$652.50**	**$859.72**	**$1,066.94**	**$1,274.16**
2 CY						
Collection Component	$267.42	$505.02	$742.62	$980.22	$1,217.83	$1,455.44
Disposal Component	$27.99	$52.85	$77.72	$102.58	$127.45	$152.31
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$15.55	$29.36	$43.18	$56.99	$70.80	$84.62
TOTAL MONTHLY CUSTOMER RATE	**$310.96**	**$587.23**	**$863.51**	**$1,139.80**	**$1,416.08**	**$1,692.37**
3 CY						
Collection Component	$386.67	$743.07	$1,099.48	$1,455.89	$1,812.31	$2,168.72
Disposal Component	$40.47	$77.76	$115.06	$152.36	$189.66	$226.96
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$22.48	$43.20	$63.92	$84.65	$105.37	$126.09
TOTAL MONTHLY CUSTOMER RATE	**$449.62**	**$864.04**	**$1,278.47**	**$1,692.90**	**$2,107.34**	**$2,521.76**
4 CY						
Collection Component	$505.46	$980.67	$1,455.86	$1,931.07	$2,406.27	$2,881.47
Disposal Component	$52.90	$102.63	$152.36	$202.09	$251.82	$301.55
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$29.39	$57.02	$84.64	$112.27	$139.90	$167.53
TOTAL MONTHLY CUSTOMER RATE	**$587.75**	**$1,140.31**	**$1,692.86**	**$2,245.43**	**$2,797.99**	**$3,350.55**
6 CY						
Collection Component	$745.25	$1,458.07	$2,170.91	$2,883.75	$3,596.58	$4,309.41
Disposal Component	$77.99	$152.59	$227.19	$301.79	$376.39	$450.98
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$43.33	$84.77	$126.22	$167.66	$209.10	$250.55
TOTAL MONTHLY CUSTOMER RATE	**$866.57**	**$1,695.43**	**$2,524.31**	**$3,353.19**	**$4,182.07**	**$5,010.94**
10 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$17.15	$34.29	$51.44	$68.58	$85.73	$102.87
TOTAL MONTHLY CUSTOMER RATE	**$342.91**	**$685.82**	**$1,028.72**	**$1,371.63**	**$1,714.54**	**$2,057.45**
20 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$17.15	$34.29	$51.44	$68.58	$85.73	$102.87
TOTAL MONTHLY CUSTOMER RATE	**$342.91**	**$685.82**	**$1,028.72**	**$1,371.63**	**$1,714.54**	**$2,057.45**
30 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$17.15	$34.29	$51.44	$68.58	$85.73	$102.87
TOTAL MONTHLY CUSTOMER RATE	**$342.91**	**$685.82**	**$1,028.72**	**$1,371.63**	**$1,714.54**	**$2,057.45**

40 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$17.15	$34.29	$51.44	$68.58	$85.73	$102.87
TOTAL MONTHLY CUSTOMER RATE	**$342.91**	**$685.82**	**$1,028.72**	**$1,371.63**	**$1,714.54**	**$2,057.45**
Compactor[1]						
Collection Component	$339.19	$678.37	$1,017.56	$1,356.75	$1,695.94	$2,035.12
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$22.18	$44.37	$66.55	$88.74	$110.92	$133.11
TOTAL MONTHLY CUSTOMER RATE	**$443.69**	**$887.37**	**$1,331.06**	**$1,774.75**	**$2,218.44**	**$2,662.12**

B. ORGANICS COLLECTION

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
1 CY						
Collection Component	$105.66	$194.76	$283.86	$372.97	$462.08	$551.19
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$11.06	$20.38	$29.71	$39.03	$48.36	$57.68
Franchise Fee Component	$6.14	$11.32	$16.50	$21.68	$26.87	$32.05
TOTAL MONTHLY CUSTOMER RATE	**$122.86**	**$226.46**	**$330.08**	**$433.69**	**$537.31**	**$640.92**
1.5 CY						
Collection Component	$153.55	$287.20	$420.86	$554.52	$688.18	$821.83
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$16.07	$30.06	$44.04	$58.03	$72.02	$86.01
Franchise Fee Component	$8.93	$16.70	$24.47	$32.24	$40.01	$47.78
TOTAL MONTHLY CUSTOMER RATE	**$178.54**	**$333.96**	**$489.38**	**$644.79**	**$800.21**	**$955.62**
2 CY						
Collection Component	$200.57	$378.76	$556.97	$735.17	$913.37	$1,091.58
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$20.99	$39.64	$58.29	$76.94	$95.59	$114.23
Franchise Fee Component	$11.66	$22.02	$32.38	$42.74	$53.10	$63.46
TOTAL MONTHLY CUSTOMER RATE	**$233.22**	**$440.42**	**$647.64**	**$854.85**	**$1,062.06**	**$1,269.28**
3 CY						
Collection Component	$290.01	$557.30	$824.61	$1,091.92	$1,359.23	$1,626.54
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$30.35	$58.32	$86.30	$114.27	$142.25	$170.22
Franchise Fee Component	$16.86	$32.40	$47.94	$63.48	$79.03	$94.57
TOTAL MONTHLY CUSTOMER RATE	**$337.22**	**$648.03**	**$958.85**	**$1,269.68**	**$1,580.50**	**$1,891.32**
4 CY - NOT AVAILABLE DUE TO WEIGHT						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
6 CY - NOT AVAILABLE DUE TO WEIGHT						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	N/A	N/A	N/A	N/A	N/A	N/A
10 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$18.31	$36.62	$54.94	$73.25	$91.56	$109.87
TOTAL MONTHLY CUSTOMER RATE	$366.24	$732.48	$1,098.72	$1,464.96	$1,831.19	$2,197.43
20 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$18.31	$36.62	$54.94	$73.25	$91.56	$109.87
TOTAL MONTHLY CUSTOMER RATE	$366.24	$732.48	$1,098.72	$1,464.96	$1,831.19	$2,197.43

30 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$18.31	$36.62	$54.94	$73.25	$91.56	$109.87
TOTAL MONTHLY CUSTOMER RATE	$366.24	$732.48	$1,098.72	$1,464.96	$1,831.19	$2,197.43
40 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$18.31	$36.62	$54.94	$73.25	$91.56	$109.87
TOTAL MONTHLY CUSTOMER RATE	$366.24	$732.48	$1,098.72	$1,464.96	$1,831.19	$2,197.43
Compactor[1]						
Collection Component	$339.19	$678.37	$1,017.56	$1,356.75	$1,695.94	$2,035.12
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$23.35	$46.70	$70.05	$93.40	$116.75	$140.11
TOTAL MONTHLY CUSTOMER RATE	$467.02	$934.04	$1,401.05	$1,868.07	$2,335.09	$2,802.11

C. ADDITIONAL SERVICES

Push Rates	0-25 feet	26-49 feet	50-75 feet	76-100 feet	101+ feet
	N/C	$10.04	$20.08	$30.12	$40.16

Additional Bulky Waste Collection (per yard)		$25.00
Additional Bin Cleaning Each Occurrence	**1 – 4 CY Bin**	**5+ CY Bin**
	$72.54	$72.54
Additional Bin Exchange (each additional bin/occurrence)		$65.00
Additional Bin Replacement (each additional bin/occurrence)		$625.00

[1] Allowes 1 ton of material in each roll-off or compactor that is included in the disposal and organics processing component.

Form M-4 - CUSTOMER RATES – COMMERCIAL COLLECTION
Commercial Carts, Bins, Permanent Roll-Off and Compactor Collection

Processing / Disposal Cost Per Ton	Facility Name
$55.00/Ton Solid Waste Disposal	Ox Mountain Landfill
$62.00/Ton Organics Processing	BLTS to Richmond

A. SOLID WASTE COLLECTION

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
32 Gallon Cart						
Collection Component	$19.67	$39.33	$59.00	$78.67	$98.34	$118.00
Disposal Component	$2.06	$4.12	$6.17	$8.23	$10.29	$12.35
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$1.14	$2.29	$3.43	$4.57	$5.72	$6.86
TOTAL MONTHLY CUSTOMER RATE	**$22.87**	**$45.74**	**$68.61**	**$91.48**	**$114.35**	**$137.21**
64 Gallon Cart						
Collection Component	$39.33	$78.67	$118.00	$157.34	$196.67	$236.01
Disposal Component	$4.12	$8.23	$12.35	$16.47	$20.58	$24.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$2.29	$4.57	$6.86	$9.15	$11.43	$13.72
TOTAL MONTHLY CUSTOMER RATE	**$45.74**	**$91.48**	**$137.21**	**$182.95**	**$228.69**	**$274.43**
96 gallon Cart						
Collection Component	$59.00	$117.99	$176.99	$235.98	$294.98	$353.97
Disposal Component	$6.17	$12.35	$18.52	$24.70	$30.87	$37.04
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$3.43	$6.86	$10.29	$13.72	$17.15	$20.58
TOTAL MONTHLY CUSTOMER RATE	**$68.60**	**$137.20**	**$205.80**	**$274.40**	**$343.00**	**$411.60**
20 Gallon Cart - NOT AVAILABLE FOR COMMERCIAL ACCOUNTS						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
1 CY						
Collection Component	$140.88	$259.68	$378.49	$497.30	$616.11	$734.92
Disposal Component	$14.74	$27.18	$39.61	$52.04	$64.48	$76.91
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$8.19	$15.10	$22.01	$28.91	$35.82	$42.73
TOTAL MONTHLY CUSTOMER RATE	**$163.81**	**$301.95**	**$440.10**	**$578.25**	**$716.41**	**$854.56**
1.5 CY						
Collection Component	$204.73	$382.94	$561.15	$739.36	$917.57	$1,095.78
Disposal Component	$21.43	$40.07	$58.73	$77.37	$96.02	$114.67
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$11.90	$22.26	$32.63	$42.99	$53.35	$63.71
TOTAL MONTHLY CUSTOMER RATE	**$238.06**	**$445.28**	**$652.50**	**$859.72**	**$1,066.94**	**$1,274.16**
2 CY						
Collection Component	$267.42	$505.02	$742.62	$980.22	$1,217.83	$1,455.44
Disposal Component	$27.99	$52.85	$77.72	$102.58	$127.45	$152.31
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$15.55	$29.36	$43.18	$56.99	$70.80	$84.62
TOTAL MONTHLY CUSTOMER RATE	**$310.96**	**$587.23**	**$863.51**	**$1,139.80**	**$1,416.08**	**$1,692.37**

3 CY						
Collection Component	$386.67	$743.07	$1,099.48	$1,455.89	$1,812.31	$2,168.72
Disposal Component	$40.47	$77.76	$115.06	$152.36	$189.66	$226.96
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$22.48	$43.20	$63.92	$84.65	$105.37	$126.09
TOTAL MONTHLY CUSTOMER RATE	**$449.62**	**$864.04**	**$1,278.47**	**$1,692.90**	**$2,107.34**	**$2,521.76**
4 CY						
Collection Component	$505.46	$980.67	$1,455.86	$1,931.07	$2,406.27	$2,881.47
Disposal Component	$52.90	$102.63	$152.36	$202.09	$251.82	$301.55
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$29.39	$57.02	$84.64	$112.27	$139.90	$167.53
TOTAL MONTHLY CUSTOMER RATE	**$587.75**	**$1,140.31**	**$1,692.86**	**$2,245.43**	**$2,797.99**	**$3,350.55**
6 CY						
Collection Component	$745.25	$1,458.07	$2,170.91	$2,883.75	$3,596.58	$4,309.41
Disposal Component	$77.99	$152.59	$227.19	$301.79	$376.39	$450.98
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$43.33	$84.77	$126.22	$167.66	$209.10	$250.55
TOTAL MONTHLY CUSTOMER RATE	**$866.57**	**$1,695.43**	**$2,524.31**	**$3,353.19**	**$4,182.07**	**$5,010.94**
10 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$17.15	$34.29	$51.44	$68.58	$85.73	$102.87
TOTAL MONTHLY CUSTOMER RATE	**$342.91**	**$685.82**	**$1,028.72**	**$1,371.63**	**$1,714.54**	**$2,057.45**
20 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$17.15	$34.29	$51.44	$68.58	$85.73	$102.87
TOTAL MONTHLY CUSTOMER RATE	**$342.91**	**$685.82**	**$1,028.72**	**$1,371.63**	**$1,714.54**	**$2,057.45**
30 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$17.15	$34.29	$51.44	$68.58	$85.73	$102.87
TOTAL MONTHLY CUSTOMER RATE	**$342.91**	**$685.82**	**$1,028.72**	**$1,371.63**	**$1,714.54**	**$2,057.45**
40 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$17.15	$34.29	$51.44	$68.58	$85.73	$102.87
TOTAL MONTHLY CUSTOMER RATE	**$342.91**	**$685.82**	**$1,028.72**	**$1,371.63**	**$1,714.54**	**$2,057.45**
Compactor[1]						
Collection Component	$339.19	$678.37	$1,017.56	$1,356.75	$1,695.94	$2,035.12
Disposal Component	$82.32	$164.63	$246.95	$329.26	$411.58	$493.89
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$22.18	$44.37	$66.55	$88.74	$110.92	$133.11
TOTAL MONTHLY CUSTOMER RATE	**$443.69**	**$887.37**	**$1,331.06**	**$1,774.75**	**$2,218.44**	**$2,662.12**

B. ORGANICS COLLECTION						
Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
32 Gallon Cart						
Collection Component	$9.95	$22.30	$34.65	$47.00	$59.35	$88.50
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$1.54	$3.09	$4.63	$6.17	$7.72	$9.26
Franchise Fee Component	$0.86	$1.72	$2.57	$3.43	$4.29	$5.15
TOTAL MONTHLY CUSTOMER RATE	**$17.15**	**$34.30**	**$51.46**	**$68.61**	**$85.76**	**$102.91**
64 Gallon Cart						
Collection Component	$19.90	$44.59	$69.29	$93.99	$118.69	$177.01
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$3.09	$6.17	$9.26	$12.35	$15.44	$18.52
Franchise Fee Component	$1.72	$3.43	$5.15	$6.86	$8.58	$10.29
TOTAL MONTHLY CUSTOMER RATE	**$34.30**	**$68.61**	**$102.91**	**$137.21**	**$171.52**	**$205.82**
96 gallon Cart						
Collection Component	$29.84	$66.88	$103.93	$140.97	$178.02	$265.48
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$4.63	$9.26	$13.89	$18.52	$23.15	$27.78
Franchise Fee Component	$2.57	$5.14	$7.72	$10.29	$12.86	$15.43
TOTAL MONTHLY CUSTOMER RATE	**$51.45**	**$102.90**	**$154.35**	**$205.80**	**$257.25**	**$308.70**
1 CY						
Collection Component	$105.66	$194.76	$283.86	$372.97	$462.08	$551.19
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$11.06	$20.38	$29.71	$39.03	$48.36	$57.68
Franchise Fee Component	$6.14	$11.32	$16.50	$21.68	$26.87	$32.05
TOTAL MONTHLY CUSTOMER RATE	**$122.86**	**$226.46**	**$330.08**	**$433.69**	**$537.31**	**$640.92**
1.5 CY						
Collection Component	$153.55	$287.20	$420.86	$554.52	$688.18	$821.83
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$16.07	$30.06	$44.04	$58.03	$72.02	$86.01
Franchise Fee Component	$8.93	$16.70	$24.47	$32.24	$40.01	$47.78
TOTAL MONTHLY CUSTOMER RATE	**$178.54**	**$333.96**	**$489.38**	**$644.79**	**$800.21**	**$955.62**
2 CY						
Collection Component	$200.57	$378.76	$556.97	$735.17	$913.37	$1,091.58
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$20.99	$39.64	$58.29	$76.94	$95.59	$114.23
Franchise Fee Component	$11.66	$22.02	$32.38	$42.74	$53.10	$63.46
TOTAL MONTHLY CUSTOMER RATE	**$233.22**	**$440.42**	**$647.64**	**$854.85**	**$1,062.06**	**$1,269.28**
3 CY						
Collection Component	$290.01	$557.30	$824.61	$1,091.92	$1,359.23	$1,626.54
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$30.35	$58.32	$86.30	$114.27	$142.25	$170.22
Franchise Fee Component	$16.86	$32.40	$47.94	$63.48	$79.03	$94.57
TOTAL MONTHLY CUSTOMER RATE	**$337.22**	**$648.03**	**$958.85**	**$1,269.68**	**$1,580.50**	**$1,891.32**
4 CY - NOT AVAILABLE DUE TO WEIGHT						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	N/A	N/A	N/A	N/A	N/A	N/A

6 CY - NOT AVAILABLE DUE TO WEIGHT						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	N/A	N/A	N/A	N/A	N/A	N/A
10 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$18.31	$36.62	$54.94	$73.25	$91.56	$109.87
TOTAL MONTHLY CUSTOMER RATE	$366.24	$732.48	$1,098.72	$1,464.96	$1,831.19	$2,197.43
20 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$18.31	$36.62	$54.94	$73.25	$91.56	$109.87
TOTAL MONTHLY CUSTOMER RATE	$366.24	$732.48	$1,098.72	$1,464.96	$1,831.19	$2,197.43
30 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$18.31	$36.62	$54.94	$73.25	$91.56	$109.87
TOTAL MONTHLY CUSTOMER RATE	$366.24	$732.48	$1,098.72	$1,464.96	$1,831.19	$2,197.43
40 CY Box[1]						
Collection Component	$243.45	$486.89	$730.34	$973.79	$1,217.24	$1,460.68
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$18.31	$36.62	$54.94	$73.25	$91.56	$109.87
TOTAL MONTHLY CUSTOMER RATE	$366.24	$732.48	$1,098.72	$1,464.96	$1,831.19	$2,197.43
Compactor[1]						
Collection Component	$339.19	$678.37	$1,017.56	$1,356.75	$1,695.94	$2,035.12
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$104.48	$208.96	$313.44	$417.92	$522.40	$626.88
Franchise Fee Component	$23.35	$46.70	$70.05	$93.40	$116.75	$140.11
TOTAL MONTHLY CUSTOMER RATE	$467.02	$934.04	$1,401.05	$1,401.05	$2,335.09	$2,802.11

C. ADDITIONAL SERVICES

Push Rates	0-25 feet	26-49 feet	50-75 feet	76-100 feet	101+ feet
	N/C	$10.04	$20.08	$30.12	$40.16

Additional Bulky Waste Collection (per yard)		$25.00
Additional Bin Cleaning Each Occurrence	**1 – 4 CY Bin**	**5+ CY Bin**
	$72.54	$72.54
Additional Bin Exchange (each additional bin/occurrence)		$65.00
Additional Bin Replacement (each additional bin/occurrence)		$625.00

[1] Allowes 1 ton of material in each roll-off or compactor that is included in the disposal and organics processing component.

Form M-5 - CUSTOMER RATES – TEMPORARY COLLECTION SERVICES
Temporary Bin and Roll-off Collection

Processing / Disposal Cost Per Ton	Facility Name
$55.00/Ton Solid Waste Disposal	Ox Mountain Landfill
$0.00/Ton Processed Recyclable Material	Ox Mountain to Newby
$62.00/Ton Organics Processing	BLTS to Richmond
$105/Ton Processed Construction and Demolition Material	BLTS

Container Size	PULL COST
1 CY Bin	Available on a Perm Basis only
1.5 CY Bin	Available on a Perm Basis only
2 CY Bin	Available on a Perm Basis only
3 CY Bin	Available on a Perm Basis only
4 CY Bin	Available on a Perm Basis only
10 CY Box[1]	$243.45
20 CY Box[1]	$243.45
30 CY Box[1]	$243.45
40 CY Box[1]	$243.45
10 CY Lowboy[1]	N/A

Push Rates	0-25 feet	26-49 feet	50-75 feet	76-100 feet	101+ feet
	N/C	$10.04	$20.08	$30.12	$40.16

[1] All 1, 1.5, 2, and 4 CY bins, and all 10, 20, 30, 40 CY roll-offs are pull rates only; processing or disposal will be based on actual processing or disposal costs. The total customer rate will be the total cost for the collection, processing, disposal and franchise fee.

The following cost proposal forms are to be utilized by the Proposer to provide the Town with the hourly service rates to be charged for the provision of emergency services as set forth in the Agreement.

FORM M-6 - CUSTOMER RATES – Emergency Service Rates - Employees

Labor Position	Hourly Rate
Driver	100
Dispatcher	75

Form M-7 - CUSTOMER RATES Emergency Service Rates – Equipment

Labor Position or Equipment Type	Make & Model	Hourly Rate
Rear Load	McNeilus HD 25 yd.	75
Side Load	McNeilus ZR Zero Radius ASL 27 yd.	75
Front Load	McNeilus Contender 40 yd.	75
Flat Bed	Ford F750	50
—	—	—
—	—	—
—	—	—

7 Proposer Appendix Materials

Wells Fargo
Insurance Services USA, Inc.
CA DOI # ODO8408
601 Union Street
Suite 1300
Seattle, WA 98101

Tel: 206 892 9200
Fax: 206 892 9201

September 10, 2015

Town of Colma
1198 El Camino Real
Colma, CA 94014-3212

RE: Allied Waste Services of North America, LLC
Western Surety Bid Bond for Collection and Processing Services for Recyclables, Organic Waste and Garbage
Bid Date 8/31

Dear Sirs:

This letter is to confirm that should Allied Waste Services of North America, LLC be awarded the Franchise Agreement captioned above that Western Surety Company (Surety stated on their bid bond) has every intention to execute the final bond with no additional requirements.

Should you need any further confirmation from us on this please feel free to call me @ 206-892-9556 or email me at Timothy.S.Buhite@Wellsfargo.com

Sincerely,

Timothy S. Buhite
Attorney-in-Fact
Western Surety Company

Together we'll go far

Western Surety Company

POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

Know All Men By These Presents, That WESTERN SURETY COMPANY, a South Dakota corporation, is a duly organized and existing corporation having its principal office in the City of Sioux Falls, and State of South Dakota, and that it does by virtue of the signature and seal herein affixed hereby make, constitute and appoint

Robert J Weller, Kathleen M Mitchell, Debbie A Lindstrom, John Drummey Jr, Scott Alderman, Timothy S Buhite, Individually

of Seattle, WA, its true and lawful Attorney(s)-in-Fact with full power and authority hereby conferred to sign, seal and execute for and on its behalf bonds, undertakings and other obligatory instruments of similar nature

- In Unlimited Amounts -

and to bind it thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of the corporation and all the acts of said Attorney, pursuant to the authority hereby given, are hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Law printed on the reverse hereof, duly adopted, as indicated, by the shareholders of the corporation.

In Witness Whereof, WESTERN SURETY COMPANY has caused these presents to be signed by its Vice President and its corporate seal to be hereto affixed on this 28th day of March, 2013.

WESTERN SURETY COMPANY

Paul T. Bruflat, Vice President

State of South Dakota
County of Minnehaha } ss

On this 28th day of March, 2013, before me personally came Paul T. Bruflat, to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is the Vice President of WESTERN SURETY COMPANY described in and which executed the above instrument; that he knows the seal of said corporation; that the seal affixed to the said instrument is such corporate seal; that it was so affixed pursuant to authority given by the Board of Directors of said corporation and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said corporation.

My commission expires
June 23, 2015

J. MOHR
SEAL NOTARY PUBLIC SOUTH DAKOTA SEAL

J. Mohr, Notary Public

CERTIFICATE

I, L. Nelson, Assistant Secretary of WESTERN SURETY COMPANY do hereby certify that the Power of Attorney hereinabove set forth is still in force, and further certify that the By-Law of the corporation printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said corporation this 10th day of September, 2015.

WESTERN SURETY COMPANY

L. Nelson, Assistant Secretary

Form F4280-7-2012

Authorizing By-Law

ADOPTED BY THE SHAREHOLDERS OF WESTERN SURETY COMPANY

This Power of Attorney is made and executed pursuant to and by authority of the following By-Law duly adopted by the shareholders of the Company.

Section 7. All bonds, policies, undertakings, Powers of Attorney, or other obligations of the corporation shall be executed in the corporate name of the Company by the President, Secretary, and Assistant Secretary, Treasurer, or any Vice President, or by such other officers as the Board of Directors may authorize. The President, any Vice President, Secretary, any Assistant Secretary, or the Treasurer may appoint Attorneys in Fact or agents who shall have authority to issue bonds, policies, or undertakings in the name of the Company. The corporate seal is not necessary for the validity of any bonds, policies, undertakings, Powers of Attorney or other obligations of the corporation. The signature of any such officer and the corporate seal may be printed by facsimile.

CALIFORNIA ALL-PURPOSE ACKNOWLEDGEMENT

Civil Code § 1189

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfullness, accuracy or validity of that document.

State of WA

County of King

On September 10, 2015 (Date) before me, Simone Rae Frederick, Notary Public (Name and Title of Notary)

personally appeared Timothy S. Buhite (Name and or Names of Signer(s))

Who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

Witness my hand and official seal.

SIMONE RAE FREDERICK
COMMISSION EXPIRES
NOTARY PUBLIC
6-15-19
STATE OF WASHINGTON

Signature _____
Simone Rae Frederick Notary Public Signature

Place Notary Public Seal Above

OPTIONAL

Though the information below is not required by law, it may prove valuable to the persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Description of Attached Document

Title or Type of Document _____

Document Date _____ Number of Pages: _____

Signer's Name: _____

☐ Individual
☐ Corporate Officer – Title(s): _____
☐ Partner - ☐ Limited ☐ General
☐ Guardian or Conservator
☒ Attorney-in-Fact
☐ Trustee
☐ Other: _____
Signer is representing _____
Western Surety Company

RIGHT THUMBPRINT OF SIGNER
Top of thumb

☐ Individual
☐ Corporate Officer – Title(s): _____
☐ Partner - ☐ Limited ☐ General
☐ Guardian or Conservator
☐ Attorney-in-Fact
☐ Trustee
☐ Other: _____
Signer is representing _____

RIGHT THUMBPRINT OF SIGNER
Top of thumb

TOWN OF COLMA
1198 El Camino Real • Colma, California • 94014-3212
Tel 650-997-8300 • Fax 650-997-8308

City Council

Joanne F. del Rosario
Mayor

Diana Colvin
Vice Mayor

Helen Fisicaro
Council Member

Raquel "Rae" Gonzalez
Council Member

Joseph Silva
Council Member

City Officials

Sean Rabé
City Manager

Kirk Stratton
Chief of Police

Christopher Diaz
City Attorney

Cyrus Kianpour
City Engineer

September 18, 2015

Via email to CMennie@republicservices.com

Republic Services, Inc.
1680 Edgeworth Ave
Daly City, CA 94015

Re: Question regarding Proposal

Dear Ladies and Gentlemen:

The Town of Colma requests that you answer, by close of business on October 1, 2015, each of the following questions regarding your proposal for collection and processing services for recyclables, organic waste and garbage, dated August 31, 2015. Please send your responses by email to me and Richard Tagore-Erwin at the following addresses:

roger.peters@colma.ca.gov
rterwin@r3cgi.com

1. Where will HHW be transferred and processed?
2. Will there be an additional charge for senior/disabled back yard/side yard service?
3. Will senior/disabled back yard/side yard service be available for all waste streams or just refuse?
4. Will there be any changes to current routes? How many residential accounts do you believe will be affected?
5. What is the average residual rate for the recyclables line at Newby?
6. What is the average residual rate for the West Contra Costa County Organics facility
7. One of Colma's expectations in the RFP (page 3 in RFP) is to minimize environmental impact by the contractors' operation. Your proposal states recycling collection trucks in Colma will drive to Half Moon Bay to transfer recyclables from collection trucks into transfer trucks, and then drive to Milpitas to process recyclables. This proposed truck route is a very traffic congested route, and results in significant travel time and fuel usage generating greenhouse gas emissions (GHG). You are using Blue Line Transfer Station in South San Francisco for organics transfer and for C&D transfer, can you also transfer

recyclables there to save significant time and fuel usage? Also, there are 2 possible transfer station options along your route to Milpitas, the Smart Recycling Station (Sunnyvale) and Shoreway (San Carlos), have these facilities been considered for use as transfer station to save travel and fuel usage?

8. What role will the Town, proposer and contractor have in coordinating and collecting C&D debris?
9. What is the BLTS facility wide diversion rate for its C&D line? Would reports be available to provide C&D diversion verification for Colma projects who request this information?
10. Do you anticipate modifying some commercial accounts that currently have roll off services for recycling or solid waste to a more efficient collection system using the front end load (FEL) or REL collection system?
11. Cascadia is noted in your proposal regarding waste characterizations, but it is not clear if Cascadia will be completing the commercial technical assistance. Please state whether Cascadia or you are doing this work?
12. What will be your protocol for overages, as described in RFP's Section 3.8?
13. Will MFD customers have access to bulky on-call services or just SFD customers?
14. Where will bulky goods be taken and processed?
15. How will donatable materials such as clothing, household items and other items for donation to non-profit be set aside to be collected for reuse?
16. Will you provide commercial customers with indoor organics bins? Will you steam clean the recycle and organics indoor container at no additional charge?
17. What numbers of residents do you assume would subscribe to 20-, 32-, and 64-gallon cart service in the first year? Do you intend to ask for a rate increase if these assumptions are wrong? If so, what would you expect the rate increases to be?
18. Section 5 of your Proposal states that you would like to discuss future compensation as diversion rates increase. The Town considers this statement to be an exception to the draft Franchise Agreement.
    a. Are you ready, willing and able to enter into the draft Franchise Agreement without this exception?
    b. If not, please describe how you would calculate future rates (for example, you could state that MSW collection rates will increase X % for each incremental increase of Y% in the annual diversion rates)?
19. Section 5 of your Proposal states that you would like to discuss future compensation as customers migrate from larger to smaller solid waste containers. The Town considers this statement to be an exception to the draft Franchise Agreement.

a. Are you ready, willing and able to enter into the draft Franchise Agreement without this exception?
b. If not, please describe how you would calculate future rate increases (for example, you could state that for X number of residential customers migrating to the next smaller size container, the rate for solid waste residential collections would increase by Y percent.)

20. On page 12, you state that you will dedicate one diversion Coordinator to Colma for 2 years. What happens after the second year? What is your commitment after the second year?
21. On page 89 of your proposal you note that Republic will rebate Colma $20 per ton of recyclables processed, and, that the recyclables will be processed at Newby at no charge. Are both of these inclusions for the entire term of the agreement? Regardless of what occurs to commodity markets?
22. Provide 5 examples and references of communities where you have accomplished a recyclable materials recovery rate of 91%-93%, as proposed in your diversion rate table on page 55.

Thank you for your anticipated cooperation.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Richard Tagore-Erwin

TOWN OF COLMA

1198 El Camino Real • Colma, California • 94014-3212
Tel 650-997-8300 • Fax 650-997-8308

September 18, 2015

City Council

Joanne F. del Rosario
Mayor

Diana Colvin
Vice Mayor

Helen Fisicaro
Council Member

Raquel "Rae" Gonzalez
Council Member

Joseph Silva
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Cyrus Kianpour
City Engineer

Brad Donohue
Public Works Director

Michael Laughlin, AICP
City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

Via email to doubg@ssfscavenger.com

South San Francisco Scavenger Co., Inc.
Attn: Doug Button
500 East Jamie Court
South San Francisco, CA 94080

Re: Question regarding Proposal

Dear Ladies and Gentlemen:

The Town of Colma requests that you answer, by close of business on October 1, 2015, each of the following questions regarding your proposal for collection and processing services for recyclables, organic waste and garbage, dated August 31, 2015. Please send your responses by email to me and Richard Tagore-Erwin at the following addresses:

roger.peters@colma.ca.gov

rterwin@r3cgi.com

1. Will holiday tree collection service as part of the organic collection service be at no additional charge?
2. Where will organics collection material be taken and processed? What percentage will be made into compost?
3. Why are yard trimmings not allowed in MFD organic collection?
4. Will you provide free compost product to the Town?
5. What is the protocol for MFD/commercial accounts that put single-use plastic bags or compostable bags in the organics collection containers?
6. Will commercial accounts receive an indoor bin for recycle collection service?
7. What will be your protocol for overages, as described in RFP's Section 3.8?
8. Please describe a contingency plan in the event that your company is unable to meet one of the target dates for the transition plan.
9. Please list the services that you will offer the Town (i.e., collection in public areas, near bus stops, etc.) as related to Section 3.10 of the Town's RFP.

10. Please include more information about anticipated route changes. How many residential accounts will be affected?
11. How, specifically, will you meet specific diversion requirements? Please provide a calendar of steps you will take to reach diversion.
12. How, exactly, will you monitor diversion?
13. How, exactly, will you ensure compliance with AB 341 and AB 1826?
14. How will donatable materials such as clothing, household items and other items for donation to non-profit be set aside to be collected for reuse?
15. What is your method and protocol for collecting illegally dumped waste?
16. Besides 24 hour customer response time, are there any other customer service metrics used?
17. How long have you been using the "Tower" software?
18. Will you use subcontractors for technical assistance and/or public education and outreach?
19. Please identify the estimated hours of technical assistance that will be provided per commercial account. Differentiate the level of effort during the transition and throughout the term.
20. What are the hiring requirements for the Diversion Coordinator? Will this be a full-time or part-time position? Will this position be solely assigned to Colma?
21. How will you acquire equipment and personnel prior to commencement date?
22. What type of involvement will be needed from the Town in regards to C&D coordination?
23. How will C&D material be processed?
24. What will your hours of operation be, as described in Town's RFP Section 3.11.3?
25. What is the cost savings or additional cost to the Town for providing used bins for customers (Section 4 – Page 6)?
26. Does the AD facility have capacity for Colma's organic materials for the full term of the agreement? At the AD facility tour we took several months ago, Scavenger staff said the facility was already at its capacity and couldn't accept additional materials. Can you provide details?
27. What numbers of residents did you assume would subscribe to 20-, 32-, and 64-gallon cart service in the first year? Do you plan to ask for a rate increase if these assumptions are wrong? If so, what would you expect the rate increases to be?
28. The draft Franchise Agreement states requires single-stream recyclable collections for SFDs (§ 3.3.2.b), MFDs (§ 3.4.B) and commercial customers (§ 3.5.2.B). Your proposal offers dual-stream recycling collection for residential and commercial customers (§ 4.2.1), but does not take exception to the provisions in the Franchise Agreement for single-stream recycling. Please clarify:

a. Are the proposed rates set forth in Proposal Form M based on your providing dual-stream recycling, single-stream recycling or either mode of recycling for residential and commercial customers?
b. If the proposed rates set forth in Proposal Form M are based on your providing dual-stream recycling but not single-stream recycling, how would the rates set forth in Proposal Form M differ if you were required to provide single-stream recycling for residential and commercial customers?
c. Please elaborate by providing details for the statement on page 49 that, "Outreach collateral can be easily modified based on affiliate company outreach specific to single-stream collection programs."
a. Do you anticipate asking for an increase in the MSW collection rates as diversion rates increase? If so, If not, please describe how you would calculate future rates (for example, you could state that for X number of residential customers migrating to the next smaller size container, the rate for solid waste residential collections would increase by Y percent.)

29. Do you anticipate asking for an increase in the MSW collection rates as customers migrate from larger to smaller containers? If so, please describe how you would calculate future rate increases (for example, you could state that for X number of residential customers migrating to the next smaller size container, the rate for solid waste residential collections would increase by Y percent.)
30. What is the additional cost for providing 32-gal gravity locking lids to protect against high winds and vectors?

Thank you for your anticipated cooperation.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Richard Tagore-Erwin

TOWN OF COLMA

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Brad Donohue
Public Works Director

Michael Laughlin, AICP
City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

September 28, 2015

Via email to CMennie@republicservices.com

Republic Services, Inc.
1680 Edgeworth Ave
Daly City, CA 94015

Re: Interview and Site Visit

Dear Ladies and Gentlemen:

The City Manager's committee to evaluate proposals for collection and processing services in the Town of Colma invites you to an interview at 5:00 PM on October 6, 2015 at the Colma Community Center, 1520 Hillside Blvd, Colma, California. You will be allowed 10 minutes for an opening statement but the room will not be set up for any overhead-type presentation.

This will confirm that the committee will be touring the Newby Island facility on October 13, 2015. I expect there will be 6-8 of us and we will arrive at the site at 2:00 PM.

If you have any questions, you may call me.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

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Human Resources Manager

September 28, 2015

Via email to doubg@ssfscavenger.com

South San Francisco Scavenger Co., Inc.
Attn: Doug Button
500 East Jamie Court
South San Francisco, CA 94080

Re: Interview and Site Visit

Dear Ladies and Gentlemen:

The City Manager's committee to evaluate proposals for collection and processing services in the Town of Colma invites you to an interview at 3:30 PM on October 6, 2015 at the Colma Community Center, 1520 Hillside Blvd, Colma, California. You will be allowed 10 minutes for an opening statement but the room will not be set up for any overhead-type presentation.

This will confirm that the committee will be touring your facility on October 8, 2015. I expect there will be 6-8 of us and we will arrive at the site at 10:00 AM.

If you have any questions, you may call me.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

SOUTH SAN FRANCISCO
SCAVENGER
COMPANY, INC.

September 30, 2015

Sent via email to: roger.peters@colma.ca.gov
rterwin@r3cgi.com

RE: Questions regarding South San Francisco Scavenger (SSFSC) Proposal

SSFSC is pleased to respond to the Town's questions regarding our Proposal for Collection and Processing Services for recyclables, organic waste and garbage, submitted to the Town on August 31, 2015. Included in the following table are the Town's questions along with SSFSC's responses. We look forward to providing a tour of the Blue Line Transfer Station and Anaerobic Digestion Facility on October 8, 2015.

Town of Colma Questions	SSFSC Responses
1. Will holiday tree collection service as part of the organic collection service be at no additional charge?	Yes. Page 4-19 of the Proposal describes the Christmas Tree Collection Program: We will collect Christmas trees set out at the curb from the day after Christmas through the fourth Friday in January of each year for no additional charge.
2. Where will organics collection material be taken and processed? What percentage will be made into compost?	Organic material will be taken to the Blue Line Transfer Station (BLTS) where it will be processed with food waste and yard waste in the BTLS Anaerobic Digestion (AD) Facility. The organics are processed in the digesters and gases emitted will be cleaned up for use in the CNG collection vehicles. The remaining digestate is transferred to Z-Best Composting Facility in Gilroy where it is matured into a final compost product. As the digestion process occurs, there is product and moisture loss, which is a part of the methane gas creation process. If 100 tons of organics are processed at the AD facility, approximately 40 tons will be digested and the remaining will be cured at Z-Best. Roughly 12 tons of moisture and overs are removed, resulting in about 48 tons of finished compost from the original 100 tons of organics.
3. Why are yard trimmings not allowed in MFD organic collection?	Correction. Yard trimmings are allowed in organics collection programs and are utilized to provide the correct mixture of dry/wet organics for the digesters.
4. Will you provide free compost product to the Town?	As stated on Page 21 of the Franchise Agreement, SSFSC will provide the Town with at least 20 cubic yards of free compost up to four times per year and upon Town request.

5. What is the protocol for MFD/commercial accounts that put single-use plastic bags or compostable bags in the organics collection containers?	We discourage the use of single-use plastic bags and compostable bags in order to maintain the integrity of the AD facility. Single-use plastic bags do not compost and are difficult to distinguish from compostable bags. The compostable bags pose a challenge because they do not have enough time to breakdown in the digesters; compostable bags typically compost after 3 to 6 months in a compost pile. Our entire AD process (from drying, digesting to transfer for composting) takes approximately 24 days and the food scraps inside compostable bags will not have an opportunity to be digested and eventually composted.
6. Will commercial accounts receive an indoor bin for recycle collection service?	As stated on Page 18 of the Franchise Agreement, SSFSC will provide internal recyclables collection containers upon request by the commercial customer.
7. What will be your protocol for overages, as described in RFP's Section 3.8?	Solid Waste Overages Protocol: We will collect garbage that is properly setout in excess of the normal billed-for amount if the customer has made arrangements with us at least 24 hours (1 business day) in advance. Recyclables Overages Protocol: We will collect extra recyclables set out by service recipients in clean brown paper bags, cardboard boxes or other appropriate containers that are clearly marked for recycling, suitable to prevent litter, vectors, and other health and safety issues, does not weigh more than 60 pounds, and is placed out with, or next to, the regular recyclables container. Overages collection will occur on the customer's regular collection day and will be collected free of charge.
8. Please describe a contingency plan in the event that your company is unable to meet one of the target dates for the transition plan.	We have plenty of surplus/reserve equipment to utilize in the event that new containers (or used, refurbished bins) are delayed for any reason; in fact we selected the cart vendor (Toter) because we use these containers in other service areas, they are proven, and we have many carts in stock that can be utilized as a contingency. All other aspects of our transition plan (facilities, vehicles, staffing, etc.) are currently implemented and will not require significant time and resources, like the time needed to procure new collection containers.
9. Please list the services that you will offer the Town (i.e., collection in public areas, near bus stops, etc.) as related to Section 3.10 of the Town's RFP.	As stated on Page 21 of the Franchise Agreement, SSFSC will provide the following services free of charge: • Containers at Town Facilities (police station, parks, Town offices, corporation yard, parking lots, fire stations, and museum) • Containers at Public Locations (along portions of El Camino Real and Junipero Serra Blvd.) • Town-Sponsored Community Events
10. Please include more information	We determined that the most efficient routing method is to

about anticipated route changes. How many residential accounts will be affected?	service all residential customers on Thursday, so we can achieve balanced routes and minimize impacts on roadways, traffic, and conserve fuel. We currently service some Colma residents on Thursdays and will only change the remaining residential customers to Thursday. Commercial customers will be serviced daily, up to 6 times per week.
11. How, specifically, will you meet specific diversion requirements? Please provide a calendar of steps you will take to reach diversion.	For the first 6 months of new collection services, we anticipate a gradual increase in diversion (July 1, 2016 thru Dec 31, 2016) because residents and businesses will now have access to SSFSC's new collection and diversion programs – expanded, possibly dual-stream recyclables (resulting in higher recycling rates), our mixed organics programs that digest food scraps and other organics, producing biogenic CNG and compost, mixed C&D recycling, bulky collections and HHW events offered at BLTS. During the next 2 years (2017 – 2018), we anticipate exceeding the Town's expectations of 22% diversion due to customers' understanding of the programs and our efforts to encourage continued participation. Each year thereafter, we anticipate a continual reduction in garbage generated and disposed due to customer behavior changes that are a direct result of our numerous outreach and technical assistance measures.
12. How, exactly, will you monitor diversion?	Diversion will be monitored through our quarterly and comprehensive annual reports, as outlined in section 4.2 of the Franchise Agreement. Our Outreach Team will also track monthly tonnages and customer service reports and follow up with customers that are in need of further assistance.
13. How, exactly, will you ensure compliance with AB 341 and AB 1826?	Compliance with AB 341 and AB 1826 will involve many aspects of our operations: customer service, billing, website, drivers and supervisors, outreach, public education and technical assistance all have the important customer interactions that affect behavior change that makes diversion happen. We currently track, evaluate, and report our successes against baseline conditions that existed prior to the implementation of the Mandatory Commercial Recycling law, in order to document and demonstrate compliance with AB 341 for the jurisdictions we serve. Recognizing that significant decreases in the total amount of materials destined for the landfill can take time, we initially expect a significant increase in the total number of customers subscribing to recycling and organics collection services, and then an increase in the volume of subscriptions as an

	indicator of program participation. By engaging customers during the transition and continuing throughout the term of the Agreement, we are confident that we can impact the community in a positive manner and achieve the diversion and recycling mandates included in AB 341 and AB 1826.
14. How will donatable materials such as clothing, household items and other items for donation to non-profit be set aside to be collected for reuse?	We will encourage customers to participate in our annual food drive and clothing donation through our newsletters and public education efforts. During the holidays, we partner with local non-profits and service organizations that collect food and/or clothing from SSFSC that is gathered during certain times of the year and stored at BLTS. We will encourage residents to drop-off their unwanted food/clothing during regular business hours nearing the holiday season. We will also promote our food/clothing drive on our website.
15. What is your method and protocol for collecting illegally dumped waste?	SSF and Millbrae handle their own illegally dumped waste. Millbrae brings it to their debris boxes at their Corp yard and we haul it direct to BLTS for processing. SSF has their personnel direct haul it to BLTS after they collect it themselves. In Brisbane, we collect the illegally dumped waste on an on-call basis. We have an account for them in Tower and there are a few authorized personnel that can call us to schedule a pick up, which is tracked by weight. For Colma, we can provide the Town with a debris box at the Corp yard, it can then be direct hauled to BLTS, or set up a system similar to Brisbane with an authorized account; whatever the Town prefers. The service is built into the other city services we provide, so there is no additional cost.
16. Besides 24 hour customer response time, are there any other customer service metrics used?	We use our customer service software, Tower, for reporting on customer service quality. Tower gives the capabilities to report on service and billing related concerns. Each time a customer account is visited it is marked with the I.D. of the CSR, date, and time. Additionally, CSRs are trained to make notes on each account they assist. Included in the attachments are sample reports regarding customer concerns and service inquires; in the reports there is a detailed section that states the issue and the action the CSR took. Route books are checked daily and customer accounts are noted if there were service related issues. Our customer service representatives are trained to resolve any issue before the day's end, in rare cases the issue could roll over to the following day. If an issue needs to be passed up to a supervisor, we have the capability to track which CSR was assisting the customer and what actions were taken. In

	addition to Tower, our phone system also gives us the capability to report on average calls, hold times, and missed pick-ups.
17. How long have you been using the "Tower" software?	We have been using Tower for 2 years; our affiliate companies have been using Tower for more than 15 years.
18. Will you use subcontractors for technical assistance and/or public education and outreach?	We are prepared to take a leading role in Public Education, Outreach and Technical Assistance in the Town of Colma and will utilize outside vendors (graphic design, advertising, etc.) on an as needed basis. No subcontractors will be used.
19. Please identify the estimated hours of technical assistance that will be provided per commercial account. Differentiate the level of effort during the transition and throughout the term.	We anticipate the Diversion Coordinator will allocate 20-25 hours per week in the Town of Colma during the initial program transition and fewer as the programs are developed and adapted by customers. Because the Town of Colma has a few commercial customers, we can afford to spend additional time at each commercial account and provide them with the following assistance throughout the Term of the Agreement: <u>Initial Technical Assistance</u>: Our approach includes reaching out to every customer and facilitating participation to keep customers engaged in the Program. To start initial contact with commercial customers, we first will contact customers and inform them of the requirements of AB341 (and AB1826) along with how we can provide assistance and compliance. Customers are asked how they would like to obtain additional information from SSFSC via a phone consultation or site visit. Also, all containers will be delivered with labels and service guides. <u>Ongoing Technical Assistance</u>: We understand that public education, outreach, and technical assistance must be continued over the course of the Agreement, as businesses, individuals and service requirements can change. We will continue to maintain contact with our customers as to stay ahead of their needs by conducting site visits, waste audits, trainings, community involvement activities, newsletters, reports, and providing additional outreach collateral (posters, service guides, labels, etc.).
20. What are the hiring requirements for the Diversion Coordinator? Will this be a full-time or part-time position? Will this position be solely assigned to Colma?	The Diversion Coordinator will be a full-time position and will be shared with our other service areas. The following is a general description of the position that will be filled by a qualified and highly-motivated person: The Diversion Coordinator reports directly to the Public Education & Outreach Manager (Mrs. Bernardini) and will have the following duties and responsibilities during the transition and throughout the term of the Agreement: ✓ Assist in the development and then implement the Public Outreach and Education Program; ✓ Serve as liaison with Town staff and Council, and

	participate in strategic development meetings relating to source reduction, reuse, recycling, digestion and composting; ✓ Provide ongoing communication with the Town regarding contamination issues and developing an understanding of the history and challenges in managing solid waste and increasing recycling and diversion efforts; ✓ Prepare and provide presentations for community events; ✓ Participate in community events/activities and offer support to local service organizations; ✓ Identify ways to enhance communication with the residents and businesses of Colma through participation in various organizations within the Town and County; ✓ Identify recurring contamination issues and providing solutions when appropriate; ✓ Oversee customer satisfaction of all program services and assist with the design, development, and content of outreach materials and distribution, including content and updates to our website; ✓ Create display booths and materials for community events and workshops; ✓ Provide all customers with appropriate educational information necessary to make informed environmentally-forward decisions relative to waste reduction, reuse, and recycling activities; ✓ Provide tours of BLTS and the 4R Learning Center; and, ✓ Ensure customer satisfaction with services and compliance with the Franchise Agreement.
21. How will you acquire equipment and personnel prior to commencement date?	Equipment will be acquired immediately following contract award and the Diversion Coordinator job description will be generated and distributed. We have experience in previous transitions where all equipment was ordered well in advance and new positions were filled well before the start of services. One aspect of our container procurement plan is that we are utilizing our current vendor, which we have an excellent relationship with and maintain constant communication during the transition to insure all timelines are confirmed and adhered to.
22. What type of involvement will be needed from the Town in regards to C&D coordination?	Recovering and diverting C&D is a huge potential for increasing the Town's diversion rate and we can guarantee a minimum of 65% diversion of all C&D. If the Town elects

	to keep C&D collection and recycling non-exclusive, then others will collect the easy to recycle boxes and leave the hard to recycle boxes for the Town hauler, making it extremely difficult to achieve maximum diversion potential. Additionally, without making it exclusive, the Town loses the potential franchise fees and there is an opportunity for certain haulers to pay less than prevailing wage. We are proposing an exclusive arrangement with some form of enforcement. CalRecycle has several model C&D ordinances and many San Mateo County jurisdictions have implemented a Commercial Recycling Hauler Reporting System Ordinance, which allows the jurisdictions to collect information on non-franchised haulers, such as paper recycling companies, scrap metal haulers, construction and demolition debris haulers, businesses that backhaul recyclables and/or compostable materials to distribution centers, etc. This cooperation is essential in ensuring that all of Colma's C&D debris is being accurately collected and diverted from landfill.
23. How will C&D material be processed?	Depending on the type of C&D load (mixed C&D and larger C&D items), the materials will be sorted by either an elevated sortline or BLTS' High Diversion Floor Sort, as described. The BLTS C&D unloading area has sufficient space to accommodate all types of vehicles and as the material is unloaded, a load checker inspects the load for any hazardous or unacceptable materials prior to the loader operator pushing the material onto the infeed conveyor belt. The material passes over a 2" disc screen (that captures and removes material suitable for use as ADC) and then along the conveyor where sorters remove cardboard, wood, metal, garbage, sheet rock, and beverage containers where they are dropped into bunkers below the sorting stations. SSFSC is currently utilizing the Ptarmigan sortline to process mixed C&D loads that contain smaller materials. Larger C&D items are processed utilizing BLTS' High Diversion Floor Sort System in the MRF. Dedicated bins are used to collect a variety of C&D commodities by the sorters who pull out specific items and organize them into the bins. The bins are moved in an efficient manner using forklifts, ensuring a continuous operation.
24. What will your hours of operation be, as described in Town's RFP Section 3.11.3?	The hours of operation are consistent with those included on Page 24 of the Franchise Agreement.
25. What is the cost savings or additional cost to the Town for providing used bins for customers	All bins have at least a ten-year depreciable life, and many times a much longer life cycle, if properly maintained. We are hoping to purchase, if awarded the contract, the used

(Section 4 — Page 6)?	containers of the prior contractors and use our existing containers that are already in use. Furthermore it is our goal to refurbish and repaint all containers to ensure cohesion throughout the entire Town and maintain a universal and aesthetically pleasing appearance. And although these containers may be used, in the spirit of recycling, our resources still have a useful life and should not merely be discarded or scraped. Unfortunately due to the additional refurbishing cost, there is no actual cost savings versus buying new.
26. Does the AD facility have capacity for Colma's organic materials for the full term of the agreement? At the AD facility tour we took several months ago, Scavenger staff said the facility was already at its capacity and couldn't accept additional materials. Can you provide details?	Yes. The BLTS AD Facility has capacity for Colma's organics for the entire term of the Agreement. When the AD facility was first commissioned, we were conservative in our capacity estimates. We have more than 9 months of operational history and our assumptions have changed, although we still have the same design capacity of 11,200 tons per year. We have found through monitoring the operation closely, that the loading metrics of the digesters is extremely important and dependent upon the mixture of food waste and yard waste (75% yard waste and 25% food waste is ideal for maximum digestion and gas production, although not always available). The loading height of the digesters, particle size of incoming material and moisture content also affect the digester capacity and our daily operating assumptions.
27. What numbers of residents did you assume would subscribe to 20-, 32-, and 64-gallon cart service in the first year? Do you plan to ask for a rate increase if these assumptions are wrong? If so, what would you expect the rate increases to be?	We assumed 20% of residents would migrate from a 32-gallon cart to a 20-gallon cart based on our experiences in other communities that offered a smaller container with the new hauler. We do not anticipate any other major shifts in residential service levels. We would like the ability to negotiate a potential rate increase in the event the number of 20-gallon customers exceeds 30% or more in the first year. The expected rate increase would depend on how the expected loss in revenue was distributed and the actual percentage would need to be determined prior to discussing an adjustment.
28. The draft Franchise Agreement states requires single-stream recyclable collections for SFDs (§ 3.3.2.b), MFDs (§ 3.4.B) and commercial customers (§ 3.5.2.B). Your proposal offers dual-stream recycling collection for residential and commercial customers (§ 4.2.1), but does not take exception to the provisions in the Franchise Agreement for single-stream	We currently provide our customers with dual-stream recycling and would prefer to continue offering this system; however, we have the ability to provide single-stream recycling, should the Town prefer it. We prefer to provide dual-stream recycling services (especially to residential customers) because we currently provide this service to the portions of Colma we current service, as well as to our other jurisdictions. Contamination is minimized in a dual-stream recycling system, resulting in much higher quality recyclable commodities and in turn, increasing diversion rates.

recycling. Please clarify:	As for the commercial accounts, most customers will be provided single-stream recycling although we do offer dual-stream recycling to those small businesses that are tight on space and have very limited amounts of recyclables and/or storage for multiple carts.
a. Are the proposed rates set forth in Proposal Form M based on your providing dual-stream recycling, single-stream recycling or either mode of recycling for residential and commercial customers?	Our proposed rates are based on providing either single-stream recycling or dual-stream recycling. As mentioned above, we prefer dual-stream to avoid excessive contamination found in single-stream recycling systems. (An example is the recent coverage of the City of San Jose where they are experiencing as much as 40% contamination in their single-stream residential system). The MRF at BLTS is capable of processing either recyclables stream.
b. If the proposed rates set forth in Proposal Form M are based on your providing dual-stream recycling but not single-stream recycling, how would the rates set forth in Proposal Form M differ if you were required to provide single-stream recycling for residential and commercial customers?	There will be no change in the rates by providing either single-stream or dual-stream recycling. We will be much more diligent in enforcing non-collection notices and recycling collection in the event we have single-stream, in an effort to minimize the anticipated contamination levels.
c. Please elaborate by providing details for the statement on page 49 that, "Outreach collateral can be easily modified based on affiliate company outreach specific to single-stream collection programs."	Currently our recyclables outreach collateral describes our dual-stream recycling system. Our affiliate companies provide single-stream recycling outreach material that we can modify to reflect a single-stream recycling system, should the Town select that option.
d. Do you anticipate asking for an increase in the MSW collection rates as diversion rates increase? If so, If not, please describe how you would calculate future rates (for example, you could state that for X number of residential customers migrating to the next smaller size container, the rate for solid waste residential collections would increase by Y percent.)	No. As diversion increases, we should see a corresponding increase in recycling revenues. Refer back to our response to question #27 regarding rate adjustments, should 20-gallon migration significantly increase. We prefer a cost of living adjustment to calculate future rate adjustments.

29. Do you anticipate asking for an increase in the MSW collection rates as customers migrate from larger to smaller containers? If so, please describe how you would calculate future rate increases (for example, you could state that for X number of residential customers migrating to the next smaller size container, the rate for solid waste residential collections would increase by Y percent.)	We are not anticipating asking for a rate increase as customers migrate from larger to smaller containers, unless that number exceeds 30% or more. We are willing to discus with the Town how they want to address the decrease in required revenue, to all or just the few customers, in the now smaller container.
30. What is the additional cost for providing 32-gal gravity locking lids to protect against high winds and vectors?	The Rehrig gravity locking lid 32-gallon cart costs $59 and the standard 32-gallon Toter cart costs $42.98, which is an increase of $16.02 per cart**.**

Feel free to contact me if you have any questions or require additional information.

Thank you,

Doug Button
SSFSC
500 East Jamie Court
South San Francisco, CA 94080
Email: dougb@ssfscavenger.com

Republic Services of San Mateo County
1680 Edgeworth Avenue
Daly City, CA 94015

October 1, 2015

Roger C. Peters
Procurement Manager
Town of Colma
1198 El Camino Real
Colma, CA 94014

RE: Questions to Proposal

Dear Roger:

The following are Republic Services responses to the questions received from the Town of Colma on September 18, 2015 for our proposal regarding collection and processing services for recyclables, organic waste and garbage. Please do not hesitate to contact me should you have any follow-up questions.

1. Where will HHW be transferred and processed?
   The HHW will be transferred by Safety-Kleen to its facility in San Jose and prepared and transferred to various Safety-Kleen and Clean Harbors facilities in California and other states for proper recycling and disposal. Safety-Kleen's San Jose facility is permitted as a 10-day holding facility. The type of material that is to be recycled or disposed will determine which location the material will ultimately be sent to.

2. Will there be an additional charge for senior/disabled back yard/side yard service?
   We propose continuing our current practice of offering back yard/side yard services free of charge for senior/disabled customers upon request.

3. Will senior/disabled back yard/side yard service be available for all waste streams or just refuse?
   The senior/disabled back yard/side yard services will be provided for all waste streams.

4. Will there be any changes to current routes? How many residential accounts do you believe will be affected?
   There will not be changes to current residential routes serviced by Republic Services. All efforts will also be made to maintain the existing routes currently serviced by the other contractor. It should be noted that while route day changes will not occur, the time of day residents are serviced may be affected. Outreach efforts will be employed to make residents aware of this potential change.

5. What is the average residual rate for the recyclables line at Newby
   The average residual rate is 15% based on the makeup of material currently being processed at the facility. However, the equipment is designed to captured 95% of the available recyclables.

6. What is the average residual rate for the West Contra Costa County Organics facility?
   The average residual rate for the WCCC organic facility is 4% for actual trash residual. Following the composting process, 10-15% of the material is not marketable as compost and is used as ADC..

7. One of Colma's expectations in the RFP (page 3 in RFP) is to minimize environmental impact by the contractors' operations. Your proposal states recycling collection trucks in Colma will drive to Half Moon Bay to transfer recyclables from collection trucks into transfer trucks, and then drive to Milpitas to process recyclables. This proposed truck route is a very traffic congested route, and results in significant travel time and fuel usage generating greenhouse gas emissions (GHG). You are using Blue Line Transfer Station in South San Francisco for organics transfer and for C&D transfer, can you also transfer recyclables there to save significant time and fuel usage? Also there are 2 possible transfer station options along your route to Milpitas, the Smart Recycling Station (Sunnyvale) and Shoreway (San Carlos), have these facilities been considered for use as transfer station to save travel and fuel usage?
   While preparing our proposal, we had to make various trade-offs between operations and cost to provide the services. How to deliver recyclables to Republic's Newby Island Resource Recovery Park facility (MRF) was a decision point where we felt the cost savings were most beneficial to the rate payers. Of the possible transfer stations listed in your question, Republic does have the ability to utilize BLTS to transfer the material to the Newby Island MRF. We would be willing to use this facility to transfer material to the Newby Island MRF should Colma request this.

8. What role will the Town, proposer and contractor have in coordinating and collecting C&D? Republic envisions the following roles for C&D services: The Town sets the diversion goals for the projects. The contractor is accountable for meeting the project diversion goal.
   Republic will assign a construction representative to consult with the Contractor/ Customer to determine the types of C&D services required, based on the expected materials to be generated, to meet the Town's diversion goal. The Contractor/Customer is responsible for placing the acceptable materials into the collection container. Republic is responsible for ensuring that the C&D materials, properly placed in the bins, are delivered to the designated C&D facility for processing and recovery and that the processing

operations achieve the highest level of diversion possible. Additionally, Republic is responsible for providing public education and technical assistance to the Contractor/Customer so they will be equipped to provide a feedstock that can be processed efficiently and segregated to achieve the highest level of diversion possible.

9. What is the BLTS facility wide diversion rate for its C&D line? Would reports be available to provide C&D diversion verification for Colma projects who request this information?
   BLTS guarantees a minimum 65% diversion rate from their Mixed C&D sorting operations. We believe that their actual average diversion rate is much higher. Self-haul customers from the Town with Mixed C&D loads will get a receipt that identifies their load as C&D material which also identifies the customer as a Colma resident or business and includes the weight of the transaction. Commercial/Industrial C&D account customers will receive a monthly invoice that includes size of bin, material type, frequency of collection and weights for 14-, 20- and 30-yard debris boxes.

10. Do you anticipate modifying some commercial accounts that currently have roll off services for recycling or solid waste to a more efficient collection system using the front end load (FEL) or REL collection system?
    Yes, we anticipate modifying some commercial accounts that currently have roll-off services for recycling or solid waste to migrate to our more efficient collection system based on our findings from commercial material assessments that we will be conducting. Ultimately, our goal is to best meet the needs of the customers as we maximize diversion efforts.

11. Cascadia is noted in your proposal regarding waste characterizations, but it is not clear if Cascadia will be completing the commercial technical assistance. Please state whether Cascadia or you are doing the work?
    Republic will be completing the commercial technical assistance. Cascadia will provide training to our outreach staff, including the Diversion Coordinator, on assessment protocols, tools and analysis. Cascadia will also customize its EcoDiversion Calculator for use by Republic in the Town of Colma.

12. What will be your protocol for overages, as described in RFP's Section 3.8?
    As stated in Section 3.8.1 of the draft Franchise Agreement, Republic will collect solid waste in excess of the normal billed-for amount if the Service Recipient has made arrangements at least 24 hours in advance with us for overage pickup, or such other procedure as approved by the Town. Republic will collect the overage when the set-out meets all of the requirements established by the Town. Republic will deliver to the Town

solid waste overage tags each Monday for overages collected the prior week. Tags and maximum rates for overages shall be as approved by the Town.

Service Recipients may also set out recyclables overages as set forth in Section 3.8.2 of the draft Franchise Agreement, including clean brown paper bags or cardboard boxes marked for recycling and set out with, or next to, the Recyclables Containers. Republic will collect such recyclables at no added charge or compensation on the same pick up day that we collect recyclables from the service recipient. Republic will have no obligation to collect such recyclables overages where the overage container weighs in excess of 60 pounds.

13. Will MFD customers have access to bulky on-call services or just SFD customers?
    MFD customers will also have access to bulky on-call services as set forth in Section 3.3.5 of the draft Franchise Agreement.

14. Where will bulky goods be taken and processed?
    Items such as E-waste, clothing and white goods collected as bulky items will be taken to Republic's operations yard in Daly City for processing/recycling. Recyclables, mattresses and other items collected through the bulky program will be delivered to Ox Mountain, or other facility as agreed to by the Town and Republic for processing/transfer/recycling. Solid waste collected through the bulky program will be delivered to Ox Mountain for disposal.

15. How will donatable materials such as clothing, household items and other items for donation to non-profit be set aside to be collected for reuse?
    Republic will use a flatbed truck to collect donatable materials such as clothing, household items and other items through the bulky item pick-up program for donation to non-profits. Customers will be directed to bag/box clothing and clearly mark it as such prior to setting it out with their bulky item on-call pick up. Republic will partner with local non-profits to donate acceptable items for reuse.

16. Will you provide commercial customers with indoor organics bins? Will you steam clean the recycle and organics indoor container at no additional charge?
    Republic will provide commercial customers with indoor organics bins. Per the RFP and the draft Franchise Agreement, upon Service Recipient request, Republic will steam clean commercial organic waste containers once a year without charge. The RFP and draft Franchise Agreement did not specify steam cleaning for the recyclables containers, as such our proposal does not include it. However, we would be willing to consider this upon customer request should the Town request the inclusion of that service.

17. What number of residents do you assume would subscribe to 20-, 32-, and 64-gallon cart service in the first year? Do you intend to ask for a rate increase if these assumptions are wrong? If so, what would you expect the rate increases to be?

    Republic assumes the following residential subscriptions levels:

    - 20 gallon = 50 customers
    - 32 gallon = 360 customers
    - 64 gallon = 32 customers
    - 96 gallon = 13 customers

    We believe it is a reasonable request to ask for a true up for residential customer container choices and thus our future expectations of revenue once the program matures and customers are comfortable with the level of service they have chosen. Our subscription assumptions, along with proposed pricing, provide an annual billing revenue of $134,691 for residential SFD. Republic would suggest reviewing this annual billing as of April 1, 2017 and adjusting the residential rate up or down depending on if the total billing is below or above the $134,691 revenue assumption.

    To help you evaluate what we are proposing, for every 50 customers that move from 32- to 20-gallon, there is only a loss of $1,800 in annual revenue. The biggest risk is if we don't have anyone subscribe to the larger services. Our proposal assumes 32 customers at 64 gallons and 13 customers at 96 gallons. The total risk if they all moved to 32 gallon is $15,432, a very low risk based on how we structured the proposal.

18. Section 5 of your Proposal states that you would like to discuss future compensation as diversion rates increase. The Town considers this statement to be an exception to the draft Franchise Agreement.

    a. Are you ready, willing and able to enter into the draft Franchise Agreement without this exception?
    b. If not, please describe how you would calculate future rates (for example, you could state that MSW collection rates will increase X% for each incremental increase of Y% in the annual diversion rates)?

    Providing recycling services at zero cost to customers and relying on billed MSW services to fund all services places a risk to the revenue stability for Republic. As Republic improves its performance in diversion, there is a likely erosion of overall billed revenue. The biggest risk is with the commercial and multi-family services (excludes any roll-off types of service). Republic assumes it will need to bill $464,204 annually to cover costs to provide commercial and multi-family services. Republic proposes to submit the annual billed revenue for commercial and multi-family services for the period of January 1, 2018 to December 31, 2018 not later than April 1, 2019. The billed revenue will be compared to

the assumed revenue to determine if a commercial and multi-family rate adjustment is needed.

We are willing to discuss other methods and timing of adjustments but believe that some mechanism should exist to account for potential migration of revenue. We realize the Town seeks rate stability and want to cooperate in that effort. However, we also want to make sure that the revenue over the life of the agreement will support the requirements of the partnership.

19. Section 5 of your Proposal states that you would like to discuss future compensation as customers migrate from larger to smaller solid waste containers. The Town considers this statement to be an exception to the draft Franchise Agreement.
    a. Are you ready, willing and able to enter into the draft Franchise Agreement without this exception?
    b. If not, please describe how you would calculate future rates (for example, you could state that for X number of residential customers migrating to the next smaller size container, the rate for solid waste residential collections would increase by Y percent).

    Please refer to our response to Question 18 above.

20. On page 12, you state that you will dedicate one diversion Coordinator to Colma for 2 years. What happens after the second year? What is your commitment after the second year?

    As stated on pages 64 and 65 of our proposal (Sections 4.2.6 and 4.3.1.4, respectively), while the hours will be evaluated thereafter based on need and program results, the Diversion Coordinator will be dedicated a minimum of 20 hours per week to Colma throughout the remainder of the contract after the first two years.

21. On page 89 of your proposal you note that Republic will rebate Colma $20 per ton of recyclables processed, and, that the recyclables will be processed at Newby at no charge. Are both of these inclusions for the entire term of the agreement? Regardless of what occurs to commodity markets?

    Both the $20 per ton rebate and processing at our Newby Resource Recovery facility for no charge are proposed for the entire term of the agreement, regardless of what occurs to commodity markets.

    The risk that Republic Services is taking on to guarantee the Town of Colma a floor price for its recyclables, especially as the percent of recyclable tonnage rise throughout the term

of the agreement, also supports our reasoning for requesting a revenue reconciliation up in our prior response to Questions 18 and 19.

22. Provide 5 examples and references of communities where you have accomplished a recyclable materials recovery rate of 91%-93%, as proposed in your diversion rate table on page 55.
    The Newby Island MRF is designed to capture 95% of the available recycling stream. It is not uncommon to have single-stream facilities achieve such capture rates. The Shoreway Environmental Center in San Carlos has an average residual rate of 7 ½%, while the actual residual by community varies. The system at Newby was designed by the same manufacturer as the Shoreway facility.

    The average residue rate based on the current makeup of the material is 15% at Newby. We have adjusted our diversion table to reflect a 15% residual rate, which drops the overall diversion rate by 1-2%, still achieving and exceeding the Town's diversion goals.

Sincerely,

Carl Mennie
General Manager

cc: Richard Tagore-Erwin

Attachment: Revised Diversion Table

Republic Services Revised Diversion Table - Oct. 1, 2015

		Diversion Goal: 22%			Diversion Goal: 28%			Diversion Goal: 34%			Diversion Goal: 40%		
Residential	**2014**	**% Change**	**2018 Collected**	**2018 Net Residue**	**% Change**	**2020 Collected**	**2020 Net Residue**	**% Change**	**2023 Collected**	**2023 Net Residue**	**% Change**	**2025 Collected**	**2025 Net Residue**
MSW	271		271	295		271	296		271	297		271	297
Recyclables	125	15%	144	122	5%	151	128	4%	157	133	2%	160	136
Organics	41	20%	49	47	5%	52	50	3%	53	51	2%	54	52
Tons Diverted	166		193	169		203	178		210	185		214	188
Total Tons	437		464	464		474	474		481	481		485	485
Diversion Rate	38%		42%	37%		43%	38%		44%	38%		44%	39%
Commercial/MFD													
MSW	1,006		1,006	1,078		1,006	1,114		1,006	1,137		1,006	1,163
Recyclables	217	100%	434	369	50%	651	553	20%	781	664	20%	937	797
Organics	51	100%	102	95	50%	153	142	25%	191	178	25%	239	222
Tons Diverted	268		536	464		804	696		972	842		1,177	1,019
Total Tons	1,274		1,542	1,542		1,810	1,810		1,978	1,978		2,183	2,183
Diversion Rate	21%		35%	30%		44%	38%		49%	43%		54%	47%
RO/Industrial													
MSW	1,589		1,589	1,649		1,589	1,679		1,589	1,726		1,589	1,771
Recyclables	175	100%	350	298	50%	525	446	50%	788	669	30%	1,024	870
Organics	52	100%	104	97	50%	156	145	75%	273	254	50%	410	381
Tons Diverted	227		454	394		681	591		1,061	923		1,433	1,251
Total Tons	1,816		2,043	2,043		2,270	2,270		2,650	2,650		3,022	3,022
Diversion Rate	13%		22%	19%		30%	26%		40%	35%		47%	41%
Compactor													
MSW	894		894	913		894	918		894	938		894	959
Recyclables	52	100%	104	88	30%	135	115	100%	270	230	50%	406	345
Organics	0		50	47	5%	53	49	5%	55	51	5%	58	54
Tons Diverted	52		154	135		188	164		326	281		463	399
Total Tons	946		1,048	1,048		1,082	1,082		1,220	1,220		1,357	1,357
Diversion Rate	5%		15%	13%		17%	15%		27%	23%		34%	29%
TOTAL TONS DISPOSED:	3,760		3,760	3,935		3,760	4,007		3,760	4,098		3,760	4,191
TOTAL TONS DIVERTED:	713		1,337	1,162		1,875	1,629		2,569	2,231		3,288	2,857
TOTAL TONS:	4,473		5,097	5,097		5,635	5,635		6,329	6,329		7,048	7,048
DIVERSION RATE:	**16%**		**26%**	**23%**		**33%**	**29%**		**41%**	**35%**		**47%**	**41%**

TOWN OF COLMA

1198 El Camino Real • Colma, California • 94014-3212
Tel 650-997-8300 • Fax 650-997-8308

October 12, 2015

Republic Services, Inc.
Attn: Carl Mennie
1680 Edgeworth Ave
Daly City, CA 94015

City Council

Joanne F. del Rosario
Mayor

Diana Colvin
Vice Mayor

Helen Fisicaro
Council Member

Raquel "Rae" Gonzalez
Council Member

Joseph Silva
Council Member

City Officials

Sean Rabé
City Manager

Kirk Stratton
Chief of Police

Christopher Diaz
City Attorney

Cyrus Kianpour
City Engineer

Brad Donohue
Public Works Director

Michael Laughlin, AICP
City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

Re: Additional Questions

Dear Ladies and Gentlemen:

As a follow up to your interview with the City Manager's committee and your responses to questions from the Town, the Town advises that the franchise agreement will not include a provision for adjusting the customer rates except as provided in the draft Franchise Agreement and requests that you answer the additional questions below by email to roger.peters@comcast.net and to rterwin@r3cgi.com no later than October 23, 2015.

No Additional Compensation

In your section 5 of your proposal to the Town, you stated:

> Republic would like to discuss with the Town the issue of future compensation as the diversion rate increases and customers migrate from a larger to a smaller solid waste container.

You are advised that the franchise agreement will not include such a provision. In the Town's Request for Proposals, you were advised:

> Contractor's sole compensation for rendering services described herein shall consist of the amounts to be paid to, or retained by, Contractor in accordance with a rate schedule approved by the Town and any amounts collected by Contractor from the sale of Recyclable Materials collected pursuant to the Franchise Agreement.

Similarly, the draft Franchise Agreement provides:

> Contractor's sole compensation for rendering services pursuant to this Agreement shall consist of the amounts to be paid to, or retained by, Contractor in accordance with this [Article 7], and any amounts collected by Contractor from the sale of Recyclable Materials collected hereunder.

In short, the Town wants a contract with no "true-ups" and no re-negotiation provisions.

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Accordingly, the Town requests a written statement from you by October 23, 2015 that you are ready, willing and able to enter into a franchise agreement with no provision for future compensation increases except as provided in Article 7 of the draft Franchise Agreement.

Additional Questions

Following up on your interview with the City Manager's committee, please respond to the following questions not later than October 23, 2015:

1. Please provide any account "migration" factors you used in developing your estimated annual costs and proposed customer rates.

2. Please provide the basis for your estimated costs of:
    a. annual revenue for single-family and commercial accounts;
    b. services to the Town;
    c. annual public education program; and
    d. collection vehicle.

3. Please provide the methodology that you will use to accurately track and report all franchised tons collected within the Town. This is particularly important if you are commingling tons on route between jurisdictions and the Town will have to approve in advance any such methodology.

4. Please explain the services you will provide, if any, for collecting bulky goods that are illegally dumped within the public roads and properties in the Town of Colma.

5. Please state the proposed hours of your collections operations in the Town of Colma.

If you have any questions, please call me.

Very truly yours,

Roger C. Peters

Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

TOWN OF COLMA

1198 El Camino Real • Colma, California • 94014-3212
Tel 650-997-8300 • Fax 650-997-8308

City Council

Joanne F. del Rosario
Mayor

Diana Colvin
Vice Mayor

Helen Fisicaro
Council Member

Raquel "Rae" Gonzalez
Council Member

Joseph Silva
Council Member

City Officials

Sean Rabé
City Manager

Kirk Stratton
Chief of Police

Christopher Diaz
City Attorney

Cyrus Kianpour
City Engineer

Brad Donohue
Public Works Director

Michael Laughlin, AICP
City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

October 12, 2015

Via email to doubg@ssfscavenger.com

South San Francisco Scavenger Co., Inc.
Attn: Doug Button
500 East Jamie Court
South San Francisco, CA 94080

Re: Proposal for Solid Waste Collection and Processing Services

Dear Ladies and Gentlemen:

As a follow up to your interview with the City Manager's committee and your responses to questions from the Town, the Town states that the franchise agreement will not include a provision for adjusting the customer rates except as provided in the draft Franchise Agreement and requests that you answer the additional questions below by email to roger.peters@comcast.net and to rterwin@r3cgi.com no later than October 23, 2015.

No Additional Compensation

In your response dated September 20, 2015 to question 27, you stated:

> We would like the ability to negotiate a potential rate increase in the event the number of 20 gallon customers exceeds 30% or more in the first year. The expected rate increase would depend on how the expected loss in revenue was distributed and the actual percentage would need to be determined prior to discussing an adjustment.

You are advised that the franchise agreement will not include such a provision. In the Town's Request for Proposals, you were advised:

> Contractor's sole compensation for rendering services described herein shall consist of the amounts to be paid to, or retained by, Contractor in accordance with a rate schedule approved by the Town and any amounts collected by Contractor from the sale of Recyclable Materials collected pursuant to the Franchise Agreement.

Similarly, the draft Franchise Agreement provides:

> Contractor's sole compensation for rendering services pursuant to this Agreement shall consist of the amounts to be paid to, or retained by, Contractor in accordance with this [Article 7], and any amounts

DRAFT

collected by Contractor from the sale of Recyclable Materials collected hereunder.

In short, the Town wants a contract with no "true-ups" and no re-negotiation provisions.

Accordingly, the Town requests a written statement from you by October 23, 2015 that you are ready, willing and able to enter into a franchise agreement with no provision for future compensation increases except as provided in Article 7 of the draft Franchise Agreement.

Additional Questions

Following up on your interview with the City Manager's committee, please respond to the following questions not later than October 23, 2015:

1. Please provide any account "migration" factors you used in developing your estimated annual costs and proposed customer rates.

2. Please explain the bases for your estimated costs of:
   a. annual revenue for single-family and commercial accounts;
   b. services to the Town;
   c. annual public education program; and
   d. collection vehicle capital cost.

3. Please provide the methodology that you will use to accurately track and report all franchised tons collected within the Town. This is particularly important if you are commingling tons on route between jurisdictions and the Town will have to approve in advance any such methodology.

4. After July 1, 2018, what is the (minimum) average number of hours each month you will assign to the Diversion Coordinator for performing the tasks described in section 4.6 of the draft Franchise Agreement?

5. Please state the number of routes for each category of customers and the number of crew members that are needed to provide collection services for the Town.

If you have any questions, please call me.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

SOUTH SAN FRANCISCO
SCAVENGER
COMPANY, INC.

October 16, 2015

Sent via email to: roger.peters@colma.ca.gov
rterwin@r3cgi.com

RE: Additional questions regarding South San Francisco Scavenger (SSFSC) Proposal

SSFSC is pleased to respond and clarify the Town's questions following our interview on October 6th and the tour of Blue Line Transfer Station on October 8th. Included in the following table are the Town's questions along with SSFSC's responses. We look forward to providing our presentation to the Council on October 28, 2015.

Note: we are ready, willing and able to enter into a franchise agreement with no provision for future compensation increases except as provided in Article 7 of the draft Franchise Agreement.

	SSFSC Responses
1. Please provide any account "migration" factors you used in developing your estimated annual costs and proposed customer rates.	We assumed a migration rate of 30% residential customers will reduce garbage size to the newly offered 20-gallon carts, based on our experience in other jurisdictions.
2. Please explain the bases for your estimated costs of: a. annual revenue for single-family and commercial accounts; b. services to the Town; c. annual public education program; and d. collection vehicle capital cost.	a. The basis for the annual revenue for single family and commercial accounts is based on an assumption in the residential accounts that as many as 30% of the existing residential customers will downsize their existing 32 gallon garbage service to a 20 gallon cart once new services are implemented (food waste collection and dual-stream recycling). As for the commercial accounts, our estimates are based on an assumption that several businesses will lower their subscription level once food collection is expanded to all commercial accounts at a 25% discounted rate. b. Annual Services to the Town was calculated using the free city can counts per the RFP and calculating cost based upon what would have been charged to a paying customer at the new rates. c. Public education and outreach costs of $25k was assumed for annual collateral printing and mailing costs, as well as meeting with commercial customers over the course of the contract to inform them of the increased organic program. The cost is based upon known education and outreach costs from other cities in which we operate.

	d. Collection vehicle capital cost of $400k was based on the need for one truck (equivalent) needed to service the Town of Colma accounts including maintenance.
3. Please provide the methodology that you will use to accurately track and report all franchised tons collected within the Town. This is particularly important if you are commingling tons on route between jurisdictions and the Town will have to approve in advance any such methodology.	We will not commingle tons from routes in Colma with our other service areas. All loads will be delivered to the BLTS when either the truck is full or the route is complete. When the driver arrives at BLTS' automated scale, they enter route data (i.e. Colma organics) and proceed to unload materials in designated areas of the MRF.
4. After July 1, 2018, what is the (minimum) average number of hours each month you will assign to the Diversion Coordinator for performing the tasks described in section 4.6 of the draft Franchise Agreement?	The average monthly minimum hours will be 15 hours per month for the Diversion Coordinator. Although the Diversion Coordinator will put in whatever time is required to satisfy the terms of the contract.
5. Please state the number of routes for each category of customers and the number of crew members that are needed to provide collection services for the Town.	In Colma, we will have 1 man crews and 3 residential routes (garbage, recycling, organics) and 1 commercial route (garbage, recycling, organics). We will also have a debris box driver as well as a flatbed driver for annuals and container delivery.

Feel free to contact me if you have any questions or require additional information.

Thank you,

Doug Button
SSFSC
500 East Jamie Court
South San Francisco, CA 94080
Email: dougb@ssfscavenger.com

REPUBLIC SERVICES

Republic Services of San Mateo County
1680 Edgeworth Avenue
Daly City, CA 94015

October 23, 2015

Roger C. Peters
Procurement Manager
Town of Colma
1198 El Camino Real
Colma, CA 94014

RE: Questions to Proposal

Dear Roger:

The following are Republic Services responses to the additional questions received from the Town of Colma on October 12, 2015 for our proposal regarding collection and processing services for recyclables, organic waste and garbage. Please do not hesitate to contact me should you have any follow-up questions.

Compensation

Republic is concerned about the long term revenue structure in the draft franchise agreement. Specifically, we are concerned that providing recycling services at zero cost to customers and using billed MSW service to fund all programs is not sustainable over the entire length of the Franchise Agreement. As Republic's outreach efforts have a positive impact in diverting material out of trash bins and into recycle bins, customers will likely reduce their billable services and lower the overall revenue that supports the services under the franchise.

Republic believes a reasonable solution to this risk, would be to perform a one-time true-up, sometime after year two of the Agreement, of the billed commercial and multi-family revenue. With this true-up, we are willing to apply a 5% cap to any one year rate increase, provided that amount above the cap is carried forward to the next year. This approach essentially allows any significant increase to be spread over multiple years.

As an alternate approach, Republic would propose using the Water/Sewer/Trash Index (WST) rather than CPI for customer rate adjustments. The WST index is a more accurate representation of the services we provide and we have noticed that many of the other jurisdictions we serve have begun to migrate to the WST index for that reason. CPI tends to include industries and components like medical care, recreation, and apparel that do not align with our services. Republic would be agreeable to an annual cap of 4% on rate increases under the WST index option. Historical data for the WST can be found utilizing Series ID

CUUR0000SEHG at the Bureau of Labor Statistics website, http://data.bls.gov/pdq/SurveyOutputServlet.

1. Please provide any account "migration" factors you used in developing your estimated annual costs and proposed customer rates?
   In preparing our financial model for this project, we used current account information to build out the costs and revenues for services. Republic did not build a migration factor into the model, but focused on the cost and revenue to cover the year one programs. We did not feel that we could accurately speculate what changes customers may choose to make as they increase their recycling efforts. For this reason, we felt it was best to provide an accurate year one cost and revenue and then add our concerns as stated in section 5 of our proposal.

2. Please provide the basis for your estimated costs of:
   a. annual revenue for single-family and commercial accounts;
      i. Residential Revenue

Curbside 1X Week	# of Subscribers	Collection Rate/Unit	Monthly Revenues	Annual Revenues
32 Gallon Residential	360	$22.17	$7,982	$95,783
64 Gallon Residential	32	$44.34	$1,419	$17,028
96 Gallon Residential	13	$66.52	$865	$10,376
20 Gallon Residential	50	$19.17	$959	$11,503
Total	**455**	**$24.67**	**$11,224**	**$134,691**

      ii. Commercial Revenue
         1. Commercial/MFD Trash = $433,305 annual revenue
            a. 253 weekly service yards
            b. 104 weekly service lifts
            c. 70 containers
         2. Commercial Organic Recycling = $21,452
            a. 16 weekly service yards
            b. 11 weekly service lifts
            c. 9 containers
         3. Roll-Off Collection = $279,807
            a. 11 roll-off pulls per week
         4. Commercial Recycling = $0.00

a. 303 weekly service yard
b. 133 weekly service lifts
c. 96 containers

b. services to the Town;
   i. 43 weekly service yards
   ii. 32 weekly service lifts
   iii. 21 containers
   iv. 60 yards of service spread over Town Clean Up, Earth Day, Pumpkin Carving, Crab Feed, Town Picnic, and National Night Out

c. annual public education program;
   Our proposed budget for public education and outreach during the start-up period is approximately$56,011 (year one) and $45,937 annually thereafter. These cover solely the costs of developing, producing and mailing (as needed) of various outreach collateral, such as mailers, posters, labels, bill inserts, non-collection tags and multi-family bags. Items, such as the door hangers and initial mailings called for in the draft Franchise Agreement, were priced as well as Republic initiated items.

   These costs do not include the wages and benefits associated with a full-time diversion coordinator. They also do not include the costs for purchasing kitchen pails or internal containers, and are included elsewhere.

d. collection vehicle.
   i. 32% of an existing automated side load truck (100% truck $291,416)
   ii. 24% of an existing front end load trucks (100% truck $305,766)
   iii. 46% of an existing roll-off truck (100% truck $240,318)

3. Please provide the methodology that you will use to accurately track and report all franchised tons collected within the Town. This is particularly important if you are commingling tons on route between jurisdictions and the Town will have to approve in advance any such methodology.
   Republic proposes to use an allocation methodology to accurately track and report all of the franchised tons collected within the Town where there are shared routes with another jurisdiction. This is a standard practice to maximize operational efficiencies and greatly minimize costs to the jurisdictions where a franchised hauler provides services for adjacent jurisdictions.

Each shared route will be evaluated based on what percentage of the route falls within the Town vs. other jurisdiction. As an example, if 300 of a 900 residential garbage customers on a route are located within the Town, 33% of the tonnage collected by that truck will be allocated to the Town, assuming that the set out and participation is similar throughout the route. Adjustments will be made proportionally to accommodate such factors as significant differences in service level and stream composition across the jurisdictions. The allocations will be reviewed annually, as well as anytime there are any significant route, program or customer changes.

Where there is not a shared route, the full tonnage of the material in that truck or collection container will be allocated to the appropriate jurisdiction.

4. **Please explain the services you will provide, if any, for collecting bulky goods that are illegally dumped within the public roads and properties in the Town of Colma.**
   As stated in Section 3.9.2 of the draft Franchise Agreement, Republic will collect illegally dumped goods, as defined, within two calendar days following notification by the Town. Republic will use the same methodology to collect illegally dumped items within public roads and properties in the Town as the On-Demand Bulky Goods program. A flatbed truck will be used to collect reusable and recyclable items. Republic will partner with local non-profits to donate acceptable items for reuse. Solid waste will be collected in a rear-end load collection vehicle and delivered to Ox Mountain for disposal.

5. **Please state the proposed hours of your collection operations in the Town of Colma?**
   As stated in Section 3.11.3 in the draft Franchise Agreement, residential collection will occur between 6 am and 6 pm, Monday through Friday. Commercial collection from businesses located within 200 feet or less from a residential area will also occur between 6 am and 6 pm, Monday through Friday. Commercial collection from businesses more than 200 feet from a residential area will occur between 4 am and 6 pm, Monday through Saturday.

Sincerely,

Carl Mennie
General Manager

cc: Richard Tagore-Erwin

REPUBLIC SERVICES

Republic Services of San Mateo County
1680 Edgeworth Avenue
Daly City, CA 94015

November 11, 2015

Roger C. Peters
Procurement Manager
Town of Colma
1198 El Camino Real
Colma, CA 94014

RE: Acceptance of No Provision for Future Compensation Except as Provided in Article 7 of the Draft Franchise Agreement

Dear Roger:

This letter is to clarify our previous responses related to compensation adjustments related to the draft Franchise Agreement for Recyclable, Organic Waste and Garbage Collection and Processing Services. As stated during our conference call earlier today, Republic Services is ready, willing and able to enter into a franchise agreement with no provision for future compensation increases except as provided in Article 7 of the draft Franchise Agreement. It was never our intent to not do so, however, in reviewing the November 12, 2015 Staff Report, we recognize that this was not relayed correctly to Staff and apologize for the miscommunication on our part.

Our intent was solely to raise the issue for discussion purposes to determine whether the Town would be amenable to alternatives. The revenue concerns we expressed are being experienced by communities throughout the State and have resulted in a statewide discussion on alternatives. The two approaches presented by Republic as suggestions were related to multi-family and commercial customers only, and included annual caps (4% cap for the Water-Sewer-Trash index) to provide the rate stability for the Town and customers that was being sought through the Request for Proposal process.

We recognize and greatly appreciate the amount of time and effort put in by Staff, the Review Panel and the City Council on this process, and would not have submitted a proposal unless we were truly committed and willing to enter into the agreement as-is. This is why we never stated that we were taking an exception. We take full responsibility in failing to recognize that by not stating this clearly in previous responses resulted in Staff taking this as an exception and raising the issue of rejecting our proposal in their report.

Thank you again for taking the time to speak with us today to allow us the opportunity to clarify our position. Please do not hesitate to contact me should you have any follow-up questions.

Sincerely,

Carl Mennie
General Manager

cc: Richard Tagore-Erwin

TOWN OF COLMA

1198 El Camino Real • Colma, California • 94014-3212
Tel 650-997-8300 • Fax 650-997-8308

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Cyrus Kianpour
City Engineer

Brad Donohue
Public Works Director

Michael Laughlin, AICP
City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

November 13, 2015

Via email to CMennie@republicservices.com

Republic Services, Inc.
Attn: Carl Mennie
1680 Edgeworth Ave
Daly City, CA 94015

Re: Proposal for Solid Waste Collection and Processing Services

Dear Ladies and Gentlemen:

In your roll-off and compactor rates (Forms M-3 and M-4), you included a dollar amount for "disposal" based on an "allows 1 ton" for each roll-off container size. In trying to better evaluate your roll–off/compactors rates, we applied your stated disposal per ton fee to the amount dollar about as listed for disposal in your rates and cannot match the amounts. It appears that the per ton disposal amount in your roll-off rates is approximately twice the amount as you have listed as your disposal cost per ton. In addition, it does not appear "reasonable" that roll-off would be limited to 1 ton. If so, should the "1 ton" amount be increased to tonnage amounts that more accurately reflect operations? If not, how will you determine if roll-off weights exceed the 1 ton amount included in the rate, and how will the cost for amounts over 1 ton be assessed on customer rates?

Please clarify what the disposal amount should be in your Roll-off and compactor rates in Forms M-3 and M-4, and correct as necessary.

In order for the Town to complete its evaluation, please submit your corrected rates by the close of business November 17, 2015

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

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City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

November 13, 2015

Via email to doubg@ssfscavenger.com

South San Francisco Scavenger Co., Inc.
Attn: Doug Button
500 East Jamie Court
South San Francisco, CA 94080

Re: Proposal for Solid Waste Collection and Processing Services

Dear Ladies and Gentlemen:

1. In reviewing how you calculated your customer rates, we noted that you incorrectly calculated franchise fees. As required by the RFP and franchise agreement, franchise fees are to be applied to gross revenue. Below is how you calculated franchise fees and customer rates, using the proposed rate for a 32-gallon container. There are two ways to correct this error. Use of one method over the other will determine whether the customer or Scavenger is impacted by the error. The Town believes that the impact should be absorbed by Scavenger, not the customer. In either event, it is Scavenger's responsibility to correct the error and resubmit all Rate Forms (Forms M-1 through M-5) with the correct calculation of franchise fees.

	As Submitted	Method A: No increase Over Total Rate Submitted	Method B: Increase Over Total Rate Submitted
Collection	$8.37	**$8.05**	$8.37
Disposal	$10.34	$10.34	$10.34
Organics	$8.55	$8.55	$8.55
Franchise Fee	$1.36	$1.42	$1.43
Total	**$28.36**	**$28.36**	**$28.69**

Difference to Scavenger		**-$0.32**	$0.00
Difference to Customer		**$0.00**	**$0.33**
% Franchise Fee on Total Rate (Gross Revenue)	**$1.42**	**$1.42**	**$1.43**

2a. In your roll-off and compactor rates (Forms M-3 and M-4), you included a dollar amount for "disposal" based on a "ton max" for each roll-off container size (ranges between 3 - 8 tons). In trying to better evaluate your roll–off/compactors rates, we applied your stated disposal per ton fee to the amount dollar about as listed for disposal in your rates and cannot match the amounts. It appears that the per ton disposal amount in your roll-off/compactor rates is approximately twice the amount as you have listed as your disposal cost per ton.

2b. In addition, in Form M-5, it appears that you may have included disposal in the rate for your Temporary Bin and Roll-off rates. Form M-5 was only to include a per "pull" rate, with actual cost for disposal or processing to be accessed based on weight and the applicable per ton disposal or processing fee as listed in Form M-5.

Please clarify what the disposal amount should be in your Roll-off and compactor rates in Forms M-3 and M-4, and the per "pull" rates in Form M-5 and correct as necessary.

In order for the Town to complete its evaluation, please submit your corrected rates by the close of business November 17, 2015

If you have any questions, please call me.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

SOUTH SAN FRANCISCO
SCAVENGER
COMPANY, INC.

November 13, 2015

Mr. Roger Peters
Town of Colma
Colma Town Hall
1198 El Camino Real
Colma, CA 94014

Dear Mr. Peters,

In response to the Staff Report for the Town Council Meeting on November 12, 2015, we would like to provide the following comments regarding the rate schedules and analysis.

As indicated in the Staff Report published and distributed on Monday, November 9th, our residential rates are somewhat higher than those proposed by Republic, and our commercial rates are lower.

We want you and the Council to be aware that it doesn't matter to us how the rates are structured, as long as they yield essentially the same total revenue. We would be more than happy to lower the residential rates, in order to not overly impact the current Republic customers during the transition, assuming we can raise the commercial rates to compensate.

In other words, we would be more than willing to accept the contract using the same rates proposed by Republic.

A little background on our rate structure currently provided to neighboring communities. Our rates are based on a rate survey of 32 cities in the San Francisco Bay Area. Our rates are 95% of the average of rates for essentially the same services, and then adjusted for the varying franchise fees between South San Francisco, Millbrae, Brisbane, and Colma.

What this means is that the residential rates in the 32 cities are higher, and the commercial rates lower, due to efforts in these cites over the last 15 years to more closely match the actual cost of providing service, to the rates charged for that service. Historically, residential rates are lower than they should be, and commercial rates higher, therefore subsidizing the services provided to residents. This is a political decision made by civic leaders, but in many cities and towns, there has been a conscious effort to reduce this subsidy. Our rates therefore reflect this same effort.

Nevertheless, as a business, the actual structure of the rates is not as important as how much total revenue we receive, in order to cover the total costs of our services. If we charge residents less, and commercial customers a little more, that is of no consequence to us.

In addition, in order to not delay your decision making process, we would simply say that whatever rate schedule was submitted to you by Republic, we would accept that as well, rather than spend time asking you to reject the current rate schedules and resubmit them. We hope that you will consider our offer in the same spirit that Republic has apparently been allowed to change their offer, first by withdrawing their requirement for an index other than the required CPI index, and then by retracting their insistence on a true-up, immediately following the release of the Staff Report on Monday, November 9th. Based on the actions taken by Republic in the past few days, we can only request that the committee be impartial and allow us to modify our proposed rate schedule.

Lastly, we would also like to comment on the concept of asking for a possible rate adjustment based on residential customers migration from 32-gallon to 20-gallon service. We had no intention of asking for any rate adjustment on this basis in our original bid and the comment was provided after we received the letter from the committee requesting clarification on a possible rate adjustment. Admittedly, we were confused by this, since it wasn't part of the RFP, and we were uninformed that Republic had demanded a rate adjustment, which appeared to be a significant modification of the original RFP. We made the comment regarding migration in excess of 30% (which we do not anticipate occurring in Colma) in order to be responsive to the committee's clarification request. We also incorporated some migration into our current rates, unlike Republic which begs the question of how they will achieve their diversion proposal if customers are not encouraged to reduce the amount of garbage disposed or participate in diversion programs. We would agree with the Council comment that migration is a good thing and an indicator of residents participating in the recycling and organic opportunities, increasing the Town's diversion.

In conclusion, we recognize that transitioning from three haulers to one, with all three currently charging different rates for what are essentially the same services, is a challenge. If chosen, we would certainly want to work with the Town to mitigate negative rate impacts, especially on the residents.

Thank you for the opportunity to comment. We would ask that you please share our comments and proposal with the selection committee and the Town Council. We would be happy to meet and confer, at your convenience.

Sincerely,

Doug Button
SSFSC
500 East Jamie Court
South San Francisco, CA 94080
Email: dougb@ssfscavenger.com

TOWN OF COLMA

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Lori Burns
Human Resources Manager

November 13, 2015

Via email to doubg@ssfscavenger.com

South San Francisco Scavenger Co., Inc.
Attn: Doug Button
500 East Jamie Court
South San Francisco, CA 94080

Re: Proposal for Solid Waste Collection and Processing Services

Dear Ladies and Gentlemen:

1. In reviewing how you calculated your customer rates, we noted that you incorrectly calculated franchise fees. As required by the RFP and franchise agreement, franchise fees are to be applied to gross revenue. Below is how you calculated franchise fees and customer rates, using the proposed rate for a 32-gallon container. There are two ways to correct this error. Use of one method over the other will determine whether the customer or Scavenger is impacted by the error. The Town believes that the impact should be absorbed by Scavenger, not the customer. In either event, it is Scavenger's responsibility to correct the error and resubmit all Rate Forms (Forms M-1 through M-5) with the correct calculation of franchise fees.

	As Submitted	Method A: No increase Over Total Rate Submitted	Method B: Increase Over Total Rate Submitted
Collection	$8.37	**$8.05**	$8.37
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% Franchise Fee on Total Rate (Gross Revenue)	**$1.42**	**$1.42**	**$1.43**

2a. In your roll-off and compactor rates (Forms M-3 and M-4), you included a dollar amount for "disposal" based on a "ton max" for each roll-off container size (ranges between 3 - 8 tons). In trying to better evaluate your roll–off/compactors rates, we applied your stated disposal per ton fee to the amount dollar about as listed for disposal in your rates and cannot match the amounts. It appears that the per ton disposal amount in your roll-off/compactor rates is approximately twice the amount as you have listed as your disposal cost per ton.

2b. In addition, in Form M-5, it appears that you may have included disposal in the rate for your Temporary Bin and Roll-off rates. Form M-5 was only to include a per "pull" rate, with actual cost for disposal or processing to be accessed based on weight and the applicable per ton disposal or processing fee as listed in Form M-5.

Please clarify what the disposal amount should be in your Roll-off and compactor rates in Forms M-3 and M-4, and the per "pull" rates in Form M-5 and correct as necessary.

In order for the Town to complete its evaluation, please submit your corrected rates by the close of business November 17, 2015

If you have any questions, please call me.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

Republic Services of San Mateo County
1680 Edgeworth Avenue
Daly City, CA 94015

November 16, 2015

Roger C. Peters
Procurement Manager
Town of Colma
1198 El Camino Real
Colma, CA 94014

RE: Questions to Proposal

Dear Roger:

The following is Republic Services response to the clarification request regarding our Roll-off and compactor disposal amount in Forms M-3 and M-4 received from the Town of Colma on November 13, 2015 for our proposal regarding collection and processing services for recyclables, organic waste and garbage. Please do not hesitate to contact me should you have any follow-up questions.

Republic Services' proposed roll-off service rates consist of two components, a charge for the haul of the material and a charge for the amount of material that is disposed or processed. There is no disposal/processing tons included in the haul charge. This two-component pricing structure is currently used by Republic for customers in the Town of Colma. Attached you will find additional information for the two components for the various types of roll-off services, along with examples to display how the charges are calculated.

In addition you asked to clarify the disposal and processing amount listed on the forms. The $55/ton disposal and $62 organic processing fees listed at the top of the forms is the price delivered to the facility. The Disposal and Organic Components that the customer is charged have been priced assuming the use of a transfer station.

Sincerely,

Carl Mennie
General Manager

cc: Richard Tagore-Erwin

SOUTH SAN FRANCISCO
SCAVENGER
COMPANY, INC.

November 17, 2015

Sent via email to: roger.peters@colma.ca.gov
rterwin@r3cgi.com

RE: Questions regarding South San Francisco Scavenger (SSFSC) Proposed Rates

SSFSC is pleased to respond and clarify questions following the Council Meeting on November 13th. Included in the following table are the Town's questions along with SSFSC's responses

	SSFSC Responses
1. In reviewing how you calculated your customer rates, we noted that you incorrectly calculated franchise fees. As required by the RFP and franchise agreement, franchise fees are to be applied to gross revenue. Below is how you calculated franchise fees and customer rates, using the proposed rate for a 32-gallon container. There are two ways to correct this error. Use of one method over the other will determine whether the customer or Scavenger is impacted by the error. The Town believes that the impact should be absorbed by Scavenger, not the customer. In either event, it is Scavenger's responsibility to correct the error and resubmit all Rate Forms (Forms M-1 through M-5) with the correct calculation of franchise fees.	We agree the impact should be borne by SSFSC, and have revised the forms on this basis. A revised set of all Rates Forms (Forms M-1 through M-5) are included with this response.
2. a. In your roll-off and compactor rates (Forms M-3 and M-4), you included a dollar amount for "disposal" based on a "ton max" for each roll-off container size (ranges between 3 - 8 tons). In trying to better evaluate your roll–off/compactors rates, we applied your stated disposal per ton fee to the amount dollar about as listed for disposal in your rates and cannot match the amounts. It appears that the per ton	We were not clear on the intent of the Processing Disposal cost per ton listed on the sheets, and have, based on the question, apparently misinterpreted it. All loads from all sources and types of materials go to Blue Line Transfer for processing, and ultimately transported to various destinations, including those listed. As such, the costs for secondary processors (Ox Mountain and Zanker) are what is paid at the gate for those facilities, and don't include transport or processing at Blue Line. These costs are charged to us per ton, whereas collection rates are by volume.

disposal amount in your roll-off/compactor rates is approximately twice the amount as you have listed as your disposal cost per ton.	Blue Line's cost for transport and processing would approximately double the per ton costs, as you have deduced. However, the rates quoted as Total Per Pull customer Rate, include all these costs. The 3-8 ton max figures are only intended to show the maximum amount that can be placed in each box size, for a legal weight limit.
2. b. In addition, in Form M-5, it appears that you may have included disposal in the rate for your Temporary Bin and Roll-off rates. Form M-5 was only to include a per "pull" rate, with actual cost for disposal or processing to be accessed based on weight and the applicable per ton disposal or processing fee as listed in Form M-5.	Again, we apparently misunderstood this form as well. We understood the term "pull cost" to include the total cost charged to the customer for a debris box or compactor load. We have always charged for compactor loads based on yardage. Compactors vary in yardage from 10 to 40 cubic yards, and, once we have determined the size of any individual compactor, we multiply the number of cubic yards by the cubic yard rate, and charge a total for every pull. We have never based our rates on the per pull plus tonnage model, and did not understand that was what was being asked. Similarly, for open top debris boxes, we charge a flat rate per pull, and again, thought that was what was being asked. We have revised Rate Form M-5 along the lines of what we now understand being asked for, and we would be happy to discuss further, insuring we are all on the same page.
3. Please clarify what the disposal amount should be in your Roll-off and compactor rates in Forms M-3 and M-4, and the per "pull" rates in Form M-5 and correct as necessary.	Again, we have tried to estimate the disposal portion of these rates, but the tonnage varies widely in these containers. We would be happy to discuss this further, if it still does not match your expectations. These containers are billed on a flat rate for each size, not "pull charge plus tonnage".

Feel free to contact me if you have any questions or require additional information.

Thank you,

Doug Button
SSFSC
500 East Jamie Court
South San Francisco, CA 94080
Email: dougb@ssfscavenger.com

TOWN OF COLMA

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City Engineer

Brad Donohue
Public Works Director

Michael Laughlin, AICP
City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

November 30, 2015

Via email to CMennie@republicservices.com

Republic Services, Inc.
Attn: Carl Mennie
1680 Edgeworth Ave
Daly City, CA 94015

Re: Proposal for Solid Waste Collection and Processing Services

Dear Ladies and Gentlemen:

Pursuant to section 8.1 of the Town's Request for Proposals, the Town of Colma rejects Proposal Forms M-1 through M-7 of your Proposal for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated August 31, 2015, and invites you to re-submit Proposal Forms M-1 through M-7, along with new Proposal Form M-8, by 4:00 PM on December 14, 2015. You may, in your discretion, propose the same rates that were set forth in your August 31, 2015 proposal or you may propose a revised rate schedule. In either case, please re-submit Proposal Forms M-1 through M-7, along with new Proposal Form 8. The re-submitted Proposal Forms will be incorporated with the other portions of your earlier Proposal to constitute a revised Proposal for Collection and Processing Services for Recyclables, Organic Waste and Garbage (hereafter, "Revised Proposal"). You may use the Excel or Word versions of these forms, although the Excel version is preferred.

The Town believes that recent communications regarding the proposed rates make it necessary to provide you and South San Francisco Scavenger Co., Inc. the opportunity to confirm or update your proposed rates. It is also necessary to confirm that future rate increases will be based on changes in the Consumer Price Index only and desirable to obtain information about the material assumptions behind your proposed rates. Most importantly, this request to re-submit rate schedules is necessary to treat both proposers fairly and equally.

When re-submitting Proposal Forms M-1 through M-7, you must submit a completed cover letter duly signed by an authorized representative of the same legal entity who submitted your proposal dated August 31. 2015 and is substantially in the form that is attached hereto as Exhibit A. You must also include a completed Proposal Form M-8 with the following information:

- your assumptions regarding residential customers who will migrate to a smaller container;
- your assumptions regarding commercial customers who will migrate to a smaller container;
- allowable tonnages & per ton fee for regularly scheduled collection of garbage and organics in roll-off containers (e.g., listed per ton fees must directly tie to the Disposal or Organics Component cost amounts in the rate sheets for roll-off rates); and
- a description and the amount of each charge that is in addition to per ton disposal fee that will be added to roll-off rates (i.e., transfer station fees).

Please note that the term of the franchise will be from September 1, 2016 to August 31, 2026 and that the initial term will be from September 1, 2016 to August 31, 2017.

A revised schedule for evaluating the proposals and transitioning to a new franchise agreement is attached.

Finally, you are reminded of your pledge to follow the Process Integrity Rules (Proposal Form A) until the Town of Colma awards a contract for Collection and Processing Services for Recyclables, Organic Waste and Garbage for the period from September 1, 2016 to August 31, 2026.

If you have any questions, please call me.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

Attachments:
- Exhibit A, Cover Letter
- Schedule for Selecting and Hiring Contractor
- Proposal Forms M-1 through M-8 (11-30-15)

(Proposer to Retype on Company Letterhead)

[Date]

Town of Colma
ATTN: Roger Peters
1198 El Camino Real
Colma, CA 941014

Dear Ladies and Gentlemen:

In response to the Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated June 2, 2015, *[Insert name of Proposer]* proposes to provide said services in accordance with the Proposal it submitted on August 31, 2015, as modified by this letter and all attachments. The original proposal dated August 31, 2015, as modified by this letter and all attachments is referred to as the "Revised Proposal." The undersigned is aware of, and is ready, able and willing to enter into the draft Franchise Agreement attached to the RFP, except as provided in Article 7 of the draft Franchise Agreement.

This proposer understands that the Town of Colma may reject any and all Proposals, negotiate prices and terms with one or more proposers, and may take other action as described in the RFP. By signing this letter, the undersigned specifically acknowledges and agrees that Republic Services, Inc. is ready, willing and able to enter into a franchise agreement with no provision for future compensation increases except as provided in Article 7 of the draft Franchise Agreement. Furthermore, Republic Services, Inc. understands and accepts that the Town will not allow any future "True-up" or any future "detailed rate review" under any circumstances, and that Town is not guaranteeing any level of revenue or profit.

The undersigned incorporates herein all terms and provisions set forth in its Proposal dated August 31, 2015, except as revised by the attached Proposal Forms M-1 through M-7.

The undersigned is authorized to sign this Proposal on behalf of *[Name of Proposer]*.

Sincerely,

TOWN OF COLMA

1198 El Camino Real • Colma, California • 94014-3212
Tel 650-997-8300 • Fax 650-997-8308

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City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

November 30, 2015

Via email to doubg@ssfscavenger.com

South San Francisco Scavenger Co., Inc.
Attn: Doug Button
500 East Jamie Court
South San Francisco, CA 94080

Re: Proposal for Solid Waste Collection and Processing Services

Dear Ladies and Gentlemen:

Pursuant to section 8.1 of the Town's Request for Proposals, the Town of Colma rejects Proposal Forms M-1 through M-7 of your Proposal for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated August 31, 2015, and invites you to re-submit Proposal Forms M-1 through M-7, along with new Proposal Form M-8, by 4:00 PM on December 14, 2015. You may, in your discretion, propose the same rates that were set forth in your August 31, 2015 proposal or you may propose a revised rate schedule. In either case, please re-submit Proposal Forms M-1 through M-7, along with new Proposal Form 8. The re-submitted Proposal Forms will be incorporated with the other portions of your earlier Proposal to constitute a revised Proposal for Collection and Processing Services for Recyclables, Organic Waste and Garbage (hereafter, "Revised Proposal"). You may use the Excel or Word versions of these forms, although the Excel version is preferred.

The Town believes that recent communications regarding the proposed rates make it necessary to provide you and Republic Services, Inc. the opportunity to confirm or update your proposed rates. It is also necessary to confirm that future rate increases will be based on changes in the Consumer Price Index only and desirable to obtain information about the material assumptions behind your proposed rates. Most importantly, this request to re-submit rate schedules is necessary to treat both proposers fairly and equally.

When re-submitting Proposal Forms M-1 through M-7, you must submit a completed cover letter duly signed by an authorized representative of the same legal entity who submitted your proposal dated August 31. 2015 and is substantially in the form that is attached hereto as Exhibit A. You must also include a completed Proposal Form M-8 with the following information:

- your assumptions regarding residential customers who will migrate to a smaller container;
- your assumptions regarding commercial customers who will migrate to a smaller container;
- allowable tonnages & per ton fee for regularly scheduled collection of garbage and organics in roll-off containers (e.g., listed per ton fees must directly tie to the Disposal or Organics Component cost amounts in the rate sheets for roll-off rates); and
- a description and the amount of each charge that is in addition to per ton disposal fee that will be added to roll-off rates (i.e., transfer station fees).

Please note that the term of the franchise will be from September 1, 2016 to August 31, 2026 and that the initial term will be from September 1, 2016 to August 31, 2017.

A revised schedule for evaluating the proposals and transitioning to a new franchise agreement is attached.

Finally, you are reminded of your pledge to follow the Process Integrity Rules (Proposal Form A) until the Town of Colma awards a contract for Collection and Processing Services for Recyclables, Organic Waste and Garbage for the period from September 1, 2016 to August 31, 2026.

If you have any questions, please call me.

Very truly yours,

Roger C. Peters

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Richard Tagore-Erwin

Attachments:
- Exhibit A, Cover Letter
- Schedule for Selecting and Hiring Contractor
- Proposal Forms M-1 through M-8 (11-30-15)

(Proposer to Retype on Company Letterhead)

[Date]

Town of Colma
ATTN: Roger Peters
1198 El Camino Real
Colma, CA 941014

Dear Ladies and Gentlemen:

In response to the Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated June 2, 2015, *[Insert name of Proposer]* proposes to provide said services in accordance with the Proposal it submitted on August 31, 2015, as modified by this letter and all attachments. The original proposal dated August 31, 2015, as modified by this letter and all attachments is referred to as the "Revised Proposal." The undersigned is aware of, and is ready, able and willing to enter into the draft Franchise Agreement attached to the RFP, except as provided in Article 7 of the draft Franchise Agreement.

This proposer understands that the Town of Colma may reject any and all Proposals, negotiate prices and terms with one or more proposers, and may take other action as described in the RFP. By signing this letter, the undersigned specifically acknowledges and agrees that South San Francisco Scavenger Co., Inc. is ready, willing and able to enter into a franchise agreement with no provision for future compensation increases except as provided in Article 7 of the draft Franchise Agreement. Furthermore, South San Francisco Scavenger Co., Inc. understands and accepts that the Town will not allow any future "True-up" or any future "detailed rate review" under any circumstances, and that Town is not guaranteeing any level of revenue or profit.

The undersigned incorporates herein all terms and provisions set forth in its Proposal dated August 31, 2015, except as revised by the attached Proposal Forms M-1 through M-7.

The undersigned is authorized to sign this Proposal on behalf of *[Name of Proposer]*.

Sincerely,

TOWN OF COLMA

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Tel 650-997-8300 • Fax 650-997-8308

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Brad Donohue
Public Works Director

Michael Laughlin, AICP
City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

December 2, 2015

Via email to CMennie@republicservices.com

Republic Services, Inc.
Attn: Carl Mennie
1680 Edgeworth Ave
Daly City, CA 94015

Re: Process Integrity

Dear Ladies and Gentlemen:

It has come to my attention that on or about November 11, 2015, a management employee of Republic Services contacted council member Joseph Silva and informed him that Republic was sending a letter to the Town clarifying that it was agreeable to the Town's stipulation that all future rate increases would be based on changes in the Consumer Price Index only ("referenced contact"). You are hereby notified that the referenced contact was in violation of the Process Integrity Rules ("Integrity Rules") signed by Republic (Proposal Form A). Specifically, the referenced contact violated the rule that all contacts between Republic and the Town about the Proposal should be directed to the undersigned. You are further notified and warned that all employees and agents, especially management employees, must direct all clarifications, questions, and contacts of any nature regarding your or any other proposal to the undersigned or my delegate, Richard Tagore-Erwin, until the City Council has completed or otherwise terminated the process for selecting a contractor to provide waste hauling services for the Town.

We also bring to your attention the part of the Process Integrity Rule that states,

> Any attempt to contact or interact with any elected or appointed official for the purpose of influencing the selection process will be grounds for disqualification from the selection process.

A conversation with a council member that advances or clarifies the council member's understanding of an issue or advances the ultimate resolution of an issue are examples of contacts subject to the foregoing Process Integrity Rule, which could lead to disqualification.

Accordingly, you are sternly warned that, until the selection process is completed or terminated, any future contacts with a council member to clarify or advance the

member's understanding will be deemed to be for the purpose of influencing the selection process, and an action to disqualify will be instituted.

Very truly yours,

Roger C. Peters
Procurement Manager

cc: Sean Rabé
Christopher Diaz

REPUBLIC SERVICES

Republic Services
1680 Edgeworth Avenue
Daly City, CA 94015

December 15, 2015

Town of Colma
ATTN: Roger Peters
1198 El Camino Real
Colma, CA 94014

Dear Ladies and Gentlemen:

In response to the Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated June 2, 2015, Republic Services, Inc. proposes to provide said services in accordance with the Proposal it submitted on August 31, 2015, as modified by this letter and all attachments. The original proposal dated August 31, 2015, as modified by this letter and all attachments is referred to as the "Revised Proposal." The undersigned is aware of, and is ready, able and willing to enter into the draft Franchise Agreement attached to the RFP, except as provided in Article 7 of the draft Franchise Agreement.

We believe our original Proposal provided the best value to the Town in terms of services, commitment to the community and cost. However, given this opportunity to resubmit the Proposal Forms, we were able to adjust some of the commercial customer rates to further reduce their cost impacts. Both our original and now Revised Proposal significantly reduce rates for a majority of the Town's residential and commercial customers, while providing additional services – a very uncommon outcome in procurement processes and testament to our commitment and desire to continue our partnership with the Town.

This proposer understands that the Town of Colma may reject any and all Proposals, negotiate prices and terms with one or more proposers, and may take other action as described in the RFP. By signing this letter, the undersigned specifically acknowledges and agrees that Republic Services is ready, willing and able to enter into a franchise agreement with no provision for future compensation increases except as provided in Article 7 of the draft Franchise Agreement. Furthermore, Republic Services understands and accepts that the Town will not allow any future "True-up" or any future "detailed rate review" under any circumstances, and that Town is not guaranteeing any level of revenue or profit.

The undersigned incorporates herein all terms and provisions set forth in its Proposal dated August 31, 2015, except as revised by the attached Proposal Forms M-1 through M-7.

The undersigned is authorized to sign this Proposal on behalf of Republic Services.

Sincerely,

Carl Mennie
General Manager

Michael Caprio
Area President

SOUTH SAN FRANCISCO
SCAVENGER
COMPANY, INC.

December 15, 2015

Town of Colma
ATTN: Roger Peters
1198 El Camino Real
Colma, CA 941014

Dear Ladies and Gentlemen:

In response to the Request for Proposals for Collection and Processing Services for Recyclables, Organic Waste and Garbage dated June 2, 2015, South San Francisco Scavenger Co. Inc. proposes to provide said services in accordance with the Proposal it submitted on August 31, 2015, as modified by this letter and all attachments. The original proposal dated August 31, 2015, as modified by this letter and all attachments is referred to as the "Revised Proposal." The undersigned is aware of, and is ready, able and willing to enter into the draft Franchise Agreement attached to the RFP, except as provided in Article 7 of the draft Franchise Agreement.

This proposer understands that the Town of Colma may reject any and all Proposals, negotiate prices and terms with one or more proposers, and may take other action as described in the RFP. By signing this letter, the undersigned specifically acknowledges and agrees that South San Francisco Scavenger Co., Inc. is ready, willing and able to enter into a franchise agreement with no provision for future compensation increases except as provided in Article 7 of the draft Franchise Agreement. Furthermore, South San Francisco Scavenger Co., Inc. understands and accepts that the Town will not allow any future "True-up" or any future "detailed rate review" under any circumstances, and that Town is not guaranteeing any level of revenue or profit.

The undersigned incorporates herein all terms and provisions set forth in its Proposal dated August 31, 2015, except as revised by the attached Proposal Forms M-1 through M-7.

The undersigned is authorized to sign this Proposal on behalf of South San Francisco Scavenger Co. Inc.

Sincerely,

Douglas Button, President

South San Francisco Scavenger co. Inc.

500 East Jamie Court • South San Francisco, CA 94080
V: 650.589.4020 • F: 650.589.7385 • e: info@ssfscavenger.com • web: www.ssfscavenger.com

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City Planner

Brian Dossey
Director of Recreation Services

Lori Burns
Human Resources Manager

December 21, 2015

Via email to CMennie@republicservices.com

Republic Services, Inc.
Attn: Carl Mennie
1680 Edgeworth Ave
Daly City, CA 94015

Re: Proposal for Solid Waste Collection and Processing Services

Dear Ladies and Gentlemen:

For the reasons set forth herein, we request that you send the Town a letter either correcting or confirming the rates for weekly subscription service for 10 cubic yard through 40 cubic yard roll-off boxes and compactors, as listed on Proposal Forms M-3 and M-4.

The proposed 10 CY through 40 CY roll-off/compactor rates shown on Forms M-3 and M-4 appear to be correctly linked to the proposed per-ton disposal costs and the proposed per-pull collection costs. However, these rates, which are for roll-off weekly subscription service, appear to reflect only one (1) collection per month. Roll-off box subscription service with 1x per week collection would require on average 4.33 collections per month (i.e., 52 weeks divided by 12 months = 4.33), and not one (1) collection per month. Therefore, we are concerned that the roll-off/compactor rates provided by Republic on Forms M-3 and M-4 may not reflect the correct number of collections per month for weekly subscription service. We request that Republic review and either confirm or correct these roll-off/compactor rates.

We also request that Republic submit an additional set of its rate forms in a PDF or hard copy format (i.e., non-Excel format) for comparison with the Excel copy you previously sent us. We need to be sure that no problems occurred because of incorrect linkages between cells in the Excel spreadsheet after emailing and reopening the file.

Please deliver your response to the Town Hall Annex by 4:00 PM on December 29, 2015 (or before that date, if possible).

Very truly yours,

Roger E. Peters

Roger Peters, Project Manager

cc: Sean Rabé
Richard Tagore-Erwin

TOWN OF COLMA

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Director of Recreation Services

Lori Burns
Human Resources Manager

December 21, 2015

Via email to doubg@ssfscavenger.com

South San Francisco Scavenger Co., Inc.
Attn: Doug Button
500 East Jamie Court
South San Francisco, CA 94080

Re: Proposal for Solid Waste Collection and Processing Services

Dear Ladies and Gentlemen:

For the reasons set forth herein, we request that you send the Town a letter either correcting or confirming the rates for weekly subscription service for 10 cubic yard through 40 cubic yard roll-off boxes and compactors, as listed on Proposal Forms M-3 and M-4.

The "Disposal Component" of the 14 cubic yard through 40 cubic yard roll-off/compactor weekly subscription rates on Forms M-3 through M-4 appear to be correctly linked to the proposed per-ton disposal costs, and appear to reflect the correct number of collections per month. However, the "Collection Component" amounts for these rates appear to dramatically increase between the 14 CY and 40 CY rates. For example, the Collection Component for a 20 CY solid waste roll-off box collected 1x per week is $1,920.32, and for a 40 CY roll-off collected 1x per week the Collection Component is roughly twice as much ($3,844.76). This appears to be inconsistent with the proposed per-pull rate listed on Form M-5, which is $350.00 per-pull for both 20 CY and 40 CY roll-off sizes (i.e., no difference per-pull between 20 and 40 CY sizes). Essentially, this means that it would be much cheaper for a customer to request a temporary 40 CY roll-off box and have the box pulled weekly, than it would be to subscribe to weekly 40 CY roll-off collection service. Therefore, we are concerned that the weekly subscription roll-off/compactor rates provided by SSFSC on Forms M-3 and M-4 may not correctly reflect the company's proposed per-pull rates as listed on Form M-5. We request that SSFSC review and either confirm or correct these roll-off/compactor rates.

We also request that SSFSC submit an additional set of its rate forms in a PDF or hard copy format (i.e., non-Excel format) for comparison with the Excel copy you previously sent us. We need to be sure that no problems occurred because of incorrect linkages between cells in the Excel spreadsheet after emailing and reopening the file.

Please deliver your response to the Town Hall Annex by 4:00 PM on December 29, 2015 (or before that date, if possible).

Very truly yours,

Roger Peters, Project Manager

cc: Sean Rabé
Richard Tagore-Erwin

SOUTH SAN FRANCISCO

SCAVENGER

COMPANY, INC.

December 28, 2015

Town of Colma
ATTN: Roger Peters
1198 El Camino Real
Colma, CA 941014

RE: Letter dated December 21, 2015, requesting confirmation or correction of roll – off rates.

Dear Ladies and Gentlemen:

In response to the referenced letter, please accept the corrected form M-5 included with this letter. Form M-5 was inadvertently not updated in our December 15 submittal, and is, as a result, not consistent with the roll-off rates proposed in forms M-3 and M-4.

We apologize for the confusion surrounding the submission of these forms. They have a great deal of detail that we have clearly had trouble adapting our original proposal to fit the format required.

Please know that the roll off rates proposed in these corrected and revised forms are the same total rates for each service that we originally proposed in our very first proposal, and are actually a little less than we are currently charging in Colma.

Thank you for your continued patience and understanding.

The undersigned is authorized to sign this Proposal on behalf of South San Francisco Scavenger Co. Inc.

Sincerely,

Douglas Button, President

South San Francisco Scavenger co. Inc.

500 East Jamie Court • South San Francisco, CA 94080

V: 650.589.4020 • **F**: 650.589.7385 • **e**: info@ssfscavenger.com • **web**: www.ssfscavenger.com

Form M-1 CUSTOMER RATE PROPOSAL

Instructions and Cost Estimates

Instructions:

All collection Service Rates proposed on these forms for ***Town of Colma*** shall be fixed through August 31, 2017 and should reflect service requirements as specified in the Franchise Agreement.

Proposer must complete Forms M-1, M-2, M-3, M-4, M-5, M-6, M-7 and M-8 if it is to be considered for Agreement Award.

Proposer is also required to provide the following estimated costs to allow the Town to better understand the technical feasibility of the proposer's technical approach and customer rates.

Contractor's Estimated Annual Cost for Single-family Services	$113,000.00
Contractor's Estimated Annual Cost for Multi-family Services	$7,215.00
Contractor's Estimated Annual Cost for Commercial Services	$885,558.00
Contractor's Estimated Annual Cost for services provided to the Town	$71,532.00
Contractor's Estimated Cost for Transition	$150,000.00
Contractor's Estimated Annual Cost for Public Education	$25,000.00
Contractor's Estimated Capital Cost for Collection Vehicles	$400,000.00
Contractor's Estimated Capital Cost for Carts	$80,000.00
Contractor's Estimated Capital Costs for Bins	$75,100.00
Contractor's Estimated Capital Costs for Roll-offs	$50,000.00

NOTES for Forms M-2 , M-3, and M-4:

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchise Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchise Fee, use the following:

(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Notes for Forms M-3 and M-4:

On Forms M-3 and M-4, for 10 -40 CY roll-off containers and compactors, the allowable tonnages & per ton fee for **regularly scheduled** collection of garbage and organics in (e.g., must be included. **NOTE: the listed per ton fees must directly tie to the Disposal or Organics Component cost amounts in the rate sheets for roll-off rates).** For example, if the disposal per ton fee is $50/ton, and the maximum allowable tonnage is 4 tons, then the Disposal cost would be $200. If however, there is a $30/ton transfer fee in additional to the per ton disposal fee, then the total "disposal fee would be $80/ton, or $320 for the same 4 tons.

Note for Form M-5:

On Form M-5, the rates are for "pull" only.

Form M-2 CUSTOMER RATES – RESIDENTIAL CART COLLECTION SFD/MFD Cart Collection					
	Processing / Disposal Cost Per Ton		**Facility Name**		
	Per Ton Solid Waste Disposal	**$40.00**	Ox Mountain		
	Per Ton Organics Processing	**$60.00**	AD Facility		
	Per Ton Transfer Station (if applicable)	**$60.00**	Blue Line Transfer		
A.	**CURBSIDE CART COLLECTION SERVICE (WEEKLY REFUSE, RECYCLING AND ORGANIC WASTE COLLECTION)**				
		20 Gal	**32 Gal**	**64 Gal**	**96 Gal**
A1	Collection Component	$7.13	$2.16	$4.30	$6.47
A2	Disposal Component	$6.46	$10.34	$20.69	$31.03
A3	Organics Component	$5.35	$8.55	$17.11	$25.66
A4	Franchise Fee Component	$1.00	$1.11	$2.22	$3.32
A5	**TOTAL MONTHLY CUSTOMER RATE**	**$19.94**	**$22.16**	**$44.32**	**$66.48**
B.	**ADDITIONAL SERVICES**				
B1	Additional **Curbside** Solid Waste Cart (added to Line A1)	**$19.94**	**$22.16**	**$44.32**	**$66.48**
	Additional **Curbside** Organic Waste Cart (added to Line A1)	**$14.96**	**$16.62**	**$33.24**	**$49.86**
	Customer Requested On-Premise Collection - (added to Line A1)	**$6.50**	**$13.00**	**$19.50**	**$26.00**
	Additional Customer Requested **On-Premise** Cart - each cart (added to Line A1)	**$6.50**	**$13.00**	**$19.50**	**$26.00**
	Additional **Cart Exchange** (each additional cart/occurrence)	**$5.00**	**$5.00**	**$5.00**	**$5.00**
	Additional **Cart Replacement** (each additional cart/occurrence)	**$50.00**	**$50.00**	**$65.00**	**$75.00**
	Additional **Cart Cleaning** (each additional cart/occurrence)	**$10.00**	**$10.00**	**$10.00**	**$10.00**
	Additional Customer **Bulky Waste** Collection each/occurrence		**$75.00**	**/ each occurrence**	

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the following:
(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-3 CUSTOMER RATES – RESIDENTIAL BIN COLLECTION SFD/MFD Bin Collection						
A. SOLID WASTE COLLECTION						
			Processing / Disposal Cost Per Ton	Facility Name		
			Per Ton Solid Waste Disposal	$40.00	Ox Mountain	
			Per Ton Organics Processing	$60.00	AD Facility	
			Per Ton Transfer Station (if applicable)	$60.00	Blue Line Transfer	
Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
1 CY						
Collection Component	$90.22	$175.02	$262.53	$350.04	$437.55	$525.06
Disposal Component	$65.30	$126.67	$190.01	$253.35	$316.69	$380.03
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$8.19	$15.88	$23.82	$31.76	$39.70	$47.64
TOTAL MONTHLY CUSTOMER RATE	$163.71	$317.57	$476.36	$635.15	$793.94	$952.73
1.5 CY						
Collection Component	$135.33	$262.54	$393.81	$525.08	$656.35	$787.62
Disposal Component	$97.94	$190.00	$285.00	$380.00	$475.00	$570.00
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$12.28	$23.82	$35.73	$47.64	$59.54	$71.45
TOTAL MONTHLY CUSTOMER RATE	$245.55	$476.36	$714.54	$952.72	$1,190.89	$1,429.07
2 CY						
Collection Component	$164.89	$319.89	$479.84	$639.79	$799.74	$959.69
Disposal Component	$130.59	$253.34	$380.01	$506.68	$633.35	$760.02
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$15.55	$30.17	$45.26	$60.34	$75.43	$90.51
TOTAL MONTHLY CUSTOMER RATE	$311.03	$603.40	$905.11	$1,206.81	$1,508.52	$1,810.22
3 CY						
Collection Component	$232.57	$451.18	$676.77	$902.36	$1,127.95	$1,353.54
Disposal Component	$195.88	$380.01	$570.02	$760.03	$950.04	$1,140.05
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$22.55	$43.75	$65.62	$87.49	$109.37	$131.24
TOTAL MONTHLY CUSTOMER RATE	$451.00	$874.94	$1,312.41	$1,749.88	$2,187.36	$2,624.83
4 CY						
Collection Component	$295.81	$573.86	$860.79	$1,147.72	$1,434.65	$1,721.58
Disposal Component	$261.18	$506.68	$760.02	$1,013.36	$1,266.70	$1,520.04
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$29.32	$56.87	$85.31	$113.74	$142.18	$170.61
TOTAL MONTHLY CUSTOMER RATE	$586.30	$1,137.41	$1,706.12	$2,274.82	$2,843.53	$3,412.23

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
6 CY						
Collection Component	$443.72	$860.81	$1,291.22	$1,721.63	$2,152.04	$2,582.45
Disposal Component	$391.76	$760.02	$1,140.03	$1,520.04	$1,900.05	$2,280.06
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$43.97	$85.31	$127.96	$170.61	$213.27	$255.92
TOTAL MONTHLY CUSTOMER RATE	**$879.45**	**$1,706.14**	**$2,559.21**	**$3,412.28**	**$4,265.36**	**$5,118.43**
14 CY Box[1]	**1.5 Tons Included in each load**					
Collection Component	$1,309.54	$2,619.07	$3,928.61	$5,238.15	$6,547.68	$7,857.22
Disposal Component	$650.00	$1,300.00	$1,950.00	$2,600.00	$3,250.00	$3,900.00
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$103.13	$206.27	$309.40	$412.53	$515.67	$618.80
TOTAL MONTHLY CUSTOMER RATE	**$2,062.67**	**$4,125.34**	**$6,188.01**	**$8,250.68**	**$10,313.35**	**$12,376.02**
20 CY Box[1]	**2.0 Tons Included in each load**					
Collection Component	$1,920.32	$3,840.63	$5,760.95	$7,681.27	$9,601.58	$11,521.90
Disposal Component	$866.67	$1,733.34	$2,600.01	$3,466.68	$4,333.35	$5,200.02
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$146.68	$293.37	$440.05	$586.73	$733.42	$880.10
TOTAL MONTHLY CUSTOMER RATE	**$2,933.67**	**$5,867.34**	**$8,801.01**	**$11,734.68**	**$14,668.35**	**$17,602.02**
30 CY Box[1]	**3.0 Tons Included in each load**					
Collection Component	$2,882.54	$5,765.07	$8,647.61	$11,530.15	$14,412.68	$17,295.22
Disposal Component	$1,300.00	$2,600.00	$3,900.00	$5,200.00	$6,500.00	$7,800.00
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$220.13	$440.27	$660.40	$880.53	$1,100.67	$1,320.80
TOTAL MONTHLY CUSTOMER RATE	**$4,402.67**	**$8,805.34**	**$13,208.01**	**$17,610.68**	**$22,013.35**	**$26,416.02**
40 CY Box[1]	**4.0 Tons Included In Each Load**					
Collection Component	$3,844.76	$7,689.51	$11,534.27	$15,379.03	$19,223.78	$23,068.54
Disposal Component	$1,733.33	$3,466.66	$5,199.99	$6,933.32	$8,666.65	$10,399.98
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$293.58	$587.17	$880.75	$1,174.33	$1,467.92	$1,761.50
TOTAL MONTHLY CUSTOMER RATE	**$5,871.67**	**$11,743.34**	**$17,615.01**	**$23,486.68**	**$29,358.35**	**$35,230.02**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
Compactor[1]	4.0 Tons Included In Each Load	Based on 20 yd compactor				
Collection Component	$2,724.19	$5,448.39	$8,172.58	$10,896.77	$13,620.97	$16,345.16
Disposal Component	$1,733.33	$3,466.66	$5,199.99	$6,933.32	$8,666.65	$10,399.98
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$234.61	$469.21	$703.82	$938.43	$1,173.03	$1,407.64
TOTAL MONTHLY CUSTOMER RATE	$4,692.13	$9,384.26	$14,076.39	$18,768.52	$23,460.65	$28,152.78

1. Please specify the maximum weight (tons) allowed in each roll-off or compactor that is included in the disposal and organics processing component (yellow cells).

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the

(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-3 CUSTOMER RATES – RESIDENTIAL BIN COLLECTION SFD/MFD Bin Collection						
B. ORGANICS COLLECTION						
			Processing / Disposal Cost Per Ton	**Facility Name**		
			Per Ton Solid Waste Disposal	**$40.00**	Ox Mountain	
			Per Ton Organics Processing	**$60.00**	AD Facility	
			Per Ton Transfer Station (if applicable)	**$60.00**	Blue Line Transfer	
Container Size	**Collection Frequency**					
	1/week	**2/week**	**3/week**	**4/week**	**5/week**	**6/week**
1 CY						
Collection Component	$62.64	$118.28	$177.43	$236.57	$295.72	$354.86
Disposal Component						
Organics Component	$54.00	$108.00	$162.00	$216.00	$270.00	$324.00
Franchise Fee Component	$6.14	$11.91	$17.86	$23.82	$29.77	$35.73
TOTAL MONTHLY CUSTOMER RATE	**$122.78**	**$238.19**	**$357.29**	**$476.39**	**$595.49**	**$714.59**
1.5 CY						
Collection Component	$93.95	$177.41	$266.11	$354.81	$443.52	$532.22
Disposal Component						
Organics Component	$81.00	$162.00	$243.00	$324.00	$405.00	$486.00
Franchise Fee Component	$9.21	$17.86	$26.80	$35.73	$44.66	$53.59
TOTAL MONTHLY CUSTOMER RATE	**$184.16**	**$357.27**	**$535.91**	**$714.54**	**$893.18**	**$1,071.81**
2 CY						
Collection Component	$113.61	$213.92	$320.89	$427.86	$534.83	$641.80
Disposal Component						
Organics Component	$108.00	$216.00	$324.00	$432.00	$540.00	$648.00
Franchise Fee Component	$11.66	$22.63	$33.94	$45.26	$56.57	$67.88
TOTAL MONTHLY CUSTOMER RATE	**$233.27**	**$452.55**	**$678.83**	**$905.12**	**$1,131.40**	**$1,357.68**
3 CY						
Collection Component	$159.34	$299.40	$449.10	$598.81	$748.51	$898.22
Disposal Component						
Organics Component	$162.00	$324.00	$486.00	$648.00	$810.00	$972.00
Franchise Fee Component	$16.91	$32.81	$49.22	$65.62	$82.03	$98.43
TOTAL MONTHLY CUSTOMER RATE	**$338.25**	**$656.21**	**$984.32**	**$1,312.43**	**$1,640.54**	**$1,968.65**
4 CY						
Collection Component	$201.74	$378.42	$567.62	$756.82	$946.03	$1,135.24
Disposal Component						
Organics Component	$216.00	$432.00	$648.00	$864.00	$1,080.00	$1,296.00
Franchise Fee Component	$21.99	$42.65	$63.98	$85.31	$106.63	$127.96
TOTAL MONTHLY CUSTOMER RATE	**$439.73**	**$853.07**	**$1,279.60**	**$1,706.13**	**$2,132.66**	**$2,559.20**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
6 CY						
Collection Component	$302.61	$567.62	$851.43	$1,135.24	$1,419.06	$1,702.87
Disposal Component						
Organics Component	$324.00	$648.00	$972.00	$1,296.00	$1,620.00	$1,944.00
Franchise Fee Component	$32.98	$63.98	$95.97	$127.96	$159.95	$191.94
TOTAL MONTHLY CUSTOMER RATE	**$659.59**	**$1,279.60**	**$1,919.40**	**$2,559.20**	**$3,199.01**	**$3,838.81**
14 CY Box[1]	**1.5 Tons Included in each load**					
Collection Component	$689.65	$1,379.31	$2,068.96	$2,758.61	$3,448.26	$4,137.92
Disposal Component						
Organics Component	$780.00	$1,560.00	$2,340.00	$3,120.00	$3,900.00	$4,680.00
Franchise Fee Component	$77.35	$154.70	$232.05	$309.40	$386.75	$464.10
TOTAL MONTHLY CUSTOMER RATE	**$1,547.00**	**$3,094.01**	**$4,641.01**	**$6,188.01**	**$7,735.01**	**$9,282.02**
20 CY Box[1]	**2.0 Tons Included in each load**					
Collection Component	$1,050.24	$2,100.48	$3,150.72	$4,200.96	$5,251.20	$6,301.44
Disposal Component						
Organics Component	$1,040.00	$2,080.00	$3,120.00	$4,160.00	$5,200.00	$6,240.00
Franchise Fee Component	$110.01	$220.03	$330.04	$440.05	$550.06	$660.08
TOTAL MONTHLY CUSTOMER RATE	**$2,200.25**	**$4,400.51**	**$6,600.76**	**$8,801.01**	**$11,001.26**	**$13,201.52**
30 CY Box[1]	**3.0 Tons Included in each load**					
Collection Component	$1,576.90	$3,153.81	$4,730.71	$6,307.61	$7,884.51	$9,461.42
Disposal Component						
Organics Component	$1,560.00	$3,120.00	$4,680.00	$6,240.00	$7,800.00	$9,360.00
Franchise Fee Component	$165.10	$330.20	$495.30	$660.40	$825.50	$990.60
TOTAL MONTHLY CUSTOMER RATE	**$3,302.00**	**$6,604.01**	**$9,906.01**	**$13,208.01**	**$16,510.01**	**$19,812.02**
40 CY Box[1]	**4.0 Tons Included In Each Load**					
Collection Component	$2,103.56	$4,207.13	$6,310.70	$8,414.26	$10,517.82	$12,621.39
Disposal Component						
Organics Component	$2,080.00	$4,160.00	$6,240.00	$8,320.00	$10,400.00	$12,480.00
Franchise Fee Component	$220.19	$440.38	$660.56	$880.75	$1,100.94	$1,321.13
TOTAL MONTHLY CUSTOMER RATE	**$4,403.75**	**$8,807.51**	**$13,211.26**	**$17,615.01**	**$22,018.76**	**$26,422.52**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
Compactor[1]	4.0 Tons Included In Each Load	Based on 20 yd compactor				
Collection Component	$1,263.14	$2,526.29	$3,789.43	$5,052.57	$6,315.72	$7,578.86
Disposal Component						
Organics Component	$2,080.00	$4,160.00	$6,240.00	$8,320.00	$10,400.00	$12,480.00
Franchise Fee Component	$175.95	$351.91	$527.86	$703.82	$879.77	$1,055.73
TOTAL MONTHLY CUSTOMER RATE	$3,519.09	$7,038.20	$10,557.29	$14,076.39	$17,595.49	$21,114.59

1. Please specify the maximum weight (tons) allowed in each roll-off or compactor that is included in the disposal and organics processing component (yellow cells)

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the following:

(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-3 CUSTOMER RATES – RESIDENTIAL BIN COLLECTION					
SFD/MFD BIN COLLECTION					
C. ADDITIONAL SERVICES					
Push Rates	**0-25 feet**	**26-49 feet**	**50-75 feet**	**76-100 feet**	**101+ feet**
	N/C	$10.00	$15.00	$20.00	$25.00
Additional Bulky Waste Collection (per yard)					$75.00
Additional Bin Cleaning Each Occurrence				**1 – 4 CY Bin**	**5+ CY Bin**
				$25.00	$25.00
Additional Bin Exchange (each additional bin/occurrence)					$25.00
Additional Bin Replacement (each additional bin/occurrence)					$25.00

Form M-4 CUSTOMER RATES – COMMERIAL COLLECTION

Commercial Carts, Bins, Permanent Roll-Off and Compactor Collection

A. SOLID WASTE COLLECTION

Processing / Disposal Cost Per Ton		Facility Name
Per Ton Solid Waste Disposal	**$40.00**	Ox Mountain
Per Ton Organics Processing	**$60.00**	AD Facility
Per Ton Transfer Station (if applicable)	**$60.00**	Blue Line Transfer

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
20 Callon Cart						
Collection Component	$13.40	$26.78	$40.18	$53.56	$66.97	$80.35
Disposal Component	$6.46	$12.93	$19.39	$25.86	$32.32	$38.79
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$1.05	$2.09	$3.14	$4.18	$5.23	$6.27
TOTAL MONTHLY CUSTOMER RATE	**$20.91**	**$41.80**	**$62.71**	**$83.60**	**$104.52**	**$125.41**
32 Callon Cart						
Collection Component	$11.72	$23.43	$35.15	$46.87	$58.58	$70.30
Disposal Component	$10.34	$20.69	$31.03	$41.37	$51.72	$62.06
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$1.16	$2.32	$3.48	$4.64	$5.81	$6.97
TOTAL MONTHLY CUSTOMER RATE	**$23.22**	**$46.44**	**$69.66**	**$92.88**	**$116.11**	**$139.33**
64 Callon Cart						
Collection Component	$23.43	$46.86	$70.29	$93.72	$117.15	$140.58
Disposal Component	$20.69	$41.37	$62.06	$82.75	$103.44	$124.12
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$2.32	$4.64	$6.97	$9.29	$11.61	$13.93
TOTAL MONTHLY CUSTOMER RATE	**$46.44**	**$92.88**	**$139.32**	**$185.76**	**$232.20**	**$278.63**
96 Callon Cart						
Collection Component	$35.15	$70.30	$105.45	$140.60	$175.75	$210.90
Disposal Component	$31.03	$62.06	$93.09	$124.12	$155.15	$186.18
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$3.48	$6.97	$10.45	$13.93	$17.42	$20.90
TOTAL MONTHLY CUSTOMER RATE	**$69.66**	**$139.33**	**$208.99**	**$278.65**	**$348.32**	**$417.98**
1 CY						
Collection Component	$90.22	$175.02	$262.53	$350.04	$437.55	$525.06
Disposal Component	$65.30	$126.67	$190.01	$253.35	$316.69	$380.03
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$8.19	$15.88	$23.82	$31.76	$39.70	$47.64
TOTAL MONTHLY CUSTOMER RATE	**$163.71**	**$317.57**	**$476.36**	**$635.15**	**$793.94**	**$952.73**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
1.5 CY						
Collection Component	$135.33	$262.54	$393.81	$525.08	$656.35	$787.62
Disposal Component	$97.94	$190.00	$285.00	$380.00	$475.00	$570.00
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$12.28	$23.82	$35.73	$47.64	$59.54	$71.45
TOTAL MONTHLY CUSTOMER RATE	**$245.55**	**$476.36**	**$714.54**	**$952.72**	**$1,190.89**	**$1,429.07**
2 CY						
Collection Component	$164.89	$319.89	$479.84	$639.79	$799.74	$959.69
Disposal Component	$130.59	$253.34	$380.01	$506.68	$633.35	$760.02
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$15.55	$30.17	$45.26	$60.34	$75.43	$90.51
TOTAL MONTHLY CUSTOMER RATE	**$311.03**	**$603.40**	**$905.11**	**$1,206.81**	**$1,508.52**	**$1,810.22**
3 CY						
Collection Component	$232.57	$451.18	$676.77	$902.36	$1,127.95	$1,353.54
Disposal Component	$195.88	$380.01	$570.02	$760.03	$950.04	$1,140.05
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$22.55	$43.75	$65.62	$87.49	$109.37	$131.24
TOTAL MONTHLY CUSTOMER RATE	**$451.00**	**$874.94**	**$1,312.41**	**$1,749.88**	**$2,187.36**	**$2,624.83**
4 CY						
Collection Component	$295.81	$573.86	$860.79	$1,147.72	$1,434.65	$1,721.58
Disposal Component	$261.18	$506.68	$760.02	$1,013.36	$1,266.70	$1,520.04
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$29.32	$56.87	$85.31	$113.74	$142.18	$170.61
TOTAL MONTHLY CUSTOMER RATE	**$586.30**	**$1,137.41**	**$1,706.12**	**$2,274.82**	**$2,843.53**	**$3,412.23**
6 CY						
Collection Component	$443.72	$860.81	$1,291.22	$1,721.63	$2,152.04	$2,582.45
Disposal Component	$391.76	$760.02	$1,140.03	$1,520.04	$1,900.05	$2,280.06
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$43.97	$85.31	$127.96	$170.61	$213.27	$255.92
TOTAL MONTHLY CUSTOMER RATE	**$879.45**	**$1,706.14**	**$2,559.21**	**$3,412.28**	**$4,265.36**	**$5,118.43**
14 CY Box1	1.5 Tons Included in each load					
Collection Component	$1,309.54	$2,619.07	$3,928.61	$5,238.15	$6,547.68	$7,857.22
Disposal Component	$650.00	$1,300.00	$1,950.00	$2,600.00	$3,250.00	$3,900.00
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$103.13	$206.27	$309.40	$412.53	$515.67	$618.80
TOTAL MONTHLY CUSTOMER RATE	**$2,062.67**	**$4,125.34**	**$6,188.01**	**$8,250.68**	**$10,313.35**	**$12,376.02**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
20 CY Box1	2.0 Tons Included in each load					
Collection Component	$1,920.32	$3,840.63	$5,760.95	$7,681.27	$9,601.58	$11,521.90
Disposal Component	$866.67	$1,733.34	$2,600.01	$3,466.68	$4,333.35	$5,200.02
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$146.68	$293.37	$440.05	$586.73	$733.42	$880.10
TOTAL MONTHLY CUSTOMER RATE	**$2,933.67**	**$5,867.34**	**$8,801.01**	**$11,734.68**	**$14,668.35**	**$17,602.02**
30 CY Box[1]	3.0 Tons Included in each load					
Collection Component	$2,882.54	$5,765.07	$8,647.61	$11,530.15	$14,412.68	$17,295.22
Disposal Component	$1,300.00	$2,600.00	$3,900.00	$5,200.00	$6,500.00	$7,800.00
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$220.13	$440.27	$660.40	$880.53	$1,100.67	$1,320.80
TOTAL MONTHLY CUSTOMER RATE	**$4,402.67**	**$8,805.34**	**$13,208.01**	**$17,610.68**	**$22,013.35**	**$26,416.02**
40 CY Box[1]	4.0 Tons Included In Each Load					
Collection Component	$3,844.76	$7,689.51	$11,534.27	$15,379.03	$19,223.78	$23,068.54
Disposal Component	$1,733.33	$3,466.66	$5,199.99	$6,933.32	$8,666.65	$10,399.98
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$293.58	$587.17	$880.75	$1,174.33	$1,467.92	$1,761.50
TOTAL MONTHLY CUSTOMER RATE	**$5,871.67**	**$11,743.34**	**$17,615.01**	**$23,486.68**	**$29,358.35**	**$35,230.02**
Compactor[1]	4.0 Tons Included In Each Load	Based on 20 yd compactor				
Collection Component	$2,724.19	$5,448.39	$8,172.58	$10,896.77	$13,620.97	$16,345.16
Disposal Component	$1,733.33	$3,466.66	$5,199.99	$6,933.32	$8,666.65	$10,399.98
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$234.61	$469.21	$703.82	$938.43	$1,173.03	$1,407.64
TOTAL MONTHLY CUSTOMER RATE	**$4,692.13**	**$9,384.26**	**$14,076.39**	**$18,768.52**	**$23,460.65**	**$28,152.78**

1. Please specify the maximum weight (tons) allowed in each roll-off or compactor that is included in the disposal and organics processing component (yellow cells)

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the following:

(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-4 CUSTOMER RATES – COMMERIAL COLLECTION Commercial Carts, Bins, Permanent Roll-Off and Compactor Collection						
A. ORGANICS COLLECTION						
			Processing / Disposal Cost Per Ton	**Facility Name**		
			Per Ton Solid Waste Disposal **$40.00**	Ox Mountain		
			Per Ton Organics Processing **$60.00**	AD Facility		
			Per Ton Transfer Station (if applicable) **$60.00**	Blue Line Transfer		
Container Size	**Collection Frequency**					
	1/week	**2/week**	**3/week**	**4/week**	**5/week**	**6/week**
32 Callon Cart						
Collection Component	$7.28	$14.55	$21.83	$29.10	$36.38	$43.65
Disposal Component						
Organics Component	$9.27	$18.54	$27.81	$37.08	$46.35	$55.62
Franchise Fee Component	$0.87	$1.74	$2.61	$3.48	$4.35	$5.22
TOTAL MONTHLY CUSTOMER RATE	**$17.42**	**$34.83**	**$52.25**	**$69.66**	**$87.08**	**$104.49**
64 Callon Cart						
Collection Component	$14.56	$29.12	$43.67	$58.22	$72.78	$87.34
Disposal Component						
Organics Component	$18.53	$37.06	$55.59	$74.12	$92.65	$111.18
Franchise Fee Component	$1.74	$3.48	$5.22	$6.97	$8.71	$10.45
TOTAL MONTHLY CUSTOMER RATE	**$34.83**	**$69.66**	**$104.48**	**$139.31**	**$174.14**	**$208.97**
96 Callon Cart						
Collection Component	$21.84	$43.67	$65.50	$87.33	$109.17	$131.00
Disposal Component						
Organics Component	$27.80	$55.60	$83.40	$111.20	$139.00	$166.80
Franchise Fee Component	$2.61	$5.22	$7.84	$10.45	$13.06	$15.67
TOTAL MONTHLY CUSTOMER RATE	**$52.25**	**$104.49**	**$156.74**	**$208.98**	**$261.23**	**$313.47**
1 CY						
Collection Component	$62.64	$118.28	$177.43	$236.57	$295.72	$354.86
Disposal Component						
Organics Component	$54.00	$108.00	$162.00	$216.00	$270.00	$324.00
Franchise Fee Component	$6.14	$11.91	$17.86	$23.82	$29.77	$35.73
TOTAL MONTHLY CUSTOMER RATE	**$122.78**	**$238.19**	**$357.29**	**$476.39**	**$595.49**	**$714.59**
1.5 CY						
Collection Component	$93.95	$177.41	$266.11	$354.81	$443.52	$532.22
Disposal Component						
Organics Component	$81.00	$162.00	$243.00	$324.00	$405.00	$486.00
Franchise Fee Component	$9.21	$17.86	$26.80	$35.73	$44.66	$53.59
TOTAL MONTHLY CUSTOMER RATE	**$184.16**	**$357.27**	**$535.91**	**$714.54**	**$893.18**	**$1,071.81**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
2 CY						
Collection Component	$113.61	$213.92	$320.89	$427.86	$534.83	$641.80
Disposal Component						
Organics Component	$108.00	$216.00	$324.00	$432.00	$540.00	$648.00
Franchise Fee Component	$11.66	$22.63	$33.94	$45.26	$56.57	$67.88
TOTAL MONTHLY CUSTOMER RATE	**$233.27**	**$452.55**	**$678.83**	**$905.12**	**$1,131.40**	**$1,357.68**
3 CY						
Collection Component	$159.34	$299.40	$449.10	$598.81	$748.51	$898.22
Disposal Component						
Organics Component	$162.00	$324.00	$486.00	$648.00	$810.00	$972.00
Franchise Fee Component	$16.91	$32.81	$49.22	$65.62	$82.03	$98.43
TOTAL MONTHLY CUSTOMER RATE	**$338.25**	**$656.21**	**$984.32**	**$1,312.43**	**$1,640.54**	**$1,968.65**
4 CY						
Collection Component	$201.74	$378.42	$567.62	$756.82	$946.03	$1,135.24
Disposal Component						
Organics Component	$216.00	$432.00	$648.00	$864.00	$1,080.00	$1,296.00
Franchise Fee Component	$21.99	$42.65	$63.98	$85.31	$106.63	$127.96
TOTAL MONTHLY CUSTOMER RATE	**$439.73**	**$853.07**	**$1,279.60**	**$1,706.13**	**$2,132.66**	**$2,559.20**
6 CY						
Collection Component	$302.61	$567.62	$851.43	$1,135.24	$1,419.06	$1,702.87
Disposal Component						
Organics Component	$324.00	$648.00	$972.00	$1,296.00	$1,620.00	$1,944.00
Franchise Fee Component	$32.98	$63.98	$95.97	$127.96	$159.95	$191.94
TOTAL MONTHLY CUSTOMER RATE	**$659.59**	**$1,279.60**	**$1,919.40**	**$2,559.20**	**$3,199.01**	**$3,838.81**
14 CY Box[1]	**1.5 Tons Included in each load**					
Collection Component	$689.65	$1,379.31	$2,068.96	$2,758.61	$3,448.26	$4,137.92
Disposal Component						
Organics Component	$780.00	$1,560.00	$2,340.00	$3,120.00	$3,900.00	$4,680.00
Franchise Fee Component	$77.35	$154.70	$232.05	$309.40	$386.75	$464.10
TOTAL MONTHLY CUSTOMER RATE	**$1,547.00**	**$3,094.01**	**$4,641.01**	**$6,188.01**	**$7,735.01**	**$9,282.02**
20 CY Box[1]	**2.0 Tons Included in each load**					
Collection Component	$1,050.24	$2,100.48	$3,150.72	$4,200.96	$5,251.20	$6,301.44
Disposal Component						
Organics Component	$1,040.00	$2,080.00	$3,120.00	$4,160.00	$5,200.00	$6,240.00
Franchise Fee Component	$110.01	$220.03	$330.04	$440.05	$550.06	$660.08
TOTAL MONTHLY CUSTOMER RATE	**$2,200.25**	**$4,400.51**	**$6,600.76**	**$8,801.01**	**$11,001.26**	**$13,201.52**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
30 CY Box[1]	**3.0 Tons Included in each load**					
Collection Component	$1,576.90	$3,153.81	$4,730.71	$6,307.61	$7,884.51	$9,461.42
Disposal Component						
Organics Component	$1,560.00	$3,120.00	$4,680.00	$6,240.00	$7,800.00	$9,360.00
Franchise Fee Component	$165.10	$330.20	$495.30	$660.40	$825.50	$990.60
TOTAL MONTHLY CUSTOMER RATE	**$3,302.00**	**$6,604.01**	**$9,906.01**	**$13,208.01**	**$16,510.01**	**$19,812.02**
40 CY Box[1]	**4.0 Tons Included In Each Load**					
Collection Component	$2,103.56	$4,207.13	$6,310.70	$8,414.26	$10,517.82	$12,621.39
Disposal Component						
Organics Component	$2,080.00	$4,160.00	$6,240.00	$8,320.00	$10,400.00	$12,480.00
Franchise Fee Component	$220.19	$440.38	$660.56	$880.75	$1,100.94	$1,321.13
TOTAL MONTHLY CUSTOMER RATE	**$4,403.75**	**$8,807.51**	**$13,211.26**	**$17,615.01**	**$22,018.76**	**$26,422.52**
Compactor[1]	**4.0 Tons Included In Each Load**	**Based on 20 yd compactor**				
Collection Component	$1,263.14	$2,526.29	$3,789.43	$5,052.57	$6,315.72	$7,578.86
Disposal Component						
Organics Component	$2,080.00	$4,160.00	$6,240.00	$8,320.00	$10,400.00	$12,480.00
Franchise Fee Component	$175.95	$351.91	$527.86	$703.82	$879.77	$1,055.73
TOTAL MONTHLY CUSTOMER RATE	**$3,519.09**	**$7,038.20**	**$10,557.29**	**$14,076.39**	**$17,595.49**	**$21,114.59**

1. Please specify the maximum weight (tons) allowed in each roll-off or compactor that is included in the disposal and organics processing component (yellow cells)

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the following:
(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-5 CUSTOMER RATES – TEMPORARY COLLECTION SERVICES		
Temporary Bin and Roll-off Collection		
Processing / Disposal Cost Per Ton		**Facility Name**
Per Ton Solid Waste Disposal	**$40.00**	Ox Mountain
Per Ton Processed Recyclable Material	**$15.00**	Blue Line Transfer
Per Ton Processed Green Material	**$30.00**	Blue Line Transfer
Per Ton Processed Construction and Demolition Material	**$90.00**	Blue Line Transfer
Per Ton Transfer Station (if applicable)	**$60.00**	Blue Line Transfer

Container Size	PULL COST
1 CY Bin[1]	**$150.00**
1.5 CY Bin[1]	**$150.00**
2 CY Bin[1]	**$200.00**
3 CY Bin[1]	**$200.00**
4 CY Bin1	**$200.00**
14 CY Box[1]	**$350.00**
20 CY Box[1]	**$475.00**
30 CY Box[1]	**$700.00**
40 CY Box[1]	**$925.00**
7 CY Lowboy[1]	**$350.00**

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Push Rates	0-25 feet	26-49 feet	50-75 feet	76-100 feet	101+ feet
	N/C	**$10.00**	**$15.00**	**$20.00**	**$25.00**

[1] **All 1, 1.5, 2, and 4 CY bins, and all 10, 20, 30, 40 CY roll-offs are pull rates only; processing or disposal will be based on actual processing or disposal costs. The total customer rate will be the total cost for the collection, processing, disposal and franchise fee.**

The following cost proposal forms are to be utilized by the Proposer to provide the Town with the hourly service rates to be charged for the provision of emergency services as set forth in the Agreement.

FORM M-6 - CUSTOMER RATES – Emergency Service Rates - Employees	
Labor Position	**Hourly Rate**
Automated Driver	$100.00
Roll-Off Driver	$100.00
Transfer Driver	$100.00
Rear-Loader Driver or Helper	$100.00
Utility Tractor Operator	$100.00
Supervisor	$150.00

Form M-7 - CUSTOMER RATES Emergency Service Rates – Equipment		
Labor Position or Equipment Type	**Make & Model**	**Hourly Rate**
Automated Truck	Labrie Split body	$225.00
Roll-Off Truck	Autocar / Norcal	$225.00
Rear-Loader Truck	Autopcar / Leach	$225.00
Tractor	Peterbuilt	$225.00
Transfer Trailer	Peerless	$300.00
__	__	$0.00
__	__	$0.00

Form M-8 - PROPOSER'S STATEMENT ***
1 Describe and explain each assumption you made about residential customers migrating to a smaller container.
We are anticipating that as many as 30% of the residential customers in Colma will migrate to a 20 gallon garbage container once they are made available to the entire residential community. Our assumptions are based on several demographic factors including those of average homeowners age, income, lot and home size, and the opportunity to participate in recycling programs being offered. Additionally out of the approximate 300,000 residential customers presently served by the various partnerships with SSF Scavengers in bay area communities, almost half are offered 20 gallon can service, and 30% participation is considered high. Although one community does experience almost 40% participation, this community also offers recycling and yard waste organics collection in 96 gallon carts, because of lot and family sizes. In a community such as Colma where storage space is limited, a 30% participation rate is assumed on our part to be a sustainable number.
2 Describe and explain each assumption you made about commercial customers migrating to a smaller container or less collection frequency.
Although we do anticipate as many as 20% of our commercial customers will migrate to smaller waste containers when, and if, they participate in any or all of the recycling programs being offered including organics. We do not however believe that many of these same customers will opt for less collection frequency with the exception of the new organics customers. We also believe that many of these commercial customers are already addressing recycling. It is our assumption that the commercial base has been "right sizing" their service(s) through the last downturn in the economy and that with the current economic outlook that several are now increasing service in response to more business being generated. It is with that in mind, that we have opted to shift our pricing to address the large commercial generators in our attempt to promote recycling. In other words our pricing should help the large generators find value in downsizing containers and promoting recycling in order to save money, rather than pay the higher price for disposal.
3 On Forms M-3 and M-4, for 10 -40 CY roll-off containers and compactors, the allowable tonnages & per ton fee for **regularly scheduled** collection of garbage and organics in (e.g., must be included. Describe the nature and amount of each charge that is in addition to per ton disposal/processing fee that will be added to 10 -40 CY roll-off containers and compactors (i.e., transfer station fees). **NOTE: the listed per ton fees must directly tie to the Disposal or Organics Component cost amounts in the rate sheets for roll-off rates).** For example, if the disposal per ton fee is $50/ton, and the maximum allowable tonnage is 4 tons, then the Disposal cost would be $200. If however, there is a $30/ton transfer fee in additional to the per ton disposal fee, then the total "disposal fee would be $80/ton, or $320 for the same 4 tons.
On Forms M3 and M4, we have indicated the tonnage that is included in the rate for each size of container. For example, the 14CY box rate includes 1 1/2 tons for each weekly load. The 20CY includes 2.0 tons, the 30CY includes 3.0 tons, and so on. In the case of solid waste, the disposal component is $100 per ton per load, which is $40 for Ox Mountain, and $60 for Blue Line Transfer. In the case of organics, the total charge per ton for the Organic component is $120 per ton per load, which is $60 for the AD Facility processing, and $60 for Blue Line Transfer. For example, the Disposal Component for the 14CY Box on page 11 is 1.5 tons x $100 per ton x 52 weeks per year / 12 months equals $650 per month of the total 1 x week pickup. The total charge to the customer is listed as $2,062.67 per month, for a weekly pickup of a 14CY box. There would be no other charges, unless the customer regularly exceeds the 1.5 tons per load. In that case, the $100 per ton may be charged on the excess tonnage.
4 On Form M-5, the rates are for "pull" only. Describe the nature and amount of the per ton disposal/processing fee that will be charged to customers for Temporary Bin and Roll-off containers (i.e., transfer station fees).
Our understanding of the intent of form M5 is to establish a minimum cost for each pull or load, plus the disposal and transfer costs, plus the franchise fee. So, for example, if a customer has a single pull or load for a 14CY box, and the box has a total of 1.5 tons of solid waste in the load, the charge would be $300 for the pull cost, plus 1.5 x $40 solid waste disposal, plus 1.5 x Transfer Station, plus franchise fee 5% $23.68 = $473.68. In each case, the material type may change, but the transfer cost is the same for each. The pull cost is dependent on container size, as indicated. The franchise fee is calculated on the total charge. Formula for total cost is indicated below:

P = Pull Cost for each load or pull
D = Disposal or Processing Cost, depending on Material Type
T = Transfer Station Cost
F = Franchise Fee. Fee is 5% of total charge.

Total Rate Charge for each load = P + (# tons x (D + T)) + F

Form M-1 CUSTOMER RATE PROPOSAL

Instructions and Cost Estimates

Instructions:

All collection Service Rates proposed on these forms for ***Town of Colma*** shall be fixed through August 31, 2017 and should reflect service requirements as specified in the Franchise Agreement.

Proposer must complete Forms M-1, M-2, M-3, M-4, M-5, M-6, M-7 and M-8 if it is to be considered for Agreement Award.

Proposer is also required to provide the following estimated costs to allow the Town to better understand the technical feasibility of the proposer's technical approach and customer rates.

Contractor's Estimated Annual Cost for Single-family Services	$134,690.83
Contractor's Estimated Annual Cost for Multi-family Services	$5,536.22
Contractor's Estimated Annual Cost for Commercial Services	$700,147.17
Contractor's Estimated Annual Cost for services provided to the Town	$9,447.22
Contractor's Estimated Cost for Transition	$137,616.75
Contractor's Estimated Annual Cost for Public Education	$45,936.50
Contractor's Estimated Capital Cost for Collection Vehicles	$277,183.24
Contractor's Estimated Capital Cost for Carts	$60,794.19
Contractor's Estimated Capital Costs for Bins	$64,626.45
Contractor's Estimated Capital Costs for Roll-offs	$38,131.78

NOTES for Forms M-2 , M-3, and M-4:

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchise Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchise Fee, use the following:

(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Notes for Forms M-3 and M-4:

On Forms M-3 and M-4, for 10 -40 CY roll-off containers and compactors, the allowable tonnages & per ton fee for **regularly scheduled** collection of garbage and organics in (e.g., must be included. **NOTE: the listed per ton fees must directly tie to the Disposal or Organics Component cost amounts in the rate sheets for roll-off rates).** For example, if the disposal per ton fee is $50/ton, and the maximum allowable tonnage is 4 tons, then the Disposal cost would be $200. If however, there is a $30/ton transfer fee in additional to the per ton disposal fee, then the total "disposal fee would be $80/ton, or $320 for the same 4 tons.

Note for Form M-5:

On Form M-5, the rates are for "pull" only.

Form M-2 CUSTOMER RATES – RESIDENTIAL CART COLLECTION SFD/MFD Cart Collection				
	Processing / Disposal Cost Per Ton		**Facility Name**	
	Per Ton Solid Waste Disposal	**$55.00**	Ox Mountain Landfill	
	Per Ton Organics Processing	**$62.00**	Richmond Landfill	
	Per Ton Transfer Station (if applicable)	**$42.48**	Blue Line Transfer Station	
A.	**CURBSIDE CART COLLECTION SERVICE (WEEKLY REFUSE, RECYCLING AND ORGANIC WASTE COLLECTION)**			
		20 Gal	**32 Gal**	**64 Gal**	**96 Gal**
A1	Collection Component	$15.42	$17.83	$35.66	$53.49
A2	Disposal Component	$1.89	$2.19	$4.38	$6.56
A3	Organics Component	$0.90	$1.04	$2.09	$3.13
A4	Franchise Fee Component	$0.96	$1.11	$2.22	$3.33
A5	**TOTAL MONTHLY CUSTOMER RATE**	**$19.17**	**$22.17**	**$44.34**	**$66.52**
B.	**ADDITIONAL SERVICES**				
B1	Additional **Curbside** Solid Waste Cart (added to Line A1)	**$21.69**	**$21.69**	**$43.39**	**$65.08**
	Additional **Curbside** Organic Waste Cart (added to Line A1)	**$12.00**	**$12.00**	**$12.00**	**$12.00**
	Customer Requested On-Premise Collection - (added to Line A1)	**$46.76**	**$50.76**	**$54.62**	**$58.62**
	Additional Customer Requested **On-Premise** Cart - each cart (added to Line A1)	**$21.69**	**$21.69**	**$43.39**	**$65.08**
	Additional **Cart Exchange** (each additional cart/occurrence)	**$35.18**	**$35.18**	**$35.18**	**$35.18**
	Additional **Cart Replacement** (each additional cart/occurrence)	**$65.31**	**$65.31**	**$65.31**	**$65.31**
	Additional **Cart Cleaning** (each additional cart/occurrence)	**$35.18**	**$35.18**	**$35.18**	**$35.18**
	Additional Customer **Bulky Waste** Collection each/occurrence		**$65.31**	**/ each occurrence**	

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the following:
(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-3 CUSTOMER RATES – RESIDENTIAL BIN COLLECTION
SFD/MFD Bin Collection

A. SOLID WASTE COLLECTION

	Processing / Disposal Cost Per Ton	Facility Name
Per Ton Solid Waste Disposal	**$55.00**	**Ox Mountain Landfill**
Per Ton Organics Processing	**$62.00**	**Richmond Landfill**
MSW Per Ton Transfer Station (if applicable)	**$27.32**	**Blue Line Transfer Station**
Organics Per Ton Transfer Station (if applicable)	**$42.48**	**Blue Line Transfer Station**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
1 CY						
Collection Component	$136.96	$252.47	$367.98	$483.49	$599.00	$714.51
Disposal Component	$13.47	$24.82	$36.18	$47.54	$58.90	$70.26
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$7.92	$14.59	$21.27	$27.95	$34.63	$41.30
TOTAL MONTHLY CUSTOMER RATE	**$158.35**	**$291.89**	**$425.43**	**$558.98**	**$692.53**	**$826.07**
1.5 CY						
Collection Component	$199.05	$372.30	$545.57	$718.83	$892.09	$1,065.35
Disposal Component	$19.57	$36.61	$53.64	$70.68	$87.72	$104.75
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$11.51	$21.52	$31.54	$41.55	$51.57	$61.58
TOTAL MONTHLY CUSTOMER RATE	**$230.12**	**$430.43**	**$630.75**	**$831.06**	**$1,031.38**	**$1,231.69**
2 CY						
Collection Component	$260.00	$491.00	$722.00	$953.01	$1,184.01	$1,415.03
Disposal Component	$25.56	$48.28	$70.99	$93.71	$116.42	$139.13
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$15.03	$28.38	$41.74	$55.09	$68.44	$81.80
TOTAL MONTHLY CUSTOMER RATE	**$300.59**	**$567.66**	**$834.73**	**$1,101.80**	**$1,368.88**	**$1,635.96**
3 CY						
Collection Component	$375.94	$722.44	$1,068.95	$1,415.47	$1,761.99	$2,108.50
Disposal Component	$36.96	$71.03	$105.11	$139.18	$173.25	$207.32
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$21.73	$41.76	$61.79	$81.82	$101.85	$121.89
TOTAL MONTHLY CUSTOMER RATE	**$434.63**	**$835.23**	**$1,235.85**	**$1,636.47**	**$2,037.09**	**$2,437.71**
4 CY						
Collection Component	$491.43	$953.44	$1,415.43	$1,877.45	$2,339.46	$2,801.46
Disposal Component	$48.32	$93.75	$139.17	$184.60	$230.03	$275.46
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$28.41	$55.11	$81.82	$108.53	$135.24	$161.94
TOTAL MONTHLY CUSTOMER RATE	**$568.15**	**$1,102.30**	**$1,636.43**	**$2,170.58**	**$2,704.73**	**$3,238.86**
6 CY						
Collection Component	$724.56	$1,417.58	$2,110.63	$2,803.67	$3,496.71	$4,189.75
Disposal Component	$71.24	$139.39	$207.53	$275.67	$343.82	$411.96
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$41.88	$81.95	$122.01	$162.07	$202.13	$242.20
TOTAL MONTHLY CUSTOMER RATE	**$837.69**	**$1,638.91**	**$2,440.17**	**$3,241.42**	**$4,042.66**	**$4,843.91**

10 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$74.24	$148.48	$222.72	$296.97	$371.21	$445.45
TOTAL MONTHLY CUSTOMER RATE	**$1,484.82**	**$2,969.64**	**$4,454.46**	**$5,939.29**	**$7,424.11**	**$8,908.93**
20 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$74.24	$148.48	$222.72	$296.97	$371.21	$445.45
TOTAL MONTHLY CUSTOMER RATE	**$1,484.82**	**$2,969.64**	**$4,454.46**	**$5,939.29**	**$7,424.11**	**$8,908.93**
30 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$74.24	$148.48	$222.72	$296.97	$371.21	$445.45
TOTAL MONTHLY CUSTOMER RATE	**$1,484.82**	**$2,969.64**	**$4,454.46**	**$5,939.29**	**$7,424.11**	**$8,908.93**
40 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$74.24	$148.48	$222.72	$296.97	$371.21	$445.45
TOTAL MONTHLY CUSTOMER RATE	**$1,484.82**	**$2,969.64**	**$4,454.46**	**$5,939.29**	**$7,424.11**	**$8,908.93**
Compactor[1]						
Collection Component	$1,468.68	$2,937.36	$4,406.04	$5,874.72	$7,343.40	$8,812.08
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$96.07	$192.13	$288.20	$384.26	$480.33	$576.39
TOTAL MONTHLY CUSTOMER RATE	**$1,921.20**	**$3,842.39**	**$5,763.59**	**$7,684.78**	**$9,605.98**	**$11,527.17**

1. Allowes 1 ton of material in each roll-off or compactor that is included in the disposal and organics processing component. For each additional ton, there is a disposal fee, transfer fee, and franchise fee totaling $86.65 per ton.

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the (1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-3 CUSTOMER RATES – RESIDENTIAL BIN COLLECTION
SFD/MFD Bin Collection

B. ORGANICS COLLECTION

	Processing / Disposal Cost Per Ton	Facility Name
Per Ton Solid Waste Disposal	**$55.00**	**Ox Mountain Landfill**
Per Ton Organics Processing	**$62.00**	**Richmond Landfil**
Organics Per Ton Transfer Station (if applicable)	**$42.48**	**Blue Line Transfer Station**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
1 CY						
Collection Component	$102.13	$188.27	$274.40	$360.54	$446.68	$532.82
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$10.69	$19.70	$28.72	$37.73	$46.75	$55.76
Franchise Fee Component	$5.94	$10.95	$15.95	$20.96	$25.97	$30.98
TOTAL MONTHLY CUSTOMER RATE	**$118.76**	**$218.91**	**$319.07**	**$419.23**	**$519.40**	**$619.56**
1.5 CY						
Collection Component	$148.43	$277.63	$406.83	$536.03	$665.24	$794.44
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$15.53	$29.05	$42.58	$56.10	$69.62	$83.14
Franchise Fee Component	$8.63	$16.14	$23.65	$31.16	$38.68	$46.19
TOTAL MONTHLY CUSTOMER RATE	**$172.59**	**$322.82**	**$473.06**	**$623.29**	**$773.53**	**$923.76**
2 CY						
Collection Component	$193.88	$366.14	$538.40	$710.66	$882.92	$1,055.19
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$20.29	$38.32	$56.34	$74.37	$92.40	$110.43
Franchise Fee Component	$11.27	$21.29	$31.30	$41.32	$51.33	$61.35
TOTAL MONTHLY CUSTOMER RATE	**$225.45**	**$425.74**	**$626.05**	**$826.35**	**$1,026.66**	**$1,226.97**
3 CY						
Collection Component	$280.34	$538.73	$797.12	$1,055.52	$1,313.92	$1,572.32
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$29.34	$56.38	$83.42	$110.46	$137.50	$164.55
Franchise Fee Component	$16.30	$31.32	$46.34	$61.37	$76.39	$91.41
TOTAL MONTHLY CUSTOMER RATE	**$325.98**	**$626.43**	**$926.89**	**$1,227.35**	**$1,527.82**	**$1,828.28**
4 CY - Not available due to weight						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
6 CY - Not available due to weight						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A

TOTAL MONTHLY CUSTOMER RATE	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
10 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$79.29	$158.58	$237.87	$317.16	$396.45	$475.74
TOTAL MONTHLY CUSTOMER RATE	**$1,585.82**	**$3,171.64**	**$4,757.46**	**$6,343.28**	**$7,929.10**	**$9,514.92**
20 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$79.29	$158.58	$237.87	$317.16	$396.45	$475.74
TOTAL MONTHLY CUSTOMER RATE	**$1,585.82**	**$3,171.64**	**$4,757.46**	**$6,343.28**	**$7,929.10**	**$9,514.92**
30 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$79.29	$158.58	$237.87	$317.16	$396.45	$475.74
TOTAL MONTHLY CUSTOMER RATE	**$1,585.82**	**$3,171.64**	**$4,757.46**	**$6,343.28**	**$7,929.10**	**$9,514.92**
40 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$79.29	$158.58	$237.87	$317.16	$396.45	$475.74
TOTAL MONTHLY CUSTOMER RATE	**$1,585.82**	**$3,171.64**	**$4,757.46**	**$6,343.28**	**$7,929.10**	**$9,514.92**
Compactor[1]						
Collection Component	$1,468.68	$2,937.36	$4,406.04	$5,874.72	$7,343.40	$8,812.08
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$101.11	$202.22	$303.33	$404.44	$505.55	$606.66
TOTAL MONTHLY CUSTOMER RATE	**$2,022.19**	**$4,044.38**	**$6,066.57**	**$8,088.76**	**$10,110.95**	**$12,133.14**

1. Allowes 1 ton of material in each roll-off or compactor that is included in the disposal and organics processing component. For each additional ton, there is a disposal fee, transfer fee, and franchise fee totaling $86.65 per ton.

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the following:

(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-3 CUSTOMER RATES – RESIDENTIAL BIN COLLECTION					
SFD/MFD BIN COLLECTION					
C. ADDITIONAL SERVICES					
Push Rates	**0-25 feet**	**26-49 feet**	**50-75 feet**	**76-100 feet**	**101+ feet**
	N/C	$10.04	$20.07	$30.11	$40.14
Additional Bulky Waste Collection (per yard)					$25.00
Additional Bin Cleaning Each Occurrence				**1 – 4 CY Bin**	**5+ CY Bin**
				$72.54	$72.54
Additional Bin Exchange (each additional bin/occurrence)					$65.00
Additional Bin Replacement (each additional bin/occurrence)					$625.00

Form M-4 CUSTOMER RATES – COMMERIAL COLLECTION

Commercial Carts, Bins, Permanent Roll-Off and Compactor Collection

A. SOLID WASTE COLLECTION

Processing / Disposal Cost Per Ton		Facility Name
Per Ton Solid Waste Disposal	**$55.00**	**Ox Mountain Landfill**
Per Ton Organics Processing	**$62.00**	**Richmond Landfill**
MSW Per Ton Transfer Station (if applicable)	**$27.32**	**Blue Line Transfer Station**
Organics Per Ton Transfer Station (if applicable)	**$42.48**	**Blue Line Transfer Station**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
20 Callon Cart - Not Available for Commercial						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
32 Callon Cart						
Collection Component	$19.40	$38.79	$58.19	$77.58	$96.98	$116.37
Disposal Component	$2.33	$4.66	$6.99	$9.32	$11.65	$13.98
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$1.14	$2.29	$3.43	$4.57	$5.72	$6.86
TOTAL MONTHLY CUSTOMER RATE	**$22.87**	**$45.74**	**$68.61**	**$91.48**	**$114.35**	**$137.21**
64 Callon Cart						
Collection Component	$38.79	$77.58	$116.37	$155.16	$193.95	$232.74
Disposal Component	$4.66	$9.32	$13.98	$18.64	$23.30	$27.96
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$2.29	$4.57	$6.86	$9.15	$11.43	$13.72
TOTAL MONTHLY CUSTOMER RATE	**$45.74**	**$91.48**	**$137.21**	**$182.95**	**$228.69**	**$274.43**
96 Callon Cart						
Collection Component	$58.18	$116.36	$174.54	$232.72	$290.90	$349.07
Disposal Component	$6.99	$13.98	$20.97	$27.96	$34.95	$41.94
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$3.43	$6.86	$10.29	$13.72	$17.15	$20.58
TOTAL MONTHLY CUSTOMER RATE	**$68.60**	**$137.20**	**$205.80**	**$274.40**	**$343.00**	**$411.60**
1 CY						
Collection Component	$136.96	$252.47	$367.98	$483.49	$599.00	$714.51
Disposal Component	$13.47	$24.82	$36.18	$47.54	$58.90	$70.26
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$7.92	$14.59	$21.27	$27.95	$34.63	$41.30
TOTAL MONTHLY CUSTOMER RATE	**$158.35**	**$291.89**	**$425.43**	**$558.98**	**$692.53**	**$826.07**

1.5 CY						
Collection Component	$199.05	$372.30	$545.57	$718.83	$892.09	$1,065.35
Disposal Component	$19.57	$36.61	$53.64	$70.68	$87.72	$104.75
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$11.51	$21.52	$31.54	$41.55	$51.57	$61.58
TOTAL MONTHLY CUSTOMER RATE	**$230.12**	**$430.43**	**$630.75**	**$831.06**	**$1,031.38**	**$1,231.69**
2 CY						
Collection Component	$260.00	$491.00	$722.00	$953.01	$1,184.01	$1,415.03
Disposal Component	$25.56	$48.28	$70.99	$93.71	$116.42	$139.13
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$15.03	$28.38	$41.74	$55.09	$68.44	$81.80
TOTAL MONTHLY CUSTOMER RATE	**$300.59**	**$567.66**	**$834.73**	**$1,101.80**	**$1,368.88**	**$1,635.96**
3 CY						
Collection Component	$375.94	$722.44	$1,068.95	$1,415.47	$1,761.99	$2,108.50
Disposal Component	$36.96	$71.03	$105.11	$139.18	$173.25	$207.32
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$21.73	$41.76	$61.79	$81.82	$101.85	$121.89
TOTAL MONTHLY CUSTOMER RATE	**$434.63**	**$835.23**	**$1,235.85**	**$1,636.47**	**$2,037.09**	**$2,437.71**
4 CY						
Collection Component	$491.43	$953.44	$1,415.43	$1,877.45	$2,339.46	$2,801.46
Disposal Component	$48.32	$93.75	$139.17	$184.60	$230.03	$275.46
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$28.41	$55.11	$81.82	$108.53	$135.24	$161.94
TOTAL MONTHLY CUSTOMER RATE	**$568.15**	**$1,102.30**	**$1,636.43**	**$2,170.58**	**$2,704.73**	**$3,238.86**
6 CY						
Collection Component	$724.56	$1,417.58	$2,110.63	$2,803.67	$3,496.71	$4,189.75
Disposal Component	$71.24	$139.39	$207.53	$275.67	$343.82	$411.96
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$41.88	$81.95	$122.01	$162.07	$202.13	$242.20
TOTAL MONTHLY CUSTOMER RATE	**$837.69**	**$1,638.91**	**$2,440.17**	**$3,241.42**	**$4,042.66**	**$4,843.91**
10 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$74.24	$148.48	$222.72	$296.97	$371.21	$445.45
TOTAL MONTHLY CUSTOMER RATE	**$1,484.82**	**$2,969.64**	**$4,454.46**	**$5,939.29**	**$7,424.11**	**$8,908.93**

20 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$74.24	$148.48	$222.72	$296.97	$371.21	$445.45
TOTAL MONTHLY CUSTOMER RATE	**$1,484.82**	**$2,969.64**	**$4,454.46**	**$5,939.29**	**$7,424.11**	**$8,908.93**
30 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$74.24	$148.48	$222.72	$296.97	$371.21	$445.45
TOTAL MONTHLY CUSTOMER RATE	**$1,484.82**	**$2,969.64**	**$4,454.46**	**$5,939.29**	**$7,424.11**	**$8,908.93**
40 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$74.24	$148.48	$222.72	$296.97	$371.21	$445.45
TOTAL MONTHLY CUSTOMER RATE	**$1,484.82**	**$2,969.64**	**$4,454.46**	**$5,939.29**	**$7,424.11**	**$8,908.93**
Compactor[1]						
Collection Component	$1,468.68	$2,937.36	$4,406.04	$5,874.72	$7,343.40	$8,812.08
Disposal Component	$356.45	$712.90	$1,069.35	$1,425.80	$1,782.25	$2,138.70
Organics Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Franchise Fee Component	$96.07	$192.13	$288.20	$384.26	$480.33	$576.39
TOTAL MONTHLY CUSTOMER RATE	**$1,921.20**	**$3,842.39**	**$5,763.59**	**$7,684.78**	**$9,605.98**	**$11,527.17**

[1.] Allowes 1 ton of material in each roll-off or compactor that is included in the disposal and organics processing component. For each additional ton, there is a disposal fee, transfer fee, and franchise fee totaling $86.65 per ton.

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the following:

(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-4 CUSTOMER RATES – COMMERIAL COLLECTION

Commercial Carts, Bins, Permanent Roll-Off and Compactor Collection

A. ORGANICS COLLECTION

Processing / Disposal Cost Per Ton		Facility Name
Per Ton Solid Waste Disposal	**$55.00**	**Ox Mountain Landfill**
Per Ton Organics Processing	**$62.00**	**Richmond Landfill**
Organics Per Ton Transfer Station (if applicable)	**$42.48**	**Blue Line Transfer Station**

Container Size	Collection Frequency					
	1/week	2/week	3/week	4/week	5/week	6/week
32 Callon Cart						
Collection Component	$17.83	$35.66	$53.49	$71.32	$89.15	$106.98
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$3.23	$6.47	$9.70	$12.93	$16.16	$19.40
Franchise Fee Component	$1.11	$2.22	$3.33	$4.43	$5.54	$6.65
TOTAL MONTHLY CUSTOMER RATE	**$22.17**	**$44.34**	**$66.52**	**$88.69**	**$110.86**	**$133.03**
64 Callon Cart						
Collection Component	$35.66	$71.32	$106.98	$142.65	$178.31	$213.97
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$6.47	$12.93	$19.40	$25.86	$32.33	$38.79
Franchise Fee Component	$2.22	$4.43	$6.65	$8.87	$11.09	$13.30
TOTAL MONTHLY CUSTOMER RATE	**$44.34**	**$88.69**	**$133.03**	**$177.38**	**$221.72**	**$266.06**
96 Callon Cart						
Collection Component	$53.49	$106.98	$160.48	$213.97	$267.46	$320.95
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$9.70	$19.40	$29.09	$38.79	$48.49	$58.19
Franchise Fee Component	$3.33	$6.65	$9.98	$13.30	$16.63	$19.95
TOTAL MONTHLY CUSTOMER RATE	**$66.52**	**$133.03**	**$199.55**	**$266.06**	**$332.58**	**$399.10**
1 CY						
Collection Component	$102.13	$188.27	$274.40	$360.54	$446.68	$532.82
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$10.69	$19.70	$28.72	$37.73	$46.75	$55.76
Franchise Fee Component	$5.94	$10.95	$15.95	$20.96	$25.97	$30.98
TOTAL MONTHLY CUSTOMER RATE	**$118.76**	**$218.91**	**$319.07**	**$419.23**	**$519.40**	**$619.56**
1.5 CY						
Collection Component	$148.43	$277.63	$406.83	$536.03	$665.24	$794.44
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$15.53	$29.05	$42.58	$56.10	$69.62	$83.14
Franchise Fee Component	$8.63	$16.14	$23.65	$31.16	$38.68	$46.19
TOTAL MONTHLY CUSTOMER RATE	**$172.59**	**$322.82**	**$473.06**	**$623.29**	**$773.53**	**$923.76**

2 CY						
Collection Component	$193.88	$366.14	$538.40	$710.66	$882.92	$1,055.19
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$20.29	$38.32	$56.34	$74.37	$92.40	$110.43
Franchise Fee Component	$11.27	$21.29	$31.30	$41.32	$51.33	$61.35
TOTAL MONTHLY CUSTOMER RATE	**$225.45**	**$425.74**	**$626.05**	**$826.35**	**$1,026.66**	**$1,226.97**
3 CY						
Collection Component	$280.34	$538.73	$797.12	$1,055.52	$1,313.92	$1,572.32
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$29.34	$56.38	$83.42	$110.46	$137.50	$164.55
Franchise Fee Component	$16.30	$31.32	$46.34	$61.37	$76.39	$91.41
TOTAL MONTHLY CUSTOMER RATE	**$325.98**	**$626.43**	**$926.89**	**$1,227.35**	**$1,527.82**	**$1,828.28**
4 CY - Not available due to weight						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
6 CY - Not Available due to weight						
Collection Component	N/A	N/A	N/A	N/A	N/A	N/A
Disposal Component	N/A	N/A	N/A	N/A	N/A	N/A
Organics Component	N/A	N/A	N/A	N/A	N/A	N/A
Franchise Fee Component	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL MONTHLY CUSTOMER RATE	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
10 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$79.29	$158.58	$237.87	$317.16	$396.45	$475.74
TOTAL MONTHLY CUSTOMER RATE	**$1,585.82**	**$3,171.64**	**$4,757.46**	**$6,343.28**	**$7,929.10**	**$9,514.92**
20 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$79.29	$158.58	$237.87	$317.16	$396.45	$475.74
TOTAL MONTHLY CUSTOMER RATE	**$1,585.82**	**$3,171.64**	**$4,757.46**	**$6,343.28**	**$7,929.10**	**$9,514.92**

30 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$79.29	$158.58	$237.87	$317.16	$396.45	$475.74
TOTAL MONTHLY CUSTOMER RATE	**$1,585.82**	**$3,171.64**	**$4,757.46**	**$6,343.28**	**$7,929.10**	**$9,514.92**
40 CY Box[1]						
Collection Component	$1,054.13	$2,108.26	$3,162.39	$4,216.52	$5,270.65	$6,324.78
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$79.29	$158.58	$237.87	$317.16	$396.45	$475.74
TOTAL MONTHLY CUSTOMER RATE	**$1,585.82**	**$3,171.64**	**$4,757.46**	**$6,343.28**	**$7,929.10**	**$9,514.92**
Compactor[1]						
Collection Component	$1,468.68	$2,937.36	$4,406.04	$5,874.72	$7,343.40	$8,812.08
Disposal Component	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Organics Component	$452.40	$904.80	$1,357.20	$1,809.60	$2,262.00	$2,714.40
Franchise Fee Component	$101.11	$202.22	$303.33	$404.44	$505.55	$606.66
TOTAL MONTHLY CUSTOMER RATE	**$2,022.19**	**$4,044.38**	**$6,066.57**	**$8,088.76**	**$10,110.95**	**$12,133.14**

1. Allowes 1 ton of material in each roll-off or compactor that is included in the disposal and organics processing component. For each additional ton, there is a disposal fee, transfer fee, and franchise fee totaling $86.65 per ton.

The "Total Monthly Customer Rate" is set to sum the Collection, Disposal, Organcis, and Franchise Fee Elements. The Franchsie Fee Element is set to calculate at 5% of the total "Monthly Customer Rate". To resolve circular calculation of the Franchsie Fee, use the following:
(1) On Excel main tab, (2) drop down to "Preferences", (3) drop down to "Calculation", (4) set "Use Iterative Calculations" at 100.

Form M-5 CUSTOMER RATES – TEMPORARY COLLECTION SERVICES		
Temporary Bin and Roll-off Collection		
Processing / Disposal Cost Per Ton		**Facility Name**
Per Ton Solid Waste Disposal	**$55.00**	Ox Mountain Landfill
Per Ton Transfer Fee - Waste Disposal	**$27.32**	Blue Line Transfer Station
Per Ton Processed Recyclable Material	**$0.00**	Ox Mountain Landfill
Per Ton Processed Green Material	**$62.00**	Richmond Landfill
Per Ton Transfer Fee - Organics	**$42.48**	Blue Line Transfer Station
Per Ton Processed Construction and Demolition Material	**$105.00**	Blue Line Transfer Station

Container Size	PULL COST
1 CY Bin[1]	**Available on a Perm Basis only**
1.5 CY Bin[1]	**Available on a Perm Basis only**
2 CY Bin[1]	**Available on a Perm Basis only**
3 CY Bin[1]	**Available on a Perm Basis only**
4 CY Bin1	**Available on a Perm Basis only**
Temp Bin Delivery Charge per Bin	**$75.00**
10 CY Box[1]	**$243.45**
20 CY Box[1]	**$243.45**
30 CY Box[1]	**$243.45**
40 CY Box[1]	**$243.45**
10 CY Lowboy[1]	**N/A**

Push Rates	0-25 feet	26-49 feet	50-75 feet	76-100 feet	101+ feet
	N/C	**$10.04**	**$20.07**	**$30.11**	**$40.14**

[1] All 1, 1.5, 2, and 4 CY bins, and all 10, 20, 30, 40 CY roll-offs are pull rates only; processing or disposal will be based on actual processing or disposal costs. The total customer rate will be the total cost for the collection, processing, disposal and franchise fee.

The following cost proposal forms are to be utilized by the Proposer to provide the Town with the hourly service rates to be charged for the provision of emergency services as set forth in the Agreement.

FORM M-6 - CUSTOMER RATES – Emergency Service Rates - Employees	
Labor Position	**Hourly Rate**
Driver	$100.00
Dispatcher	$75.00
__	$0.00
__	$0.00
__	$0.00
__	$0.00

Form M-7 - CUSTOMER RATES Emergency Service Rates – Equipment		
Labor Position or Equipment Type	**Make & Model**	**Hourly Rate**
Rear Load	McNeilus HD 25 yd.	$75.00
Side Load	McNeilus ZR Zero Radius ASL 27 yd.	$75.00
Front Load	McNeilus Contender 40 yd.	$75.00
Flat Bed	Ford F750	$50.00
__	__	$0.00
__	__	$0.00
__	__	$0.00

Form M-8 - PROPOSER'S STATEMENT ***
1 Describe and explain each assumption you made about residential customers migrating to a smaller container. We've assumed an initial 50 customers at 20 gallon, 360 customers at 32 gallon, 32 cusomters at 64 gallon, and 13 customers at 96 gallon. We believe 50% of the 64 gallon and 96 gallon customers will downsize in the first 2 years of the program. In reviewing the risk associated with the assumption, if all 45 customers subscribed to 64 gallon or 96 gallon downsized 32 gallon carts, it would result in a reduction of $15,432 in annual revenue. Republic is agreeing to assume that migration risk.
2 Describe and explain each assumption you made about commercial customers migrating to a smaller container or less collection frequency. Republic has assumed an initial commercial bin and cart customer revenue of $442,752. As our diversion programs increase in participation we've made an assumption that downsizing will result in a gradual reduction in annual revenue. Over the term of the agreement, we have assumed average reduction of 9.1% of the initial revenue and could be as high as 18% in year 10 of the agreement.
3 On Forms M-3 and M-4, for 10 -40 CY roll-off containers and compactors, the allowable tonnages & per ton fee for **regularly scheduled** collection of garbage and organics in (e.g., must be included. Describe the nature and amount of each charge that is in addition to per ton disposal/processing fee that will be added to 10 -40 CY roll-off containers and compactors (i.e., transfer station fees). **NOTE: the listed per ton fees must directly tie to the Disposal or Organics Component cost amounts in the rate sheets for roll-off rates).** For example, if the disposal per ton fee is $50/ton, and the maximum allowable tonnage is 4 tons, then the Disposal cost would be $200. If however, there is a $30/ton transfer fee in additional to the per ton disposal fee, then the total "disposal fee would be $80/ton, or $320 for the same 4 tons. Pricing on Forms M-3 and M-4 for 10 - 40 CY roll-off containers and compactors include one ton of material. Any weight above the initial one ton will be charged at $55.00/ton disposal, plus $27.31/ton transfer, and $4.33/ton franchise fee for a total of $86.65/ton for MSW. This assumes that the Town of Colma will collect 5% franchise fees on this additional disposal/transfer charge. If the franchise fee is not applicable, the total would be $82.32. For Organics, any weight above the initial one ton will be charged at $62.00/ton processing, plus $42.48/ton transfer, and $5.50/ton franchise fee.
4 On Form M-5, the rates are for "pull" only. Describe the nature and amount of the per ton disposal/processing fee that will be charged to customers for Temporary Bin and Roll-off containers (i.e., transfer station fees). The per ton disposal process fee that will be charged to the customer is $55.00/ton disposal, plus $27.31/ton transfer, and $4.33/ton franchise fee for a total of $86.65/ton. This assumes that the Town of Colma will collect 5% franchise fees on this additional disposal/transfer charge. If the franchise fee is not applicable, the total would be $82.32.