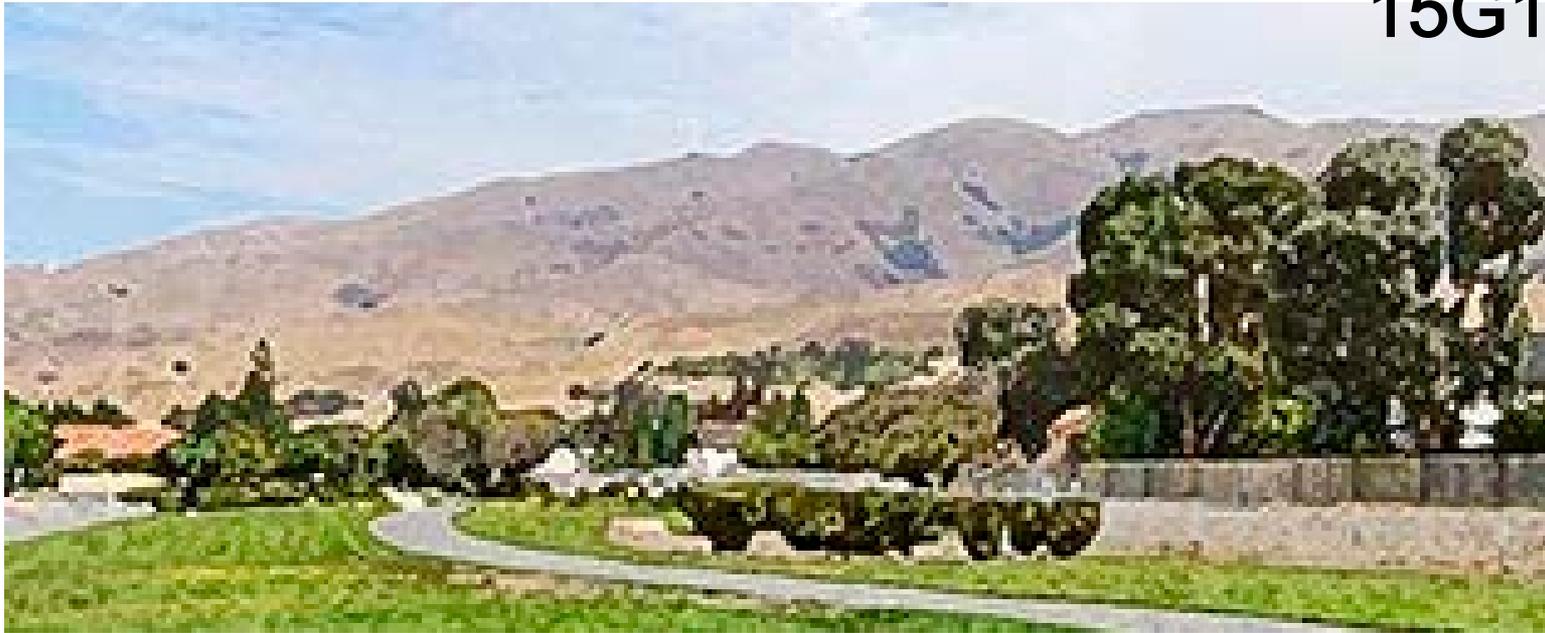


15G1



Presentation to the City of Milpitas for Solid Waste, Recycling & Organics Collection & Processing Services



May 23, 2016
Louie Pellegrini, Jr. – President • Garden City Sanitation, Inc.

Garden City Sanitation

- ▶ Our experience spans 4 generations.



Experience & Qualifications



GARDEN CITY SANITATION
City of San José
Residential MSW Collection



City of Livermore



Cities of:
Santa Clara & Los Altos



Cities of:
San Leandro & Alameda



Cities of:
Brisbane, Millbrae,
South San Francisco
& San Francisco
International Airport



Stanford University



300,000+ residential & 10,000+ commercial customers

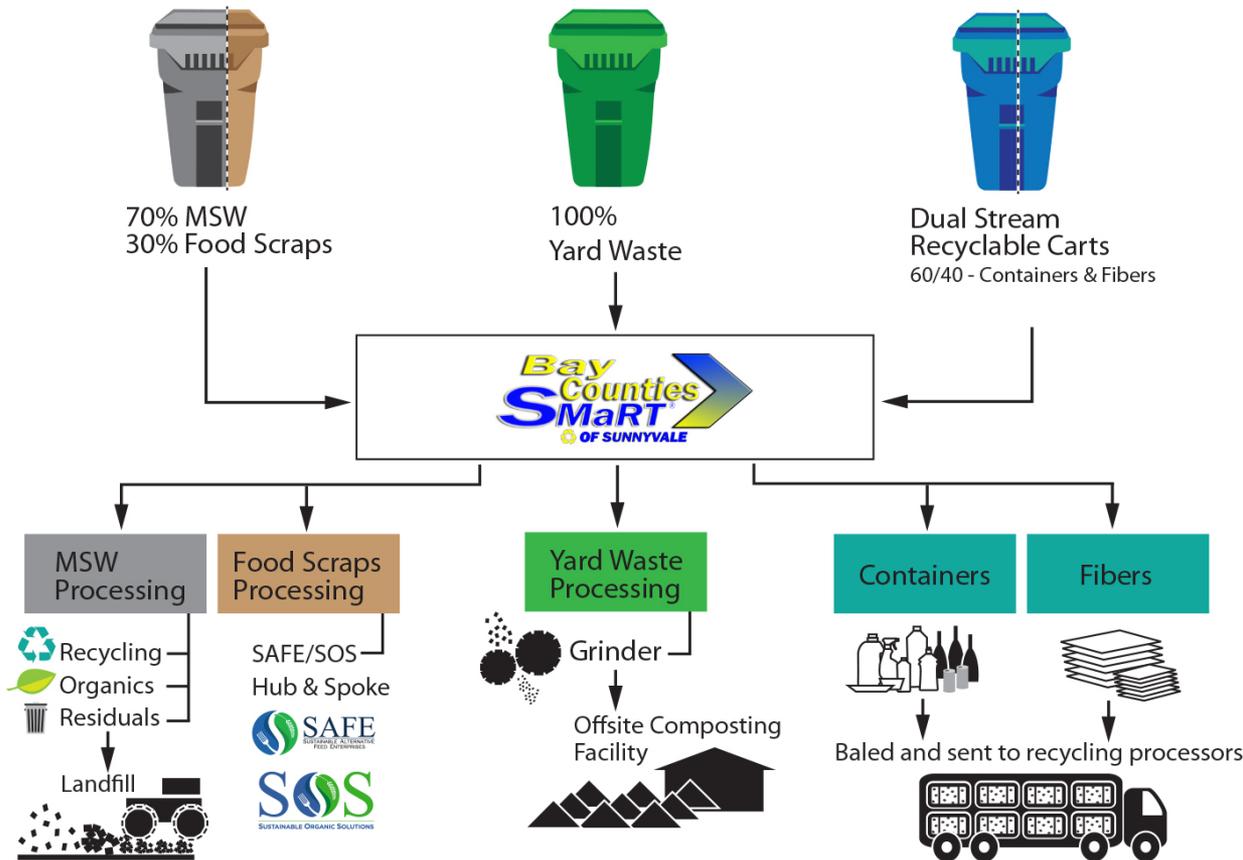


Base Proposal / Current Services



Unique Proposal to the City of Milpitas

GCS / SMaRT Station
Cart Collection & Processing Flow Chart



- ▶ Uniform Containers
- ▶ SMaRT Station Diversion
- ▶ SAFE/SOS
- ▶ AB 1826 Compliance Plan
- ▶ Proven Technology
- ▶ Local Facilities
- ▶ Local Experience

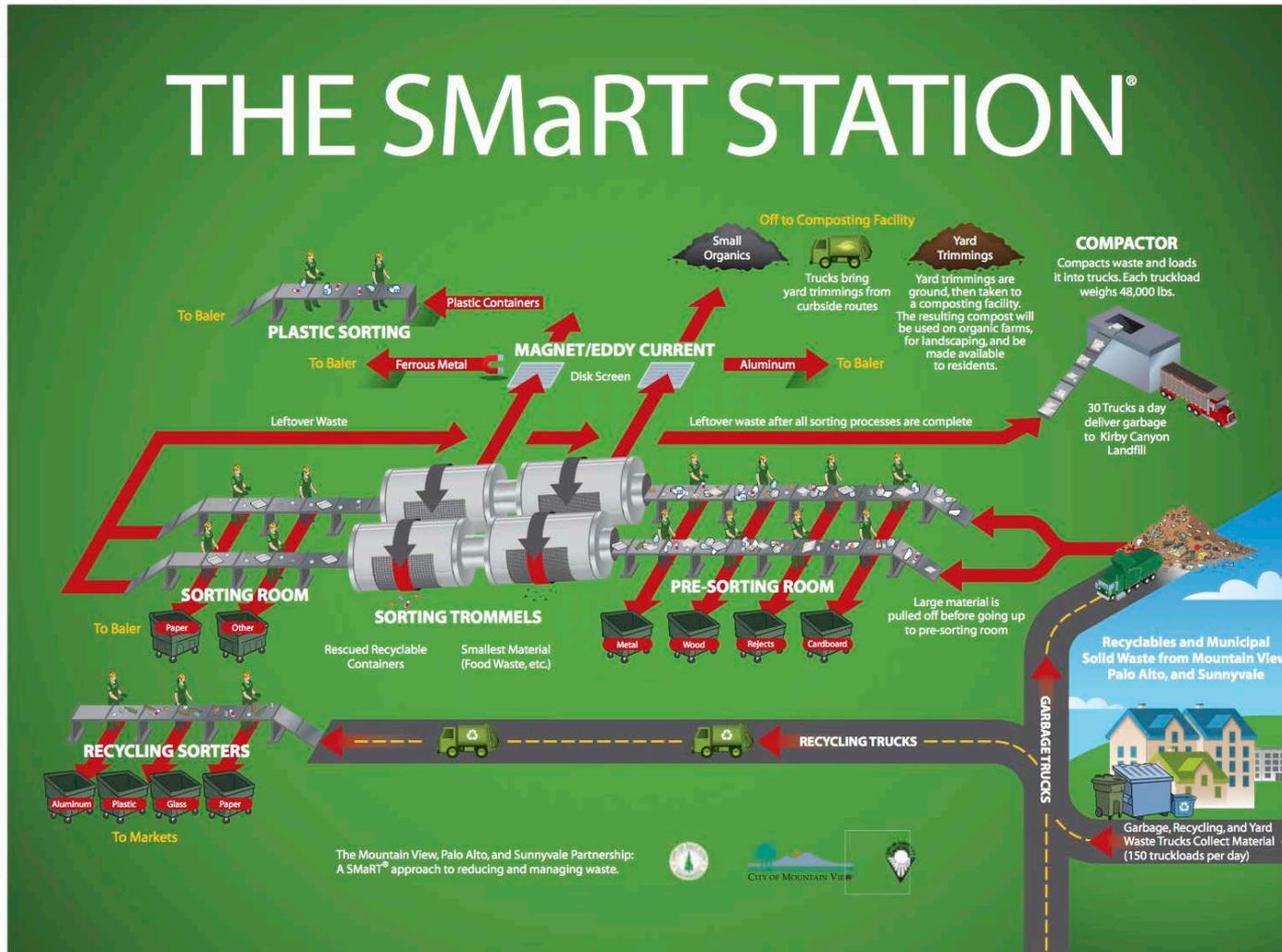


GCS & SMaRT Station Partnership

- ▶ All materials processed FIRST
- ▶ Guaranteed capacity
- ▶ Location (< 10 miles)
- ▶ Reduced GHG Impacts
- ▶ Municipality Membership



SMaRT Station Processing & Diversion



SAFE/SOS

**STEP ONE -
COLLECTION**



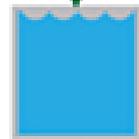
Specialized Collection
Vehicles and Containers

STEP TWO - SPOKE
Pre-Processing Facility
Produces Mash

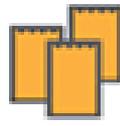
STEP THREE - HUB
Production Facility
Dehydrates Mash



Dry
Meal



Reclaimed
Water

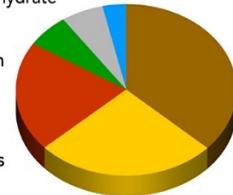


F.O.G.
(Fats, Oils & Grease)



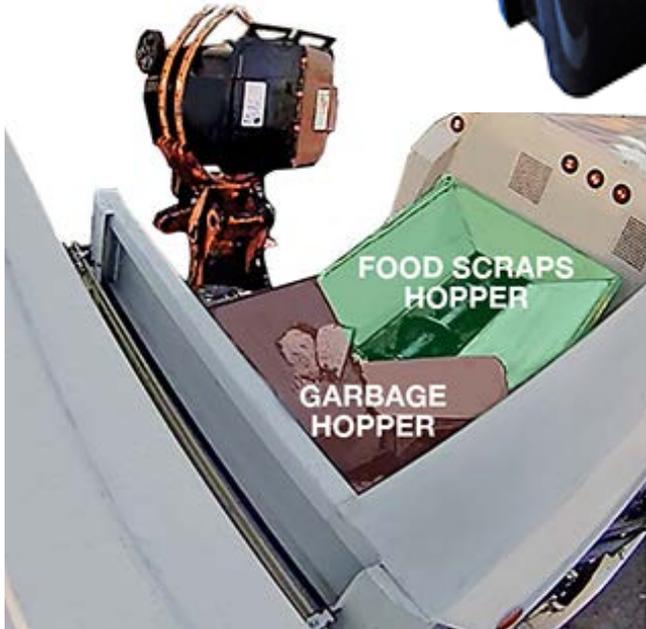
**The Final
Product
Dry Meal:**

- 36.9% Carbohydrate
- 26.3% FOG
- 20.8% Protein
- 6.3% Fiber
- 6.2% Ash
- 3.5% Minerals



Local Food Scraps Pilot Programs

▶ San Jose



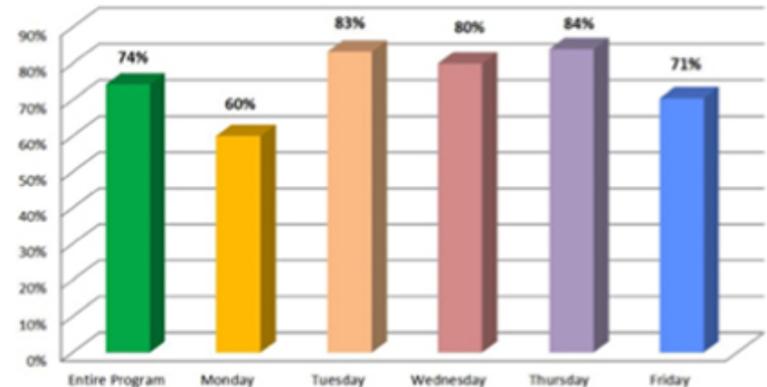
▶ Sunnyvale



PARTICIPATION WAS HIGH AT 74%!

2009 EPA report: average participation rate for residential food scraps collection programs 35- 40%.

Percent of Households Participating in Food Scraps Pilot Project



AB 1826 Compliance Plan

AB1826 Mandatory Organics Recycling

CALIFORNIA

STATE IMPLEMENTATION TIMELINE



**AB 1826
AB 341**

CITY OF MILPITAS

Commercial Organics & Recycling Compliance Plan

GARDEN CITY SANITATION, INC.

Tonnage Infrastructure Capacity Outreach • Educate • Monitor

Prepared by Ligor & Associates October 2015

- ▶ Current hauler information + NAICS codes
- ▶ 22 businesses in 2016
- ▶ 58 businesses in 2017
- ▶ Coupled with outreach



Technology

- ▶ CNG fueled vehicles
- ▶ State-of-the-art routing and dispatch software
- ▶ Customer Service and billing integration



Additional Services Available to Milpitas

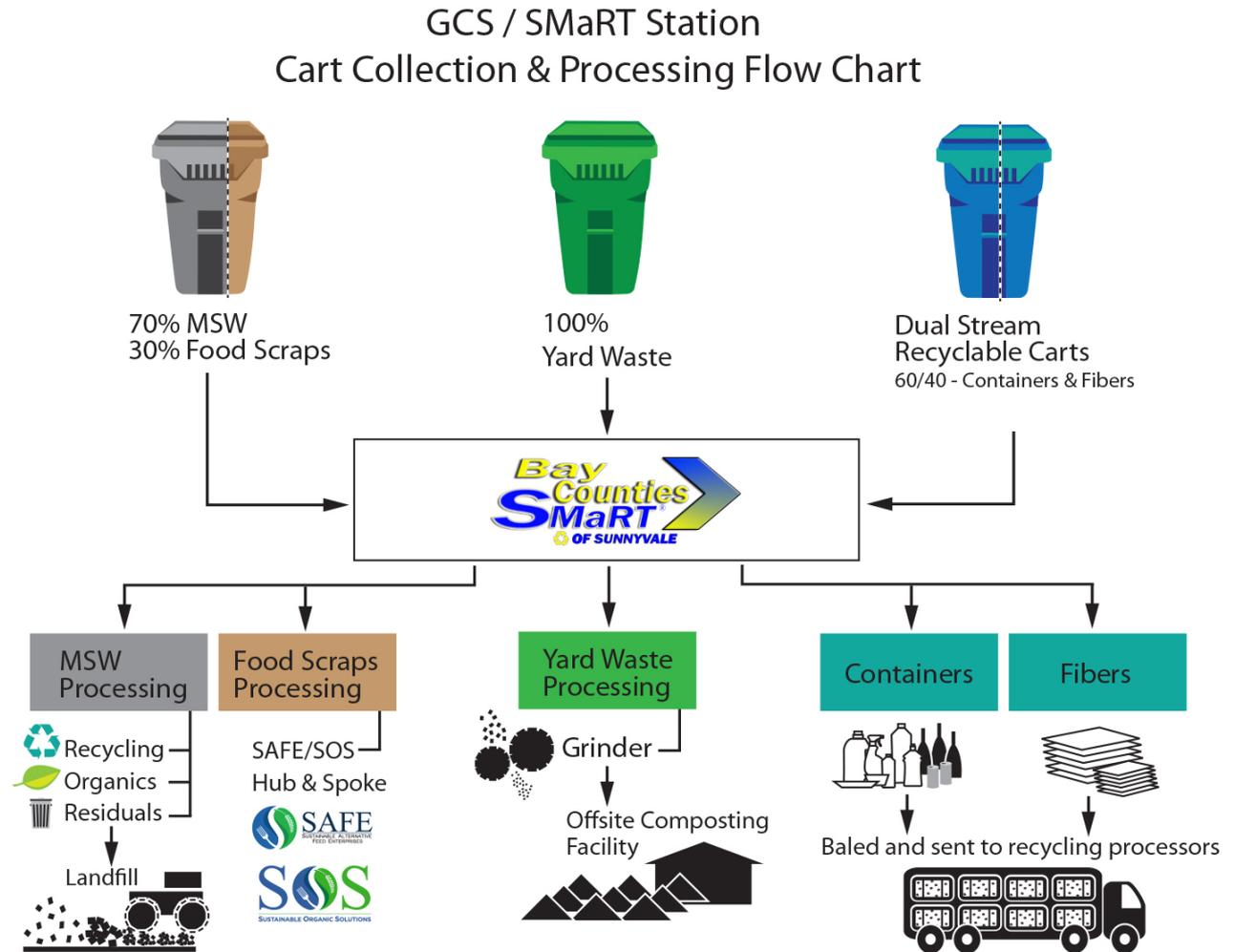
- ▶ Bulky Bag Collection System
- ▶ Reuse Trailer at SMaRT
- ▶ Paint Care Program
- ▶ Sharps Disposal
- ▶ CRV Buyback



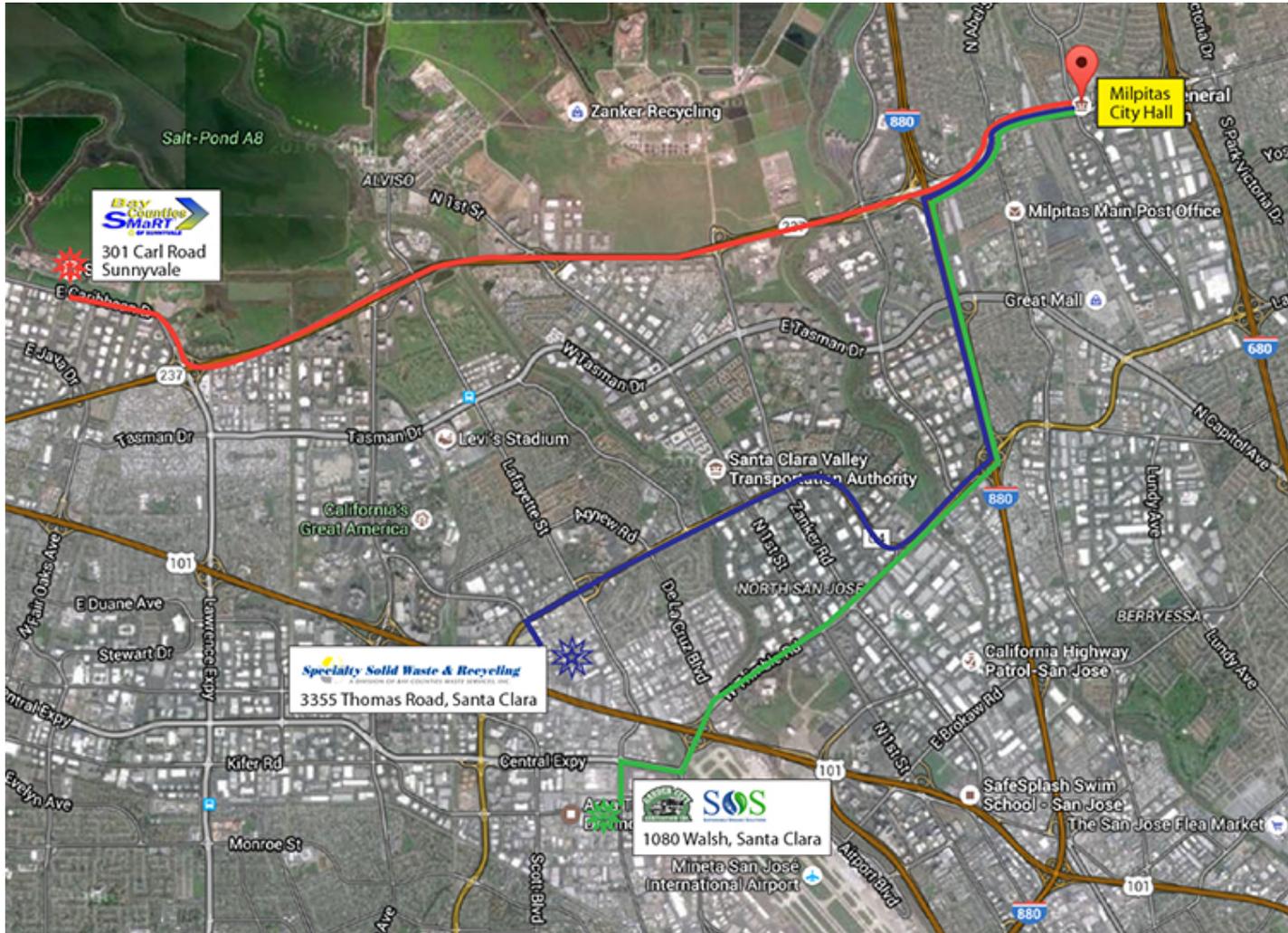
Proven Diversion at the SMaRT Station:

- ▶ Mixed Waste Processing: newly upgraded to recover organics and recyclables from mixed waste stream

- ▶ High Diversion Floor Sort for Mixed C&D



LOCAL Collection, Processing & Diversion



COVER LETTER

October 27, 2015

Peter Deibler
HF&H Consultants, LLC
201 North Civic Drive, Suite 230
Walnut Creek, California 94596

RE: Proposal for Milpitas for Solid Waste, Recycling, and Organics Collection Services

Dear Mr. Deibler,

Garden City Sanitation, Inc. (Garden City) is pleased to submit this response to the City of Milpitas' Request for Proposals (RFP) for Solid Waste, Recyclables and Organics Collection, Processing and Disposal Services. Garden City is comprised of three groups of active members of Northern California's solid waste and recycling industry. The groups are: the Pellegrini Group, led by Louie Pellegrini; South San Francisco Scavenger Company, led by Doug Button; and the Arata Group, led by Don Arata. There are seven collection companies under the purview of Garden City partners, managing the nearly 600,000 tons of waste annually in 12 jurisdictions.

Our experience, dedication and unique proposal offers the City of Milpitas the following benefits:

- ✓ A tailored collection and processing system specifically designed for the City of Milpitas that maximizes efficiencies, provides consistency throughout the City, and reduces waste sent to landfill.
- ✓ "State-of-the-Art" Material Recovery Facility (MRF) with guaranteed processing capacity, diversion rates, and possibly a partnership with SMaRT Cities.
- ✓ The financial capability and security of Garden City, affiliate companies, and our subcontractor.
- ✓ The stability and know-how gleaned through managing successful long-term municipal relations in all jurisdictions served.
- ✓ Localized and expedient decision making.
- ✓ An exemplary past performance and safety record.
- ✓ A clear understanding of how to meet or exceed, all existing and future regulatory requirements.
- ✓ Stable and long-term agreements with landfills, composting and recycling facilities that provide enhanced diversion of materials for the City of Milpitas, while reducing the negative impacts, such as odor, for Milpitas residents.

Our custom ***Hybrid-Alternative Proposal*** is the most cost-effective collection and processing program, with the lowest carbon footprint, the best option to provide compliance with AB 341 and AB 1826, and **does not include contingent pricing.**

Also, the Company's collection and transition experience renders Garden City a worthy and able contender for providing a smooth and successful transition, but also excellent customer service, informative, innovative outreach and diversion programs to all residents and businesses. These attributes have allowed our affiliates to provide collection and processing services for more than a century!

We have conducted due diligence to confirm material facts upon which this proposal is based. With submittal of this Collection Proposal, Garden City Sanitation, Inc. acknowledges and accepts all terms and conditions of the Collection Agreement, except for any exceptions taken in ***Section 5*** of our proposal. The following addenda were issued through this RFP process and were downloaded and fully reviewed by Garden City Sanitation, Inc.:

- Addendum 1 | Issued August 13, 2015**
- Addendum 2 | Issued September 21, 2015**
- Addendum 3 | Issued September 29, 2015**

As per the Secretary's Certificate provided in ***Section 7 | Other Proposal Forms***, and the Board of Directors of Garden City Sanitation, Inc., I certify that I am the contact person in reference to this submittal. If successful in this RFP process, we will more than likely create a new entity with common shareholders and partners of Garden City.

We appreciate the opportunity to respond and look forward to teaming up with the City of Milpitas to provide environmentally and economically sustainable collection operations.

Sincerely,



Louie Pellegrini, Jr.
President
Garden City Sanitation, Inc.

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EXECUTIVE SUMMARY

Garden City Sanitation, Inc. (Garden City) is pleased to submit this response to the City of Milpitas' Request for Proposals (RFP) for Solid Waste, Recyclables and Organics Collection, Processing and Disposal Services. Garden City is comprised of three groups that share immense experience and are active members in the solid waste and recycling industry. The groups are: *the Pellegrini Group*, led by Louie Pellegrini, Jr.; *the South San Francisco Scavenger Company*, led by Doug Button; and *the Arata Group*, led by Don Arata.

There are seven collection companies under the purview of Garden City partners, managing nearly 600,000 tons of waste annually in 12 jurisdictions. Our group of companies is also well versed in new service initiations as shown by our years of experience as well as implementation of new service rollouts and innovative collection programs to more than 350,000 residential and commercial customers throughout the San Francisco Bay Area.

The innovative approach to collection services outlined in this proposal underscores our commitment to the City of Milpitas to provide superior collection and proven diversion programs. As a part of our commitment to Milpitas, we have included our *Hybrid-Alternative Proposal*, which directs all materials to the **Sunnyvale Materials and Recycling Transfer (SMaRT) Station** in Sunnyvale for processing. By processing all waste streams, we encourage sustainable management of our precious resources and stand apart from the competition by remaining unmatched in our ability to provide exceptional and economical services, sharing our local expertise while maximizing diversion.

We look forward to working with the City of Milpitas to provide convenient and reasonably priced collection services that support the City's goals stated in the RFP as well as meeting the State's diversion mandates. Garden City is committed to protecting public health and safety while providing reliable and efficient service rendered with professionalism, as reflected in the Company's mission statement:

Garden City is committed to providing waste management services of the highest quality, delivered with pride and professionalism to our customers, utilizing environmentally sensitive equipment that is safe, efficient, reliable, and appropriate to the work performed. 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 create a sense of partnership between the 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 City of Milpitas:

- A tailored collection and processing system specifically designed for the City of Milpitas that maximizes efficiencies, provides consistency throughout the City, and reduces waste sent to landfill;
- Processing of all waste streams to ensure compliance with State diversion mandates under our ***Hybrid-Alternative Proposal***;
- Unrivaled & Local Experience;
- Low Carbon Collection Fleet;
- Partnership with material management facilities that will enhance the diversion of materials from landfill without negative impacts, such as odor, on the residents and businesses in Milpitas;
- Proven and Proactive Community Education, Outreach & Technical Assistance Programs;
- Superior Customer Service;
- Continued Financial Stability, and;
- Prudent Preparedness.

Hybrid-Alternative Proposal with MRF Processing & Maximum Diversion | By teaming up with our subcontractor, the City of Sunnyvale – owners of the Sunnyvale Material Recovery and Transfer Station (SMaRT Station) – we are proposing to process all material waste streams and only landfill residue under our ***Hybrid-Alternative Proposal***. By **processing all waste streams**, we encourage sustainable management of our precious resources and provide exceptional and economical services, sharing our local partnerships in order to maximize diversion. State recycling mandates are requiring 75% by 2020 and this fully permitted facility is less than 10 miles from Milpitas City Hall and has recently been upgraded to achieve high diversion rates. In addition, the use of this facility, and regional composting facilities, provides the City with enhanced diversion opportunities without contributing to nuisances, such as odors, to the residents of Milpitas.

Unrivaled & Local Experience | Garden City has at its helm an extensively experienced management team and involved group of owners. These are people who have been collecting and processing waste locally for generations—as is best exemplified by South San Francisco Scavenger Company—which began collecting waste at the turn of the last century and opened its first transfer station in South San Francisco in 1968. Not only does the Garden City team have unrivaled waste handling experience, we have also been

instrumental in furthering responsible environmental policy and stewardship standards statewide.

Low Carbon Collection Fleet | Routes will be designed with efficiency in mind — lots of rights turns means less idling in left turn lanes. Our yard will be conveniently located in order to minimize vehicle miles traveled, and wear and tear on roads. Plus, CNG trucks will be used from the start of service, reducing our carbon footprint of collection compared to current operations.

Proven and Proactive Education, Outreach & Technical Assistance Programs | We will utilize newsletters, service guides, billing inserts, posters, event displays, and a user-friendly website to inform, inspire and educate the community of Milpitas. Our energetic outreach team will also utilize every opportunity to host interactive community workshops and events. Hands-on recycling opportunity assessments, technical assistance, and cooperation with the City will be at the core of our outreach to multi-family and commercial customers, ensuring compliance with AB 341 and AB 1826.

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 understand 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.

Continued Financial Stability | Although Garden City is fairly new, our affiliate companies have been doing business for many decades and are owned by three investment groups, consisting of Shareholders that bring financial strength and security, as well as a wealth of industry experience.

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 City of Milpitas 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 José 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 City of Milpitas.

Benefits to the City of Milpitas

- A tailored collection and processing system specifically designed for the City of Milpitas that maximizes efficiencies, provides consistent collection containers and vehicles, and reduces waste sent to landfill.
- Processing at the SMaRT Station, ensuring the most diversion potential through our ***Hybrid-Alternative Proposal***;
- Local experience and thoughtful decision-making;
- Established financial capability;
- Exceptional performance, environmental and safety records;
- Widespread and comprehensive public education, outreach and technical assistance plans; and,
- Environmental enhancements that will assist the City in reaching its GHG emission reductions and sustainability goals, while minimizing local odor impacts.

Looking beyond the framework set by the RFP itself, Milpitas has an opportunity to become a partner, along with Sunnyvale, Mountain View and Palo Alto, in the award-winning Sunnyvale Materials Recovery and Transfer Station (SMaRT Station). In addition to processing and marketing source-separated materials, the SMaRT Station uses a recently updated Materials Recovery Facility to reduce by 25% or more the disposal of the mixed solid waste received at the facility.

Benefits of peer-to-peer partnership, with Milpitas joining the 290,000 residents of Mountain View, Palo Alto and Sunnyvale as a full participant in the SMaRT Station MOU, include a full share of the recycling revenues generated by SMaRT and a seat at the table when the Cities discuss how best to use the facility to meet future recycling and solid waste processing and disposal needs. The urgency of this last topic is sharpened by the recent California Air Resources Board announcement of its intent to ban the disposal of organics by the year 2025. Popular services provided to SMaRT Cities residents include: an attractive, paved facility for receipt of self-hauled waste and recyclables; free compost pickup; drop-off of Universal Wastes, paint, hypodermic needles and other “sharps”; a popular beverage container redemption center; and confidential document shredding events.

We look forward to forging a strong and lasting partnership with the City of Milpitas to provide excellent collection and diversion programs, highlighting outstanding customer service, while increasing diversion and providing collection and processing services that are both economically viable and sustainable.

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1. COMPANY DESCRIPTION

A. Business Structure

Garden City Sanitation, Inc. (Garden City) is a California Corporation that is authorized to do business in the State of California. Garden City was formed in March of 2006 to respond to the City of San José's residential solid waste collection RFP. After a City Council vote of 10-0, Garden City was awarded the contract to provide exclusive solid waste collection services commencing on July 1, 2007 to more than 163,000 San José residents.



Although Garden City is fairly new, our partnership is not; the founders, owners and key management personnel have dedicated their professional careers to provide and develop innovative solutions to the management and recovery of resources. Garden City partners are local to Northern California and have been in the business of collecting and managing various municipal solid waste streams for generations.

Garden City's seamless transition in the City of San José was a result of the dedication and experience of the founders and Shareholders: [*the Pellegrini Group*](#) (40% shareholder), [*South San Francisco Scavenger Group*](#) (40% shareholder), and [*the Arata Group*](#) (20% shareholder). These industry veterans have come together again to offer the City of Milpitas our superior service and innovative collection and diversion programs. Garden City is governed by the following individuals, each of whom has over ten percent (10%) ownership:

- Don Arata (Arata Group) | Director, Vice President
- Louie Pellegrini (Pellegrini Group) | Director, President

As of October 1, 2015, Garden City has one creditor (California Pollution Control Financing Authority (CPCFA)) with debt greater than ten percent (10%) of the company's total assets.

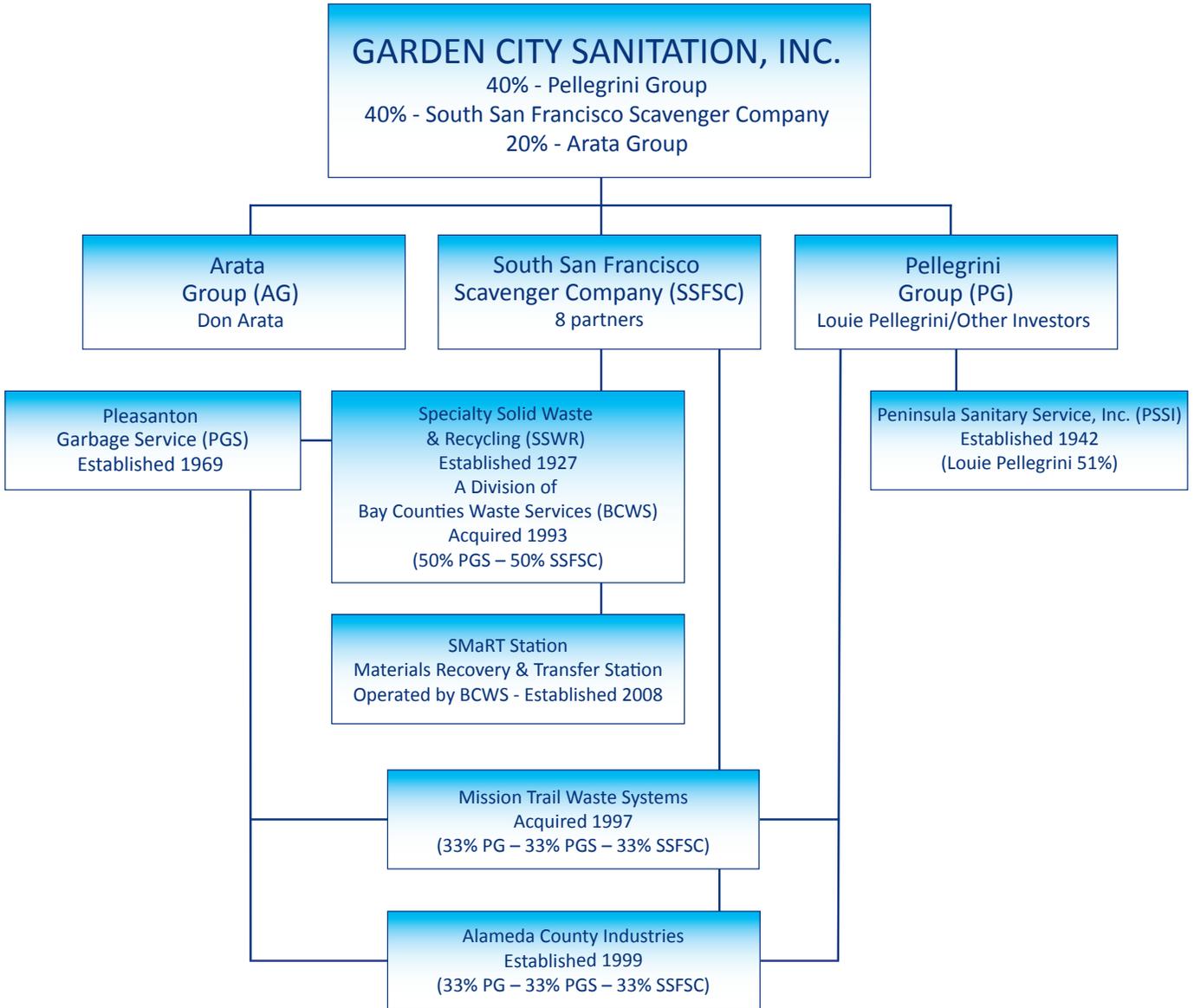
The table below lists the companies that are owned and operated by the Shareholders of Garden City, the jurisdictions in which they provide service, the shareholder / partners involved and the date in which each entity was formed.

Garden City Partner / Affiliate Companies Table

Company	Jurisdictions Served	Shareholders / Partners	Date Formed
Alameda County Industries (ACI)	Alameda San Leandro Operation of the ACI MRF	➤ Pellegrini Group SSFSC Other Investors	1997 2000
Garden City Sanitation (GCS) - Livermore Sanitation (LS)	San José Livermore	➤ Arata Group Pellegrini Group SSFSC	2007 2010
Mission Trail Waste Systems (MTWS)	Los Altos Santa Clara Operation of the MTWS MRF/Transfer Station	➤ Pellegrini Group SSFSC Other Investors	2010 1998
Peninsula Sanitary Service Incorporated (PSSI)	Stanford University Street Sweeping throughout entire campus and at affiliate company's facilities Operation of the PSSI Recycling and Transfer Station	➤ Louie Pellegrini Peninsula Sanitary Group	1942
South San Francisco Scavenger Company (SSFSC)	Brisbane, Colma, Millbrae, South San Francisco, SFO Operation of the Blue Line Transfer Station	➤ 8 Partners	1914
Specialty Solid Waste and Recycling (SSWR) - Bay Counties SMaRT	Sunnyvale Operation of SMaRT Station	➤ SSFSC Other Investors	1993

As shown above, a variety of business partnerships, primarily overlapping ownership interests, exist among Garden City’s owners and shareholders and other similar business entities. The reason these smaller, local companies have formed partnerships amongst themselves, is to acquire similar local companies and bid competitively on municipal collection contracts. Since the owners of these companies prefer to have management roles in their companies, all business partners genuinely understand the solid waste and recycling industry, and therefore add valuable experience and expertise for new endeavors.

The graphic below depicts Garden City’s relationships with affiliate companies. A description of each company referenced, along with examples of collection and service initiation experience, follows in Section 1.B.



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B. Collection & Street Sweeping Experience

Although a relatively new company, Garden City's experience is unrivaled in Northern California as demonstrated by its affiliate companies' decades of collection and processing experience. South San Francisco Scavenger Company began operations more than one hundred years ago in 1914!



At 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 and recyclables using state-of-the-art CNG-fueled trucks with compactor blades, hydraulic arms and multiple compartments. We collect more recyclable and compostable materials than ever before and we do so faster, quieter, safer, with smaller crews and minimize our carbon footprint.

A century later, we have graduated to collecting waste and recyclables using state-of-the-art CNG-fueled

trucks with compactor blades, hydraulic arms and multiple compartments. We collect more recyclable and compostable materials than ever before and we do so faster, quieter, safer, with smaller crews and minimize our carbon footprint.

Garden City and our affiliates have accumulated an excellent track record in developing and implementing technically, environmentally, and financially sound collection and processing operations. We are well acquainted with the demographics of Milpitas and we believe this knowledge is vital to providing exceptional collection services coupled with innovative outreach and education programs.

The following jurisdictional references for collection, material processing and street sweeping services have been implemented in other jurisdictions that are similar to the demographics and size of Milpitas. Included with each jurisdictional reference are the services performed, jurisdiction representative contact information, total number of customers served, and term of the agreements.





Garden City Sanitation

CITY OF SAN JOSÉ

served since 2007 | contract expires 2021

SERVICES PROVIDED:

Collection of MSW from more than 163,000 SFDs and directly haul to the City's designated landfill.

CONTACT:

Jeff Anderson | Environmental Services Dept
City of San Jose, 200 E. Santa Clara St, San Jose, CA 95113
408.975.2518



Livermore Sanitation

CITY OF LIVERMORE

served since 2010 | contract expires 2020

SERVICES PROVIDED:

MSW, Recyclables (single-stream), mixed organics collection and processing to 25000 SFD, 4900 MFD and 1450 commercial customers.

CONTACT:

Judy Erlandson | Public Works Manager
City of Livermore, 3500 Robertson Park Rd, Livermore, CA 94550
925.960.8002





ALAMEDA COUNTY INDUSTRIES

Alameda County Industries

CITY OF ALAMEDA

served since 1997 | contract expires 2022

SERVICES PROVIDED:

MSW, Recyclables (single-stream), mixed organics collection and processing to 18200 SFD, 870 MFD and 850 commercial customers.

CONTACT:

Maria DiMeglio | Program Specialist
City of Alameda, 950 W. Mall Square, Alameda, CA 94501
510.749.5893

CITY OF SAN LEANDRO

served since 2000 | contract expires 2022

SERVICES PROVIDED:

MSW, Recyclables (single-stream), mixed organics collection and processing to 12800 SFD, 450 MFD and 1500 commercial customers.

CONTACT:

Jennifer Auletta | Administrative Analyst
City of San Leandro, 835 E. 14th Street, San Leandro, CA 94577
510.577.6022

ACI MRF/TRANSFER STATION

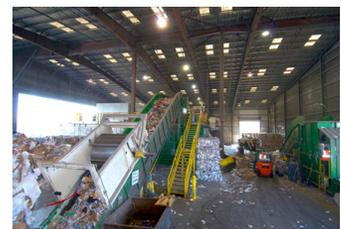
opened in 1998, upgraded in 2010

SERVICES PROVIDED:

50,000 sf MRF to recycle single-stream recyclables, and transfer MSW and organics to nearby processors. Closed to public.

CONTACT:

Arthur Surdilla | LEA Inspector
Alameda County Environmental Health
510.567.6868





Mission Trail Waste Systems

CITY OF LOS ALTOS

served since 2010 | contract expires 2020

SERVICES PROVIDED:

MSW, Recyclables (single-stream), mixed organics collection and processing to 9370 SFD, 110 MFD and 360 commercial customers.

CONTACT:

Susanna Chan
Public Works Director
City of Los Altos, 1 N. San Antonio Rd, Los Altos, CA 94022
650.947.2621

CITY OF SANTA CLARA

served since 1998 | contract expires 2021

SERVICES PROVIDED:

MSW and mixed organics collection and processing to 17000 SFD, 5600 MFD and 1820 commercial customers. Exclusive waste hauler for Levi's Stadium.

CONTACT:

Dave Staub | Public Works Director
City of Santa Clara, 1700 Walsh Ave, Santa Clara, CA 95050
408.615.3080

MTWS MRF/TRANSFER STATION

opened in 1998

SERVICES PROVIDED:

11,000+ sf MRF/Transfer Station that is open to the public to receive garbage, recycling, C&D, wood waste, and transfer station.

CONTACT:

Roel Meregillano | LEA Inspector
Santa Clara County Dept of Environmental Health
408.918.1962





Peninsula Sanitary Service Inc.
Refuse Collection & Recycling Services

Peninsula Sanitary Service, Inc.

STANFORD UNIVERSITY

served since 1942 | 6 year evergreen contract

SERVICES PROVIDED:

Collection of recyclables, compostables, and solid waste, processing of recyclables, operation of Direct Transfer Facility, operation of Agricultural Material Storage and Handling Facility and street sweeping services to Stanford University.

CONTACT:

Ted Tulochski | Director of Grounds Services
221 Bonair Siding Road, Stanford, CA 94305
650.723.3383

PSSI RECYCLING FACILITY

opened in 1992

SERVICES PROVIDED:

Stanford Recycling Center and Direct Transfer Facility is used to process recyclables and transfer recyclables and landfilled trash from frontloaders to transfer trailers. Open to Stanford only. PSSI's Agricultural Material Storage and Handling Facility (permitted in 2005) handles the horse manure coming from the Stanford Barn and surrounding community.

CONTACT:

Jasi Murage | LEA Inspector
Santa Clara County Dept of Environmental Health
408.918.3405





South San Francisco Scavenger Company



CITY OF BRISBANE

served since 1930 | contract expires 2034

SERVICES PROVIDED:

MSW, Recyclables (dual-stream), mixed organics collection and processing to 1200 SFD, 430 MFD and 260 commercial customers.

CONTACT:

Ms. Maria Saguisag-Sid | Analyst/Special Projects
City of Brisbane, 50 Park Place, Brisbane, CA 94005
415.508.2115

CITY OF MILLBRAE

served since 1949 | contract expires 2033

SERVICES PROVIDED:

MSW, Recyclables (dual-stream), mixed organics collection and processing to 5600 SFD, 2900 MFD and 485 commercial customers.

CONTACT:

Nick Nguyen | Public Works Director
City of Millbrae, 621 Magnolia Ave, Millbrae, CA 94030
650.259.2418

SF INTERNATIONAL AIRPORT

served since 1930 | contract expires 2016

SERVICES PROVIDED: Collection of more than 25,000 tons of MSW and recyclables annually as well as the sanitation of all international wastes, per Federal regulations.

CONTACT:

Liborio Yap | Project Manager
SFO, PO Box 8097, SSF, CA 94128
650.259.2418

COLMA

served since 1914 | contract expires 2016

SERVICES PROVIDED:

MSW, Recyclables (dual-stream), mixed organics collection and processing to 500 SFD and few commercial customers.

CONTACT:

Sean Rabe | Town Manager
Town of Colma, 1198 El Camino Real, Colma, CA 94014
650.997.8318



South San Francisco Scavenger Company

SOUTH SAN FRANCISCO

served since 1914 | contract expires 2035

SERVICES PROVIDED:

MSW, Recyclables (dual-stream), mixed organics collection and processing to 14800 SFD, 6000 MFD and 2000 commercial customers.

CONTACT:

Mike Futrell | City Manager
City of South San Francisco, PO Box 711, SSF, CA 94080
650.877.8500



Blue Line Transfer, Inc.

BLUE LINE TRANSFER STATION

open to the public since 2000

SERVICES PROVIDED:

100,000 sf MRF to recycle dual-stream recyclables, mixed C&D, wood waste processing, CRV buyback, County-run HHW drop off center, and MSW transfer. Includes newly commissioned first in the nation dry AD Facility that produces carbon-negative biogenic CNG for SSFSC fleet.

CONTACT:

Greg Schirle | LEA Inspector
San Mateo County - Environmental Health





Specialty Solid Waste & Recycling

CITY OF SUNNYVALE

served since 1993

SERVICES PROVIDED:

Collection of dual-stream recyclables, mixed MSW, and yard waste. SSWR was an early adopter of CNG and third-party verifies its annual GHG emissions and have achieved a 20% reduction in their footprint from implementing various efficient routing and technology standards.

CONTACT:

Mark Bowers | Solid Waste Program Manager
City of Sunnyvale, PO Box 3707, Sunnyvale, CA 94088
408.730.7421



Bay Counties SMaRT of Sunnyvale

SMaRT STATION

awarded contract in 2007 and again in 2014

SERVICES PROVIDED:

The SMaRT Station processes mixed Municipal Solid Waste (MSW), dual-stream recyclables, yard waste, construction and demolition (C&D), transfer operation utilizing a garbage compactor, BCWS "Reuse Trailer", HHW and self-haul drop off, and California Redemption Value (CRV) buyback.

CONTACT:

Debbie Sargent | Solid Waste Contract Administrator
City of Sunnyvale, 301 Carl Road, Sunnyvale, CA 94089
408.730.7673



C. Service Initiation Experience

Garden City 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 contracts and rolling out successful, new diversion programs. Described in this Section are several recent examples of our experience initiating new contracts and rolling out new diversion programs.

Initiation of New Agreements

The strategies implemented and challenges overcome when transitioning in the Cities of San José, Livermore, and Los Altos by Garden City and affiliate company, Mission Trail Waste Systems (MTWS), are detailed herein.

Example #1 | Cities of San José & Livermore | Garden City Sanitation

With assistance from former California Waste Management Board member and Garden City's General Manager Steven Jones, Garden City was created in 2006 by owners and partners of affiliate companies, as depicted in the *Garden City Partner / Affiliate Companies Table* provided earlier in *Section 1.A*. Garden City provides garbage collection services to more than 163,000 Single-Family Dwellings (SFDs) in San José. All solid waste is directly hauled to the City's specified disposal facility.

Because of the successful transition in San José, Garden City decided to offer

CITY OF SAN JOSÉ INITIATION OF NEW FRANCHISE AGREEMENT



Garden City Sanitation

Commencement date: July 1, 2007
Contract expires: 2021

SERVICES PROVIDED AND CUSTOMERS SERVED:
SFD solid waste collection to more than 163,000 customers. Direct haul to City's designated landfill.

CONTACT:
Jeff Anderson
Environmental Services Dept
City of San Jose
200 E. Santa Clara St.
San Jose, CA 95113
408.975.2518



CITY OF LIVERMORE INITIATION OF NEW FRANCHISE AGREEMENT



Garden City Sanitation dba Livermore Sanitation

Commencement date: July 1, 2010
Contract expires: 2020

SERVICES PROVIDED AND CUSTOMERS SERVED:
Universal rollout of recycling, organics and garbage collection to more than 29,000 residents and 1,500 commercial customers.

CONTACT:
Judy Erlandson
Public Works Manager
City of Livermore
3500 Robertson Park Rd.
Livermore, CA 94550
925.960.8002



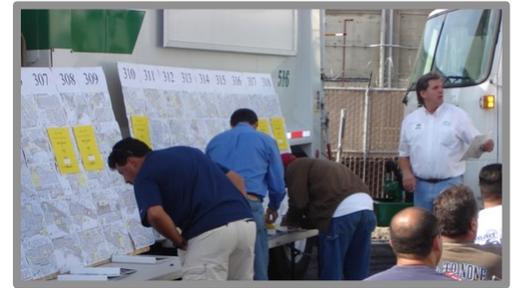
collection services to the City of Livermore. After the procurement process and negotiations, we were awarded the 10-year contract to provide collection and processing services to the entire City of Livermore, under the dba Livermore Sanitation (LS). The transition included a universal rollout of new 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 along with an expanded list of acceptable recyclables.

City of San José Transition Highlights | The following aspects of our seamless transition into the City of San José are described below:

- **Coordination with City Staff** | The City of San José coordinated outreach with input from all franchise haulers and the City continued to handle billing and operate the main call center. 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 outreach and equipment delivery schedules. The transition timeline set forth in our original proposal was adhered to closely.
- **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 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 José 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 José. City Council issued a proclamation congratulating Garden City for the smoothest service transition in recent history. The photo shows our new trucks leaving the yard as local news camera crews reported.



City of San José 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 José 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

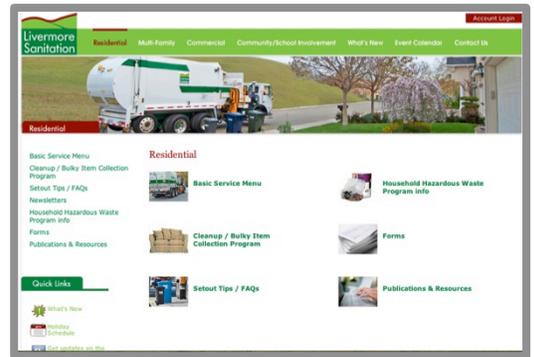
of displaced workers required excellent planning around various schedules. Two orientation sessions were held and during one session, a senior employee (having been a driver in the City since 1968) explained the scope of changes the drivers had been through with hauler changes every several years. We 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.

City of Livermore Transition Highlights | The following aspects of our seamless transition into the City of Livermore are described below:

- **Coordination with City Staff** | 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, we 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. We 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 José transition, we used the union-authorized approach to successfully acquire and train displaced drivers.



□ **Billing System Implementation** | We took over all billing functions where 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 F** contains numerous transition outreach collateral, designed and distributed during the very successful transition in 2010.

City of Livermore 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 #2 | City of Los Altos | Mission Trail Waste Systems

Garden City 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 along with an expanded list of accepted recyclables.

City of Los Altos Transition Highlights | The following aspects of our seamless transition into the City of Livermore are described below:

- **Coordination with City Staff** | Our transition management staff met with City staff and the outgoing hauler's representative on a regular basis

**CITY OF LOS ALTOS
INITIATION OF NEW
FRANCHISE AGREEMENT**



**Mission Trail
Waste Systems**

Commencement date: Sept. 2010
Contract expires: 2020

**SERVICES PROVIDED
AND CUSTOMERS SERVED:**
MSW, Recyclables (single-stream),
mixed organics collection and
processing to 9370 SFD, 110 MFD
and 360 commercial customers.

CONTACT:
Susanna Chan
Public Works Director
City of Los Altos
1 N. San Antonio Rd.
Los Altos, CA 94022
650.947.2621



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 José 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 José 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, as well as offered 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 F** contains numerous transition outreach collateral, designed and distributed by MTWS during the very successful transition in 2010.

City of Los Altos 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 the previous hauler serviced alleyways. 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.

Implementing New Programs

Garden City 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 rollout has resulted in extremely successful customer participation, which in turn increased the jurisdiction’s diversion rates and compliance with local and State mandates like AB 939 and AB 341.

San José Pilot Program | Garden City recently rolled out a residential food scraps collection pilot program to more than 6,500 single-family residents in San José. The goal of this pilot program is to rescue approximately 8 pounds of food scraps per week from each garbage container. Prior to the pilot program, food scraps were collected in garbage carts and hauled directly to the City’s landfill.



In order to determine the most efficient and user-friendly collection system, Garden City offered 2 different collection scenarios: a designated 20-gallon food scraps cart (shown in the photo on the left) OR a split-cart with 48-gallons of capacity for garbage and the remaining 16-gallons for food scraps (shown in the photo on the right).



Residents with the designated food scraps cart were

provided their new container and accompanying outreach materials during the week of August 31, 2015. The following week, residents in the other service area were provided the new split-cart when their old garbage cart was removed.

Participants in both service areas received an interior kitchen pail along with their new carts. Pails and carts all feature graphic-rich labels indicating what materials belong inside in English, Spanish and Vietnamese. Collection began the week of September 14, 2015 utilizing vehicles from our existing fleet of CNG vehicles. The truck used to service the split carts was retrofit with a split-body hopper and auger attachment to easily collect and empty food scraps. Garden City's President, Mr. Louie Pellegrini, designed and founded the Sustainable Alternative Feed Enterprises (SAFE) processing and dehydrating system that is capable of removing large contaminants and successfully processing food scraps into animal feed, fats, oils and grease (FOG), and reclaimed water. All food scraps loads are being delivered to SAFE facility at MTWS in Santa Clara. Additional information regarding the SAFE process is included in **Attachment D**.

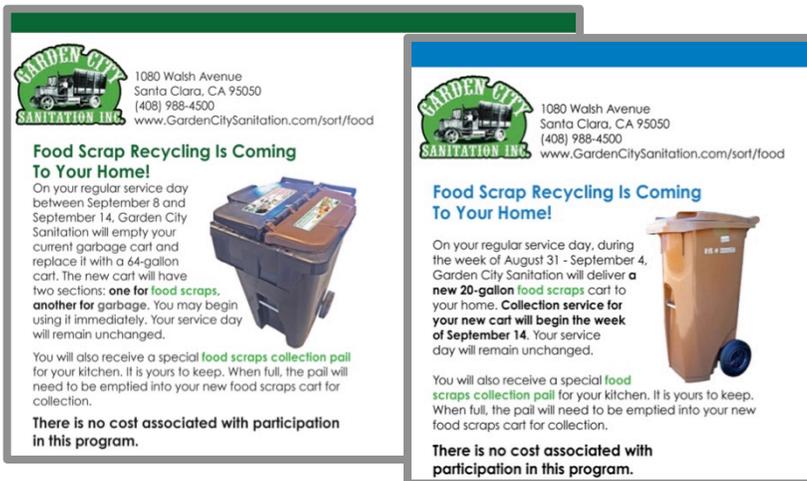


Prior to cart delivery, residents of the service areas received an introductory postcard with a brief summary of the program and instructions for where to obtain additional information. A special pilot program page was added to www.GardenCitySanitation.com and our CSRs were trained on how to respond to calls and emails regarding the pilot program.

During the weeks of cart and pail delivery, Garden City contacted

council members from pilot program service areas. Newsletter article text and links to outreach (including translations into Spanish and Vietnamese) were provided. Council members helped to distribute pilot information to their culturally and economically diverse constituents. To gain customer buy-in to the pilot, outreach pointed out the following:

- ✓ Participants would enjoy an increase in overall waste capacity.
- ✓ The yard trimmings and recycling collection programs would remain unchanged.
- ✓ Collection days would remain unchanged.



- ✓ Food scraps collected through the pilot program would be processed into an ingredient for animal feed utilizing SAFE's patented system.
- ✓ Participation would actively save resources, reduce pollution and greenhouse gas emissions, and promote sustainability.

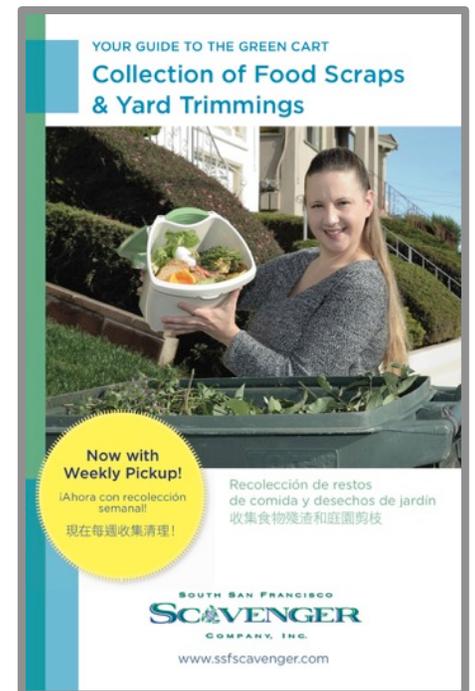
During the course of the pilot, participation and contamination data is gathered via visual audits and weights from certified scales. Pilot participants occasionally receive feedback through specially designed, tri-lingual cart hangers attached to the handle of the cart lid. **Attachment F** includes outreach collateral designed and developed by Garden City's in-house graphic design and outreach team.

Landfill diversion and improvements in recycling are both being tracked by Garden City and it is anticipated that a decrease in recycling contamination may be an additional benefit of the pilot program. Data collected will be used to determine the cost effectiveness of the 64-gallon split-cart option versus the 20-gallon designated cart option and citywide implementation. We have offered this program to San José in an effort to divert additional food waste from landfills and to provide a highly desirable feedstock for the SAFE system that incorporates a higher and best use of food discards.

SSFSC Food Scraps to AD & Biogenic CNG Fueling Station | Beginning in early 2014, SSFSC began developing a new, expanded organics collection program designed specifically for the **BLTS Anaerobic Digestion (AD) Facility and Biogenic Compressed Natural Gas (CNG) Fueling Station**. SSFSC successfully rolled-out a food scraps collection program to commercial businesses and single-family residents, achieving high participation rates. They worked diligently with their Cities, outreach staff and an advertising firm to ensure successful implementation and maximum customer participation.

In January of 2015, SSFSC provided residents with a kitchen pail and extensive outreach materials (like the Residential Food Scraps Guide shown on the right and included in **Attachment F**) to ensure participation and success in diverting organics from the landfill. Businesses in the service areas also continue to be visited by our Outreach Team and receive informative program guidelines and posters. Commercial outreach collateral is also included in **Attachment F**. 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 area.

SSFSC has offered this program to their jurisdictions in an effort to divert additional food waste from landfills and to provide a highly desirable and digestible feedstock for the **AD**



Facility and Biogenic CNG Fueling Station located at BLTS in South San Francisco. The BLTS AD Facility and Biogenic CNG Fueling Station provides a local, sustainable fuel source from the materials collected 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 that follows is of the newly constructed and fully operational BLTS AD Facility that generates biogenic CNG for SSFSC's fleet.



Additional information on the **BLTS AD Facility and Biogenic CNG Fueling Station** is provided in **Attachment F** along with outreach collateral distributed by SSFSC during the initiation of the newly expanded food scraps collection and processing program.

Food Scraps Pilot Program | City of Sunnyvale | In late 2014, the City of Sunnyvale implemented a food scraps pilot program with assistance from industry consultants and Garden City's affiliate company, Specialty Solid Waste and Recycling (SSWR). The current residential dual-stream garbage collection program includes a 96-gallon wheeled cart for collection of plant trimmings; a split 64-gallon cart for fiber on one side and other recyclables (containers) on the other side; and a cart for garbage. Five pilot service areas, each with just over 100 households, were selected to test the concept of collecting food scraps separately from garbage in different demographic areas. In the pilot areas, residents were asked to continue managing their plant trimmings and recyclables in the same way; and their single compartment garbage cart was replaced by SSWR



with a split body cart that had different colored lids. Residents were requested to put kitchen waste (food and food soiled paper) in the side with the yellow lid and other household garbage (including pet waste and diapers) in the side with the black lid.

Most households were given 64-gallon split-carts. Households that generated more garbage than would fit in the 64-gallon cart were provided a 96-gallon cart. A new cart with a 70% (garbage) - 30% (food scraps) split was ordered and tested in one of the five pilot areas. Program participants were also provided with an interior kitchen pail to keep food scraps separate while inside the home, as shown in the photo on the right.



Audits of the contents of the split garbage carts have shown that over 85% of the households in the pilot area participate in the food scrap program. Residents are separating up to 12 pounds of materials each week and the average contamination rate is less than 20%. The food scraps pilot program in the City of Sunnyvale has successfully diverted one-third of what the residents in the pilot service area are still putting in their garbage cart. Food scraps are being delivered to the SAFE processing and dehydrating facility and to a local compost facility. Also, it appears that as a result of requesting residents to keep their wet wastes separate from other wastes, fewer recyclable materials are disposed of in the garbage.

Trash Container Management Program | City of Brisbane | Beginning in early 2015, SSFSC 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-compliance fee for customers that continually violate the City's litter reduction policy by leaving container lids open, accumulating debris in collection areas and/or excessively overfilling containers. SSFSC is 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.

South San Francisco Scavenger Company, Inc.
City of BRISBANE

Trash Container Management Policy

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)

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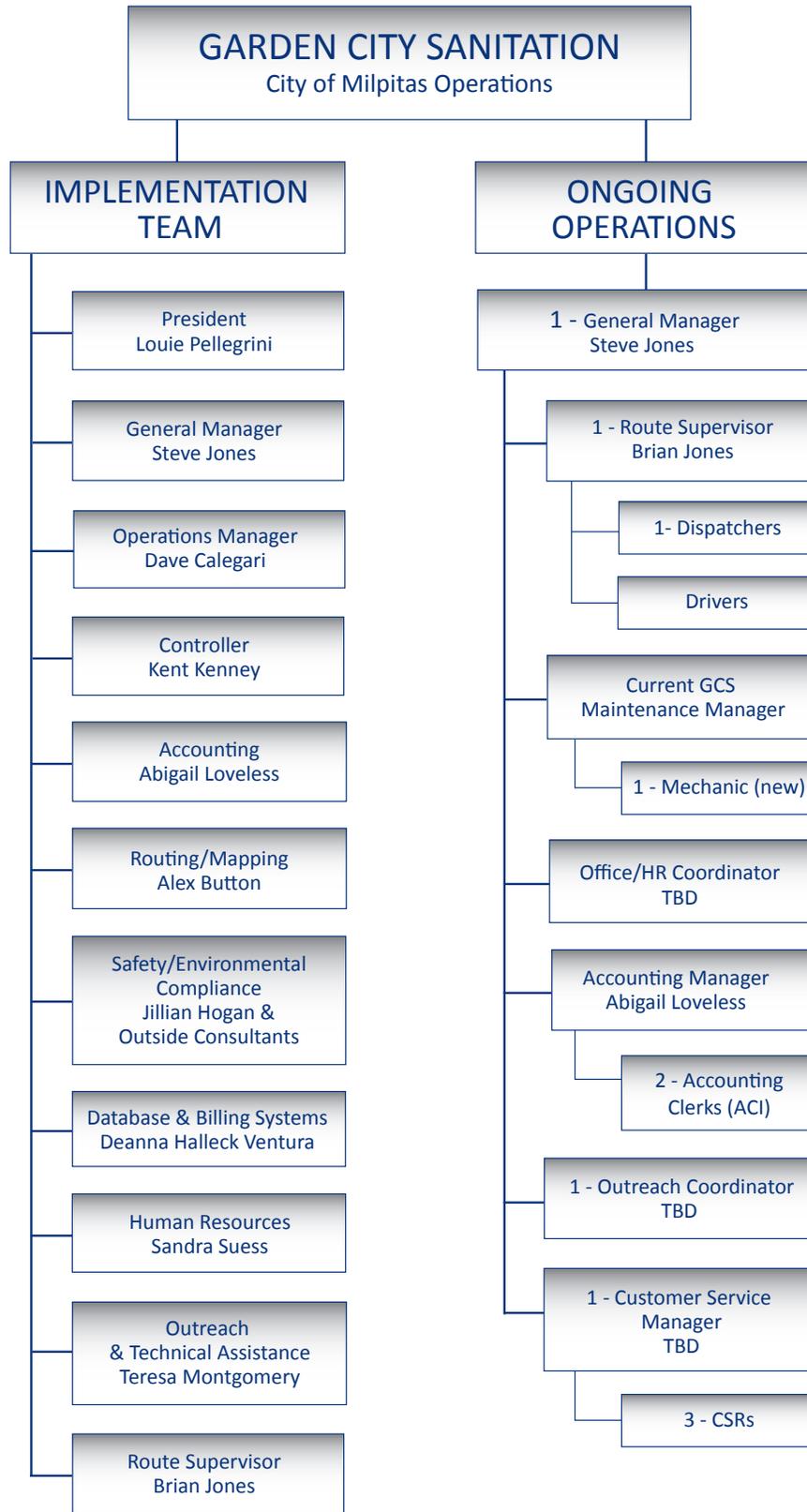
D. Key Personnel

We recognize that establishing a successful partnership with the City of Milpitas is extremely important and we are committed to recruiting and retaining highly qualified individuals for each position. Garden City's partners, owners and management team have knowledge, familiarity, and experience with all aspects of recycling and material management as well as with the associated regulations and mandates. We are committed to providing superior collection services and innovative outreach programs to the City of Milpitas. Garden City's partners and owners have demonstrated experience in developing and implementing innovative solutions to the evolving challenges associated with increasing diversion, promoting environmental stewardship and affecting behavior change, with the overall goal of achieving zero waste.

Garden City Transition Team | the following management staff will lead our transition efforts:

- [Louie Pellegrini](#) | Implementation & Contract Matters
- [Doug Button & Don Arata](#) | Equipment Procurement
- [Kent Kenney & Abigail Loveless](#) | Financial Planning & Accounting
Operations
- [Steve Jones & David Calegari](#) | Operations & Driver Training
- [Deanna Halleck Ventura](#) | Information & Database Systems
- [Alex Button](#) | Route Development & Customer Service
- [Brian Jones](#) | Route Supervisor & Facility Compliance
- [Teresa Montgomery](#) | Public Education, Outreach & Technical Assistance
- [Jillian Hogan](#) | Facility Design, Development & Environmental Compliance
- [Sandra Suess](#) | Human Resources

Garden City's Ongoing Management Team | The organizational chart on the following page shows the initiation team and ongoing operations team that will be instrumental in the City of Milpitas operations.



The following provides detailed descriptions of the invaluable experience of Garden City partners and owners followed by key management personnel that demonstrate our ability to direct, support, and facilitate a smooth transition and ongoing management.



LOUIE PELLEGRINI, JR.

VICE PRESIDENT/GENERAL MANAGER: ALAMEDA COUNTY INDUSTRIES
 VICE PRESIDENT/MAJORITY SHAREHOLDER:
 PENINSULA SANITARY SERVICE, INC.
 PRESIDENT/SHAREHOLDER: GARDEN CITY SANITATION
 PRESIDENT/SHAREHOLDER: MISSION TRAIL WASTE SYSTEMS

Mr. Pellegrini has over 40 years of experience in the solid waste and recycling industry. He has been involved as an owner and manager in five well-regarded hauling companies and is active in numerous trade organizations.

Louie’s experience includes planning and implementing collection and processing systems, routing, data flow and capture, efficiency analysis, diversion monitoring and reporting, processing and collection equipment procurement, execution of recyclables market agreements, negotiation of municipal and union contracts, and more. He also has expertise in the development of equipment, he holds two patents for collection vehicles.

**Vice President, General Manager
 Alameda County Industries
 2000 – Current**

- Mr. Pellegrini helped organize six garbage and recycling companies into Alameda County Industries in January 2000.
- He oversaw all aspects of the transition into the new company: contract negotiations, start of Alameda recycling operations, city relations, privatization of City of San Leandro’s garbage collection, redesign of collection systems, procurement of new equipment, productivity increases in processing facility, etc.
- Mr. Pellegrini implemented citywide organics collection—accepting yard trimmings, food scraps and food-soiled paper—a notable first in the State of California.

**President, Shareholder
 Garden City/Livermore Sanitation
 2007 – Current**

- As documented, Garden City/Livermore Sanitation is a collaborative venture between the Pellegrini Group and South San Francisco Scavenger. Mr. Pellegrini was key in the creation of the venture, and many of the ideas expressed in the proposals. He was also responsible for general oversight of both transitions.

**President, Shareholder
 Mission Trail Waste Systems
 1997 – Current**

- Mr. Pellegrini, along with a group local industry professionals, purchased Mission Trail Waste Systems in 1997.
- He helped the City of Santa Clara move from an outdated

manual residential collection system to a fully automated, co-collection system, where one truck collects both residential garbage and yard waste, overseeing the distribution of 44,000 carts. In doing so, he helped privatize the City of Santa Clara’s residential yard waste collection program.

- He has overseen a smooth transition in the City of Los Altos. The transition included new trucks and collection carts/bins, and several enhanced services.

**Vice President, Majority Shareholder
 Peninsula Sanitary Service, Inc.**

1972 – Present

- Acquired the Stanford Recycling Center, pioneered multi-family recycling and expanded recycling programs throughout the university, including the Stanford Linear Accelerator Center (SLAC).
- Designed a semi-automated sort line to streamline recycling center operations.
- In 1987 he implemented Stanford University’s first curbside recycling program to faculty and staff residential districts, and has overseen the expansion of the program through the years.
- Seeing the need to expand recycling to multi-family housing, he retrofitted a straight frame frontload collection vehicle, dividing the body into three compartments and retrofitting the arms with a divided workbucket to simultaneously collect three types of materials. He patented the design which is in wide use. The patent was sold to Heil in the mid 1990s.
- Mr. Pellegrini expanded this program by offering to conduct pilot programs in the Cities of San José and Sunnyvale—which led to the adoption of permanent programs.

**Founder, General Manager
 GreenTeam of San José
 1991 – 1998**

- Mr. Pellegrini is a founder of GreenTeam of San José. He served as General Manager from 1991 through 1998, and was the City’s key contact during those years.

-continued

LOUIE PELLEGRINI, JR.

VICE PRESIDENT/GENERAL MANAGER: ALAMEDA COUNTY INDUSTRIES
VICE PRESIDENT/MAJORITY SHAREHOLDER: PENINSULA SANITARY SERVICE, INC.
PRESIDENT/SHAREHOLDER: GARDEN CITY SANITATION
PRESIDENT/SHAREHOLDER: MISSION TRAIL WASTE SYSTEMS

-continued

- He was instrumental in the implementation of automated collection and data capture (utilizing on-board computing technology) to a customer base of over 400,000 people.
- He helped develop the curbside recycling set-out configuration and likewise aided in the retrofit of the curbside recycling vehicles to match.
- Mr. Pellegrini led GreenTeam's investigation into making plastic lumber. He invested considerable time and resources into finding a market for the residue and miscellaneous plastic material from the processing line. He found that he could use the by-product as raw material to make plastic lumber for housing, roofing shingles, fence posts, retaining walls, railroad ties, and pallets. He determined equipment needs, designed the manufacturing process, and developed a marketing plan.

INDUSTRY/CIVIC INVOLVEMENT

- Mr. Pellegrini has been a Past President and serves on the executive committee of the California Refuse and Recycling Council (CRRC), an independent solid waste and recycling trade organization.
- He has also served as President of the Clara-Mateo Garbage Collector's Association.

AFFILIATE COMPANY INVOLVEMENT

President, Shareholder
Garden City Sanitation/Livermore Sanitation: 2007 – Current

Vice President, General Manager
Alameda County Industries: 2000 – Current

President, Shareholder
Mission Trail Waste Systems: 1997 – Current

Vice President, Majority Shareholder
Peninsula Sanitary Service: 1972 – Present



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 and Recycling 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.

EDUCATION/SPECIAL COURSEWORK

- BS degree from California State Polytechnic University, San Luis Obispo, CA
- Labor Relations
- Stress Management
- General Business Management



DON ARATA

PRESIDENT/OWNER: ARATA EQUIPMENT COMPANY
SHAREHOLDER: GARDEN CITY SANITATION
SHAREHOLDER: LIVERMORE SANITATION, INC.

Having spent 45 years in the family business, Don has a tremendous amount of experience. He is an expert on equipment acquisition and operations. Don’s background and education, along with his hands-on experience is invaluable.

EXPERIENCE

Don Arata is president and owner of Arata Equipment Company (A.E.C.) located in San Carlos. A.E.C. has been in the business of mobile refuse and recycling collection equipment sales for over 60 years. Arata Equipment has spanned into the fourth generation with Mr. Arata’s sons Danny and Nick joining the team.

Born and raised in Redwood City, Mr. Arata graduated from the Menlo College of Business Administration in 1975. Beginning in high school and continuing full-time after college, Mr. Arata worked in his family business—then called Arata Motor Sales. At that time the business consisted of car dealerships—which had several locations and represented several manufacturers as well, and an equipment business, specializing in refuse equipment.

The refuse equipment business was started by Don Arata’s grandfather. Don’s father, Al Arata, sold the trucks and parts; Don Arata followed in his father’s footsteps, becoming the parts manager. After many years he became a truck and equipment salesman. Then, when his father retired, Mr. Arata took over the equipment business, to which he has added many lines over the years.

Arata Equipment has been located in San Carlos for over 20 years.

INDUSTRY/CIVIC INVOLVEMENT

- President of Arata Equipment
- Member, Clara Mateo Garbage Collector’s Association
- Member, California Refuse Removal Council
- Member and annual contributor to the CHP 1199 Foundation
- Member in good standing, San Carlos Rotary Club
- Member and sponsor, SF International Airport Rotary Club
- Chairperson, Sharon Heights Golf & Country Club Italian Day Gold Tournament
- Member in good standing, California Refuse and Recycling Council
- Member in good standing, Royal Order of Can Carriers
- Father, Active Supporter, Loyola Marymount University, Los Angeles
- Supporter and Donor, Sequoia Hospital Foundation



KENT KENNEY

CONTROLLER: GARDEN CITY SANITATION, LIVERMORE SANITATION, INC.,
PENINSULA SANITARY SERVICE, INC.,
CONTROLLER/MANAGING PARTNER: ALAMEDA COUNTY INDUSTRIES

Mr. Kenney possesses over 20 years of experience in the solid waste and recycling industry, and over 30 years experience in financial management. Kent has expertise in accounting, forecasting, financial analysis, pricing impact models for the oil and gas industry, and complex solid waste rate setting models.

EXPERIENCE

He has designed, developed, and implemented both financial and operational reporting systems for ACI and PSSI. Mr. Kenney has been successful in creating and implementing reliable reporting and data collection systems for internal management that satisfy municipal reporting requirements. He is an expert at specifying, procuring, customizing, and implementing computerized information systems for smooth data flow between the field, the accounting department, and ultimately for municipal reporting.

**Controller and Managing Partner
Alameda County Industries
2000 – Present**

- Mr. Kenney is responsible for all aspects of financial and administrative management at ACI, including forecasting, budget management, contract compliance, and financial reporting/analysis.
- Administrative responsibilities include information systems planning, management, and development.
- Provided oversight and manages the transfer of billing responsibilities of over 30,000 residential and commercial accounts from the prior contractor and city-managed billing systems in 2002.

Controller

**Peninsula Sanitary Service
1992 – Present**

- Mr. Kenney is responsible for financial and administrative management of the company, including financial compliance, forecasting, budget management, and financial reporting/analysis.
- Developed an innovative rate-making model which has been adopted and in current use by Stanford University.

EDUCATION

- BA Business Administration,
St. Mary's College, Moraga



STEVEN R. JONES
GENERAL MANAGER/PARTNER
GARDEN CITY SANITATION

Garden City Sanitation began collecting garbage from 157,000 single family dwellings on July 2, 2007. Under Mr. Jones's direction, the company has performed successfully from day one through the present. Garden City was awarded a certificate from the San José City Council for the best transition in the history of the San José Recycle Plus program.

EXPERIENCE

**General Manager/Partner
Garden City Sanitation
July 2006- Present**

- Responsible for all aspects of company administration and operations including site acquisition and property improvements.
- Worked with City of San José representatives to determine the timelines for a smooth transition.
- Planned and oversaw employee training, route creation, safety programs, and more.

**District Manager
Waste Management of Nevada County
May 2005 –July 2006**

- Worked to stabilize collection workforce and maintenance operations.
- Worked with local staff in an effort to grow diversion programs in each jurisdiction.
- Led efforts with company staff to clean up the WM of Nevada Co. recycling program operations at the McCourtney Road Transfer Station.
- Met all projected financial goals and improved operating efficiencies. After resigning, Steve trained his replacement while working on the San José service contract.

**Gubernatorial Appointee
California Integrated Waste Management Board January
1997 – March 2004**

**January 1997 – by Governor Pete Wilson
February 2000 – by Governor Gray Davis**

- Full-time Board member, holding the seat reserved for a person with experience in the private sector waste management industry.
- Each of the two terms required full Senate hearings and confirmation - the vote was unanimous on both occasions.

The CIWMB shared responsibility with local governments for solid waste management.

- Statewide solid waste policy as directed by legislation or need.

- Regulations to implement legislation.
- Education on environmental issues.
- Market development for recovered recyclables, and waste tire programs from cleanup to grants for new technologies using recycled tires.

**Chief Executive Officer
Cal Sierra Disposal, Inc.
June 1993 – January 1997**

- Working in tandem with owner, responsible for directing a range of company activities, including: governmental affairs; contracts; design, build and operation of new materials recovery and transfer station; day-to-day company operations; profitability and business development.
- Awarded long term Exclusive Franchise Agreements with Tuolumne County and the City of Sonora for collection, recyclable recovery, and transfer of waste to out of area landfills.

**General Manager; Assistant General Manager
Auburn Placer Disposal Service, Inc.
Norcal Waste Systems Company**

April 1991 – May 1993

- Responsible for all company operations, environmental compliance, governmental and community relations, business development and profitability.

Note: Steve's assignment to Auburn Placer Disposal from Norcal Corporate was a personal request prompted by a death in the family. While at Auburn Placer Disposal, Mr. Jones retained his position as a member of the five-member Norcal Waste Systems Employee Stock Ownership Plan (ESOP) Administrative Committee: Responsibilities included appointment of directors to the Norcal Waste Systems Board; administering to the lending community the ESOP debt and payment programs; and distribution of stock and payments to the employee participants.

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STEVEN R. JONES
GENERAL MANAGER/PARTNER
GARDEN CITY SANITATION

-continued

Vice President of Operations

Norcal Waste Systems, Inc.

January 1990 – April 1991

- Member, six-person Norcal Executive Team; member, five-person Norcal Employee Stock Ownership Plan (ESOP) Administrative Committee.
- Responsible for the following corporate divisions: Operations; Recycling; Landfill Engineering; Facility Engineering and Construction.
- Ultimately responsible for management of 26 operating collection and recycling companies including 16 landfills, and 14 transfer stations, materials recovery and recycling facilities; 2,500 employees and 1,800 pieces of equipment.
- Negotiated collective bargaining and franchise agreements.
- Responsible for the profitability and health of Norcal Company operations, which produced revenues in excess of \$250 million per year.

Director of Operations

Norcal Waste Systems, Inc.

January 1988 – December 1989

- Responsible for review and analysis of Norcal's operating companies, particularly under-performing entities.
- Implemented "work-out" plans at various company operations to improve efficiencies.
- Served as Liaison to community, governmental and private industry associations.

Director of Parts and Shop Operations

Norcal Waste Systems, Inc.

January 1986 – December 1987

- Responsible for maintenance of all equipment and rolling stock (in excess of 1,600 pieces) at 15 maintenance facilities.
- Developed and implemented a fully integrated computerized information system to track all maintenance, repairs, parts, driver and service records; system resulted in significant company-wide savings.

Refuse Collection, Mechanic and Parts Manager

Golden Gate Disposal Company/San Francisco

A Norcal Waste Systems company

1975 – 1985

- Began career in waste management as a refuse collector, tire and suspension worker before subsequent promotion into company management.

INDUSTRY/CIVIC INVOLVEMENT

- Member, Clara Mateo Garbage Collector's Association
- Treasurer, California Refuse Removal Council



DAVID CALEGARI
OPERATIONS MANAGER
GARDEN CITY SANITATION

Mr. Calegari has been in the solid waste management field since 1971. He specializes in Performance Metrics and Operations Logistics. He was actively involved in the start-up of Garden City Sanitation.

EXPERIENCE

**Operations Manager
Garden City Sanitation
2007 - Present**

- Responsible for 44 residential routes in District A and C and 2 cart delivery routes in the City of San José.
- Supervises 2 route managers, 2 dispatchers and 61 drivers.
- Successfully developed and trained of drivers during transition period for preparation of start up.
- Responsible for the development of route audits and time studies for residential routes for 168,000 plus customers in San José.
- Utilized route managers and dispatch personnel to efficiently build and balance 220 work days (44 routes) for maximum efficiency.
- Manages daily activities to ensure highest level of production and service standards are achieved.
- Manages all aspects of the operation to ensure compliance of city contract.
- Planning of weekly tailgate and monthly safety meetings with route managers, drivers and office personnel.
- Ensures compliance with OSHA and ANSI standards.
- Maintain an excellent working rapport with city staff.
- Maintains good working relations with drivers as well as union personnel.
- Continues to enhance and develop along with the route managers, establishing and maintaining a high standard of service and integrity with the drivers.
- Continues to manage and coach ensuring our employees are supplied with the tools and equipment to perform their jobs safely, productively and profitably.

**Operations Supervisor
Alameda County Industries
2003 - 2007**

- Directly responsible for 19 solid waste and recycling drivers daily.
- Oversaw cart deliveries, exchanges and repairs.
- Plans weekly and monthly driver safety and general meetings with drivers.
- Ensured completion and accuracy of vehicle inspections.
- Maintained an excellent working rapport and open communications with City staff.
- Continually coached drivers to supply customers with an impeccably high level of service and integrity.

**Operations Manager
Norcal Waste Systems - San José
2002 - 2003**

- Responsible for oversight of 34 residential routes in District A.
- Managed all aspects of service to ensure contract compliance.
- Responsible for monitoring daily productivity to maintain/enhance profitability.

**District Operations Manager
Waste Management of Alameda County
1971 - 2002**

- Responsible for all aspects of commercial and residential divisions - which included 125 residential routes, 35 commercial routes, and 30 roll-off units with a customer base of 250,000.
- Directly supervised a staff of 15 individuals and was responsible for 230 drivers.
- Developed a successful training program to introduce and educate employees to the One-Pass collection vehicle.
- Provided oversight of the implementation of semi-automated curbside collection programs, including recycling and green waste collection in eight jurisdictions.
- Responsible for all transfer station operations.
- Provided oversight of the city-wide annual cleanup event.
- Managed cart delivery in eight jurisdictions with a population totaling 300,000.

INDUSTRY/CIVIC INVOLVEMENT

- CRRC Next Generation Program participant
- Vice President, Clara Mateo Garbage Collector's Association
- President, Clara Mateo Garbage Collector's Association

EDUCATION

- Completed courses in:
- Coaching the Refuse Drivers
 - Accident Reconstruction & Injury
 - Professional Management Series on Effective Supervision



BRIAN JONES
ROUTE MANAGER/FACILITY COMPLIANCE
GARDEN CITY SANITATION

Mr. Jones understands and works well within group culture. He respects and understands organizational hierarchy and continually practices the art of listening. He works to identify and assess the needs, values, interests, strengths, and weaknesses of individuals.

EXPERIENCE

**Route Manager/Facility Compliance
Garden City Sanitation
2007 - Present**

- Directly oversees 40 collection route drivers as well as pool drivers.
- Conducts weekly Safety Meeting with all drivers to ensure drivers are provided the proper tools and training to perform their job safely.
- Planned original route design and development as well as re-route of 166,000 residential customers weekly.
- Oversees and maintains site compliance plans, logs, and programs.
- Directs Construction of Tenant Improvement; including a CNG Fueling Station and Truck Wash at Garden City Sanitation.

**MRF/Transfer/Roll-Off Manager
Alameda County Industries**

2006 - 2007

- Managed transfer and roll-off drivers.
- Responsible for all MRF operations and scale house.
- Responsible for transfer loads of MSW and yard waste to designated facilities and backhauls of single stream recyclables to ACI, and roll-off line of business for the franchised cities (San Leandro and Alameda).

Operations Manager

El Dorado Disposal

2005 - 2006

- Hired as MRF Manager, responsible for all MRF operations, scale house operations, and buy back operations.
- Promoted to Operations Manager, responsibilities included oversight of MRF as well as collection operations which included residential, commercial, and roll-off drivers.

Plant Manager/ General Manager

California Waste Solutions

2002 - 2005

- Managed daily operations and throughput at one of North America's largest single stream recycling facilities.
- Delegated task to plant supervisors and roughly 90 union laborers.
- Ensured quality of processed materials.
- Developed and implemented preventive maintenance schedule at three CWS processing facilities.
- Directed all CWS maintenance personal and mechanics.

Customer Service

United Rentals

2001

- Assessed and evaluated customer needs.
- Efficiently met multiple demands in a fast-paced environment.

Placer County

Building Maintenance/ Student Intern

1997 - 1999

- Exhibited self-motivation and a positive attitude.
- Demonstrated ability to learn quickly and assess and evaluate situations effectively.
- Trained and worked in various divisions of the building maintenance arena.
- Worked as a team with HVAC technicians, electricians, plumbers, and craft mechanics.

Cal Sierra Disposal

Garbage Collector - Helper

1996

This job provided me with a foundation from which I learned the value of hard work and teamwork, and furthered my experience in the operational side of the waste industry

Auburn Placer Disposal

Transfer station laborer

1992 - 1994

This job provided me with a foundation from which I learned the value of hard work and teamwork, and furthered my experience in the operational side of the waste industry

INDUSTRY/CIVIC INVOLVEMENT

- Graduate, California Refuse and Recycling Council Next Generation Program

EDUCATION

California State University, Chico - 2002

Bachelor of Arts in Communication Studies

Focus: Speech Communication



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



DEANNA HALLECK VENTURA

ACCOUNTS RECEIVABLE MANAGER/ INFORMATION SYSTEMS MANAGER

Ms. Halleck Ventura possesses over 20 years of experience in the solid waste and recycling industry and and nearly 25 years in accounting.

She is the systems specialist for the Tower software used at ACI, Garden City/Livermore Sanitation, Mission Trail Waste Systems, and Peninsula Sanitary Service. She acts as the liaison between PC Scale/Tower and each sister company. She is an expert at procuring, customizing, and implementing computerized information systems that provide a smooth data flow from service, to accounting, and ultimately to municipal reporting.

**Accounts Receivable Manager/Information Systems Manager
Peninsula Sanitary Service, Inc**

1996 – Present

- Implemented use of Tower software to manage all operational and accounting functions.
- Maintains billing functions for all University customers – including residential sites, Stanford University, Stanford Linear Accelerator Center and commercial customers.
- Designed data capture and processing for all operational functions.
- Trains users on Tower software and is responsible for all software maintenance and updates.

**Accounts Receivable Manager/Systems Specialist
Alameda County Industries, Inc**

2006 – Present

- Lead conversion project from RAMS software to Tower for both San Leandro and Alameda databases.
- Trained all staff on departmental functions of new software and designed data flow between departments.
- Manages the billing department responsible for over 35,000 active customers in the cities of Alameda and San Leandro.
- Designs procedural guidelines for department data collection and processing. She is also responsible for the continued maintenance of these procedures.
- Serves as liaison to City of Alameda in relation to City’s lien policy. Also manages City’s tracking of vacant and not-serviced sites.
- Responsible for resolving customer billing service disputes and interacts with the City of Alameda Public Works staff as appropriate.

**Systems Application Specialist
Garden City Sanitation, Inc.**

2007 – Present

- Worked with Tower software developers to design system that seamlessly interfaces with the City of San José billing system.
- Managed all aspects of system design for new Tower installation for use with City of San José billing system and ftp data site.
- Trained all users on Tower software, as well as, operational/data procedures and policies to insure all contractual obligations are met.
- Serves as liaison with City of San José contract managers on technical and billing issues.
- Manages the customer database consisting of over 160,000 active customers in the city of San José.
- Provides daily supervision of city and hauler generated transactions through Tower software and ensuring completion of orders within contractual guidelines.

**Accounts Receivable Manager/Information Systems Manager
Livermore Sanitation, Inc.**

2010 – Present

- Lead data conversion from current haulers database into Tower software.
- Trained all staff on departmental functions of new software and designed data flow between departments.
- Manages the billing department responsible for over 20,000 active customers in the city of Livermore.
- Designs procedural guidelines for department data collection and processing. She is also responsible for the continued maintenance of these procedures.
- Serves as liaison to City of Livermore in relation to City’s lien policy. Also manages City’s tracking of vacant and not serviced sites.
- Responsible for resolving customer billing service disputes.

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DEANNA HALLECK VENTURA

ACCOUNTS RECEIVABLE MANAGER/ INFORMATION SYSTEMS MANAGER

-continued

**Billing Manager / Systems Application Specialist
Mission Trails Waste Systems – Los Altos/Santa Clara
2010 – Present**

- Lead data conversion from retired Tower software to updated Tower software for both the City of Los Altos and the City of Santa Clara.
- Trained all staff on departmental functions of new software and designed data flow between departments.
- Manages the billing department responsible for over 9,000 active customers in the city of Los Altos.
- Designs procedural guidelines for department data collection and processing. She is also responsible for the continued maintenance of these procedures.
- Responsible for resolving customer billing service disputes and interacts with the City of Los Altos public works staff as appropriate.

EDUCATION

- BS, Special Major – Environmental Business,
San Francisco State University



ABIGAIL J. LOVELESS

ACCOUNTING SUPERVISOR

ALAMEDA COUNTY INDUSTRIES, GARDEN CITY SANITATION,
LIVERMORE SANITATION, INC., PENINSULA SANITARY SERVICES, INC.,
SUSTAINABLE ORGANIC SOLUTIONS

Abigail’s knowledge, experience and background in the industry makes her an invaluable part of our financial team. Her skills include comprehensive auditing and managerial accounting.

EXPERIENCE

Accounting Supervisor
Alameda County Industries, Inc.
January 2012 – Present

Senior Associate Accountant
Hayashi & Wayland Accounting & Consulting, LLP
September 2007 – December 2011

- Responsible for the completion of monthly/yearly general ledger transactions and preparation of financial statements for board meetings
- Supervising other accounting staff and their daily activities
- Preparing compliance items and financial projections for the bank
- Preparing RRI and rate calculations annually

AUDITING:

- Preparing compilations, reviews, and audits for small to large businesses.
- Supervising team members and instructing them on audit procedures and compliance.
- Provide general ledger account and procedural analysis, preparing journal entries, preparing financial statements and foot notes according to generally accepted accounting principles.
- Inspecting and testing client’s internal controls and assessing areas of weakness.
- Taking a key role in the planning and execution of an audit and determining the scope of an audit engagement.

EDUCATION

Sonoma State University
BS in Business Administration with an emphasis in Accounting - 2007

CONTINUING EDUCATION

- Formal audit training by McGladrey & Pullen, the 6th largest accounting firm in the U.S.
- Cal CPA taxation Federal & State
- CPA Candidate
- Completed California Refuse and Recycling Council (CRRC) Next Generation Program - 2014

TAX:

- Provide tax preparation services for individual, non-profit and corporate entities. (Experienced and knowledgeable in: individual, partnership, corporate, non-profit, and trust returns.)

ACCOUNTING AND BOOKKEEPING SERVICES:

- Provide consultation accounting services.
- Hands on organization of daily workflow and accounting processes including bank and cash reconciliations, accounts payable and receivable, as well as, general ledger set up and management.
- Provide consultation, design and implementation of managerial reporting.
- Assisting in preparing for annual financial audits.



TERESA MONTGOMERY
PUBLIC EDUCATION SPECIALIST

Ms. Montgomery has over fifteen years of experience in the solid waste and recycling field. She has a broad background in marketing and has developed and carried out a number of successful public information campaigns.

EXPERIENCE

She has created a variety of print and electronic outreach materials including newsletters, bill inserts, door and cart hangers, posters, newspaper advertisements, service guides, and more. In addition, she has directed the creation and maintenance of company websites. She has extensive experience in the public and private sectors, and is an outstanding public speaker.

Public Education Specialist

Alameda County Industries: 2005 – Present

Garden City/Livermore Sanitation: 2007 – Present

Mission Trail Waste Systems: 2010 – 2014

- Ms. Montgomery acts as a liaison to the jurisdictions served.
- She gives presentations to educate the public about company programs and services.
- Oversees the development, production, and distribution, of printed and online outreach materials as required by municipal contracts or as deemed necessary.
- Ensures compliance with company agreements relative to relations and education.

Associate II

Brown, Vence, and Associates

2003 – 2005

- Ms. Montgomery worked with municipal clients to procure solid waste and recycling services.
- Developed RFP packets and franchise agreements.
- Created outreach materials (on waste diversion/reduction programs) targeted toward businesses and residents.
- Conducted waste audits/assessments and waste characterization studies.
- Monitored permitted haulers for AB939 and municipal code compliance on behalf of municipal clients; submitted reports for clients.
- Evaluated efficiency of municipal collection services.
- Conducted market research for solid waste, recyclables, green waste, food scraps, and bio-solids.

Communications and Marketing Coordinator

City of Diamond Bar

1999 – 2002

- Ms. Montgomery promoted City programs and services.
- Designed, composed, and distributed newsletters, advertisements, press releases and other publications.
- Wrote text and created graphic layouts for portions of the City's website.
- Developed, organized, and maintained the City's Community Coordinating Committee and Community Calendar.
- Evaluated the effectiveness of public information campaigns.
- Participated in civic and business functions.

Recycling Director

South San Francisco Scavenger Company

1997 – 1999

- Managed implementation and monitoring/maintenance of new and old programs.
- Assisted with the selection and acquisition of appropriate equipment for new programs.
- Created and managed distribution of newsletters and program brochures.
- Organized/implemented waste and recycling programs for city offices, schools, and businesses.
- Assisted with development and production of jurisdiction reports.
- Gave recycling facility tours and participated in community, civic, and business events.

EDUCATION

- Masters, Public Administration, CSU, Long Beach
- BA (Law and Society), UC Santa Barbara
- Graduate, California Refuse and Recycling Council Next Generation Program

INDUSTRY/CIVIC INVOLVEMENT

- Member, Clara Mateo Garbage Collector's Association
- Member, California Refuse and Recycling Council
- Member, California Resource Recovery Association
- Financial Secretary, Abbott Middle School Spanish Immersion Advisory Committee
- President, Abbott Middle School Drama Boosters



JILLIAN HOGAN

ENVIRONMENTAL COMPLIANCE MANAGER
ALAMEDA COUNTY INDUSTRIES AND AFFILIATE COMPANIES

Ms. Hogan began her career in solid waste management after graduating with honors from San José State University. She holds a Bachelor’s Degree in Environmental Studies and a minor in Economics, with a concentration in resource management and environmental compliance.

EXPERIENCE

Ms. Hogan is an expert at keeping all company facilities, fleets, and new construction projects fully permitted and in compliance with applicable environmental regulations.

Environmental Compliance Manager

Alameda County Industries, Inc. San Leandro, CA

Jan 2013 – present

- Manages all Federal, State, and local environmental permits and regulations for all company operations (garbage hauling and Material Recovery Facility processing operations).
- Reports directly to the Vice President and develops, designs, and submits successful collection proposals and contracts.
- Maintains compliance with stormwater, hazardous waste, air, and other environmental and solid waste regulations.

Environmental Compliance Manager

GreenWaste Recovery, Inc. San Jose, CA

Jan 2010 – Dec 2012

- Managed all Federal, State, and local environmental permits and regulations for company operations (garbage hauling and Material Recovery Facility processing operations).
- Reported directly to the Chief Operating Officer and developed, designed, and completed many successful collection proposals and contracts.
- Managed and maintained compliance with on-road and off-road diesel fleet inventories of more than 300 vehicles.
- Led team in designing, developing and producing GreenWaste/Zanker’s first Sustainability Report.
- Maintained compliance with stormwater, hazardous waste, air, and other environmental and solid waste regulations.

Environmental Engineering Assistant

Zanker Road Resource Management, Ltd.

San Jose, CA

Feb 2007 – December 2010

- Assisted Landfill Engineer with ensuring compliance with all Federal, State, and local permits and environmental regulations as well as CEQA compliance with expansion projects.
- Designed and conducted numerous plant and equipment efficiency studies to determine diversion rates and developed ideas to increase efficiencies with ownership and Landfill Engineer.
- Responsible for monthly, quarterly, and annual landfill taxes and reporting.

EDUCATION

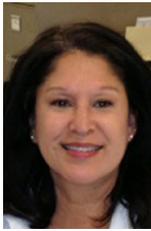
- San Jose State University San Jose, CA
- Bachelor of Arts – Environmental Studies with an Economics Minor
- Dean’s List - 3.75 GPA Graduated June 2006
- Relevant Coursework: Environmental Economics, Environmental Law, Environmental Impact Assessment, Cost-Benefit Analysis, Environmental Health & Safety, and Resource Management

INDUSTRY/CIVIC INVOLVEMENT

- CRRC Next Generation Program Graduate
- Clara Mateo Garbage Collector’s Association Member
- Member of Keep Hayward Clean and Green Task Force

AFFILIATE COMPANY INVOLVEMENT

- Assists Mission Trail Waste Systems and Garden City Sanitation with facility environmental compliance
- Assists with RFP responses for all affiliate companies.



SANDRA SUESS

HUMAN RESOURCES/PAYROLL MANAGER
GARDEN CITY SANITATION, SUSTAINABLE ORGANIC SOLUTIONS

With over 25 years of experience, Sandra has proven her ability to interact within all levels of the company. She is a detail-oriented team player that thrives on challenges and achieves results.

EXPERIENCE

**Human Resources/Payroll Manager
Garden City Sanitation
2007-Present**

- Processes weekly payroll and distributes checks under established procedures.
- Maintains and creates records and documents for personnel transactions such as new hires and terminations.
- Maintains personnel and other HR files ensuring compliance with regulation and Company policy.
- Administers and tracks leaves of absences including determining eligibility, creating paperwork timely and answering questions regarding leaves.
- Assists managers with gathering approvals for requisitions and hiring's, reviewing applications, initiating and tracking background checks, coordinating pre-employment exams, and creating offer letters, and conducting new hire orientations.
- Reviews monthly union invoices to confirm accuracy for union pension, health insurance and union dues. Approves invoices and forwards to AP for timely processing.
- Provides support in workers compensation areas including maintaining workers compensation files.
- Responds to all employment verifications per company policy.
- Performs other HR coordinator duties as required.
- Follows established company policies as required.
- Maintains confidentiality.

**HR/Payroll Coordinator
Norcal Waste Systems of San José
2005-2007**

Mrs. Suess had virtually the same responsibilities at Norcal as listed above for Garden City.

Human Resources

**Waste Management San José, CA
2002-2005**

- Responsible for Employee Benefits and HR Administration for the South Bay Market Area, Non-Union/Union.
- Responsible for employee relations including but not limited to, internal investigations, employee training, recruitment, leave of absences and managing personnel files.
- Responsible for payroll backup.
- Managed Comsys Temporary Help.
- Assisted with legal compliance issues.

**Payroll Benefit Administrator/HR
Waste Management, San Jose, CA
1997-2002**

- Responsible for payroll, benefits and human resource administration for San José, Santa Clara and the recycling plant.
- Ensured that payroll was completed on time and accurately each week for all sites.
- Supplied monthly payroll reports to the district controller.
- Entered all new employee benefit information into the system.
- Maintained Union pension and benefit accounts for Union employees.

E. Labor Agreements and Wages

Included in **Attachment B** is a Memorandum of Understanding between Garden City and the Sanitary Truck Drivers and Helpers Teamsters Local Union 350.

F. Past Performance Record

Litigation and Regulatory Actions

Over the past ten (10) years, and as of October 1, 2015, neither Garden City nor any subsidiary, nor director or officer, nor key personnel has been involved in any civil, legal, regulatory, and/or criminal actions (including arrests, indictments, litigation, grand jury investigations, etc.).

Payment of Fines, Penalties, Settlements, or Damages

Over the past five (5) years and as of October 1, 2015, Garden City has not been issued any fines, penalties (including liquidated damages or administrative fees in excess of \$25,000 in one calendar year), settlements or damages of any kind to public agencies.

G. Financial Information

Financial Statements

Audited financial statements for the most-recently completed fiscal year for the legal entity that would execute the Franchise Agreement are included in a separately sealed envelope labeled **“Audited Financial Statements”**. All such statements were prepared in accordance with Generally Accepted Accounting Principles applied on a consistent basis and were audited in accordance with Generally Accepted Auditing Standards by an Accountant certified in the State of California. Also included with the financial statements is a statement by the Chief Financial Officer (CFO) of Garden City that there has been no material adverse change in such condition or operations as reflected in the submitted balance sheet and income statements since the date on which they were prepared.

Financing Plan

All financing for the Franchise Agreement shall come from a combination of internally generated funds and commitments from external sources. Garden City intends to contribute **\$2,000,000.00** in capital for start-up and operating of collection operations, with additional funding for rolling stock, containers, and equipment utilizing CPCFA funding. Garden City and affiliate companies have utilized CPCFA funding for over \$67,000,000 of project costs over the past 15 years.

The table below displays the Sources and Uses of Funds format for the proposed collection operations as requested in the RFP.

Sources & Uses of Funds	
<i>Sources</i>	
CPCFA Bonds	\$18,000,000.00
Cash Equity	\$2,000,000.00
Total Sources	\$20,000,000.00
<i>Uses</i>	
Start-up Costs	\$550,000.00
Rolling Stock	\$9,891,420.00
Containers	\$7,990,607.00
Miscellaneous Equipment & Support	\$1,567,973.00
Total Uses	\$20,000,000.00

A letter from our financing firm is included with our Financial Statements (in a separate envelope) to demonstrate our ability to implement the financing plan.

2. TECHNICAL PROPOSAL FOR BASE PROPOSAL

Note: In order to provide the City of Milpitas with the most innovative, efficient and cost effective approach to collection services, we have included a ***Hybrid-Alternative Proposal***, which includes consistent containers serviced by automated collection vehicles. All materials will be delivered to the **Sunnyvale Materials and Recycling Transfer (SMaRT) Station** in Sunnyvale for processing. By **processing all waste streams**, we encourage the most cost-effective sustainable management of our precious resources. In order to be responsive to the City's RFP, we have included a proposal for the base although we encourage the City to judiciously review and select our ***Hybrid-Alternative Proposal*** included in *Section 3*.

In accordance with section 7.2 of the RFP, we are providing a base proposal and there is no contingent pricing for either base or alternative proposals.

A. Collection

Solid Waste Collection Services

Single-Family Residential Solid Waste Collection

Solid waste will be collected from Single-Family Dwellings (SFDs) on a weekly basis utilizing semi-automated collection vehicles that can collect carts and customer-owned cans.

Multi-Family Dwelling Solid Waste Collection

Solid waste will be collected from Multi-Family Dwellings (MFDs) up to six times per week with a minimum of once per week utilizing semi-automated and automated collection vehicles, depending on the type of containers at the premises.

Commercial Solid Waste Collection

Solid waste will be collected from commercial customers, at a minimum, on a weekly basis in bins or carts serviced by a variety of vehicles that have been chosen to efficiently service containers.

All collection vehicles will be new and powered by Compressed Natural Gas (CNG). Container and vehicle specifications are described in detail in *Section 3* of this proposal and manufacturer’s brochures are included in **Attachment C**.

Recyclable Materials Collection Services

Single-Family Residential Recyclable Materials Collection

Recyclables will be collected from Single-Family Dwellings (SFDs) on a weekly basis utilizing automated collection vehicles that can service wheeled carts.

Used motor oil and oil filters, household batteries (in clear plastic bags placed on top of the recyclables container), and cooking oil will be collected from SFDs. Residents who call our Customer Service Representatives (CSRs) to request the Used Motor Oil and Filter Recovery Kit and/or the Used Cooking Oil Recovery Kit will be provided with kits on their next scheduled collection day. The residents will be instructed to place the kits next to their recyclables container on their collection day.

To collect additional curbside recyclables, our collection vehicles are equipped with a special compartment, similar to the one shown in the photo. This compartment provides sufficient space to safely transport used motor oil, filters, household batteries, and cooking oil.



Multi-Family Dwelling Recyclable Materials Collection

Recyclables will be collected from Multi-Family Dwellings (MFDs) up to six times per week with a minimum of once per week utilizing semi-automated and automated collection vehicles, depending on the type of containers at the premises.

Commercial Recyclable Materials Collection

Recyclables will be collected from commercial customers, at a minimum, on a weekly basis in bins or carts serviced by a variety of vehicles that have been chosen to efficiently service containers.

All collection vehicles will be new and powered by Compressed Natural Gas (CNG). Container and vehicle specifications are described in detail in *Section 3* of this proposal and manufacturer's brochures are included in **Attachment C**.

Organic Materials Collection Services

Single-Family Residential Organic Materials Collection

Organic materials will be collected from Single-Family Dwellings (SFDs) on a weekly basis utilizing automated collection vehicles that can service wheeled carts.

Holiday trees will be collected the two weeks following Christmas. Residents will be instructed to remove all decorations and the tree stand before placing at the curb.

Multi-Family Dwelling Organic Materials Collection

Organic materials will be collected from Multi-Family Dwellings (MFDs) up to six times per week with a minimum of once per week utilizing semi-automated and automated collection vehicles, depending on the type of containers at the premises.

Commercial Organic Materials Collection

Organic materials will be collected from commercial customers, at a minimum, on a weekly basis in bins or carts serviced by a variety of vehicles that have been chosen to efficiently service containers.

All collection vehicles will be new and powered by Compressed Natural Gas (CNG). Container and vehicle specifications are described in detail in *Section 3* of this proposal and manufacturer's brochures are included in **Attachment C**.

Additional Collection Operations

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, at the processing facilities, and during interactions with the public and the community.

One of our founding companies began in 1914 as a collection company and over the years has transitioned into premier multi-faceted solid waste collection and recycling companies. Many of our employees are second, third, and fourth generation; which instills a sense of family within our company and reaffirms our belief that Garden City and our affiliate companies are an enjoyable place to work – as evident by virtually zero employee turnover!

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 and taco feeds, 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 provided with a special treat.

The secret to our success in keeping employees happy is 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, the safety of the community and protection of the beautiful environment of the City of Milpitas.

Our dedicated and experienced Operations Manager, Mr. Calegari, whose resume is included in *Section 2.D | Key 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:
 - ✓ 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 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 General Manager (Steve Jones), Operations Manager (Dave Calegari), Route Supervisor (Brian Jones), Maintenance Manager, 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. Garden City 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 Garden City 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:** We require 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.

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.
- **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. 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:

- ✓ 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 City 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 Milpitas.

Garden City 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.

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.

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 in **Attachment D**. 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 most of our existing 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.

B. Recyclables Materials Processing

Under the Base Proposal, single-stream recyclables will be processed at Garden City's affiliate company, Alameda County Industries' single-stream Material Recovery Facility (MRF) in San Leandro. ACI is fully permitted to accept up to 412 tons per day (tpd).

C. Organic Materials Processing

Under the Base Proposal, organics will be collected and delivered to the Sunnyvale Materials Recovery and Transfer Station (SMaRT Station) in Sunnyvale for processing. Refer to *Section 3.F* for details on processing operations at the SMaRT Station.

D. Residential On-Call Bulky Item Clean-Up Events

In order to assist the City of Milpitas in meeting their goal of increasing diversion and maximizing reuse of bulky items, we are proposing to offer a Bulky Item Clean-Up Program that is similar to what is utilized in Los Altos by our affiliate company, Mission Trail Waste Systems (MTWS). MTWS offers an on-call cleanup/bulky item collection program using heavy-duty “bulky bags”. Before the bags are delivered, detailed instructions are provided on the brochure that is mailed (electronically or hardcopy) to the customer after they have called to schedule their appointment. The brochure lists acceptable and unacceptable items and how to place items in the bags or adjacent to them, for easy collection.



Our Bulky Item Clean-Up Program is designed specifically for the City of Milpitas to increase the recoverability, reusability and recyclability of bulky items from SFD and MFD residents. Under our program, two (2) Bulky Bags totaling 3 cubic yards (a 1-cubic yard bulky bag and a 2-cubic yard bulky bag) will be delivered to customers and are collected the following week along with up to three (3) bulky items like furniture, mattresses, appliances, etc., similar to the photo shown below.



Included in **Attachment F** are samples of on-call cleanup guides provided by MTWS (utilizing Bulky Bags) and shown here, along with ACI on-call annual clean up events utilizing 2-cubic yard bins and LS’ conventional curbside program. MTWS also created a special “how-to” video for Los Altos residents, describing the Bulky Bag Program. It can be viewed online at: <http://www.missiontrail.com/LosAltos/residential-cleanup.html>.

We are proposing to implement our on-call bulky item collection service utilizing Bulky Bags to collect large bulky items, appliances, electronic wastes,



universal wastes, solid waste, recyclables, organics, mixed C&D (excluding concrete) and reusable items from both SFD and MFD customers to maximize citywide diversion potential.

We will utilize a flatbed truck equipped with an arm/grapple attachment that allows for efficient loading so the bulky items will remain intact, increasing their reusability and recyclability. Based on our experience with the Bulky Bag program in Los Altos, we anticipate a high level of participation due to the flexibility of our collection methodology, clear instructions and setout guidelines, website promotion, and consistent interactions between CSRs and residents when scheduling services.



In Milpitas, customers will be required to contact our CSRs in advance to request the Bulky Bag delivery. CSRs will query customers, based on a standard script, to ensure each resident knows exactly what type and amount of materials are accepted and how to place them out for proper collection. CSRs will very clearly indicate that conscientious sorting is requested in order to facilitate recycling, if applicable. The CSR creates a work order request and the Bulky Bags are delivered and then collected the following week by the flatbed driver.

At MFDs, we request that property owners/managers call to schedule Bulky Bag service for their complex in order to reduce confusion and ensure the bulky items are collected as efficiently as possible. They will be asked to provide a clear and detailed description of the location they will use the Bulky Bags. This location will be entered in the work order as a note for the driver. CSRs will remind the customer of the details of our Bulky Bag program and will encourage the complex owners/managers to maintain a neat neighborhood appearance and instruct tenants to follow the instructions provided when the Bulky Bags are delivered. Depending upon the MFD complexes, we can modify our Bulky Bag collection program to fit properties' specific needs. If Bulky Bags can't be

utilized at certain MFD complexes due to space constraints, items can be collected loose in the street, near enclosures or on the curb using the same flatbed, depending upon the restraints and/or need of the MFD complex.

Our goal is to provide bulky item collection that deters illegal dumping, maintains a neat neighborhood appearance, and maximizes the reusability of unwanted items.

The arm/grapple attachment and a lift gate on the flatbed truck allow for efficient collection, as the items remain intact, increasing their recyclability. The flatbed driver will document the amount and type of bulky items collected on their work orders and a CSR enters the information into our customer service software system to track participation. Any hazardous materials, other unacceptable materials, and overages that are not accepted in the program will be tagged and left. After leaving a tag, the driver will notify dispatch, who will direct a CSR to telephone the customer/complex manager to notify them of the appropriate corrective action to take to properly recycle/dispose the items.

Utilizing these Bulky Bags reduces the potential to cause negative impacts on storm water quality, minimizes setout limitations, reduces scavenging and illegal disposal, limits the resident to the size of the bag(s), and results in much more efficient collection, and more importantly results in increased diversion, especially at MFD complexes.



Each Single-Family style property will be provided up to four (4) on-call bulky item cleanups per year at no charge. Additional on-call bulky item collections will be charged the “Additional Bulky Item” approved rate. Multi-Family style properties will be charged the City-Approved Rate for each on-call bulky item cleanup.

Reusability and recyclability of bulky items can be achieved through delivering all bulky items to the SMaRT Station. Currently at the SMaRT Station, bulky items that are still salvageable are set aside and placed in the BCWS “Reuse Trailer” and displayed for the

public to take at no cost. The SMaRT Station Reuse Trailer is a fairly new program that is continuing to grow. It has been successful in diverting materials from the landfill where the SMaRT Station is estimating to achieve 54 tons of diversion in its first year. We will work closely with the SMaRT Station and our affiliate company, BCWS, to recover reusable items collected from bulky cleanups and from the Bulky Bags.



E. Public Outreach

We are committed to designing, implementing and maintaining public outreach programs that are compatible with customer needs, will successfully achieve diversion goals, and are effectively integrated with our operations. We are dedicated to providing commercial businesses and MFDs with the tools needed for achieving compliance with California’s Mandatory Commercial Recycling Regulation (AB 341) and Mandatory Commercial Organics Recycling Rule (AB 1826).

Our goals are to educate customers on all collection systems and diversion opportunities, provide instruction 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 City’s diversion and sustainability goals.

At Garden City and our affiliate companies, we develop outreach so that new services begin seamlessly and participation in ongoing programs improves steadily throughout the term of the contract. Our outreach includes the following:

- ✓ Enthusiastic suggestions for how to reduce, reuse, recycle and rot/compost (the “4Rs”);
- ✓ 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,
- ✓ Frequent promotion of sustainable practices and environmental stewardship.



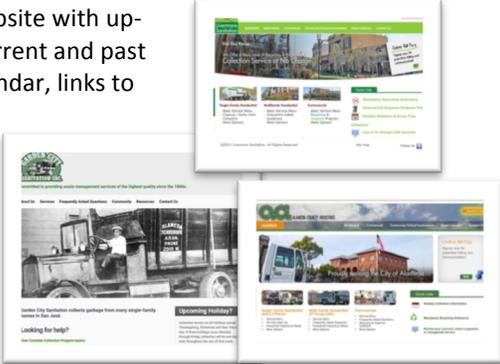
In addition, our outreach is created as a collaborative effort with input from the community, City staff, and our own outreach, customer service, and operations team. The quality and effectiveness of our outreach is improved through this team collaboration.

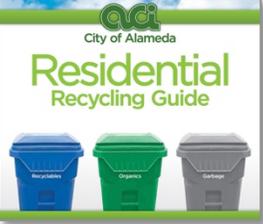
Throughout the term of the Agreement, we will assess, review, modify, and adapt our outreach to keep it fresh and current, and to have it complement the outreach efforts of Santa Clara County. Our outreach will reflect the evolving needs and capabilities of customers, the continually evolving State legislation and goals, as well as any advancements made in collection and processing systems.

The Outreach Program outlined in this Section has been customized to fit the unique needs of Milpitas and showcases several methods and tools already proven successful in the jurisdictions we serve. Fundamental to our program design is an understanding of potential obstacles to participation, a commitment to reaching diversion goals and targets, and a desire to anticipate and meet regulatory requirements.

We strive to continually improve our collection and processing services, outreach programs, and customer service. Our goal is to provide a level of customer satisfaction and landfill diversion that is unparalleled. The result of our outstanding customer support is maximized participation.

Our Public Education and Outreach Plan contain key elements summarized in the *Public Education & Outreach Plan Activities Table* below.

Public Education & Outreach Plan Activities	
<p>Initial Multi-Media Campaign</p>	<p>A series of city-approved messages will go out via a variety of methods that might include cart or door hangers, direct mail, public service announcements, newspaper advertisements, radio and television spots, internet marketing (via websites, e-mail, social media), and more. Messages will have a consistent and positive tone and feature a call to action. That initial call will encourage customers to visit our website or event booth, and to watch the mail for more information.</p> 
<p>Website</p>	<p>A user-friendly, Milpitas-specific website with up-to-date service menus and rates, current and past outreach, how-to videos, event calendar, links to additional resources, and our contact information will be created and online well before the commencement of services. The website will be mobile responsive, easy to navigate and frequently updated.</p> 

<p>Press Releases & Advertisements</p>	<p>Information tied to specific events will be distributed to local media outlets, as needed.</p>
<p>Social Media</p>	<p>Facebook and Instagram will be used to post city-approved events, tips, reminders, how-to videos, articles promoting sustainability, and more. A Milpitas-specific hash tag and Facebook page name will be chosen, and advertised on outreach as appropriate. The Facebook page will be frequently monitored and updated. Our LS Facebook page has been successful and can be viewed at: https://www.facebook.com/livermoresanitation.</p> 
<p>Container Labeling</p>	<p>Consistent color-coding and terminology will be used to help customers learn what materials belong in each container. Container color-coding will be consistent to ensure comprehension throughout the City.</p>
<p>Service Guides</p>	<p>Service Guides will be developed for single-family residential, multi-family residential, and commercial customers. Each version of the Guide will list the materials that belong inside each container as well as setout instructions and other important service-related information.</p> 
<p>Newsletters</p>	<p>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 also educate customers on proper methods for recognizing, handling and disposing of household hazardous waste (HHW). Some editions will feature seasonal information regarding holiday services and collection schedules. Other editions 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. All editions will be posted on our website.</p> 

<p>Bill Inserts</p>	 <p>Business, institutional and multi-family homes within the City of San Leandro must sort their recyclables from their trash. Learn more at Recycling@alameda.org. Contact ACI for help starting or improving your responsible collection program.</p> <p>ALAMEDA COUNTY INDUSTRIES 925-267-2260 www.alamedacountyindustries.com 810 Middle Road, San Leandro, CA 94577</p> <p>Bill inserts will be used as needed to announce important developments. Customers subscribing to paperless billing will receive an electronic copy or a link to the information on our website.</p>
<p>School & Community Presentations</p>	<p>Presentations regarding our services and directly related topics (waste reduction, current/proposed legislation like AB 341 & AB 1826, jobs in the waste industry, etc.) will be given as needed or requested. We will provide schools with “Mini-Grants” to assist teachers with materials needed for teaching how to recycle and compost at home and at school. On request, we can provide a truck demonstration.</p> 
<p>Special Events</p>	<p>Informational event booths will be constructed and staffed at all appropriate events. Collection service and monetary support may also be provided. We will work with the City to identify appropriate events and determine how best to provide support. A guide listing the requirements of AB 2176 and providing direction on how to comply will be developed and provided to event organizers. A sample event guide from ACI can be viewed online at: https://alamedacountyindustries.com/alameda/files/ACI%20event%20flyer.pdf.</p> 
<p>Compost Giveaway</p>	 <p>We will provide an annual compost giveaway event to distribute compost to residents.</p>
<p>Tours</p>	<p>We will facilitate the scheduling of tours at the SMaRT Station. During the tours visitors will learn how the materials are processed and diverted from the landfill.</p>

<p>Technical Assistance</p>	<p>Comprehensive recycling technical assistance will be provided to multi-family and commercial customers.</p>
<p>Service Level Changes</p>	<p>As site audits are conducted and right sizing of service 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.</p> 
<p>Monitoring Customer Setouts & Contamination</p>	<p>Our drivers and route supervisors will regularly look for contamination in recyclables and organics collection containers, as well as for improperly disposed hazardous materials and for otherwise incorrect container set outs. Significant issues will be reported to our dispatcher and documented in our database. A Milpitas-specific Non-Collection Notice (NCN) will be left on any rejected residential container; the NCN will be developed and approved by City staff. A CSR or our Diversion Coordinator will follow-up with any customer who receive numerous NCNs for cause.</p> 

Every customer experiences unique recycling and diversion opportunities and challenges; therefore, we develop sector-specific outreach. The charts that follow describe the major components and activities performed for single-family residential, multi-family residential and commercial customers. Our Outreach Plan is built from an assessment of current conditions, evaluation of current and proposed programs, understanding of diversion goals and targets, identification of potential hindrances, and anticipation of future legislative and regulatory requirements.

We will conduct public education activities in accordance with *Section 4.9 and Exhibit B of the Franchise Agreement*. All written outreach materials will feature our contact information, be approved by City staff, and be posted on our website for viewing and printing. We will produce graphic-rich outreach in English and in other languages, when requested.

Public Education & Outreach Activities | Single-Family Residential Customers

Activity	Description	Distribution / Frequency
<p>Initial Mailer</p>	<p>Create and mail notice explaining any changes to existing collection programs and describing all new programs. This mailer may take the form of an oversized postcard or an 8.5"x11" newsletter.</p> 	<p>One (1) time on or before Commencement Date via Bulk Mail - Postal Customer Local. One (1) per household.</p>
<p>Single-Family Residential Service Guide</p>	<p>Create and provide graphic-rich Service Guide with instructions for proper sorting. This piece will be an important reference tool kept by many residents and reviewed often. It will also be available on our website for residents to download and view.</p> 	<p>One (1) time on or before Commencement Date via direct mail. One (1) per household. After Commencement Date, Guide will be updated as needed, and mailed on request and to new residents.</p>
<p>Cart or Door Hangers</p>	<p>Create and distribute cart or door hangers with pertinent set out instructions.</p> 	<p>One (1) time on or before Commencement Date. One (1) per household.</p>

Activity	Description	Distribution / Frequency
<p>Public Service Announcements & Advertisements</p>	<p>Create and submit to herald all service changes. PSAs will be distributed to local radio and cable television stations as well as to the newspaper. In addition, paid advertisements will be placed in the local newspaper.</p>	<p>As needed during start-up and throughout the term of the Agreement.</p>
<p>Community Presentations & Tours</p>	<p>Promote and explain the 4Rs, our collection programs, and related programs and topics to a variety of homeowners' associations and other community groups. Presentations can be given at any location in the City and tours can be scheduled at SMaRT.</p>	<p>As requested on or before Commencement Date and throughout the term of the Agreement.</p>
<p>Newsletters</p>	<p>Create and provide newsletters to inform residents about available collection services, teach the 4Rs, and invoke desired behaviors. Featured topics would include source reduction, reuse, proper sorting, bulky item collection, buying recycled, seasonal collection programs, e-waste and HHW disposal, and much more.</p> 	<p>Four (4) Newsletters created annually on a schedule approved by the City. One (1) per household. To be distributed by direct mail one (1) time per year and as a bill insert three (3) times per year.</p>
<p>Invoice Announcements</p>	<p>Include brief statement with service-related information.</p>	<p>One (1) per invoice.</p>
<p>Non-Collection Notices (NCNs)</p>	<p>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 utilize out in the field.</p> 	<p>Attached as needed around the handle of any cart not properly set out. Used throughout the term of the Agreement.</p>
<p>Christmas Tree Collection Notice</p>	<p>Provide residents with written notice of tree collection schedule.</p> 	<p>One (1) newspaper ad per year, banners for city website, and one (1) newsletter, bill insert or postcard per household.</p>

Activity	Description	Distribution / Frequency
<p>Website</p>	<p>Maintain a section of our website specifically for residents of single-family homes. Section to include service menu and applicable rates, current and past outreach, how-to videos, links to additional resources, and allow residents to submit inquiries and complaints. The customer “login” feature on our site will allow customers to view their collection day, change or order service, pay invoices, and more.</p> <div data-bbox="899 289 1203 716"> </div>	<p>Launched well before the Commencement Date, updated as needed, and maintained throughout the term of the Agreement.</p>
<p>Street Sweeping Notification</p>	<p>Provide residents with written notice of street sweeping schedule.</p>	<p>One (1) full-page advertisement in the Milpitas Post each month. One (1) bill insert or postcard per household per year. One (1) additional postcard per household in designated weekly sweep area.</p>

Public Education & Outreach Activities | Multi-Family Dwelling Customers

Activity	Description	Distribution / Frequency
Initial Mailer	Create and mail notice explaining any changes to existing collection programs and describing all new programs.	Sent one (1) time on or before Commencement Date via direct mail to each account holder.
Multi-Family Service Guides	<p>Create and provide a graphic-rich Service Guide for Multi-Family customers. Guide will include instructions for proper sorting and set out, and details regarding AB 341 and how to comply.</p> 	Sent one (1) time on or before Commencement Date via direct mail to each account holder. Property owners/ managers also provided with one (1) copy per multi-family living unit during site visits. Additional copies provided to new customers and when requested. Updated as needed and available throughout the term of the Agreement.
Recyclables, Organics & Garbage “How-To” Posters	<p>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.</p> 	Provided during site visits (the first to occur before Commencement Date) and when requested. Updated as needed and available throughout the term of the Agreement.

Activity	Description	Distribution / Frequency
<p>Multi-Family Program Reminders</p>	<p>Create and distribute flyer summarizing collection programs and providing waste reduction tips and HHW/e-waste/u-waste disposal information.</p> 	<p>One (1) copy per living unit provided to multi-family property owners/managers during site visits. Additional copies provided to new customers and when requested. Updated as needed and available throughout the term of the Agreement.</p>
<p>Move-In & Move-Out Guides</p>	<p>Create a list of waste reduction, reuse, and recycling tips for residents to refer to when moving.</p> 	<p>Copies provided as needed to multi-family property owners/managers during site visits. Updated as needed and available throughout the term of the Agreement.</p>
<p>Site Meetings & Workshops</p>	<p>Visit customer sites to meet with owners, managers, and/or tenants to promote and explain collection programs and AB 341. Open discussion and/or hands-on demonstration provided.</p>	<p>Provided as needed and requested throughout the term of the Agreement.</p>
<p>Site Visits / Technical Assistance</p>	<p>Provide comprehensive recycling technical assistance with the primary purpose of increasing recycling and organics collection and complying with AB 341. Property owner/manager to be contacted, waste and service levels to be assessed, and outreach supplies to be replenished.</p>	<p>Conduct one (1) time per year at each site throughout the term of the Agreement.</p>
<p>Multi-Family Move-In Kits</p>	<p>Build “move-in” kits for property owners/ managers to give to new tenants. To include Service Guide, Move-In Guide Recyclables Tote Bag, and Kitchen Pail.</p>	<p>Provide as needed at site visits.</p>

Activity	Description	Distribution / Frequency
<p>Bill Inserts</p>	<p>Prepare and distribute bill inserts that focus on a key subject like AB 341 compliance, Bulky Item collection, technical assistance, HHW disposal, or other appropriate topic.</p> 	<p>Create two (2) times per year.</p>
<p>Christmas Tree Collection Notice</p>	 <p>Provide account holders with written notice of tree collection schedule.</p>	<p>Provide each account holder with one (1) notice per year via postcard, bill insert, or newsletter.</p>
<p>Invoice Announcement</p>	<p>Include brief statement with service-related information.</p>	<p>One (1) per invoice.</p>
<p>Newsletter</p>	<p>Create and provide newsletters to inform account holders about available collection services and to 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. Newsletters will also be used to review the requirements of AB 341 and show how utilizing available services will assure compliance.</p> 	<p>Created four (4) times each year throughout the term of the Agreement on a schedule approved by the city. To be distributed as a bill insert.</p>

Activity	Description	Distribution / Frequency
<p>Website</p>	<p>Maintain a section of our website specifically for multi-family customers. Section to include service menu and applicable rates, current and past outreach, how-to videos and documents, links to additional resources, and allow customers to submit inquiries and complaints.</p> 	<p>To be launched well before the Commencement Date, updated as needed, and maintained throughout the term of the Agreement.</p>
<p>Non Collection Notices (NCNs)</p>	<p>Create and utilize a NCN to clearly explain how to correct the set out, receive service, and avoid future set out problems. Customers will be contacted by a CSR or our Diversion Coordinator any time an NCN is issued.</p>	<p>Attached as needed to any collection container not properly set out. Used throughout the term of the Agreement.</p>
<p>Yard Trimmings Program Starter Kit</p>	<p>Create and compile Yard Trimmings Program poster for use in high-traffic areas.</p>	<p>Provided during site visits (the first to occur before Commencement Date) and when requested. Updated as needed and available throughout the term of the Agreement.</p>
<p>AB 341 Reporting</p>	<p>Compile report of AB 341 achievements including a list of those not in compliance.</p>	<p>Conduct one (1) time per year or as requested.</p>
<p>Non-Compliance Letters</p>	<p>Prepare and distribute notices to customers that are not AB 341 compliant. Notices will explain what is needed to comply.</p>	<p>Created two (2) times per year and direct mailed as a letter or postcard.</p>

Public Education & Outreach Activities | Commercial Customers

Activity	Description	Distribution / Frequency
<p>Initial Mailer</p>	<p>Create and mail notice explaining any changes to existing collection programs and describing all new programs.</p> 	<p>Sent one (1) time on or before Commencement Date via direct mail to each account holder.</p>
<p>Commercial Service Guides</p>	<p>Create and provide a graphic-rich Service Guide for Commercial customers. Guide will include instructions for proper sorting and set out, and details regarding AB 341 and AB 1826 and how to comply.</p> 	<p>Sent one (1) time on or before Commencement Date via direct mail to each account holder. Multi-family property owners/managers also provided with one (1) copy per multi-family living unit. Additional copies provided to new customers, during site visits and when requested. Updated as needed and available throughout the term of the Agreement.</p>

Activity	Description	Distribution / Frequency
<p>Recyclables, Organics & Garbage “How-To” Posters</p>	<p>Create posters indicating what belongs in the Recyclables, Organics, and Garbage. Posters to go up in waste collection and other high-traffic areas.</p> 	<p>Provided during site visits (the first to occur before Commencement Date) and when requested. Updated as needed and available throughout the term of the Agreement.</p>
<p>Business Association Presentations</p>	<p>Meet with business associations to promote and explain collection programs and AB 341 & AB 1826. Open discussion and/or hands-on demonstration provided.</p>	<p>Provided as needed and requested throughout the term of the Agreement.</p>
<p>Newsletter</p>	<p>Create and provide newsletters to inform account holders about available collection services and to promote the 4Rs. Featured topics might include source reduction, reuse, bulky item collection, buying recycled, e-waste and hazardous waste disposal, holiday service schedules, and others. Newsletters will also be used to review the requirements of AB 341 and AB 1826 and show how utilizing available services will assure compliance.</p> 	<p>Created four (4) times each year throughout the term of the Agreement on a schedule approved by the city. To be distributed as a bill insert.</p>

Activity	Description	Distribution / Frequency
<p>Site Visits / Technical Assistance</p>	<p>Provide comprehensive recycling technical assistance with the primary purpose of increasing recycling and organics collection and complying with AB 341 & AB 1826. Property owner/manager to be contacted, waste and service levels to be assessed, outreach supplies to be replenished, and employees trained.</p>	<p>Conduct one (1) time per year at each site throughout the term of the Agreement.</p>
<p>Food Scraps Program Starter Kit</p>	<p>Create and distribute a poster indicating how food waste should be sorted and collected from a cafeteria, restaurant, bakery, grocery store or other food scrap generator. Also provide graphic-rich labels for interior collection containers.</p>	<p>Provided during site visits (the first to occur before Commencement Date) and when requested. Updated as needed and available throughout the term of the Agreement.</p>
<p>Bill Inserts</p>	<p>Prepare and distribute bill inserts that focus on a key subject like AB 341 and AB 1826 compliance, Bulky Item collection, technical assistance, HHW disposal, or other appropriate topic.</p>	<p>Create two (2) times per year.</p>
<p>Invoice Announcement</p>	<p>Include brief statement with service-related information.</p>	<p>One (1) per invoice.</p>



Activity	Description	Distribution / Frequency
<p>Website</p>	<p>Maintain sections of our website specifically for commercial and multi-family customers. Sections to include service menu and applicable rates, current and past outreach, how-to videos and documents, links to additional resources, and allow customers to submit inquiries and complaints.</p> 	<p>To be launched well before the Commencement Date, updated as needed, and maintained throughout the term of the Agreement.</p>
<p>Non Collection Notices (NCNs)</p>	<p>Create and utilize a NCN to clearly explain how to correct the set out, receive service, and avoid future set out problems. Customer will be contacted by a CSR or our Diversion Coordinator any time an NCN is issued.</p>	<p>Attached as needed to any collection container not properly set out. Used throughout the term of the Agreement.</p>
<p>Non-Compliance Letters</p>	<p>Prepare and distribute notices to customers that are not AB 341 and AB 1826 compliant. Notices will explain what is needed to comply.</p>	<p>Created two (2) times per year and direct mailed as a letter or postcard.</p>

Website

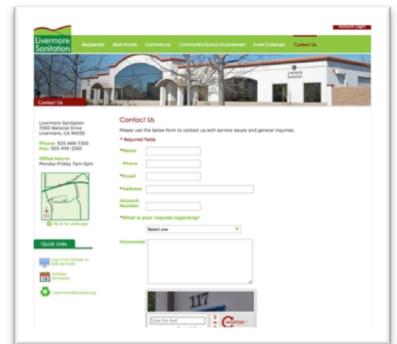
The websites developed for Garden City Sanitation, Livermore Sanitation, and our affiliate companies were designed to complement our outreach and educational materials. We promote website use as a tool for more detailed information dispersal and to reduce wasteful paper consumption. We recently updated GardenCitySanitation.com to include the latest billing and program information and to be more responsive to mobile devices. For Milpitas, we will begin with a dedicated site that is mobile responsive and features content that is specific to the City. The following information will be available online:

- ✓ *Services provided and approved rates*
- ✓ *List of materials accepted in each container*
- ✓ *Setout instructions*
- ✓ *Collection schedules*
- ✓ *Answers to Frequently Asked Questions (FAQs)*
- ✓ *Outreach materials (current and past)*
- ✓ *Links to additional resources*
- ✓ *Office location and customer service phone number*
- ✓ *Contact form for compliments, complaints and inquiries*



Using the online application (a subprogram to the customer service software system discussed in *Section 2.K | Management and Customer Service Systems*), we can also offer customers an online method to view and pay invoices online, request a change in service, view their service history and view and download outreach. In addition, our website will allow us to track the number of visitors and page visitation counts. 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.GardenCitySanitation.com & www.GardenCitySanitation.com/sort/food/
- www.LivermoreSanitation.com
- www.AlamedaCountyIndustries.com
- www.SSFScavenger.com



- www.MissionTrail.com
- www.SSWR.com

Our Milpitas website will be an important tool throughout the duration of the contract. During the transition, it will act as a “one-stop shop” for current information. We will post all pertinent information to the website and all transition outreach will list the website as the place to go for details.

Transition Outreach | During and leading up to the transition, we will work closely with the city on our website development, the creation and distribution of the cart or door hangers, initial mailers, service guides, and other outreach described previously based on service recipient sector.

Ongoing Outreach | Much of the outreach distributed before or during the transition will be updated and distributed as needed throughout the term of the contract. Those items include Non-Collection Notices, posters, service guides and more. Customer newsletters will be another key part of our ongoing outreach, as will the press releases, advertisements generated to announce events, enhancements, and changes, and a constant social media presence.



Budget

We have determined the funds needed to fully design and implement our Public Outreach Program. Based on our experience in providing similar transition and ongoing outreach, our initial start-up expenses and annual ongoing budgets are included in the *Cost Proposal Forms in Section 6* and are summarized below.

- **Start-up Expenses** | We will employ a half-time Public Outreach Manager and a full-time Diversion Coordinator through the transition and the term of the Agreement. Costs during the transition consist of outreach and website development, printing and distribution of initial outreach, production of container labels and event displays, and the purchase of supplies and equipment. We have included a budget of \$50,000 for start-up expenses.
- **Annual Budget** | The annual budget covers expenses associated with providing the ongoing services and materials described in our Public Education and Outreach Plan. The budget will also cover our Diversion Coordinator’s expenses for traveling to businesses, events, and throughout Milpitas to provide additional outreach activities throughout the term of the Agreement.

We have included a budget of \$50,000 per year for the ongoing implementation of our public outreach programs.

Active Participation in the Community

Garden City and affiliate company staff are active community citizens in San José, Livermore, Alameda, Santa Clara, Los Altos, South San Francisco, Brisbane, Millbrae and throughout Santa Clara County. We provide facility tours, classroom presentations, truck demonstrations, and workshops, and we actively participate in and support a variety of service clubs and business associations. In the City of Milpitas we will also become active members of the community and participate in many community/City events.



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F. Multi-Family/Commercial Recycling Technical Assistance

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 multi-family and commercial customers in the City of Milpitas.

Our goal is to provide a Technical Assistance Program that ensures each customer has the information, tools, resources and support to reach their diversion potential.

Throughout the term of the contract, our Outreach Team will continually and proactively work with customers to adopt and improve conservation strategies using creative ideas to keep businesses and MFDs engaged. All commercial customers will be “touched” during the transition and at annual, or more frequent, follow up site visits by our Diversion Coordinator. This degree of individualized customer service and diversion assistance is unique and will be essential in helping Milpitas achieve their diversion goals and reach compliance with AB 341 and AB 1826.

Although some businesses may be prioritized and proactively targeted for reasons of non-compliance, 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. To initiate contact, we will send out bill inserts and newsletters listing diversion and regulatory requirements and resources for achieving compliance. Samples of initial technical assistance outreach from our affiliate companies are included in **Attachment F**.

We will also encourage participation in diversion programs by 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 or MFD complex. This will ensure that

program buy-in is achieved and supported at a high level. 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 recycling 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
 - Need for staff training
 - Opportunities for increasing diversion
 - Interior and external container feasibility
 - Waste audits, as necessary
- ✓ **Distribution of Collateral** | Our Diversion Coordinator will provide managers with a report outlining suggestions for improvement, a “Starter Kit” that includes a service guide, posters, and labels for containers. Samples of commercial outreach collateral are included in **Attachment F**.
- ✓ **Conduct Diversion Workshops & Presentations** | Our Diversion Coordinator will host instructional 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, specific 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 contract, as businesses, individuals and service requirements can change. We therefore offer a robust program that ensures we continue to maintain contact with our customers and stay ahead of their needs. Our program focus is clear communication, engagement and education.

- ✓ **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 that assist in reducing contamination.

- ✓ **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 media 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 facts about the benefits of recycling and organics diversion, along with living sustainably in most of our outreach materials. We acknowledge and agree that all promotional and outreach materials will be approved by the City prior to printing, distributing, or mailing. Samples of ongoing outreach collateral are included in **Attachment F**.

Additional Support

We believe in making and taking every opportunity to encourage successful customer participation in available diversion programs.

- ✓ **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 SMaRT** | We facilitate MRF tours to promote sustainability. Children, teachers, students, and other guests can observe the state-of-the-art sorting processes at the SMaRT Station.
 - **Special Event Campaign Materials** | We will work closely with the City to create outreach materials for special events. We aim to 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 *Section 6 of the Franchise Agreement*. Reporting allows the City in partnership with Garden City to make educated decisions about how to evolve the Public Education and Outreach Program to meet diversion and sustainability goals.

Our affiliate companies currently visit hundreds of commercial sites each year and every multi-family complex twice per year. During site visits, our Diversion Coordinator:

- Conduct “Recycling Opportunity Assessments;”
- Suggest service improvements;
- Provide free training assistance;
- Distribute posters and guides;
- Distribute recycling tote bags and kitchen pails to multi-family customers, and desk-side recycling containers and organics “slim jims” to commercial customers;
- Document all activity in our customer service database; and,

- Refer customers to our website library containing how-to videos, newsletters, bill inserts, the Green Business Program, hazardous waste disposal, environmentally preferred purchasing, and local recycling ordinances.

As an example of the depth and effectiveness of our outreach experience, our affiliate company, Livermore Sanitation, works closely with the City of Livermore and County of Alameda to inform commercial and multi-family customers about the requirements of the Alameda County Waste Management Authority's Mandatory Recycling Ordinance (MRO), which is more stringent than AB 341 and AB 1826. Livermore Sanitation provides updated customer information to help with MRO outreach and enforcement. All of these efforts are regularly tracked and reported to the jurisdictions.

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G. Customer Service

Garden City is committed to providing excellent customer service to all Milpitas residential and commercial customers with the utmost professionalism and courtesy from all of our Customer Service Representatives (CSRs), drivers and management staff.

Customer Service Philosophy

Our company culture reinforces that we are in the service industry and without great service, none of our companies would have been in business as long as we have. We have learned that people not only care about their garbage, but also rely on it being regularly collected. If the company fails to deliver this service as promised, our customers may become disappointed. We strive to avoid this by asking all supervisors, staff, and drivers to think like customers.

Customer Service Call Center Location

Our Customer Service Call Center will be located at the Garden City Administrative Office located at 1080 Walsh Avenue in Santa Clara. Our CSR Call Center is specifically designed to suit customer service operations, creating an environment where there is ease of communication between our CSRs, operations staff, customers, and the City's Contract Manager.



Customer Service Representative (CSR) Staffing

We are proposing to utilize three (3) full-time CSRs who will be knowledgeable of the service area, services, rates and operations for the City of Milpitas. CSRs will be available from 9:00am to 5:00pm Monday to Friday to communicate with the public. The CSR Manager will oversee the CSRs and provide backup during breaks or high call volume. We will respond to customer inquiries, compliments or complaints within twenty-four (24) hours, excluding weekends and holidays. Our telephone system will be available from 7:00am to 6:00pm from Monday to Friday where sufficient equipment and staff will be available to handle all calls. We will maintain a local/toll-free telephone number that will be publicized and an answering machine or voicemail service will record customer calls and voice messages left between 6:00pm and 7:00am. In the case of an emergency pertaining to equipment and services, a twenty-four (24) hour emergency contact line where the City Contract Manager can reach management will be established.

Based upon our experience with new service initiations, we have determined that a ratio of approximately one (1) CSR per 5,500 customers is proper to ensure adequate coverage. With this ratio of CSRs to customers, we reach a target call volume ratio of approximately sixty (60) calls per day per CSR. By allotting approximately seven and a half (7.5) minutes per call, we ensure that CSR’s have enough time to appropriately listen to a customer, analyze the customer’s issue, propose a solution and provide a response while fully documenting the details of the call.

CSR Training | Training is conducted by our Management Team. 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 and collection services, rates and other pertinent information, specific to the City of Milpitas.

CSR Training Segment
<p>Module 1</p> <ul style="list-style-type: none"> ✓ Company Welcome, Overview & Tour ✓ Company Expectations & Core Values ✓ Department and Position Overview ✓ Training Overview & Forms Completion ✓ Distribution of AMCS Resource Manual
<p>Module 2</p> <ul style="list-style-type: none"> ✓ Review of Company Policies & Procedures ✓ Records Check ✓ Distribution of CSR Training Materials & Employee Handbook
<p>Module 3</p> <ul style="list-style-type: none"> ✓ Review AMCS Resource Manual (Self Study) ✓ Inter-Department Relations & Communication ✓ Review Key Policies & Procedures
<p>Module 4</p> <ul style="list-style-type: none"> ✓ Operations Logistics Generator & Service Types ✓ Contract Compliance Overview ✓ AMCS Lab I: Hands-On Training
<p>Module 5</p> <ul style="list-style-type: none"> ✓ Day One Step-by-Step Discussion ✓ Recap Customer Service Training ✓ AMCS Lab II: Hands-On Training
<p>Module 6</p> <ul style="list-style-type: none"> ✓ Review Key Policies & Procedures ✓ Customer Service Situational Roll-Playing ✓ Superior Customer Service Recap

CSR Call Center Operations | 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, ask clarifying questions, and then repeat 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 the customer service software system (AMCS).

In order for us to handle the multiple types of comments, concerns, and driver's feedback received on a daily basis, we have set up a standardized method to input all operational data into AMCS. As each driver returns to the yard, they bring back either their notes from their route sheets and/or a section of the Non-Collection Notices (NCNs) that lists the comments, service issue, or concern from the route. The NCN and other route information is then input into AMCS by the CSRs. We are then able to query our database by code and generate reports, allowing us to quickly obtain data and run reports listing concerns and outcomes for a certain issue within a certain timeframe and by route. 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 Milpitas. 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.language.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.

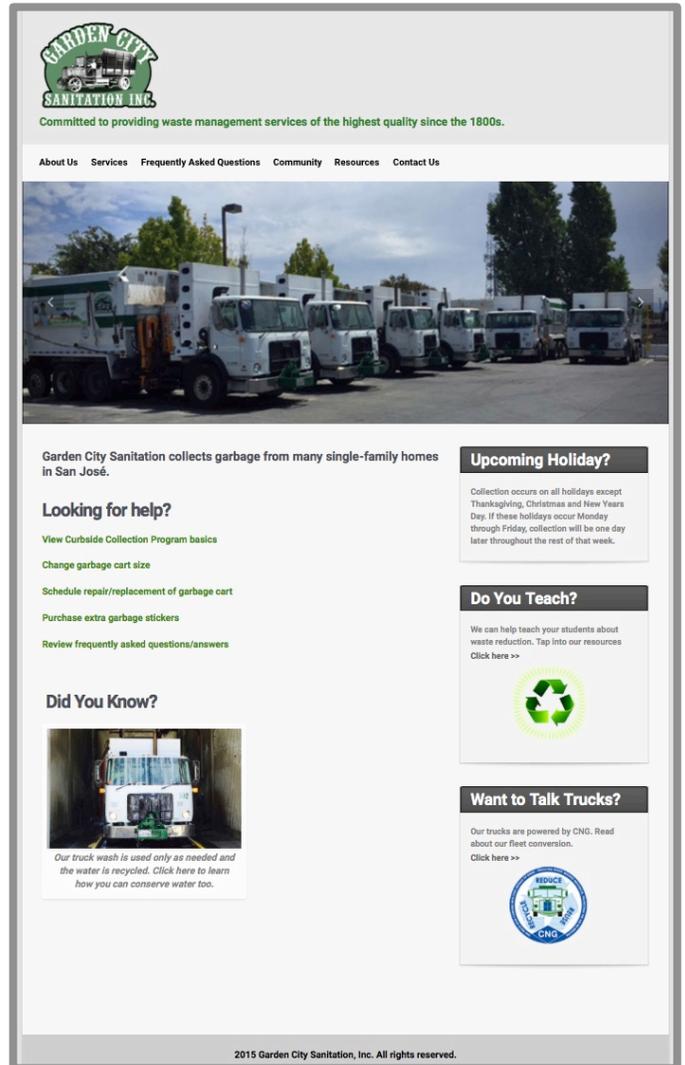
Website

As mentioned previously, our newly designed website will provide customers with the following:

- ✓ Schedule services: on-call bulky item collections, extra/overage collections, service level changes, debris box service, and service terminations;
- ✓ Online bill payments;
- ✓ Find answers to Frequently Asked Questions;
- ✓ Review current rates and service guidelines;

- ✓ Access current and past outreach materials;
- ✓ File complaints and concerns; and,
- ✓ Contact CSRs via email (and receive a response within 24 hours – weekends and holidays excluded).

Using the online application (a subprogram to the AMCS software system discussed in *Section 2.K | Management and Customer Service Systems*), Garden City will also be able to offer customers the ability to view and pay invoices online, request a change in service, and view their service history. This system also allows all customers to start, stop, or modify service and view documents such as employment applications, move in/out forms, credit applications, service request forms, service change request forms, recycling guidelines, and bill payment option forms on our website. The website will track and record visitor logs, page visitation counts, the number of web-based bill payments per month, the number of website-submitted complaints per month, a summary of customer complaints and resolution reporting. This data will be included in regular reports to the City. Also, current and past outreach will be available on our website.



City Access to CSR Data

Our CSR software system allows us the ability to provide read-only access so the City can log into our database to view real-time work orders, current account data, service levels, notes, number and type of complaints/complements received, and collection days.

H. Customer Billing

All Customers will be billed at rates not to exceed Maximum Approved Rates set by the City of Milpitas in accordance with *Article 8 of the Franchise Agreement*.

Initial Customer Service & Billing Database Development

We will begin building our initial billing database and billing procedures by integrating available customer service and billing data from the previous hauler. If the previous hauler does not provide us with a complete and accurate database, we will utilize City and County records and site visits/audits to determine and verify customer information. Prior to the start of service, every customer will receive a service confirmation notice stating the service level we plan to provide. This notice will provide customers with a variety of response methods (phone, email, standard mail) for requesting a change in service levels. All Customers will be encouraged to make the most of the recycling and organics programs we offer. We also request that customers contact us directly with any desired changes immediately to ensure there is no disruption in service or a billing dispute.

Current Billing Services

Garden City and its affiliate companies have decades of experience in managing billing activities for numerous jurisdictions. The table below describes how our affiliates currently manage billing for local jurisdictions:

Billing Services		
Company	Jurisdiction & Contact Information	Billing Cycle
Alameda County Industries ACI	Alameda Maria DiMegilo Program Specialist 510.747.7958	<u>Residential</u> : Quarterly, staggered: 1 st month of quarter in advance, 2 nd month mid-stream; 3 rd month in arrears. <u>Commercial/Multi-Family</u> : Monthly in arrears.
	San Leandro Jennifer Auletta Recycling Specialist 510.577.6026	<u>Residential</u> : Quarterly, staggered: 1 st month in advance, 2 nd month mid-stream; 3 rd month in arrears. <u>Commercial/Multi-Family</u> : Monthly in arrears.
Peninsula Sanitary Service Inc. PSSI	Stanford University Mike Rohrs Operations Manager 650.736.7215	<u>Residents</u> : Quarterly, 2 months in advance. <u>Contractors</u> In arrears. <u>University Sites</u> : Billed to University, Individual Sites/Accounts Notated.
Mission Trail Waste Systems MTWS	Santa Clara Dave Staub Assistant Director of Streets & Services 408.615.3086	<u>Commercial/Multi-Family</u> : Monthly.

	Los Altos Chris Lamm Engineering Services Manager 650.947.2624	<u>Residential</u> : Quarterly, 2 months in advance. <u>Commercial/Multi-Family</u> : Monthly in arrears.
Livermore Sanitation LS	Livermore Judy Erlandson Public Works Manager 925.960.8002	<u>Residential</u> : Quarterly, staggered as in the case of ACI, above. 2 nd month of quarter mid-stream; 3 rd month in arrears. <u>Commercial/Multi-Family</u> : Monthly in arrears.
South San Francisco Scavenger Company SSFSC	Brisbane Clay Holstine City Manager 415.508.2110	<u>Residential</u> : Quarterly, staggered: 1 st and 2 nd months in arrears; 3 rd month advanced. <u>Commercial/Multi-Family</u> : Monthly in arrears.
	Colma Sean Rabe Town Manager 650.997.8318	<u>Residential</u> : Quarterly. <u>Commercial</u> : Monthly in arrears.
	Millbrae Marcia Raines City Manager 650.259.2334	<u>Residential</u> : Quarterly, staggered: 1 st and 2 nd months in arrears; 3 rd month advanced. <u>Commercial/Multi-Family</u> : Monthly in arrears.
	South San Francisco Mike Futrell City Manager 650.877.8500	<u>Residential</u> : Quarterly, in two portions of the City: section 1 – billed in advance; section 2 – 1 month in arrears and 2 months in advance. <u>Commercial/Multi-Family</u> : Monthly in arrears.
	San Francisco International Airport Art Lee 650.821.5921	<u>Airport</u> : Monthly, Lump Sum <u>Vendors</u> : Monthly in arrears.

NOTE: the current contract with the City of San José does not include billing services because the City is responsible for billing the services provided by Garden City.

Included in **Attachment E** are sample customer billings.

Billing & Payment Procedures

For all billing services in the City of Milpitas, residential invoices will be staggered billing and sent out in three “waves” to help flatten call volume and payment intake. MFD and commercial invoices will be sent out monthly in arrears and billing will be performed on the basis of services rendered. When a customer requests a service change, billing will be adjusted as per *Section 4.11 of the Franchise Agreement*. All billing operations will be integrated into current functions that are managed by Kent Kenney and Deanna Halleck Ventura at our affiliate company ACI's facility in San Leandro. We anticipate hiring two (2) additional billing / accounting clerks to assist with billing operations in

Milpitas. ACI's billing department manages all aspects of billing for ACI, LS, MTWS and PSSI.

Electronic Billing Options | By utilizing the AMCS software system, we are able to utilize the on-line portal which has the ability to accept payments by electronic check or credit card. In addition, it offers an automatic payment option on a recurring basis. After the customer initially sets up their account, they can handle most tasks online that normally would be handled via a telephone call. The customer will be able to pay their bills, request changes in service, schedule additional pick-ups and sign-up for paperless billing, as shown in the AMCS screenshot for affiliate company, ACI.

The screenshot displays the ACI Alameda County Industries online portal. At the top, there is a navigation menu with buttons for 'Welcome', 'Make a payment', 'View Service History', 'AR History', 'Service Request', and 'Manage Account'. The account information is shown as '012345 - BRODNITZ, BARBARA - 210 HAIGHT AVE ALAMEDA, CA 94501' with a status of 'Active'. A summary table shows 'Current' and 'Total Due' amounts of \$0.00. Below this is a 'Last 5 Transactions' table with the following data:

Current	1 - 30	31 - 60	61 - 90	Over 90	Total Due
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Transaction details:

Date	Description	Amount
7/28/2010	Payment 3473	(\$92.86)
7/1/2010	Invoice 0000430703	\$92.86
5/4/2010	Payment 3428	(\$88.43)
4/1/2010	Invoice 0000409330	\$88.43
1/28/2010	Payment 3409	(\$88.43)

Payment options include 'Make A Payment', 'Update Automatic Payment' (Currently: None), and 'Update Paperless Billing' (Currently: Print Invoice). The location is '001 - BRODNITZ, BARBARA - 210 HAIGHT AVE ALAMEDA, CA 94501'. A service schedule table is provided below:

Qty	Service	Frequency	Rate	M	T	W	TH	F	S	SU
1	32 GAL IWM SERVICE	Weekly	\$92.86					✓		
1	ORGANICS SERVICE	Weekly	\$0.00					✓		
1	RECYCLING SERVICE	Weekly	\$0.00					✓		

Contact information at the bottom: ALAMEDA - 2307 Blanding Avenue, Suite B, Alameda, CA 94501. Voice: 510-483-1400, Fax: 510-814-7314. Website: www.AlamedaCountyIndustries.com. Office Hours: Monday - Friday, 7am - 6pm.

Customers with multiple locations (like property managers) will be able to create an account that handles all of their properties at once.

In-person Billing Options | We will provide a convenient drop-off location within the service area between the hours of 8:30am to 5:00pm Monday through Friday so

customers may pay bills directly. Customers will be able to make payments by cash, check, money order, and credit card.

Customer Billing Inquiries | Ensuring customers are satisfied with our services helps minimize customer complaints. Our goal is to provide superior service that is best achieved by discussing directly with customers how we may increase customer satisfaction. This proactive customer service often translates into enhanced program participation, as customers are willing and able to provide feedback. CSRs are trained to handle most customer inquiries regarding billing. In the event that an account is grossly past due or there is an exceptionally difficult billing issue, our Accounting Manager at ACI and/or Garden City will assist to alleviate any issue or dispute.

Accounts Receivable | The ability of collections staff to manage outstanding accounts receivable while updating all customer interactions is critical. Using AMCS, our accounting staff can query customers based upon the amount of outstanding receivables, the length of time accounts are outstanding, and the status of account, among many other items. There are numerous safeguards in place within AMCS, including the ability to automatically check for duplicate accounts and to track all changes to an account. By auditing the data prior to processing, then having a secondary process in place to check billing batched, we will keep billing errors to a minimum.

- **Late Fees:** Any account that becomes more than forty-five (45) days past due shall be subject to a monthly late fee equal to \$15 (for monthly accounts) and \$20 (for quarterly accounts) until paid in full.
- **Past Due Accounts & “Bad Debt”:** Delinquent accounts will first be issued a collection letter explaining payments have not yet been received and are due immediately. After 30 days (from receipt of initial invoice) of non-payment, the Company sends a second invoice reflecting past due amount and assessed late fee. Following the late payment notice, accounting staff will make telephone requests for payment. After 60 days (from receipt of initial invoice) of non-payment and/or after second invoice reflecting past due balance with a late fee, the Company sends a “10 Day” letter to the property owner and tenant (if not the same). If the Company does not receive a response to the above letter within ten (10) days, garbage service for a SFD residential customer is reduced to a 32-gallon container, serviced one time per week and recyclables and organics containers are removed. MFD and commercial customer garbage service remains the same; however, all recyclables and organics containers are removed. If payment is still delinquent, we will then turn the account over to a collection agency. If the customer pays and wishes to re-start service, or change the level of garbage service, we will impose a re-start fee and may require a deposit in advance equal to two (2) months of service.

Copies of billings and receipts of payment will be maintained in chronological order for the term of the Agreement and will be available for inspection and verification by the City Contract Manager.

As mentioned previously, **Attachment E** contains sample customer billings.

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I. Multi-Family and Commercial Recycling and Organics Plan

Garden City, as well as affiliate companies, 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 Integrated Waste Management Act (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.

By fully understanding the complexities of both AB 341 and AB 1826 (along with other mandates that impact local solid waste, recycling, and organics programs), we ensure the City of Milpitas that Garden City will provide all program elements required under these laws and we are the most prepared and involved group of companies that truly care about sustainability and responsible resource management for future generations.

AB 341 | **Mandatory Commercial Recycling Rule (MCR)**

One of our goals is to assist the City of Milpitas in achieving the State's 75% Recycling Goal as well as compliance with State mandated reporting and monitoring requirements (as specified in AB 341). In order to meet these goals, we will capture and recover additional recyclable materials through front-end collection and back-end processing,

will reduce the amount of waste disposed in landfills. AB 341 went into effect on July 1, 2012 and requires jurisdictions to comply with the following:

- ✓ State-wide 75% waste diversion goal by 2020;
- ✓ Mandatory commercial recycling by certain businesses and public entities;
- ✓ Modification to the process of amending Non-Disposal Facility Elements;
- ✓ Changes the due date of state agency annual reports; and,
- ✓ Modification of enforcement agency notification requirements for revisions to a solid waste facility permit.



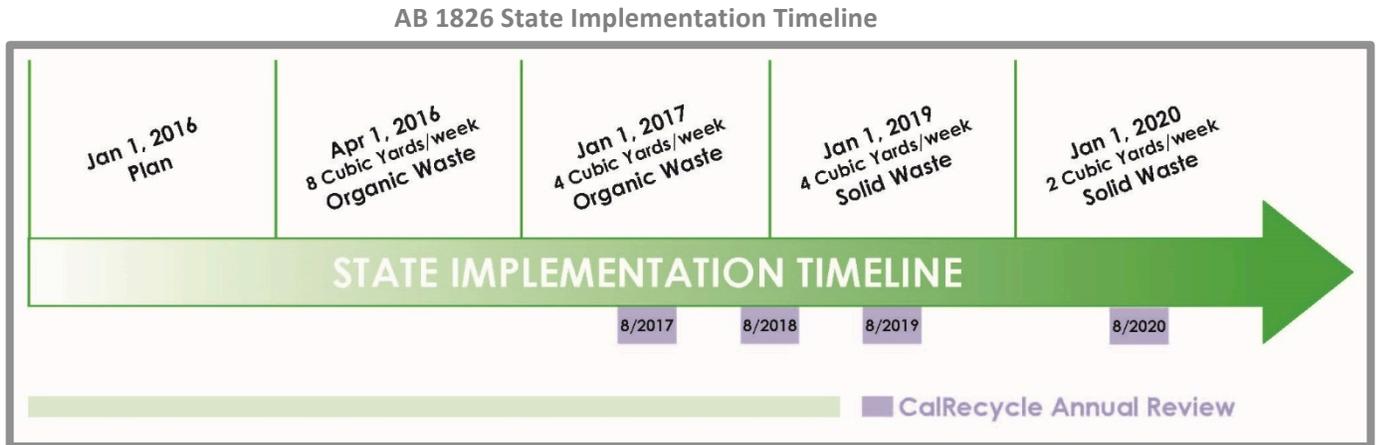
AB 1826 | Mandatory Commercial Organics Recycling Rule (MCOR)

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, and technical assistance to inform businesses how to recycle organic waste, 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 & 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.



Compliance with AB 341 & AB 1826 | City of Milpitas

The outreach and education requirement of the Mandatory Commercial Organics Recycling Program (MCOR) mimics the requirements to the Mandatory Commercial Recycling Rule (MCR) stated in AB 341. The City is required in their Annual Reports to CalRecycle to provide local businesses subject to the rule education, outreach and monitoring of the program. Further, the program requires that businesses be notified if they are not in compliance.

Our goal is to provide a comprehensive program that ensures each customer has the correct information, tools, resources and support to reach their best level of diversion potential that is practical and best suits their needs and assist the City in meeting their requirements of AB 341 and AB 1826.

Similarly for AB 1826 reporting, CalRecycle requires jurisdictions to provide information on both the number of regulated businesses that generate organic waste and the number that are currently diverting these materials in a collection or diversion program. Guidance has been provided to jurisdictions to use the North American Industrial Classification System’s (NAICS) codes along with CalRecycle Waste Characterization Studies to determine exactly which businesses are subject to AB 1826 on the basis of

employment. In addition, upcoming regulations like AB 876 require jurisdictions to estimate generation of organics and estimate capacity of processing facility and operations for 15 years.

In order to guarantee compliance with AB 1826, AB 341 and upcoming legislation, we have already begun to determine the businesses affected in Milpitas. Existing customer data provided by the current hauler and adjusted NAICS codes have been gathered to most accurately reflect current collection programs and existing customers in the City of Milpitas.

This process looks at both compliance obligations (AB 341 and AB 1826) separately. Total regulated businesses were calculated, as well as how many pounds of recyclables, organic and inorganic waste are generated per employee per week, and through a conversion process, approximately how many cubic yards and tonnage of each waste type is generated per week. **Attachment D** contains additional details on the methodology and calculations used to determine compliance with AB 341 and AB 1826 specifically for the City of Milpitas.

Commercial Account Analysis | City of Milpitas

We have gone above and beyond to analyze the impacts of AB 341 and AB 1826, both of which mandate recycling and composting services to commercial businesses that meet the regulated threshold. Using NAICS codes for the City of Milpitas and employment data, we are able to estimate the number of businesses that will be impacted by both regulations. In addition, we can estimate total tonnage generated from these businesses and have planned our operations and available processing capacity accordingly. This data will be confirmed, adjusted, and used to assist the City in their Annual Reporting, if we are awarded the collection contract.

Based on our calculation methods we assume *just over 1,000 accounts must be provided recycling service, or demonstrate recycling programs*, in order to fully satisfy the requirements of AB 341. The table on the following page shows the breakdown of business types. Note that the largest category is ‘uncharacterized businesses.’ This category provides a conservative estimate of the number of businesses not captured with the NAICS model¹.

¹ The NAICS model accounts for 33,581 of 43,442 census-reported employees in Milpitas. The remaining 23% are extrapolated into uncharacterized businesses, which is the largest sector due to it being a catchall category.

Businesses that Require Recycling Programs per AB 341

AB 341 Characterized Businesses (2006 Industry-Specific Waste Characterization)	Total Businesses	Qualified Businesses
Fast-Food Restaurant	0	0
Building Material & Gardening, Other Stores	0	0
Gasoline Stations (Modeled as all other)	1	0
Retail, Big Box Stores	5	5
Gasoline Stations (Modeled as Other Retail)	17	2
Manufacturing	18	7
Building Material & Gardening, Big Box Stores	20	16
Non-Durable Wholesale Distributors	23	21
Arts, Entertainment, and Recreation	23	4
Durable Wholesale Distributors	24	16
Large Hotels (Includes Small Hotels)	25	23
Food Stores	27	26
Medical & Health	27	11
Durable Wholesale and Trucking (Excludes 423)	33	27
Services - Repair and Personal	35	12
Tobacco Products and Food Manufacturing	49	15
Hotels and Lodging	89	60
Services - Professional, Technical, Financial	202	17
Other Retail	219	49
Other Manufacturing	258	36
Full Service Restaurants	298	238
Public Administration	308	105
Services - Management, Administrative, Support	457	84
Uncharacterized Business*	634	227
Totals	2,792	1,002

*Conservative estimate of non-categorized businesses.

In addition, we used CalRecycle approved methodology to determine the number of businesses subject to AB 1826, Mandatory Commercial Organics Collection. As mentioned previously, this program has phase-in requirements starting at 8 cubic yards of organic waste in 2016 and phasing toward mandating organics collection for businesses that have 2 cubic yards of solid waste per week in 2020. The table on the following page shows *approximately 22 businesses require organics collection in 2016 and 58 will require organics collection in 2017.*

Businesses that Require Organics Collection Programs per AB 1826

AB 1826 Characterized Businesses (2006 Industry-Specific Waste Characterization)	2016 8 CY Organics /Week	2017 4 CY Organics /Week
Fast Food Restaurants, Cafeterias, and Nonalcoholic beverages	0	0
Misc. Durable Goods Merchant Wholesalers (Durable Wholesale Distributors)	0	0
Nursery, Garden, and Farm Supply Stores (Other Building and Garden Stores)	0	0
Gasoline Stations (Modeled as all other)	0	0
Arts, Entertainment, and Recreation	0	0
Durable Wholesale and Trucking (Excludes 423)	0	0
Education	0	0
Manufacturing	0	1
Other Manufacturing	0	2
Medical & Health	0	1
Public Administration	0	0
Services - Repair and Personal	0	1
Building Material and Supply Dealers (Big Building and Garden Stores)	1	2
Non-Durable Wholesale Distributors	1	1
Department Stores (Retail Big Box Stores)	1	1
Tobacco Products and Food Manufacturing	1	1
Other/Unclassified	2	4
Services - Management, Administrative, Support	2	6
All Restaurants/Cafes/non-alc beverages	2	15
Services - Professional, Technical, Financial	2	7
Supermarkets	3	6
Hotels and Lodging	3	5
Other Retail	4	7
Totals	22	58

Attachment D provides a detailed report on how these numbers were assembled.

Using CalRecycle’s 2006 waste characterization, the most recent publically available document, we are able to estimate tonnages collected from commercial businesses for both of these programs (AB 341 and AB 1826). The Table that follows outlines what current curbside collection programs would consider ‘low hanging fruit’ recycled tonnage from eligible businesses under AB 341. This is approximately 4,900 tons per year, where another potential 10,400 tons are currently being recycled through “other” programs. This is predominantly cardboard and metals which tend to be self-hauled and heavily scavenged prior to collection. These tonnages may be diverted through a curbside program through enhanced outreach and technical assistance programs and

potential City ordinances. In addition, we estimate another 15,500 tons of available recyclable tonnage, which can be recycled and are likely ending up in the current waste stream. We will systematically target these materials through enhanced outreach programs, and through effective curbside collection and processing options proposed in our ***Hybrid-Alternative Proposal***, as described in ***Section 3*** that follows.

Total Tons of Recyclables by Type Potentially Diverted Through Our Hybrid-Alternative Collection Program

	Current Curbside Tons - "low hanging fruit"	Current Recycling Tons - "other" programs	Potential Recycling Tons - Advanced Programs
Glass	284	218	892
Metal	88	4,565	1,628
Plastic	471	123	5,773
Paper	4,064	5,516	7,216
Total	4,907	10,422	15,509

Additionally, our AB 1826 model shows us that 2,862 tons of organics exist from businesses eligible under Phase 1 of AB 1826 in 2016 (8 cy organics/week) ramping up to 8,094 tons by Phase 2 in 2017 (4 cy organics/week). These tons represent the total approximate tonnage generated by these businesses, where our ***Hybrid-Alternative Proposal*** provides the best opportunity to divert the majority of these materials. Our outreach program is designed to educate businesses on the importance of diverting materials, and our collection program would strategically target organics at each business, where food waste and yard waste would be collected separately. In addition, processing of rich organic materials would further enhance this diversion practice.

Total Tons of Organics Diverted by Business Type for AB 1826

AB 1826 - Eligible Tons per Year		
	2016 8 CY Organics/week	2017 4 CY Organics/week
Fast Food Restaurants	0	0
Misc. Durable Goods Merch. Whole	0	0
Nursery, Garden, and Farm Supply	0	0
Gasoline Stations	0	0
Arts, Entertainment, and Recreation	0	0
Other Durable Wholesale	0	7
Education	0	0
Manufacturing	0	57
Other Manufacturing	0	111
Medical and Health	0	61
Public Administration	0	0

Services – Repair and Personal	0	109
Tobacco Products and Food Mfg.	129	203
Big Building and Garden Stores	149	338
Non-Durable Wholesale	170	260
Department Stores	182	280
Other Unclassified	187	422
Services – Management, Admin,	204	603
Hotels and Lodging	275	560
Services – Professional, Technical	281	737
Supermarkets	365	930
Full Service Restaurants	426	2,453
Other Retail	494	964
TOTAL:	2,862	8,094

Our detailed **AB 341 & AB 1826 Compliance Plan** (included in **Attachment D**) also provides general information on the recently signed AB 876, which requires jurisdictions to estimate total amount of organics generated within the jurisdiction up to 2030 and calls upon the jurisdictions to provide current, and estimate future, organics processing capabilities. Our estimates prepare for the potential 90% ban on organics to landfill which could be possible under SB 605 for all organic materials, including commercial, residential and self-hauled materials. The table below shows the total diversion necessary to achieve the diversion goals under AB 1826 and SB 605 and the required capacity needed to process these tons.

Total Organic Generation and Diversion, 2014 - 2030

	2014 Baseline	AB1826	SB605	SB605
	2014	2020	2025	2030
GOALS	Assumed No-Disposal	50% diversion of organics from 2014	90% diversion of all organics to landfill	90% diversion of all organics to landfill
Commercial Diversion (tons)	0	10,120	16,002	16,862
Residential Diversion (tons)	0	2,355	7,425	7,824
Self-Haul Diversion (tons)	0	1,093	3,445	3,630
Total Diversion (tons)	0	13,568	26,872	28,316
Total Disposal (tons)	28,233	17,543	5,647	5,647

Implementing AB 341 and AB 1826 Programs

Our approach to addressing the requirements of AB 341 and AB 1826 is best outlined in our ***Hybrid-Alternative Proposal*** included in **Section 3** that follows. Under our ***Hybrid-Alternative Proposal***, businesses will be offered the most advanced automated

collection services, coupled with a best in class Outreach Team and “state-of-the-art” material processing systems. This includes implementing programs and service options that best meet the needs of the customer and engaging them in the diversion program, ensuring they have adequate and appropriate service levels and continuing to monitor the effectiveness of the program. The outreach to these businesses will be tracked, ensuring the City has met their Annual Reporting burden to CalRecycle and, in partnership with Garden City, can continue to look for ways to enhance programs for customers throughout the term of the contract.

Our Experience

We have worked closely with our existing jurisdictions to ensure full compliance with AB 341. In the City of Brisbane, SSFSC has a confirmed 86% compliance rate among the commercial businesses, which are within the compliance requirements. In the City of South San Francisco currently 88% of businesses within the threshold are known to be in compliance. We consider compliance when a business has either recycling services with SSFSC or have recycling services on their own. Businesses that are ‘out of compliance’ may have recycling programs but have not communicated those programs to our Outreach Team. In all our jurisdictions, our recycling services are offered to a wide range of businesses, regardless if they fall below what the mandated collection requirements. We continually track, evaluate, personally reach out and connect to businesses in an effort to keep recycling programs an integral part of their day-to-day operations. In the City of Alameda, our affiliate company, ACI provides all Commercial and MFD customers will bill inserts that provide details on AB 341 as well as the Alameda County Waste Management Authority’s MCR Ordinance. Along with the bill insert, all commercial customers are reminded to read our online commercial newsletter that is available on ACI’s website when the Recycling Coordinator meets with each commercial customer in the service area.

In addition, this tracking allows us to report our successes to our jurisdictions. We recognize that significant decreases in the total amount of materials destined for the landfill can take time and sustained effort. 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.

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J. Subcontractors

We will be subcontracting with Alameda County Industries for single-stream recyclables processing under the base proposal and the SMaRT Station in Sunnyvale for dual-stream recycling and organics processing under our ***Hybrid-Alternative Proposal*** described in detail in ***Section 3*** that follows. Included in ***Attachment A*** is a processing commitment letter from the City of Sunnyvale, detailing the necessary processing and disposal arrangements.

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K. Management and Customer Service Systems

This section describes proven technical tools that Garden City will implement for operations in the City of Milpitas. Our affiliate companies have used these tools for years in similar municipal contract situations with excellent results. The backbone of our solution for maintaining collection performance, route management, and customer service systems is one developed and supported by AMCS (formally PC Scale Tower). Waste industry professionals designed the software and it can be customized based on our specifications and City preferences. We have utilized AMCS for decades because it offers a multitude of benefits, including:

- Optimized for the waste industry;
- Easy to use while containing multiple and dynamic features;
- Allows hierarchical data structures that add security and the ability for read only access; and,
- Offers support 24/7 so someone is always able to help with issues.

All daily collection operations and billing functions at ACI, GCS, LS, MTWS, PSSI, SSWR and SSFSC are managed through AMCS.

Ensuring that customers are satisfied with our services helps minimize customer complaints. In order to increase overall program effectiveness, customer satisfaction and interaction is key. AMCS integrates all aspects of our collection, routing and billing operations to seamlessly and efficiently provide excellent customer service. **Attachment C** contains information on the AMCS database and customer service software system.

Utilizing AMCS, we can collect data that allows us to itemize specific issues for our operations team so they can monitor issues and ensure that any operational issues are handled and remedied quickly. A few examples of the issues and resolutions that we experience and specifically track 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 set out 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 below that is utilized by our affiliate company, Livermore Sanitation. Communicating in a written manner and annotating all communication in the AMCS 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. **Attachment F** contains an NCN we use in the City of San José.



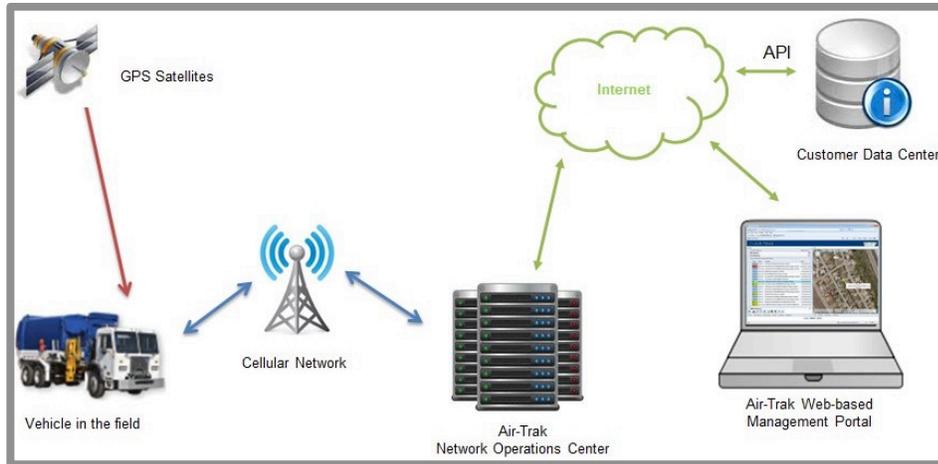
Jurisdiction Accessibility | Accessibility to the CSR database for off-site users are managed through terminal services. Network access is granted and users of the system are assigned access rights, which are limited based on department and position. Appropriate staff will be assigned an AMCS user ID 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.

Customer Service Call Center | Our Customer Service Call Center is located at our Administrative Office at 1080 Walsh Avenue in Santa Clara, approximately 10 miles from Milpitas City 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. We prefer to operate individual Call Centers staffed by local residents who understand the challenges and unique qualities of the regions being served. The table below lists Garden City and affiliate company’s Centralized Call Centers and website information.

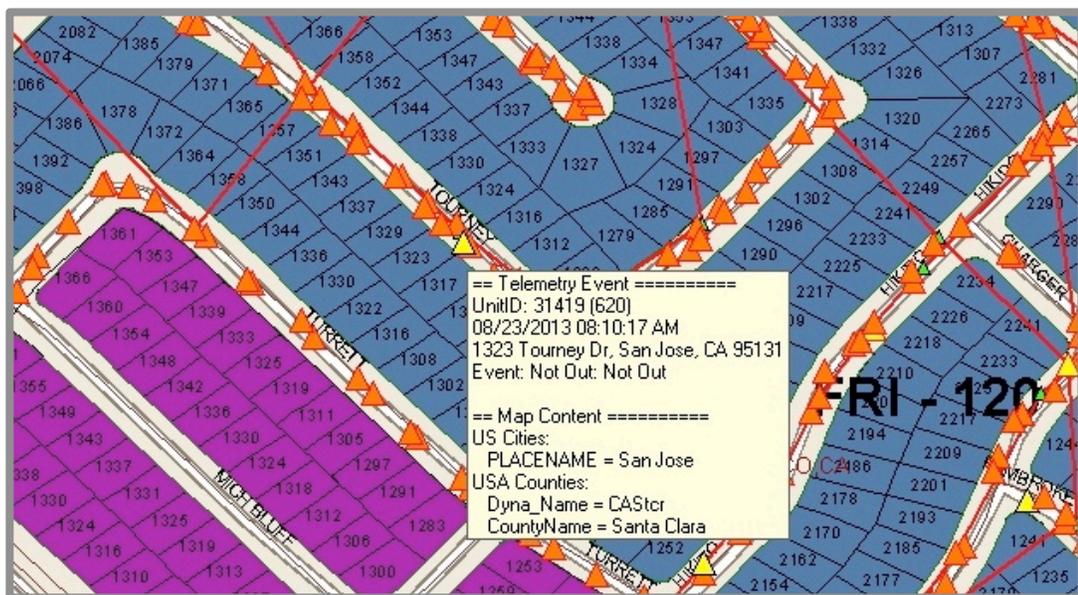
Garden City & Affiliate Company’s Call Centers & Websites		
Referenced Company Call Center Location	Centralized Call Center	Jurisdictions Served Telephone Numbers Web Addresses
Alameda County Industries 610 Aladdin Avenue San Leandro, CA 94577	Yes	Alameda 510.814.7314 San Leandro 510.357.7282 www.alamedacountyindustries.com Rates Posted on Website
Garden City Sanitation 1080 Walsh Avenue Santa Clara, CA 95050	Yes	San José 408.988.4500 www.gardencitysanitation.com Rates Not Posted on Website
Livermore Sanitation 7000 National Drive Livermore, CA 94550	Yes	Livermore 510.449.7300 www.livermoresanitation.com Rates Posted on Website
Mission Trail Waste Systems 1060 Richard Avenue Santa Clara, CA 95050	Yes Los Altos Only	Santa Clara 408.737.5365 Los Altos 650.473.1400 www.missiontrail.com Los Altos Rates Posted on Website
Peninsula Sanitary Service 339 Bonair Siding Road Stanford, CA 94305	Yes	Stanford University 650.321.4236 http://recycling.stanford.edu Rates Not Posted on Website
South San Francisco Scavenger Company 500 E. Jamie Court South San Francisco, CA 94080	Yes	Brisbane, Colma, Millbrae, San Francisco International Airport, & South San Francisco 650.589.4020 For All www.ssfscavenger.com Rates Posted on Website

System Interfaces | AMCS 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. Garden City 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 AMCS, the result is complete customer service and accountability. The graphic on the following page depicts how the numerous systems interface between the trucks on the route and our dispatch and customer service software program.



ArcView is a desktop GIS program that is impeccably precise and works in tandem with AMCS to generate accurate maps that make routing easier and more efficient. Not only is mapping exact by utilizing ArcView, but also 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.

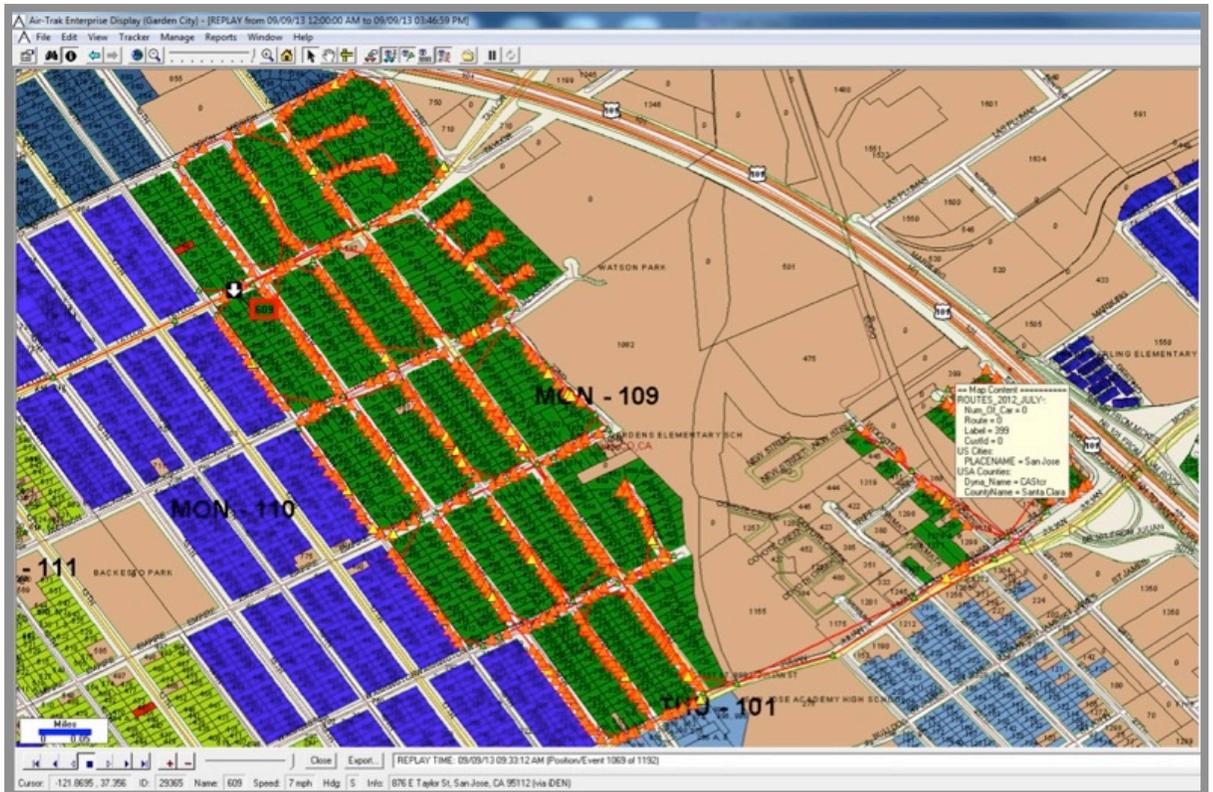
This system is simple and efficient for drivers to use. Four sensors are installed on the truck arm that records each time the arm empties a container and sends a signal to the GPS, recording the exact time, longitude, and latitude of the event. Upon completion, an orange triangle appears on the Air-Trak screen, as shown in the graphic below.



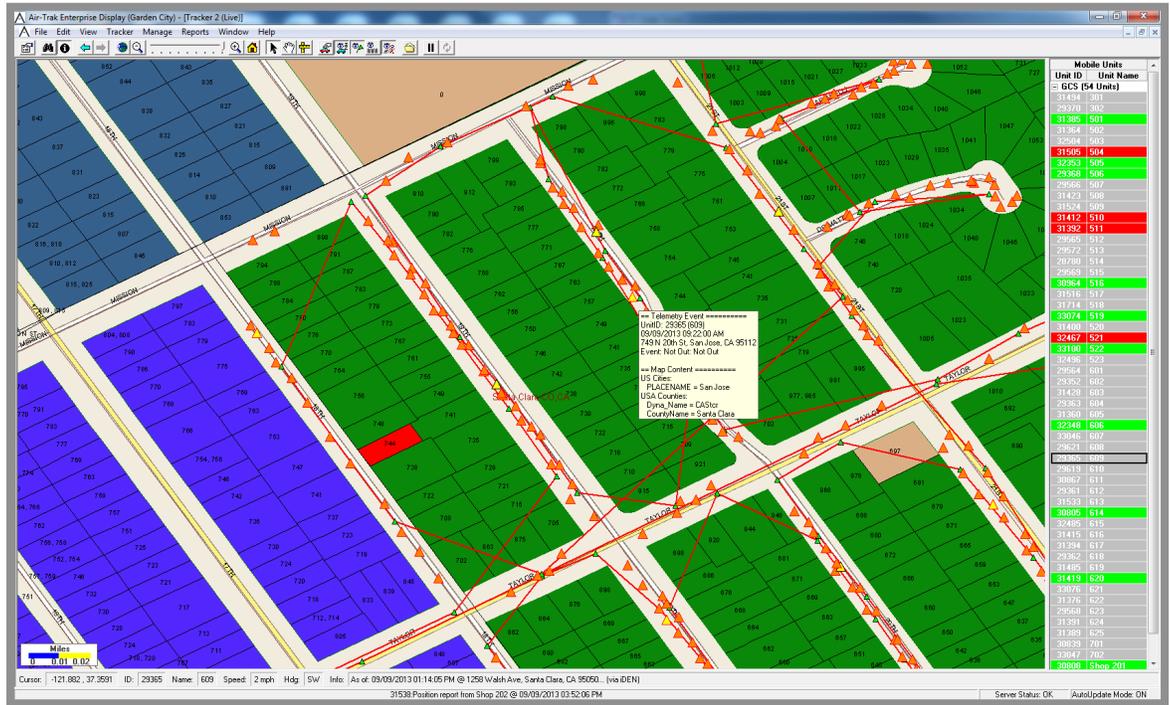
When the driver encounters an address where the container is not out, a button is pushed that transmits and records that the container was not out at that exact moment, along with the longitude and latitude, so CSRs can easily verify the service address. If the driver gets to a property and the container 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.

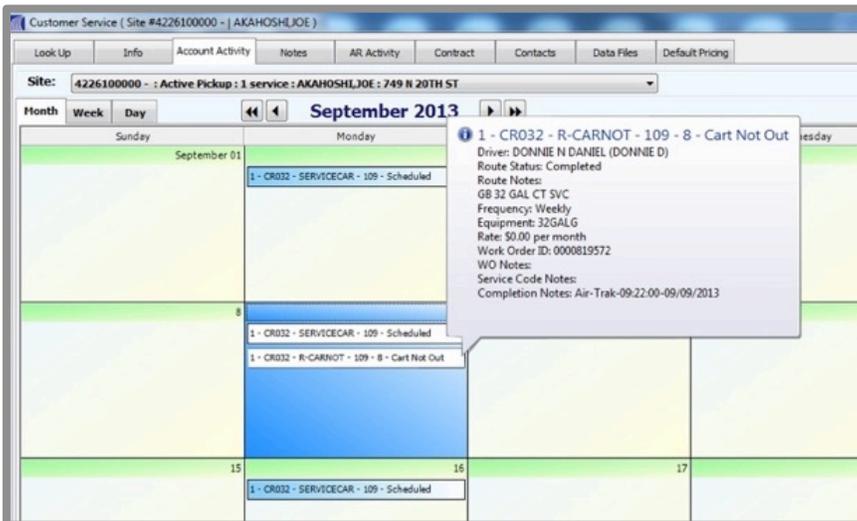
If the route was not finished, the Supervisor would tell them that they missed a street, and request that they go back and complete it. In this example below, 702 to 794 North 18th Street is void of orange and yellow triangles, indicating this location was not serviced.



The process has been simplified for CSRs because the GPS system is incorporated with AMCS 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 following screenshot 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 AMCS, (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 AMCS, 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.

Customer Service (Site #000366 - 0001 | Big John's Construction)

Look Up	Info	Account Activity	Notes	AR Activity	Contract	Contacts	Data Files	Default Pricing
0001 - Big John's Construction - 1540 W Ball Rd								
View File	Filename	Description	Work Order					
View	construction at intersection.png	construction in front of service location entry_062208						
View	00001420003_wo sign.png	proof of signature						
View	overfilled container.png	customer warning issued 090209						
View	damaged container.png	container damaged in fire 021710						

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 AMCS and other safety mechanisms and tools available. Driver route sheets are generated through AMCS 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 AMCS 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 AMCS. 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.



Internal Performance Standards | The tools and experience Garden City 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 *Garden City 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.

Garden City Performance Measures Table		
Non-Performance Event	Tracking Mechanism(s)	Management Measures
COLLECTION QUALITY		
Unauthorized Hours of Operation	Integrated time clock information to approved report format.	<ul style="list-style-type: none"> ✓ 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.	<ul style="list-style-type: none"> ✓ 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.	<ul style="list-style-type: none"> ✓ 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	AMCS system to report.	<ul style="list-style-type: none"> ✓ All customer concerns and complaints are tracked in AMCS 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	AMCS system to report & NCNs provided to Town.	<ul style="list-style-type: none"> ✓ On-board computing system interfaces with AMCS 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	AMCS system to report.	<ul style="list-style-type: none"> ✓ All customer missed pick-up complaints are tracked in AMCS 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	AMCS system to report.	<ul style="list-style-type: none"> ✓ All customer concerns and complaints are tracked in AMCS 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	AMCS system to report.	<ul style="list-style-type: none"> ✓ All customer concerns and complaints are tracked in AMCS 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	AMCS system to report. Personnel file notation to report (privacy laws abided by).	<ul style="list-style-type: none"> ✓ All customer concerns and complaints are tracked in AMCS 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. AMCS system to report.	<ul style="list-style-type: none"> ✓ All customer concerns and complaints are tracked in AMCS. ✓ 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. AMCS system to report.	<ul style="list-style-type: none"> ✓ All customer concerns and complaints are tracked in AMCS. ✓ New, reliable equipment and our 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. GCS to submit electronic report annually.	<ul style="list-style-type: none"> ✓ 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	AMCS system to report. GCS to submit electronic report annually.	<ul style="list-style-type: none"> ✓ All customer concerns and complaints are tracked in AMCS 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	AMCS system to report. GCS to submit electronic report annually.	<ul style="list-style-type: none"> ✓ Use of AMCS 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.

Reports | We currently generate quarterly and annual reports as required by the various Franchise Agreements with Garden City and our affiliate companies. 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 quarterly and annual reports from Garden City and our affiliate companies are included on a CD in **Attachment E**. All required reports will include all data and information as described in *Article 6 and Exhibit C of the Franchise Agreement* and will be provided in a mutually-agreed upon format.

L. Corporation Yard and Maintenance Facilities

Garden City and our affiliate companies have experience in locating, acquiring, permitting and developing corporation yards and operations/administrative facilities for new collection contracts. Our current corporation yard in Santa Clara was acquired, permitted, remodeled, and new upgrades were installed well before the commencement of services. The Livermore Sanitation yard located in Livermore and the Mission Trail Waste Systems existing yard located in Santa Clara were obtained, constructed, remodeled, and upgraded under new contracts. Both of these facilities were completed within a relatively short timeframe and well in advance of commencement of services.

We are proposing to locate our corporation yard for collection vehicle parking, fueling, container storage, employee parking and facilities at our affiliate company, Specialty Solid Waste and Recycling (SSWR), yard in Santa Clara. Currently, the site houses SSWR's Sunnyvale collection operation that includes: truck parking, fast-fill CNG fueling station, and maintenance shop and container storage area and has sufficient space to accommodate our operations for Milpitas.



Vehicle & Container Parking/Storage at SSWR | Immediately following contract award, we will begin working with SSWR to seamlessly integrate our Milpitas operations, while minimizing disruption to their current operations. We will work with vendors to design, order and install all necessary equipment to house employee facilities, parking and necessary expansion to their current fueling station.



All other Milpitas operations like maintenance, dispatch, administrative, payroll, and customer service functions will be housed out of Garden City's current facility in Santa Clara.

Maintenance Facilities | Our current maintenance facility at Garden City is more than sufficient to maintain and service all collection vehicles and containers required for our operations in Milpitas. Our maintenance facility includes 7 maintenance bays, container maintenance area, recycled-water truck wash, and numerous tools and equipment to efficiently maintain and repair vehicles and containers in a timely manner. We will ensure that our facility is clean and organized, minimizing the potential for accidents and ensuring all mechanics work in a safe environment to keep all equipment in working order.



□ **Vehicle Maintenance Program** | Our rigorous preventive maintenance program complies with regulatory standards and manufacturer specifications. Our goal is to keep our equipment running safely and efficiently, and looking clean and new. It is a well-known fact that clean-looking vehicles are often assumed to be well maintained and thereby make a more positive impression.

In maintaining new equipment, only re-refined motor oil and re-refined hydraulic fluid will be used in vehicles. Best Management Practices (BMPs) as relative to heavy-duty vehicle maintenance facilities will be standard procedure. Staff will conduct routine inspections of the maintenance facility and any deviation from BMPs will be corrected by the end of that business day.

We feel the key to a preventive maintenance program is the daily completion of the vehicle inspection report, which is completed by the driver. The driver checks fluid levels and indicates any defects or deficiencies found that day. Shop personnel review the report and check any items marked by the driver as being questionable. Mechanics then make any needed repairs before the vehicle goes back onto the route. Furthermore, each vehicle undergoes a 90-

day Department of Transportation (DOT) inspection by shop personnel. Interior and exterior safety devices are inspected, such as instruments and mirrors, and the engine and electrical system are also inspected. Air and fuel lines, the clutch, brake system, and chassis components, such as the drive shaft and universal joints, are also inspected to ensure the vehicle is safe for operating.

Garden City and our affiliate companies have excellent vehicle maintenance track records. Examples of our high vehicle maintenance standards is PSSI, which has passed their California BIT inspection for the last 15 consecutive years, and SSFSC, which has received 7 consecutive satisfactory ratings from the CHP.

□ **Container Maintenance Program** | Containers that require repairs or maintenance will be delivered to our yard and repaired in our container maintenance area, located adjacent to the vehicle maintenance facility. With the exception of painting, the following container maintenance activities will be conducted at our yard in Santa Clara:

- ✓ Lid repair/replacement
- ✓ Wheel repair/replacement
- ✓ Welding of dent/rust spots
- ✓ Labeling, if necessary

An outside company will be utilized to paint containers. We have determined through our own experience, along with our affiliate companies, that paint booths are difficult to permit, fees are increasing each year as Air Districts revise regulations, and the cost for an outside specialist to paint containers is sometimes cheaper, after all factors are considered.

Administrative Office | Administrative facilities that house payroll and human resources, customer service, dispatch and some accounting functions will be located in our current Garden City office in Santa Clara. Additional office furniture, telephones, supplies and additional resources will be installed to accommodate the space to ensure the comfort, safety and productivity of employees. We will solicit local vendors when purchasing equipment and supplies for our office. We will also purchase supplies and equipment that complies with our company-wide Environmental Purchasing and Procurement Policy (EPPP), which is included in **Attachment D**.



Development Timeline | The draft Implementation Plan that follows in *Section 2.N / Implementation Plan* includes the anticipated start and end dates for activities that will be performed prior to the commencement of services, including expanding our current office and setting up facilities at SSWR.

Contingency Facilities | Based on our decades of experience, we have determined and allocated sufficient time and resources to ensure that all necessary improvements are complete well before September 6, 2017.

M. Street Sweeping

Garden City, through affiliate company PSSI, has ample street sweeping experience at the Stanford University Campus and at our affiliate company MRFs and yards. Street sweeping will be provided twice per month in all residential areas and four times per month in commercial and industrial areas as indicated in *Section 4.15 of the Agreement*. Street sweeping will be coordinated as to follow collection services, reducing the potential for litter impacts in residential and commercial neighborhoods.



The chart on the following page provides street sweeping references for the City to contact regarding our expertise in rendering such service. It is important to note that the reference covers a broad spectrum of street sweeping applications: institutional grounds (Stanford University), high security areas (Stanford Linear Accelerator Center), public streets (Stanford University Housing), and affiliate company facilities (ACI MRF, MTWS Transfer Station).

Street Sweeping References

Contract Garden City Affiliate/Service Provider	Contact Information
<p>Stanford University Peninsula Sanitary Service, Inc.</p>	<p>Ted Tulochski Stanford University Grounds & Solid Waste Contract Manager 650.723.3383 tedt@bonair.stanford.edu</p>
<p>Stanford Linear Accelerator Center Peninsula Sanitary Service, Inc.</p>	<p>Carlos Pereira SLAC Facilities Engineer/Coordinator 650.926.3274 carlosp@SLAC.Stanford.edu</p>
<p>ACI MRF Peninsula Sanitary Service, Inc.</p>	<p>Chris Valbusa ACI General Manager 610 Aladdin Ave San Leandro, CA 94577 510.357.7282 cvalbusa@alamedacountyindustries.com</p>
<p>MTWS Transfer Station/MRF Peninsula Sanitary Service, Inc.</p>	<p>Yvette Sessions MTWS General Manager 1060 Richard Ave Santa Clara, CA 95050 408.727.5365 ysessions@missiontrail.com</p>

N. Implementation Plan

Garden City and our affiliate companies are highly experienced in new service initiations as shown by our years of experience implementing new rollouts and innovative collection, processing and diversion programs over the decades. 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 following the contract award.
- **Thoughtful & Fluid Planning** | Utilizing the following draft Implementation 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 City. The final Transition Plan will include contingency plans, reporting formats, public education and outreach plan, technical assistance plan, and waste assessment and audit protocols.

Our goal is to deliver consistent service, prioritize customer needs, accomplish the City's Goals and coordinate with the previous contractor in order to rollout the smoothest transition possible.

The draft implementation schedule 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.

Task	Start Date	End Date	Assigned To	Comments
Contract Negotiations				
Contract Negotiations	Apr-16	Jun-16	L. Pellegrini	We will negotiate in good faith with the City to finalize the Agreement.
			D. Button	
			K. Kenney	
Contract Coordinating & Planning	2 weeks following approval		City & Garden City	Once contract is finalized, we will work to develop an approved implementation plan that includes coordination meeting schedules, and an approved implementation progress reporting format.
Estimated Duration	2 months			
Management Refresher Training				
Management Refresher Training	Jun-16	Aug-16		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.
			L. Pellegrini	Training Content includes, but is not limited to, the following topics:
			D. Button	<i>*Company policy and procedures</i>
			S. Jones	<i>*Inspiring superior performance</i>
			D. Calegari	<i>*Reporting lines and communication</i>
			S. Suess	<i>*Effective daily operations and administration</i>
			Internal & Outside Risk Consultants	<i>*Municipal and community relationships</i> <i>*Risk management and safety</i>
Estimated Duration	3 months			
Driver Hiring & Training				
Coordination with Labor Force / Union	Jul-16	Sep-16	L. Pellegrini	Our comprehensive approach to driver recruitment and training is based on several large-scale service initiation experiences, such as in Los Altos, Livermore and San José. We will take every reasonable step in order to ease driver anxiety over the transition through thorough, consistent communication and ample time for questions at each event/training session.
Conduct Information Job Fair(s)			D. Button	
Extend/Finalize Job Offers to Drivers, Lottery Process			S. Jones	
Bargaining Unit Recruitment, Additional Drivers			D. Calegari	
Notification to All Drivers: Update and Schedule Training	Sep-16		L. Pellegrini S. Jones	The purpose of the Driver Update is to help drivers feel encouraged about upcoming challenges and provide contact information to report circumstantial changes to the Company.
Driver Training Program Development	Aug-16	Sep-16	S. Jones	Coordination with internal and external risk management, safety, and human resources personnel will be conducted to make final preparations for training.
			D. Calegari	

Driving Training	Sep-16	Oct-16	Safety Consultant	Paid-trainings will be conducted on Saturdays.
Estimated Duration	4 months			
Customer Service Representatives Hiring & Training				
Conduct Information Job Fair(s)	Aug-16	Sep-16	S. Jones K. Kenney	Our comprehensive approach to CSR recruitment and training is based on several large-scale service initiation experiences. We will take every reasonable step in order to ease CSR anxiety regarding the transition through thorough, consistent communication and training. Refer to Section 2.G Customer Service for details on our extensive CSR training program.
Extend/Finalize Job Offers to CSRs	Sep-16		D. Calegari S. Suess	We are an equal opportunity provider and will work to find the best employees, who are motivated, friendly and best suited to the job.
CSR Training	Sep-16	Oct-16	D. Ventura	Provide necessary training.
Estimated Duration	3 months			
Systems Development Customer Service Database Management				
Additional Call Center Equipment Procurement, Installation & Testing Refine Database, as needed	Aug-16	Oct-16	K. Kenney D. Ventura A. Button 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	3 months			
Systems Development Routing & Mapping				
Development of Routes & Detailed Maps	Aug-16	Oct-16	D. Calegari A. Button D. Ventura Vendors	We will work with equipment vendors to acquire new hardware/updated software and database. We will also generate geocoding and maps with assistance from vendors and create, test, and refine routes, which can be provided to the City for review.
Estimated Duration	3 months			
Diversion Coordinator Hiring & Training				
Diversion Coordinator Hiring & Training	Oct-16		T. Montgomery S. Suess	Conduct hiring process for Coordinator position. Provide necessary training.
Estimated Duration	1 month			
Public Education & Outreach				
Public Education and Outreach Plan	First plan finalized by March 1, 2017		T. Montgomery	Work with City staff to develop, review and update on an ongoing basis.
Website Development	April-17	Aug-17	T. Montgomery Vendors	Develop company website with "how-to" information, resource links, current rates, etc. along with designated sections for each customer segment, calendars, etc.
Multi-Media Campaign	April-17	Sep-17	T. Montgomery Coordinator	Introduce new company and new services using print ads, press releases, radio & television spots, internet and social media. All efforts to be coordinated with City staff.

AB 341 & AB 1826 Compliance & Technical Assistance Outreach	Ongoing		T. Montgomery Coordinator	Provide annual assistance to each multi-family and commercial customer meeting the AB 341 threshold (or the largest 100 generators) and those commercial customers who meet the AB 1826 threshold. See Section 2.E Public Education & Outreach and Section 2.F MFD/Commercial Recycling Technical Assistance 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	7 months			
Site Related Activities at Specialty Solid Waste and Recycling (SSWR) Yard				
Leasehold Improvements	April-17	June-17	D. Calegari SSWR Vendors	Order, install and construct employee and supervisor staff lockers, restrooms, etc.
CNG Fueling Station Expansion	June-17	Aug-17	SSWR K. Kenney J. Hogan	Work with Clean Energy to design and expand current CNG fueling station at SSWR to accommodate our fleet of additional vehicles.
Parking Lot Striping	Aug-17		SSWR	Stripe parking lot for vehicle parking and storage.
Estimated Duration	3 months			
Container Operations				
Coordination with Current Hauler for Container Removal & Possible Purchase of Containers in Good Condition	Nov-16	Jan-17	D. Arata D. Calegari Route Supervisor	We will discuss and negotiate with the Current Contractor 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	Dec-16	Jun-17	D. Arata Vendors D. Calegari	Updates/Communication with Vendors to confirm pricing and discuss delivery schedules.
Container Procurement	July-17			Containers are staged at our corporation yard and inspected prior to delivery.
Container Delivery to Customers	Aug-17			ContainerPros will be hired to swap/deliver containers.
Estimated Duration	10 to 11 months			
Vehicle Procurement				
Vehicle Procurement	Nov-16	Jun-17	D. Arata	Vehicle Procurement is central to every service initiation contract; it is also very complex. Vehicles will be procured in the order the contracts begin. A collection vehicle procurement schedule will be developed and updated regularly and provided to the City regularly.
Vehicle Delivery, Installation of Equipment & Testing	July-17		Maintenance Dept. Route Supervisor	Cameras and additional ancillary equipment will be installed and tested on vehicles as they arrive at our yard.

Estimated Duration	9 to 10 months			
General Business				
CPCFA Funding Application	Immediately following award	Until complete	L. Pellegrini K. Kenney	See Financing Plan in Section 1.G for more information.
Potential Grant Application	Until complete		D. Button	Applicable grants will be sought out and applied for.
Banking Credit Commitments			K. Kenney	Working with our bank, we will develop a finance package and gather banking resources to complement CPCFA funding.
Insurance			Broker K. Kenney	All insurance will be in compliance with the Agreement: General Liability, Workers' Compensation & Employer's Liability, Automotive Liability, Employee Fidelity Bond
Business License Applications			J. Hogan	Applicable documents will be filled out and filed with the City.
Miscellaneous Permits				Discovery during early start-up will determine process.
Estimated Duration	tbd			

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3. TECHNICAL PROPOSAL FOR ALTERNATIVE SERVICES

Garden City is dedicated to environmentally sustainable operations that will assist the City of Milpitas in continuing to be environmental leaders through responsible resource management. In an effort to meet and surpass the State’s 75% Recycling Goal, we are proposing the following **Hybrid-Alternative Proposal** that is designed specifically with the City of Milpitas in mind to fully-utilize the newly upgraded Sunnyvale Materials Recovery and Transfer Station (SMaRT Station) located in the City of Sunnyvale. The SMaRT Station is owned by the City of Sunnyvale and operated by Bay Counties Waste Services (BCWS) -- an affiliate company of Garden City that shares similar ownership (refer to *Section 1.A* for details on BCWS and Garden City’s unique relationship).

It is important to note that, unlike most companies in the area, neither Garden City, nor any of our affiliate companies or subcontractors, own or operate landfills. The fact that we don't need to wastefully "feed" landfills to maintain financial stability shows our commitment to being proactive environmental leaders. Our operations work to limit the impact on the environment and the community, where litter, odors and vectors can be commonplace at landfills.

NOTE: our **Hybrid-Alternative Proposal** does not include contingent pricing.

The following **Hybrid-Alternative Proposal** is the most cost-effective collection and processing system with the lowest carbon footprint and ability to provide compliance with AB 341 and AB 1826. The collection and processing systems are depicted in the charts below and in the graphics that follow.

Residential Collection System

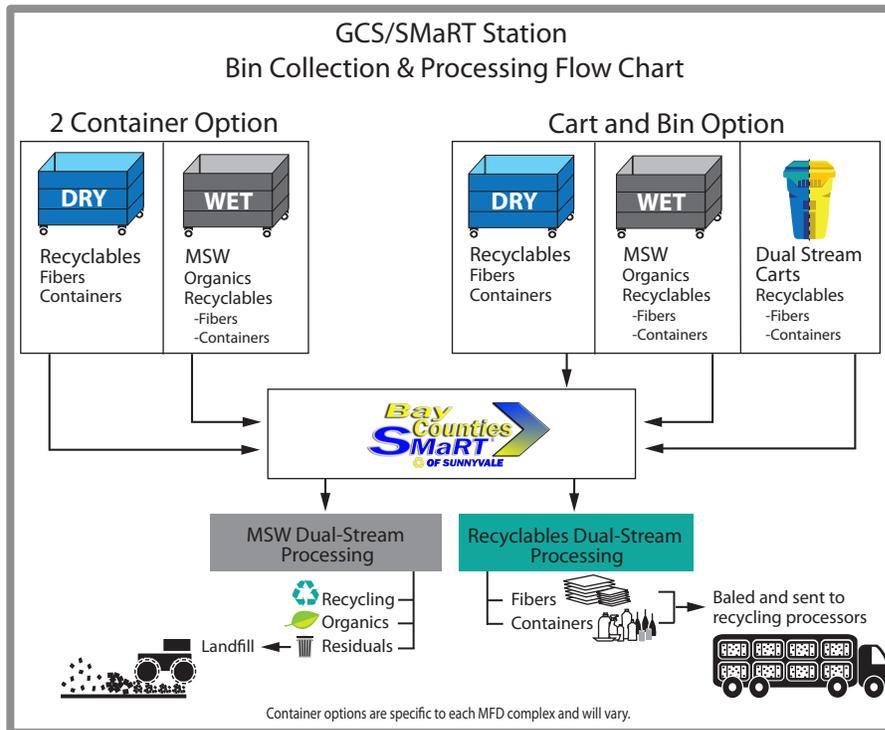
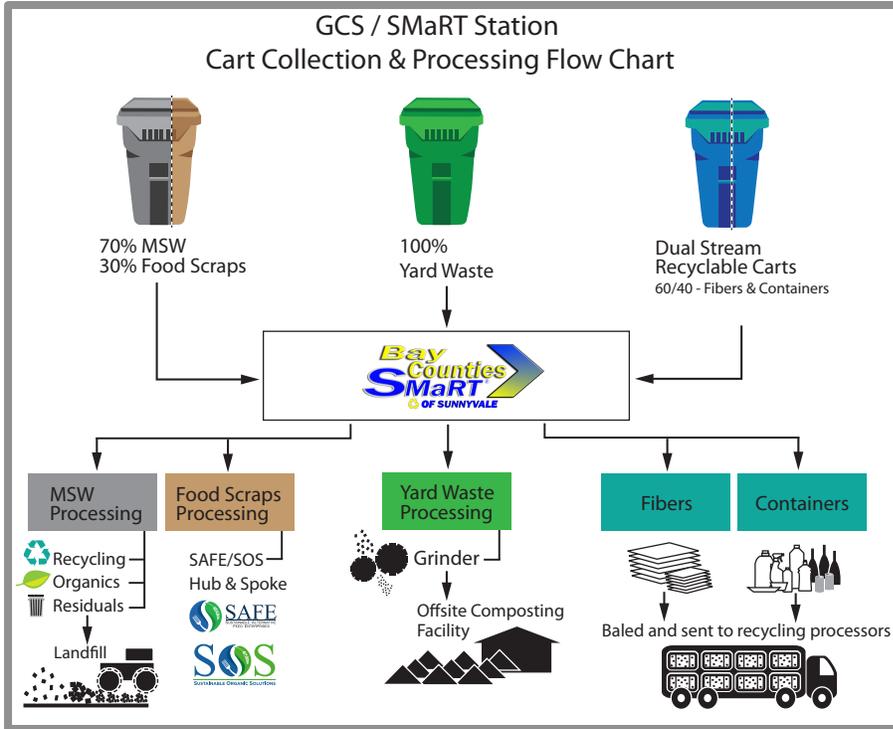
Commodity	Container	Processing Options
Recyclables	Split-Cart (Fibers/Containers)	SMaRT Station - Dual-Stream Recycling Line
Yard Trimmings	Single Container	SMaRT Station ⇔ Compost
Food Waste	Split-Cart (with garbage)	SMaRT Station ⇔ SAFE/SOS
Garbage	Split-Cart (with food waste)	SMaRT Station - Mixed Waste Sorting Line

MFD/Commercial Collection System

Commodity	Container	Processing Options
Wet Waste	Front-Load Bin	SMaRT Station - Mixed Waste Sorting Line
Dry Waste	Front-Load Bins	SMaRT Station - Dual-Stream Recycling Line
Recyclables	Split-Cart (Fibers/Containers) Recycling Bins	SMaRT Station - Dual-Stream Recycling Line

*Note: MFD/Commercial container options are site specific and will vary.

All materials are efficiently collected and meticulously processed to maximize diversion at the SMaRT Station and minimize the amount of residue sent to the landfill. Processing operations are described in detail in *Section 3.F* that follows.



Advantages of Garden City's Hybrid-Alternative Proposal Equipment & Processing Approach

- **Consistent Containers** | all containers will be new and color-coded to ensure cohesion throughout the City. Also, by having consistent carts throughout the City, we can maximize routing efficiencies by utilizing fully-automated collection vehicles, reducing GHG impacts.
- **Processing Facility** | food waste, dual-stream recyclables, organics, and C&D will be sent to the SMaRT Station to be processed. The newly re-tooled processing equipment is achieving high diversion rates.
- **Routing Efficiencies & Balancing** | reduces GHG emissions, fuel consumption and wear and tear on streets by utilizing local facilities, less than 15 miles from Milpitas City Hall.
- **Potential Partner Agreement Between Cities** | experience economies of scale if Milpitas joins the SMaRT Station cities in long-term processing and disposal of residuals. See **Attachment A** for additional details.
- **Diversion Potential** | if the City selects the SMaRT Station to process all material streams (including garbage), the potential diversion increase is anticipated to be more than 30%, due to the SMaRT Station's ability to recover organics and recyclables from the waste stream.
- **Dual-Stream Recycling** | offers much higher diversion rates as contamination is significantly reduced.

Collection Operations Overview

Our strategy for providing outstanding collection operations in the City of Milpitas is designed to accomplish the following:

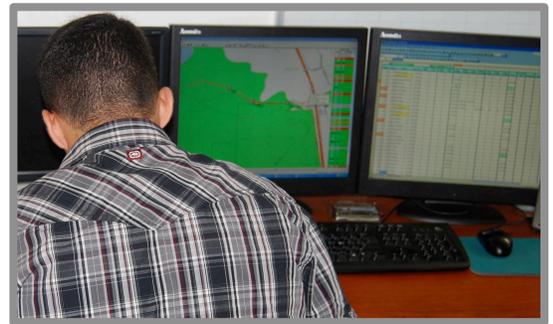
- ✓ Provide quality, consistent and convenient services to all customers at reasonable rates;
- ✓ Increase recycling and organics participation to be compliant with the State's 75% Recycling Goal and the City's diversion and GHG emission reductions goals outlined in the City's Climate Action Plan (CAP);
- ✓ Demonstrate the value of waste reduction, reuse, recycling, and composting to all customers;
- ✓ Significantly reduce vehicle emissions and the carbon footprint of collection operations by deploying a CNG fleet of collection vehicles;
- ✓ Ensure our operations do not contribute to the negative impacts, including odor, the City of Milpitas is currently experiencing from nearby facilities;

- ✓ Maximize the value of recyclables and organics through efficient and source-separated collection systems;
- ✓ 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 San José and our affiliate companies' service areas. He will do so again for our collection operations in the City of Milpitas. Mr. Button's resume is provided in *Section 1.D | Key Personnel*.



- **Mapping & Account Data Confirmation** | We utilize powerful geocoding software (ArcView) in tandem with our customer service software (AMCS – formally known as PC Scale Tower). AMCS is our preferred application for dispatch, routing, customer service and billing operations, and is described in detail in *Section 2.K | Management Systems and Customer Service Systems*. 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 will spend a few months prior to the commencement of services reviewing, auditing, balancing and finalizing routes to ensure the most efficient collection system is deployed. Supervisors also 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.

Collection Vehicles Overview

Details on vehicle specifications are described in the table the follows and manufacturer’s brochures are included in **Attachment C**.

Collection Vehicles Overview Table

Type	Automated Side Loaders	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 & Compactors
Commodity	MSW, Recycle & Organics	MSW, Recycle & Organics		C&D, MSW & Recycle
Chassis	Autocar	Autocar	Freightliner	Autocar
Body	Labrie Automizer	Labrie Wittke	Flat Bed	Nor Cal Roll-Off
Additional Equipment	Dual-sided tipping (arm & tipper)	Tippers on forks	Grapple & Automatic lift-gate	Cable & automatic tarping system
	GPS & 2-way radios	GPS & 2-way radios	GPS & 2-way radios	GPS & 2-way radios
	4 cameras: backup, hopper, curbside & drivecam	4 cameras: backup, hopper, alleycam & drivecam	Drivecam	Drivecam
Fuel Type	CNG			
Crew Size	1			
Age	New			

Collection Containers Overview

Carts | Collection carts will have tight-fitting lids and have consistent color-coding and labeling: **black/gray split-cart for garbage (and food waste)**, **blue split-cart for recyclables** and **green for yard waste**, as shown in the graphic below. Carts will be new and be made with a minimum of 30% recyclable material.



Our goal is to maintain a uniform and aesthetically pleasing appearance that raises diversion awareness through universal and consistent color-coded containers.

Bins | Front-loader bins will be new and available in many sizes to effectively service commercial and MFD customers with space constraints. Details on container specifications are described in the table below and manufacturer's brochures are included in **Attachment C**.

Collection Containers Overview Table

Type	Wheeled Carts	Front Loader Bins	Debris Boxes & Compactors	Kitchen Pails
Service Recipient	SFD, MFD & COM	MFD & COM	SFD, MFD & COM	SFD & MFD
Colors & Commodities	Black/brown split (MSW & Food Scraps) Blue split – Recycling Green - Yard waste	Gray – Wet Recyclables Blue – Dry Recyclables	Varies, depending on commodity	Sure-Close Tan & Green
Sizes Available	64 gallon	1 cubic yard	5 yard “Mini Box”	2 gallons
	95 gallon	1.5 cubic yards	7 yard	
		2 cubic yards	14 yard	
		3 cubic yards	20 yard	
		4 cubic yards	30 yard	
	6 cubic yards	40 yard		
Additional Features	Minimum of 30% recycled content HDPE plastic & 10-year warranty			Vented lid to reduce odors, minimum 20% recycled content & sturdy handle

Vehicle Collection Methodologies

The *Vehicle Collection Methodologies Table* that follows describes all collection methodologies and activities based on the vehicle type.

Vehicle Collection Methodologies Table	
<p>Automated Side Loader w Split Compartments</p> 	<p>The automated 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.</p> <p><i>NOTE: split-carts are serviced identically as regular carts. The collection vehicle will have a split-body that keeps materials separate.</i></p>
<p>Front Loader w Cart Tippers</p> 	<p>The driver arrives at the 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.</p> <p>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.</p> <p>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.</p>

**Flat Bed with Grapple Attachment
& Lift Gate**



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 flat bed lift gate 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 Bags and bulky items utilizing the grapple attachment and lift gate to safely load bulky bags and items.

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. 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.

A. Single-Family Solid Waste Cart-Only System

Under our custom ***Hybrid-Alternative Proposal***, providing each Single-Family Dwelling (SFD) with a cart is necessary in order to collect all materials efficiently and separately to allow processing at our proposed processing facilities, maximizing the diversion potential of all waste streams. All SFDs will be provided with three carts for MSW and food scraps, yard trimmings and recyclable materials, as shown in the graphic below.



70% MSW
30% Food Scraps



100%
Yard Waste



Dual Stream
Recyclable Carts
60/40 - Fibers & Containers

Automated side-loader collection vehicles will service each cart and deliver the materials to the SMaRT Station for processing. Under this proposal, we are offering a higher diversion potential, if the City selects to process garbage at the SMaRT Station. Currently, the newly upgraded MRF is diverting 25% of the MSW waste stream.

We anticipate that all single-family residents will utilize the MSW portion of their new split-cart and approximately sixty-eight percent (68%) will participate in the food scraps program (utilizing the smaller portion of their new split-cart). We also anticipate that 80% of single-family residents will participate in the yard trimmings and dual-stream recycling collection programs.

Refer to the Cost Proposal Forms included in ***Section 6*** for details on tonnage and diversion estimates of MSW, food scraps, yard trimmings and recyclables under our ***Hybrid-Alternative Proposal***.

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B. Single-Family Food Scraps with Yard Trimmings

Organic materials make up a significant portion of the unrecovered and unprocessed waste streams from single-family, multi-family and commercial customers. A sizeable increase in diversion can be achieved when food waste and food-soiled paper are commingled with yard trimmings in the residential curbside collection program and sent to a facility for processing rather than taken directly to the landfill. Implementing a food scraps collection program will assist the City of Milpitas meet the *Climate Action Plan (CAP) Goal 11A: Expand food waste and composting collection*, which reduces GHG emissions and eliminates the creation of methane and other harmful GHGs that result after burying organics in a landfill. Instead this material will be sent to a compost facility where it will be recycled and applied back into the soil, a huge benefit to enhancing the health of soils, to capture and store carbon, and reduces the need for water and fertilizers, which is another substantial GHG savings.

Experience | In the past, we have successfully implemented mixed organics programs through our affiliate companies. As mentioned in *Section 1.C | Service Initiation Experience*, Garden City and our affiliate companies have years of experience designing, promoting, implementing, and maintaining successful mixed organics collection services to residents in the communities of Alameda, San Leandro, Los Altos, and Livermore. SSFSC began providing mixed organics collection services (where food scraps were added to the existing yard waste collection program) to residents of South San Francisco, Brisbane, Millbrae, and portions of Colma. Most recently in San José, we rolled out a pilot food scraps collection program that collects food scraps separately from other organics and garbage for processing the food waste into animal feed.



Approach

Under either collection alternative, we will provide each SFD customer with a 2-gallon kitchen pail with a descriptive label that lists acceptable materials. Each pail will be delivered with an informational flyer/postcard inside that features graphics and an explanation of the benefits to food waste composting compared to landfilling or using a

garbage disposal. Based on our experiences in providing numerous food scraps collection programs, we have found that utilizing compostable bags can be problematic and we avoid encouraging their use. When residents run out of compostable bags, they unknowingly contaminate the organics stream by using regular plastic bags that are not acceptable at processing facilities. Our solution for avoiding non-compostable plastics contamination in the organics stream is to offer kitchen pails to place food scraps inside and instruct residents to empty it directly into the cart, eliminating the need to utilize bags at all. The information included with each new kitchen pail provides tips on how to keep the kitchen pail and organics cart clean and odor-free, by using common household products like baking soda and newspaper.

Collection Vehicles & Containers

We are proposing to utilize automated side-loaders for collecting food scraps commingled with yard trimmings from SFDs. Details on vehicle specifications are described in the *Collection Vehicles Overview Table* previously provided in this Section. SFDs will be provided with the following yard trimmings container options: 64-gallon and 96-gallon carts. Details on container specifications are described in the *Collection Container Overview Table* provided previously in this Section. Vehicle and container manufacturer brochures are included in Attachment C.

Acceptable Materials

Although we prefer to collect food scraps separately under our *Hybrid-Alternative Proposal*, under this alternative scenario, residents will be instructed to collect food scraps and place them in their yard trimmings cart for collection and processing. The following items will be collected in either of the alternative proposals:

- ✓ Bread & pasta
- ✓ Coffee grounds & filters
- ✓ Dairy products
- ✓ Egg shells
- ✓ Fruit & vegetables
- ✓ Meat & bones
- ✓ Pizza boxes
- ✓ Paper plates, cups, towels & napkins



If the City selects our *Hybrid-Alternative Proposal*, residents will instead be instructed to place food scraps in the split portion of their MSW cart. By collecting these materials

separately, we can divert these materials to the SAFE/SOS facilities, where it may be used to create animal feed, a higher and better use than compost.

Participation

We have found that participation increases and contamination decreases when residents understand what happens to their food scraps and organic materials after collection. We will work with the City to implement a continuing education and outreach program that maximizes customer participation while minimizing contamination. During the transition, outreach materials will announce the food scrap program and explain how and why residents should participate.

We anticipate that approximately sixty-eight percent (68%) of single-family residents will participate in the food scraps program when it begins. Refer to the Cost Proposal Forms included in *Section 6* for details on the tonnage and diversion estimates. This is a conservative estimate and our goal is to increase participation once the program gains momentum and residents familiarize themselves with their new containers and available collection programs offered by Garden City.

We will utilize a variety of tools and methods to remind and motivate residents to effectively participate in the food scraps collection program. Samples of outreach collateral utilized by Garden City and affiliate companies to rollout successful SFD food scraps collection programs are included in **Attachment F**.

Depending on the message and target audience, we may utilize the following to promote the SFD food scraps collection program:

- Newspaper Advertisements
- Public Service Announcements
- Press Releases
- Truck-Side Advertisements
- Community Event Booths & Presentations (classrooms, civic groups, neighborhood associations, etc.)
- Residential Newsletters
- Corrective Action Notices
- Seasonal Program Notices
- Website & Social Media

Binny Wants You to Put Food Scraps in Your Green Cart!

In the photo to the right, Binny visits with Livermore resident Alena Wilson and her family, proud participants in the food scrap collection program. She had this to say: "At the end of a meal or after I chop produce, I slide the food scraps right into the bin under the sink. This cuts down on how much waste goes into my garbage cart. I've actually been able to go down in size to the smallest cart!"

Can we count on you to use your **Organics** cart for all your food scraps?
Visit www.LivermoreRecycles.org for tips on how to get started.

*Binny will be at local events this spring and summer.
If you see him, stop and say, "Hi!"*



An outreach library will be featured on our website where all outreach will be available for viewing, downloading and printing. Residents will be encouraged to utilize our website in order to promote electronic outreach and encourage source reduction.

C. Multi-Family Yard Trimmings Collection as Mandated by AB1826 – post 2017

A program for the collection of yard trimmings is a key component in achieving the State’s 75% diversion goal and reducing GHG emissions and eliminating the creation of methane and other harmful GHGs when organic materials are buried in a landfill. By offering a MFD yard trimmings collection program with a variety of container types and sizes, along with free technical assistance, Garden City will be able to meet the unique needs of each customer and a significant amount of organics tonnage will thereby be collected and diverted from the landfill.

Collection Vehicles & Containers

We are proposing to utilize front-loader collection vehicles with cart tippers capable of servicing both carts and bins and some side-loaders for MFD complexes depending upon what type of containers are at the premises. Details on vehicle specifications are described in the *Collection Vehicles Overview Table* previously provided in this Section. MFDs will be provided with the following yard trimmings containers: 64-gallon and 96-gallon carts; and 1- to 8-cubic yard bins. Details on container specifications are described in the *Collection Container Overview Table* provided previously in this Section. Vehicle and container manufacturer brochures are included in **Attachment C**.

Approach

Garden City will work closely with the City of Milpitas to orchestrate well-timed advance notice of the MFD yard trimmings collection program. Initial outreach will include, but is not limited to, the following:

- ✓ **Introductory Announcement & Site Visit** | to introduce company and services, provide contact and resource information, confirm desired service levels, set forth timeline for service transition and container exchange/delivery, and describe billing options with property managers;
- ✓ **Service Guide** | to explain available services and instruct how to properly sort materials and effectively place containers;
- ✓ **Program Posters & Videos** | to encourage program participation and demonstrate proper sorting;
- ✓ **Contact Information** | to give customers a phone number and email address to call/write with their questions as well as with requests for technical assistance, service guides, and posters; and,

- ✓ **Presentations & Workshops** | to civic organizations, business associations, and similar groups to promote collection programs and objectives.

During the service transition, direct mail and site visits will be heavily relied upon to assess customer needs and propose or confirm services. Under this Alternative Proposal, every MFD complex will receive information by mail and we anticipate visiting each property owner frequently during the transition phase. Customers with known space constraints will be targeted for immediate contact by our outreach staff in order to quickly resolve space and access issues. Customers without space constraints will receive the default level of yard trimmings service as per *Section 4.2 of the Agreement*.

Garden City will work with the City to develop outreach and promotional strategies that ensure program success and maximize participation. Throughout the contract term, Garden City will remind and motivate customers to participate in the MFD yard trimmings collection program. Depending on the message and target audience, the following tools might be used:

- Newspaper Advertisements
- Public Service Announcements
- Press Releases
- Truck-Side Advertisements
- Community Event Booths
- Quarterly Newsletters
- Billing Inserts
- Corrective Action Notices
- Seasonal Program Notices

Participation

Refer to *Section 2.1 | Multi-Family and Commercial Recycling and Organics Plan* and **Attachment D** for details on sector-specific commercial customer targeted by Garden City. MFD organic diversion can be folded into the mandatory collection of organics from certain businesses as required under AB 1826. We expect that at least half of all MFD customers will participate in the yard trimmings collection program, if it's determined the complex generates sufficient yard waste.

Website

Outreach collateral will be available on our website for viewing, downloading and printing. Customers can print materials as needed or contact us for hard copies. Many of the outreach materials, such as newsletters and posters, will be designed for displaying in common areas such as mailboxes, property manager's office, laundry facilities and garbage enclosures. Materials will be graphic-rich, provide bulleted information, and include regional initiatives. Customers will be encouraged to utilize our website in order to promote electronic outreach and source reduction.

D. Commercial Yard Trimmings & Food Scraps Collection as Mandated by AB1826 – post 2017

Food waste is currently the largest unrecovered portion of the waste stream for Multi-Family Dwellings (MFDs), businesses, cafeterias, farms, restaurants, government facilities, and other commercial sectors. A program for the collection of food scraps and food-soiled paper is therefore essential in achieving the State’s 75% diversion goal along with assisting the City in meeting the *Climate Action Plan (CAP) Goal 11B: Encourage local restaurants to compost food waste and provide compostable containers*, which reduces GHG emissions and eliminates the creation of methane and other harmful GHGs when organic materials are buried in a landfill. By offering a commercial organics collection program with multiple collection days, a variety of container types and sizes, and free technical assistance, Garden City will be able to meet the unique needs of each customer and a significant amount of organics tonnage will thereby be collected and diverted from the landfill.

Experience | As mentioned previously, our affiliate companies have many years of experience designing, implementing and maintaining successful organics collection programs in the cities of Alameda, San Leandro, Livermore, Los Altos, South San Francisco, and on the Stanford Campus. These programs include the commingled collection of food scraps, food-soiled paper and yard trimmings from commercial and MFD customers. Finding the right contact at any given business can be a challenge. The Garden City team has years of experience navigating a variety of business environments to get organics programs implemented and working with long-term customers, as shown in the photo of LS commercial customers.



Collection Vehicles & Containers

We are proposing to utilize front-loader collection vehicles with cart tipplers capable of servicing both carts and bins, and some side-loaders depending upon what type of containers are at the commercial premises. Details on vehicle specifications are described in the *Collection Vehicles Overview Table* previously provided in this Section. Commercial customers will be provided with the following containers for organics: 64-gallon and 96-gallon carts; and 1- to 8-cubic yard bins; various drop boxes/compactors will be provided at the customer’s request. Details on container specifications are

described in the *Collection Container Overview Table* provided previously in this Section. Vehicle and container manufacturer brochures are included in **Attachment C**.

Approach

Garden City will work closely with the City of Milpitas to orchestrate well-timed advance notice of the commercial organics program. Initial outreach will include, but is not limited to, the following:

- ✓ **Introductory Announcement & Site Visit** | to introduce company and services, provide contact and resource information, confirm desired service levels, set forth timeline for service transition and container exchange/delivery, and describe paperless billing options;
- ✓ **Service Guide** | to explain available services and instruct how to properly sort materials and effectively place containers;
- ✓ **Program Posters & Videos** | to encourage program participation and demonstrate proper sorting;
- ✓ **Food Scraps Hotline Announcement** | to give customers a phone number and email address to call/write with their questions as well as with requests for technical assistance, interior containers (Slim Jims), Service Guides, and Posters; and,
- ✓ **Presentations & Workshops** | to civic organizations, business associations, and similar groups to promote collection programs and objectives.

During the service transition, direct mail and site visits will be heavily relied upon to assess customer needs and propose or confirm services. Under this Alternative Proposal, every Commercial customer will receive information by mail and we anticipate visiting each business prior to the commencement of services. Customers with known space constraints will be targeted for immediate contact by our outreach staff in order to quickly resolve space and access issues. Customers without space constraints will receive the default level of organics services as per *Section 4.3 of the Agreement*.

Garden City will work with the City to develop outreach and promotional strategies that ensure program success and maximize participation. We will recognize participating businesses for a job well done and thereby motivate other businesses to get on board. Throughout the contract term, Garden City will remind and motivate commercial customers to participate in the commercial organics collection program. Depending on the message and target audience, the following tools might be used:

- Newspaper Advertisements
- Public Service Announcements
- Press Releases

- Truck-Side Advertisements
- Community Event Booths
- Community Presentations (business associations, civic organizations, etc.)
- Quarterly Newsletters
- Billing Inserts
- “How-To” Videos
- Corrective Action Notices
- Seasonal Program Notices

Participation

Refer to *Section 2.1 | Multi-Family and Commercial Recycling and Organics Plan* and **Attachment D** for details on sector-specific commercial customer targeted by GCS to achieve compliance with AB 1826. We anticipate that at least half of all commercial customers will participate in our food scraps collection program. We will aim for 100% participation by food service establishments due to our Diversion Coordinators’ proactive outreach and technical assistance programs. Once the program has gained momentum, the amount of annual tonnage collected is expected to increase as more and commercial customers enroll in the program.

Website

Outreach collateral will be available on our website for viewing, downloading and printing. Customers can print materials as needed or contact us for hard copies. Many of the outreach materials, such as newsletters and posters, will be designed for displaying in common areas such as employee bulletin boards and break rooms. Materials will be graphic-rich, provide bulleted information, and include regional initiatives. Customers will be encouraged to utilize our website in order to promote electronic outreach and source reduction.

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E. Temporary Debris Box Service

Temporary debris box collection services from construction, renovation and demolition projects in the City of Milpitas will be provided and the highest priority will be placed on maximizing diversion and assisting builders in meeting the State’s 2013 Green Building Code 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.

SSFSC’s “Rent a Bin for the Day” | Our affiliate company, SSFSC, currently offers residents the option to rent a 5-yard “mini box” that can be kept onsite for up to 3 days. A hybrid fork-truck delivers the bin and places it in the resident’s driveway. The resident fills the bin with recyclables, construction and demolition

debris, household garbage and/or other non-hazardous

items. When the bin is full, the customer calls our CSRs to schedule removal and recycling. We are proposing to offer our convenient “mini box” rental program to Milpitas residents at the City-approved rates, should the City select this option. Residents are much more comfortable using this smaller sized, convenient “mini box” in their driveway, as compared to larger debris boxes.



Collection Methodology

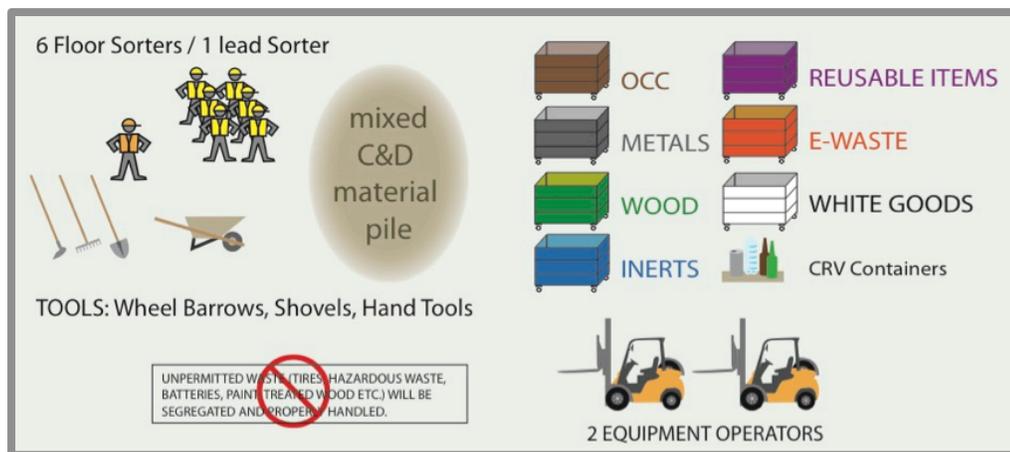
Debris box and "mini box" services will be available at the customer’s request temporarily (for construction or clean-out projects) or permanently (for large volume regular generators), should the City decide to incorporate it into the exclusive franchise system. Refer to the *Vehicle Collection Methodologies Table* provided previously in this Section for a detailed description of collection methodologies for servicing debris boxes.

Collection Vehicles and Containers

Refer to the *Collection Vehicles Overview Table* and the *Collection Containers Overview Table* provided previously in this Section for details on vehicles and proposed boxes.

C&D Debris Processing

Debris boxes will be delivered to the SMaRT Station for processing and recycling. Based on our experience, we believe that the City can achieve a much higher diversion compared to current rates, by utilizing BCWS’ unique “**High Diversion Floor Sort**”, currently deployed at the SMaRT Station. Traditionally C&D material is sorted on a conveyor line that utilizes 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 do not get buried like most sortline systems. Dedicated bins are used to collect a variety of commodities by the sorters and 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 the SMaRT Station.



We have seen an increase in recoverable material using this method, and we are continually looking at ways to enhance our operations to efficiently and effectively divert materials from the landfill. We are proposing to provide a minimum 50% diversion of C&D debris box loads delivered to the SMaRT Station.

In addition, for every customer that we provide these 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 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 City-approved Maximum Rates, as described in *Section 2.H | Customer Billing*.

A program for the exclusive collection and processing of C&D materials is essential in achieving the State's 75% diversion goal along with assisting the City in meeting the ***Climate Action Plan (CAP) Goal 11D: Amend current C&D permit requirements and adopt a C&D ordinance to reach 75% diversion.*** By implementing an exclusive C&D collection and processing program will not only lead to increased diversion, but the City has the ability to achieve economies of scale by directing additional materials to the SMaRT Station, fully utilizing the processing capabilities and experience of the neighboring facility, while reducing local impacts. We also encourage the City to consider incorporating permanent debris box collection into the exclusive franchise system in order to receive franchise fees that can be used to further C&D diversion and other City programs.

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F. Other Service Enhancements and Innovations

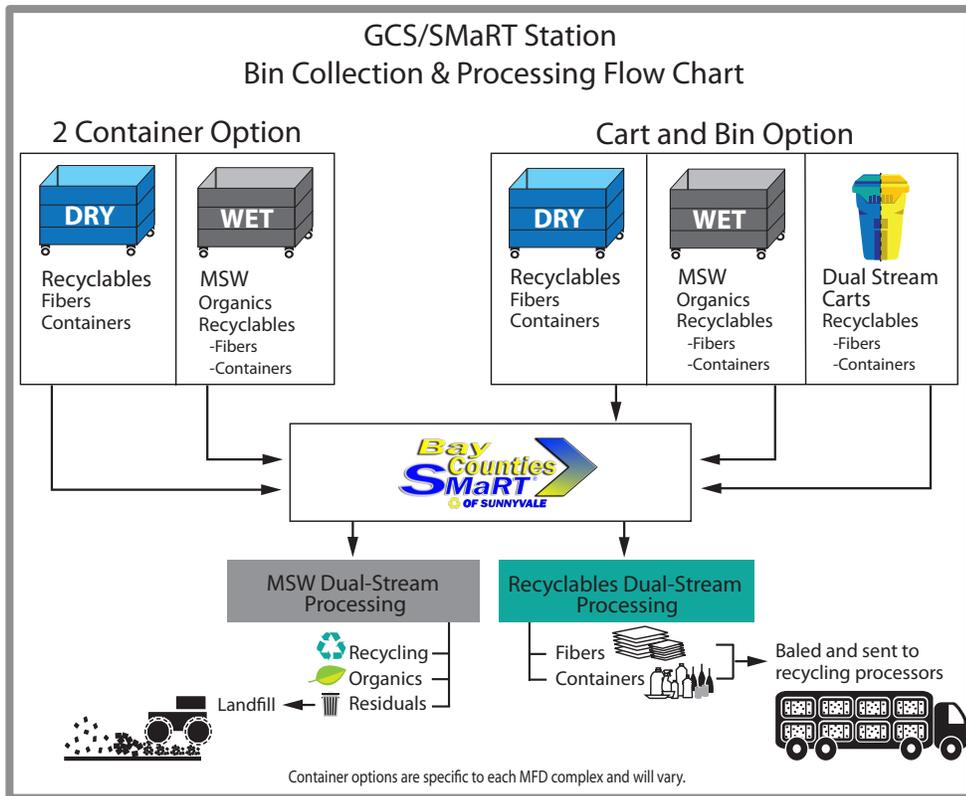
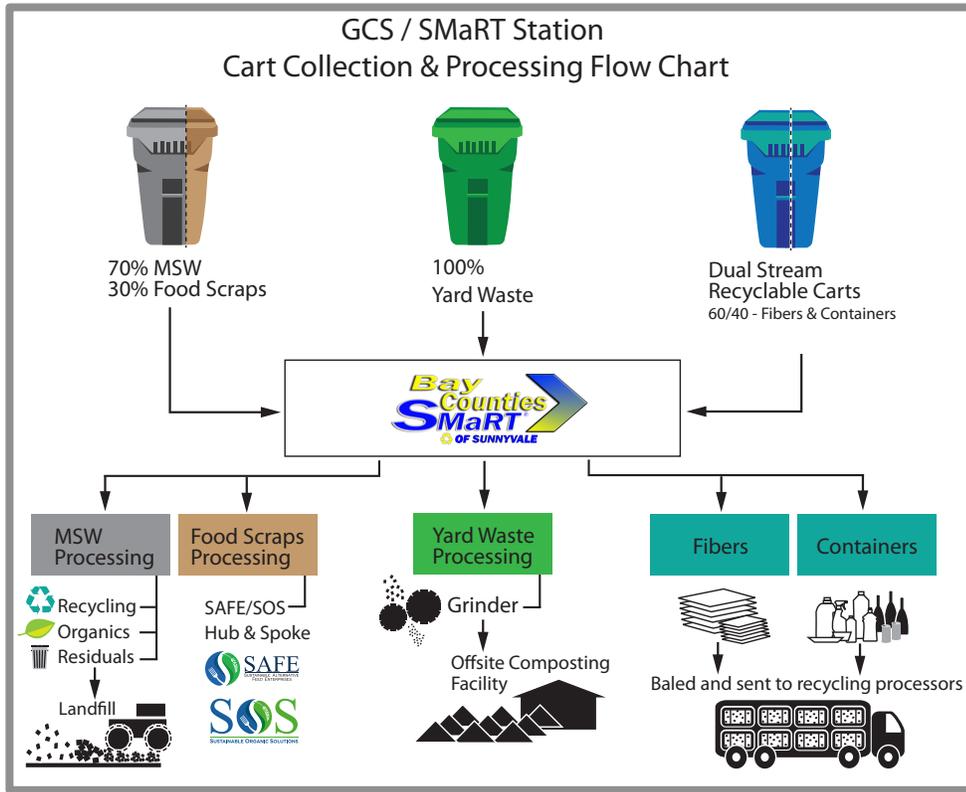
As mentioned previously, we are proposing a **Hybrid-Alternative Proposal** that is designed specifically with the City of Milpitas in mind to fully-utilize the newly upgraded SMaRT Station in Sunnyvale. Our **Hybrid-Alternative Proposal** is the most cost-effective collection and processing system with the lowest carbon footprint and will maximize diversion. The collection systems are depicted in the chart below and the graphics on the following page.

Residential Collection System

Commodity	Container	Processing Options
Recyclables	Split-Cart (Fibers/Containers)	SMaRT Station - Dual-Stream Recycling Line
Yard Trimmings	Single Container	SMaRT Station ⇨ Compost
Food Waste	Split-Cart (with garbage)	SMaRT Station ⇨ SAFE/SOS
Garbage	Split-Cart (with food waste)	SMaRT Station - Mixed Waste Sorting Line

MFD/Commercial Collection System

Commodity	Container	Processing Options
Wet Waste	Front-Load Bin	SMaRT Station - Mixed Waste Sorting Line
Dry Waste	Front-Load Bins	SMaRT Station - Dual-Stream Recycling Line
Recyclables	Split-Cart (Fibers/Containers) Recycling Bins	SMaRT Station - Dual-Stream Recycling Line



All materials are efficiently collected and meticulously processed to maximize diversion at the SMaRT Station and minimize the amount of residue sent to the landfill. Processing operations are described in detail below.

SMaRT Station Processing

Recyclables Processing Information

All dual-stream / dry recyclable materials will be delivered to the Sunnyvale Materials Recovery and Transfer Station (SMaRT Station) located at 301 Carl Road in the City of Sunnyvale. The SMaRT Station is owned by the City of Sunnyvale and operated by Bay Counties Waste Services (BCWS) -- an affiliate company of Garden City that shares similar ownership (refer to *Section 1.A* for details on BCWS and Garden City's unique relationship).

Located less than 10 miles from Milpitas City Hall, the SMaRT Station is permitted to accept and process up to 1,500 tons per day (tpd) and has the ability to sort and recover mixed

wastes, assisting in recovering more of the waste stream. The SMaRT Station is permitted to operate from 5:00am to 5:00pm, Monday through Saturday and 8:00am to 5:00pm on Sundays and observes the following holidays: Thanksgiving Day, Christmas Day and New Year's Day. BCWS' owner, Jerry Nabhan, is the General Manager at the SMaRT Station and has been working at the facility since 2007. BCWS has been awarded the operating contract two times during the City's competitive bidding process. Mr. Nabhan's contact information is: 408.566.1809 and jerry@sswr.com.

Processing Methods | The SMaRT Station is comprised of the following processing components: mixed Municipal Solid Waste (MSW) processing, dual-stream / dry recyclables processing, yard waste grinding and processing, construction and demolition (C&D) sorting, BCWS "Reuse Trailer", HHW and self-haul drop off, California Redemption Value (CRV) buyback and MSW transfer operation utilizing a compactor and transfer trailers. The SMaRT Station was constructed in the early 1990s to process materials from the Cities of Palo Alto, Mountain View and Sunnyvale and has been significantly upgraded twice, the most recent upgrades include: installation of additional screens to



capture more recyclables from the MSW line, installation of an optical sorting machine on the recyclables line that automates plastic bottle sorting, implementing a “reuse trailer” to divert useable items to the public at no cost, and participation in a paint take-back program that allows residents to conveniently and safely recycle paint. All of these upgrades will be available to the City of Milpitas, should the City select Garden City.

Below is a description of the processing methods for the material streams we are proposing to deliver to the SMaRT Station:

- **Residential Dual-Stream Recyclables** | When the dual-stream recyclables arrive at the SMaRT Station, the split body trucks are weighed in at the scale, and then proceed into the building to unload on the recyclables tipping floor. The fiber is unloaded in one bunker, and the other recyclables (primarily containers) in a second bunker.

The fiber is processed to remove contaminants and then baled for shipment to market. The containers are sorted to remove ferrous metal cans with a magnet, the aluminum cans are separated by an eddy current magnet, and the plastic containers are optically and hand sorted into PET, Natural HDPE, colored HDPE, and other mixed plastics. Each of these material types is baled for shipment to market. Contaminants are removed from the glass containers, which are hand sorted by color as much as possible, with the remainder being marketed as mixed glass.

- **Commercial Dry Recyclables** | When the commercial dry recyclables arrive at the SMaRT Station, the truck is weighed in at the scale, and then unloaded on the main MRF tipping floor. The SMaRT Station uses two parallel processing lines. The commercial MSW is processed on one line and the residential MSW is processed on the other line. Commercial dry recyclables are processed on the commercial line during a different shift time than the MSW.

From the tipping floor materials are conveyed to a pre-sort station where large items (like cardboard, carpet, C&D including wood, glass bottles, hoses, long cables) are manually pulled from the belt to allow the remaining materials to be better sorted mechanically.

From the pre-sort station the recyclables enter a trommel. The trommel has large spikes on the inside that tear open plastic bags, to allow the contents to be sorted. The trommel has two screen sections; the first has 2-inch diameter openings that allow the “fines” (particles smaller than 2-inches in diameter and mostly organics) to be separated from the remaining materials; and the second section has 9-inch openings that allow the separation of materials that are less than 9-inches in diameter (mostly containers).

Individual items that are too large to pass through the trommel screen openings (like small cardboard boxes that were not pulled off the line in the pre-sort

station) are discharged from the end of the trommel, and conveyed on to be sorted into marketable commodities, including cardboard, mixed paper, HDPE plastic, and other mixed plastics. Unmarketable materials from the sort line are conveyed back to the far end of the tipping floor, compacted and shipped to the Kirby Canyon Landfill in transfer trailers for disposal.

The organic-rich “fines” from the 2-inch section of the trommel screens are loaded into transfer trailers and shipped to the Z-Best compost facility, where the materials are composted. At the end of the composting process, the composted fines are screened to remove particles and glass from the organic materials and eventually delivered to landscape markets.

The middle size fraction from the trommels, items that are between 2-inches and 9-inches in diameter, are conveyed from below the trommels to 4 different disk screens that further sort the material by size and shape. Additional 2” minus material is separated from these disk screens and the remaining material is mechanically separated between three-dimensional containers and two-dimensional materials. The three dimensional containers and two-dimensional materials are conveyed to different sorting stations. Sorters manually remove small cardboard boxes and mixed paper from the two dimensional line, and natural HDPE, colored HDPE, PET plastics and other plastics are removed from the three dimensional line. Ferrous metals are lifted off the line with strong magnets and aluminum cans are ejected with an eddy current separator. Each of these material types is deposited in a storage bunker and baled as necessary.

All materials that are not separated for recycling are conveyed back to the far end of the tipping floor, compacted and loaded into transfer trailers and hauled to the Kirby Canyon Landfill in San José for disposal.

A graphic representation of the SMaRT Station is included in **Attachment A**.

Tracking Tonnage | The SMaRT Station currently utilizes a staffed scale house that results in rapid weighing and material tracking procedures. All inbound and outbound materials are weighed on one of the 4 scales and all data is tracked by origin, company, material, weight and date and time. Complete data tracking capabilities and on-demand notifications are available with custom reports. Other easy-to-use features include the following:

- ✓ Randomly inspect and validate load content at the scale house.
- ✓ Stage an unlimited number of trucks simultaneously.

- ✓ View daily totals for Inbound, Outbound, Warning and Cutoff that is displayed on the screen at all times and capture time in/out, scale operator and workstation identities.
- ✓ Automatically collect tare weights on outbound loads.
- ✓ Track origins by county, material, category and customer class.
- ✓ View, print and export standard reports based on commodity, origin, carrier, ingoing/outgoing, date range and more or design custom reports as needed.
- ✓ Store tare weights and default information on in-house and customer vehicles and trailers.

Average Monthly Residue Levels | The residents of Sunnyvale and Mountain View are continuously educated on the proper sorting and processing of their recyclables, through many media outlets and multiple informational booths hosted by the Cities to answer any questions that the residents may have. Because of all the education, outreach and awareness, as well as the new upgrades to the recyclables sort line, the average monthly curbside recycling residue is below 9%. Currently, BCWS is recovering 25% of the MSW stream that is processed through the garbage sorting and processing equipment.

SMaRT Station Permits and Regulatory Compliance

The SMaRT Station operates under the conditions of the following permits:

- **Solid Waste Facility Permit #43-AA-0009** | Issued by the County of Santa Clara, Department of Environmental Health December 30, 2002; Contact Person: Scott Bourdon, Director of Environmental Health, County of Santa Clara, Phone Number 408.918.3400
The most recent Solid Waste Facility Permit for the SMaRT Station is included in **Attachment A**.
- **Conditional Use Permit SDP # 7060** | Issued by the City of Sunnyvale, February 15, 2002; Contact Person: Hanson Hom, Director of Community Development, City of Sunnyvale, Phone Number 408.730.7450
- **Permit to Operate #A5905** | Issued by the Bay Area Air Quality Management District, February 1, 2013; Contact Person: Hari S. Doss, Air Quality Engineer, Bay Area Air Quality Management District, Phone Number 415.771.6000
- **Fire Prevention & Environmental Program Permit #8231001R** | Issued by the City of Sunnyvale, October 27, 2008; Contact Person: Lynne Kilpatrick, Civilian Fire Marshall, City of Sunnyvale, Phone Number: 408.730.7219

Available Processing Capacity

Included in **Attachment A** is a letter of commitment from the City of Sunnyvale, guaranteeing processing capacity at the SMaRT Station for the entire term of the Agreement.

Import Restrictions or Fees

Refer to the Cost Forms included in *Section 6* for details on associated fees at the SMaRT Station.

Transfer Method

We are proposing to process all materials collected in the City of Milpitas at the SMaRT Station; therefore the only transfer component that applies is the residual material generated during sorting and recovery operations. The City maintains a long-term disposal agreement with Kirby Canyon Landfill and the SMaRT Station is equipped with a garbage compactor that loads transfer-trailers to the maximum allowable payload, increasing efficiencies and reducing GHG emissions.

Organics Processing Information

All organic materials will be delivered to the SMaRT Station. Organics fines (2" minus from the trommels), yard trimmings, food waste and wood will be sorted at the SMaRT Station, prior to being sent offsite for additional processing.

Sorting & Processing Methods | Source separated yard trimmings and wood waste loads are weighed and unloaded in the wood grinding room tipping floor. The yard trimmings are ground and then screened to remove large contaminants. The coarse woody plant materials are marketed to wood fuel power plants. The fines are sent off-site for composting. Some of the composted yard trimming fines are returned to the SMaRT Station and made available to residents and city crews for use in landscaping projects. Clean wood is recovered from pre-sort operations and from debris box loads unloaded on the main tipping floor. The wood is transferred to the wood grinding room and ground then screened and shipped off to wood fuel power plants, while the wood fines are added to loads sent offsite for composting.

Organics fines recovered from the MSW Sort Line are sent offsite for composting. At the end of the composting process, the composted fines are screened to remove particles that are larger than 3/8-inch, and the compost is then processed to separate the glass from the organic materials.

Residential food scraps are unloaded in the food scrap preparation room at SAFE/SOS where specialized equipment will be used to convert raw food scraps into a mash, while expelling non-food contaminants such as glass and plastics. The extraction process includes:

1. Loading the collected organics into the infeed hopper.
2. A screw type auger moves the organic rich material into a shredder.
3. Contaminants are removed and materials are prepared for the screw press.
4. The screw press separates compostable materials from any contaminants still in the load, and produces the liquid mash.
5. Liquid mash is pumped to refrigerated storage tank and then transported to the animal feed production facility.
6. At the animal feed production facility, water and oil is separated and the mash is dried and sterilized, producing a product suitable for animal feed.
7. The contaminants are transferred to a local landfill and/or compost facility, depending upon composition.

Organics-rich commercial loads from food service businesses, such as restaurants, grocery stores, markets, delis, and caterers; and from large businesses that have employee cafeterias, will be taken to the SMaRT Station and unloaded in the food scrap preparation room at SAFE/SOS, and the materials processed in the same way as the residential food scrap loads.

Additional information on the SAFE/SOS food scraps processing and animal feed production facility is included in **Attachment D**.

Permits and Regulatory Compliance

Refer to the previous discussion for details on the permits and regulatory compliance at the SMaRT Station.

Available Processing Capacity

Refer to the previous discussion for details on the available processing capacity at the SMaRT Station. Included in **Attachment A** is a letter of commitment from the City of Sunnyvale, guaranteeing processing capacity at the SMaRT Station.

Import Restrictions or Fees

Refer to the previous discussion for details on import restrictions and/or fees at the SMaRT Station.

Transfer Method

Refer to the previous discussion for details on the transfer methods at the SMaRT Station.

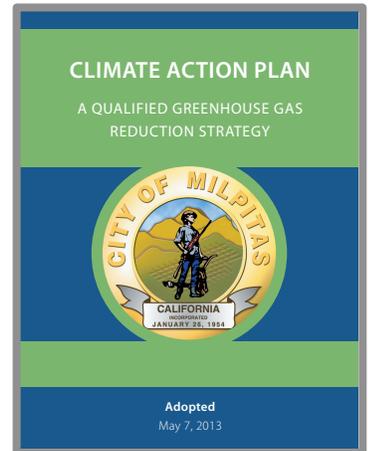
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4. ENVIRONMENTAL CONSIDERATIONS (optional)

The purpose of this Section is to demonstrate our proposed environmental enhancements for our operations in Milpitas along with current policies and practices employed by our companies that support the City’s goals and objectives.

Climate Action Planning with Jurisdictions

Milpitas has adopted a Climate Action Plan (CAP) in response to the statewide goals detailed in California’s AB 32 Scoping Plan and SB 375 (Sustainable Communities Strategies). 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. By completing an inventory to quantify GHG emissions, the cities can develop Climate Action Plans as a Qualified GHG Emissions Reduction Strategy, which has added CEQA benefits for streamlining projects which assist the jurisdiction in achieving the goals of their CAP. We applaud the work that the City of Milpitas has accomplished in publishing its CAP in 2013 and we are excited to work with Milpitas in achieving and exceeding the sustainability and GHG emission reduction goals of the CAP that are described in the table below.



Milpitas’ Climate Action Plan		
Goal	Target	Garden City’s Contribution
11	Solid Waste Diversion by 2020	Use of the Sunnyvale SMaRT Station to process <i>all materials</i> under our <i>Hybrid-Alternative Proposal</i> .
Actions of Goal 11:		
11.A	Expansion of food waste and composting collection to residents and businesses	Our preferred <i>Hybrid-Alternative Proposal</i> includes providing food waste and composting to all customers in the City of Milpitas: residential collection and processing of MSW/food waste (collected separately using split-carts) along with source-separated yard waste; and commercial/MFD food waste and yard waste collection from large generators, ahead of statewide regulations.
11.B	Work with restaurants to participate in food waste and composting programs and encourage compostable containers	Our experienced Outreach Team will work with businesses to enhance the quantity and quality of organics collected from restaurants. We will encourage the use of compostable and recyclable to-go packaging in our communication with commercial customers and during our Technical Assistance site visits.

<p>11.C Work with Republic Services to determine the feasibility of expanding composting and recycling services</p>	<p>Our preferred Hybrid-Alternative Proposal includes providing collection and processing of garbage, recyclables, organics and food waste from the commencement of services and will ensure compliance with statewide regulations.</p>
<p>11.D Amend current C&D permit requirements and adopt a C&D ordinance to reach 75% diversion</p>	<p>We encourage the City to consider incorporating permanent debris box collection into the exclusive franchise system in order to effectively manage all C&D tons generated and receive franchise fees that can be used to further C&D diversion.</p>
<p>11.E Partner with waste providers to expand the diversion of other wastes, including non-food and non-C&D waste</p>	<p>Our companies have decades of experience providing recycling opportunities of a wide variety of waste, including bulky item pickup, confidential office shredding and partnering with Cities and Counties to ensure progressive hazardous materials, medical waste and sharps collection programs.</p>

CAPs 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. Here are some other ways we have worked with and supported our local jurisdiction’s Climate Action Plans and we are more than willing to provide to the City of Milpitas:

- ✓ Set strategic diversion goals for our jurisdictions;
- ✓ Engage with our Cities and Counties to discuss Sustainability Programs;
- ✓ Provide guidance, advice, data and analysis as needed to set targets; and,
- ✓ Progressively reduce our own GHG emissions as a benefit to the jurisdictions we serve.

We intend to make all reasonable business efforts to employ green practices both in the development of our corporation yard and facilities, as well as in our daily operations. The following initiatives have been identified and will be proactively explored, should we be successfully awarded this contract.

Green Business Certification

In 2013, the Santa Clara County Green Business Program certified our administrative office in Santa Clara as a Bay Area Green Business. Garden City and our affiliates have implemented many environmentally sound business practices that focus on environmental stewardship and sustainability. All companies use recycled content office supplies, purchase



energy efficient electronics, implement internal waste reduction and recycling and water conservation programs and use non-toxic products, whenever possible. We will also mentor and assist businesses in the City of Milpitas in becoming Green Businesses by promoting the program on our website and providing information about the program in our outreach materials to commercial generators.



Environmentally Preferable Purchasing Policy

Like many of our affiliate companies, we are committed to purchasing environmentally preferable products, as demonstrated by our Environmentally Preferable Purchasing Policy (EPPP). GCS and our affiliate companies have developed and implemented EPPP's that have assisted in the reduction of the environmental footprint of operations, avoidance of unnecessary hazards, protection of public health, and reduction in costs and liabilities. We have a purchasing list for commonly used office, cleaning and break-room supplies. Encouraging the purchase of products that contain recycled content and conserve energy and water whenever possible are instrumental steps in the policy. Our commitment and dedication to providing environmentally sustainable services will be incorporated into our operations in the City of Milpitas. The major components of our EPPP are described in our EPPP that is included in **Attachment D**.

Supporting Local & Regional End Markets for Recyclables & Organics

ACI, MTWS, PSSI and SSFSC own and operate MRFs and whenever local and/or domestic markets are accepting material at a competitive price, MRF marketing managers are encouraged to utilize their services. This practice supports domestic markets, which not only assists in the growth of the State's economy but also creates a greater demand for recyclables, supporting material diversion programs. We understand the impacts foreign markets have on the environment and we work hard to find local markets for a range of materials, not just traditional recyclables.

We have been working for decades in the "highest and best use" for organics and food scraps, especially when these materials can be handled locally. We feel that landfilling organic material in order to comply with daily landfill cover regulations (ADC) or to capture landfill gas is not the "highest and best use" of such an energy rich and valuable material. Instead we have been exploring other, more sustainable options for recycling organics and food waste.

SSFSC is operating a dry fermentation Anaerobic Digester at their MRF, combining best in class technology for local, small scale processing operation. This system converts food waste and yard waste collected from the jurisdictions they serve into a renewable and clean biogas that can be used to fuel the very same truck that collects the material.

GCS (along with other affiliate companies) have created patented technology, which converts clean food scraps (from residential and commercial customers) into a feedstock for animal feed along with fats, oils and grease (FOG) and water. The pre-processing and processing/dehydrating equipment is capable of sterilizing the material so it is safe for animal consumption, while maintaining the nutritional integrity. In addition, FOG can be used to create biofuels and the water by-product may be used as non-potable water onsite.

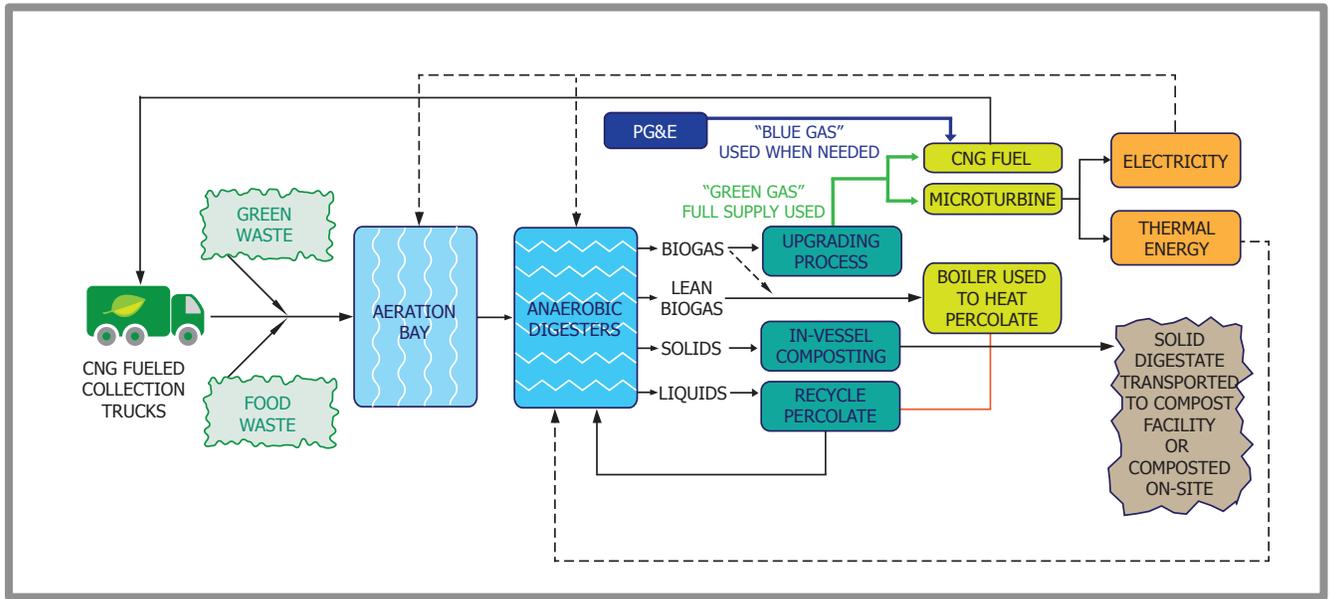
These technologies, which are currently operating in the Bay Area, demonstrate the level of commitment SSFSC and GCS have in proactively supporting local end markets and implementing sustainable, closed-loop systems that are ahead of their time. In addition, these programs assist local jurisdictions meet, and exceed, many of their diversion and sustainability goals. These innovative and inspiring programs are further described in detail below.

Blue Line Dry Anaerobic Digestion (AD) Facility and Biogenic CNG Fueling Station |

Beginning in early 2015, SSFSC started converting food waste and green waste into biogenic CNG with materials collected from the communities they service. The **Blue Line AD Facility and Biogenic CNG Fueling Station** converts 11,200 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 is 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 and dispensed into the collection vehicles overnight.



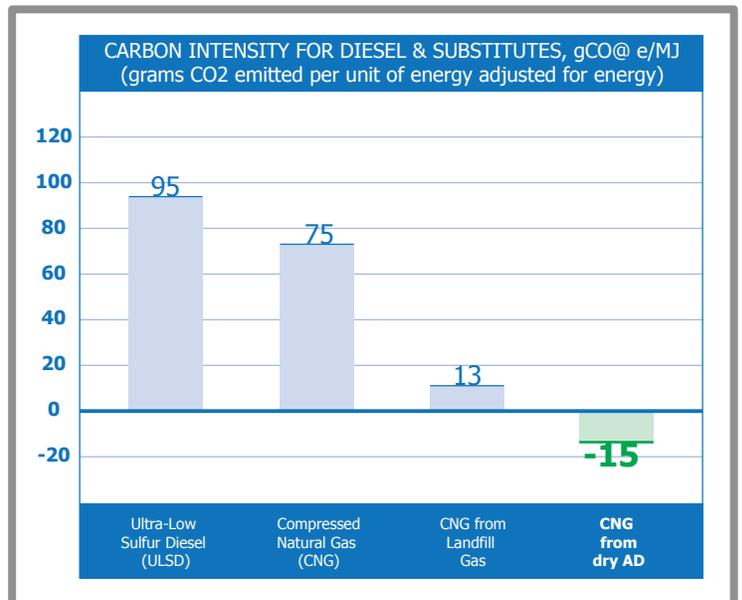
The system is supplemented with natural gas (“blue gas”), which is mixed with the biogas (“green gas”) in order to fill collection vehicles. The system includes 8 dry anaerobic digesters, a below-grade, 95,000-gallon capacity concrete percolate tank and bio-filter and roof mounted external biogas storage 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 as much biogas is used as possible, as depicted in the graphic on the following page. In addition, this facility reuses the “lean gas”, which is not appropriate for transportation fuel, avoiding the need for pipeline natural gas for the boilers; a unique feature built for this system.



There are numerous benefits of the Blue Line 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 carbon negative renewable fuel, combined with 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 and CNG from landfill gas has a carbon intensity of 13 gCO₂-eq/MJ. This results in the Blue Line AD operation drastically reducing the



overall GHG impact of operations, more than any other fueling system utilized by other haulers.

Closing the loop on organic waste – where the collection vehicle is fueled by Biogenic CNG that is derived from biogas generated by the anaerobic digestion of the collected organic waste – is an effective and efficient manner to locally handle resources. ***SSFSC founders and owners are innovators in the industry and are not afraid to “think outside the box” by implementing new technologies to manage discards, while reducing the carbon footprint of operations and operating more sustainably.***

Sustainable Alternative Feed Enterprises (SAFE) & Sustainable Organic Solutions (SOS) Facilities | Established in 2013, SAFE and SOS began the design, development, permitting and construction of a unique pre-processing and dehydration system that takes food scraps and other food discards and turns the waste into a valuable animal feed ingredient and other highly-valuable by-products. The patented equipment requires significantly less capital and space than needed for an anaerobic digester or composting facility, the system has minimal odor issues, and can be zoned in a light industrial area.

SAFE pre-processing or “extraction” equipment, located at affiliate company, MTWS’ facility in Santa Clara, removes any contaminants and produces the liquid mash. The mash is pumped into a refrigerated storage tank and transported to the SOS production facility currently housed at Garden City. At the production facility, the mash undergoes the patented dehydration and sterilization processes that pull out water, fats, oils and grease (FOG), and create a nutrient-rich dry meal suitable for animal feed.

SAFE dry meal is easily marketed to farms and pet food companies and initial loads are currently headed for pig farms in California and Nevada. The FOG collected is the equivalent of #2 yellow grease and can be sold for a variety of important uses, including biodiesel. Water reclaimed through the SAFE process is nearly potable and can be used in street sweepers or for other local applications. Additional information on SAFE is provided in **Attachment D** and is also available online at www.forktofeed.com.

The graphic on the following page depicts the closed-loop SAFE/SOS process.



San José Pilot Program | Garden City rolled out a residential food scraps collection pilot program to more than 6,500 single-family residents in San José in September 2015. The goal of this pilot program is to rescue approximately 8 pounds of food scraps per week from each garbage container in the service areas that would be processed at the SAFE/SOS system to generate animal feed. Prior to the pilot program, food scraps were considered garbage and hauled directly to the City’s landfill.

In order to determine the most efficient and user-friendly collection system, Garden City offered residents 2 different collection scenarios: a designated 20-gallon food scraps cart OR a split-cart with 48-gallons of capacity for garbage and the remaining 16-



gallons for food scraps (like the carts shown). Residents with the designated food scraps cart were provided their new container and accompanying outreach materials during the week of August 31, 2015. The following week, residents in the other service area were provided a new split-cart and their old garbage cart was removed.



Participants in both service areas received a kitchen pail along with their new carts. Pails and carts all featured graphic-rich labels indicating what materials belong inside. Collection began the week of September 14, 2015 utilizing vehicles from Garden City's existing fleet of CNG vehicles. The truck used to service the split carts was retrofit with a split body hopper and auger attachment to easily empty the contents. All food scraps loads are delivered to the SAFE/SOS facilities in Santa Clara.

Prior to cart delivery, residents in the service areas received an introductory postcard with a brief summary of the program and instructions for where to obtain additional information. A special pilot program page was added to www.GardenCitySanitation.com and our CSRs were trained on how to respond to calls and emails regarding the pilot program.

During the weeks of cart and kitchen pail delivery, Garden City contacted council members from pilot program service areas. Newsletter article text and links to outreach (including translations into Chinese and Vietnamese) were provided. Council members helped to distribute pilot information to their culturally and economically diverse constituents. To gain customer buy-in to the pilot, outreach pointed out the following:

- ✓ Participants would enjoy an increase in overall waste capacity.
- ✓ The yard trimmings collection program would remain in place.
- ✓ Collection days would remain unchanged.
- ✓ Food scraps collected through the pilot program would be processed into an ingredient for animal feed.
- ✓ Participation would actively save resources, reduce pollution and greenhouse gas emissions, and promote sustainability.

During the course of the pilot, participation and contamination data is continuously gathered via visual audits and weights from certified scales. Pilot participants occasionally receive feedback through specially designed, tri-lingual cart hangers attached to the handle of the cart lid. Landfill diversion and improvements in recycling are being tracked by Garden City and it is anticipated that a decrease in recycling contamination may be an additional benefit of the pilot program. Data collected will be used to determine the cost effectiveness of the 64-gallon split-cart option versus the 20-

gallon designated cart option and the economics of implementing a similar program citywide.

Incorporating Company Environmental Initiatives, Programs & Goals

In 2010, one of our affiliate companies, SSFSC, achieved Leadership in Energy & Environmental Design (LEED) certification for Existing Building: Operations and Maintenance of their Administrative office building remodel. *They were the first waste management company in San Mateo County to be awarded this LEED certification!* SSFSC has long-term goals for expanding the certification for the rest of their facility and achieving LEED gold in their Administrative office over the next few years.



Future facilities utilized for the City of Milpitas contract will have green building best practices and standards incorporated, as described in our affiliate and company-wide current environmental initiatives and programs through our unique collection and processing operations throughout the San Francisco Bay Area, listed in the table below.

Environmental Initiatives, Programs & Goals	
Alameda County Industries ACI	In addition to retiring their aging fleet of diesel trucks and converting to CNG vehicles, ACI has also installed a state-of-the-art storm water treatment system that treats all storm water onsite prior to discharge. All office supplies are purchased with recycled content and an office recycling policy (including food waste) is in effect. Native, drought-tolerant plants are incorporated into the landscaped areas and low-flow drip irrigation systems with timers adjust watering seasonally to reduce water consumption.
Garden City Sanitation GCS	We received certification with the County of Santa Clara’s Green Business Program in 2013. As a part of becoming a certified Green Business, we successfully demonstrated environmental stewardship in the following categories: general, waste, energy, water, pollution, and wastewater. Our facility was constructed in a manner that complied with most of the requirements of the Green Business Program and minimal changes were necessary in order to become certified. We also voluntarily upgraded all warehouse, shop and yard lights to brighter and more energy efficient lighting and fixtures, which reduces our facility-wide energy consumption.
Livermore Sanitation LS	In addition to investing in an all CNG fleet and the fueling station, LS planted native plants and has natural storm water treatment systems at their corporation yard. All office supplies purchased have recycled content and an office recycling policy is in effect.
Mission Trail Waste Systems MTWS	In addition to retiring their aging fleet of diesel trucks and converting to CNG vehicles, MTWS assists the businesses in Santa Clara and Los Altos in obtaining Green Business certification along with compliance with AB 341. All office supplies purchased have recycled content and an office recycling policy is in effect.

<p>Peninsula Sanitation Service Inc. PSSI</p>	<p>The Stanford Campus hauler has received numerous awards, including, but not limited to, Clean Bay Business, National Recycling Coalition's Outstanding School Program, AF&PA College and University Recycling Award for outstanding paper recycling program, Waste Audit Program, Food Waste and Compostable Material Collection Program and recognition for Campus-wide recycling and composting. Internal operations at the PSSI facility include recycling programs (food waste too!), energy consumption reduction through the use of day lighting and energy efficient equipment.</p>
<p>Specialty Solid Waste and Recycling SSWR</p>	<p>By utilizing CNG and biodiesel, SSWR has diversified fuel use and lowered the GHG impacts of their collection operations. Additionally, they have implemented BMPs for routing, resulting in increased fuel efficiencies, further reducing the amount of fuel usage and their GHG footprint. SSWR also voluntarily reports (and third-party verifies) their emissions footprint through The Climate Registry (TCR), the nation's leading voluntary GHG registry. All data is available online at www.theclimateregistry.org.</p>
<p>South San Francisco Scavenger Company SSFSC</p>	<p>A part of SSFSC's company-wide sustainability commitments include reducing both electricity and natural gas use, generating renewable energy from onsite solar generation, reducing GHG emissions from fleets by converting to Biogenic CNG, reducing overall water usage at the facility, achieving LEED certification of the office building, and achieving high waste diversion rates for the communities they serve. Like SSWR, they are also members of the TCR and voluntarily report and third-party verify their GHG emissions, which are available online at www.theclimateregistry.org.</p> <p>SSFSC is the first of our affiliate companies to design, develop, publish and implement a Sustainability Report, documenting their environmental, social/community and employee related initiatives, programs and goals. They recently completed the Fourth Edition of their Sustainability Report that includes updates to progress of the Goals published in the first Sustainability Report and subsequent Highlights Reports. Copies of SSFSC's second edition of their Sustainability Report and additional Highlights Reports are also available on their website at http://www.ssfscavenger.com/Sustainability-Report-Web-r1.pdf.</p>

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5. ACCEPTANCE OF RFP AND FRANCHISE AGREEMENT

Included in this Section is a hard copy, redline and strikeout version of the Franchise Agreement with our proposed alternative language and completed information that is tailored to our proposal.

An electronic version of the Franchise Agreement with our proposed changes made using MS Word redline and strikeout functions, is included with our proposal package.

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6. COST PROPOSALS

A. Base Cost Proposal

Included in this Section is our Base Cost Proposal.

B. Cost Proposal for Alternative Services

Immediately following the Base Cost Proposal is our Alternative Cost Proposal.

C. Comparison of Base & Alternative Proposals + Incremental Debris Box

In order to provide the City with detailed descriptions of our Base and Alternative proposals, we have included a summary that can be used as a comparison.

We have also included incremental debris box costs for possible inclusion into the Franchise Agreement.

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7. OTHER PROPOSAL FORMS

A. Secretary's Certificate

Immediately following is the Secretary's Certificate, documenting the designated representative authorized to bind Garden City Sanitation, Inc.

B. Anti-Collusion Affidavit

Garden City's designated representative authorized to bind Garden City, as documented in Secretary's Certificate, has signed the Anti-Collusion Affidavit included in this Section.

C. Iran Contracting Certification

Also included in this Section is Garden City's Iran Contracting Act Certification.

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8. ATTACHMENTS

**A. City of Sunnyvale Processing Commitment Letter
SMaRT Station Information**

B. MOU with Teamsters Local 350

C. Vehicle, Container & Other Equipment Brochures

**D. AB341 & 1826 Compliance Plan
SAFE Information
GCS EPPP**

**E. Samples of Garden City & Affiliate Company Reports (on CD)
Samples of Customer Billings**

**F. Garden City & Affiliate Company Outreach
Transition & On-going**

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October 23, 2015

Louie Pellegrini
President
Garden City Sanitation
1080 Walsh Ave
Santa Clara, CA 95050

Dear Mr. Pellegrini:

The City of Sunnyvale is pleased to submit this proposal for the processing of Municipal Solid Waste (MSW), Recyclables and Yard Trimmings at the Sunnyvale Materials Recovery and Transfer - SMaRT Station®.

The City of Sunnyvale, as owner of the SMaRT Station guarantees processing capacity for the City of Milpitas' MSW, recyclables and yard trimmings tonnage throughout the term of the Franchise Agreement.

The City of Sunnyvale owns and operates, with a contract operator, the SMaRT Station, located at 301 Carl Road in Sunnyvale. The SMaRT Station provides a number of refuse-related services to Sunnyvale and the cities of Mountain View and Palo Alto. These functions include:

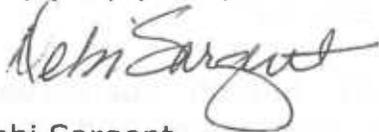
- Receipt of garbage collected within the SMaRT cities
- Recovery of recyclable materials and compostable organics from the garbage, using a \$16 million equipment layout installed in 2009 and updated in the first half of 2015
- Preparing source-separated curbside recyclables for shipment and sale to recycling markets
- Processing yard trimmings and shipping them to a compost facility
- No-charge distribution to residents of finished compost
- A recycling drop-off and beverage container redemption center
- Periodic shredding events for residents

The materials recovery, yard trimmings processing, and curbside recyclables processing conducted at the SMaRT Station are key components of the cities' responses to AB 939. This bill, also known as the California Integrated Waste Management Act of 1989, requires cities and counties to achieve a 50% reduction in the amount of solid waste disposed. Each of the cities participating in the SMaRT Station has exceeded the AB939 requirements for diversion from landfill disposal and is currently working to implement Zero Waste goals set by their respective city councils.

Sunnyvale disposes unrecycled residues from the SMaRT Station at the Kirby Canyon Landfill under a long-term agreement with Waste Management, the operator of Kirby Canyon. Sunnyvale has reserved disposal quantities for each year of the agreement, the term of which ends in December 2031.

Please feel free to contact me with any questions or to arrange a meeting.

Very truly yours,

A handwritten signature in black ink, appearing to read "Debi Sargent". The signature is fluid and cursive, with a large loop at the end of the last name.

Debi Sargent
Solid Waste Contract Administrator
Environmental Services Department
Phone: 408-730-7673
Email: dsargent@sunnyvale.ca.gov

SMaRT Station® Annual Report 2013-2014



Mountain View, Palo Alto
and Sunnyvale

A SMaRT
Partnership

New Operating Contract Awarded

After an open, competitive bidding process, the Sunnyvale City Council unanimously awarded incumbent operator, Bay Counties Waste Services, the new SMaRT Station Operations contract beginning January 1, 2015 through the next seven years.

In November 2013, the City of Sunnyvale issued a Request for Proposals (RFP) for a SMaRT Station operator. The RFP encouraged bidders to suggest innovative strategies to maximize efficiencies and cost- and diversion-effectiveness within a reasonable cost margin.

The City received three proposals and, after careful evaluation, Bay Counties' proposal emerged as the top choice as well as the lowest price. Bay Counties included a number of options in their proposal, some of which are relatively simple and at their own expense, while others are more complex and include additional equipment installations to more efficiently divert recyclable materials.

Here are the highlights of the new agreement:

- Installation of additional screens to enable sorters to capture more plastic bottles and other recyclable containers;
- Installation of an optical sorter on the curbside recyclables processing line that automates plastic bottle sorting and saves on manual labor;
- Operation of a paint take-back program at the SMaRT Station to offer residents convenience and an opportunity to recycle paint;
- A "Reuse Trailer" offering recovered durable items to the public at no cost; and
- A Buy-back program for cardboard.

The SMaRT Station partners are looking forward to working with Bay Counties Waste Services for the next seven years and realizing greater diversion rates that will help achieve California's 75 percent diversion goal.



CITY OF
**PALO
ALTO**


Mike Sartor
Public Works Director
City of Palo Alto



CITY OF MOUNTAIN VIEW


Michael A. Fuller
Public Works Director
City of Mountain View




John Stufflebean
Environmental Services Director
City of Sunnyvale

Costs, Revenues and Diversion 2013-2014

Financial Summary of Costs and Revenues

	Mtn. View	Palo Alto	Sunnyvale	Totals
City Population	76,781	66,861	147,055	290,697
Cost Sharing Percentage	31%	18%	51%	
COSTS (in thousands)				
Operating costs	\$4,041	\$2,282	\$6,761	\$13,084
Landfill Fees and Taxes	\$3,003	\$2,042	\$5,582	\$10,627
Yardwaste Recycling costs	\$90	\$194	\$206	\$490
Capital Replacement Fund	\$46	\$42	\$107	\$195
Host Fees to General Fund	\$222	\$125	\$361	\$708
Total Costs	\$7,402	\$4,685	\$13,017	\$25,104
REVENUES (in thousands)				
MRF Recovered Recycling Revenues	\$168	\$94	\$280	\$542
Source Separated Recycling Revenues	\$643	\$0	\$895	\$1,538
Public Haul Fees collected	\$196	\$111	\$328	\$635
Total Revenues	\$1,007	\$205	\$1,503	\$2,715
NET COSTS (in thousands)	\$6,395	\$4,480	\$11,514	\$22,389

SMaRT Station Diversion Summary

(in tons)	Mtn. View	Palo Alto	Sunnyvale	Totals
City Population	76,781	66,861	147,055	290,697
MSW* delivered to SMaRT Station	54,108	30,575	90,553	175,236
MSW Public haul	1,419	1,440	11,612	14,471
Total MSW Delivered to SMaRT	55,527	32,015	102,165	189,707
MSW disposed at landfill	44,878	25,870	82,552	153,300
MSW material diverted from the landfill at the SMaRT Station	10,649	6,145	19,613	36,407
Yard trimmings brought to SMaRT Station	6,018	12,956	13,800	32,774
Recyclables brought to SMaRT Station	9,202	0	10,962	20,164
Total Delivered	70,747	44,971	126,927	242,645
Total amount of material delivered to the SMaRT Station and diverted from the landfill	25,869	19,101	44,375	89,345

* MSW = Municipal Solid Waste

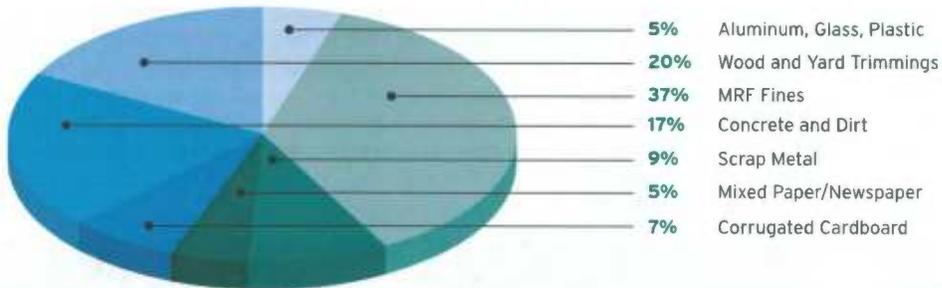


Weighing nearly 1,300 pounds each, bales of polyethylene terephthalate (PET) plastic bottles are ready for shipment to market.

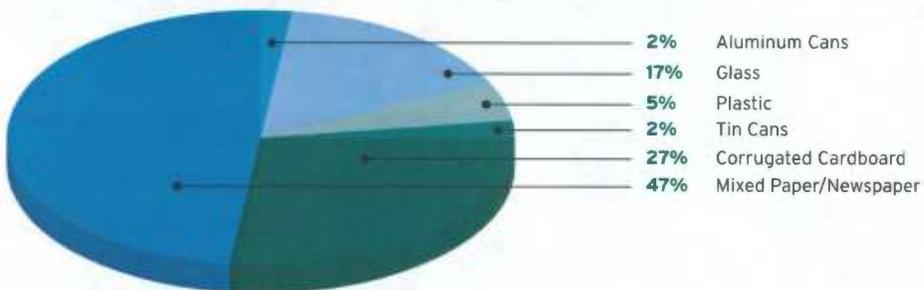
Marketing Success

Percentages shown on these charts for diverted and marketed materials reflect material weight.

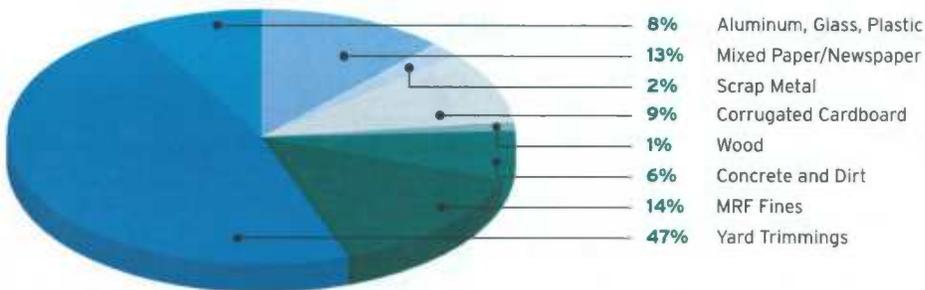
Materials Diverted from MSW



Materials Marketed from Curbside Collection



SMaRT Station All Materials Marketed



Partners in Leadership 2013-2014

CITY OF SUNNYVALE

Mayor Jim Griffith
 Vice Mayor Jim Davis
 Councilmember Glenn Hendricks
 Councilmember Dave Whittum
 Councilmember Pat Meyering
 Councilmember Tara Martin-Milius
 Councilmember Gustav Larsson

City Manager Gary Luebbbers

CITY OF PALO ALTO

Mayor Nancy Shepherd
 Vice Mayor Liz Kniss
 Councilmember Patrick Burt
 Councilmember Karen Holman
 Councilmember Larry Klein
 Councilmember Gail A. Price
 Councilmember Gregory Scharff
 Councilmember Greg Schmid
 Councilmember Mark Berman

City Manager James Keene

CITY OF MOUNTAIN VIEW

Mayor Christopher R. Clark
 Vice Mayor John McAlister
 Councilmember Margaret Abe-Koga
 Councilmember Ronit Bryant
 Councilmember R. Michael Kasperzak, Jr.
 Councilmember Jac Siegel
 Councilmember John M. Inks

City Manager Daniel H. Rich

SMaRT Station Highlights

Construction and Demolition Diversion Increases

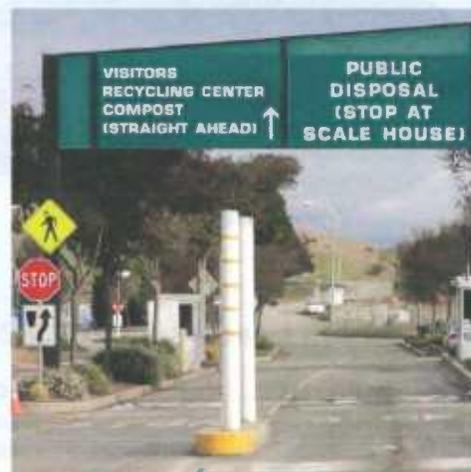
Implementation of new, aggressive sorting techniques resulted in higher diversion rates and tonnages for construction and demolition materials. The high-diversion, floor-sort system implemented by Bay Counties Waste Services uses bins dedicated to specific recyclable C&D commodities. Sorters manually pull materials out of the central pile on the tipping floor and place them into the bins. A forklift is dedicated to the C&D sorting operation instead of being shared with other areas of the facility. The forklift is thus able to immediately remove and replace full bins and empty them in designated areas from which the commodities are transported to end-user recyclers. In 2014, sheetrock and carpet were also added to C&D materials recovered from the waste stream. The high-diversion operation yielded a 6% increase in the number of tons recovered from C&D loads compared to the prior year, even though the total amount of C&D waste received at the SMaRT Station declined nearly 2%.



Workers cull sheet rock from C&D load.

Directional Signs Get A Facelift

After 20 years of exposure to the elements, many of the SMaRT Station directional signs enroute to the facility have been replaced. The largest sign, arching over the scale house and entry lanes, is made of 10 36-inch by 142-inch aluminum sheets. The replacement signs provide clear directions on where to dump self-hauled garbage or find the Recycling Center. Customers hauling garbage are directed to stop at the scale house to pay disposal costs. Customers going to the Recycling Center are directed to drive "Straight Ahead" to the drop-off area where they may redeem CRV beverage containers, load up to three 32-gallon cans of free compost, and recycle electronics, fluorescents, batteries, holiday lights and all curbside recyclables.



Arched entryway signage provides clear directions for visitors.

A partnership of the cities of Mountain View, Palo Alto and Sunnyvale
Operated by Bay Counties Waste Services

SOLID WASTE FACILITY PERMIT

1. Facility/Permit Number:
43-AA-0009

2. Name and Street Address of Facility:

Sunnyvale Material Recovery and Transfer (SMaRT) Station
301 Carl Road
Sunnyvale, CA 94089

3. Name and Mailing Address of Operator:

City of Sunnyvale
PO Box 3707
Sunnyvale, CA 94088

Bay Counties Waste Services (under contract)
3355 Thomas Road
Santa Clara, CA 95054

4. Name and Mailing Address of Owner:

City of Sunnyvale
P.O. Box 3707
Sunnyvale, CA 94088

5. Specifications:

- a. Permitted Operations:**
- | | |
|--|--|
| <input type="checkbox"/> Composting Facility (food waste & green material)
<input type="checkbox"/> Composting Facility (yard waste)
<input type="checkbox"/> Landfill Disposal Site
<input checked="" type="checkbox"/> Material Recovery Facility | <input type="checkbox"/> Processing Facility
<input type="checkbox"/> Transfer Station
<input type="checkbox"/> Transformation Facility
<input type="checkbox"/> Other: |
|--|--|

- b. Permitted Hours of Operation:** Public: Monday through Sunday: 8:00 AM to 5:00 PM
 Franchise Haulers: Monday through Saturday 5:00 AM to 5:00 PM; Sunday 8:00 AM to 5:00 PM
 Materials Processing, Removal and Equipment Maintenance: 24 hours/day, 7 days/ week

c. Permitted Maximum Tonnage: 1,500 = Tons per Day

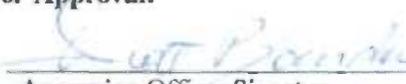
d. Permitted Traffic Volume: 760 on weekdays;
519 on regular weekends;
1,390 on extra dump weekend events: = Total Vehicles Entering Site

e. Key Design Parameters (Detailed parameters are shown on site plans bearing LEA and CIWMB validations):

	Total	Disposal	Transfer	MRF	Composting-Full	Composting-Existing
Permitted Area (in acres)	9.598	N/A	N/A	9.598	N/A	N/A
Design Capacity-- (tons per year)		N/A	N/A	1,500	N/A	N/A
Max. Elevation (Ft. MSL)		N/A				
Max. Depth (Ft. BGS)		N/A				
Estimated Closure Date		N/A				

Upon a significant change in design or operation from that described herein, this permit is subject to revocation or suspension. The stipulated permit findings and conditions are integral parts of this permit & supersede the conditions of any previously issued permit.

6. Approval:


 Approving Officer Signature _____ Date 12/19/2002
 Name/Title:
Scott Bourdon, Director, Dept. of Environmental Health

7. Enforcement Agency Name and Address:

County of Santa Clara
 Department of Environmental Health
 Solid Waste Program, LEA
 1555 Berger Dr., Ste. 300
 San Jose, CA 95112

8. Received by CIWMB:
Dec. 2, 2002

9. CIWMB Concurrence Date:
Dec. 23, 2002

10. Permit Issued Date:
Dec. 30, 2002

11A. Next Permit Review Due Date:
Dec. 30, 2017

11B. Permit Transfer Date:

11C. Permit Review Date:
Dec. 19, 2012

SOLID WASTE FACILITY PERMIT

Facility Number:

43-AA-0009

12. Legal Description of Facility:

The legal description of this facility is contained in appendix G of the Transfer/Processing Report dated November 2002.

13. Findings:

- a. This permit is consistent with the Santa Clara County Integrated Waste Management Plan, which was approved by the CIWMB on November 1995. The location of the facility is identified in the Nondisposal Facility Element, pursuant to Public Resources Code (PRC), Section 50001(a).
- b. This permit is consistent with the standards adopted by the CIWMB, pursuant to PRC 44010.
- c. The design and operation of the facility is consistent with the State Minimum Standards for Solid Waste Handling and Disposal as determined by the enforcement agency, pursuant to PRC 44009.
- d. The City of Sunnyvale Fire Department has determined that the facility is in conformance with applicable fire standards, pursuant to PRC, 44151.
- e. A EIR was filed with the State Clearinghouse (SCH #89022812) and certified by the City of Sunnyvale on September 1990. The EIR describes and supports the design and operation which will be authorized by the issuance of this permit.

14. Prohibitions:

The permittee is prohibited from accepting the following wastes:

Hazardous, radioactive, medical (as defined in Chapter 6.1, Division 20 of the Health and Safety Code), liquid, designated, or other wastes requiring special treatment or handling, except as identified in the Report of Facility Information and approved amendments thereto and as approved by the enforcement agency and other federal, state, and local agencies.

-Hazardous or designated waste found as a result of the Hazardous Waste Exclusion Program may be stored on site awaiting disposal for a maximum of 90 days.

-Waste oil, used oil filters, antifreeze, and batteries may be accepted from the curbside collection and public drop off programs.

The permittee is additionally prohibited from the following items:

-Accepting large dead animals (i.e.horses)

-Allowing public scavenging

-Processing or accepting demolition debris in woodwaste area

15. The following documents describe and/or restrict the operation of this facility:

	Date		Date
Transfer/Processing Report Amendments	11/2002	Preliminary Closure and Postclosure Maintenance Plan	NA
Waste Discharge Requirements Order No.	SEE TPR	Closure Financial Assurance Documentation	NA
APCD Permit to Operate #5905	4/2002	Operating Liability Certification	NA
<u>EIR</u> (SCH #89022812) & Addendum	1990 & 1992	Land Use and/or Conditional Use Permit	2/2002

SOLID WASTE FACILITY PERMIT

Facility Number:

43-AA-0009

16. Self Monitoring:

The owner/operator shall submit the results of all self monitoring programs to the Enforcement Agency within 30 days of the end of the reporting period (for example, 1st quarter = January – March, the report is due by April 30, etc.. Information required on an annual basis shall be submitted with the 4th quarter monitoring report, unless otherwise stated.)

Program	Reporting Frequency
a. The types and quantities (in tons) of waste listed by city in which generated, including separated or commingled recyclables, entering the facility per day.	Quarterly
b. The number and types of vehicles using the facility per day.	Quarterly
c. Results of the hazardous waste load checking (exclusion) program, including the quantities and types of hazardous wastes, medical wastes or otherwise prohibited wastes found in the waste stream and the disposition of these materials.	Quarterly
d. Copies of all written complaints regarding this facility and the operator's actions taken to resolve these complaints.	Quarterly

SOLID WASTE FACILITY PERMIT

Facility Number:

43-AA-0009

17. Local Enforcement Agency (LEA) Conditions:

- a. The operator shall comply with all State Minimum Standards for solid waste handling and disposal as specified in Title 14, California Code of Regulations.
- b. The operator shall maintain a log of special/unusual occurrences. This log shall include, but is not limited to, fires, explosions, the discharge and disposal of hazardous or unpermitted wastes, and significant injuries, accidents or property damage. Each log entry shall be accompanied by a summary of any actions taken by the operator to mitigate the occurrence. The log shall be available to site personnel and the LEA at all times.
- c. Additional information concerning the design and operation of the facility shall be furnished upon request and within the time frame specified by the LEA.
- d. The maximum permitted daily tonnage for this facility is 1500 tons per day, and shall not receive more than this amount without a revision of this permit.
- e. This permit is subject to review by the LEA and may be suspended, revoked, or revised at any time for sufficient cause.
- f. The LEA reserves the right to suspend or modify waste receiving and handling operations when deemed necessary due to an emergency, a potential health hazard, or the creation of a public nuisance.
- g. Any change that would cause the design or operation of the facility not to conform to the terms and conditions of this permit is prohibited. Such a change may be considered a significant change, requiring a permit revision. In no case shall the operator implement any change without first submitting a written notice of the proposed change, in the form of an RFI amendment, to the LEA at least 150 days in advance of the change.
- h. A copy of this permit shall be maintained at the facility.
- i. All materials processing must be conducted within enclosed areas.
- j. Any material stored outside of the enclosed areas shall be containerized or baled.
- k. All on site personnel in areas of operation, material processing, vehicle traffic, etc. shall wear, at a minimum, a hard hat and safety vest, or other visibility clothing. This requirement shall also pertain to site visitors. Operations personnel and site visitors may also be required to wear eye, hearing, hand and respiratory protection and safety boots. Other safety equipment and measures may be required as determined by the LEA.
- l. Records of employee training for health and safety, operation and maintenance of the site shall be maintained on the site and be open to inspection by the LEA and duly authorized regulatory agencies.
- m. The TPR for this facility, approved by the LEA, shall be maintained on the site.
- n. All facility vehicles shall be maintained in good mechanical condition.
- o. All facility and access roads shall be kept in good repair with smooth surfaces.
- p. Litter control measures shall be undertaken along access roads and Caribbean Drive.