15I1

GreenWaste Recovery, Inc.
Presentation to the City of Milpitas

Proposal for Collection of Solid Waste and Collection and Processing of Recyclable Materials and Organics

2016.05.23

GreenWaste Recovery

The GreenWaste Family of Companies

www.greenwaste.com

GreenWaste Recovery

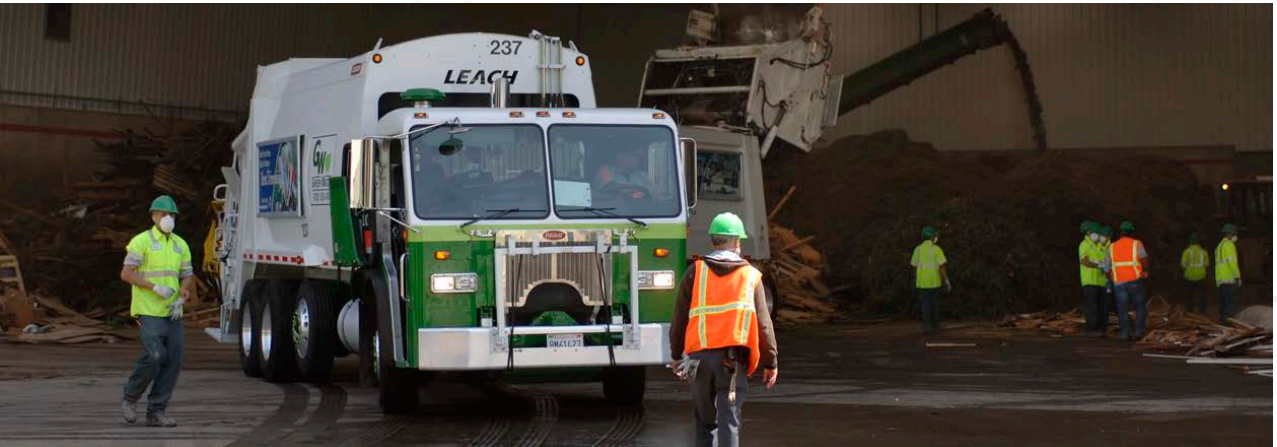
Company Experience & Qualifications

Well Established

- 30+ Years Collection & Processing Experience
- Family Owned, Locally Operated
- Recyclers First – Landfill is Last Resort

Demonstrated Experience

- Seamless Transitions – Minimal Service Disruption
- Five (5) Companies & Eight (8) Processing Facilities
- 4 Local Facilities Available for the City of Milpitas



GreenWaste Recovery

Company Sustainability – Walking the Walk

Third Party Certifications & Transparency

- Climate Registered (2010)
- Bay Area Green Business Certified (2011)
- Sustainability Report (2012)

Climate Registered™

Bay Area Green Business — Environmental Values at Work

Operational Carbon Footprint Reductions

- Alternative Fuels (Biodiesel & CNG)
- Backhauling Materials to Reduce Emissions
- Composting for CO_2 Offsets
- Developing Local Markets
- Solar Panels on Material Recovery Facility (MRF)
- ZWEDC Facility Producing Clean Renewable Power

Our Family of Companies = 22x Carbon NEGATIVE!

www.greenwaste.com

GreenWaste Recovery

Collection & Processing Experience

JURISDICTION SERVED	COLLECTION SERVICES	MATERIAL PROCESSING			
		Recyclables	*Yard Waste*	*Compostables*	*MSW*
City of Palo Alto	♦	♦	♦	♦	-
Town of Woodside	♦	♦	-	♦	♦
Town of Portola Valley	♦	♦	-	♦	♦
Town of Los Altos Hills	♦	♦	-	♦	♦
County of Santa Clara (*South District*)	♦	♦	-	♦	-
Burbank Sanitary District	♦	♦	-	-	♦
County of Santa Cruz (*Unincorporated*)	♦	♦	-	-	-
City of Capitola	♦	♦	-	-	-
City of Scotts Valley	♦	♦	-	-	-
City of Sand City	♦	♦	-	-	-
City of Seaside	♦	♦	-	-	-
City of Carmel-by-the-Sea	♦	♦	-	-	-
City of Del Rey Oaks	♦	♦	-	-	-
City of Marina	♦	♦	-	-	-
City of Pacific Grove	♦	♦	-	-	-
Pebble Beach Community Services District	♦	♦	-	-	-
California State University, Monterey Bay	♦	♦	-	-	-
Santa Cruz & San Mateo County State Beaches	♦	♦	-	-	-
City of San Jose (*SFD*)	♦	-	♦	-	-
City of San Jose (*SFD/MFD & City Facilities*)	-	♦	-	-	♦
Recology Silicon Valley (*SFD, MFD, Commercial*)	-	♦	-	-	♦

GreenWaste Recovery

Innovative Collection Experience

Experienced Collection Contractor

- 230+ Collection Vehicles
- 310,000+ Residential Customers
- 6,100+ Commercial Customers
- 36,000+ Curb Miles

Diverse & Adaptive Collection Programs

- Sector-Specific Collection & Processing Options
  - Single-family Residential
  - Multi-family Dwellings
  - Commercial Businesses
  - Industrial Customers

GreenWaste Recovery

Material Recovery Facility (MRF)

GreenWaste Recovery

Material Recovery Facility (MRF)

Location:
575/625 Charles Street, San Jose, CA

Capacity:
3,500 Tons Per Day

Operating Hours*:
4:00am – 9:00pm (M-F)
5:00am – 5:00pm (Sa)

Curbside Recyclable Materials Line

- New Advanced Processing Line (2015)
- 47 tons per hour
- 95%+ Recovery Rate

Mixed Municipal Solid Waste Line

- Recover Recyclables, Compost Organics
- 25 tons per hour
- 65%+ Recovery Rate

www.greenwaste.com

*Permitted to Operate 24 hours per day, 7 days per week.

GreenWaste Recovery

Z-Best Composting Facility

GreenWaste Recovery

Z-Best Composting Facility

Location:
980 State Hwy 25, Gilroy, CA

Capacity:
1,500 Tons Per Day

Hours:
7:00am – 4:00pm (M-F)
7:00am – 12:00pm (Sa)

Open Windrow Composting

- Clean Green Yard Trimmings
- OMRI Certified Organic
- Agricultural Applications

Closed In-Vessel Composting

- Municipal Solid Waste & Food Waste
- Landscape Applications

www.greenwaste.com

GreenWaste Recovery

Zero Waste Energy Development Company

GreenWaste Recovery

Zero Waste Energy Development Company

Location:
685 Los Esteros Road, San Jose, CA

Capacity:
500 Tons Per Day

Hours:
7:00am – 4:30pm (M-F)
7:00am – 12:00pm (Sa)

Proprietary Technology

- 1st Large-Scale Facility in the US
- Largest of its Kind in the World
- Dry Anaerobic Digestion

Capacity & Outputs

- Producing 1.6MW+ Renewable Power
- Creating 32,000+ Tons Per Year of Compost

www.greenwaste.com

GreenWaste Recovery

Zanker Materials Processing Facility (ZMPF)

GreenWaste Recovery

Zanker Materials Processing Facility (ZMPF)

Location:
675/705 Los Esteros Road, San Jose

Capacity:
1,850/2,600 Tons Per Day

Hours:
6:00am – 5:45pm (M-F)
8:00am – 3:45pm (Sa.-S*)

Zanker Materials Processing Facility

- Bulky Items (*Recycle or Reuse*)
- Temporary Debris Boxes

Construction & Demolition Debris

- 75+ Tons Per Hour
- 87%+ Recovery Rate

Mixed Construction Materials

- 65+ Tons Per Hour
- 77%+ Recovery Rate

RECYCLING CERTIFICATION INSTITUTE

ZMPF is the *ONLY* RCI-Approved Facility in the Bay Area

**ZMPF is Closed on Sundays.*

www.greenwaste.com

GreenWaste Recovery

Technical Proposal to the City of Milpitas

Base Proposal

- Current & Expanded Services
- CNG-Fueled Collection Fleet
- Expanded List of Recyclables Accepted

Additional Services at NO Additional Cost

- Processing MFD Solid Waste Bins
- Real-time Data Tracking Software (ELEMOS)

Alternative Proposals

- Single Family Solid Waste “Cart-only” System
- Single Family Compostables Collection
- Multi-Family Yard Trimmings Collection
- Commercial Yard Trimmings & Food Scraps Collection (*Commingled*)
- Temporary Debris Box Services
- Bio-diesel Collection Fleet

GreenWaste Recovery

Technical Proposal to the City of Milpitas

Recruitment of Employees

- Offer Employment to Existing Drivers
- Nine (9) New Hires
  - *1 General Manager*
  - *1 Operations Manager*
  - *1 Route Supervisors*
  - *3 Outreach Personnel*
  - *3 Customer Service Representatives*

Existing Facilities - Guaranteed Capacity & Diversion

- GreenWaste Material Recovery Facility
- Z-Best Composting Facility
- Zero Waste Energy Development Company
- Zanker Materials Processing Facility

GreenWaste Recovery

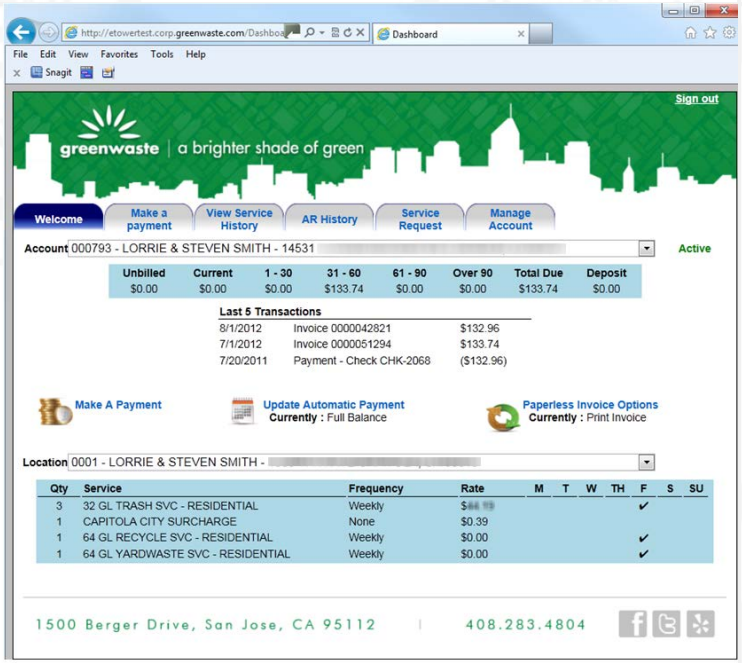
Technical Proposal to the City of Milpitas

Customer Service & Billing

- Local Customer Call Center
- Knowledge of Milpitas Area
- Focus on Exceptional Service

Online Account Access & Bill Pay

- Online Customer Account Access
  - Shows Service Days
  - Make Service Requests
  - Online Bill Pay



GreenWaste Recovery

Technical Proposal to the City of Milpitas

Single Family Residents

- Unlimited Solid Waste, Recycling and Yard Trimmings
- Bin-for-a-Day (*1-, 2- or 3-yard bin for up to 5 days*)
- Four (4) On-call Bulky Item Collections
- Used Motor Oil, Cooking Oil, Household Battery Collection

Multi-Family Residents

- Solid Waste, Recycling and Yard Trimmings Service
- Cart Customers Receive Four (4) On-call Bulky Item Collections
- Processing of MFD Solid Waste Bins

Commercial Businesses

- Solid Waste, Recycling and Organics Service
- Bulky Item Collection (for a per item fee)
- Technical Assistance for AB341 and AB1826 Compliance

GreenWaste Recovery

Technical Proposal to the City of Milpitas

City Facilities

- Solid Waste, Recycling & Organics Services
- Technical Assistance for Regulatory Compliance
- Confidential Document Shredding
- Up to 500 Cubic Yards from City Corp. Yard (*Annually*)
- Up to 6 Special Events (*Annually*)
- Public Litter Containers (~80 Containers)
- Emergency/Disaster Relief Services

Street Sweeping

- Residential Areas 2x/mo.
- Commercial Areas 4x/mo.
  - *Two (2) Sweepers Jan. – Oct.*
  - *Three (3) Sweepers Nov. – Dec.*

GreenWaste Recovery

Technical Proposal to the City of Milpitas

Public Education

- Develop & Distribute Collateral (Multi-lingual)
- Custom & Targeted Sector-specific Materials
- Newsletters with Timely Information

Outreach

- Results Based, Informative & Adaptive
- Community Engagement (Events, Sponsorship, Tours)
- User-friendly & Up-to-date Website

Technical Assistance & Regulatory Compliance

- Ongoing Waste Assessments
- Assistance with Regulatory Compliance
- Technical Assistance & Training

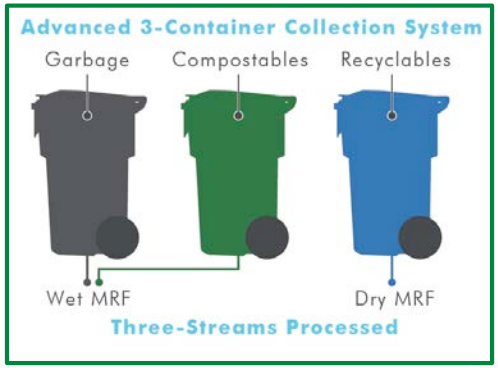
www.greenwaste.com

GreenWaste Recovery

Technical Proposal to the City of Milpitas

Increasing Diversion in Milpitas

- Behavioral Change ~ Outreach Program
- Material Migration ~ Technical Assistance
- Innovative Collection Options
- Expanded Recyclables Accepted
- Back-end Processing & Composting
- Regulatory Incentives/Enforcement



GreenWaste Recovery

The Best Choice for the City of Milpitas!

We Are:

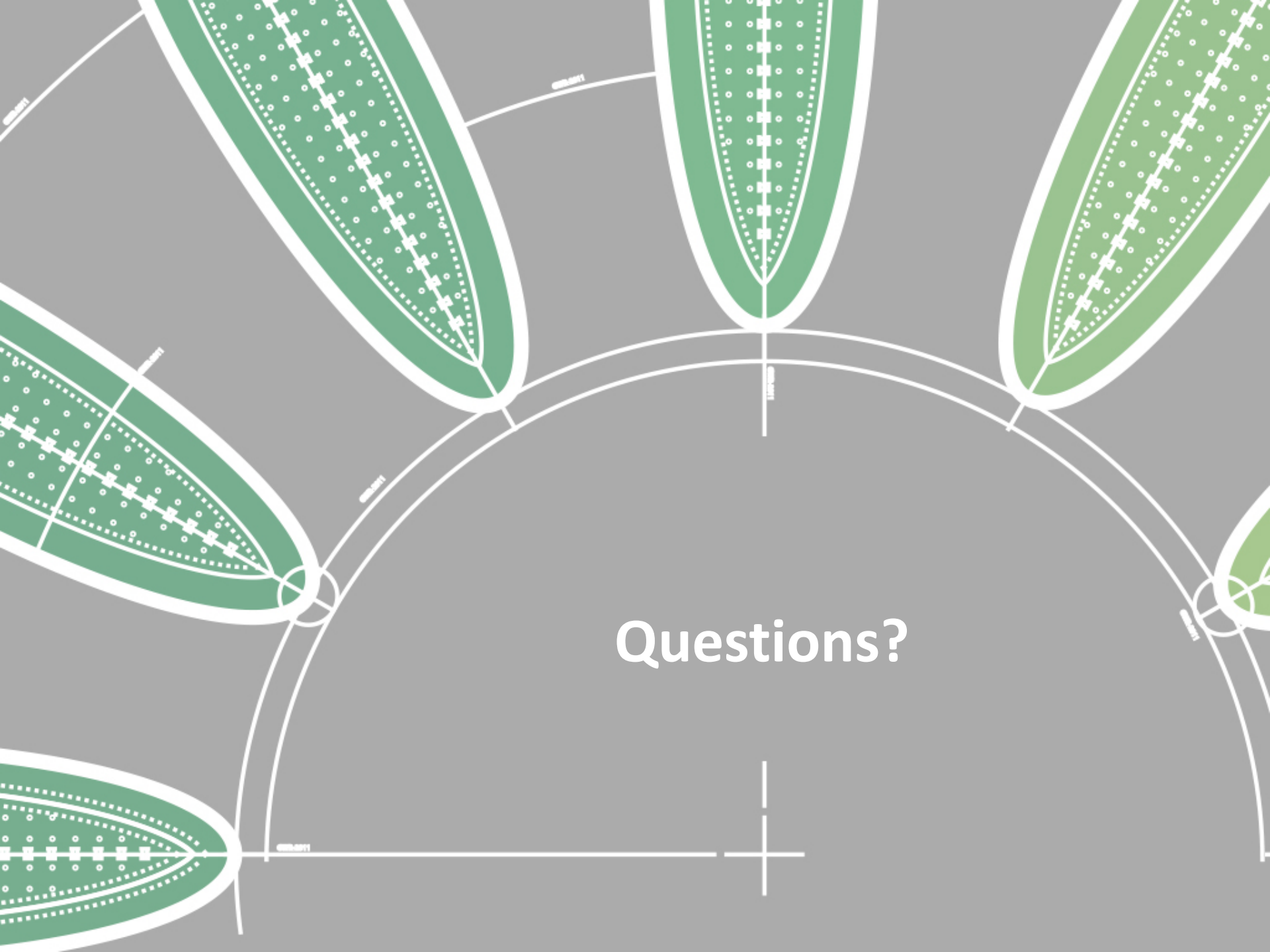
- Privately Owned and Operated
- Responsive & Customer Service Oriented
- Transparent & Accountable

We Have:

- Local Industry Experience (1965-Present)
- Proven Outreach & Technical Assistance Programs
- Extensive Transition Experience
- Diverse and Innovative Facility Development Experience

We Offer:

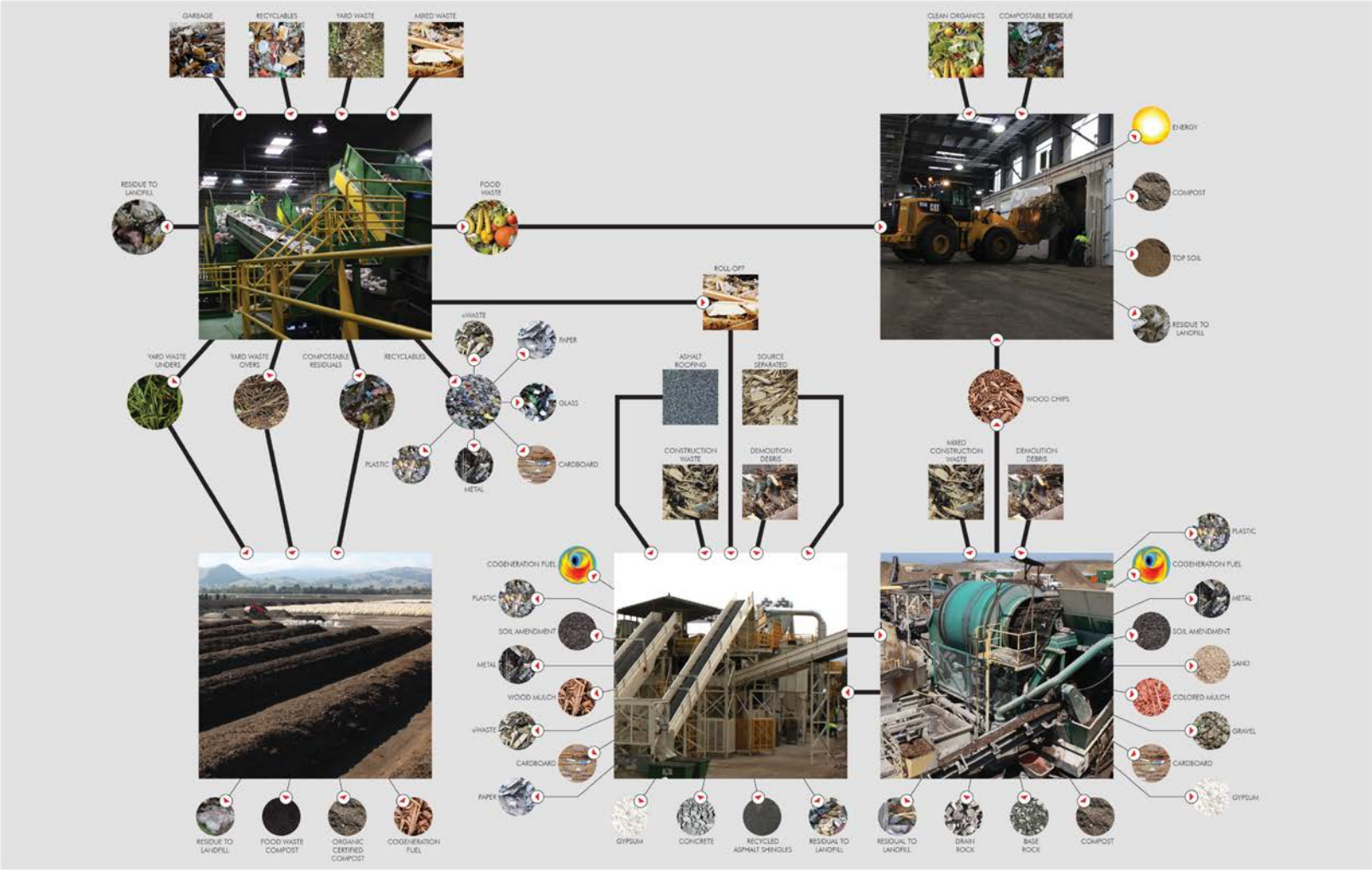
- Innovative Processing Facilities
- Unmatched Diversion Rates
- Proprietary Organics-to-Energy Technology



Questions?

GreenWaste Recovery

Advanced & Integrated Processing Experience



15I2

The City of Milpitas

Request for Proposals for

Collection of Solid Waste and Collection and Processing of Recyclable Materials and Organic Materials

greenwaste
a brighter shade of green

10.27.2015

HF&H Consultants, LLC
201 North Civic Drive, Suite 230
Walnut Creek, CA 94596

RE: Proposal to the City of Milpitas for the Collection of Solid Waste and Collection and Processing of Recyclable Materials and Organic Materials

To Whom It May Concern:

GreenWaste Recovery, Inc. is pleased to submit our response to the City of Milpitas Request for Proposals for the Collection of Solid Waste and Collection and Processing of Recyclable Materials and Organic Materials.

Since 1991, GreenWaste Recovery, Inc. (GreenWaste) has consistently delivered innovative and cost effective approaches to maximizing collection efficiencies and increasing participation in diversion programs. GreenWaste is comprised of recycling professionals who have dedicated their careers to offering collection and processing services to more than three hundred thousand (300,000) customers in more than a dozen jurisdictions throughout the Santa Clara, San Mateo, Santa Cruz, and Monterey Counties. GreenWaste is a locally owned and operated California corporation that was originally formed to provide yard trimmings collection and processing services to the City of San Jose. We have since successfully branched out into the collection and processing of Municipal Solid Waste (MSW), recyclable materials, yard trimmings, compostable materials, food scraps, and construction and demolition debris. By expanding and upgrading our GreenWaste Material Recovery Facility (MRF) in San Jose, we have positioned ourselves as Northern California's premier MSW and recyclables processor. Our MRF is specifically designed to assist jurisdictions with meeting, and often exceeding, the State of California's AB 939, AB 341, and AB 1826 regulations and other local and State laws. The GreenWaste MRF significantly reduces the amount of waste disposed in landfills.

In addition to operating our MRF in San Jose, GreenWaste is the current hauler for the City of San Jose; Town of Woodside; Town of Portola Valley; Town of Los Altos Hills; Burbank Sanitary District; County of Santa Clara South District; City of Palo Alto; County of Santa Cruz; City of Capitola; City of Scotts Valley; Santa Cruz County and San Mateo County State Parks and Beaches; California State University, Monterey Bay; City of Carmel-by-the-Sea; City of Del Rey Oaks; City of Marina; City of Pacific Grove; Pebble Beach Community Services District; City of Sand City; and City of Seaside. In addition to processing our own materials, we also process materials delivered by other local haulers in the Bay Area.

Our company motto, "a brighter shade of green" is more than just a slogan to us. As a company, we have committed to transitioning our collections operations, our processing operations, and our corporate purchasing to live up to this value. Currently, all of our facilities are, or are in the process of being, certified as Green Businesses. Our successes in these endeavors can be seen by reviewing the reporting from The Climate Registry, where we voluntarily make public all of our efforts in going green. Much of this material can be found in our Sustainability Report, another voluntary project to show how we, as a company, continue the battle against climate change by growing our business sustainably.

GreenWaste and its sister company Zanker Road Resource Management, Ltd. (Zanker) are recognized leaders in the waste industry for developing effective resource recovery and recycling processes that have become standard

within the industry. These processes have been successfully incorporated into all of GreenWaste's and Zanker's various waste management operations throughout Northern California, including our newest venture, Zero Waste Energy Development Company (ZWEDC). ZWEDC is our dry fermentation anaerobic digestion facility located in San Jose. This facility is one of the largest facilities in the world dedicated to removing the energy value from food and wet organic waste as part of the composting process, and turning it into electricity or compressed natural gas. All GreenWaste and Zanker facilities, including ZWEDC, are proposed facilities for processing the City of Milpitas' various materials. The GreenWaste/Zanker family of companies offers a comprehensive and local suite of services to meet the City's collection and processing goals, comply with local and State regulations, and effectively educate the public about the importance of diversion for their community and future generations.

GreenWaste has conducted all due diligence necessary to confirm material facts upon which this proposal is based, and has thoroughly reviewed and understands the requirements, terms, and conditions contained in the RFP, Franchise Agreement, the Attachments, Exhibits and the following addenda. These addenda were downloaded by and fully reviewed by GreenWaste:

- ✓ Addendum No. 1 | Issued: August 13, 2015
- ✓ Addendum No. 2 | Issued: September 21, 2015
- ✓ Addendum No. 3 | Issued: September 29, 2015

GreenWaste is authorized to conduct business in the State of California and I am an authorized representative of GreenWaste to contractually bind GreenWaste. I shall be the key contact person during the proposal process and for the delivery of notices. This proposal, including proposed costs, shall be firm and valid for a period of one year from the submittal date of the proposal.

We are excited about this opportunity to build and foster a partnership with the City of Milpitas. We appreciate the time, effort, and funds that the City is putting into finding the most cost effective solution with the widest variety of service offerings for its residents and businesses. We are confident you will find this proposal meets all the criteria you expect from your next service provider.

With submittal of this Collection Proposal, GreenWaste acknowledges and accepts all terms and conditions of the Collection Agreement, except for any exceptions taken in Section 5 of our proposal.

Sincerely,

Frank Weigel
Secretary | Chief Operating Officer
GreenWaste Recovery, Inc.
1500 Berger Drive
San Jose, CA 95112
office | 408.938.4902
fax | 408.287.3108
email | fweigel@greenwaste.com

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Executive Summary

GreenWaste Recovery, Inc. (GreenWaste) is pleased to submit this comprehensive proposal to the City of Milpitas (City) for the Collection of Solid Waste and Collection and Processing of Recyclable Materials and Organic Materials. Widely recognized as a pioneer in the industry, GreenWaste is uniquely positioned to offer the City extensive and customizable diversion programs, access to an assortment of processing facilities within its family of companies in close proximity to the City, and cost-effective superior service. GreenWaste is proud to offer the City tailored collection and processing services that build on its notably successful recycling and diversion programs throughout Santa Clara, San Mateo, Santa Cruz, and Monterey Counties.

GreenWaste is confident it can assist the City in meeting the State's 75% diversion goal for the materials handled under the exclusive Franchise Agreement. GreenWaste has extensive experience combining its front-end public outreach and technical assistance programs with back-end high recovery processing at its Material Recovery Facility (MRF) in San Jose and its sister facilities, Z-Best Composting Facility (Z-Best) in Gilroy and Zero Waste Energy Development Company (ZWEDC) in San Jose. Through its experience, dedication, friendly service, and environmental enhancements, GreenWaste is confident this proposal offers the City the best and most comprehensive services.

GreenWaste Recovery, Inc.

GreenWaste is a locally owned and operated California Corporation with more than 20 years of experience, and specializes in the collection and processing of solid waste, recyclable materials, yard trimmings, food scraps, and construction and demolition debris generated by the residential, multi-family and commercial sectors. GreenWaste is also experienced in street sweeping operations for large and small municipalities. GreenWaste has a long history of providing successful, effective, and environmentally sound collection and processing operations. GreenWaste has made significant contributions that have helped shape the evolution of the solid waste and recycling industry, and continues to be at the forefront in the development of new and innovative collection and processing technologies. Since its inception in 1991, GreenWaste has continued to sustainably grow and expand its operations throughout Northern California, while continuing to deliver high-quality service to its customers at a competitive cost.

GreenWaste's ownership and management is comprised of highly experienced and knowledgeable personnel. GreenWaste's team has worked together for decades on many business endeavors and projects, and will continue to inspire innovative ideas in order to continue providing cutting-edge services to the City.

City of Milpitas

GreenWaste thoroughly understands the goals of the City in issuing this RFP. GreenWaste is excited to partner with the City and is committed to:

- ✓ *Envisioning and implementing new and innovative diversion programs, while increasing participation;*
- ✓ *Significantly increasing diversion through both behavioral change and innovative processing techniques;*
- ✓ *Improving the quality and consistency of service at a competitive price;*
- ✓ *Increasing revenues to the City through accurate and complete billing for services provided;*
- ✓ *Partnering with the City and offering community and civic engagement; and,*
- ✓ *Placing the highest priority on customer service.*

Backed by experience in other nearby and comparable service areas, GreenWaste is confident the collection, processing, street sweeping, and diversion programs outlined in this proposal offer a suite of solutions to achieve the goals of the City.

Exemplary Record in Smooth Transitions

GreenWaste has effectively established protocols to ensure that all residents and businesses receive service in each contracted area on the first day of the contract. Vertical integration has allowed GreenWaste to offer an expanded package of services to customers in new service areas, has significantly improved participation in diversion programs, and has increased diversion rates in every newly transitioned area.

GreenWaste is able to anticipate the challenges that are inherent in all transitions. GreenWaste has a highly experienced team that specializes in:

- ✓ *Auditing and understanding the routing challenges that will be faced in varied service areas;*
- ✓ *Receiving, reviewing, and uploading service data from a previous hauler's management systems; and,*
- ✓ *Helping employees transition from previous companies to GreenWaste.*

GreenWaste's Outreach and Transition teams have compiled a wide variety of materials to help customers understand new programs, encourage diversion, and communicate the importance of proper sorting and set-out.

Included in Section 8 | Attachments are letters and commendations from various jurisdictions offering praise for GreenWaste's successful transitions.

Unmatched Diversion Programs

GreenWaste will guarantee, throughout the life of the contract, processing capacity for recyclable materials at its MRF and for organic materials at its sister facilities, Z-Best and ZWEDC. GreenWaste has consistently demonstrated diversion rates over 97% for recyclable materials processed.

The GreenWaste MRF is a multi-building processing operation where solid waste and recyclable materials are processed in separate buildings. Materials are constantly moved between buildings to ensure as much

material is diverted from landfill as possible. Organic material is recovered from all streams processed, and is consolidated and transferred to Z-Best, GreenWaste's sister company, for composting. A series of manual and mechanical processes, state-of-the-art material separation technology, and a flexible and adaptable design are what make the GreenWaste MRF a superior facility for processing the City's materials.

GreenWaste has consistently demonstrated its ability to recover an expansive and diverse array of clean, high-quality materials. Not only is GreenWaste able to accept more materials from customers, GreenWaste can also recover more materials from the material stream. These combined factors significantly increase the volume of recyclable material collected. GreenWaste is confident that its processing capabilities will significantly increase participation in recycling programs, improve the recovery of materials collected, and assist the City in achieving diversion goals.

GreenWaste is committed to achieving the highest possible diversion rates for each of the jurisdictions it serves. As part of its Base Proposal, GreenWaste has elected to propose an innovative service offering for the City of Milpitas to process all multi-family solid waste bins throughout the City. GreenWaste offers this service in order to provide the City with a method to conveniently and immediately increase diversion without requiring the multi-family sector to incorporate many changes. The multi-family sector traditionally experiences poor diversion rates and high levels of contamination because of frequent resident turnover and low participation in diversion programs. GreenWaste proposes to process this sector's solid waste to combat this issue. GreenWaste currently offers this service to the City of San Jose's multi-family sector, and experienced an immediate spike in diversion from 18% to 78%. GreenWaste can offer the City a recovery rate of over 70% from multi-family solid waste bins. Additionally, processing multi-family solid waste bins brings the City into compliance with the requirements outlined in both AB 341 and AB 1826.

GreenWaste proposes that the City's organic materials be processed at its sister facilities, Z-Best or ZWEDC. Z-Best achieves less than 1% residue for yard trimmings, and ZWEDC will produce a residue level of no more than 10% for organic materials. Z-Best and ZWEDC both boast remarkable product marketing programs that serve a variety of customers. In processing the City's organic materials, GreenWaste will support sustainable agriculture and assist in the battle against climate change.

GreenWaste proposes collection services similar to the current approach throughout the City, as well as the requested conventional cart-based system for solid waste. GreenWaste is committed to partnering with the City to establish the most cost-effective, comprehensive, and environmentally sustainable services for the City, while also providing a smooth transition for customers.

Depth of Resources

The GreenWaste and Zanker family of companies offers ownership, management, and staff with extensive experience in collection, operations, local facility development, material management, product marketing, and public education and outreach. All GreenWaste and Zanker facilities and companies will be available to support the City throughout the term of the Agreement.

GreenWaste proposes to use its MRF and sister facilities Z-Best and ZWEDC to process the City's recyclable and organic materials. GreenWaste will move materials between facilities to most efficiently and effectively process them. The City's residential yard trimmings are ideal for composting at Z-Best, the City's commercial organic materials are ideal for anaerobic digestion at ZWEDC, the City's single-family food scraps are targeted for pre-processing at the GreenWaste MRF and composting at Z-Best, and all of the City's recyclables will be effectively sorted and marketed from the GreenWaste MRF.

Successful and Effective Public Outreach Program

GreenWaste has experience designing and implementing successful public outreach programs. GreenWaste has significantly increased customer participation and diversion in all the areas it serves. GreenWaste strives to affect positive behavioral change that will increase participation in diversion programs.

GreenWaste has designed its Public Outreach Program for the City to put forth the most effective means of distributing information, and to tailor programs to the culture and demographics of the community. GreenWaste envisions influential campaigns that will engage customers and encourage program success by providing customers with the knowledge and resources to be effective contributors towards diversion goals.

The Public Outreach Program proposed for the City of Milpitas is similar to outreach programs in jurisdictions GreenWaste currently serves. The proposed approach is proven to increase diversion and effectively educate the community. GreenWaste will collaborate with the City to develop an Annual Plan outlining the outreach approach and methodology in the City. This plan will include targeted outreach for the multi-family and commercial sectors, development and distribution of collateral material to each sector throughout the term of the Agreement, creation of website and social media content, and technical assistance with AB 341 and AB 1826.

GreenWaste has prioritized investing in future generations over the years, and has dedicated significant resources to the development of educational materials geared towards younger audiences. Schools play the most powerful role in promoting sustainability and an environmental agenda within local communities. GreenWaste outreach, education, and financial and in-kind investments will benefit public schools within the City of Milpitas.

A Public Outreach Manager and two (2) Environmental Outreach Coordinators will be deployed to perform all GreenWaste public outreach activities, correspond with the City, and be the face of GreenWaste at community events and site visits. GreenWaste understands all jurisdictions differ in their outreach needs, so content will be available in multiple languages.

Ongoing Environmental Stewardship

Being "a brighter shade of green" is the GreenWaste philosophy in all areas of business and all aspects of operations. GreenWaste prioritizes sustainability and maximizing resource recovery. As part of GreenWaste's commitment to reducing the carbon footprint of collection operations for the City, the new fleet of collection vehicles will be fueled with either Compressed Natural Gas (CNG) or biodiesel (B20). The operations team and drivers will minimize vehicle emissions and increase operational efficiencies by carefully and strategically routing vehicles, reducing vehicle miles traveled, and minimizing idle time.

GreenWaste is recognized as a leader in creative and innovative waste diversion through the recovery of recyclable and organic materials from the waste stream. In addition to its diversion efforts, sustainable green principles are woven into all aspects of GreenWaste's business. GreenWaste has developed and implemented a company-wide Environmentally Preferable Purchasing Policy, and has received or is actively pursuing Green Business Certification at all eligible locations. GreenWaste is also certified as Climate Registered, having voluntarily and openly reported its carbon footprint through The Climate Registry for calendar years 2008 through 2013.

In Conclusion

GreenWaste is excited about the opportunity to establish a partnership with the City of Milpitas, and to provide its residents, businesses, and visitors with high quality collection and processing services that meet diversion targets, successfully educate customers, influence change, and weave the GreenWaste mantra of "a brighter shade of green" into the community at large. The City deserves a service provider who will dedicate all possible resources to the City's services, including experienced personnel and an all-inclusive collection of facilities. GreenWaste offers the opportunity to utilize its family of companies, which provides services that cover the entire spectrum of the City's waste management and diversion needs. GreenWaste is comprised of a diverse team of seasoned personnel who have dedicated their careers to creating innovative waste management techniques and processes.

Awarding GreenWaste the Franchise Agreement for Collection of Solid Waste and Collection and Processing of Recyclable Materials and Organic Materials will indicate:

- ✓ *The City is ready for a service provider who will bring fresh ideas to the table to best serve the community;*
- ✓ *The City is committed to achieving diversion targets through proven methods; and,*
- ✓ *The City is prepared to partner with a locally owned and operated service provider who understands the City's demographic and is excited to become an influential part of the community.*

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1 Company Description

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1.A Business Structure

GreenWaste Recovery, Inc. (GreenWaste) is a California corporation that has been organized to conduct business in the State of California as recorded by the California Secretary of State on May 10, 1991.

GreenWaste is governed by the following individuals, each of whom has over ten percent (10%) ownership:

- ✓ Richard Cristina | President
- ✓ Murray Hall | Vice President
- ✓ Frank Weigel | Secretary

Currently, GreenWaste has a credit agreement in which Bank of the West is the lead agent, and additional agents include Union Bank and Wells Fargo. Each holds debt exceeding ten percent (10%) of the company's total assets.

GreenWaste Recovery, Inc. Ownership

Richard Cristina (President) | Mr. Cristina has over 45 years of experience in the solid waste industry and currently serves as President of GreenWaste Recovery, Inc. In the early 1970s, Mr. Cristina was a co-founder of the first transfer and recycling center in Santa Clara Valley and a partner in both San Jose Disposal, Inc. and the Foothill Sanitation Company. Mr. Cristina co-founded Zanker Road Resource Management, Ltd. in 1985, GreenWaste in 1991, and GreenTeam of San Jose in 1992. Mr. Cristina is involved in all aspects of business development and actively participates in various community, business, and non-profit organizations throughout the Bay Area.

Murray Hall (Vice President) | Mr. Hall has over 30 years of experience in the solid waste industry and currently serves as Vice President of GreenWaste Recovery, Inc. Along with Mr. Cristina, Mr. Hall was the co-founder of Zanker Road Resource Management, Ltd. in 1985, GreenWaste in 1991, and GreenTeam of San Jose in 1992. Mr. Hall is a Certified Public Accountant and has worked in the financial industry his entire career. Mr. Hall is involved in all aspects of GreenWaste's financial operations and reporting, with particular interest in the development and application of emerging zero waste technology.

Frank Weigel (Secretary/Chief Operating Officer) | Mr. Weigel has nearly 25 years of experience in the solid waste industry and currently serves as both Secretary and Chief Operating Officer of GreenWaste Recovery, Inc. Spending his entire career in the solid waste industry has led Mr. Weigel to gain hands-on experience in all facets of GreenWaste's collection and processing operations, which has proven invaluable in the optimization of operational efficiencies and in the reduction of GreenWaste's carbon footprint. Mr. Weigel currently oversees all of GreenWaste's collection and processing operations.

The owners of GreenWaste also share common ownership in GreenWaste's sister and joint-venture companies:

- ✓ Zanker Road Resource Management, Ltd. (Zanker)
- ✓ GreenWaste of Palo Alto (GWPA)
- ✓ GW Debris Services
- ✓ Zero Waste Energy Development Company (ZWEDC)
- ✓ West Valley Collection & Recycling

Prior to forming GreenWaste, the owners of GreenWaste founded Zanker, which is a privately owned waste management company specializing in the processing and recycling of construction and demolition (C&D) debris, and

yardwaste and organics composting. Zanker owns and operates one existing landfill, four C&D Material Recovery Facilities (MRF), one yard waste composting facility, and one MSW/food waste composting facility, and has received national recognition for its recycling programs. In 2010 GreenWaste and Zanker joined forces to create Zero Waste Energy Development Company (ZWEDC), which developed a commercial scale dry fermentation Anaerobic Digestion (AD) facility in San Jose that processes food waste and organic materials, while creating electricity to use for onsite operations.

Subcontractors

Below are the proposed facilities and subcontractors, which GreenWaste will utilize for the listed services.

Proposed Facility or Subcontractor	Services
GreenWaste Material Recovery Facility	✓ Recyclable Materials Processing and Marketing
Zero Waste Energy Development Company	✓ Commercial Organic Materials Anaerobic Digestion, Composting, and Marketing
Z-Best Composting Facility	✓ Residential Organic Materials Composting and Marketing
Zanker Road Resource Management (includes Zanker Road Landfill and Zanker Materials Processing Facility)	✓ Residential Organic Materials Transfer ✓ Bulky Item Processing ✓ C&D Processing
O&S Trucking, MG Trucking, or alternative	✓ Transportation of Organic Materials from the Zanker in San Jose to Z-Best Composting Facility in Gilroy

Fostering Successful Working Relationships

GreenWaste sister companies, Zanker and ZWEDC, are prepared to provide the capacity and services required of the City of Milpitas through the term of the Agreement. GreenWaste and all of its affiliated companies have partnered through many endeavors in order to provide a diverse suite of services to many jurisdictions and offer sustainable solutions to managing various types of waste.

Since 2007, GreenWaste has moved materials between its MRF in San Jose, Zanker facilities in San Jose, Z-Best in Gilroy, and its Operations and Transfer Facility in Watsonville. This transportation loop efficiently moves materials through GreenWaste and Zanker facilities. GreenWaste maintains relationships with various trucking companies and does not contract with one alone.

1.B Collection and Street Sweeping Experience

Since its inception in 1991, GreenWaste has provided exceptional and economical collection, processing, and street sweeping services to many jurisdictions in Northern California. Currently, GreenWaste serves the following jurisdictions:

- City of San Jose
- Town of Woodside
- Town of Portola Valley
- Town of Los Altos Hills
- Burbank Sanitary District
- County of Santa Clara South District
- City of Palo Alto
- County of Santa Cruz
- City of Capitola
- City of Scotts Valley
- Santa Cruz County and San Mateo County State Beaches
- California State University, Monterey Bay
- City of Carmel-by-the-Sea
- City of Del Rey Oaks
- City of Marina
- City of Pacific Grove
- Pebble Beach Community Services District
- City of Sand City
- City of Seaside

GreenWaste has accumulated an excellent track record of demonstrating technically, environmentally, and financially sound collection, processing, and street sweeping operations. GreenWaste is familiar with the demographics of the City of Milpitas and believes the company's experience will be paramount in achieving the City's goals for collection, processing, and street sweeping services.

GreenWaste's expertise in collection, processing, and street sweeping has been refined over many years of adapting, evolving, and modifying operations, environmental programs, and customer service training and logistics. By focusing on the needs of customers and responding with effective and environmentally sustainable solutions, GreenWaste has become an industry leader in collection and diversion programs.

The jurisdictional references for collection, processing, and street sweeping services described below are current, correct, and complete. Included with each jurisdictional reference are the services performed, jurisdiction representative contact information, total customers, material types, type and number of collection vehicles, staffing levels, term of the agreements, and community involvement activities.

GreenWaste offers collection of bulky items in most of the jurisdictions served, and also partners with the Salvation Army, Goodwill, Hope Services, and other non-profit organizations in order to maximize material reuse and diversion.

GreenWaste is also a partner in a commercial division that offers debris box service in 10, 20, 30 and 40 cubic-yard bins for concrete, dirt, metal, wood, yardwaste, organics, MSW, C&D, plastic, recyclables, and cardboard. The commercial division operates Monday through Saturday and strives to service customers within 24 hours of their initial service request.

What follows are the details of GreenWaste's collection, processing, and/or street sweeping experience for each of the jurisdictions listed above, except for the seven (7) Monterey Peninsula Cities, which include:

- ✓ *City of Carmel-by-the-Sea*
- ✓ *City of Del Rey Oaks*
- ✓ *City of Marina*
- ✓ *City of Pacific Grove*
- ✓ *Pebble Beach Community Services District*
- ✓ *City of Sand City*
- ✓ *City of Seaside*

GreenWaste commenced operations in these areas earlier this year (2015). Please refer to Section 1.C | Service Initiation Experience for details about these new contracts.

Collection and Processing Experience

City of San Jose
Yard Trimmings Collection & Processing
Street Sweeping Services

Laura McEwen
IWM Contract Manager
200 East Santa Clara Street 10th Floor
San Jose, CA 95113
408.975.7176
laura.mcewen@sanjoseca.gov
Term of Agreement: 7/1/2002 to 6/30/2021
Served Since: 1991

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
213,857	0	55	55	2	4
Tonnages Collected in 2014		126,478 tons Yard Trimmings			Outreach Staff
					2

Community Involvement Activities:

- ✓ Facility Tours (MRF, Zanker, & Z-Best)
- ✓ Free Compost Give-Away Events (3/year)
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Recycling and Compostables Story Time with students
- ✓ Participation in City Events & Neighborhood Clean-Ups

The City of San Jose has a unique yard trimmings collection program. Residents are allowed to leave their yard trimmings loose in the street or in a cart for a minimal fee. GreenWaste has been providing yard trimmings collection services to Districts A & B in the City of San Jose since 1991 with excellent operational and customer service records. In 2002, GreenWaste was awarded District C and became the City's only yard trimmings collection and processing contractor. GreenWaste has extensive experience in operating claw type loaders with rear loader vehicles and has a unique relationship with Z-Best Composting Facility (Z-Best). All yard trimmings collected in the City are delivered to the GreenWaste MRF and processed through a trommel screen to separate the size of the material prior to it being sent to Z-Best for composting. The final compost product is marketed to nearby farmers and landscapers.

In addition to yard trimmings collection and processing services in the City of San Jose, GreenWaste also provides street sweeping services for more than 36,000 curb miles annually throughout the entire City of San Jose.

- ➢ For a detailed description of GreenWaste's street sweeping experience in San Jose, please refer to the end of this section.

GreenWaste also saw great success in implementing two pilot programs for single-family residents in San Jose in early 2010. The first pilot program consisted of providing carts for containerized yard waste collection at designated residences. GreenWaste supervisors and staff successfully delivered all carts and began servicing pilot homes with minimal service interruption. The second pilot program was implemented in March 2010 and consisted of food scraps being co-collected with yard trimmings. Specific home compost containers with biodegradable bags were delivered to all participants, and the program realized high resident participation and a high level of customer satisfaction.

Town of Woodside

Refuse, Recycling & Organics Collection and Processing

Kevin Bryant
Assistant Town Manager
2955 Woodside Road
Woodside, CA 94062
650.851.6790
kbryant@woodsidetown.org
Term of Agreement: 7/1/2008 to 6/30/2018
Served Since: 1995

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
1,868	59	5	5	1	4

Tonnages Collected & Processed in 2014	4,624 tons MSW & Compostables 1,534 tons Recyclables	Outreach Staff
		2

Community Involvement Activities:

- ✓ Facility Tours (MRF, Zanker, & Z-Best)
- ✓ Business Meetings & Trainings
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Recycling and Compostables Awareness for businesses and schools
- ✓ Participate in Special Events
- ✓ Free Compost Give-Away Events (2/year)

In the Town of Woodside, customers are offered a three-stream curbside collection system of MSW, recyclables, and compostables. MSW is co-collected with compostables in one compartment of a semi-automated split-body side loader vehicle, while recyclables are collected in the other compartment. Under this system, residents experience a single pass in front of their homes instead of two or three vehicle passes. This co-collection methodology has increased residential participation in recycling, reduced the number of vehicles on the roads, and lowered rates for residents and businesses. All materials are brought to the GreenWaste MRF for sorting and processing. Recyclables are sorted on the single-stream recyclables processing line in the MRF, and then cleaned, baled, and shipped to market for recycling. MSW and compostables are processed on the MSW processing line and sent to Z-Best for composting.

It is important to note that in the Town of Woodside, residents have the option to use their own customer-owned carts for solid waste and compostables, while GreenWaste provides their recycle carts. Residents can also rent solid waste and compostables carts from GreenWaste if they choose.

Town of Portola Valley
Refuse, Recycling & Organics Collection and Processing

Brandi deGarmeaux
Sustainability Manager
765 Portola Road
Portola Valley, CA 94028
650.851.1700 Ext. 222
jmcdougall@portolavalley.net
Term of Agreement: 7/1/2008 to 6/30/2018
Served Since: 2002

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
1,519	33	4	4	1	4
Tonnages Collected & Processed in 2014		2,891 tons MSW & Compostables 1,023 tons Recyclables			Outreach Staff
					2

Community Involvement Activities:

- ✓ Facility Tours (MRF, Zanker, & Z-Best)
- ✓ Business Meetings & Trainings
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Recycling and Compostable Awareness for businesses and schools
- ✓ Participate in Special & Town Events
- ✓ Free Compost Give-Away Events (2/year)

In the Town of Portola Valley, customers are offered a three-stream curbside collection system of MSW, recyclables, and compostables. MSW is co-collected with compostables in one compartment of a semi-automated split-body side loader vehicle, while recyclables are collected in the other compartment. This co-collection methodology has increased residential participation in recycling, reduced the number of vehicles on the roads, and lowered rates for residents and businesses. All materials are brought to the GreenWaste MRF for sorting and processing. Recyclables are sorted on the single-stream recyclables processing line in the MRF, and then cleaned, baled and shipped to market for recycling. MSW and compostables are processed on the MSW processing line and sent to Z-Best for composting.

It is important to note that in the Town of Portola Valley, residents have the option to use their own customer-owned carts for solid waste and compostables, while GreenWaste provides their recycle carts. Residents can also rent solid waste and compostables carts from GreenWaste if they choose.

Town of Los Altos Hills
Refuse, Recycling & Compostables Collection and Processing
Street Sweeping Services

Carl Cahill, AICP
Town Manager
26379 Fremont Road
Los Altos Hills, CA 94022
650.941.7222 Ext. 225
ccahill@losaltoshills.ca.gov
Term of Agreement: 7/1/2008 to 6/30/2019
Served Since: 2008

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
2,879	16	6	6	1	4

Tonnages Collected in 2014	5,992 tons MSW & Compostables 1,629 tons Recyclables	Outreach Staff
		2

Community Involvement Activities:

- ✓ Facility Tours (MRF, Zanker, & Z-Best)
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Free Compost Give-Away Events (upon request throughout the year)
- ✓ Participation in Town Events

In Los Altos Hills, customers are offered a three-stream curbside collection system of MSW, recyclables and compostables. MSW is co-collected with compostables in one compartment of a semi-automated split-body side loader vehicle, while recyclables are collected in the other compartment. All materials are transported to the GreenWaste MRF for processing. Recyclables are processed in the single-stream recyclables processing line where they are separated, cleaned, baled and shipped to market. All compostables are sent to Z-Best for composting. MSW and non-recyclable and non-compostable residuals are transported to the Monterey Peninsula Landfill for disposal.

GreenWaste initiated this type of co-collection service in the Town of Los Altos Hills, and has increased residential participation in recycling, reduced the number of vehicles on the roads, and lowered rates for residents and businesses.

- ➢ For a detailed description of GreenWaste's street sweeping experience in Los Altos Hills, please refer to the end of this section.

Burbank Sanitary District

Refuse, Recycling & Yard Trimmings Collection and Processing

Steve Machida
Mark Thomas & Company, Inc.
Senior Project Engineer
20833 Stevens Creek Blvd., Suite 104
Cupertino, CA 95014
408.253.7863
smachida@markthomas.com
Term of Agreement: 7/1/2007 to 6/30/2017
Served Since: 2007

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
949	63	3	3	1	4

Tonnages Processed in 2014	762 tons MSW 478 tons Recyclables 515 tons Yard Trimmings	Outreach Staff
		2

Community Involvement Activities:

- ✓ Facility Tours (MRF, Zanker, & Z-Best)
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Free Compost Give-Away Events (1/year)

GreenWaste collects MSW, recyclables, and yard waste in the Burbank Sanitary District. All recyclable materials are processed at the GreenWaste MRF on the single-stream recyclables processing line where they are separated, cleaned, baled and shipped to market. Collected yard trimmings are processed in the MRF and screened then transferred to Z-Best for composting. All MSW and non-recyclable and non-compostable residuals are transported to the Monterey Peninsula Landfill for disposal.

County of Santa Clara – South District
Refuse, Recycling, & Yard Trimmings Collection and Processing

Lisa Rose
Recycling and Waste Reduction Division
1555 Berger Drive, Bldg. #2, Suite 300
San José, CA 95112
408.282.3166
lisa.rose@aem.sccgov.org
Term of Agreement: 7/1/2015 to 6/30/2020
Served Since: 2010

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
4,601	279	7	7	2	4

Tonnages Collected in 2014	7,640 tons MSW 2,089 tons Recyclables 3,107 tons Yard Trimmings	Outreach Staff
		2

Community Involvement Activities:

- ✓ Facility Tours (MRF, Zanker, & Z-Best)
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Free Compost Give-Away Events (2/year)
- ✓ Participation in City Events
- ✓ Participation in Clean-Ups Events

All MSW, recyclables and yard trimmings collected from the South District of Santa Clara County are delivered to the GreenWaste MRF where recyclables are processed on the single-stream processing line and yard trimmings are screened, then transferred to Z-Best for composting. Recyclables are sorted, baled, and transported to recycling markets. MSW and non-recyclable and non-compostable residuals are transported to the Monterey Peninsula Landfill for disposal.

City of Palo Alto
Refuse, Recycling & Compostables Collection and Processing

Ron Arp
Solid Waste Manager
3201 East Bayshore Road
Palo Alto, CA 94303
650.496.5930
ron.arp@cityofpaloalto.org
Term of Agreement: 7/1/2009 to 6/30/2021
Served Since: 2009

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
17,881	1,930	43	37	4	4
Tonnages Collected in 2014		30,988 tons MSW 18,718 tons Recyclables 23,387 tons Compostables			Outreach Staff
					4

Community Involvement Activities:

- ✓ Facility Tours (MRF, Zanker, & Z-Best)
- ✓ Business Meetings & Trainings
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Recycling and Compostables Awareness for businesses and schools
- ✓ Architectural plan reviews
- ✓ Special Events
- ✓ Large City Events (Earth Day, July 4th Chili Cook-Off)
- ✓ Farmers Markets
- ✓ Charity events
- ✓ Little League events
- ✓ Marathons

GreenWaste of Palo Alto is a joint venture partnership between GreenWaste and its sister company, Zanker. GreenWaste of Palo Alto currently provides all collection services and recyclables processing services for the entire City of Palo Alto. Since starting operations in the City of Palo Alto in July 2009, GreenWaste of Palo Alto has diverted over 100,000 tons of MSW and recyclables from landfill. All commercial compostable organics are delivered to GreenWaste's sister facility, Zero Waste Energy Development Company, for anaerobic digestion, and all single-stream recyclables are delivered to the GreenWaste MRF for processing. It is important to mention that GreenWaste of Palo Alto's expanded commercial organics collection program, which includes an experienced environmental outreach team, has dramatically increased the participation and diversion at the many commercial businesses in Palo Alto.

County of Santa Cruz
Refuse, Recyclables, & Yard Waste Collection
Recyclables Processing

Kasey Kolassa
701 Ocean Street Room 410
Santa Cruz, CA 95060
831.454.2377
dpw128@co.santa-cruz.ca.us
Term of Agreement: 6/1/2007 to 12/31/2017
Served Since: 2007

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
37,243	1,248	35	35	2	4

Tonnages Collected in 2014	40,605 tons MSW 22,055 tons Recyclables 15,650 tons Compostables	Outreach Staff
		2

Community Involvement Activities:

- ✓ Business Meetings & Trainings
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Facility Tours

GreenWaste collects MSW, recyclables, food waste and yardwaste in unincorporated Santa Cruz County and has been the franchised hauler since May of 2007. GreenWaste was awarded the contract to provide collection and processing services with the goal of improving service and increasing diversion in an area with difficult terrain and unmapped areas of the County.

GreenWaste is reducing environmental impacts by commingling all recyclables collected from unincorporated Santa Cruz County, Capitola, and Scotts Valley at the GreenWaste Operations and Transfer Facility in Watsonville, then transporting these materials to the GreenWaste MRF in San Jose using one transfer trailer instead of multiple vehicles. Recyclable materials transported to the GreenWaste MRF in San Jose are processed on the single-stream recyclables line where they are separated, cleaned, baled and shipped to market. Yard trimmings are delivered to the Ben Lomond Transfer Station or Buena Vista landfill where they are processed by Vision Recycling. All MSW collected is delivered to the Buena Vista Landfill for disposal. Food waste is delivered to the Monterey Regional Waste Management District where it undergoes anaerobic digestion.

City of Capitola
Refuse, Recyclables, & Yard Waste Collection
Recyclables Processing

Larry Laurent
Assistant to the City Manager
420 Capitola Ave.
Capitola, CA 95010
831.475.7300
llaurent@ci.capitola.ca.us
Term of Agreement: 9/1/2008 to 12/31/2022
Served Since: 2008

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
2,421	299	4	4	2	4
Tonnages Collected in 2014		5,816 tons MSW 2,324 tons Recyclables 1,460 tons Compostables			Outreach Staff
					2

Community Involvement Activities:

- ✓ Business Meetings & Trainings
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Facility Tours

GreenWaste collects MSW, recyclables, food waste and yardwaste in the City of Capitola. When awarded the collection contract for the County of Santa Cruz, GreenWaste bought the contracts for the cities of Capitola and Scotts Valley in order to provide consistent services and increase diversion. GreenWaste also reduces environmental impacts of transporting materials to the GreenWaste MRF in San Jose by consolidating all recyclables from unincorporated Santa Cruz County, Capitola, and Scotts Valley at the GreenWaste Operations and Transfer Facility in Watsonville, and only using one transfer trailer. All recyclables are processed at the single stream recyclables facility where they are separated, cleaned, baled and shipped to market. Yard trimmings are delivered to the Ben Lomond Transfer Station or Buena Vista landfill, where they are processed by Vision Recycling. All MSW and food waste collected is direct hauled to the Monterey Peninsula Landfill for processing and/or disposal.

City of Scotts Valley
Refuse, Recyclables & Yard Waste Collection
Recyclables Processing

Scott Hamby
700 Lundy Lane
Scotts Valley, CA 95066
831.438.0732
shamby@scottsvalley.org
Term of Agreement: 2/1/2010 to 1/31/2022
Served Since: 2008

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
3,402	275	4	4	2	4
Tonnages Collected in 2014		6,717 tons MSW 2,457 tons Recyclables 1,059 tons Yard Trimmings			Outreach Staff
					2

Community Involvement Activities:

- ✓ Business Meetings & Trainings
- ✓ Presentations (schools, businesses & city facilities)
- ✓ Facility Tours

GreenWaste collects MSW, recyclables, and yard trimmings in the City of Scotts Valley. Since GreenWaste had been awarded the surrounding unincorporated Santa Cruz County contract, GreenWaste desired to provide consistent service to the nearby cities of Capitola and Scotts Valley. As a result, GreenWaste purchased the contracts for these cities from the incumbent hauler. GreenWaste reduces environmental impacts of transporting materials to the GreenWaste MRF in San Jose by consolidating all recyclables collected from unincorporated Santa Cruz County, Capitola, and Scotts Valley, and uses one transfer trailer instead of multiple vehicles. All recyclable materials commingled at the GreenWaste Operations and Transfer Facility in Watsonville and then transferred to the GreenWaste MRF for processing at the single stream processing facility where they are separated, cleaned, baled and shipped to market. Yard trimmings are delivered to the Ben Lomond Transfer Station or Buena Vista landfill where they are processed by Vision Recycling. All MSW collected is direct hauled to the Monterey Peninsula Landfill for disposal.

Santa Cruz County and San Mateo County
State Beaches/Parks
Refuse and Recycling Collection and Processing

Liz Cuevas
Staff Services Analyst
303 Big Trees Park Road
Felton, CA 95018
831.335.6388
Term of Agreement s: 1/1/2015 to 12/31/2017
Served Since: 2007

Container Count	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
237	2	2	2	4
Tonnages Collected in 2014		790 tons MSW 64 tons Recyclables		Outreach Staff
				2

State Beaches serviced:

Santa Cruz County
- ✓ Lighthouse Field State Beach
- ✓ Manresa Uplands State Beach
- ✓ Natural Bridges State Beach
- ✓ New Brighton State Beach
- ✓ Seacliff State Beach
- ✓ Sunset State Beach
- ✓ Palm Beach
- ✓ Twin Lakes State Beach
- ✓ Wilder Ranch State Historic Park
- ✓ Big Basin Redwoods State Park
- ✓ Henry Cowell Redwoods State Park

San Mateo County
- ✓ Año Nuevo State Beach
- ✓ Butano State Beach
- ✓ Half Moon Bay State Beach
- ✓ Pescadero State Beach
- ✓ Rancho del Oso State Beach
- ✓ San Gregorio State Beach

GreenWaste collects MSW and recyclables for the Santa Cruz County sector and the San Mateo County sector of California State Beaches and Parks. GreenWaste inherited Waste Management's contracts in 2007, then re-bid the contracts and were awarded multiple times. Most recently, GreenWaste was awarded a 3-year agreement that lasts through the end of 2017. GreenWaste currently collects 237 containers that vary from 65-gallon to 8 cubic yard sizes from the State Beaches and Parks. All locations utilize MSW collection services, while not all participate in recyclables collection services. GreenWaste consolidates all recyclables collected from the State Beaches at the GreenWaste Operations and Transfer Facility in Watsonville, and then transports these materials to the GreenWaste MRF in San Jose using one transfer trailer instead of multiple vehicles. Recyclable materials transported to the GreenWaste MRF are processed in the single stream recyclables facility where they are separated, cleaned, baled and shipped to market. All MSW collected is direct hauled to the Buena Vista landfill for processing and/or disposal.

California State University, Monterey Bay
Refuse, Recycling & Compostables Collection and Processing

Alfredo Corona
Facilities Services and Operations Contracts Manager
100 Campus Center
Seaside, CA 93955
831.582.3706
acorona@csumb.edu
Term of Agreement : 10/1/2012 to 9/30/2019
Served Since: 2012

Residential Customers	Commercial Customers	Number of Drivers	Number of Vehicles	Number of Supervisors	Number of CSRs
1,222	32	1	2	2	4
Tonnages Collected in 2014		1,028 tons MSW 420 tons Recyclables 10 tons Yard Waste 39 tons Food Waste			Outreach Staff
					2

Community Involvement Activities:

- ✓ Move-In and Move-Out Events
- ✓ Orientation Events
- ✓ Facility Tours
- ✓ Earth Week
- ✓ Presentations and Sponsorships
- ✓ Support of Internship and Capstone Projects
- ✓ Consulting for Zero Waste Events

GreenWaste collects MSW, recyclables, food waste and yard waste from throughout campus at California State University, Monterey Bay (CSUMB). GreenWaste reduces environmental impacts by commingling all recyclables collected from CSUMB at the GreenWaste Operations and Transfer Facility in Watsonville with other recyclables collected from nearby areas, and then transports these materials to the GreenWaste MRF in San Jose using one transfer trailer. Recyclable materials transported to the GreenWaste MRF are processed in the single stream processing facility where they are separated, cleaned, baled and shipped to market. All MSW, food waste, and yard waste collected from CSUMB's campus are direct-hauled to the Monterey Peninsula Landfill for processing and/or disposal.

Street Sweeping Experience

GreenWaste features over 17 years of experience providing street sweeping services to municipalities and construction sites. By utilizing an experienced street sweeping provider, communities realize the following benefits:

- ✓ *Storm drainage systems remain clear;*
- ✓ *Stormwater runoff quality and air quality are improved;*
- ✓ *Streets are kept clean and safe for pedestrians, bicyclists, and automobiles; and,*
- ✓ *Aesthetics of the City street system are beautified and enhanced.*

As is displayed in the tables below, GreenWaste boasts a remarkable track record of providing top-notch street sweeping services to municipalities. Although the annual curb miles and service levels vary, the experience GreenWaste has gained due to the variations in size, topography, and municipal requirements serve to only benefit the City of Milpitas.

City of San Jose ~ 36,000 curb miles annually	✓ Street Sweeping ✓ Debris Management ✓ Emergency / Unscheduled Services	**Term:** 1997 – Present (current contract is through 2021)	Laura McEwen IWM Contract Manager 200 East Santa Clara St., 10th Floor San Jose, CA 95113 408.975.7176 laura.mcewen@sanjoseca.gov
Town of Los Altos Hills ~ 380 curb miles annually	✓ Street Sweeping ✓ Debris Management ✓ Emergency / Unscheduled Services	**Term:** 2008 – Present (current contract is through 2019)	Carl Cahill, AICP Town Manager 26379 Fremont Rd. Los Altos Hills, CA 94022 650.941.7222 Ext. 225 ccahill@losaltoshills.ca.gov

Experience in Other Municipalities

GreenWaste's experience in street sweeping services includes servicing the City of San Jose and the Town of Los Altos Hills, as well as various construction sites.

- City of San Jose | GreenWaste has been providing street sweeping services to the City of San Jose, under contract, since 1997. Initially, GreenWaste began servicing the City under a partnership with Universal Sweeping. Once sweeping experience was achieved through this partnership, GreenWaste was then solely awarded the contract in 2002. Successful and efficient services have resulted in GreenWaste being awarded 4 contract extensions to sweep nearly 36,000 curb miles annually in the City's residential areas. GreenWaste utilizes roll-off containers staged strategically throughout the City for the debris management portion of street sweeping services. Sweeper operators monitor the debris level of the boxes, contact Dispatch once a box reaches capacity, and schedule either a removal or an exchange.

Additionally, GreenWaste is contacted periodically to complete unscheduled sweeping services and to respond in emergency situations. GreenWaste has always responded within the timeframe requested by the City. These situations may include flood clean-up, street sanitation for events, neighborhood clean-up activities, and street maintenance activities. For example, in December 2013, GreenWaste was contacted by the DOT to provide emergency street sweeping services in San Jose in response to a large truck spill of mulch on a major roadway.

The City has adjusted the annual curb miles, has added and removed streets for sweeping periodically, and has changed routes due to construction, street maintenance, or events. GreenWaste has always proven to be flexible and able to adjust operations as necessary.

- Town of Los Altos Hills | GreenWaste is contracted to provide collection and processing services, as well as street sweeping services for approximately 380 annual curb miles since 2008 to the Town of Los Altos Hills. With sweeping services falling under the collection services contract, GreenWaste is able to easily coordinate the collection schedule with the sweeping schedule and provide the Town with combined reporting, as requested. Having the street sweeping services incorporated into the collection contract allows for one service provider to be accountable for upholding the Town's standards, for communication to be seamless between the departments and the Town, and for a strong partnership to be developed and fostered through the term of the contract.
- Construction Sites | GreenWaste also has experience in providing street sweeping services for construction sites. It is typically part of a construction project's Best Management Practices to sweep sites daily in order to maintain a clean and safe environment. GreenWaste Recovery has been providing sweeping services for construction sites for over 10 years. Oftentimes, sweeping of construction sites is scheduled, but there are instances where sweeping requests are made at the last minute. GreenWaste's experience in providing this type of sweeping service will prove quite valuable to the City of Milpitas as it continues to prosper and provide ample opportunities for construction projects within its City parameters.

Additional Service Experience

GreenWaste has extensive experience in rescheduling and re-routing as a result of holidays, street closures, construction, and street maintenance. It is often the case that GreenWaste is contacted by a City or Town representative to make adjustments with just a day's notice. Flexibility and cooperation is crucial in providing street sweeping services that meet a municipality's needs without sacrificing the quality of service.

Another element of experience that GreenWaste brings is experience with monthly reporting to municipalities. GreenWaste is required contractually to provide monthly reports to the City of San Jose and to the Town of Los Altos Hills for the street sweeping services performed. This reporting may include:

- ✓ *Date of sweep;*
- ✓ *Street sweeper identification number performing each route;*
- ✓ *Route number(s);*
- ✓ *Time in and time out for each portion of route;*
- ✓ *Name of sweeper operator on each route;*
- ✓ *Total miles scheduled on entire route;*

- ✓ *Total number of miles swept on portion of route completed;*
- ✓ *Beginning and ending odometer readings for portion of route completed;*
- ✓ *Location of dumpsite;*
- ✓ *Estimate of volume or tons of debris collected and delivered to dumpsite;*
- ✓ *Listing of streets not swept, and reason for not sweeping;*
- ✓ *Approximate number of parked cars using on-street parking on each sweep route;*
- ✓ *Location of street trees that interfere with sweeping operations;*
- ✓ *Name of disposal facility receiving load;*
- ✓ *Weight tag number (unique, non-repeating number);*
- ✓ *Date delivered to disposal facility;*
- ✓ *Time of arrival at facility;*
- ✓ *Truck number;*
- ✓ *Net weight of load (in tons);*
- ✓ *Route number(s) serviced by dumpsite; and,*
- ✓ *District(s) serviced by dumpsite.*

Equipment Experience

GreenWaste is skilled in operating both regenerative air and mechanical broom sweepers and invests in keeping equipment operationally efficient at all times. Equipment is always maintained in accordance with current Federal, State, and local laws and regulations. Please refer to Section 2.M | Street Sweeping for a description of the proposed street sweeping services for the City.

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1.C Service Initiation Experience

GreenWaste has been awarded numerous contracts in new service areas, and is well versed in new service initiation and transitions. GreenWaste has successfully commenced new and innovative collection and processing services in cities and towns of varying sizes and socioeconomic types. GreenWaste has always worked closely with vehicle, container, and equipment vendors to ensure timely delivery of equipment and supplies. Based on past experience, GreenWaste calculates the number of routes required using the total number of customers, expected tonnage, population density of the service area, and productivity of appropriate collection vehicles.

In previous start-ups, GreenWaste obtained billing information from either the jurisdiction or the previous collection company. Using this information, GreenWaste first confirms the accuracy of customer information and then uses direct mail to distribute informational packets introducing GreenWaste as the new hauler and informing customers of new service options and programs available. GreenWaste works diligently to avoid collection day changes, but if any are necessary, customers are notified prior to this change.

GreenWaste's Public Outreach Program begins well before program start-up. Preceding rollout, informational packets are distributed and ads are run in the local paper informing customers of the upcoming changes. Throughout container distribution and following program start-up, waste assessments will be performed at multi-family dwelling and commercial premises to identify diversion opportunities and target customers for enhanced technical assistance and compliance with AB 341 and upcoming AB 1826.

During the first few weeks of service, the Route Supervisor monitors routes to ensure customers are serviced appropriately. All drivers are easily contacted by radio, and any missed streets are handled the same day GreenWaste is notified. If drivers have gone home for the day, GreenWaste will return the following morning prior to servicing regular routes.

GreenWaste has determined through past experiences that the greatest hindrance to performing a seamless start-up and transition to new service has been an uncooperative previous hauler and incomplete or incorrect customer data. The following are examples of transitions GreenWaste has completed, as well as explanations of some of the challenges encountered and the resolutions applied. Please refer to Section 8 | Attachments for examples of outreach materials used during transitions, as well as letters of reference and commendation.

Service Initiation Experience No. 1 | Monterey Peninsula Cities

Jurisdiction Name	Contract Manager Contact Information	Commencement Date & Term of Agreement	Population (# of Customers)
City of Carmel-by-the-Sea	Sharon Friedrichsen PO Box CC Carmel-by-the-Sea, CA 93921 831.620.2009	July 1, 2015 | 15 years	Residential | 2,626 Commercial | 546
City of Del Rey Oaks	Daniel Dawson 650 Canyon Del Rey Rd. Del Rey Oaks, CA 93940 831.394.8511	May 1, 2015 | 15 years	Residential | 602 Commercial | 31
City of Marina	Layne Long 211 Hillcrest Avenue Marina, CA 93933 831.884.1278	May 1, 2015 | 15 years	Residential | 4,703 Commercial | 247
City of Pacific Grove	Thomas Frutchey 2100 Sunset Drive Pacific Grove, CA 93950 831.648.3188	Aug. 1, 2015 | 15 years	Residential | 5,812 Commercial | 343
Pebble Beach Community Services District	Mike Niccum 3101 Forest Lake Rd. Pebble Beach, CA 93953 831.737.1274	July 1, 2015 | 15 years	Residential | 2,867 Commercial | 98
City of Sand City	Charles Pooler 1 Sylvan Park Sand City, CA 93955 831.394.3054	April 1, 2015 | 15 years	Residential | 73 Commercial | 131
City of Seaside	Daphne Hodgson 440 Harcourt Ave. Seaside, CA 93955 831.899.6715	May 1, 2015 | 15 years	Residential | 8,683 Commercial | 387

Procurement Summary | The cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Sand City, Seaside, Pacific Grove and the Pebble Beach Community Services District (hereinafter referred to as the "Peninsula Cities") had exclusive Franchise Agreements for solid waste and recycling collection and processing services that were all expiring within a span of six (6) months. In an effort to attract the most qualified companies to participate in the bidding process, the Peninsula Cities enlisted the assistance of the Monterey Regional Waste Management District (MRWMD), of which each Peninsula City is a Member Agency, and HF&H Consultants to develop a model Franchise Agreement and draft and release a consolidated Request for Proposals (RFP). The RFP requested bids for baseline services, which reflected the existing services each Member Agency was receiving, as well as 4 required alternative proposals.

GreenWaste developed its most comprehensive and competitively priced proposal, and was unanimously recommended by the Evaluation Team and the Technical Advisory Committee (TAC). The elected bodies of each Member Agency then received the recommendation from the TAC and authorized staff to enter into negotiations with GreenWaste. GreenWaste was ultimately awarded seven (7) exclusive individual 15-year Franchise Agreements with the cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Sand City, Seaside,

Pacific Grove and the Pebble Beach Community Services District (hereinafter referred to as the "Peninsula Cities") to provide solid waste, recycling and organics collection services with a phased commencement schedule beginning in 2015.

GreenWaste's services included the provision of the requested baseline collection and processing services, as well as the rollout and integration of new and expanded services. GreenWaste's services were designed to provide a more comprehensive baseline service program than was requested in the RFP, in addition to new and expanded recycling services. Some of the new and expanded programs became available to all customers for no additional charge, while other programs and expanded service offerings became available only to specific sectors - some were provided for no additional charge, while others were offered for an additional charge.

GreenWaste's new and enhanced program offerings available to customers in the Peninsula Cities are described below. Also, as part of GreenWaste's Transition and Implementation Plan, the transitional and targeted outreach and educational activities that were conducted to inform customers of the new and expanded recycling and diversion programs and innovative services available are also described.

- All Sectors | The most significant changes that affected all customers were the expansion of the types of materials accepted in recycling carts, and the delivery of new color-coded containers: grey for garbage, blue for recyclable materials, green for yard trimmings, and yellow for food waste. Customers were notified of the expanded list of acceptable materials in all public outreach and educational materials, which include press releases, newspaper advertisements, and sector-specific new hauler notice postcards. The itemized list of acceptable items by material type was detailed in each sector-specific recycle guide that was distributed prior to the commencement of services. Customers were informed that new containers would be delivered, and the schedule for delivery in the sector-specific new hauler notices as well as targeted newspaper advertisements.

- Single-Family Customers | In addition to the greatly expanded list of acceptable recyclable materials and new color-coded carts provided at no additional charge, the following services are now available to all single-family residential customers for no additional charge:
    - ✓ Bulky Item Reuse Collection Program. Single-family customers may request up to three (3) bulky item reuse on-call collection events each year at no additional charge, which include up to two (2) cubic yards of reusable materials, five (5) e-Waste items, and two (2) appliances or bulky items during each event.
    - ✓ Material Overages Program. Single-family customers receive ten (10) "Extra Garbage" stickers and ten (10) "Extra Yard Trimmings" stickers at the beginning of each calendar year for no additional charge that can be used anytime during the calendar year on the normal collection day for materials that exceed weekly collection subscription levels. Additional stickers may be purchased for an additional charge.
    - ✓ Materials that Require Special Handling. Single-family customers are now offered curbside collection opportunities for used motor oil & used motor oil filters, household batteries, car batteries, water-based paint, and holiday trees for no additional charge. While each material type has parameters on collection frequencies and quantities

provided for no additional charge, set-outs that exceed the frequencies and/or quantities are eligible for collection for an additional charge.

- ✓ Physical Limitations Program. Customers that are disabled as defined by the Americans with Disabilities Act are eligible to receive collection services at a location other than curbside for no additional charge.
- ✓ Universal Yard Trimmings Collection. Customers in the Seaside & Marina were not previously offered a universal yard trimmings collection program as part of their garbage service subscription. Single-family customers in Seaside and Marina are now offered universal yard trimmings collection in a 65-gallon or 95-gallon cart as part of their monthly garbage subscription at no additional charge.
- ✓ Information Dissemination Channels. To promote these new and expanded service offerings, GreenWaste disseminated press releases, direct-mailed a targeted single-family new hauler notice postcard, and delivered a comprehensive single-family recycle guide booklet when new carts were distributed. All promotional and collateral materials are available on each area's portion of the GreenWaste website. New and expanded service offerings will also be promoted on an ongoing basis through quarterly newsletters and bill inserts.

- ➢ Multi-Family Customers | In addition to the greatly expanded list of acceptable recyclable materials and new color-coded containers provided at no additional charge, the following services are now available to all multi-family residential customers:

  - ✓ Bulky Item Reuse Collection Program. Multi-family customers may request up to three (3) bulky item reuse on-call collection events each year at no additional charge, which includes up to two (2) cubic yards of reusable materials, five (5) e-Waste items, and two (2) appliances or bulky items during each event.
  - ✓ Technical Assistance for AB341 Compliance. GreenWaste provides free technical assistance to multi-family customers who request assistance with "right-sizing" their containers or starting or expanding a recycling and/or organics collection program. GreenWaste also offers direct and targeted recycling opportunity assessments to all multi-family customers that meet the eligibility criteria for AB341 by subscribing to 4 or more cubic yards of garbage collection weekly.
  - ✓ Information Dissemination Channels. To promote these new and expanded service offerings, GreenWaste disseminated press releases, direct-mailed a targeted multi-family new hauler notice postcard, and delivered a comprehensive multi-family recycle guide booklet to cart customers when new carts were distributed and to bin customers by way of the property managers. Direct outreach to many of the larger multi-family customers was also conducted, and presentations were made as requested. All promotional and collateral materials are on each area's portion of the GreenWaste website. New and expanded service offerings will also be promoted on an ongoing basis through quarterly newsletters and bill inserts.

- Commercial Sector | In addition to the greatly expanded list of acceptable recyclable materials and new color-coded containers provided at no additional charge, the following services are now available to all commercial customers:
  - ✓ Commercial Food Waste Program. All businesses are now eligible to enroll in commercial food waste collection, with collection services offered up to the maximum allowable days per week for each jurisdiction. GreenWaste also offers businesses technical assistance with initial program set-up that includes internal/external infrastructure recommendations and staff training.
  - ✓ Technical Assistance for AB341 Compliance. GreenWaste provides free technical assistance to multi-family customers who request assistance with "right-sizing" their containers or starting or expanding a recycling and/or organics collection program. GreenWaste will also offer direct and targeted recycling opportunity assessments to all multi-family customers who meet the eligibility criteria for AB341 by subscribing to 4 or more cubic yards of garbage collection weekly.
  - ✓ Information Dissemination Channels. To promote these new and expanded service offerings, GreenWaste disseminated press releases, direct-mailed a targeted commercial new hauler notice postcard, and physically delivered a comprehensive commercial recycle guide booklet. Direct outreach to many of the businesses was conducted and presentations to business and industry associations were made as requested. Communications were intended to promote the expanded services available, offer technical assistance to right-size existing services, and to encourage enrollment in the commercial organics program. All promotional and collateral materials are on each area's portion of the GreenWaste website. New and expanded service offerings will also be promoted on an ongoing basis through quarterly newsletters and bill inserts.

For the new service transition into the Peninsula Cities, GreenWaste developed a comprehensive Transition and Implementation Plan. The Plan outlined the specific activities and timelines associated with each component of the transition, including the identification of potential obstacles and planned contingencies. The primary goal of the Transition and Implementation Plan, above all else, was to minimize the potential for service interruptions and any inconveniences for customers, city/district staff and elected officials, and begin the full commencement of services on the transition date. For each component of the Transition and Implementation Plan, GreenWaste identified potential obstacles and developed contingencies and mitigation measures to ensure the transition date would be maintained, the service transition would be smooth and would not be disrupted. The phases and activities identified in the Transition and Implementation Plan were carefully crafted, adapted, revised, and refined by GreenWaste's Management and Transition Team. The schedule underwent multiple revisions that included balancing optimistic and realistic timelines to create an accurate estimate of the start and end dates of activities, as well as their expected duration, sequencing, and overlap. GreenWaste had the experience and expertise to deliver on the commitment to complete the complex and detailed transition according to schedule, all while minimizing disruption to customers and inconvenience to the jurisdictions.

- Transition Choreography & Procedures | GreenWaste recognized that all the challenges associated with service transition could not be anticipated, and emphasized the importance of early detection of any actual or perceived challenges. Once a potential challenge was identified, GreenWaste was committed to work with the jurisdictions and the previous hauler to quickly develop and execute a strategy to overcome those challenges. The primary goal of the Transition and Implementation Plan, above all else, was to minimize the potential for service interruptions and any inconveniences for staff and elected officials while beginning the full commencement of services on each jurisdiction's transition date. Joint meetings between all the jurisdictions, the Monterey Regional Waste Management District (MRWMD) and GreenWaste were held monthly, and meetings between each individual jurisdiction and GreenWaste were held as frequently as was needed to ensure a smooth transition.

- Personnel Hiring & Training | When transitioning into any new service area, GreenWaste's goal is to capitalize on the institutional knowledge of existing operational, support, and customer service staff from the previous hauler. Well in advance of the awards of the exclusive Franchise Agreements, GreenWaste signed a Letter of Understanding with Laborers' Local 270 agreeing to honor all the terms of the existing collective bargaining agreement through the expiration of the term in May of 2016. GreenWaste had previously identified the number and type of positions available, and, immediately following the awards of the exclusive Franchise Agreements, began working with the previous hauler and Laborers' Local 270 to obtain information on the current employees. This information helped to initiate the recruitment process, and included job standing, tenure, classification, and position descriptions. GreenWaste managers worked with Laborers' Local 270 to schedule meetings with the Monterey Peninsula employees to notify them of the transition timeline and operational changes, which included services, equipment, and routing. GreenWaste managers requested that interested employees provide their contact information to begin the application process. GreenWaste honored employee seniority, health, and other benefits, and the employment transfers occurred without interruption. GreenWaste encountered only one significant unforeseen obstacle when obtaining information on former Monterey Peninsula employees from the previous hauler, and both the challenge and the resolution are described in the table below.

  Employees who were offered and accepted employment began participating in "off-truck" and "on-truck" training. It was imperative that all employees who had accepted positions were trained on and thoroughly understood the GreenWaste Drug & Alcohol Policy, Sexual Harassment Policy, Injury and Illness Prevention Program, Emergency Action Plan, Safety Rules, Discipline Program, and Accident and Injury Reporting Program. As appropriate, employees were also required to complete an intensive training program covering topics including, but not limited to, commercial driver safe work practices, PPE, hazard communication, seat belt requirements, confined spaces, and lockout/tag out requirements and procedures. To accommodate schedules, these trainings were held on Saturdays leading up to the transition date. Participants were paid for the time they spent participating in these trainings at their regular hourly rate. No significant unanticipated obstacles related to training occurred.

As a result of the new and expanded recycling and diversion programs, and some modifications in the positions needed, GreenWaste identified a number of new positions and job classifications that needed to be created. Position descriptions were drafted, then distributed and posted on job recruitment and industry websites. The top candidates for each new position were offered employment, and negotiations ensued. Ultimately, the positions were filled, start-dates were scheduled, and trainings were planned. GreenWaste offered employment to and was able to retain nearly all the previous hauler's represented employees from the Monterey Peninsula. Overall, operational and routing efficiencies for existing services increased, and any potential position reductions were offset with the addition of new and expanded service programs and routes associated with those programs. Without an existing outreach program in place under the previous hauler, and with Customer Service located outside the local area, GreenWaste was also able to hire experienced and enthusiastic outreach and customer service teams. No significant obstacles were encountered with the recruitment of new employees for new positions.

- Data Importation & Customer Records | One of the most important components to ensure a smooth transition is obtaining up-to-date, complete and accurate data from the previous hauler. Immediately after the award of the exclusive franchises, GreenWaste began working with the previous hauler to determine and understand the parameters of their customer service and operational data, and their database's export parameters. GreenWaste also needed to ensure that its operational system, Tower, was ready to correctly receive the data. Once the GreenWaste system was accurately configured to receive the data, the previous hauler provided their databases, and the records were imported into GreenWaste's Tower system. Once the data were received, GreenWaste was still required to correct the previous hauler's tracking methodology to ensure consistency with the new exclusive Franchise Agreements. The previous hauler tracked customers according to their container type (residential customers had carts while commercial customers had bins), whereas GreenWaste was required to maintain records by customer type (single-family residential, multi-family residential, commercial) regardless of their containers. GreenWaste's customer service team began culling through the data using pivot tables, zoning maps and Google street-view to determine the different customer types based on their levels of service and precise location. While examining the data, the Customer Service Team worked with the Operations Team to improve routing and to identify customers that would be prime candidates for technical assistance from the Outreach Team. Only one significant unanticipated obstacle was encountered when obtaining data from the previous hauler for the City of Seaside, and both the issue and its resolution are described in the table below.

- Routing & Operations | Leading up to the transition, GreenWaste worked closely with the previous hauler to obtain route maps, sequential route sheets, customer gate codes, collection locations, and special collection constraints. GreenWaste reviewed this information thoroughly before inputting the data in the Tower system. GreenWaste then conducted comprehensive route surveys and field audits to verify the data, and to help develop routes before conducting dry runs previous to finalizing routes. The data was proven accurate, and routes were finalized in the two (2) months preceding the transition. The routes were calibrated as needed on an ongoing basis during this process. Easy-to-read route maps were also provided to the jurisdictions to assist them with any customer inquiries. Only one significant unanticipated obstacle was encountered related to

inefficient routing that required customer collection day changes. Both the challenges and solutions deployed are described in the table below.

- Vehicle Procurement & Delivery | GreenWaste purchased 33 new compressed natural gas (CNG) collection vehicles and additional support vehicles needed for operating residential, multi-family and commercial solid waste, recyclable materials, yard trimmings and organics collection routes. Vehicles needed for each jurisdiction were received approximately two (2) months in advance of each jurisdiction's' transition date. The vehicles were registered, logoed, inspected, tested and tuned prior to the commencement of services. Drivers were also trained on the fueling protocols for CNG trucks, which included operational and safety procedures. No significant unanticipated obstacles were encountered related to vehicle procurement and delivery.

- Container & Equipment Ordering | GreenWaste ordered and received all new carts, bins and roll-off containers well in advance of each jurisdiction's transition date. The colors, sizes, logos, text and text placement, and container identification numbers for all containers were specified in the Franchise Agreement. Additional bin stickers were created, reviewed, and approved by the jurisdictions, and placed on the bins prior to delivery. Only one significant unanticipated obstacle was encountered regarding cart sizes for residential recyclable materials and yard trimmings, and the challenge and resolution are both described in the table below.

  Container Delivery & Bin Swaps | GreenWaste purchased new carts, bins and debris boxes for all residential, multi-family and commercial customers, with each customer to receive new containers in the same size and type as their service levels under the previous hauler. GreenWaste's transition plan called for cart delivery to be completed in advance of each jurisdiction's transition date. Bin delivery was scheduled after the commencement of services, and delivery of debris boxes occurred as orders for services were placed. GreenWaste contracted with a third-party delivery company for cart distribution, and all routes followed the routes of the previous hauler. Carts were delivered based on each customer's existing cart sizes. Swapping commercial solid waste bins required strict choreography to ensure customers' collection schedules were maintained, spatial constraints with multiple sets of containers were prevented, and the timeline to complete the activity was followed. GreenWaste chose to deliver the new bins and remove and re-locate those owned by the previous hauler, which, though it increased GreenWaste's workload, minimized potential service disruption to customers. No significant unanticipated obstacles were encountered related to bin delivery and removal. Two significant unanticipated obstacles were encountered during cart distribution, however, and arose from choreography with the previous hauler and nuances associated with two (2) uniquely situated jurisdictions. These challenges with cart distribution and the associated resolutions are detailed in the table below.

- New Truckyard and Administrative Offices | GreenWaste's Monterey Peninsula operation was to be located at a new facility, the MRWMD in Marina, where a new truck yard, maintenance facility, CNG fueling station and administrative office building were to be constructed. The new facility was not projected to be completed by first jurisdiction's service commencement date, so GreenWaste anticipated using short-term contingency facilities in its proposal. GreenWaste set-up a customer

service call center at its facility in Watsonville, CA, worked with the MRWMD to set-up a temporary truck yard and fueling station at the MRWMD, and arranged for space to store containers at the California State University, Monterey Bay campus in Marina, CA. GreenWaste continues to use these temporary facilities and expects the new facility will be completed and ready for occupancy in early 2016. No significant unanticipated obstacles were encountered related to the temporary or permanent facilities as they relate to GreenWaste.

- Transition Problem Resolution | For each of the components of the Transition and Implementation Plan, GreenWaste identified potential obstacles, developed contingencies and mitigation measures to ensure the transition date would be maintained, the service transition would be smooth, service would not be disrupted, and staff and elected officials would not be inconvenienced. The following table details unanticipated challenges and the solutions deployed to address such challenges.

Monterey Peninsula Cities Transition Challenges & Solutions	
Challenge Encountered	Solutions Deployed
Approximately 2,000 Accounts Were Withheld: During the routine route audits of data provided by the previous hauler, GreenWaste discovered huge pockets of military housing in the City of Seaside that were not included in the data set provided by the previous hauler. GreenWaste immediately requested confirmation that these premises fell within the City limits and thus were part of the exclusive Franchise Agreement. GreenWaste formally requested the previous hauler provide the missing data, and were told those premises were Military Housing on Federal Lands. As a result, they would not be subject to the exclusive Franchise Agreement and would continue to be serviced by the previous hauler. Attorneys for both GreenWaste and the City of Seaside contacted the previous hauler demanding the data. The previous hauler was unresponsive.	GreenWaste was able to overcome the obstacles associated with the previous hauler's active withholding of ~2,000 accounts, albeit with some service disruption to these residences. Because GreenWaste and the City did not receive a response to attorney letters demanding data, it was unclear whether the previous hauler intended to continue servicing these premises following the commencement of the new Franchise Agreement or whether the previous hauler would remove their containers and leave these premises without service. GreenWaste immediately began compiling a triage plan. Because these premises were not included in the RFP and capital needs, GreenWaste began evaluating its inventory of containers and placed orders for additional containers to ensure adequate inventory. GreenWaste also began collecting as much data as possible on the location's addresses, but without account or service level data, GreenWaste was unable to begin entering any new services into its system for container delivery and routing. As suspected, one week before the commencement of services, GreenWaste discovered the previous hauler had begun removal of its containers. GreenWaste promptly developed

	outreach pieces to hand-deliver to each premise notifying the customers of the issue and requesting they promptly contact GreenWaste to establish an account that would then allow containers to be delivered and service to begin. As soon as accounts began to be established, GreenWaste began container delivery. On the date of service commencement, GreenWaste began driving the routes and collecting any/all materials that were set-out for collection. GreenWaste also set out debris boxes throughout the community in order to accommodate the customers' disposal needs. While many customers were initially without containers for service, GreenWaste did its best to encourage customers to set up their accounts and collect all waste that was set out for collection. Within a few weeks, nearly all the premises had established their accounts and regular and routine services were provided to these customers without disruption.
<u>Recruitment of Previous Hauler's Employees:</u> GreenWaste agreed to hire all represented employees of the previous hauler who had been providing services to the Monterey Peninsula cities. GreenWaste encountered challenges obtaining information on these employees from the previous hauler.	Despite having encountered challenges obtaining data from the previous hauler on the employees who had been providing services to the Monterey Peninsula cities, GreenWaste was able to work directly with Local Laborers' 270 to obtain information on the represented employees. Thorough perseverance, GreenWaste was able to obtain the information needed to begin its recruitment campaign, and was ultimately successful in recruiting nearly all the employees that had been providing services to the Monterey Peninsula cities.
<u>Cart Removal & Replacement</u>: The previous hauler was not as cooperative as anticipated with the coordinated removal of their carts and delivery of GreenWaste carts and the previous hauler began removing their carts prematurely by up to a week. Both GreenWaste and the previous hauler hired cart delivery companies for cart removal/delivery, and this resulted in some customers without carts and other customers with two sets of carts.	GreenWaste was able to overcome the obstacles associated with uncoordinated cart removal/delivery and the premature removal of carts. GreenWaste advanced the schedule of cart delivery as soon as it was clear that the previous hauler did not intend to cooperate with GreenWaste's cart delivery company. GreenWaste ran newspaper ads that focused on the cart delivery aspect of the transition, provided customers with a timeline on cart removal and delivery, and publicized who to call depending on whether they had received or had their carts

	removed. GreenWaste used the same routes as those provided by the previous hauler to prioritize routes that were most likely to have their carts removed first. Some customers had two sets of carts for a short period of time, but ultimately, aside from a few exceptions (in City of Seaside's Military Housing described above and City of Carmel-by-the-Sea described below), GreenWaste was able to deliver all carts to residential customers in advance of the date services commenced.
<u>Residences w/o Addresses & Off-street Collection</u>: Residential premises in the City of Carmel-by-the-Sea lack numerical street addresses, and the data provided by the previous hauler to describe these premises was poor. These unanticipated challenges were compounded by the previous hauler's premature removal of carts, as well as a late request by the City of Carmel-by-the-Sea for GreenWaste to deliver carts off-street.	GreenWaste was able to overcome the obstacle that arose as a result of residential premises lacking numerical street addresses and data provided by the previous hauler being of poor quality. GreenWaste personnel assisted the cart distribution company with fulfilling the deliveries, and also enlisted the assistance of a new GreenWaste employee who had worked for the previous hauler and who was familiar with the streets of Carmel. GreenWaste operational personnel worked hand-in-hand with with the cart delivery company to ensure the correct cart types and sizes were delivered to the correct set-out location(s). GreenWaste also accommodated the City of Carmel-by-the-Sea's request to deliver carts to each residential premises' off-street location. Despite not being budgeted in start-up costs, GreenWaste agreed to deliver carts to each residential customer's set-out location, whether in the customer's back or side yard. In instances where customer carts had been prematurely removed by the previous hauler, the cart delivery company made their best guess at the customer's set-out location.
<u>Customer Call Volumes</u>: As a result of challenges experienced with cart removal and replacement, and the lack of addresses in the City of Carmel-by-the-Sea, GreenWaste Customer Service received an unanticipated increase in the number of calls	GreenWaste was able to overcome the obstacle of unanticipated high numbers of calls by enlisting its San Jose operations to answer phones and respond to emails. Once the transition itself was completed, daily customer calls became manageable and call wait times were greatly reduced to below the performance standards outlined in the Franchise

leading up to and during the transition.	Agreement.
Collection Day Changes: Two (2) jurisdictions experienced unanticipated residential collection day changes as a result of cross-jurisdictional routing and unbalanced routes from the previous hauler.	GreenWaste conducted a comprehensive evaluation of the existing routes, and strategically proposed changes that would minimize the total number of impacted customers and made collection day changes that were later in the week whenever possible. Once the new routes were developed, GreenWaste informed each jurisdiction of the number of customers impacted and the way in which those customers were impacted. GreenWaste also provided route maps to the jurisdictions. GreenWaste then developed targeted cart hangers and proactively contacted the customers in advance of the collection day changes. GreenWaste did not impose any "missed pick-up" or "go-back" charges for customers that were impacted for the month following their collection day change.
Senior and/or Low Income Rates: Two (2) jurisdictions had customers that had been receiving discounted rates for seniors and/or low income residents that were not part of the RFP and were not considered in the Franchise Agreement.	GreenWaste was able to overcome the obstacle of customers having previously received discounted rates that were not part of the Franchise Agreement by working with each jurisdiction to better understand their eligibility requirements for their discounted programs as well as the total anticipated number of customers impacted. GreenWaste ultimately agreed to honor these discounted rate programs for customers who continued to meet program eligibility requirements and could provide documentation that they were previously receiving the discounted rate.
New Charges for Recycling Services: Six (6) jurisdictions implemented charges for commercial and multi-family recycling services that increased customer costs more significantly than anticipated.	While commercial and multi-family customers experienced unanticipated increases in monthly services as a result of the new recycling charges, the charges for recycling were 15-25% of the garbage service level equivalent. Whether the customer contacted GreenWaste Customer Service, or the GreenWaste Outreach Team proactively contacted the customer, individual service levels were reviewed and customized recommendations were made to reduce garbage service levels (volume and/or frequency) as a result of the new

	and expanded recycling programs. The reduced garbage service levels offset and in many cases actually lowered overall monthly costs.
Smaller Recycling/Yard Trimmings Carts: Two (2) jurisdictions had customers that had been issued smaller 32- or 35-gallon recycling and/or yard trimmings carts that were not part of the RFP and were not included in the Franchise Agreement. During cart delivery, customers in the City of Carmel-by-the-Sea and Pacific Grove contacted both GreenWaste and their City to express concern over the size of the recycling and/or yard trimmings carts issued. Despite the fact that smaller "diversion" carts are not congruent with moving toward zero waste, the jurisdictions decided to offer limited quantities of these smaller carts as a result of significant spatial constraints at some residential premises.	GreenWaste was flexible and worked with the City to finalize the offer of a smaller recycle cart for residents with limited space. The costs to purchase these additional carts were identified, and GreenWaste submitted proposals for the "Agency Directed Change in Scope." While the two ultimately decided on vastly different ways to make GreenWaste whole for the additional costs, an agreement was reached, and carts were ordered and delivered to the customers who required them.
Services to Jurisdictions' Facilities: Both the RFP and the Franchise Agreements required GreenWaste to provide service to each jurisdictions' existing facilities at service levels listed in an Exhibit to the Franchise Agreement, as well as any new facilities established after services commenced.	Shortly after services commenced, GreenWaste was informed that two (2) jurisdictions had roll-off boxes at their corporation yards that were being serviced one (1) to three (3) times weekly. The jurisdictions either were not aware of or did not list roll-off services at existing facilities in the Exhibit, but it was a service that needed to be provided and the costs were not anticipated by GreenWaste. Ultimately, GreenWaste and the jurisdictions agreed that services would be provided and paid by the jurisdictions at a discounted rate to cover GreenWaste's operational costs and direct disposal costs. GreenWaste and the jurisdictions will continue to evaluate whether these costs will be rolled into the rate structure in the future.
Un-Containerized Commercial Cardboard: Two (2) jurisdictions have historically allowed commercial customers to place un-containerized cardboard on the sidewalks for collection by the franchised hauler that was not limited to certain days of the week for set-out or collection. The new	Despite the challenges of not having a mechanism to charge for collection of un-containerized cardboard, at the request of the cities of Carmel-by-the-Sea and Pacific Grove and their business communities, GreenWaste continued to collect un-containerized cardboard during the transition.

Franchise Agreements, however, carry a new charge for recycling services based on volume and frequency of collection to an assigned customer. Without a mechanism to determine the volume and frequency of collection and assign those charges to an appropriate customer, GreenWaste was in violation of its Franchise Agreement. Neither GreenWaste nor the City was receiving the revenue for providing this service.	GreenWaste continues to work in collaboration with the cities and the business community to identify appropriate solutions that will ensure customers are charged for their recycling services and diversion is maximized. While the optimal long-term solutions to address un-containerized cardboard collection in these jurisdictions has not yet been been identified, this clearly demonstrates GreenWaste's willingness to work alongside the jurisdictions we serve to ensure the services we provide meet the needs of both the jurisdiction and the customer.

Service Initiation Experience No. 2 | City of Palo Alto

Contact Name: Ron Arp
Telephone: 650.496.5930
Address: 3201 East Bayshore Road
Palo Alto, California 94303
Commencement Date: July 1, 2009 | Term of Agreement: 8 years, extended to June 30, 2021
Population: 64,484 residents with 17,881 residential and 1,930 commercial customers

GreenWaste of Palo Alto (GWPA) was selected to provide the City of Palo Alto with baseline collection and processing services as well as the rollout and integration of new and expanded services to assist the City in reaching their goal of Zero Waste by 2021. GWPA was the perfect candidate to help the City with this goal and in October 2008, the exclusive Agreement for Collection and Processing Services to provide a comprehensive suite of services to residents, businesses and governmental facilities in the City of Palo Alto was executed. GWPA officially took over service from Palo Alto Sanitation Company (PASCO), a Waste Management company, on July 1, 2009.

GWPA designed a comprehensive service program to offer customers their familiar baseline collection services as well as new and expanded recycling services available to all customers at no additional charge. The expanded zero waste services offered new subscription-based programs for businesses. As part of GWPA's Transition and Implementation Plan, the following transitional and targeted outreach and educational activities were conducted to inform customers of the new and expanded recycling and diversion programs and innovative services available:

- Residential Sector | The most significant changes for residents were the expansion of the types of materials accepted in recycling carts, expanded cleanup days, and personalized outreach to right-size customers' containers to increase recycling and lower their solid waste subscription levels and associated costs. Three (3) specific outreach pieces were developed for direct distribution including the initial service change notification outlining program changes, a holiday schedule, and

a residential recycling and expanded services guide. There were also a sequence of press releases and advertisements in local and regional newspapers leading up to the transition date.

- Multi-Family Sector | The most significant changes for Multi-Family Dwellings (MFD) were the expansion of the types of materials accepted in recycling containers, access to expanded cleanup days, and optional expanded organics collection and processing services. Targeted and personalized outreach was conducted to residents and complex managers designed to notify residents of the transition and "recycle-buddy" containers were delivered to residential units to facilitate moving recyclable materials from the individual units to the recyclables bins. Six (6) specific outreach pieces were developed for direct distribution including the initial service change notification outlining program changes, a holiday schedule, laminated recycling and recycle-buddy posters, and a MFD recycling and expanded services guide. As with the single-family sector, the same press releases and advertisements in local and regional newspapers were sequenced leading up to the transition date.

- Commercial Sector | The most significant changes for Commercial businesses, schools, and governmental facilities were the enhanced commercial recycling programs, including the expansion of the types of materials accepted in recycling containers, optional expanded organics collection and processing, and increased C&D recycling. Targeted one-on-one outreach was conducted to businesses, schools, and facilities designed to notify the business and/or management of the transition, including the expanded services available, and opportunities for subscription changes, as well as encouragement to enroll in the commercial organics program with program training available to those requesting technical assistance. Six (6) specific outreach pieces were developed for direct distribution including the initial service change notification outlining program changes, a holiday schedule, laminated recycling and commercial organics posters, a commercial organics "how-to" guide, and a commercial recycling guide. As with the single-family and MFD sectors, the same press releases and advertisements in local and regional newspapers were sequenced leading up to the transition date.

For the new service transition in the City of Palo Alto, GWPA developed a comprehensive Transition and Implementation Plan that outlined the specific activities and timelines associated with each component of the transition including the identification of potential obstacles and planned contingencies. However, GWPA recognized that all the challenges associated with service transition could not be anticipated and emphasized the importance of early detection of any actual or perceived challenges. Once a potential challenge was identified, GWPA worked with the City of Palo Alto and PASCO to quickly develop and execute a strategy to overcome those challenges. The following table details the challenges and solutions deployed during the transition.

GreenWaste of Palo Alto Transition Challenges & Solutions	
Challenge Encountered	Solution Deployed
GWPA encountered unanticipated issues with the	GWPA worked with the City of Palo Alto Public

CNG fueling station owned by the City of Palo Alto for use with the CNG vehicles purchased from PASCO. Leading up to and shortly after the commencement of services, the City of Palo Alto was going through the process of upgrading and modifying their CNG fueling station, which resulted in fairly significant operational issues and lengthy fueling delays.	Works Department to provide ongoing feedback to better inform GWPA of modifications to their station. To address the delays and operational issues, GWPA identified several alternative fueling stations in adjacent cities and created a system to identify daily issues and direct drivers where to fuel.
GWPA purchased side loaders for residential yard trimmings and garbage routes. Consistent with the RFP and the contract, GWPA was to utilize these side loaders using two-man routes. Once deployed, GWPA found the side loaders were not ideal for the two-man residential yard trimmings and garbage routes.	GWPA evaluated the vehicle stock and decided to make changes to improve operational efficiencies. CNG front loaders were being used on one-man routes for recyclables so GWPA proposed to the City a swap in vehicle types. GWPA proposed to use the CNG front loaders for the two-man residential yard trimmings and garbage routes and use the side loaders for one-man recycling routes and once approved by the City, the switch in vehicle type was made and has been extremely successfully and more efficient.
GWPA could not service customer-owned compactors and debris boxes with new hook trucks.	GWPA immediately modified, at its own expense, customer-owned compactors and some customer owned debris boxes to work with the new hook trucks. GWPA also decided to purchase three (3) rail trucks from PASCO in order to service certain compactors and debris boxes that could not be modified to ensure no interruption of service occurred.
The City's conversion to SAP resulted in several billing/service discrepancies. It took some time for these issues to fully surface, but they were quite significant; the major issue was customers being under-billed for the services they were receiving.	GWPA performed comprehensive audits for commercial and residential customers to ensure that the RAMS system and SAP were interacting correctly. Field audits were done at the service site locations as well as administrative audits within the respective computer systems (RAMS and SAP) by outreach and customer service personnel.
The City required that GWPA retain the City-owned facility previously used by PASCO that was located in the City of Palo Alto. During the transition, the City significantly reduced the size of the facility available to GWPA, creating the need for two (2) locations and subsequent issues with routing and	GWPA deployed a number of solutions to overcome logistical issues that arose because of the facility changes. To address routing complications, GWPA switched the collection sequence of residential yard trimmings and garbage routes from garbage then yard trimmings to yard trimmings then garbage.

truck washing as the truck wash at the Palo Alto facility had to be removed.	This ultimately saved time and resulted in a reduced carbon footprint. The change was implemented without any complications and the overall driving time was reduced for the residential routes. To address the issue of the obsolete truck wash, GWPA initially hired a company to wash the trucks on a regular basis in the operations yard in order to meet the requirements of the agreement. The long-term solution was building a truck wash at GWPA's new facility.

A report prepared by the City of Palo Alto's City Manager detailing the first year of collection and processing services from GreenWaste of Palo Alto is included in Section 8 | Attachments as a reference to document the significant obstacles overcome by GreenWaste's Management and Transition Team during the service transition in Palo Alto.

Service Initiation Experience No. 3 | Santa Cruz County

Contact Name: Kasey Kolassa
Address: 701 Ocean Street, Room 410
Santa Cruz, California 95060
Telephone: 831.454.2377
Commencement Date: June 1, 2007 | Term of Agreement: 10 years

In 2007, GreenWaste was awarded the contract to provide collection and processing services in Santa Cruz County. With difficult terrain and unmapped areas of the County, GreenWaste negotiated the early buyout of Waste Management's contract, equipment, and transition of personnel for the Cities of Capitola and Scotts Valley in order to maximize collection and operational efficiencies in the area. GreenWaste effectively delivered more than one hundred thousand (100,000) new carts and removed the previous hauler's containers with minimal interruptions in service. GreenWaste also introduced more than forty (40) new automated collection vehicles and, with the help of the vehicle manufacturer, properly trained all drivers on how to operate the new equipment. The previous hauler's drivers and office staff were retained by GreenWaste and were trained by GreenWaste's Management and Transition Team on the new reporting and dispatch systems.

GreenWaste's new collection services boasted higher diversion rates for the jurisdictions in Santa Cruz County, Capitola, and Scotts Valley. This was due largely to education and outreach programs that resulted in cleaner (and more valuable) recyclables and also due to the "state-of-the-art" GreenWaste MRF recyclables processing line that diverts more than ninety-five percent (95%) of single-stream recyclables.

GreenWaste coordinated with the County in the implementation of a Mandatory Residential and Commercial Recycling Program; whereby GreenWaste notified and educated residents and businesses about the

requirements of the County's mandatory recycling ordinance. The ordinance is based on banning the disposal of all recyclable materials in the County's Buena Vista Landfill and imposes a surcharge for solid waste loads that contain recyclables. In order to assist the County with enforcing the mandatory recycling ordinance, GreenWaste drivers monitor participation by using a camera that is strategically placed near the hopper of the truck to visually inspect each solid waste container for recyclable materials. When the driver sees recyclables being emptied from the container, they exit the vehicle and tag the container with a yellow tag describing the mandatory recycling program. This yellow tag and additional recycling outreach is attached to the container and the driver notes the address and the data is recorded and submitted to the County on a monthly basis.

GreenWaste currently serves 37,243 residential customers and 1,248 commercial customers in Santa Cruz County, 2,421 residential customers and 299 commercial customers in Capitola, and 3,402 residential customers and 275 commercial customers in Scotts Valley.

During the transition period and continuing today, GreenWaste has received praise from not only the County of Santa Cruz, but also the Cities of Capitola and Scotts Valley. A letter from the Director of Public Works for the County of Santa Cruz describing the County's satisfaction with GreenWaste's transition and current collection operations is included in Section 8 | Attachments.

Service Initiation Experience No. 4 | San Jose Yard Trimmings Collection & Street Sweeping

Contact Name: Laura McEwen
Address: 200 East Santa Clara St. 10th floor
San Jose, California 95113
Telephone: 408.975.7176
Commencement Date: July 1, 1991 | Term of Agreement: 10 years, extended an additional 20 years to June 30, 2021

GreenWaste began operating in 1991 under its first Franchise Agreement with the City of San Jose. At that time, there were only a few similar operations in existence and the solid waste industry in general had limited experience with yard trimmings collection, processing, and composting services. Regardless of these limitations, GreenWaste's unique design, transition approach, and implementation of the yard trimmings collection, processing, and composting services for the City went smoothly and were highly successful. This is especially noteworthy considering the numerous unknowns that had to be considered prior to the startup, including:

- ✓ *Program acceptance by the residents;*
- ✓ *Participation levels;*
- ✓ *Tonnages collected;*
- ✓ *Seasonal fluctuations; and,*
- ✓ *Equipment performance and productivity.*

GreenWaste has successfully initiated yard trimmings collection, processing, and composting services for the City of San Jose on two (2) occasions, first in 1991 in Districts A and B and again in 2002 in District C.

During the first startup, GreenWaste successfully initiated yardwaste collection in Districts A and B, which represents two-thirds (2/3) of the entire residential population within the City of San Jose. GreenWaste ordered equipment well in advance of start-up and had all claw type wheeled loaders and rear loader vehicles delivered early in order to test equipment and train drivers. Each resident was sent, via U.S. mail, a yard trimmings cart selection card. Many residents selected the wrong size cart for their actual needs, and therefore, wanted it changed immediately. GreenWaste worked to accommodate all residents as soon as possible, but first priority was for those who wanted smaller carts to accommodate space constraints.

GreenWaste attributes much of its success with the City's yardwaste collection and recycling services to the program guidelines that were developed and implemented early as part of the Implementation Plan. These guidelines included:

- ✓ *Implementing and maintaining a productive public awareness campaign;*
- ✓ *Preliminary and ongoing consultation with City staff;*
- ✓ *Startup training for all personnel;*
- ✓ *Creating a specific collection procedure outline;*
- ✓ *Routing equipment for optimum collection efficiency;*
- ✓ *Providing additional equipment to accommodate any underestimation in productivity;*
- ✓ *Providing trained personnel for all equipment;*
- ✓ *Having weekly meetings with personnel to obtain input and feedback; and,*
- ✓ *Developing and maintaining a customer service program to respond to customer concerns immediately and efficiently.*

GreenWaste also attributes success to the City's mandated three-phase startup approach. In addition to allowing the City to observe and subsequently adjust project responsibilities, the phased program approach gave GreenWaste several opportunities to make effective and efficient adjustments to the program. With the yardwaste program growing from approximately twenty thousand (20,000) tons per year (tpy) in 1991 to over seventy-seven thousand (77,000) tpy in Districts B and C in 1997, GreenWaste efficiently handled spikes of over 1,000 tons per day (tpd) and accommodated increasing participation by adjusting routes and adding additional equipment.

In 1997, when GreenWaste was selected by the City to provide street sweeping services in Districts B and C, GreenWaste went through extensive advertisement and public education efforts and continued to work closely with City staff in Streets and Traffic to ensure the maximum amount of participation. Once again, in 2001, GreenWaste was selected to provide yardwaste and street sweeping services for Districts A and B. With the ten (10) years of startup and program implementation experience in the City of San Jose, GreenWaste was able to smoothly and efficiently implement the services requested by the City.

Under the Franchise Agreements for Districts A, B, and C, GreenWaste successfully transitioned the City to containerized and "loose on the street" collection and delivered over thirty thousand (30,000) yardwaste carts to residents. On July 1, 2007, GreenWaste was awarded a new contract for the yard trimmings collection and processing in District C, thereby, bringing the total residents served to 212,680. Currently, GreenWaste services 213,857 residential customers and sweeps approximately 36,000 curb miles annually. GreenWaste has become one of the largest "loose on the street" yard trimmings collection contractors in the State of California. GreenWaste's successful approach for this program included developing and

implementing appropriate program guidelines, making every effort possible to ensure a trouble-free startup, and maintaining program flexibility throughout the life of the contract.

Included in Section 8 | Attachments is a commendation from the City of San Jose's Mayor for the excellent transition in the City of San Jose.

Service Initiation Experience No. 5 | California State University, Monterey Bay

Contact Name: Alfredo Corona
Address: 100 Campus Center
Seaside, California 93955
Telephone: 831.582.3706
Commencement Date: October 1, 2012 | Term of Agreement: 7 years

In October of 2012, GreenWaste was unanimously selected to become the new service provider for California State University, Monterey Bay (CSUMB). An extremely short timeframe of only three (3) weeks was provided to initiate service, but GreenWaste successfully and efficiently met the deadline. GreenWaste collects MSW, recyclables, food waste and yard waste campus-wide.

GreenWaste overcame the following obstacles during the transition to becoming the new service provider for CSUMB:

- ✓ Although the former hauler did not provide a database, CSUMB did provide a list of service recipients, container count estimates, and container location specifications. This information was limited, however. So, GreenWaste Supervisors performed a physical audit over a period of two weeks to compile an accurate count of containers, location specifications, spatial constraints, enclosures, and other necessary operational data. Through this audit and through much communication with CSUMB administrators, GreenWaste was able to right-size some buildings, increase recycling and tailor service frequencies to more proficiently and correctly service the different areas of campus.
- ✓ The brief timeframe to initiate service made supplying carts and bins a challenge. Fortunately, GreenWaste had successfully downsized many customers in nearby jurisdictions, making the required carts available to CSUMB. Although some carts had to be ordered, GreenWaste's inventory allowed for cart delivery to be completed prior to commencement of service. In fact, GreenWaste worked tirelessly and completed cart delivery just two days before the start-date. To ensure no customers were left without a bin for any period of time, GreenWaste pulled all of the former hauler bins to a centralized location for pick-up during the delivery operation. Also within this timeframe, GreenWaste had to obtain an accurate count of containers and label them to CSUMB's specifications. Since GreenWaste already had an established facility in Watsonville, staff and vehicles were available to start servicing CSUMB right away.
- ✓ When GreenWaste started service on October 1, 2012, school had already started, which made public education and outreach challenging. GreenWaste was unable to disseminate information as students moved onto campus, orientation events had already passed, and the infrastructure of the existing containers was poor. There was a lack of color-coding, there was mislabeling, containers were not paired, overflow and litter were a chronic issue, and there existed inadequate signage, and in some

cases, no signage at all. This caused confusion amongst students, faculty, janitorial staff, and other on-campus users of these containers, which resulted in contamination. Although GreenWaste inherited an existing intern at CSUMB, this intern had to be trained in performing the various tasks GreenWaste found necessary to assist in reducing contamination and increasing diversion. Since initiating service, GreenWaste has remedied these issues, initiated an expanded recycling program, and has designed an internship program that will prove effective in continuing these efforts.

- ✓ CSUMB consists of two different entities, CSU Monterey Bay and the University Corporation at Monterey Bay, and two outside management companies, Alliance Residential Company and Sodexo. There is one janitorial contract and one facilities department that support the aforementioned entities. All have different responsibilities and therefore, different agendas. The choreography between them was challenging. GreenWaste committed to understanding their expectations and then performing to their expectations. Operations, billing, reporting, outreach, and any form of communication with CSUMB's various entities, management companies, and departments involves strict attention to detail and meticulous organization, which GreenWaste is proving successful in. There have been no interruptions in service, billing and reporting is provided to the necessary parties accurately and on time, and public education and outreach is tailored to the varying areas of campus.

GreenWaste currently serves 1,222 residential units and 32 commercial facilities campus-wide including classrooms, offices, dorms, multi-family dwellings, "for sale homes," and eateries.

Included in Section 8 | Attachments is a letter of commendation from the Vice President of Administration and Finance and Chief Financial Officer for CSUMB, Kevin Saunders, applauding the seamless transition on CSUMB's campus.

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1.D Key Personnel

The GreenWaste Ownership, Management Team, and Key Personnel will be instrumental in the initial and ongoing management of collection services in the City. GreenWaste owners have developed and nurtured a company culture that encourages environmental stewardship. GreenWaste seeks to achieve the best service and highest diversion possible by efficiently collecting and processing materials, and treating customers respectfully while responding to inquiries in a prompt and courteous fashion. GreenWaste displays a commitment to sustainability, environmental stewardship, and increased diversion by educating not only the communities it serves, but also its most valuable resource, GreenWaste employees.

The following section describes extensive and invaluable experience offered by the GreenWaste's Ownership, Management Team, and Key Personnel to facilitate a smooth implementation and provide ongoing services to the City. For the Key Positions identified that will need to be filled, a detailed description of their anticipated job duties and percentage of time dedicated to the provision of ongoing services has been included. For information on GreenWaste's hiring criteria and for a detailed description of the role of GreenWaste Management and Key Personnel during the Implementation and Transition period, please refer to Section 2.N | Implementation Plan. GreenWaste invests in its employees and oftentimes promotes from within the company or affiliated companies. To fill positions for servicing the City, however, GreenWaste will also extend employment searches outside of the company in order to attract the most qualified employees.

Please refer to Section 1.B | Collection and Street Sweeping Experience for municipal references from the jurisdictions GreenWaste currently serves.

GreenWaste Ownership

Richard Cristina (President) | Mr. Cristina has over 45 years of experience in the solid waste industry and currently serves as President of GreenWaste Recovery, Inc. In the early 1970s, Mr. Cristina was a co-founder of the first transfer and recycling center in Santa Clara Valley and a partner in both San Jose Disposal, Inc. and the Foothill Sanitation Company. Mr. Cristina co-founded Zanker Road Resource Management, Ltd. in 1985, GreenWaste in 1991, and GreenTeam of San Jose in 1992. Mr. Cristina is involved in all aspects of business development and actively participates in various community, business, and non-profit organizations throughout the Bay Area. In support of ongoing management of the services provided to the City, Mr. Cristina will support all operations during the term of the Agreement.

Murray Hall (Vice President) | Mr. Hall has over 30 years of experience in the solid waste industry and currently serves as Vice President of GreenWaste Recovery, Inc. Along with Mr. Cristina, Mr. Hall was the co-founder of Zanker Road Resource Management, Ltd. in 1985, GreenWaste in 1991, and GreenTeam of San Jose in 1992. Mr. Hall is a Certified Public Accountant and has worked in the financial industry his entire career. Mr. Hall is involved in all aspects of GreenWaste's financial operations and reporting, with particular interest in the development and application of emerging zero waste technology. In support of ongoing management of the services provided to the City, Mr. Hall will support all operations during the term of the Agreement.

Frank Weigel (Chief Operating Officer) | Mr. Weigel has nearly 25 years of experience in the solid waste industry and currently serves as both Secretary and Chief Operating Officer of GreenWaste Recovery, Inc. Spending his entire career in the solid waste industry has led Mr. Weigel to gain hands-on experience in all facets of GreenWaste's collection and processing operations, which has proven invaluable in the optimization of operational efficiencies and reduction of GreenWaste's carbon footprint. Mr. Weigel currently oversees all GreenWaste's collection and processing operations. In support of ongoing management of the services provided to the City, Mr. Weigel will oversee all collection and processing operations, and street sweeping operations during the term of the Agreement.

GreenWaste Management Team

Tracy Adams (Chief Administrative Officer) | Mr. Adams has more than 17 years of combined experience in the administration and operation of service-related industries, including 10 years in hotel operations and more than 7 years in the solid waste industry. Mr. Adams is a graduate of Northwestern University with a B.S. in Education and Social Policy. Mr. Adams is responsible for the direct administration and oversight of telecommunication, Internet Technology (IT) and network support, and database management. In support of ongoing management of the services provided to the City, Mr. Adams will oversee the creation of the customer database and billing procedures and will also be involved in the integration of all of GreenWaste's' accounting, customer service, operations and outreach activities.

Dave Tilton (Chief Financial Officer) | Mr. Tilton began working at GreenWaste in 2010 after years as a financial executive with diverse experience in the Theme Park, High Tech and Distribution industries. Mr. Tilton graduated from California State University at Los Angeles with a bachelor's degree in Business Administration. He began his professional career and became a CPA while working for Ernst and Young. Mr. Tilton is responsible for the accounting functions at GreenWaste including general accounting, accounts payable, payroll, billing, accounts receivable, collections and various governmental reports including franchise fees and compliance. In support of ongoing management of the services provided to the City, Mr. Tilton will work with Mr. Weigel regarding accounting needs.

Emily Finn (Director of Business Development and Communications) | Mrs. Finn began working with GreenWaste in 2008, having gained previous experience in the integrated management of projects, programs, finances, contracts and personnel as the Executive Director for two non-profit organizations. Mrs. Finn is responsible for all aspects of business development including community and government relations, bidding and negotiating contracts, choreographing operational transitions and developing dynamic public education programs. Mrs. Finn received a B.A. in Politics and a B.A. in Environmental Studies from the University of California at Santa Cruz. In support of ongoing management of the services provided to the City, Mrs. Finn will work with operations to ensure contract compliance and will negotiate the contract and any amendments. Mrs. Finn will also contribute through implementing new pilot programs, overseeing program development, and sustaining a seamless integration between operations and outreach.

Michael Gross (Director of Sustainability) | Mr. Gross has been with GreenWaste's sister company Zanker Road Resource Management for nearly 25 years and in 2011 began work as the Director of Sustainability for GreenWaste. Mr. Gross has expertise in all aspects of material marketing including the development of new and innovative markets for recycled products and incorporating sustainability into all aspects of GreenWaste and Zanker's

operations. Mr. Gross obtained a B.S. in Business Administration from the University of Phoenix and has published several articles in industry magazines on Zanker's C&D recycling and composting operations. In support of ongoing management of the services provided to City, Mr. Gross will oversee the development, implementation, and evaluation of short and long range sustainable practices focused on increasing diversion rates.

Ricardo Lopez (GreenWaste MRF Operations Manager) | Mr. Lopez has been with GreenWaste for more than 15 years, working as a sorter, collection vehicle operator, MRF supervisor, and most recently as MRF Operations Manager beginning in 2008. Mr. Lopez is responsible for the direct oversight and management of all aspects of the GreenWaste MRF operations including the supervision of staff, commodity management, material hauling and transport, and safety reports. Mr. Lopez also oversees all contract compliance aspects of the MRF including transportation, allocation, and tracking of all recyclable materials and solid waste processed at the MRF. In support of ongoing management of the services provided to the City, Mr. Lopez will work closely with the Management Team to ensure efficient and effective management of the MRF, its valued employees, and materials. Mr. Lopez will also oversee all contract compliance aspects of the MRF, including transportation, allocation, and tracking of all materials delivered to and processed at the GreenWaste MRF.

Joe Lovelace (Environmental Compliance Officer) | Mr. Lovelace recently joined GreenWaste after receiving a B.S. in Environmental Studies / Environmental Impact Assessment from San Jose State University in 2013. Mr. Lovelace served in the United States Marine Corps, worked in industrial construction, and has experience working with regulatory agencies, including the Federal Energy Regulatory Commission, OSHA, and Federal/State EPA. He possesses extensive knowledge of State and Federal storm water regulations, environmental policy and law, and environmental restoration. In support of ongoing management of the services provided to the City, Mr. Lovelace will maintain GreenWaste's excellent environmental record and will ensure that vehicles and facilities remain in compliance with environmental regulations.

Barry Cristina (Human Resources/Special Projects Manager) | Mr. Cristina has worked at GreenWaste for nearly 10 years after spending almost 4 decades managing in the distribution and warehousing industry. Mr. Cristina has extensive experience in the management of accounting and personnel departments and as President of business operations. After serving in the Army as an officer, Mr. Cristina received an Accounting degree with a minor in Philosophy from Santa Clara University. Since joining the GreenWaste team, Mr. Cristina's bredth of experience has warranted his involvement in various capacities and on many special projects for the company. In support of ongoing management of the services provided to the City, Mr. Cristina will assist the Operations Manager and operations staff with all employee training, recordkeeping, and HR functions.

Valerie Chavez (Customer Service Manager) | Mrs. Chavez has been with GreenWaste for over 17 years, and has extensive experience in general office management and the direct oversight and supervision of GreenWaste's Customer Service Department based in the San Jose corporate office. Mrs. Chavez brings an expertise and level of professionalism that enhances GreenWaste's ability to effectively communicate with customers and ensure that they receive prompt and courteous responses to their billing and service inquiries. Mrs. Chavez is also responsible for contract compliance aspects of collection and processing operations, and for reporting to the various jurisdictions served from the corporate office.

GreenWaste Key Personnel

Sal San Filippo (General Manager) | Mr. San Filippo has worked for GreenWaste for 6 years and has worked in the solid waste industry for nearly 30 years. Currently, Mr. San Filippo is the head of GW Debris Services, a debris box department within the GreenWaste-Zanker family of companies. Mr. San Filippo manages 4 dispatchers/customer service representatives, 2 sales people, and 12 drivers as the head of this department. Prior to this role, Mr. San Filippo served as the General Manager for GreenWaste's operation in the City of Petaluma, where he managed over 30 employees. Prior to joining GreenWaste, Mr. San Filippo was the General Manager for BFI/Allied Waste Daly City where he managed 55 employees, and prior to this he served as both an Operations Manager and Supervisor for BFI/Allied Waste. Mr. San Filippo will work closely with Mr. Weigel and operations staff during the transition and ongoing operations for the City of Milpitas, overseeing equipment procurement, development of the new corporation yard and maintenance facility, collection and maintenance operations, and will act as the main point of contact regarding operations for the City. It is anticipated that Mr. San Filippo will spend 100% of his time dedicated to providing services to the City during the term of the Agreement.

Joshua Dingman (Controller) | Mr. Dingman recently began working at GreenWaste as a Controller, where his responsibilities include monthly accounting procedures, preparation for financial and franchise audits, analysis of MRF operations, and assistance with the company budget. Under this role, Mr. Dingman administers all accounting and implementation of operations, produces reports, and works with the GreenWaste accounting team to prepare for financial audits. Mr. Dingman graduated from San Jose State University with a B.S. in Accounting. Mr. Dingman began his professional career with the regional CPA firm Yergen and Meyer LLP. Mr. Dingman dedicates 100% of his time to the jurisdictions that are serviced from the GreenWaste corporate office.

To Be Hired (Operations Manager) | The Operations Manager will report to the General Manager and will be responsible for the supervision and operation of the new corporation yard and maintenance facility. The Operations Manager will oversee the development of safety, equipment, and training programs. The Operations Manager will be required to utilize communication and labor relations skills to effectively oversee all operations and employees. It is anticipated that the Operations Manager will spend 100% of his or her time dedicated to providing service to the City during the term of the Agreement.

To Be Hired (Operations Supervisor, Collections and Street Sweeping) | The Operations Supervisor will report to the Operations Manager and will be responsible for the supervision of drivers, street sweepers, and dispatch operations. The Operations Supervisor will develop route schedules and monitor progress to improve efficiencies. Approximately 50% of his or her time will be spent in the field reviewing operations and responding to customer requests. It is anticipated that the Operations Supervisor will dedicate 100% of his or her time to servicing the City during the term of the Agreement.

To Be Hired (Customer Service / Public Outreach Manager) | The Customer Service / Public Outreach Manager for the City of Milpitas will be located at the local corporation yard and will be responsible for the direct oversight and supervision of the Customer Service Representatives, Environmental Outreach Coordinators, and Dispatcher. This Manager will serve as a liaison with the City, compile and provide all required reports, develop outreach strategies, represent GreenWaste at Council meetings and community events, ensure compliance with City and regulatory agencies, and coordinate the Annual Public Outreach Plan in collaboration with the City. Additionally, this individual will ensure the offices located at the local corporation yard run smoothly, will order supplies and maintain an

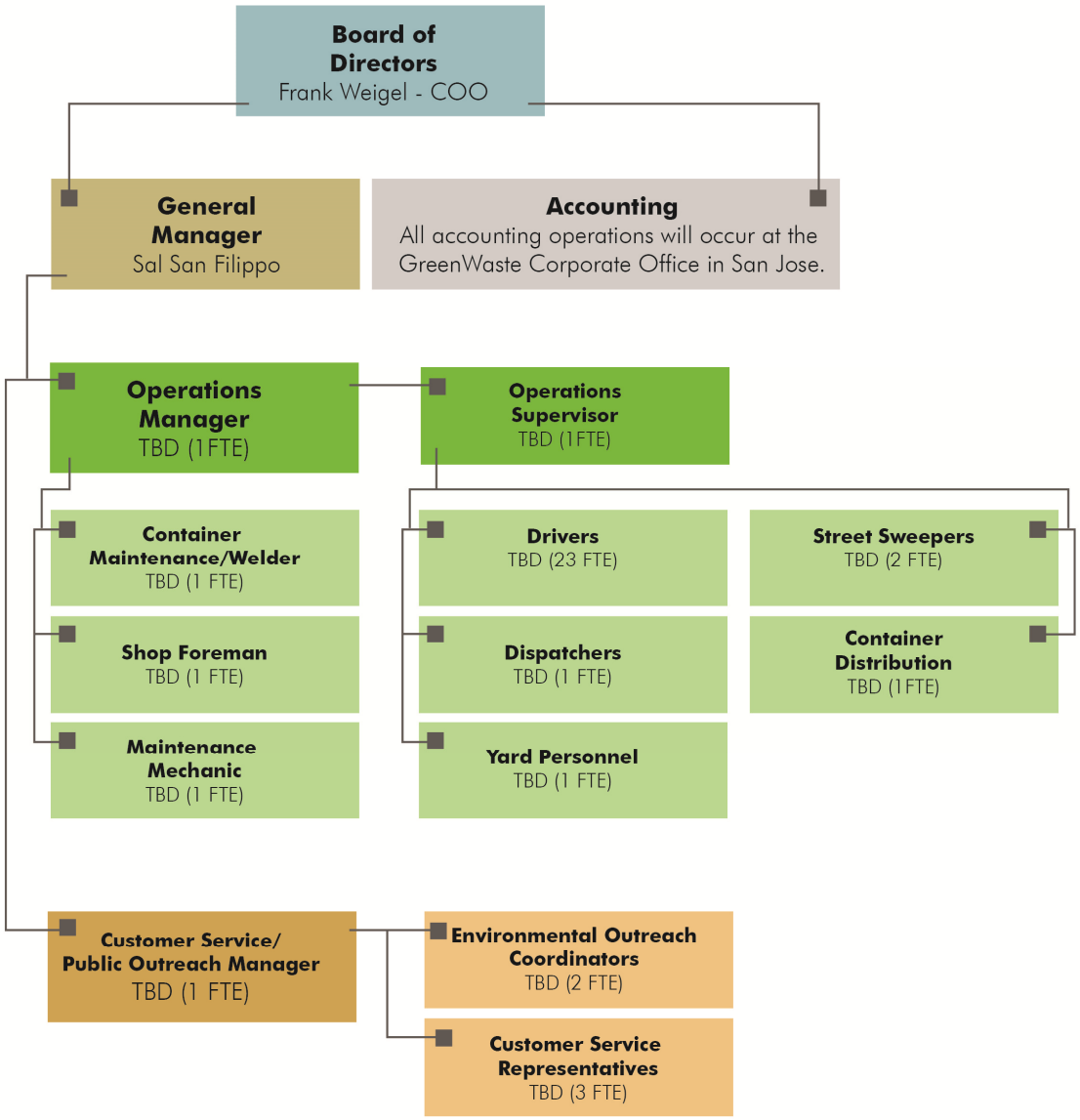
inventory, and will receive customers and other visitors at that location. This person will dedicate 100% of his or her time to servicing the City during the term of the Agreement.

To Be Hired (Environmental Outreach Coordinators) | GreenWaste will hire 2 full-time Environmental Outreach Coordinators (EOCs). EOCs will dedicate 100% of their time to servicing the City during the term of the Agreement. EOCs will be responsible for the following: collaborating the City to develop the annual Public Education & Outreach Plan; developing and distributing the initial multi-media campaign to promote new and expanded programs; developing and distributing quarterly newsletters and coordinating with the City on messaging and bill inserts; developing and distributing collateral pieces; monitoring and updating GreenWaste social media pages; making presentations to community groups, business, and service organizations; participate in educational and outreach events; working with the Operations and Customer Service Teams to submit service level change requests and ensure prompt implementation; monitoring customer set-outs, as needed, and evaluate and provide feedback on acceptable and prohibited materials placed in containers; and conducting technical assistance site visits and follow-up to Multi-Family and Commercial Customers to comply with AB 341 and AB 1826.

The following table lists contact information for GreenWaste's key personnel who will be instrumental in implementing transitional and ongoing collection and processing services in the City:

GreenWaste Management Team & Key Personnel				
Name	Title	Involvement	Telephone	E-mail
Frank Weigel	COO	Transition Ongoing	408.938.4902	fweigel@greenwaste.com
Tracy Adams	CAO	Transition Ongoing	408.938.4938	tadams@greenwaste.com
Dave Tilton	CFO	Transition Ongoing	408.938.4943	dtilton@greenwaste.com
Emily Finn	Business Development Director	Transition Ongoing	408.938.8754	efinn@greenwaste.com
Michael Gross	Sustainability Director	Transition Ongoing	408.828.4953	michael@zankerrecycling.com
Ricardo Lopez	MRF Manager	Ongoing	408.938.4936	rlopez@greenwaste.com
Joe Lovelace	Compliance Officer	Transition Ongoing	408.938.4911	jlovelace@greenwaste.com
Barry Cristina	HR Manager	Transition Ongoing	408.938.4932	barryc@greenwaste.com
Valerie Chavez	Customer Service Manager	Transition Ongoing	408.938.4925	vale@greenwaste.com
Sal San Filippo	General Manager	Transition Ongoing	408.938.4945	sal.sanfilippo@greenwaste.com
Joshua Dingman	Controller	Transition Ongoing	408.938.4941	jdingman@greenwaste.com

What follows is an organizational chart for the key personnel who will be instrumental in the ongoing operations in the City.



1.E Labor Arrangements and Wages

In the event GreenWaste is awarded the Agreement with the City of Milpitas, new labor agreements will be negotiated with Teamsters Local Union 350 prior to the commencement of services. Included in Section 8 | Attachments is a copy of the Memorandum of Understanding between GreenWaste and Teamsters Local Union 350.

GreenWaste desires to support the local economy in the City, and recognizes the value of recruiting local employees. If awarded this contract, GreenWaste will make a good-faith effort to recruit and offer employment to existing drivers and street sweeper operators and have them continue to service their current areas because of their familiarity and experience with the areas. The following roles will need to be filled and employment will be offered to qualified personnel from the previous hauler.

- ✓ Residential and Commercial Drivers
- ✓ Roll Off Drivers
- ✓ Street Sweeper Operators
- ✓ Container Delivery Drivers
- ✓ Maintenance Personnel

All employment offers will be strictly based on GreenWaste's employee selection requirements, and GreenWaste will give preference to bilingual and trilingual employees. Wages and benefits for union employees will be commensurate with the wages and benefits covered under the Teamsters Local Union 350 agreement. Wages and benefits for non-union employees will be competitive and commensurate with the wages and benefits of current GreenWaste employees under similar job classifications.

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1.F Past Performance Record

Litigation & Regulatory Actions

In 2013, San Francisco Baykeeper issued an Intent to File Suit to GreenWaste for allegations based on GreenWaste's self-reporting of storm water discharges to the Regional Water Quality Control Board. GreenWaste settled out of court and modified operations to incorporate the requirements and comply with Baykeeper.

Over the past ten (10) years, no director, officer, or key personnel of GreenWaste has been involved in any civil, legal, regulatory, and/or criminal action.

Payment of Fines, Penalties, Settlements, or Damages

The following table lists the fines and administrative proceedings GreenWaste has received over the past five (5) years.

Date	Issuing Entity	Violation & Fines (if applicable)	Explanation
2010	California Division of Occupational Safety & Health OSHA	Lack of fall protection when on roof $1,000	GreenWaste employees were on the roof installing a bird deflector device without the required fall restraint system. Employees are no longer allowed on the roof without proper safety equipment.
2011	California Air Resources Board CARB	Periodic Smoke Inspection Program $6,000	Some vehicles were relocated or sold and some trucks weren't smog tested – GreenWaste has enlisted their Environmental Compliance Officer to manage all on- and off-road fleet emissions compliance regulations.
2012 - 2015	No fines to report		

Safety Metric

GreenWaste enforces an established Health and Safety Program to ensure all workers operate in safe working environments. GreenWaste strives to remain in full compliance with all worker safety and California Occupational Safety and Health Administration (OSHA) requirements. In addition to the Health and Safety Program, qualified safety consultants provided by GreenWaste's insurance company are periodically retained to review procedures and provide detailed inspection of facilities and equipment. Recommendations from these inspections are implemented to reduce any potential threat of worker injury. GreenWaste's General Manager and Route Supervisors perform worker safety and compliance inspections regularly.

The safety metrics in the table below include GreenWaste's Experience Modification Factor (Mod Rate), total hours worked, total number of non-fatal work-related injury cases, total number of cases involving days away from work,

GreenWaste's DART rate (days away from work, job transfer, or restriction), and the 2013 industry average DART rate, according to the Bureau of Labor Statistics.

GreenWaste Employee Safety Metrics

Year	MOD Rate	Total Hours Worked	Total Number of Non-Fatal Work-Related Injury Cases	Total Number of Cases Involving Days Away From Work	DART Rate (Days Away From Work, Job Transfer, or Restriction)	2013 Industry Average DART Rate (Bureau of Labor Statistics)
2014	0.81	846,696	69	18	4.25	6.4

Driver Training

GreenWaste intends to offer employment to Collection drivers and Street Sweeping personnel who currently service the City. All personnel will receive periodic training throughout the term of the Agreement. Properly trained drivers and staff reduce the likelihood of incidents, including accidents and missed pick-ups, and result in an effective and efficient workforce. GreenWaste believes in maintaining a healthy and safe workplace for all employees that is integrated into a driver's daily operations. The highest priority is placed on workplace and driver safety, and the GreenWaste safety and training program reflects this philosophy.

Safety & Training Program Outline

- New Employee Orientation: New employees are required to read and show comprehension of the following training documents:
  - ✓ GreenWaste Employee Handbook;
  - ✓ Safety Policies & Procedures Manual;
  - ✓ Injury and Illness Prevention Program (IIPP); and,
  - ✓ DOTs Alcohol and Drug Rules 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.)*
- Employee Work Performance: Once initial training is complete and the new driver has demonstrated a thorough understanding of GreenWaste's safety training documents, the driver is evaluated by their supervisor and assessed daily to make certain all of the safety procedures are followed.
- Safety Meetings: Mandatory monthly safety meetings are be held by managers and supervisors to discuss various OSHA topics and how to prevent incidents and accidents. Weekly tailgate meetings are conducted with all drivers to discuss current safety or service issues. These tailgate meetings typically last five (5) to ten (10) minutes and emphasize safety as a focal point of the driver's daily duties.
- Safety Postings & Signage: All required safety postings and signage are displayed in employee areas that include miscellaneous safety reminders, upcoming safety events, and employee rights/benefits.

All employee hiring and training is conducted in compliance with the Equal Employment Opportunities (EEO) and the Americans with Disabilities Act (ADA). Periodically, GreenWaste enlists the expertise of its insurance carrier to provide risk assessments and detailed safety training and refresher training for supervisors and staff. The Commitment to Safety by GreenWaste is a benefit to the company, employees, and to the City's residents and businesses because drivers will arrive to work each day ready to safely complete their tasks.

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1.G Financial Information

Financial Statements | Included in an electronic version only and marked **CONFIDENTIAL** is a certified financial audit for the years ending August 31, 2013 and 2014 that was prepared in accordance with Generally Accepted Accounting Principles. Also included is a signed statement by GreenWaste's Chief Financial Officer (CFO) stating that there has been no material adverse change in such condition or operations as reflected in the submitted balance sheets 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. GreenWaste has been in existence since 1991 and has the financial wherewithal to perform the services proposed. As a result of GreenWaste's history of liquidity levels, a variety of funding sources are accessible. GreenWaste intends for the funding source for vehicles, equipment, and containers to come from financing from the California Pollution Control Financing Authority (CPCFA) or from existing lines of credit. GreenWaste and their principals have established and maintained a track record of operations that generate levels of cash flow that consistently fund debt service resulting in an exemplary credit history. GreenWaste has approximately $3,000,000 in unencumbered cash and is supported by a strong bank group headed by Bank of the West. As evidenced by the accompanying letter, Bank of the West is ready to back the issuance of new CPCFA financing.

GreenWaste intends to contribute approximately $2,398,275 in capital for start-up and operating costs. Additional funding will be obtained from both CPCFA and traditional funding sources. Following is a Sources and Uses of Funds table for the proposed collection operations.

Sources & Uses of Funds	
Sources of Funds	
CPCFA Bonds	$13,590,227
GreenWaste Equity	$2,398,275
Total Funds Available	$15,988,502
Uses of Funds	
Start-up Costs	$549,883
Working Capital	$250,000
Collection Vehicles	$8,580,705
Other Vehicles	$395,000
Containers	$3,951,734
Fueling Equipment	$1,500,000
On Board Vehicle Computers	$461,180
Facility Build Out	$200,000
Miscellaneous Equipment	$100,000
Total Use of Funds	$15,988,502

greenwaste
a brighter shade of green

October 27, 2015

City of Milpitas
City Hall
455 East Calaveras Boulevard
Milpitas, CA 95035

RE: GreenWaste Recovery, Inc. Financial Information

To Whom It May Concern:

Enclosed you will find a GreenWaste Recovery, Inc. Certified Financial Audit for the years ending August 31, 2013 and 2014 as required by Section 5.4.7 of the RFP.

There has been no material adverse change in such condition or operations as reflected in the submitted balance sheets and income statements since the date on which they were prepared.

Yours very truly,

David Tilton
Chief Financial Officer
GreenWaste Recovery, Inc.

BANK OF THE WEST
COMMERCIAL BANKING
BNP PARIBAS GROUP

October 22, 2015

City of Milpitas:

Bank of the West, is Syndication Agent, for GreenWaste Recovery, Inc.

We understand that GreenWaste Recovery, Inc. is submitting a proposal to the City of Milpitas for Solid Waste, Recycling, Organics Collection and Street Sweeping Services that will require acquisition of equipment, startup costs and working capital of nearly $16,000,000.

Bank of the West will be prepared to finance the proposed capital requirements to provide these services in the event GreenWaste Recovery's proposal results in an award of a contract.

Should you have any questions, please feel free to call me at 949 797-1960.

Sincerely,

Todd C. Abboud
Managing Director and NBO Regional Manager

T: (949) 797-1952 F: (949) 797-1965 E: www.bankofthewest.com
4400 Macarthur Blvd Suite 150 I Newport Beach, CA 92660-2031
Newport Beach National Banking Office

Member FDIC

2 Technical Proposal for Base Proposal

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2.A Collection

GreenWaste Recovery, Inc. (GreenWaste) guarantees that its collection operations align with the goals of each jurisdiction it serves. GreenWaste is experienced in implementing collection operations that focus on maintaining a high level of service. GreenWaste also prioritizes increasing participation in recycling programs, so that the jurisdictions it serves will achieve the State's 75% recycling goal by January 1, 2020. GreenWaste's proposed operations to the City of Milpitas (City) will result in increased diversion, more environmentally sustainable operations, competitive pricing, and will achieve the City's goals for collection services. GreenWaste has designed the following collection operations plan to:

- ✓ *Provide cohesive, high quality, and universal solid waste, recyclable materials, and organic materials collection services for customers;*
- ✓ *Increase recycling participation and innovative organics diversion programs;*
- ✓ *Reduce vehicle emissions and carbon footprint of collection operations; and,*
- ✓ *Produce excellent customer satisfaction and superior service.*

The following section details the services GreenWaste will offer to single-family, multi-family, and commercial customers, and the collection methodology, staffing plans, vehicles and equipment to be used for complete provision of solid waste, recyclable materials, and organic materials services by sector and material type. GreenWaste will supply all personnel, labor, and equipment required to collect, remove, and deliver to the Approved Facilities, as agreed upon, all solid waste, recyclable materials, and organic materials produced, generated, or accumulated in the City during the period this Agreement is in effect.

This collection section of the GreenWaste proposal is outlined as follows:

- ✓ *2.A.i Services Provided*
  - ✓ *2.A.i.a Single-Family Customer Collection Services*
  - ✓ *2.A.i.b Multi-Family Customer Collection Services*
  - ✓ *2.A.i.c Commercial Customer Collection Services*
  - ✓ *2.A.i.d City Services*
  - ✓ *2.A.i.e Other Services*
  - ✓ *2.A.i.f Disaster Relief Services*
- ✓ *2.A.ii Collection Methodology*
  - ✓ *2.A.ii.a Collection Containers*
  - ✓ *2.A.ii.b Vehicles*
  - ✓ *2.A.ii.c Route Planning*
  - ✓ *2.A.ii.d Personnel*
- ✓ *2.A.iii Processing and Disposal*
  - ✓ *2.A.iii.a Solid Waste Delivery*
  - ✓ *2.A.iii.b Recyclable Materials Processing*
  - ✓ *2.A.iii.c Organic Materials Processing*
  - ✓ *2.A.iii.d Street Sweeping Debris*

The detailed operational plan for all communications with customers regarding opportunities for decreasing contamination, increasing recycling, and ultimately increasing diversion is covered in the following sections:

Section 2.E | Public Outreach
Section 2.F | Multi-Family and Commercial Technical Assistance
Section 2.G | Customer Service
Section 2.H | Customer Billing

2.A.i Services Provided

2.A.i.a Single-Family Customer Collection Services

GreenWaste will offer solid waste, recyclable materials, and yard trimmings collection services to all single-family customers in the City. GreenWaste will provide collection services to customers at City-approved rates in hard-to-serve areas, including narrow streets in the older downtown Main Street area and some dirt roads in the hills to the east. Collection will be curbside; however, back/side-yard collection service will be available upon request to single-family customers for an additional fee, or to single-family customers that have a disability as defined by the Americans with Disabilities Act (ADA) for no additional fee.

Base collection services for single-family customers are detailed in the table below:

Proposed Base Single-Family Collection Services	
Solid Waste Collection (includes 1 GreenWaste-provided Cart)	✓*
Additional GreenWaste-provided Solid Waste Carts	$
Unlimited Customer-owned 32-gallon Containers or bags	✓
Recyclable Materials Collection (includes 1 GreenWaste-provided Cart)	✓
Additional GreenWaste-provided Recyclable Materials Carts	$
Yard Trimmings Collection (includes 1 GreenWaste-provided Cart)	✓
Additional GreenWaste-provided Yard Trimmings Carts	$
Customer-owned 32-gallon Containers with stickers	✓
Back-/Side-Yard Collection Service	✓ / $**
Curbside Motor Oil & Filter Collection	✓
Curbside Bulky Item Materials Collection (refer to Section 2.D | Residential On-Call Bulky Item Clean-Up Events)	✓
Curbside Household Battery Collection	✓
Curbside Holiday Tree Collection	✓
**Note: single-family customers will be provided with 1 GreenWaste-provided solid waste cart with no rental fee. **Note: Back/side-yard collection service will be offered to single-family customers who request such service and pay an additional fee. Disabled single-family customers (as defined by the ADA) will receive back/side-yard collection service at no additional fee.*	

GreenWaste will provide all single-family customers with weekly collection service for solid waste, single-stream recyclable materials, and yard trimmings, and will offer additional services as described in this section. GreenWaste-provided collection containers may be offered in the following sizes, with options for additional containers and/or sizes available, as detailed in the table below.

Single-Family GreenWaste-Provided Carts			
	Solid Waste	Recyclable Materials	Yard Trimmings
35-Gallon	✓	✓	✓
65-Gallon	D	D	✓
95-Gallon	✓	✓	D
Additional Cart(s)	$	$	$
✓ ~ Offered D ~ Default $ ~ Additional Fee			

Single-Family Solid Waste Collection

GreenWaste will provide all single-family customers with weekly curbside (or side/back-yard service for eligible customers) solid waste collection service, and will transport all solid waste collected to the Approved Disposal or Transfer Facility. Single-compartment fully-automated side-loader vehicles will be utilized.

Now, under the current system, customers are not obligated to utilize a contractor-provided cart. GreenWaste is updating the current single-family solid waste collection system to include an exception. GreenWaste proposes to provide all single-family customers with at least one (1) new 65-gallon solid waste cart by default that must be utilized each and every collection day. Additional customer-owned solid waste containers will also be collected on their regular collection day alongside their GreenWaste-provided cart.

GreenWaste will not require customers to pay a rental fee for their first GreenWaste-provided cart.

The collection driver will first service the Greenwaste-provided cart using the automated collection vehicle. Then, if additional customer-owned containers are set out, the driver will exit the collection vehicle and either empty the contents of the customer-owned containers into the GreenWaste-provided cart to service using the automated vehicle, or will toss the customer-owned bags into the hopper of the vehicle. GreenWaste-provided carts are compatible with the proposed vehicles, which is why GreenWaste proposes single-family solid waste collection service in this manner. Per RFP documents, it is anticipated that roughly half of the residential customers set out their own containers.

Automated side-loader vs. Curotto-can

GreenWaste proposes service using automated side-loader vehicles for efficiency, aesthetics of City streets, and safety.

- The automated side-loader vehicle proposed by GreenWaste is faster than a Curotto-can vehicle, thus resulting in fewer routes and increased collection productivity.
- The Curotto-can vehicle acts like a front-loader in that the contents are raised over the front of the vehicle and dumped atop the vehicle body. In GreenWaste's experience, litter is more easily scattered from the vehicle during the lift and potentially ends up in City streets. The proposed side-loader vehicle is lighter, leading to less wear and tear on City streets.
- The Curotto-can vehicle cannot safely service containers around low hanging trees, power lines, and other overhead impediments. The proposed side-loader vehicle is smaller, allowing for clearance in hard-to-serve areas and other areas with overhead impediments.

If requested, single-family customers may be provided with a new 35- or 95-gallon solid waste cart in lieu of the default 65-gallon cart. GreenWaste will ensure that 35-gallon solid waste carts are available on an as-needed basis for seniors and high-density households. GreenWaste carts in excess of one (1) may be available for an additional fee. Special pickups requested by a customer on days other than their regularly-scheduled collection day will also be available for an additional charge.

- Unlimited Solid Waste Collection | GreenWaste will collect additional 32-gallon customer-owned containers or bags of solid waste from single-family customers on their regularly-scheduled collection day at no additional charge.

Single-Family Recyclable Materials Collection

GreenWaste will provide all single-family customers with weekly curbside (or side/back-yard service for eligible customers) recyclable materials collection service and transport all recyclable materials collected to the Approved Processing Facility, which GreenWaste proposes as its Material Recovery Facility, detailed in Section 2.B | Recyclable Materials Processing. Single-compartment fully-automated side-loader vehicles will be utilized.

GreenWaste will offer all single-family customers one (1) new recyclable materials cart in 35- (for eligible customers), 65-(default), or 95-gallon sizes at no charge or rental fee. Additional carts will be available upon customer request and for an additional fee. GreenWaste will ensure that 35-gallon recyclable materials carts are available on an as-needed basis for seniors and high-density households. Customers will not be permitted to utilize customer-owned containers for recyclable materials. Special pickups requested by a customer, on days other than their regularly-scheduled collection day, will also be available for an additional charge.

Please refer to Section 2.B | Recyclable Materials Processing for a detailed list of acceptable materials in the single-stream recyclable materials containers.

- Recyclable Materials Overages | GreenWaste will collect bundled cardboard from single-family customers placed adjacent to the GreenWaste-provided recyclable materials cart or carts on their regularly-scheduled collection day at no additional charge to the customer. For information on how GreenWaste will conduct outreach to customers to notify them of this service, please refer to Section 2.E | Public Outreach.
- Contamination of Recyclable Materials | GreenWaste proposes the implementation of contamination fees for customers with chronic contamination. GreenWaste will phase in the implementation of this program by first notifying customers that have repeatedly contaminated recyclable materials containers and then targeting outreach activities toward these customers. If the contamination continues, contamination fees will be imposed.

Additional materials that will be accepted under the GreenWaste recyclable materials collection program include:

- Used Motor Oil and Filter Collection | GreenWaste will collect used motor oil and filters from single-family customers in Greenwaste-provided used oil recovery kits, up to once per week (as requested by customer) at no additional cost. The customer will be required to call GreenWaste Customer Service and request such a kit from a Customer Service Representative (CSR). Used oil recovery kits will be provided to the customer on the next scheduled service day after such a request is made. The

GreenWaste CSR will instruct the customer to place used oil recovery kits adjacent to their recyclable materials cart for collection on their regularly scheduled collection day. GreenWaste will not be required to collect more than one (1) used oil recovery kit per individual dwelling unit per week.

- Used Cooking Oil Collection | GreenWaste will collect used cooking oil from single-family customers in GreenWaste-provided used cooking oil recovery kits, up to once per week (as requested by customer) at no additional cost. The customer will be required to call GreenWaste Customer Service and request such a kit from a CSR. Used cooking oil recovery kits will be provided to the customer on the next scheduled service day after such a request is made. The GreenWaste CSR will instruct the customer to place used cooking oil recovery kits adjacent to their recyclable materials cart for collection on their regularly-scheduled collection day. GreenWaste will not be required to collect more than one (1) used cooking oil recovery kit per individual dwelling unit per week.
- Household Battery Collection | GreenWaste will provide weekly collection of used household batteries to all single-family customers that are set out in a sealed, reusable clear zipper type bag (to be provided by the customer) on top of the recyclable materials cart, and at no additional cost to the customer. Customers will not be required to contact Customer Service in advance.

Single-Family Yard Trimmings Collection

Under the Base Proposal, GreenWaste will provide all single-family customers with weekly curbside (or side/back-yard service for eligible customers) yard trimmings collection service, and will transport all yard trimmings collected to the Approved Processing or Transfer Facility. GreenWaste proposes to utilize Zanker Road Landfill as a transfer facility for single-family yard trimmings, and Z-Best Composting Facility as a processing facility. This is detailed in Section 2.C | Organic Materials Processing. Single-compartment fully-automated side-loader vehicles will be utilized.

Please note that under the Base Proposal, single-family customers are only permitted to place yard trimmings in their yard trimmings containers. Please refer to Section 3.B | Single-Family Food Scraps with Yard Trimmings for details about the Alternative Proposal to collect food scraps with yard trimmings from single-family customers.

GreenWaste proposes to provide all single-family customers with one (1) new 95-gallon yard trimmings cart by default, and will collect additional customer-owned 32-gallon yard trimmings containers on their regular collection day alongside their GreenWaste-provided cart. Customers must affix GreenWaste-provided stickers to their customer-owned containers indicating the contents are yard trimmings (versus solid waste). GreenWaste will require all single-family customers to utilize at least one (1) GreenWaste-provided cart, but will permit unlimited customer-owned container set-outs.

The reason GreenWaste proposes service using an automated side-loader is explained in the prior single-family solid waste collection section above.

If requested, single-family customers may be provided with a new 35- or 65-gallon yard trimmings cart in lieu of the 95-gallon cart. GreenWaste will ensure that 35-gallon yard trimmings carts are available on an as-needed basis for seniors and high-density households. GreenWaste carts in excess of one (1) may be available for an additional fee. Special pickups requested by a customer on days other than their regularly-scheduled collection day will also be available for an additional charge.

Please refer to Section 2.C | Organic Materials Processing for a detailed list of acceptable materials in the yard trimmings cart.

- Yard Trimmings Overages | GreenWaste will collect additional yard trimmings from single-family customers that are either bundled adjacent to the GreenWaste-provided yard trimmings cart, or in customer-provided 32-gallon containers, on their regularly-scheduled collection day at no additional charge to the customer. For information on how GreenWaste will conduct outreach to customers to notify them of this service, please refer to Section 2.E | Public Outreach.
- Contamination of Yard Trimmings | GreenWaste proposes the implementation of contamination fees for customers with chronic contamination. GreenWaste will phase in the implementation of this program by first notifying customers that have repeatedly contaminated yard trimmings carts and then targeting outreach activities toward these customers. If the contamination continues, contamination fees will be imposed.

2.A.i.b Multi-Family Customer Collection Services

GreenWaste will offer solid waste, recyclable materials, and yard trimmings collection services to all multi-family customers in the city with four (4) residential units or more, where residents share collection containers, and where the property owner or manager is responsible for establishing collection services. GreenWaste will provide collection services to customers at City-approved rates in hard-to-serve areas, including narrow streets in the older downtown Main Street area and some dirt roads in the hills to the east. Per AB 1826, GreenWaste anticipates that the previous hauler will have already established yard trimmings collection services for multi-family customers who generate 8 or more cubic yards of organic waste per week by the commencement of services under the new Agreement in September 2017.

Base collection services for multi-family customers include:

Proposed Base Multi-Family Collection Services	
Solid Waste Collection	✓
Recyclable Materials Collection	✓
Yard Trimmings Collection	✓
Bulky Item Materials Collection (refer to Section 2.D | Residential On-Call Bulky Item Clean-Up Events)	✓
Curbside Holiday Tree Collection	✓

GreenWaste will provide all multi-family customers with at least once weekly, up to 6x/week, collection service for solid waste, single-stream recyclable materials, and yard trimmings, and will offer additional services as described in this section. GreenWaste will make it a priority, however, to adjust service levels of multi-family customers to the least number of days per week, so as to limit traffic and the number of trips taken. It is understood that the City must approve conversion of a multi-family customer's collection service from use of debris boxes to bins, and the City must approve reduction in total volume of service in excess of twenty-five (25) percent or five (5) cubic yards per week. Collection containers may be offered in various sizes and quantities, as detailed in the table below.

Multi-Family Containers			
	Solid Waste	Recyclable Materials	Yard Trimmings
35-Gallon	✓	A ~ mobile homes only	n/a
65-Gallon	✓	✓	✓
95-Gallon	✓	✓	✓
1-8 cubic yard bins	✓	✓	✓
Drop Boxes or Compactors	A	A	A
Additional Container(s)	May increase service frequency up to 6x/wk	May increase service frequency up to 6x/wk	May increase service frequency up to 6x/wk
✓ ~ Offered A ~ Available n/a ~ Not Available			

Multi-Family Solid Waste Collection

GreenWaste will provide all multi-family customers with solid waste collection service at least weekly, up to 6x/week, in GreenWaste-provided containers. GreenWaste will make it a priority to adjust service levels of multi-family customers to the least number of days per week, so that traffic and trips are limited.

Innovative Service Enhancement

GreenWaste has elected to include in its Base Proposal the processing of multi-family solid waste bins. This is a service GreenWaste performs in other service areas that leads to significant increases in diversion. The multi-family sector is known to produce low diversion rates and contaminated containers. Please refer to Section 3.F | Other Service Enhancements and Innovations for details about this service offering.

GreenWaste will operate single-compartment fully-automated side-loader vehicles, rear- and front-loader vehicles, and roll-off vehicles, depending on the type of containers being utilized by the multi-family premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive collection circumstances. GreenWaste will offer multi-family customers new solid waste carts in 35-, 65-, and 95-gallon sizes, 1-8 cubic yard bins, and 10-, 20-, 30-, and 40- cubic yard drop boxes or compactors (as requested by customer). Special pickups requested by a customer, on days other than their regularly-scheduled collection day, will be available at an approved additional charge.

When servicing multi-family customers, GreenWaste will open and close gates, push and/or pull containers, lock and unlock containers, or perform other services as reasonably necessary to access and empty containers. These services will have an additional charge. GreenWaste will pick up and return each container to the location where the customer properly placed the container for collection, upright with lids properly secured.

- Solid Waste Overages | To accommodate additional service needs, GreenWaste will collect solid waste from multi-family customers at a greater frequency than the customer's regularly-scheduled service, up to the maximum service frequency of 6x/week, and will charge the appropriate rate for the higher service level.

Multi-Family Recyclable Materials Collection

GreenWaste will provide all multi-family customers with recyclable materials collection service at least weekly, up to 6x/week, in GreenWaste-provided containers. GreenWaste will make it a priority to adjust service levels of multi-family customers to the least number of days per week, so that traffic and trips are limited. Recyclable materials collected in the City will be transported to the Approved Recyclable Materials Processing Facility, which GreenWaste proposes as its Material Recovery Facility, detailed in Section 2.B | Recyclable Materials Processing. Please also refer to Section 2.B | Recyclable Materials Processing for a detailed list of acceptable materials in the single-stream recyclable materials containers.

GreenWaste will operate single-compartment fully-automated side-loader vehicles, rear- and front-loader vehicles, and roll-off vehicles, depending on the type of containers being utilized by the multi-family premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive collection circumstances. GreenWaste will offer multi-family customers new recyclable materials carts in 35-(for eligible mobile home customers only), 65-, and 95-gallon sizes, 1-8 cubic yard bins, and 10-, 20-, 30-, and 40- cubic yard drop boxes or compactors (as requested by customer). Special pickups requested by a customer, on days other than their regularly-scheduled collection day, will be available at an approved additional charge.

When servicing multi-family customers, GreenWaste will open and close gates, push and/or pull containers, lock and unlock containers, or perform other services as reasonably necessary to access and empty containers. These services will have an additional charge. GreenWaste will pick up and return each container to the location where the customer properly placed the container for collection, upright with lids properly secured.

- Recyclable Materials Overages | To accommodate additional service needs, GreenWaste will collect recyclable materials from multi-family customers at a greater frequency than the customer's regularly-scheduled service, up to the maximum service frequency of 6x/week, and will charge the appropriate rate for the higher service level.
- Contamination of Recyclable Materials | GreenWaste proposes the implementation of contamination fees for customers with chronic contamination. GreenWaste will phase in the implementation of this program by first notifying customers that have repeatedly contaminated recyclable materials containers and then targeting outreach activities toward these customers. If the contamination continues, contamination fees will be imposed.

Multi-Family Yard Trimmings Collection

GreenWaste will provide all multi-family customers with yard trimmings collection service at least weekly, up to 6x/week, in GreenWaste-provided containers. Collection services will meet all the requirements of AB 1826 on the dates specified based on the level of yard trimmings or solid waste service. GreenWaste will make it a priority to adjust service levels of multi-family customers to the least number of days per week, so that traffic and trips are limited. Yard trimmings collected in the City will be transported to the Approved Processing or Transfer Facility. GreenWaste proposes to utilize Zanker Road Landfill as a transfer facility for multi-family yard trimmings, and Z-Best Composting Facility as a processing facility. This is detailed in Section 2.C | Organic Materials Processing. Please also refer to Section 2.C | Organic Materials Processing for a detailed list of acceptable materials in the yard trimmings containers. Per AB 1826, GreenWaste anticipates that the previous hauler will have already established

yard trimmings collection services for multi-family customers who generate 8 or more cubic yards of organic waste per week by the commencement of services under the new Agreement in September 2017.

GreenWaste will operate single-compartment fully-automated side-loader vehicles, rear- and front-loader vehicles, and roll-off vehicles, depending on the type of containers being utilized by the multi-family premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive collection circumstances. GreenWaste will offer multi-family customers new yard trimmings carts in 65- and 95-gallon sizes, 1-8 cubic yard bins, and 10-, 20-, 30-, and 40- cubic yard drop boxes or compactors (as requested by customer). Special pickups requested by a customer, on days other than their regularly-scheduled collection day, will be available at an approved additional charge.

When servicing multi-family customers, GreenWaste will open and close gates, push and/or pull containers, lock and unlock containers, or perform other services as reasonably necessary to access and empty containers. These services will have an additional charge. GreenWaste will pick up and return each container to the location where the customer properly placed the container for collection, upright with lids properly secured.

- Yard Trimmings Overages | To accommodate additional service needs, GreenWaste will collect yard trimmings from multi-family customers at a greater frequency than the Customer's regularly-scheduled service, up to the maximum service frequency of 6x/week, and will charge the appropriate rate for the higher service level.
- Contamination of Yard Trimmings | GreenWaste proposes the implementation of contamination fees for Customers with chronic contamination. GreenWaste will phase in the implementation of this program by first notifying customers that have continuously contaminated yard trimmings containers and then targeting outreach activities toward these customers. If the contamination continues, contamination fees will be imposed.

2.A.i.c Commercial Customer Collection Services

GreenWaste will offer solid waste, recyclable materials, yard trimmings and/or food scraps collection services to all commercial customers in the City. GreenWaste will provide collection services to customers at City-approved rates in hard-to-serve areas, including narrow streets in the older downtown Main Street area and some dirt roads in the hills to the east. Per AB 1826, GreenWaste anticipates that the previous hauler will have already established yard trimmings and/or food scraps collection services for commercial customers who generate 8 or more cubic yards of organic waste per week by the commencement of services under the new Agreement in September 2017.

Base collection services for commercial customers include:

Proposed Base Commercial Collection Services	
Solid Waste Collection	✓
Recyclable Materials Collection	✓
Yard Trimmings Collection	✓
Food Scraps Collection	✓
Bulky Item Materials Collection (refer to Section 2.D | Residential On-Call Bulky Item Clean-Up Events)	✓

GreenWaste will provide all commercial customers with up to 6x/week collection service for solid waste, single-stream recyclable materials, yard trimmings, and/or food scraps, and will offer additional services as described in this section. GreenWaste will make it a priority, however, to adjust service levels of commercial customers to the least number of days per week, so that traffic and trips are limited. Collection containers may be offered in various sizes and quantities, as detailed in the table below.

Commercial Containers				
	Solid Waste	Recyclable Materials	Yard Trimmings	Food Scraps
35-Gallon	✓	✓	n/a	n/a
65-Gallon	✓	✓	✓	✓
95-Gallon	✓	✓	✓	✓
1-8 cubic yard bins	✓	✓	✓	✓*
Drop Boxes or Compactors	A	A	A	A
Additional Container(s)	May increase service frequency up to 6x/wk	May increase service frequency up to 6x/wk	May increase service frequency up to 6x/wk	May increase service frequency up to 6x/wk
✓ ~ Offered A ~ Available n/a ~ Not Available *Commercial food scraps bins are limited to 1-, 2-, or 3-cubic yards.				

Commercial Solid Waste Collection

GreenWaste will provide all commercial customers with solid waste collection service at least weekly, up to 6x/week, in GreenWaste-provided containers. GreenWaste will make it a priority to adjust service levels of commercial customers to the least number of days per week, so that traffic and trips are limited. Solid waste collected in the City will be transported to the Approved Disposal Facility.

GreenWaste will operate single-compartment fully-automated side-loader vehicles, rear- and front-loader vehicles, and roll-off vehicles, depending on the type of containers being utilized by the commercial premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive collection circumstances. GreenWaste will offer commercial customers new solid waste carts in 35-, 65-, and 95-gallon sizes, 1-8 cubic yard bins, and 10-, 20-, 30-, and 40- cubic yard drop boxes or compactors (as requested by customer). Special pickups requested by a customer, on days other than their regularly-scheduled collection day, will be available at an approved additional charge.

When servicing commercial customers, GreenWaste will open and close gates, push and/or pull containers, lock and unlock containers, or perform other services as reasonably necessary to access and empty containers. These services will have an additional charge. GreenWaste will pick up and return each container to the location where the customer properly placed the container for collection, upright with lids properly secured.

- Solid Waste Overages | To accommodate additional service needs, GreenWaste will collect solid waste from commercial customers at a greater frequency than the customer's regularly-scheduled service, up to the maximum service frequency of 6x/week, and will charge the appropriate rate for the higher service level.

Commercial Recyclable Materials Collection

GreenWaste will provide all commercial customers with recyclable materials collection service up to 6x/week in GreenWaste-provided containers. GreenWaste will make it a priority to adjust service levels of commercial customers to the least number of days per week, so that traffic and trips are limited. Recyclable materials collected in the city will be transported to the Approved Recyclable Materials Processing Facility, which GreenWaste proposes as its Material Recovery Facility, detailed in Section 2.B | Recyclable Materials Processing. Please also refer to Section 2.B | Recyclable Materials Processing for a detailed list of acceptable materials in the single-stream recyclable materials containers.

GreenWaste will operate single-compartment fully-automated side-loader vehicles, rear- and front-loader vehicles, and roll-off vehicles, depending on the type of containers being utilized by the commercial premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive collection circumstances. GreenWaste will offer commercial customers new recyclable materials carts in 35-, 65-, and 95-gallon sizes, 1-8 cubic yard bins, and 10-, 20-, 30-, and 40- cubic yard drop boxes or compactors (as requested by customer). Recyclable materials may not be collected less than one (1) time per thirty (30) day period, and not less than one (1) time per sixty (60) day period for compactor customers. For drop box customers, collection must be 2.5 times per month or a bin rental fee will be incurred. Special pickups requested by a customer, on days other than their regularly-scheduled collection day, will be available at an approved additional charge.

When servicing commercial customers, GreenWaste will open and close gates, push and/or pull containers, lock and unlock containers, or perform other services as reasonably necessary to access and empty containers. These services will have an additional charge. GreenWaste will pick up and return each container to the location where the customer properly placed the container for collection, upright with lids properly secured.

- Recyclable Materials Overages | To accommodate additional service needs, GreenWaste will collect recyclable materials from commercial customers at a greater frequency than the customer's regularly-scheduled service, up to the maximum service frequency of 6x/week, and will charge the appropriate rate for the higher service level.
- Contamination of Recyclable Materials | GreenWaste proposes the implementation of contamination fees for customers with chronic contamination. GreenWaste will phase in the implementation of this program by first notifying customers that have continuously contaminated recyclable materials containers and then targeting outreach activities toward these customers. If the contamination continues, contamination fees will be imposed.

Commercial Yard Trimmings and Food Scraps Collection

GreenWaste will provide commercial customers with yard trimmings and/or food scraps collection service at least weekly, up to 6x/week, in GreenWaste-provided containers. Collection services will meet all the requirements of AB 1826 on the required dates based on the level of yard trimmings, food scraps, or solid waste service. By definition, organic materials include the commingling of both yard trimmings and food scraps, and both material types may be collected either in the same container or in separate containers, depending upon the particular customer's material stream. If a commercial customer combines both yard trimmings and food scraps in the same container, this will be referred to as an organic materials container. In contrast, if a commercial customer places only yard trimmings or

only food scraps in a container, this container will be referred to as either a yard trimmings container or a food scraps container.

GreenWaste will make it a priority to adjust service levels of commercial customers to the least number of days per week, so that traffic and trips are limited. Organic materials, yard trimmings, or food scraps collected in the City will be transported to the Approved Processing or Transfer Facility. GreenWaste proposes to utilize Zero Waste Energy Development Company's Anaerobic Digestion Facility as the processing facility. This is detailed in Section 2.C | Organic Materials Processing. Please also refer to Section 2.C | Organic Materials Processing for a detailed list of acceptable materials in the organic materials, yard trimmings, and food scraps containers. Per AB 1826, GreenWaste anticipates that the previous hauler will have already established organic materials, yard trimmings, and/or food scraps collection services for commercial customers who generate 8 or more cubic yards of organic waste per week by the commencement of services under the new Agreement in September 2017.

GreenWaste will operate single-compartment fully-automated side-loader vehicles, rear- and front-loader vehicles, and roll-off vehicles, depending on the type of containers being utilized by the commercial premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive collection circumstances. GreenWaste will offer commercial customers new organic materials, yard trimmings, or food scraps carts in 65- and 95-gallon sizes, 1-8 cubic yard bins for commingled organic materials or yard trimmings only, and 1-3 cubic yard bins for food scraps, and 10-, 20-, 30-, and 40- cubic yard drop boxes or compactors (as requested by customer). Special pickups requested by a customer, on days other than their regularly-scheduled collection day, will be available at an approved additional charge.

When servicing commercial customers, GreenWaste will open and close gates, push and/or pull containers, lock and unlock containers, or perform other services as reasonably necessary to access and empty containers. These services will have an additional charge. GreenWaste will pick up and return each container to the location where the customer properly placed the container for collection, upright with lids properly secured.

- Organic Materials Overages | To accommodate additional service needs, GreenWaste will collect organic materials, yard trimmings, and/or food scraps from commercial customers at a greater frequency than the customer's regularly-scheduled service, up to the maximum service frequency of 6x/week, and will charge the appropriate rate for the higher service level.
- Contamination of Organic Materials | GreenWaste proposes the implementation of contamination fees for customers with chronic contamination. GreenWaste will phase in the implementation of this program by first notifying customers that have continuously contaminated organic materials, yard trimmings, and/or food scraps containers and then targeting outreach activities toward these customers. If the contamination continues, contamination fees will be imposed.

2.A.i.d City Services

In addition to single-family, multi-family, and commercial collection services, GreenWaste is pleased to provide additional services to the City, its residents, and businesses.

Services to City Facilities

GreenWaste will collect solid waste, recyclable materials, organic materials, yard trimmings, food scraps, and bulky and reusable items from City facilities in the same manner as those services are provided to commercial customers. (Please see prior section 2.A.i.c Commercial Customer Collection Services and Section 2.D | Residential On-Call Bulky Item Clean-Up Events for details). GreenWaste will also provide confidential City document shredding as requested by the City.

While a list of City facilities is included in the Franchise Agreement under Exhibit F, GreenWaste understands there may be future City facilities which may be acquired during the term of the Agreement. These services to City facilities will be provided at no cost to the City. Also included in this free service is the City's corporation yard, which will include the addition of material (up to 500 cubic yards) that was formerly self-hauled to Newby Island Recyclery.

Additionally, technical assistance will be provided to City facilities to assist with the implementation and/or expansion of recyclable materials, organic materials, yard trimmings, and/or food scraps collection services. Please refer to Section 2.F | Multi-Family and Commercial Technical Assistance for further details of how GreenWaste will provide this service.

Public Litter Containers

GreenWaste will collect solid waste weekly from public litter containers identified in Exhibit F and in background documents provided through the RFP process. It is understood that additional containers may be added in the future, and that current container service may change from time to time. GreenWaste will collect and dispose of the contents of each public litter container on a weekly basis, reline containers with a 32-gallon plastic liner, and clean up any litter surrounding the containers. Additionally, GreenWaste will respond within 24 hours of notification of overflowing containers. Collected solid waste will be delivered to the Approved Disposal Facility.

Special Events

GreenWaste will provide solid waste, recyclable materials, and organic materials, yard trimmings, and/or food scraps services at up to six (6) special events per year as directed by the City. These services will be provided at no cost to the City or the event. Services for special events will include:

- Containers | Containers will be delivered unassembled to the venue, and the City will be responsible for breaking the containers down after the event for GreenWaste to collect within 24 hours of conclusion. If the City chooses, a City-designated non-profit organization will collect recyclable materials placed in GreenWaste-provided containers during a City-sponsored event. All remaining materials will be delivered to the appropriate Approved Facility.
- Public Outreach Booth | GreenWaste will staff a booth or exhibit at the event, upon request by the City Manager or event organizer, in order to inform the public about GreenWaste services and programs, the benefits of source reduction, reuse, recycling, and composting.
- Reporting | GreenWaste will submit a report which includes: the number of event collection stations, the number of collection station monitors, the tonnage of each material type (with the exception of recyclable materials collected by non-profit organizations), and a description of the public outreach

provided. GreenWaste will also include information about any local youth, community, or charitable organization enlisted to provide any of the services.

If the City requests services for additional events, in excess of the six (6) required, GreenWaste may negotiate charges with the event organizer based on specific needs of the event.

2.A.i.e Other Services

GreenWaste will also provide other services as specified within this section to the City, its residents, and businesses.

Litter Abatement

GreenWaste will work carefully to prevent spills or leaks of material that is placed for collection while providing services under this Agreement. GreenWaste will clean up all spills or leaks during collection and transportation before leaving the site of the spill. In the event that a spill is too large for the driver to handle himself, a Supervisor will be called to the site to handle the clean-up. GreenWaste will not transfer loads from one vehicle to another on any public street, unless it is necessary to do so because of mechanical failure, hot load, or accidental damage to a vehicle.

GreenWaste will utilize automatic covers to cover all open drop boxes at the pickup location before transporting materials to the Approved Facility.

Seasonal Programs

GreenWaste will develop and educate all Customers about the availability of, and participation requirements for, programs dealing with seasonal or periodic waste management demands that exceed regularly scheduled collection. Seasonal programs may service the following items: holiday trees, Halloween pumpkins, spring cleaning, and fall leaves.

- Holiday Tree Collection | Single-family and multi-family customers will be able to place their whole, un-flocked, and undecorated holiday trees curbside on their regular collection day beginning on the Monday following Christmas. If Christmas is a Monday, then holiday tree collection will begin on the second Tuesday following Christmas and continue for ten (10) business days. Holiday trees will be delivered to the Approved Processing Facility. Customers will be notified of their options for holiday tree disposal via outreach and the GreenWaste website.
- Halloween Pumpkin Collection | Customers will be able to place their raw pumpkins in their organic materials or food scraps carts for collection. All non-biodegradable debris such as candle wax, glue, and paint must be removed. If a customer only has a yard trimmings container, then raw pumpkins must instead be placed in the solid waste container.
- Spring Cleaning | Customers may utilize a bulky item collection event in order to conveniently dispose of excess items during spring cleaning. Please refer to Section 2.D | Residential On-Call Bulky Item Clean-Up Events for details about these events.

- Leaf Season | As is detailed in the single-family yard trimmings overages section, single-family customers may dispose of their extra fallen leaves by placing them next to their organic materials or yard trimmings cart on their regularly-scheduled collection day in customer-owned containers.

For more extensive information on how GreenWaste will conduct outreach to customers to notify them of these services, please refer to Section 2.E | Public Outreach for a description and Section 8 | Attachments for examples.

Bin-for-a-Day

GreenWaste will offer single-family customers the use of small bins as an alternative to on-call bulky item collection. Bins will be provided within five (5) days of a customer request and service will be offered Monday through Saturday. Acceptable materials will be the same as those accepted under the Bulky Item program, which is detailed in Section 2.D | Residential On-Call Bulky Item Clean-Up Events. Bins will be offered in 1-, 2-, or 3-cubic yard sizes, will be collected with a fork truck, and dumped at Zanker Materials Processing Facility, which is a sister facility to GreenWaste. This service will be for a City-approved fee.

GreenWaste offers this type of service under its Agreement with the County of Santa Cruz. Customers can keep the bin for up to 5 days including over a weekend or for a special event. The program works very well and is a great alternative to areas that cannot be serviced by roll-off vehicles, such as trailer parks, condominium complexes, and small private roads with limited space.

2.A.i.f Disaster Relief Services

GreenWaste is prepared to provide disaster relief assistance services to the City in the event of a declared State of Emergency by the City Manager or City Council. The GreenWaste approach to providing these services begins with the foundation of partnership and collaboration. GreenWaste will work with the City to evaluate the scope and scale of the disaster and will provide services in accordance with the City's requirements. All collection vehicles, containers, and all labor normally performing services under the Agreement will be available for emergency operations conducted or directed by the City, at no cost to the City. Additional vehicles, containers, and labor may be made available that do not normally perform services under the Agreement, and these additional offerings will be eligible for reimbursement by the City.

GreenWaste has an extensive equipment inventory that can be utilized to meet the City's debris removal and clean-up needs during and/or after a disaster. In addition, GreenWaste has relationships with equipment suppliers within the Bay Area, which can be harnessed to supply additional equipment to fully complete the disaster relief services. GreenWaste will deliver collected debris to an Approved Facility for processing, sorting, and/or recovery of personal property. GreenWaste can provide labor to assist with processing. Further, GreenWaste will staff a dedicated Supervisor to oversee the clean-up of debris caused by natural disasters. This Supervisor will remain onsite throughout the provision of services.

In fact, GreenWaste and its sister company, Zanker, have provided various forms of aid to cities in need as a result of natural disasters. Examples of disaster relief assistance services include:

- Flooding of Capitola Village | On March 24, 2011, a pipe ruptured under the city-owned Pacific Cove Mobile Home Park , eroding the soil around the pipe and creating a sinkhole directly under a mobile home, sending

water into the village. GreenWaste reacted and started delivering debris boxes and providing hauling services as soon as the City allowed (two days after the flood started). GreenWaste continued providing relief services that Sunday and the following week until all debris was cleared. Collected debris included dirt, mud, silt, and various materials picked up in the flood. Collected debris was delivered to the Monterey Regional Waste Management District (MRWMD) for processing per the City's request.

- Loma Prieta Earthquake | Following the 1989 Loma Prieta earthquake, Zanker Road Landfill, GreenWaste's sister company, handled all of the debris from buildings destroyed in the City of San Francisco's Mission District. Because of the unbelievable personal hardship caused by this earthquake, Zanker worked hand-in-hand with the City of San Francisco to carefully sort through the incoming debris, salvage and preserve invaluable personal treasures (photographs, papers, jewelry, heirlooms, keepsakes, etc.), and return them to their rightful owners.
- Flooding of Guadalupe River | In March of 1995, a flood occurred in San Jose that caused the Guadalupe River to overflow its banks. 300 homes and businesses were flooded, and residents and workers were forced to evacuate the Downtown center. GreenWaste and Zanker readily provided waste loading and hauling equipment for clean-up to occur quickly and efficiently.
- Flooding of Petaluma River | In the week before GreenWaste implemented its services in Petaluma (December 2005 to January 2006), the City of Petaluma experienced a powerful storm that flooded a large portion of the City, including the GreenWaste corporation yard. Even though GreenWaste experienced extreme hardship by losing the use of the corporation yard, GreenWaste ensured that the City received the assistance needed to clean up after the flood. In addition, GreenWaste still needed to complete the distribution of carts and bins to service recipients prior to the start of services. Not only did GreenWaste help the City and residents of Petaluma recover from the devastation of the flooding, but GreenWaste also began service for all residents on schedule and with no disruption in service.

2.A.ii Collection Methodology

2.A.ii.a Collection Containers

GreenWaste has extensive experience in container procurement, distribution, and inventory management. The anticipated quantity of containers to be ordered for the City may be referenced in Section 6 | Cost Proposal. GreenWaste has worked with numerous container manufacturers and proposes the following:

Carts

GreenWaste proposes to provide new collection carts for solid waste, recyclable materials, organic materials, yard trimmings, and/or food scraps to customers. These carts will be manufactured by Rehrig Pacific (Rehrig) in 35-, 65-, and 95-gallon sizes. GreenWaste has found Rehrig to be reliable after working with them in numerous jurisdictions. For detailed information on placing the orders for and taking delivery of carts, please refer to Section 2.N | Implementation Plan.

All carts will be of universal design to ensure consistency in educational messaging with programs in other parts of the County and State. Carts will be color-coded as follows: solid waste carts will be a dark neutral color (black or

grey), recyclable materials carts will be blue, and organic materials, yard trimmings, and/or food scraps carts will be green. This color-coding requirement will be met through painting the entire body and lid of the cart in the coded color. All cart lids will be labeled with paint, adhesive label, or hot-stamped lettering, the type of materials to be placed in the cart, and all carts will be designed and constructed to be watertight and prevent the leakage of liquids. Carts will also display the GreenWaste name, local telephone number, and an inventory/serial number.

GreenWaste will maintain and replace containers as necessary. Customers using carts will be responsible for cleaning such carts; however, GreenWaste will offer steam cleaning service at a City-approved rate. If any cart is marked with graffiti, GreenWaste will remedy the situation within five (5) business days of notification or within forty-eight (48) hours if the graffiti is obscene. Manufacturer brochures with detailed specifications of the various cart sizes and options are included in Section 8 | Attachments. The City will have the option to assume ownership of GreenWaste carts upon expiration of the new Agreement and if carts are fully depreciated.

- Tracking | GreenWaste proposes the use of RFID tags in carts. Carts equipped with RFID tags are readable by the AMCS ELEMOS on-vehicle system. The ELEMOS system is described in detail in Section 2.K | Management and Customer Service Systems. The utilization of RFID tags is especially important in cluster-point collection areas. When Customers set their carts out in clusters, it can be difficult to determine which cart belongs to which customer, and if there are issues with a particular cart, then it is near impossible to determine who it belongs to. Through equipping the carts with RFID tags and employing the ELEMOS system, GreenWaste will be able to match carts set out in cluster-points to the owner of the carts, and if any issues arise (ie: contamination, no set-out, etc.), then GreenWaste can communicate confidently with the customer about their particular cart and resolve the issue at hand.

Bins

GreenWaste will provide new collection bins for solid waste recyclable materials, organic materials, yard trimmings, and/or food scraps to customers. These Bins will be manufactured by Consolidated Fabricators Corporation (Consolidated) in 1-8 cubic yard sizes. GreenWaste has worked with Consolidated for many years, and has found the company to be extremely dependable and of high quality. For detailed information on placing the orders for and taking delivery of bins, please refer to Section 2.N | Implementation Plan.

All bins will be of universal design to ensure consistency in educational messaging with programs in other parts of the County and State. The bins will be color-coded as follows: solid waste bins will be a consistent dark neutral color (black or grey), recyclable materials bins will be blue, organic materials, yard trimmings, and food scraps bins will be green. This color-coding requirement will be met by painting the whole body of the bin in the coded color. All bins will be labeled with the type of materials to be placed in the bin, and all bins will be designed and constructed to be watertight and prevent the leakage of liquids. Bins will also display the GreenWaste name, local telephone number, and an inventory/serial number.

GreenWaste will maintain and replace containers as necessary. Customers using bins will be responsible for cleaning such bins; however, GreenWaste will offer steam cleaning service at a City-approved rate. If any bin is marked with graffiti, GreenWaste will remedy the situation within five (5) business days of notification or within forty-eight (48) hours if the graffiti is obscene. Manufacturer brochures with detailed specifications of the various bin sizes and options are included in Section 8 | Attachments. The City will have the option to assume ownership of GreenWaste bins upon expiration of the new Agreement and if bins are fully depreciated.

- Tracking | GreenWaste proposes the use of front-load vehicles equipped with the AMCS Front-Load Truck Scale System. This system connects to Tower through the AMCS ELEMOS on-vehicle system. The ELEMOS system is described in detail in Section 2.K | Management and Customer Service Systems. This system guarantees lift verification, identifies heavy weighing customers, and tracks each load. This system also assists in optimizing load efficiency and ensures each truck is operating to full capacity.

Drop Boxes and Compactors

GreenWaste proposes to provide new collection drop boxes for solid waste, recyclable materials, organic materials, yard trimmings, and/or food scraps to customers. Drop boxes will be manufactured by Consolidated in 10-, 20-, 30-, and 40- cubic yard sizes. GreenWaste will coordinate with Marathon Equipment Company (Marathon) or another manufacturer of compactors to supply customers with compactors as requested. For detailed information on placing the orders for and taking delivery of drop boxes and facilitating compactor replacement as needed, please refer to Section 2.N | Implementation Plan.

All drop boxes will be green, labeled with the type of materials to be placed in the drop box, and will be designed and constructed to be watertight and prevent the leakage of liquids. Drop boxes and compactors will also display the GreenWaste name, local telephone number, and an inventory/serial number.

GreenWaste will maintain and replace containers as necessary. Customers using drop boxes will be responsible for cleaning such drop boxes; however, GreenWaste will offer steam cleaning service at a City-approved rate. If any drop box is marked with graffiti, GreenWaste will remedy the situation within five (5) business days of notification or within forty-eight (48) hours if the graffiti is obscene. Manufacturer brochures are included in Section 8 | Attachments. The City will have the option to assume ownership of GreenWaste drop boxes upon expiration of the new Agreement and if drop boxes are fully depreciated.

Kitchen Pails

As is detailed in upcoming Section 3.B | Single-Family Food Scraps with Yard Trimmings, GreenWaste will provide kitchen pails for in-home food scraps collection to single-family customers upon request and if this program is selected by the City. Each delivered pail will be accompanied by a flyer describing the program requirements. For information on how GreenWaste will conduct outreach to customers to notify them of this service, please refer to Section 2.E | Public Outreach.

Container Distribution Plan

GreenWaste has varied experience in container distribution to numerous jurisdictions. Working with many different Container companies has allowed GreenWaste to find the companies that provide the most reliable service and product. GreenWaste will work with the previous hauler to coordinate the removal of existing containers and delivery of new containers within a timeframe that ensures no customer will have missing or duplicate containers. GreenWaste can utilize its varied experience to best serve the City of Milpitas.

GreenWaste proposes to enlist the expertise of Rehrig for cart distribution to the City. GreenWaste has utilized Rehrig for cart distribution on numerous occasions. Approximately 3-4 months prior to the commencement of service, Rehrig will begin delivering carts on the previous hauler's routes using data (cart sizes and counts) provided

by the previous hauler as well as what is seen on site. Depending on what is decided for cart removal, either GreenWaste or the previous hauler will follow behind Rehrig removing the old carts. Approximately one thousand (1,000) carts per day are expected to be delivered/removed.

Consolidated will provide bins and drop boxes to GreenWaste, and GreenWaste will be responsible for the container distribution prior to the commencement of service. Either GreenWaste or the previous hauler will remove the old bins and drop boxes.

Maintenance of Inventory and Parts

GreenWaste aims to maintain an adequate inventory of carts and bins by size and color at its local corporation yard. Drop box inventory typically changes seasonally and GreenWaste's San Jose facility maintains a sufficient supply which can be utilized. The local corporation yard will include a maintenance facility where routine maintenance will be performed on containers to ensure they work properly and present a neat appearance.

GreenWaste maintains records of repairs and replacements. When enough containers to fulfill a container order from the manufacturer are removed from inventory, they are then re-ordered. Supervisors oversee the inventory of containers, maintain logs, and conduct inventory audits approximately once per month.

Since GreenWaste maintains an adequate supply of containers in inventory, replacement containers can be delivered within one (1) week of the customer reporting this to Customer Service. GreenWaste will have a route dedicated to container delivery, exchanges, and removals.

2.A.ii.b Vehicles

GreenWaste proposes to utilize Compressed Natural Gas (CNG) Collection vehicles in its Base Proposal. GreenWaste also offers an option for vehicles fueled by biodiesel in Section 3.F | Other Service Enhancements and Innovations. The City is not obligated to select this fuel type, but GreenWaste encourages the City to take it under careful consideration and review.

GreenWaste has carefully reviewed the data provided through the RFP process and has determined the following fleet of vehicles will be required to sufficiently service the City.

Proposed Vehicles Under Base Proposal

	Vehicle Type	Fuel Type	Quantity	Age	Capacity	Crew Size	Cost	Vehicle Manufacturer
Residential	Single-compartment Fully-automated Side-loader	CNG	9 (+1 spare)	New	31 yd^3	1	$363,000	2017 Peterbilt 320 Chassis with NewWay Sidewinder body
Commercial – Carts	Single-compartment Semi-automated Rear-loader	CNG	1	New	11-25 yd^3	1	$313,688	2017 Peterbilt 320 Chassis with NewWay Viper body
Commercial – Bins	Single-compartment Semi-automated Front-loader	CNG	6 (+1 spare)	New	28 yd^3	1	$333,000	2017 Peterbilt 320 Chassis with NewWay Mammoth body
Drop Boxes and Compactors	Hook Lift Roll-off	CNG	3 (+1 spare)	New	40 yd^3	1	$264,000	2017 Peterbilt 320 Chassis with Galbreath body
Container Delivery and Bulky/On-Call Reuse Program	Manual Flatbed with Lift Gate	CNG	1	New	22 ft	1	$185,000	Peterbilt Chassis with Western Truck body
Container Delivery, Moving, and Placing	Container Handler	biodiesel	1	New	2-10 yd^3 front-loads 2-6 yd^3 rear-loads	1	$120,000	Peterbilt Chassis with Galbreath body
Street Sweepers	Regenerative Air Sweeper	CNG	2 (+1 spare)	New	7.3 yd^3	1	$355,000	Autocar Xpert Chassis TYMCO Model 600

GreenWaste collection vehicles will have watertight bodies designed to prevent leakage, spillage, or overflow, and will be maintained in safe, clean, and operable conditions at all times. All collection vehicles will display the GreenWaste name and local telephone number, and will also be equipped with sign board holders or other hardware to allow public outreach signage to be displayed on both sides of the vehicles.

Clean Fuel

Fueling

GreenWaste proposes to work with Trillium CNG to design and construct a CNG fueling station at the local corporation yard. The CNG fueling system GreenWaste proposes will be a Time-Fill system, which fuels automatically overnight, during off-peak energy hours and without the need for a fuel attendant. With the Time-Fill system, the driver parks his vehicle in their designated stall, inserts the fuel hose into the tank, and comes back the

following morning to a full tank. This fueling system is proving to be a much more efficient use of driver time, does not require additional space, and is proving to be more cost-effective than public fueling stations. Included in Section 8 | Attachments is a Trillium CNG brochure. Trillium CNG is prepared to start work on this project immediately, and anticipates a schedule of approximately eight (8) months to make the new CNG station available for fueling GreenWaste's fleet.

- CNG Fueling Contingency Plan | GreenWaste will install a CNG fueling station that includes multiple compressors for back-up, so an alternate CNG fueling station is not expected to be necessary. However, in the event that the CNG fueling system at the GreenWaste corporation yard is unavailable, the station located at the San Jose International Airport and the Specialty Solid Waste station in Santa Clara will be utilized.

Benefits

GreenWaste has selected the proposed vehicles due to the benefits they present to both the environment and the well-being of the City's residents, businesses, and visitors.

- CNG Collection Vehicles | CNG fuel reduces engine noise, lowers the impact on air quality, and reduces the carbon footprint of collection operations. CNG use eliminates potential spillage issues, protecting storm water quality. CNG is domestically produced and readily available, which assists in local energy security and supports the local economy. GreenWaste will significantly reduce fleet emissions by utilizing CNG engines in collection vehicles servicing the City. CNG-burning engines emit nearly eighty-percent (80%) fewer carbon monoxide emissions, and offer greater fuel efficiencies than traditional diesel-powered engines. Manufacturer specification brochures on the proposed vehicles are included in Section 8 | Attachments. Also, vehicle sizes and types have been carefully chosen for the purpose of maximizing collection efficiency and minimizing environmental impacts. By reducing vehicle passes on streets, emissions and noise concerns will also be greatly reduced. GreenWaste's efforts to reduce GHG emissions and protect the health of the communities it serves is also described in the upcoming Section 4 | Environmental Considerations.
- Vehicle Noise Minimization Plan | CNG vehicles are much quieter than standard diesel engines, and will significantly reduce the amount of vehicle noise generated during collection. GreenWaste carefully maintains all vehicles to ensure that they operate at optimum efficiency, ensuring that engines are much quieter than standard engines. Vehicles servicing commercial districts will be routed to avoid producing noise when driving through residential districts during early morning hours.

Experience

GreenWaste recently began servicing seven (7) Monterey Peninsula Cities under new Agreements. A CNG collection fleet of 32 trucks has been in operation since earlier this year (2015). These vehicles include side-, front-, and rear-load trucks, and roll-off trucks. Fueling occurs at the Monterey Regional Waste Management District. GreenWaste has experienced smooth operations through use of these CNG vehicles and is happy thus far with their performance.

GreenWaste's affiliate, GreenWaste of Palo Alto, also utilizes CNG Collection vehicles in Palo Alto. A fleet of 9 new CNG vehicles are in use. These vehicles are fully automated and fueling occurs at the City's CNG fueling station as part of the Agreement with the City. GreenWaste of Palo Alto has experienced the environmental benefits of using CNG Collection vehicles.

Real-Time Data Exchange

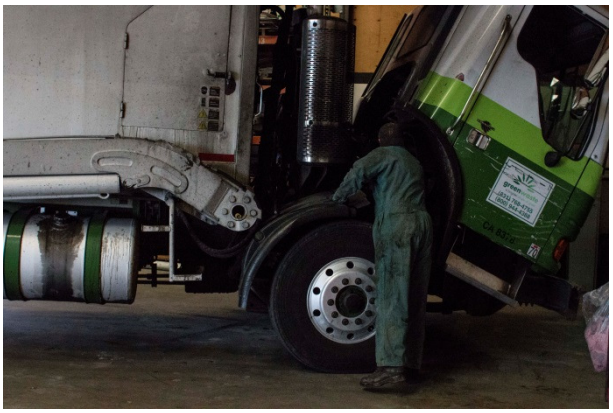
GreenWaste is offering the City the innovative on-truck data management system, ELEMOS, which is an AMCS technology that links to Tower and allows for real-time data tracking. By connecting throughout the service day with Tower (the database system used by Customer Service and Accounting, and which will be accessible by the City), services are updated throughout the day, and drivers are able to attach notes and photos to accounts. ELEMOS reduces the opportunity for inconsistencies between the customer and GreenWaste as it documents pick-up times, missed set-outs, additional material set-out, contamination, and other items that may include additional charges. ELEMOS ensures customers are charged accurately for services rendered, and also ensures the City receives the franchise fees to which they are entitled. For additional information regarding ELEMOS, please refer to Section 2.K | Management and Customer Service Systems.

Safety and Compliance

Age & Replacement Schedule

Vehicles will meet On-Road Heavy Duty Vehicle emissions requirement for model year 2016 or later and all State of California Air Resources Control Board regulations. GreenWaste will replace collection vehicles as necessary in order to maintain compliance with all Federal, State, and local laws, regulations, and proposed legislations throughout the term of the Agreement.

Inspection and Maintenance



GreenWaste will inspect each vehicle twice daily to ensure all equipment is operating properly and safely. Under the supervision of the Supervisors, a Driver Vehicle Inspection Report (DVIR) will be completed both pre-trip and post-trip for each and every collection vehicle. Preventative maintenance will be performed on a regular basis and is based on hours of vehicle use. GreenWaste understands that regular maintenance will minimize compliance costs. The City may inspect vehicles at any reasonable time to determine compliance with sanitation requirements. Additionally, sufficient back-up vehicles will be available to respond to scheduled and unscheduled maintenance, service requests, complaints, and emergencies.

Other Vehicles

GreenWaste Manager(s) and Supervisor(s) will be equipped with the fuel-efficient Ford EcoBoost F150 pick-up truck (or similar). Outreach staff will be provided with the eco-friendly Ford Fusion Hybrid (or similar). These vehicles emit fewer GHG emissions and have increased fuel economy over standard gasoline fueled vehicles.

2.A.ii.c Route Planning

Effective Route Planning

GreenWaste will minimize collection frequency and optimize routes in order to mitigate the environmental emissions impacts of collection operations. GreenWaste will have all routes finalized for the City on or before the requested date of May 1, 2017. In fact, GreenWaste has carefully reviewed the existing routes throughout the City provided through the RFP process and does not anticipate changes to residential routes. There will be some proposed changes to commercial routes due to anticipated downsizing of containers and increased recycling services. For those customers who will experience a collection day change, GreenWaste will conduct outreach to notify these customers of their change in service and when they can expect to experience this. Outreach will be conducted at least two (2) weeks prior to the commencement of the collection day change via cart/door hangers and/or a phone campaign.

GreenWaste understands that route planning is pivotal in reducing potential impacts to the safety of the general public and the environment. CSRs will be required to geocode and map all new service recipients to consistently work towards compacted routes. On an ongoing basis, existing and proposed routes will be researched during normal collection hours on assigned collection days by the Supervisor in order to maintain familiarity with the route collection services. Supervisor will continually review and verify the following information:

- ✓ *Number of service units per route;*
- ✓ *Number and type of containers set out per home/route;*
- ✓ *Cart size/corresponding service address; and,*
- ✓ *Number of containers needing repair or replacement.*

The Supervisor will drive routes and document all pertinent information in order to effectively time routes based on productivity estimates provided by vehicle manufacturers. To increase safety and efficiency, special treatment will be given to areas where collection is impacted by potential constraints, including narrow roads, low hanging limbs, etc. Routes will be calculated to ensure anticipated productivity and driver activities are both balanced and achievable. The standard crew size for each collection vehicle is one (1) highly trained full-time driver servicing each resident and business in a timely, effective, and professional manner.

Operating Assumptions

Based on the information provided by through the RFP process, GreenWaste has calculated operating assumptions sufficient for servicing the City. Please refer to Section 6 | Cost Proposal for detailed information on these operating assumptions.

GreenWaste will perform Collection services with the following specifications:

- Collection Times and Schedules | GreenWaste will provide collection services to residential premises throughout the City between the hours of 7:00 a.m. and 7:00 p.m., Monday through Friday. GreenWaste will provide Collection services to commercial premises that are no more than two hundred (200) feet from residential premises between the hours of 7:00 a.m. and 7:00 p.m., Monday through Friday. GreenWaste will provide collection services to commercial premises that are more than two hundred (200) from residential premises between 4:00 a.m. and 7:00 p.m., Monday through Saturday, except for pickups that begin at 3:00 a.m. during April through September. GreenWaste understands the importance of limiting noise impacts to residential premises before 7:00 a.m., and will design routes to avoid this wherever feasible.
- Holidays | GreenWaste recognizes the following as legal holidays for the purposes of this Agreement: New Year's Day, Thanksgiving Day, and Christmas Day. GreenWaste will operate in such a way that when a regularly scheduled collection falls on a legal holiday, or later during the holiday week, the collection for that day will be rescheduled for one day later (except Sunday). Customer Service days will be returned to the normal schedule within one (1) week of the holiday. Customers will be notified of holiday-related changes in collection schedules at least two (2) weeks prior to the change through multiple means, which may include newsletters, website, social media, e-mails, and phone calls.
- Missed Pick-Ups | GreenWaste will, on the next working day after demand, notice, or request, collect and remove any and all missed pick-ups that GreenWaste failed to collect and remove as required at the regularly scheduled time.
- Non-Collection Notices | GreenWaste drivers will make a reasonable effort not to collect recyclable materials, organic materials, yard trimmings, or food scraps from containers which contain visible amounts of contaminants. Similarly, drivers will make a reasonable effort not to collect solid waste from containers which contain visible amounts of recyclable materials, organic materials, yard trimmings, or food scraps. In the event of non-collection, GreenWaste will leave one part of a two-part "Non-Collection Notice" that provides the time and date that the notice was made, the reason for non-collection, and the manner in which the materials should be prepared for collection. GreenWaste will leave a hard copy attached to the container, or attached to the doorknob of the house. GreenWaste will retain a record of each Non-Collection Notice. If materials are not collected and a Non-Collection Notice is not left at the residence or attached to the container, the materials will be considered a missed pick-up and handled in the previously described manner.

2.A.ii.d Personnel

Qualifications and Safety Training

Safety is of the utmost importance to GreenWaste. All GreenWaste personnel are trained to perform their roles in a consistently safe and efficient manner. The GreenWaste General Manager, who will be located at the local corporation yard, will be the City's primary point of contact regarding operational inquiries or requests, and will be principally responsible for collection and street sweeping operations and resolution of service requests and complaints. All GreenWaste employees will present a neat appearance and conduct themselves in a courteous

manner. GreenWaste will not permit its employees to accept, demand, or solicit, directly or indirectly, any additional compensation, or gratuity from members of the public.

- Driver Qualifications | All GreenWaste drivers possess a valid license, of the appropriate class, issued by the California Department of Motor Vehicles. GreenWaste will use the Class II California Department of Motor Vehicles employer "Pull Notice Program" to monitor drivers for safety.
- Training | Operational and safety training for all GreenWaste employees who operate collection or street sweeping vehicles or equipment is conducted on a weekly and monthly basis, depending on the topics covered. Please refer to Section 1.F | Past Performance Record for details about GreenWaste's Safety and Training Program.

Encounters with Excluded Waste

GreenWaste thoroughly trains its employees who are involved with collection services on identifying and handling excluded waste.

- Identified During Collection | If a GreenWaste driver determines that material placed in any container for collection is excluded waste or presents a hazard to him, the driver will refuse to accept such material. The driver will then contact GreenWaste's Dispatch team, and while the driver is still at the premises, the customer who put out the excluded waste for collection will be contacted by a dispatcher to assist in arranging proper disposal of the excluded waste. If the customer cannot be reached immediately, the driver will leave a Non-Collection Notice indicating the reason for refusal as well as the GreenWaste Customer Service contact information, so the customer may be provided with information on proper disposal of the excluded waste. Drivers will also be equipped with ELEMOS, the on-truck data management system as described in prior Section 2.A.ii.b Vehicles, which will allow for tracking of such excluded waste in real-time and in connection to the customer's account. In the instance that excluded waste is found in a collection container or collection area that could possibly result in imminent danger to people or property, the GreenWaste driver will notify the Supervisor who will then notify the Fire Department.
- Identified at Disposal or Processing Facility | In the event that load checkers and/or equipment operators at the Approved Facilities identify excluded waste in the loads delivered by GreenWaste, the materials will be removed for storage in approved, on-site, excluded waste storage containers, and coordinated for removal from the facility. GreenWaste will be responsible for the cost of removal of excluded waste and may attempt to identify and recover the cost of disposal from the customer who generated the excluded waste.

Hazardous Waste Inspection and Handling

GreenWaste will work with the City and the Approved Facilities on developing a load inspection program that will include: (i) personnel and training; (ii) load checking activities; (iii) management of wastes; and, (iv) record keeping and emergency procedures. GreenWaste's load checking personnel will be trained in: (i) the effects of hazardous substances on human health and the environment; (ii) identification of prohibited materials; and, (iii) emergency notification and response procedures. Collection vehicle drivers will inspect containers before collection when practical.

2.A.iii Processing and Disposal

2.A.iii.a Solid Waste Delivery

GreenWaste will deliver all solid waste collected in the City (except for solid waste collected from multi-family bin customers) to the Disposal Contractor's Approved Facility(ies). Please refer to the separate envelope containing GreenWaste's Solid Waste Off-Route Transport information as required per Section 5.9.1 of the RFP.

GreenWaste proposes to process solid waste collected from the multi-family sector prior to disposal in order to remove as much recyclable and organic material as possible and increase diversion. Please refer to Section 3.F | Other Service Enhancements and Innovations for details about this innovative service offering.

2.A.iii.b Recyclable Materials Processing

For a detailed description of GreenWaste's proposed recyclable materials processing plan, please refer to Section 2.B | Recyclable Materials Processing.

2.A.iii.c Organic Materials Processing

For a detailed description of GreenWaste's proposed organic materials, yard trimmings, and food scraps processing plan, please refer to Section 2.C | Organic Materials Processing.

2.A.iii.d Street Sweeping Debris

For a detailed description of GreenWaste's proposed street sweeping operations and processing plan, please refer to Section 2.M | Street Sweeping.

2.B Recyclable Materials Processing

GreenWaste will process all recyclable materials collected in the City of Milpitas at its Material Recovery Facility (MRF), located at 625 Charles Street in San Jose, California. What follows are the details of how GreenWaste will perform the requirements under the Agreement. Please note that all processing fee information is included in Section 6 | Cost Proposal.

Acceptable Recyclable Materials

Below is the minimum list of recyclable materials to be collected and the expanded list of single-stream recyclable materials accepted at the GreenWaste MRF.

Minimum List of Recyclable Materials to be Collected for Recycling*

- ✓ *Newspaper (including inserts, coupons, and store advertisements);*
- ✓ *Mixed paper (including office paper, computer paper, magazines, junk mail, catalogs, brown paper bags, brown paper, paperboard, paper egg cartons, telephone books, grocery bags, colored paper, construction paper, envelopes, legal pad backings, shoe boxes, cereal, and other similar food boxes, paper towels, paper with plastic coating, paper contaminated with food, wax paper, foil-line paper, Tyvex non-tearing paper envelopes);*
- ✓ *Shredded paper (must be bagged);*
- ✓ *Plastic bags (must be bagged; used for dry cleaning, groceries, newspapers);*
- ✓ *Milk and juice cartons;*
- ✓ *Corrugated cardboard;*
- ✓ *Chipboard;*
- ✓ *Glass containers of any color (including brown, clear, and green glass bottles and jars);*
- ✓ *Aluminum (including beverage containers and small pieces of scrap metal);*
- ✓ *Steel, tin, and bi-metal cans;*
- ✓ *Mixed plastics, including bottles, jars, tubs and containers, all types and colors, Plastics 1-7;*
- ✓ *Bottles including containers made of HDPE, LDPE, or PET;*
- ✓ *Used motor oil (collected in used oil recovery kits outside of recyclable materials cart);*
- ✓ *Used oil filters (collected in used oil recovery kits outside of recyclable materials cart); and,*
- ✓ *Used household batteries (collected in a sealed, reusable clear zipper type bag outside of recyclable materials cart).*

Due to the advanced state of the new GreenWaste MRF, as well as the marketing efforts of the MRF Manager, GreenWaste is able to offer a more comprehensive list of recyclable materials than any other MRF in the region. The expanded list of single-stream recyclable materials available to the City includes:

Expanded Single-Stream Recyclable Materials*

- ✓ *Polyethylene film plastics (including bags for dry cleaning, groceries, produce and bread, bubble wrap, newspapers, and other stretchable plastic films);*
- ✓ *Aseptic packaging*
- ✓ *Candles;*
- ✓ *CDs & DVDs;*
- ✓ *Rigid plastics;*
- ✓ *Empty aerosol cans;*
- ✓ *Scrap aluminum foil and pans;*
- ✓ *Scrap metal less than 40 lbs.;*
- ✓ *Small kitchen appliances less than 40 lbs. (i.e., toasters, microwaves, non-Freon containing appliances); and,*
- ✓ *Waxed Cardboard (subject to market conditions).*

The GreenWaste MRF can also accept the following materials as long as they are collected separately from single-stream containers:

Acceptable Source Separated Recyclable Materials*

- ✓ *Styrofoam;*
- ✓ *Textiles;*
- ✓ *Tires;*
- ✓ *Vinyl (only from Armstrong-approved facilities, large quantities and subject to market conditions); and,*
- ✓ *Water-based paint (in a tightly sealed original can).*

**It is important to note that materials are only recyclable where markets exist. If a market disappears for a material on the above lists, then GreenWaste can no longer accept it as a recyclable material.*

Recyclable Materials Processing

Processing Site Information

Recyclables Processing Facility	
Owner & Operator	GreenWaste Recovery, Inc.
SWFP No.	43-AN-0019 and 43-AN-0020
Permitted Hours of Operation	24 hours per day
CEQA	SCH # 2004112032
Capacity	Up to 2,000 tons per day
MRF Manager Contact Information	Ricardo Lopez | 408.938.4936

The GreenWaste MRF is permitted to accept up to 2,000 tons per day (tpd) of material, and is currently processing approximately 1,600 tpd. The MRF is in the process of expanding the permitted tonnage to 3,500 tpd. GreenWaste

anticipates approximately 18,718 annual tons, or 72 tpd, of recyclable materials from the City's residents and businesses. GreenWaste guarantees processing capacity for the City's recyclable materials through the term of this new Agreement and any extensions thereto. The MRF is permitted to operate twenty-four (24) hours per day, seven (7) days per week. The MRF is typically open from 4:00am - 9:00pm Monday through Friday, 5:00am - 5:00pm on Saturday, and on an as-needed basis for maintenance on Sunday, generally operating 309 days per year. The facility is closed on the following holidays:

- ✓ *New Year's Day;*
- ✓ *Easter Sunday;*
- ✓ *Thanksgiving Day; and,*
- ✓ *Christmas Day.*

In 2008 the GreenWaste MRF underwent a multi-million dollar expansion, installing a state-of-the-art dual stream side-by-side MSW and single-stream recyclable materials processing system. While this version of the MRF was widely recognized as one of the most innovative processing facilities in the world, consistently demonstrating a recovery rate from single-stream recyclables processed of over 97%, GreenWaste continued to search for methods of getting even cleaner recyclable materials, and determined an expansion was necessary in order to achieve this.

In July 2015, GreenWaste started operation of its new MRF, a multi-building processing operation where MSW is processed in a separate building than recyclable materials; however, materials are constantly moved between buildings to ensure as much material is diverted from landfill as possible. Organic material is recovered from all streams processed, and is consolidated and transferred to GreenWaste's sister company, Z-Best Composting Facility, in Gilroy, California. Processing the streams separately, with updated equipment and processes and with the ability to move material between processing buildings and to a related organics processing facility, has resulted in cleaner, more marketable materials.

MRF Processing Operations

GreenWaste processes all incoming materials at its MRF, not just those materials that are source separated and easy to recover. The single-stream recyclable materials processing building is capable of processing up to forty-five (45) tons per hour (tph) of material, while consistently recovering over 97% of processed material. Processing the City's recyclable materials at the GreenWaste MRF in San Jose will promote the highest diversion rates by capturing recyclable materials and organics residue, which will be sent to Z-Best Composting Facility for composting.

What follows are the details of the various stages of the single-stream recyclable materials processing cycle:

- Direct Baling | Clean source-separated loads, such as cardboard and film plastics, are fed directly into one of two baler feed conveyors, which provide more than forty-five (45) feet of direct load capability.
- Floor Sort | Recyclable material is dumped and undergoes an initial manual floor sort, where sorters remove large recoverable items and contaminants. After the floor sort, a bucket loader operated by a MRF employee feeds recyclable material into the metering bin.
- Pre-Sort | The pre-sort process includes up to eight (8) pre-sorting stations along conveyors where sorters remove contaminants, large items, film plastics, bagged shredded paper, and rigid plastics prior to the material stream entering the mechanical portion of the facility. Staffing levels and locations are determined by the composition of the feedstock being processed. The pre-sort stations are essential to MRF operations and increase the total system throughput, improve the efficiency of machinery separation, and result in higher quality output products.
- Bag Breaker | During the pre-sort, sorters pull off unopened bags and toss them down a chute where the bag breaker mechanically opens the bags and a conveyor belt reintroduces the materials to the line, meeting up with the rest of the materials that have made it past the pre-sort.
- OCC Screen | The OCC disc screen is used to capture cardboard and allow other materials to continue on for further processing. The spacing in the screen allows for cardboard to float over the top, separating the larger cardboard from the smaller paper, plastic, and other materials. One quality control sort station removes any contaminants from the cardboard before directing it to the cardboard bunker conveyor for subsequent baling.
- Debris Roll Screen | Directly under the OCC screen, glass falls onto debris roll screens, separating glass from the rest of the material and moving it onto a glass cleanup system. Here, fiber is separated from glass for maximum recovery. GreenWaste deals with glass in a broken state because of the compaction during collection. This system has resulted in a cleaner, more marketable glass product.
- Polishing Screens | A series of 3 polishing screens separate newsprint and mixed paper from the rest of the material. These screens are adaptable. If a material is no longer marketable, GreenWaste can change the disc screen to accommodate other marketable materials.
    - #1 Newsprint Polishing Screen | Newsprint floats over the top of the screen and all of the other materials continue onto the next screen.
    - #2 Newsprint Polishing Screen | An additional newsprint screen directs newsprint to float over the top of the screen and all of the other materials continue onto the next screen.
    - #3 Mixed Paper Polishing Screen | Mixed paper floats over the top of the screen, fines fall through the screen spaces and meet the organic materials line (for consolidation and transfer to Z-Best Composting Facility), and all other materials continue onto the container line.
- Post-Sort | After each screen is a quality control station with up to 3 sorters each to ensure optimum marketability of the recovered commodities. This is the end of the line for paper.

- Vacuums | Directly above the post-sort quality control lines are vacuums for recovering film plastic, which is transported to a bunker.
- Electro-magnetic Separator | Ferrous metals are separated using electro-magnetic separators. All ferrous metals are stored in bunkers prior to baling.
- Optical Sorters | A series of 3 optical sorters separate various types of plastics from the rest of the material.
  - #1 PET Optical Sorter | PET beverage containers are optically sorted.
  - #2 HDPE Optical Sorter | HDPE color and natural containers are optically sorted.
  - #3 Plastics 2-7 Optical Sorter | Plastic containers #2 through #7 are optically sorted.
- Post-Sort | After each optical sorter are quality control stations where sorters pull off any material that isn't PET, HDPE, or Plastics 2-7 to ensure optimum marketability of the recovered commodities.
- Eddy Current Separator | Non-ferrous metals (i.e. aluminum cans) are separated utilizing an eddy current separator. A magnetic rotor spins rapidly inside a non-metallic drum. Alternating magnetic charges on the belt, combined with the velocity of the conveyor, force the non-ferrous metal to repel away from the conveyor, while the other materials drop off at the end.
- Last Line of Defense | After the eddy current separator are 2 sorters who separate (1) scrap aluminum from other aluminum and (2) non-landfill material from landfill material.
- Baler Machines | 2 baler machines prepare material for market. One machine is primarily used for mixed paper, while the other is primarily used for OCC. Both balers are adapted to use for various materials and computer systems connected to the material bunkers notify MRF employees when there is enough material accumulated for baling.

GreenWaste's new multi-building MRF has improved the quality of the recyclable materials products for market. In the past, containers and plastics would contaminate the mixed paper line. Now, the contamination is negligible. Additionally, the new MRF contains a series of sensors all throughout the facility that communicate with MRF operators when:

- ✓ *Preventative maintenance has to be performed;*
- ✓ *There is jamming in a machine;*
- ✓ *There is a bunker of material ready for baling (i.e.: Bunker 1 is at 75% capacity); and,*
- ✓ *A door or latch is open or not secure and must be attended to in order for operations to continue.*

The new MRF contains various safety features, including:

- ✓ *Continuous handrails;*
- ✓ *Walkways and platforms;*
- ✓ *Emergency stops (buttons and pull cords); and,*
- ✓ *Equipment access/guarding.*

Overall, the new GreenWaste MRF offers:

- ✓ *Optimized recovery;*

- ✓ *Flexible and adaptable design; and,*
- ✓ *Effective control systems.*

GreenWaste MRF personnel are thoroughly trained and the MRF Operations Manager has a strong presence in the facility, frequently reviewing operational data to increase operational efficiency. The equipment is calibrated and consistently achieves high diversion rates. For these reasons, GreenWaste will achieve a residue level of less than ten percent (10%) for recyclable materials through the term of this Agreement.

Tracking Jurisdictional Tonnage

Recyclable materials from multiple jurisdictions are delivered to the GreenWaste MRF for processing. All vehicles carrying recyclable materials are directed to the inbound scale where the gross weight of each vehicle and its contents is recorded. Vehicles are then directed to dump their contents on the tipping floor where they are commingled for processing. Vehicles are weighed again on the outbound scale and the tare weight of each empty vehicle is recorded. The tonnage of recyclable material is calculated and maintained in GreenWaste's database. The scale system, database, and operational procedures in place allow GreenWaste to allocate material and residue percentages to the appropriate jurisdiction, which are based on the residue audits conducted prior to processing.

All data is generated in a suitable Excel pivot table format that is both user-friendly and capable of managing recycling operations. The Excel pivot tables allow for virtually unlimited flexibility in viewing data. All scale employees are fully trained on daily operations in order to reduce potential data collection and management errors. All scales are registered with the Santa Clara County Department of Weights and Measures and are regularly maintained to ensure reliability and proper function.

GreenWaste services the following jurisdictions, and processes the accompanying material(s) at its MRF:

- City of San Jose | Yard Trimmings
- Town of Woodside | MSW, Recyclables, & Compostables
- Town of Portola Valley | MSW, Recyclables, & Compostables
- Town of Los Altos Hills | MSW, Recyclables, & Compostables
- County of Santa Clara | Recyclables
- City of Palo Alto | Recyclables
- County of Santa Cruz | Recyclables
- City of Capitola | Recyclables
- City of Scotts Valley | Recyclables
- Santa Cruz County and San Mateo County State Beaches | Recyclables
- California State University, Monterey Bay | Recyclables
- City of Carmel-by-the-Sea | Recyclables
- City of Del Rey Oaks | Recyclables
- City of Marina | Recyclables
- City of Pacific Grove | Recyclables
- Pebble Beach Community Services District | Recyclables
- City of Sand City | Recyclables
- City of Seaside | Recyclables
- GreenTeam of San Jose | SFD/MFD MSW & City Facilities
- Recology Silicon Valley | MSW & Recyclables

Any commingled material from jurisdictions other than the City that are processed at the GreenWaste MRF are accurately allocated and tracked through the GreenWaste scale system and database.

Residue from Recyclable Materials

Residue from the recyclable materials collected in the City, which cannot be marketed, will be consolidated with residue from the remainder of MRF operations and transferred to the Monterey Regional Waste Management District's Monterey Peninsula Landfill for disposal. This tonnage will be tracked and reported to the City.

MRF Load Check Program

GreenWaste's load check program consists of thoroughly trained staff that can easily recognize unacceptable material in loads and know how to properly handle and remove these materials before processing. As the first line of detection, all spotters are trained to interact with collection vehicle operators during the unloading of materials to identify and manage possible contaminants. If unacceptable or hazardous waste is observed during unloading, the load check spotter will remove the contaminants and place them in the designated and/or hazardous waste storage areas. The State of California requires random inspections of incoming waste loads in an attempt to find occasional amounts of prohibited waste; however, GreenWaste far exceeds that requirement by using load check personnel to inspect all incoming loads in an effort to reduce possible contamination at the GreenWaste MRF. Any instance of hazardous or other excluded waste found at the GreenWaste MRF will be properly recorded, including type of material and origin, and maintained in accordance with all local, State, and Federal regulations. All GreenWaste employees that might come into contact with hazardous and excluded waste receive proper training to identify, handle, and remove such wastes.

Import Restrictions

There is currently a $1.08 per ton City of San Jose enforcement fee that fluctuates annually and a $1.40 per ton CalRecycle fee on all disposal of processing residue.

Contingency Plan

The GreenWaste MRF has never experienced an unforeseen closure since its inception, so the need for an alternate facility is not anticipated. In fact, the GreenWaste MRF has four (4) separate tipping floors where recyclable materials can be dumped, so if one area of the MRF is closed, there are supplementary areas to accommodate material.

Regardless, in order to ensure uninterrupted service for the City and in the event that the GreenWaste MRF is closed on a temporary basis, GreenWaste can deliver materials to an alternate facility. GreenWaste will enter into an agreement with a nearby recycling facility to act as an alternate processing facility if the need arises and only with City approval.

MRF Tours

GreenWaste is accustomed to providing detailed and interactive tours of its MRF. The GreenWaste educational center is ideal for accommodating younger children and educating them about the GreenWaste MRF. This is a classroom-type set-up and is located adjacent to the processing buildings. GreenWaste does not encourage young children to walk throughout the processing buildings as it can be a safety hazard. GreenWaste does gives tours

throughout the processing buildings to adults. Visitors are provided with personal protective gear, including hard hats, safety vests, and eye protection, and are advised ahead of time to wear comfortable, close-toed shoes. The tour guide communicates with visitors throughout the processing buildings via headsets. Visitors are briefed prior to the tour about safety and are encouraged to ask questions and interact with the tour guide during the tour.

Permits and Regulatory Compliance

GreenWaste's Solid Waste Facility Permits (SWFP # 43-AN-0019 and 43-AN-0020) are issued and conferred upon by the California Department of Resources Recycling and Recovery (CalRecycle). The GreenWaste MRF is also governed through permits issued by the following State and local regulatory agencies:

- ✓ *California Department of Toxic Substances Control (DTSC);*
- ✓ *California Department of Industrial Relations (OSHA);*
- ✓ *California Regional Water Quality Control Board (RWQCB);*
- ✓ *California Air Resources Board (CARB);*
- ✓ *City of San Jose;*
- ✓ *County of Santa Clara; and,*
- ✓ *San Jose Fire Department.*

The GreenWaste MRF has complied with all permits and environmental documents since its inception. At its request, GreenWaste can provide the City with all documentation verifying compliance. Safety is of the utmost importance at the GreenWaste MRF, and following all applicable local, state, and federal laws and regulations allow for the GreenWaste MRF to boast its excellent safety and compliance record. Below is a list of the regulatory agencies and contact information that monitor the GreenWaste MRF:

Agency	Contact
Department of Resources Recycling and Recovery (Cal Recycle)	Kevin Webb Used Oil Collection Address: PO Box 4025, Sacramento, CA Phone: (916) 341-6172
California Department of Toxic Substances Control	Edward Doty Supervising Criminal Investigator Address: 700 Heinz Avenue, Berkeley, CA Phone: (510) 540-9380
Air Resources Board (BAAQMD)	Sharon Gee Air Quality Inspector Address: 939 Ellis Street, San Francisco, CA Phone: (415) 771-6000
City of San Jose Environmental Services Department Watershed Protection -	Bahar Ghofraniha Address: 200 East Santa Clara Street, San Jose, CA

Stormwater	Phone: (408) 793-5343
City of San Jose Environmental Services Department Watershed Protection - Sanitary Sewer	Sharon Terwilliger Environmental Inspector Address: 200 East Santa Clara Street, San Jose, CA Phone: (408) 793-5376
Santa Clara County Department of Environmental Health	Joanne Tracey Hazardous Materials Specialist II Hazardous Materials Program Address: 1555 Berger Drive, San Jose, CA Phone: (408) 918-3374
City of San Jose Fire Department - Hazardous Materials Program	Michael Murtiff Hazardous Materials Program Manager Address: 170 W. San Carlos Street, San Jose, CA Phone: (408) 277-8774

Recyclable Materials Marketing

Since starting the processing of recyclables in 1991, GreenWaste has diligently worked to create and expand relationships within the commodities market. GreenWaste is consistently able to sell commodities, even in a down market, due to relationships and reputation. GreenWaste has reliably demonstrated the production of high-quality materials and makes continual improvements in the quality and quantity of recyclable materials produced, resulting in high diversion rates and minimal residue. Most of the commodities recycled are baled, consolidated, and whenever possible, transported locally to reduce transportation costs and environmental impacts. GreenWaste commits to processing and marketing all of the recyclable materials collected in the City for the duration of this Agreement.

Marketing Method & Approach

GreenWaste has continued to build and strengthen relationships with long-term vendors and continues to cultivate relationships with new vendors. The marketing of recyclable materials will utilize these strong relationships to get the highest market value for each commodity. The GreenWaste MRF Manager constantly meets with vendors to review and identify improvement opportunities in the quality of materials and to address any issues that arise in constantly

changing markets. Recyclable commodities recovered at the GreenWaste MRF are sold to both domestic and foreign markets. GreenWaste makes all reasonable business efforts to sell materials to domestic markets, in order to reduce the environmental footprint of international transportation.

The anticipated recyclable materials to be targeted for recovery and marketed for their highest market value include:

- ✓ *Old Corrugated Cardboard;*
- ✓ *Mixed Paper and Newspaper;*
- ✓ *Colored HDPE Plastic #2;*
- ✓ *Natural HDPE Plastic #2;*
- ✓ *Mixed Plastics #1-7;*
- ✓ *Rigid & Injection Grade Mixed Plastics;*
- ✓ *PET Bottles;*
- ✓ *PET Clamshells;*
- ✓ *Plastic Bags & Other Film Plastics;*
- ✓ *Aluminum Cans;*
- ✓ *Scrap Aluminum;*
- ✓ *Metal;*
- ✓ *Steel Cans; and,*
- ✓ *Glass.*

Severe Market Demand & Pricing Fluctuations

GreenWaste has experience in enduring severe fluctuations in recyclables markets. If there happens to be a dramatic decrease in the recyclables markets, GreenWaste has ample storage for recyclable material prior to marketing to withstand significant market fluctuations. In fact, with the onset of China's Operation Green Fence, in which China is implementing higher standards on imports of recycled material, GreenWaste has not seen any interruption in marketing operations and has maintained a steady flow of materials, unlike its competitors. There are several reasons for GreenWaste's ability to handle severe market fluctuations:

- ✓ *Strong relationships with existing vendors;*
- ✓ *Consistent outreach to new markets;*
- ✓ *Tested contingency plans to handle extreme market conditions;*
- ✓ *Steady production of clean products; and,*
- ✓ *Continual monitoring of markets and economic situations to anticipate and adapt to changes.*

During extreme market fluctuations with recyclables in previous years, GreenWaste continued to process and market the variety of materials collected. In March and April of 2008 when it was extremely difficult to move mixed paper internationally because of the limited number of shipping containers in the Bay Area and below market prices, GreenWaste was able to ship some material domestically but retained baled products at locally owned storage facilities while waiting for the market to rebound. When the market began to rebound, vendors knew GreenWaste consistently produced a high-quality and clean product, which attracted vendors to purchase the stored materials. Similarly, during the recent labor disputes at the Oakland port, GreenWaste saw a slowdown in the movement of

recyclables, but maintained strong relationships, stored materials, and has been able to move these materials since then.

- Emergency Storage | The GreenWaste MRF property has ample storage space to maintain materials ready for market. GreenWaste also owns several large warehouses within five (5) miles of the GreenWaste MRF where bales and recyclables can be stored for long periods of time.

Highest & Best Use

GreenWaste prioritizes its "highest and best use" philosophy to its own business practices and encourages subcontractors to adopt and implement the same philosophy. Since all recyclable materials generated in the City are going to be processed at the GreenWaste MRF, GreenWaste can ensure that a highest and best use philosophy is strictly enforced. As an environmentally responsible and sustainable company, GreenWaste works to find highest and best use solutions for recyclable materials and organics, donates to reuse centers, prefers to market materials domestically, and gives preference to these markets in order to reduce the carbon footprint of shipping commodities internationally, thereby also supporting the local economy.

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2.C Organic Materials Processing

GreenWaste will transfer yard trimmings collected from the **residential** sector (single-family and multi-family customers) in the City of Milpitas through its sister facility, Zanker Road Landfill, located at 705 Los Esteros Road in San Jose, California, to Z-Best Composting Facility (Z-Best), located at 980 State Highway 25 in Gilroy, California. Zanker Road Landfill and Z-Best are owned and operated by GreenWaste's sister company, Zanker Road Resource Management (Zanker).

GreenWaste collection vehicles will deliver organic materials, which consist of both commingled or separated yard trimmings and food scraps, collected from the **commercial** sector in the City of Milpitas to the Zero Waste Energy Development Company Anaerobic Digestion Facility (ZWEDC), located at 685 Los Esteros Road in San Jose, California.

GreenWaste, Zanker, Z-Best, and ZWEDC share common ownership, which allows for seamless integration of services across various types of facilities.

As is detailed in Section 2.A | Collection, under the Base Proposal, GreenWaste will collect yard trimmings from single-family and multi-family customers starting at the commencement of service, and GreenWaste will collect yard trimmings from commercial customers and food scraps from the ten (10) commercial businesses participating in the pilot-scale food scrap program, plus all other businesses who participate as mandated by AB 1826, starting at the commencement of service. Organic materials include yard trimmings and food scraps, and commercial customers may either commingle yard trimmings and food scraps in an organic materials container, or keep these materials separate in either a yard trimmings container or food scraps container.

What follows are the details of how GreenWaste and its proposed subcontractors will perform the requirements under the Agreement. Please note that all processing fee information is included in Section 6 | Cost Proposal.

Acceptable Organic Materials

Below is the list of organic materials to be collected for processing at Z-Best and ZWEDC.

Acceptable Yard Trimming Materials

GreenWaste will collect the following yard trimming materials in the designated organic materials containers, which are specifically accepted at the Approved Processing Facilities. Acceptable yard trimming materials include, but are not limited to:

- ✓ *Green trimmings;*
- ✓ *Grass;*
- ✓ *Weeds;*
- ✓ *Leaves;*
- ✓ *Pruning;*
- ✓ *Branches;*
- ✓ *Dead plants;*
- ✓ *Brush;*

- ✓ *Tree trimmings;*
- ✓ *Dead trees; and,*
- ✓ *Small pieces of unpainted and untreated wood.*

Yard trimmings placed for collection may not exceed six (6) inches in diameter and three (3) feet in length, and must fit within the GreenWaste-provided organic materials containers.

Acceptable Food Scrap Materials

GreenWaste will collect the following food scrap materials (either separately or commingled with acceptable yard trimming materials) for the commercial food scrap program, which are specifically accepted at the Approved Processing Facilities. Acceptable food scrap materials include, but are not limited to:

- ✓ *All kitchen and table food waste;*
- ✓ *Animal or vegetable waste that is generated during or results from the storage, preparation, cooking, or handling of food stuffs;*
- ✓ *Fruit waste, grain waste, dairy waste, meat, and fish waste;*
- ✓ *Discarded paper that is contaminated with food scraps (excluding wax/film coated paper and paper food/beverage containers);*
- ✓ *Coated paper food/beverage containers; and,*
- ✓ *Non-recyclable paper or contaminated paper (excluding all cardboard, wax/film coated cardboard, and cardboard food/beverage containers).*

Residential Organic Materials Processing

GreenWaste will transfer all yard trimmings collected from the City's residential sector (single-family and multi-family customers) through Zanker Road Landfill to Z-Best. At the commencement of service, the residential sector will be offered yard trimmings collection services. GreenWaste understands the City may elect to implement a single-family food scraps with yard trimmings collection program, and if this is implemented, transfer and processing differs from what is described herein. Please refer to Section 3.B | Single-Family Food Scraps with Yard Trimmings for those details.

Zanker Road Landfill Site Information

Zanker Road Landfill	
Owner & Operator	Zanker Road Resource Management, Ltd.
SWFP No.	43-AN-0007
Capacity	Up to 2,600 tpd
Operations Manager Contact Information	Scott Beall | 408.263.2384

For additional qualifying details about Zanker Road Landfill, please refer to Section 2.J | Subcontractors.

Z-Best Site Information

Z-Best Composting Facility	
Owner & Operator	Zanker Road Resource Management, Ltd.
SWFP No.	43-AA-0015
Capacity	Up to 1,500 tpd
Operations Manager Contact Information	John Doyle | 408.846.1575

Z-Best was developed in 1997 to meet the growing demand for organics recycling in the Bay Area. Z-Best is permitted to accept an average of 1,500 tons per day (tpd) of material. Z-Best is currently processing tonnage below the permitted level, with available capacity of approximately 350 tpd for Yard Trimmings. GreenWaste anticipates approximately 5,145 annual tons, or 20 tpd, of yard trimmings from the City's residential sector. Z-Best has guaranteed processing capacity for the City's organic materials through the term of this new Agreement and any extensions thereto. Please see the letter of commitment from Z-Best included in Section 8 | Attachments.

Z-Best Operations

Z-Best processes yard trimmings, green material, wood waste, pre-consumer and post-consumer food material, agricultural material, and compostable material. Z-Best processes this material into compost and mulch, which it markets to numerous farmers, landscapers, individuals and groups. Z-Best also manufactures and distributes erosion control and stormwater management products for Filtrexx Land Improvement Systems.

Z-Best encompasses 157 acres, and is comprised of an operations building, offices, and composting, processing, and storage areas. Equipment utilized includes: conveyors, sorting platforms, bag breaker, debris roll screens, magnetic head pulley, grinder, scale, wheeled front-end loader, bagging machine, windrow turner, aeration blowers, water truck, excavator, densimetric table (system to remove glass from finished food waste compost), and haul trucks.

Z-Best has five (5) distinct operations:

- Green Material Windrow Composting | source-separated green materials undergo traditional aerobic composting outdoors to produce organic compost for sale.
- CTI System Composting | Compost Technologies Inc. (CTI) designed and manufactured the enclosed in-vessel composting system utilized for food waste/MSW composting.
- Processing and Transfer Operations | a 20,000 square foot MSW processing building contains mechanical conveying and sorting equipment, bunkers for collection of recyclables and residuals, a shredder, and stockpile areas for incoming and outgoing feedstock.
- Blending | an area used to create custom blends of compost by mixing in various additives.

- Mulch Processing | oversized material from compost screening is transformed into marketable products, and may undergo grinding, screening and/or dying to achieve the desired product.

Recyclable materials recovered from Z-Best operations include scrap metal, glass, and aluminum, and are marketed through local sources.

Yard trimmings from the City's residential sector will be delivered to Zanker Road Landfill in San Jose where it will be commingled with other materials and transferred to Z-Best. At Zanker Road Landfill, Milpitas residential yard trimmings will not be processed; rather, they will be direct-transferred to Z-Best. At Z-Best, the following will occur:

- Windrows | Upon delivery to Z-Best, the yard trimmings will be placed into aerated windrows, which are trapezoidal in shape, approximately 20' wide at the base, 12' high, and 400' long.
- Turning and Watering | During the 10-14 week composting period, windrows are monitored daily for temperature and moisture. As required by state law, records are maintained on-site and include daily temperature readings, turnings, and documentation of the fifteen-day pathogen reduction period. The windrows are turned 1-2 times per week and watered as needed.
- Final screening | After the composting process, the material is screened to 3/8" minus. The 3/8 minus finished compost is stockpiled and sold as a soil amendment for agricultural and landscape use. The "overs" material is used as mulch, reprocessed and re-composted, or used as ADC.

Z-Best is able to easily handle equipment failures with little interruption in normal activities or ability to continue receiving material. Z-Best can also stockpile for up to 48 hours and there is sufficient redundancy in Z-Best's fleet of mobile equipment to enable normal operation in the event of needed repairs. Z-Best prides itself on its superior equipment maintenance, and the vast majority of repairs can be accomplished in a timely manner. The site's 157-acre area also includes ample room to store yard trimmings in all phases of the composting process for long periods.

Tracking Jurisdictional Tonnage

Organic materials from multiple jurisdictions and customers are delivered to the Zanker Road Landfill. All vehicles carrying organic materials are directed to the inbound scale, where the gross weight of each vehicle and contents is recorded. Vehicles are then directed to dump their contents in the yard waste tipping floor area, where they are commingled for transfer. Vehicles are weighed again on the outbound scale, and the tare weight of each empty vehicle is recorded. The tonnage of organic material is calculated and maintained in Zanker's database. Zanker uses its scale system, database, and operational procedures to allocate material and residue percentages to the appropriate jurisdiction. This information will be shared with GreenWaste for consolidation with other reporting requirements to the City of Milpitas.

All data is generated in a suitable Excel pivot table format that is both user-friendly and capable of managing recycling operations. The Excel pivot tables allow for virtually unlimited flexibility in viewing data. All scale employees are fully trained on daily operations in order to reduce potential data collection and management errors. All scales are registered with the Santa Clara County Department of Weights and Measures and are regularly maintained to ensure reliability and proper function.

Residue from Organic Materials

Based on the specifications of incoming materials and audits conducted at the facility and approved by the City, residue rates will be determined. Z-Best green materials and yard trimmings residue by weight is currently less than 1%, which is a maximum allowable rate per Z-Best permits. At Z-Best, the following types of materials are considered residual waste:

- ✓ *Non-compostable plastic;*
- ✓ *Inorganic material;*
- ✓ *Painted wood;*
- ✓ *Textiles;*
- ✓ *Wax/film coated paper and paper food/beverage containers; and,*
- ✓ *Cardboard, wax/film coated cardboard, and cardboard food/beverage containers.*

Z-Best personnel are thoroughly trained and the Operations Manager has a strong presence, frequently reviewing operational data to increase efficiency. The equipment is calibrated and consistently achieves high diversion rates. Contamination levels at the customer level must be 5% or less for yard trimmings in order for the City to experience a residue level of 5% or less for yard trimmings. GreenWaste Environmental Outreach Coordinators (EOCs) will be contacted if contamination levels in excess of 5% are experienced. GreenWaste EOCs will audit and educate customers who are determined to be the cause of the contamination. Residue from the yard trimmings collected in the City, which cannot be marketed, will be consolidated with residue from the remainder of Z-Best operations and transferred to the Monterey Regional Waste Management District's Monterey Peninsula Landfill for disposal. This tonnage will be tracked and reported to the City.

Import Restrictions

There is currently a $1.08 per ton City of San Jose enforcement fee that fluctuates annually and a $1.40 per ton CalRecycle fee on all disposal of processing residue.

Z-Best Permits and Regulatory Compliance

Z-Best has complied with all permits and environmental documents since its inception. Z-Best is governed through permits issued by the following agencies:

Agency	Contact
State Water Resources Control Board	Central Coast RWCQB Address: 895 Aerovista Place, Suite 101, San Luis Obispo, CA Phone: (805) 549-3147
Bay Area Air Quality Management District (BAAQMD)	Gary Lipari Air Quality Inspector Phone: (415) 749-4979 Email: blipari@baaqmd.gov

Department of Food and Agriculture	Pierre Labossiere Special Investigator Address: 1220 N Street, Sacramento, CA Phone: (510) 715-6399 Email: plabossi@cdfa.ca.gov
Santa Clara County Department of Environmental Health	Jaji Murage Registered Environmental Health Specialist Solid Waste Programs Address: 1555 Berger Drive, Suite 300, San Jose, CA Phone: (408) 918-3405
Santa Clara County Department of Environmental Health	Ray Maiden Hazardous Materials Specialist II Hazardous Materials Compliance Division Address: 1555 Berger Drive, Suite 300, San Jose, CA Phone: (408) 918-1980
CAL FIRE Santa Clara – Masten	Address: 10810 No Name Uno, Gilroy, CA Phone: (408) 842-3713

Zanker Road Landfill Permits and Regulatory Compliance

Zanker Road Landfill has complied with all permits and environmental documents since its inception. Zanker Road Landfill is governed through permits issued by the following agencies:

Agency	Contact
State Water Resources Control Board	San Francisco RWCQB Address: 1515 Clay St., Suite 1400, Oakland, CA 94612 Phone: (510) 622-2300
Bay Area Air Quality Management District (BAAQMD)	Jayendra Patel Air Quality Inspector Phone: (415) 749-4979 Email: jpatel@baaqmd.gov
Department of Food and Agriculture	Pierre Labossiere Special Investigator Address: 1220 N Street, Sacramento, CA

	Phone: (510) 715-6399 Email: plabossi@cdfa.ca.gov
Santa Clara County Department of Environmental Health	Jaji Murage Registered Environmental Health Specialist Solid Waste Programs Address: 1555 Berger Drive, Suite 300, San Jose, CA Phone: (408) 918-3405
Santa Clara County Department of Environmental Health	Ray Maiden Hazardous Materials Specialist II Hazardous Materials Compliance Division Address: 1555 Berger Drive, Suite 300, San Jose, CA Phone: (408) 918-1980
San Jose Fire Dept. Station 25	Address: 1525 Wilson Way, Alviso, CA 95002 Phone: (408) 794-7000

Z-Best Organic Materials Marketing

Marketing Method & Approach

Z-Best has extensive experience in producing marketable products that are consistently in high demand. The materials received at Z-Best are recycled into compost or compost-related products. These materials are sold to farmers and landscapers in the area. An established customer base of over 180 landscapers, farmers, municipalities, and organizations purchase Z-Best finished products.

Z-Best compost is CCOF certified to be used on organic farms, and the facility is certified from the US Composting Council for its yard trimmings compost. Z-Best also markets compost to local non-food applications such as Caltrans and into some specialized agricultural applications such as alfalfa.

Z-Best organic compost conditions the soil and improves aeration, drainage, water and nutrient-holding capacity. Z-Best organic compost is produced from 100% recycled yard trimmings, which qualifies toward LEED certification points. Z-Best organic compost is also certified organic by the Organic Materials Review Institute, and may be used in organic farming applications.

Z-Best is supportive of the jurisdictions it serves. Compost products will be offered to the City of Milpitas, schools, residents, and businesses. Please refer to Section 2.E | Public Outreach for details of the yard trimmings programs offered to the City.

Highest & Best Use

GreenWaste, Z-Best, and ZWEDC prioritize a "highest and best use" philosophy to their business practices. Since all organic materials generated in the City are going to be processed at ZWEDC and Z-Best, which are GreenWaste's sister facilities, GreenWaste can ensure that a highest and best use philosophy is strictly enforced. As an environmentally responsible and sustainable company, GreenWaste works to find highest and best use solutions. GreenWaste also gives preference to domestic markets in order to reduce the carbon footprint of shipping commodities internationally, thereby also supporting the local economy as well as sustainable goals.

Commercial Organic Materials Processing

GreenWaste collection vehicles will deliver the City's commercial sector organic materials, consisting of yard trimmings and/or food scraps, to ZWEDC's anaerobic digestion facility. At the commencement of service, the commercial sector will be offered yard trimmings collection services and food scraps collection services for the ten (10) commercial businesses participating in the pilot-scale food scrap program as well as all other businesses who participate as mandated by AB 1826.

ZWEDC Site Information

ZWEDC Dry Fermentation Anaerobic Digestion Processing Facility	
Owner & Operator	Zero Waste Energy Development Company
Special Use Permit No.	2012-010971-CI
Capacity	90,000 tpy (500 tpd)
Site Manager Contact Information	John Pena | 408.312.8755

ZWEDC was formed by GreenWaste and Zanker in 2011, encompasses roughly forty-one (41) acres, and is an organics-to-energy plant that uses a patented dry fermentation anaerobic digestion process to create electricity from organic waste. ZWEDC is permitted to accept 500 tpd of material with available capacity of approximately 140 tpd. GreenWaste anticipates approximately 4,593 annual tons, or 17 tpd, of organic materials from the City's commercial sector. ZWEDC has guaranteed processing capacity for the City's organic materials through the term of this new Agreement and any extensions thereto. Please see the letter of commitment

from ZWEDC included in Section 8 | Attachments.

ZWEDC Operations

ZWEDC's anaerobic digestion facility is the first of its kind in the U.S. and is a fully-enclosed 77,042-square-foot building with an outdoor composting maturation area. Currently, the facility processes about 350 tons of material per day. ZWEDC is currently contracted to anaerobically digest and compost the City of San Jose's commercial organic materials and the City of Palo Alto's organic materials.

The ZWEDC facility consists of the following:

- ✓ 12,785 sq. ft. organics receiving bay;
- ✓ Space for a future 30-ton-per-hour integrated mechanical processing/materials recovery system;
- ✓ 16 dry-fermentation anaerobic digesters, each with an average 300-ton capacity;
- ✓ 2 combined heat and power (CHP) units, each with a generating capacity of 800 kW;
- ✓ Mechanical preparation system to enrich digestate for composting;
- ✓ 4 in-vessel compost tunnels, each with 400-ton capacity;
- ✓ A fully-enclosed 77,042 sq. ft. building that houses all operations and eliminates or minimizes dust, noise, and odor migration;
- ✓ Two 338,933 gal. subterranean storage reservoirs for percolate, the inoculate that is introduced to the feedstock to facilitate biogas production;
- ✓ Two 23,660 cu. ft. roof-mounted biogas storage domes; and,
- ✓ Building ventilation system exhausts through an air treatment system, which includes two acid scrubbers and four bio filters. All building air is exhausted through this system to eliminate discharge of dust and odors and to satisfy strict Bay Area Air Quality Management District regulations. This system also processes the make-up air left over from the in-vessel composting tunnels.

The operating concept for ZWEDC is as follows:

- ➢ Residual organic materials are unloaded from transfer vehicles into the Receiving Bay.
- ➢ Organic materials are processed through a mechanical sorting system that includes a bag breaker.
- ➢ Recyclables and non-compostable materials are removed during pre-processing (include: large items, metal, etc.).
- ➢ Mechanical processing removes contaminants, producing an enriched organic feedstock. This feedstock is placed into a feedstock bunker for further processing.
- ➢ Organic feedstock is placed into one of 16 air-tight digesters, which are arranged in two modules of eight, for the anaerobic digestion process. The 21-day batch process begins with the introduction of percolate to the organic materials via an overhead piping system. Percolate digests the organic materials and produces biogas. Biogas contains approximately 55%-60% methane and 40-45% CO_2.
- ➢ Biogas is first mixed in the sub-grade percolate tank to better regulate methane content, and is then collected in a biogas storage dome located on the roof of each digester module. An elevated exterior piping network delivers biogas through to the CHP units. The CHPs condition the biogas to remove water condensate and hydrogen sulfide, and combust the remaining methane-rich gas to produce up to 1.6 MW of

electricity and heated water. Initially, this electricity supports parasitic needs, and the remainder is placed onto the PG&E distribution grid for use by the neighboring Zanker Landfill and other 3rd parties. The hot water is used to heat percolate in the percolate reservoir and provide process heating to the in-vessel composting tunnel system.

- The biogas production cycle finishes after approximately 21 days, and the anaerobic digestion phase is terminated. The remaining material, called digestate, is removed and taken to a mechanical preparation area. Here, the digestate is blended with other materials to produce feedstock for the in-vessel composting process.
- Compost feedstock is placed into one of four in-vessel composting tunnels for 5 days of processing. During this 5-day period, ammonia stripping significantly reduces odor. A treatment system, which includes two acid scrubbers and four biofilters, exhausts all process air.
- After the 5-day period, compost material is taken outside for a maturation process that lasts approximately 60 days. Finished compost is screened and delivered to area growers as soil amendment.

Tracking Jurisdictional Tonnage

As previously stated, organic materials from the City of San Jose's commercial sector and from the City of Palo Alto are delivered to ZWEDC. All vehicles carrying organic materials are directed to the inbound scale where the gross weight of each vehicle and contents is recorded. Vehicles are then directed to dump their contents on the tipping floor where they undergo an initial floor sort and large recoverable or non-suitable items are removed. Vehicles are weighed again on the outbound scale and the tare weight of each empty vehicle is recorded. The tonnage of organic material is calculated and maintained in the database.

All data is generated in a suitable Excel pivot table format that is both user-friendly and capable of managing recycling operations. The Excel pivot tables allow for virtually unlimited flexibility in viewing data. All scale employees are fully trained on daily operations in order to reduce potential data collection and management errors. All scales are registered with the Santa Clara County Department of Weights and Measures and are regularly maintained to ensure reliability and proper function.

Any commingled material from jurisdictions other than the City that are delivered to ZWEDC will be accurately allocated and tracked through the scale system and database.

Residue from Organic Materials

Based on the specifications of incoming organic materials and audits conducted at the facility and approved by the City, residue rates will be determined. At the ZWEDC AD Facility, GreenWaste anticipates the following types of materials will be considered residual waste:

- ✓ *Non-compostable plastic;*
- ✓ *Inorganic material;*
- ✓ *Painted wood;*
- ✓ *Textiles;*
- ✓ *Wax/film coated paper and paper food/beverage containers; and,*
- ✓ *Cardboard, wax/film coated cardboard, and cardboard food/beverage containers.*

A method to reduce residual rates has been incorporated into the design of the AD processing facility: re-circulation of materials that did not fully break down during the digestion and composting process. Digested and composted organic material can be easily mixed in with incoming organic materials, reducing the amount of residue because the material has had another chance to break down.

Residue from the organic materials collected in the City, which cannot be marketed, will be consolidated and transferred to the Monterey Regional Waste Management District's Monterey Peninsula Landfill. This tonnage will be tracked and reported to the City.

Contamination In = Contamination Out

It is important to clarify that incoming material to ZWEDC from the Cities of San Jose and Palo Alto differs greatly from the proposed services for the commercial sector of Milpitas. San Jose and Palo Alto utilize a wet/dry collection system. Wet MSW material is pre-processed and then delivered to ZWEDC. Approximately 25%-35% of incoming wet material is contamination, which includes MSW, wax/film coated containers, rocks, etc. This contamination cannot be digested or composted, so it comes into ZWEDC as contamination and goes right out of ZWEDC as residue. Contracted residue limits are established; however, the collection contractor is out of compliance and ZWEDC is currently in negotiations to correct this contamination issue.

In contrast, the City of Milpitas commercial sector will source-separate their organic materials, allowing for a significantly cleaner inbound material to ZWEDC. ZWEDC will be in constant communication with GreenWaste Environmental Outreach Coordinators (EOCs) to notify them of contamination levels of incoming material from the City's commercial sector. EOCs will audit and educate commercial customers who are determined to be the cause of any excessive or chronic contamination. Through enforcing minimal contamination at the customer level, the City of Milpitas will experience a residue level of no more than ten percent (10%) for organic materials through the term of the Agreement.

Load Check Program

ZWEDC's load check program staff will be thoroughly trained to recognize unacceptable material and to handle and remove hazardous waste properly before processing. As the first line of prevention, all spotters will interact with collection vehicle operators as materials are unloaded to identify and manage possible contaminants. If spotters observe prohibited, unacceptable, or hazardous waste during unloading, the load check spotter will remove the contaminants and place them in the designated waste storage areas. The State of California requires random inspections of incoming waste loads in an attempt to find occasional amounts of prohibited waste; however, all incoming loads will be inspected by load check personnel in an effort to reduce possible contamination. Any instance of hazardous or other exempt waste found at the AD Facility will be properly recorded and maintained in accordance with all local, state, and federal regulations. All ZWEDC employees who might come into contact with hazardous and exempt waste will receive proper training to identify, handle, and remove wastes.

Import Restrictions

There is currently a $1.08 per ton City of San Jose enforcement fee that fluctuates annually and a $1.40 per ton CalRecycle fee on all disposal of processing residue.

ZWEDC Permits and Regulatory Compliance

ZWEDC has complied with all permits and environmental documents since its inception. ZWEDC is governed through permits issued by the following agencies:

Agency	Contact
City of San Jose / CALRECYCLE	Bob Bates Environmental Inspector II Address: 200 East Santa Clara Street, San Jose, CA Phone: (408) 535-7680
City of San Jose Environmental Services	Jeff Krump Environmental Services Specialist Address: 200 East Santa Clara Street, San Jose, CA Phone: (408) 975-2617
Air Resources Board (BAAQMD)	Brian Lusher Senior Air Quality Engineer Address: 939 Ellis Street, San Francisco, CA Phone: (415) 749-4623
California Department of Toxic Substances Control	EPA ID # CAL000388420 Address: 1001 I Street, PO Box 806, Sacramento, CA Phone: (800) 728-6942
State Water Resources Control Board	San Francisco Bay RWQCB Address: 1515 Clay Street, Suite 1400, Oakland, CA Phone: (510) 622-2300
Santa Clara County Department of Environmental Health	Hazardous Materials Program Address: 1555 Berger Drive, San Jose, CA Phone: (408) 918-3400

ZWEDC Organic Materials Marketing

Marketing Method & Approach

Compost produced at ZWEDC is currently used onsite or at neighboring Zanker operations. Zanker Road Landfill and Zanker Materials Processing Facility are located on either side of ZWEDC on Los Esteros Road in San Jose. Zanker Products, the recycled products marketing department at Zanker Road Landfill, provides for the management

and sale of the products created at its operations, including ZWEDC. The products are marketed to a variety of end users such as landscapers, contractors, farmers, material yards, and home owners.

Zanker Products also developed a specialized website where retail customers can order compost and mulch products and Zanker will provide the hauling. Zanker is a proud member of the California Landscape Contractors Association (CLCA), US Composting Council, US Green Building Council, and the California Compost Coalition.

The "overs" from the screening operation may be re-used as a "bulking material," mulch, hog fuel, or similar use and the "unders" from the screening operation will be sold as a soil amendment for landscape applications. The biogas generated during the digestion process is combusted in either of the two (2) generators onsite to create electricity for use onsite, at Zanker Road Landfill, or to be sent back to the PG&E electrical grid.

ZWEDC is supportive of the jurisdictions it serves. Compost products will be offered to the City of Milpitas, schools, residents, and businesses. Please refer to Section 2.E | Public Outreach for details of the yard trimmings programs offered to the City.

Highest & Best Use

GreenWaste, Z-Best, and ZWEDC prioritize a "highest and best use" philosophy to their business practices. Since all organic materials generated in the City are going to be processed at ZWEDC and Z-Best, GreenWaste's sister facilities, GreenWaste can ensure that a highest and best use philosophy is strictly enforced. As an environmentally responsible and sustainable company, GreenWaste works to find highest and best use solutions, prefers to market materials domestically, and gives preference to these markets in order to reduce the carbon footprint of shipping commodities internationally, thereby also supporting the local economy.

ZWEDC takes this philosophy even further in producing renewable energy. The production of renewable energy and compost reduces dependence on outside sources. ZWEDC offers resource efficiency, reduces waste volumes, and generates a useful byproduct, truly benefiting human health and the environment.

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

The GreenWaste approach to the collection of bulky items is to prioritize convenience to the customer, reuse and diversion, and minimization of carbon footprint. GreenWaste will model the Bulky Item Collection Program after other successful collection programs offered in its many service areas. GreenWaste has demonstrated success in the diversion of large appliances, furniture, and other hard-to-manage items, which minimizes unlawful dumping in communities.

In the City of Milpitas, this program will be offered to single-family, multi-family, and commercial customers. Collection will be curbside within seven (7) business days after the customer-requested service date.

Single-Family Bulky Item Collection

GreenWaste has offered both on-call service and city-wide cleanups in the past, and has met its goals of customer convenience and material reuse and diversion better through on-call service. GreenWaste will offer four (4) on-call service events per year to single-family customers at no charge. Should a customer require an additional bulky item pickup past the 4 allotted pickups, GreenWaste may charge an "additional bulky item" rate. This rate will not exceed the maximum rate approved by the City.

Scheduling Collection Events

In order to schedule this service, customers will be required to contact GreenWaste at their convenience, during normal business hours. The Customer Service Representative (CSR) will ask for their account information, material characterization, and will outline the program parameters. The CSR will also ensure the customer's account is in good standing in order to receive this service. This person-to-person contact allows the CSR to inquire about the type, quantity, and quality of materials intended for collection, to provide any instructions to the customer regarding material preparation (bundling, covering, etc.), to offer suggestions on set-out location, and to evaluate the composition of the load to ensure the appropriate vehicle(s) are dispatched with the appropriate personnel.

GreenWaste's goal is to "leave no material behind" during these collection events. The contact with the customer during scheduling also allows GreenWaste to communicate the program restrictions and inform the customer that additional charges may be incurred if items that fall outside of the program parameters are set out for collection. GreenWaste will collect additional items during these scheduled events that exceed the required service level at an approved "additional bulky item" rate.

Characterization of Materials

To ensure the materials being set out are eligible for pick-up under this program, and to maximize the program's reuse and recovery rate, CSRs will ask the customer a series of questions when the customer calls to schedule service.

- ✓ The first set of questions will determine whether the type and quantity of materials intended for set-out are eligible for collection.
- ✓ The second set of questions will determine the quality of the materials and gauge whether the items can likely be re-used and/or recycled (with disposal considered as a last resort).
- ✓ The third set of questions allows the CSR to determine the appropriate type of vehicle and number of drivers that may be required to collect the material.

The CSR will make the appropriate notations on the customer's account, and will generate a work order that specifies the collection day, the type and quantity of materials scheduled for set-out, and a description of items that should be eligible for re-use. The CSR will also remind the customer that bulky items shall not be placed at the curb more than twenty-four (24) hours in advance of the scheduled collection day in order to maintain a neat neighborhood appearance.

Acceptable Materials | GreenWaste will accept the following materials during bulky item collection events:

- ✓ Solid Waste;
- ✓ Recyclable Materials;
- ✓ Organic Materials (*Including small tree stumps not to exceed 16 inches in diameter and length);*
- ✓ Reusable Materials;
- ✓ Construction and Demolition Debris (*Excluding concrete);*
- ✓ Appliances (*For safety reasons, refrigerators and/or freezers must have the doors secured closed with duct tape or a similar tape or doors must be removed and placed beside the item);*
- ✓ Furniture;
- ✓ Tires (*Rates for collection of tires are based on Landfill rates);*
- ✓ Carpets;
- ✓ Mattresses;
- ✓ E-Waste;
- ✓ U-Waste; and,
- ✓ Similar large items that require special collection due to their size or nature, but can be collected without the assistance of special loading equipment and without violating vehicle load limits.

Prohibited Materials | GreenWaste will not accept the following materials during bulky item collection events:

- ✓ Waste exceeding 3 cubic yards in volume;
- ✓ Hazardous Waste;
- ✓ Excluded Waste;
- ✓ Abandoned automobiles;
- ✓ Large auto parts; and,
- ✓ Any single item that exceeds seventy-five (75) pounds in weight.

Items Requiring Special or Alternative Collection

GreenWaste will collect additional items that exceed the bulky item service level, as requested by customers. GreenWaste may charge an "additional bulky item" rate, which will not exceed the maximum rate approved by the City, for this service. These items must not require the assistance of special loading equipment such as forklifts or cranes. When customers contact Customer Service to schedule their bulky item collection event, the CSR will complete a material characterization evaluation. Depending on the item, the CSR may either inform the customer the item(s) will be accepted under the Program or inform the customer that the item is not acceptable under the Program.

In the event that materials slated for pick-up are not acceptable under the Program, GreenWaste will tag the material and indicate why it was not collected. Information about tagged and uncollected materials will be made available to the City within 24 hours. GreenWaste CSRs will then use the material characterization methodology to determine whether those bulky items may be more appropriate for a local youth, community, or other charitable organization (such as Goodwill or the Boys and Girls Club of Silicon Valley) to collect. GreenWaste will suggest such organizations to the customer, and will provide their contact information. GreenWaste will be responsible for ensuring that service is provided to the customer in a professional and timely manner, and at GreenWaste's expense. For items that have been identified for disposal, the CSR may also provide the customer with alternative drop-off locations such as a hazardous materials facility or stores that take back universal waste.

Collection Methodology

Once the day's work orders have been generated, the bulky item collection work orders will be assigned to a route, and typically serviced by a flat-bed truck and a driver. If the bulky items scheduled for collection require a vehicle other than a flat-bed truck, then another appropriate vehicle with either a single driver or a driver and an assistant will be dispatched.

When the vehicle arrives to the pick-up location, the driver will document the amount and type of bulky items set out for collection, confirming whether the materials set out match the description on the work order. The driver will evaluate the quality of the items and determine whether they will quality for reuse, and will begin assessing how to best load the items based on their end destination. Like items will be arranged together on the vehicle (reusable, e-waste, bulky items, etc.). If the type, quantity, or quality of materials actually set out is different than the description on the work order, the driver will document and/or take a photo of the discrepancies in items. The driver will also estimate the likelihood of the customer incurring additional charges.

Once the items are loaded on the vehicle and the load is full, the vehicle will either transport the materials to the approved disposal facility, which GreenWaste proposes as Zanker Material Processing Facility for processing and/or disposal, or to a reuse facility, such as the Family Giving Tree, or GreenWaste will consolidate bulky items at its local corporation yard into drop boxes separated by type of material. Please refer to Section 8 | Attachments for the letter of commitment from Zanker Road Resource Management regarding acceptance of this material.

At the end of each day, the driver will turn in the day's work orders to the Dispatch Department, who will then enter the information into the computer system to track which residents are using the on-call Bulky Item Collection Program and to track overall program participation.

- Hard-to-Serve Areas | GreenWaste has successfully designed and implemented bulky item collection services in all of the hard-to-serve areas in each jurisdiction where collection services are offered.

GreenWaste will provide bulky item collection services in hard-to-serve areas to all customers and will work with each customer to ensure these services are provided in the most efficient and convenient manner.

Maximizing Reuse & Diversion

From the first point of contact with the customer through the delivery of collected items, GreenWaste will seek out every opportunity to maximize reuse and minimize disposal. With reuse as the top priority, and resource recovery as the secondary approach to diversion, the GreenWaste driver's evaluation of the items is critical. GreenWaste drivers will be well versed in the types of acceptable materials. Drivers collecting materials under this program will organize materials on the vehicles according to reusability, and then will arrange items slated for recovery together to allow for streamlined unloading. Preserving the quality of materials is also a top priority, so items intended for reuse will be carefully loaded to ensure furniture is not scratched, fabrics are not torn and the overall appearance of the item remains intact.

GreenWaste is committed to designing and implementing a successful Bulky Item Collection Program that integrates customer service, operations, and the outreach and educational team. Ultimately, GreenWaste is confident this combination of efforts from various departments will maximize the diversion rate of materials collected under this program.

Multi-Family Bulky Item Collection

GreenWaste will provide multi-family customers from multi-family style properties (centralized container service) with on-call bulky item collection services for a City-approved fee. Multi-family customers from single-family style properties (smaller complexes receiving cart service) will not be charged a fee for up to four (4) bulky item collection events. This service will be conducted in the same manner as will be provided to single-family customers.

The distinction for the multi-family bulky item collection program is that the property owner or manager will initiate the collection event, rather than the occupant of the unit. Further, the location for the bulky item collection event will be curbside, or another location as determined by the GreenWaste CSR and customer.

Commercial Bulky Item Collection

GreenWaste will provide commercial customers with bulky item collection services for a City-approved fee. For the Commercial Bulky Item Collection Program, the location for the bulky item collection event will be either curbside or another location as determined by the GreenWaste CSR and customer.

2.E Public Outreach

GreenWaste is excited about the opportunity to partner with the City of Milpitas in providing exceptional public outreach activities to the City's residents and businesses. The proposed public outreach program is in line with GreenWaste's past experience in many of the jurisdictions it serves. GreenWaste strives to increase customer participation in recycling and diversion programs through positive behavioral changes, and believes people will do the right thing if provided the information and resources to be successful. Accordingly, GreenWaste has designed its Public Outreach Program (Program) for the City by targeting sectors, understanding the most effective means of distributing information, and specifically tailoring programs based on the collection programs available.

Public Outreach Program

GreenWaste understands that the Program will require coordination with the City throughout the term of the Agreement. GreenWaste believes it is important for the City to be involved in the Program in order for it to be successful. The Program will inform customers about the services provided under the Agreement, and communicate the methods and benefits of source reduction, reuse, recycling, and composting. Public outreach materials will instruct customers on how to properly place materials in containers and set containers out for collection. Education and outreach will focus specifically on minimizing contamination of recyclable and organic materials. GreenWaste will ensure that excluded waste and its hazards are clearly defined in public outreach materials, and will educate customers about opportunities for proper handling.

The GreenWaste Approach

GreenWaste's approach to developing and implementing a successful Program throughout the term of the Agreement hinges on the implementation of the initial Public Outreach Transition Plan and on the development and ongoing implementation of the Annual Plan. During the transition period, GreenWaste will develop and distribute collateral materials, and conduct outreach informing customers of service changes and new program offerings. Many of the initial collateral materials developed will continue to be updated and provided throughout the term of the Agreement. Following the commencement of services, ongoing collateral materials will be developed and distributed to customers through direct mail, bills, site visits, and community events. Ongoing collateral materials will include timely information such as the promotion of upcoming events, new and emerging issues, and the ongoing promotion of recycling and diversion programs. GreenWaste will also provide technical assistance to multi-family and commercial customers. This assistance will ensure compliance with AB 341 and/or AB 1826, and will aid in meeting the statewide goal to achieve no less than 75% diversion by the year 2020. Please refer to Section 2.F | Multi-Family and Commercial Technical Assistance for details about GreenWaste's plan for complying with AB 341 and AB 1826.

Public Outreach Transition Plan

The launch of GreenWaste's Program will begin well in advance of the commencement of services, and will ensure adequate notification and accurate information to all customers across all sectors. GreenWaste will utilize multiple media sources, including print, radio, television and electronic and social media, to notify customers of their new program offerings. Transition and sector-specific collateral materials will be developed using both direct mail pieces and dissemination during container distribution. GreenWaste will also conduct direct outreach to community groups,

business and industry groups, and homeowner associations as an opportunity to develop communication networks with the leaders in the community. For additional information on GreenWaste's Public Outreach Transition Plan development, please refer to Section 2.N | Implementation Plan.

Annual Plan

Prior to the service commencement date, and throughout the term of the Agreement, GreenWaste will meet with the City to collaboratively develop an Annual Plan. The Annual Plan will outline the approach and methodology to conduct outreach and identify the public education materials that will be used. Each Annual Plan will identify the outreach approach for each sector, which will include the different methods to increase program participation of single-family, multi-family, and commercial customers. The Annual Plan will also prioritize multi-family and commercial customers for the provision of technical assistance by GreenWaste. Successful methods GreenWaste has used to achieve high participation in recycling and organics collection programs and increase diversion will be incorporated into each year's Annual Plan, and will reflect on the previous year's successes and challenges. Each Annual Plan will identify program objectives, individual tasks, public educational materials to be developed, opportunities for expanded partnerships, and timelines for implementation. Annual Plans will also specify their target audience, and include upcoming promotions for ongoing and known special events. Input will be solicited from the City, and each Annual Plan implementation success will be measured by deadlines and products developed.

Public Outreach Program Implementation

GreenWaste is committed to assisting the City in achieving the State's 75% recycling goal locally by 2020. In order for any hauler to meet these diversion goals, a comprehensive and coordinated public outreach campaign must be launched well in advance of the commencement of services, and must be sustained throughout the term of the Agreement.

GreenWaste has worked diligently to develop the communication channels and data-sharing infrastructure to ensure the outreach, customer service, and operations teams are working together to provide services to customers. Each department within GreenWaste has a separate and distinct opportunity to interact with customers. It is through the coordinated sharing of these interactions that the outreach team can determine the extent to which programs and outreach methodologies are working, and to identify opportunities for improvement.

GreenWaste's Program is crucial to increasing and sustaining the participation of single-family, multi-family, and commercial customers in available source reduction, reuse, recycling, and composting programs. The Program description that follows focuses on the following activities:

- Collateral Development & Distribution
  - *Implementation Collateral Development;*
  - *Ongoing Public Outreach;*
  - *Collateral Distribution;*
  - *Website Development;*
  - *Social Media;*
  - *AB 341 and AB 1826 Outreach Activities;*
  - *Promotion of the New Food Scraps Collection Program; and,*
  - *Collateral Languages.*

- Public Outreach Team
- Outreach to Schools
- Additional Yard Trimmings Programs
- Community Service

Collateral Development and Distribution

As specified in Exhibit B of the Franchise Agreement, GreenWaste will lead the development of various collateral materials. During the transition and throughout the term of the Agreement, GreenWaste will provide up-to-date and accurate information and materials to all customers.

GreenWaste will initially develop materials that will be used during the transition, and then will develop materials that will be designed for use throughout the term of the Agreement.

GreenWaste will work with the City to prepare collateral materials specific to the service offerings of each sector, will maintain thematic branding in all collateral materials, and will modify and include additional materials as appropriate. GreenWaste will identify the target audience(s), the message(s) to be communicated and the purpose(s) of the collateral. GreenWaste will meet with the City to ensure coordinated messaging, then begin drafting the content and developing a graphic mock-up. GreenWaste will offer the City the opportunity to provide input on the content and format of the mock-up, and then will make appropriate revisions based on input and recommendations. The draft will be provided to the City for a final review prior to finalizing, printing or distributing any collateral materials.

All public outreach materials identified below will be customized for single-family, multi-family, and commercial customers. The initial collateral pieces developed specifically for the implementation and announcement of the new program offerings will be disseminated through direct mail, during container distribution, and/or in person during outreach and educational events.

GreenWaste has included a representative cross-section of the diverse types of outreach materials currently developed and customized for distribution to its customers. These materials are distributed based on sector and program offerings. Initial program start materials, ongoing outreach and education materials, and also those related to specific sectors and/or materials have been included in Section 8 | Attachments.

All outreach materials will be:

- ✓ *Thematically branded with consistent color, font, look and feel;*
- ✓ *Developed and made available in English and in other language(s) deemed appropriate and necessary;*
- ✓ *Photo-oriented to appeal to varied language and literacy levels;*
- ✓ *Provided in digital form to prevent excessive printing and provide customers easy access to information; and,*
- ✓ *Printed on recycled paper (double-sided as appropriate).*

Implementation Collateral Development

Well in advance of the service commencement date, GreenWaste will have developed and finalized the initial collateral materials in preparation for distribution. Informing customers in advance of new and expanded programs is the key to helping assist the GreenWaste outreach, customer service, and operations teams in completing necessary tasks. GreenWaste's goal is to keep all customers within the City well informed and at ease with any changes to their

service. Below are the collateral pieces that will be developed specifically for the contract implementation.

- Introductory Mailers | Introductory mailers will be developed and tailored for Single-Family, Multi-Family, and Commercial customers. These ½-cut sheet postcards will introduce GreenWaste as the new hauler, outline program changes, and provide other related information deemed appropriate and timely by the City. These mailers will also indicate new and expanded services, and complimentary "how-to" guides will be distributed closer to the date of transition. Introductory mailers will be distributed to all customers approximately two (2) to three (3) months in advance of the date services commence.
- New & Expanded Services Notice | This tri-fold self-mailer will inform customers of the new and expanded services available, provide an overview of container size and collection frequency options and include other related information deemed appropriate and timely by the City. These notices will be mailed to customers approximately one (1) to two (2) months in advance of the date services commence.
- Inclusion of Expanded Service Programs | Additionally, depending on whether the City selects any or all of the Alternative Services, these direct mail pieces may include relevant information on the following programs:
  - ✓ *Single-Family Solid Waste Cart-Only System;*
  - ✓ *Single-Family Food Scraps with Yard Trimmings;*
  - ✓ *Multi-Family Yard Trimmings and Commercial Organic Materials Collection as Mandated by AB 1826; and,*
  - ✓ *Temporary Debris Box Service.*

In addition to these collateral pieces designed and distributed specifically for the implementation of the new Agreement, comprehensive recycling guides will also be delivered to customers prior to the commencement of services. These guides will be provided to new customers throughout the course of the Agreement as well.

- Single-Family Recycling Guide | Detailed single-family "how-to" recycling guides will be developed to inform single-family customers of new and expanded services. These booklets will include a three (3) full page color-coded spread identifying the list of acceptable materials organized by material type. The booklets will also include graphic illustrations of proper set-out procedures, acceptability and necessary preparation of materials for each of their collection carts, details on how to utilize services available to single-family customers, and will offer other related information deemed appropriate and timely by the City. These single-family recycling guides will be updated as necessary, and will include topics such as:
  - ✓ *Food Scraps Collection;*
  - ✓ *Unlimited Solid Waste and Extra Material Collection;*
  - ✓ *Holiday Tree Collection;*
  - ✓ *Bulky Item Collection Events;*
  - ✓ *Household Hazardous Waste Disposal;*
  - ✓ *Household Batteries Collection;*
  - ✓ *Used Motor Oil and Oil Filters Recycling;*
  - ✓ *Instructions for Enrolling in Paperless Billing;*
  - ✓ *Drop-off and Pick-up Resources for Donations; and,*
  - ✓ *Useful Phone Numbers & Other Resources.*

- Multi-Family Recycling Guide | Detailed multi-family "how-to" recycling guides will be developed to inform multi-family customers of the new and expanded services available. The guides will be intended to notify owners and managers of multi-unit complexes of opportunities to reduce costs through participation in waste reduction and recycling. These booklets will include a three (3) full page color-coded spread identifying the list of acceptable materials organized by material type, graphic illustrations of proper set-out procedures, acceptability and necessary preparation of materials for each of their containers and container types, details on how to utilize services available to multi-family complexes, and will offer other related information deemed appropriate and timely by the City. These multi-family recycling guides will be updated as necessary and include topics such as:
    - ✓ *Extra Material Collection;*
    - ✓ *Holiday Tree Collection;*
    - ✓ *Instructions for Enrolling in Paperless Billing (as appropriate);*
    - ✓ *Drop-off and Pick-up Resources for Donations;*
    - ✓ *AB 341 and AB 1826 Requirements;*
    - ✓ *Waste Assessments & Technical Assistance; and,*
    - ✓ *Useful Phone Numbers & Other Resources.*
- Commercial Recycling Guide | Detailed commercial "how-to" recycling guides will be developed to inform commercial customers of the new and expanded services available and will be intended to notify business owners and facility operators of opportunities to reduce costs through participation in waste reduction, recycling and/or organics programs. These booklets will include a three (3) full page color-coded spread identifying the list of acceptable materials organized by material type, graphic illustrations of proper set-out procedures, and acceptability and necessary preparation of materials for all each of their containers and container types, details on how to utilize services available to businesses, and will offer other related information deemed appropriate and timely by the City. These commercial recycling guides will be updated as necessary and include topics such as:
    - ✓ *Extra Material Collection & Debris Box Services;*
    - ✓ *Instructions for Enrolling in Paperless Billing (as appropriate);*
    - ✓ *Drop-off and Pick-up Resources for Donations;*
    - ✓ *AB 341 and AB 1826 Requirements;*
    - ✓ *Waste Assessments & Technical Assistance;*
    - ✓ *Information on the Santa Clara County Green Business Program; and,*
    - ✓ *Useful Phone Numbers & Other Resources.*
- Multi-Family and Commercial Poster Sets | Solid waste, recycling, and organic materials poster sets may be developed, and would detail the acceptable materials in each material stream. An 11"x17" portrait orientation poster may be developed for each material stream, and would include representative photos of acceptable materials on the top half and details acceptable materials by material type in the lower half. Another 8.5"x11" poster may be developed for each material stream, and would include only the representative photos and contact information for additional information. These would be placed in highly trafficked areas of complexes and businesses.

Outreach materials will be tailored to the final selected programs. If the City selects any or all of the Alternative Services, specifics for each program will be included in implementation and ongoing collateral materials.

Ongoing Public Education & Outreach

As the Program continues post-commencement of services, GreenWaste will constantly seek ways to improve program effectiveness, make adjustments to ensure customer and City needs are met, and diversion goals are attained. Messaging will be coordinated with the City and focused on issues that need to be addressed in order to increase participation and achieve diversion.

Collateral materials generated throughout the term of the Agreement will meet or exceed all City requirements. Drafts and design templates will be provided to the City for approval prior to production. At a minimum, the following ongoing collateral materials will be developed and distributed to customers:

- Single-Family Recycling Newsletter | Annual single-family newsletters will be developed for single-family customers, and will be inserted with bills. Newsletters may include information on available recycling and diversion programs, collection services, special waste handling tips, bulky item pick-ups, home composting, special event promotions, changes to collection services, timely and related announcements, seasonal recommendations on recycling and waste reduction, a section designed specifically for kids with fun-facts, activities and occasional contests, and other related information deemed appropriate and timely by the City.
- Multi-Family Recycling Newsletter | Annual multi-family newsletters will be developed and distributed to multi-family customers, and may include information on available recycling and diversion programs (including AB 341 and AB 1826 requirements), collection services, special waste handling tips, special event promotions, changes to collection services, timely and related announcements, seasonal recommendations on recycling and waste reduction, a section designed specifically for kids with fun facts, activities and occasional contests, and other related information deemed appropriate and timely by the City.
- Commercial Recycling Newsletter | Quarterly commercial newsletters will be developed and distributed to commercial customers, and may include information on available recycling and diversion programs (including AB 341 and AB 1826 requirements), new program promotions, collection services, special waste handling tips, changes to collection services, timely and related announcements, seasonal recommendations on recycling and waste reduction and other related information deemed appropriate and timely by the City.
- Seasonal Program Notification | Seasonal notification postcards may be developed and mailed directly to single-family, multi-family, and/or commercial customers as needed. At a minimum, these ¼-cut sheet seasonal program notification postcards will inform customers of Halloween pumpkin collection, holiday tree collection, spring cleaning, fall leaves, and other seasonal program offerings. Additionally, notification of seasonal programs may be offered in the form of newspaper advertising, banners for the City and GreenWaste websites, and/or via social media.
- Services & Program Notifications | On an as-needed basis, these ⅓-cut sheet bill inserts will be developed and included in customer invoices to provide notification to customers of upcoming and timely information, including rate increases, service day changes, approved service modifications, expanded materials accepted under the recycling and diversion program, and other related information deemed appropriate and timely by the City.

- Non-Collection Notices | Non-collection notices (NCNs) will also be developed as cart and/or door hangers for use by drivers when issues with contamination or improper set-out are encountered. The top ¾ of these NCNs will include information on the container and the reason(s) for non-collection and will provide information on contacting Customer Service. The bottom ¼ of these NCNs will include a perforated detachable portion for the driver to retain that identifies the premise and the reason the container was not collected in order for the NCN to be entered into the customer database and tracked at the end of the route.
- Move-In and Starter Kits | For multi-family customers, new tenant "move-in kits" that include a recycling guide will be provided to multi-family premises, and will be replenished as needed. Starter kits informing multi-family property owners and managers of the Multi-Family Yard Trimmings Collection Program will also be developed and distributed as needed. Additionally, starter kits informing commercial businesses of the Commercial Food Scraps Collection Program will be developed and distributed as needed.

Collateral Distribution

Public outreach campaigns are most successful when outreach is conducted regularly to customers, and when multiple sources are used to distribute information. GreenWaste will utilize different media outlets and direct outreach methods to disseminate information to single-family, multi-family, and commercial customers. In addition to the specific direct mailing and container distribution delivery mechanisms previously discussed, GreenWaste may also print limited information directly on invoices. GreenWaste will also distribute outreach materials directly at community events, presentations, and outreach events. GreenWaste will post all collateral materials in Adobe Acrobat PDF format on its website.

- Paperless Billing Customers | Customers who have enrolled in GreenWaste's paperless billing program will receive all outreach materials digitally. All paperless billing customers will receive the same outreach materials that have been previously reviewed and approved by the City, on the same distribution schedule as those receiving materials via bill inserts and/or direct mailers. Customers enrolled in the paperless billing program will receive an email with the outreach material either embedded in the body of the email or provided as an attachment.

Website Development

GreenWaste has developed and designed an easily navigable website that maintains the same look and feel as other collateral materials. GreenWaste has an in-house outreach team and Graphic Designer who are responsible for the development and maintenance of the website. Utilizing an in-house team allows GreenWaste the flexibility to make changes as necessary, usually within forty-eight (48) hours of a request.

GreenWaste can easily develop a section of the GreenWaste website dedicated to the City of Milpitas. The City's section will reflect new and expanded services prior to the commencement of the Agreement. There will be separate sections designated for residential and commercial sectors, and each section will include information on new programs, services, and additional resources available. The City's section of the GreenWaste website will be organized in the following format:

- Area Home | Describes the collection services provided to each sector by material type, and explains where each of the materials collected are processed or disposed.

- Services Offered | Provides a comprehensive overview of services offered by sector, including the sizes of containers available by material type, collection services available for extra materials, bulky item pick-ups, holiday trees, e-waste, used motor oil and oil filters, and household batteries.
- Online Bill Pay | Offers a secure online portal where customers can view and/or pay bills, confirm collection day(s), review and add new services (additional pick-ups, bulky item collection, etc.)
- Service Rates | Provides current rate schedules for all single-family, multi-family, and commercial customers by material type, container size, and collection frequency. The rate schedule also includes rates for additional services.
- Debris Box Rental | Describes debris box services provided by size and material type, and allows customers to request a quote, as appropriate.
- Outreach & Education | Includes downloadable files of all outreach and educational materials produced and distributed, and provides important links and contact information for GreenWaste and the City.

Using the functionality of the eTower application (a subprogram to the Tower system), GreenWaste will also offer customers the ability to view and pay invoices online, request a change in service, and view their personal service history. This system allows all customers to start, stop, or modify service. GreenWaste will also offer a "Contact Us" option, in which customers can submit questions, comments, or concerns to GreenWaste via the website. An e-mail gets sent to Customer Service that is responded to within one (1) business day. For additional information and to view other jurisdictional sections of the GreenWaste website, please refer to http://www.greenwaste.com.

Social Media

GreenWaste has made strides in improving its social media presence with the goal of increasing awareness of the company, affiliated companies, service offerings, and general environmental issues. The GreenWaste corporate office in San Jose has expanded its use of social media, and has experienced increased online traffic to its website, social media accounts, and increased interest in what GreenWaste shares and posts. What follow are examples of the GreenWaste Recovery posts and tweets on both Facebook and Twitter.

- Real-time posts and tweets about special events and clean-ups hosted by GreenWaste.

gogwr
Gilroy, California
FOLLOW

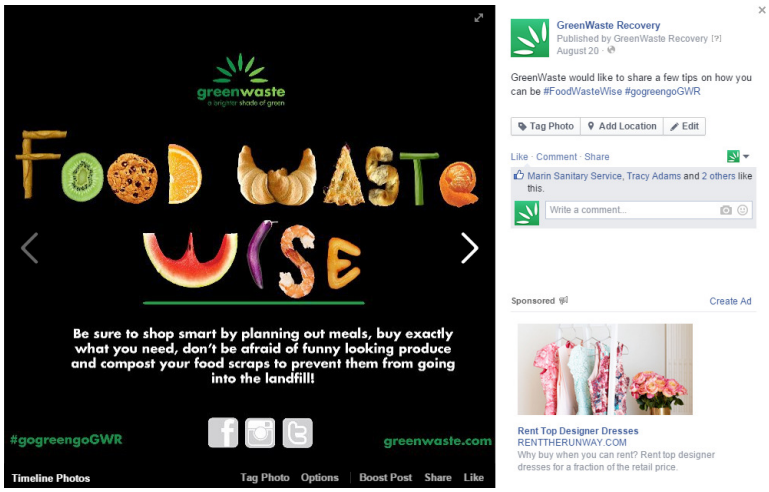
15 likes 14w

gogwr GreenWaste team helping out the unincorporated Gilroy area for the neighborhood clean-up day! #gogreengoGWR #springcleaning #gogreen #recycle #gilroy

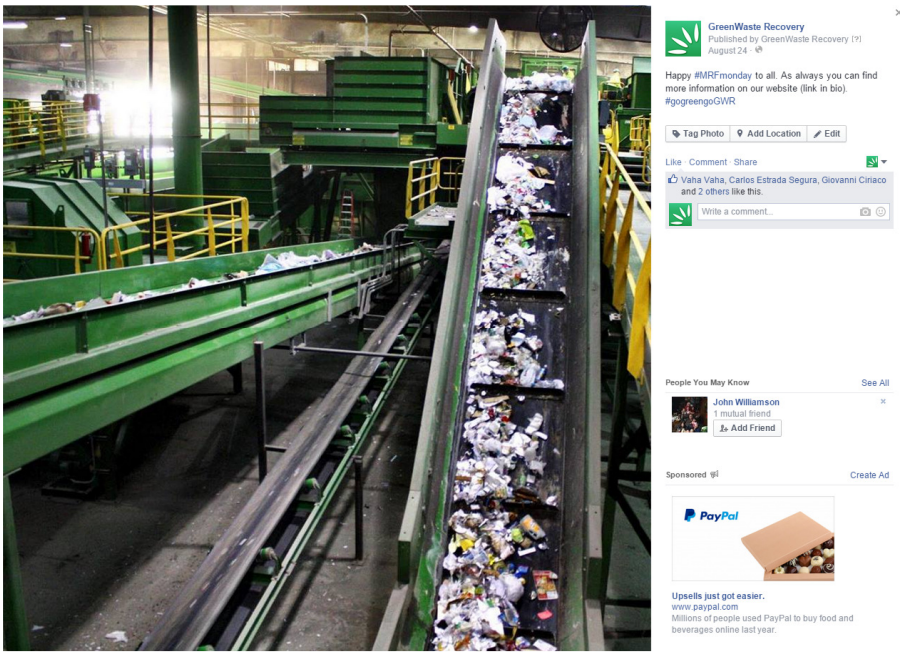
- Themed contests (i.e.: #TriviaTuesday).

- Jurisdiction-specific information.

- General industry facts and ideas for being more environmentally conscious.



- Company information, facts, and links (i.e.: #MRFmonday).



AB 341 and AB 1826 Outreach Activities

Throughout GreenWaste's Public Outreach Program, information will be disseminated to all multi-family and commercial customers to ensure compliance with AB 341 and AB 1826 requirements. GreenWaste will develop all outreach materials for multi-family and commercial customers and will include information on the requirements of AB 341 and AB 1826, which will notify owners and managers of multi-family complexes and businesses of the

regulations and expanded recycling options with GreenWaste as their hauler. Information will be provided through flyers, newsletters, brochures, bill inserts, site visits, the GreenWaste website, and social media.

GreenWaste EOCs will also distribute notices and meet with customers that are not compliant with the requirements of AB 341 and/or AB 1826, and will discuss what actions the customer can take in order to comply.

Please refer to Section 2.F | Multi-Family and Commercial Technical Assistance for GreenWaste's approach to providing technical assistance, which will assist customers in complying with AB 341 and AB 1826.

Promotion of the Single-Family Food Scraps with Yard Trimmings Collection Program

GreenWaste's Public Outreach Program can be tailored to promote a food scraps with yard trimmings collection Program for the single-family sector if the City elects to implement this alternative program. GreenWaste's affiliate, GreenWaste of Palo Alto, has recently rolled out a Food Scraps Collection Program in the City of Palo Alto. A similar model will be followed in the City of Milpitas, and may include the following elements for single-family customers:

- ✓ *Drivers will tag Containers for all single-family customers along their routes to inform them of the new program, and let them know about upcoming community meetings or events they can attend;*
- ✓ *City-hosted community meetings, which GreenWaste will attend to answer questions;*
- ✓ *GreenWaste will provide kitchen pails to single-family customers with program brochures;*
- ✓ *GreenWaste will include information about the new program in the newsletters or on invoices; and,*
- ✓ *GreenWaste (and City staff) will table community events in order to continue to educate customers and encourage participation.*

Collateral Languages

GreenWaste will work with the City to determine languages other than English that are deemed appropriate and necessary for residents and businesses who receive collateral materials. GreenWaste's approach will be as follows:

- Implementation residential (single- and multi-family) collateral | GreenWaste will print implementation collateral (recycle guides, postcards, etc.) in English only with a statement in (the specified language) indicating a version in (the specified language) is available online.
- Ongoing residential collateral | GreenWaste will develop two-sided newsletter inserts that could either be offered in English only two-sided, or in two languages with one side for each language.
- Implementation commercial collateral | GreenWaste will develop two versions for print: one with detailed text and images and another with images only. GreenWaste will offer to print in English or Spanish, which is the language most commonly requested by commercial customers. Image-focused posters can be developed in additional languages as deemed appropriate and necessary.
- Ongoing commercial collateral | GreenWaste will develop two-sided newsletter inserts that could either be offered in English only two-sided, or in two languages with one side for each language.

Public Outreach Team

GreenWaste will employ one (1) Public Outreach Manager and two (2) full-time Environmental Outreach Coordinators (EOCs) to develop and implement GreenWaste's Public Outreach Program for single-family, multi-

family, and commercial customers in the City. The Manager and EOCs will conduct outreach, promote waste reduction, recycling and diversion programs, and provide technical assistance to qualifying multi-family and commercial customers throughout the City.

It is anticipated that the Manager will devote 50% of his or her time (20 hours per week) to servicing the City, since this individual will also serve as the Customer Service Manager at the local corporation yard. The EOCs will devote 100% of their time (40 hours per week each) to servicing the City.

The GreenWaste Public Outreach Manager will have the following duties and responsibilities:

- ✓ *Serving as liaison with the City and participating in strategy development meetings related to source reduction, reuse, recycling, and composting;*
- ✓ *Participating and representing GreenWaste at City Council and City staff meetings, and in community activities;*
- ✓ *Partnering with the City to develop and incorporate municipal activities into GreenWaste activities, and vice versa;*
- ✓ *Ensuring compliance with City and regulatory agencies;*
- ✓ *Supporting local community service organizations;*
- ✓ *Developing relationships with news media outlets and tracking media coverage; and,*
- ✓ *Coordinating, producing, and implementing the Annual Plan, and collaborating with the City.*

The GreenWaste EOCs will have the following duties and responsibilities:

- ✓ *Developing a thorough understanding of the history and challenges in managing solid waste and increasing recycling and diversion efforts;*
- ✓ *Participating in community activities and offering support to local service organizations;*
- ✓ *Ensuring customer satisfaction with services and compliance with the Agreement;*
- ✓ *Attending events and meetings in the community to promote recycling and diversion programs;*
- ✓ *Leading the development and distribution of all public educational and outreach materials for all sectors;*
- ✓ *Providing technical assistance to multi-family and commercial customers to comply with AB 341 and AB 1826 by conducting site surveys to right-size containers and collection frequency, and making recommendations to increase participation and reduce contamination;*
- ✓ *Providing "move-in" and starter kits for multi-family property managers and owners to provide new tenants and inform them about recycling and yard trimmings collection programs;*
- ✓ *Developing and providing starter kits to commercial customers to inform them about the Commercial Food Scraps Collection program;*
- ✓ *Identifying recurring contamination issues and proposing solutions;*
- ✓ *Participating in educational and City-sponsored activities as well as workshops, civic and business group meetings, and other community events;*
- ✓ *Meeting with business associations to inform them of recyclable and organic materials collection programs and the requirements of AB 341 and AB 1826;*
- ✓ *Conducting site visits to schools, institutions, restaurants, bakeries, grocery stores, and other food scrap generators in the City to encourage participation in the Food Scrap Collection Program;*
- ✓ *Reporting to the City about events attended;*
- ✓ *Providing tours of Approved Facilities, as appropriate*

Outreach to Public Schools

GreenWaste is committed to educating and investing in future generations in a focused and purposeful effort, so that they will gain the knowledge, tools, and resources to make environmental sustainability and resource conservation an ingrained and habitual part of their lives. To inspire environmental stewardship in future generations, GreenWaste's Program includes an environmental education piece, which recognizes the powerful role that schools play in promoting awareness and fostering an environmental agenda within local communities. Waste reduction and recycling education can inspire students to become recycling ambassadors who will carry home lessons learned, and eventually become environmentally minded adults with great influence in their communities.

GreenWaste has dedicated significant resources to the development of educational materials geared at younger audiences. GreenWaste's single-family and multi-family newsletters include a "Green Kids" section with different themes and seasonal activities related to recycling and waste reduction. The stars of GreenWaste's "Green Kids" section of its newsletters, and the role-model characters in GreenWaste's 20-page full size coloring and activity book "*Color the Earth Green*," are superhero "Captain GreenWaste" and his sidekick bulldog "Recovery." The *"Color the Earth Green"* activity book includes a two-page educational comic strip and a range of different coloring and educational activities geared toward children of different age ranges. Upon request, GreenWaste conducts tailored outreach, education, and equipment demonstrations to K-12 schools and has developed kid-friendly recycling posters using materials that are often found in classrooms and cafeterias.

GreenWaste also participated in the filming of an episode for Curiosity Quest, a family-oriented, environmentally conscious and upbeat educational program as part of their "*Curiosity Quest Goes Green*" series. The episode focused on the GreenWaste Material Recovery Facility (MRF) in San Jose, and explained the processes, operations, and importance of recycling and diverting resources away from landfills. GreenWaste will provide schools and teachers with copies of the Curiosity Quest video for use in classrooms upon request, and intends to make the video accessible through the City portion of the GreenWaste website.

As part of the GreenWaste Public Outreach Program for the City, GreenWaste EOCs will conduct site visits to schools to encourage participation in the program and customize the program to fit their needs. EOCs will also give presentations or provide tours of the GreenWaste MRF and affiliated company facilities to promote recycling and composting. Additionally, a GreenWaste recycle truck and driver can be on display during presentations for students to view the truck from the driver's perspective, ask questions, and learn about the importance of recycling and composting.

Mini-Grants Program

GreenWaste will develop an annual "Mini-Grants" Program for Milpitas schools that will help teachers to obtain the materials necessary for educating their students about recycling and composting at school and at home. GreenWaste will donate up to $10,000 in grants per year, and will distribute up to $5,000 at the beginning of the fall term and up to $5,000 at the beginning of the spring term. GreenWaste will offer grant applications to all elementary and middle school principals and science teachers in Milpitas. GreenWaste and the City will work collaboratively to determine how the potential grants totaling $5,000 per grant period will be distributed.

Additional Yard Trimmings Programs

As part of its Program, GreenWaste will promote the importance of composting and diverting organic materials from the waste stream. Yard trimmings programs will include:

- ✓ *Free delivery of compost for vermicomposting activities to designated school sites (anticipated to be 2-3 deliveries annually in the range of 1-2 cubic yards per delivery).*
- ✓ *Up to two annual special events to promote yard trimmings programs, including:*
  - *One event targeting schools.*
  - *One event targeting Milpitas single-family residents for free giveaway of up to two (2) bags of compost in one (1) cubic foot bags per household, and including an annual "Second Chance Giveaway" with the same offer within two weeks from the scheduled free giveaway event.*
- ✓ *Speaking engagements reaching homeowners, community, and civic organizations (anticipated to be 3-4 engagements annually).*

GreenWaste will partner with the local schools in order to accommodate the single-family resident compost giveaways. GreenWaste has traditionally partnered with schools to utilize their parking lot areas for this type of event and has found these types of locations to be ideal for these events.

Community Service

GreenWaste firmly believes in being a strong community citizen by becoming an integral part of and giving back to communities. In addition to focusing on educating and providing support to the customers and schools through education, outreach, and technical assistance programs, GreenWaste also strives to maintain active involvement and offer support to community groups, youth groups, business associations, and non-profit charitable organizations. GreenWaste staff members participate in numerous community organizations throughout its service areas, in addition to supporting many charitable causes. While by no means an all-inclusive list, during the past few years, GreenWaste has sponsored the following events and charities:

- ✓ *Fourth of July Beach Clean-ups with Save Our Shores;*
- ✓ *Bonny Doon Art and Wine Festival;*
- ✓ *Golden Gate Relay;*
- ✓ *Scotts Valley Music at Skypark;*
- ✓ *Capitola Begonia Festival ;*
- ✓ *Capitola Art and Music at the Beach;*
- ✓ *Cabrillo College Baseball Team Sponsorship;*
- ✓ *CSUMB Basketball Team Sponsorship;*
- ✓ *Soquel High School Sponsorship;*
- ✓ *Pajaro Valley High School Strawberry Fields Bike Ride;*
- ✓ *"Santa Visits Alviso" Holiday Program;*
- ✓ *San Jose's Downtown Ice;*
- ✓ *Applied Materials Silicon Valley Turkey Trot;*
- ✓ *Pumpkins in the Park - San Jose Friends of Guadalupe River Park & Gardens;*
- ✓ *Almaden Valley Art & Wine Festival;*
- ✓ *SJSU Blue & Gold Go Green Expo Day;*

- ✓ *San Jose Bark in the Park;*
- ✓ *San Martin Neighborhood Annual Custom & Classic Car Show;*
- ✓ *San Jose Jazz Festival & San Jose Salsa Festival;*
- ✓ *Los Altos Hills Annual Town Picnic;*
- ✓ *Bay Area Schools Environmental Conference;*
- ✓ *Spring in Guadalupe Gardens - San Jose Friends of Guadalupe River Parks & Gardens;*
- ✓ *Willow Glen Senior Center Composting Workshops and Bin Sale & Compost Give-Away;*
- ✓ *Los Altos Hills and Portola Valley Earth Day Celebration;*
- ✓ *Greenlight Organic Go Green St. Patrick's Day 5k/10k Run at Vasona Park in Los Gatos; and,*
- ✓ *Willow Glen Middle and High School's Performing Arts' Crab Feast Fundraiser;*

GreenWaste will actively pursue opportunities to participate in community and educational events, including staffing booths and displays, participating in one-time, annual, and recurring events, making direct and/or in-kind sponsorships, and ensuring special events throughout the City are poised to reduce the amount of waste sent to landfill. As part of its Public Outreach Program, GreenWaste will provide outreach services to up to six (6) events annually to be determined with input from the City. Additionally, GreenWaste will work with event sponsors to ensure compliance with AB 2176 for large events and venues.

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2.F Multi-Family and Commercial Technical Assistance

The multi-family and commercial Technical Assistance Program consists of the following steps:

1. *Conduct audits of the existing service containers to assess whether the service is meeting customer needs and diversion requirements;*
2. *Collaborate with the appropriate contact person or decision-maker to improve the waste system;*
3. *Suggest service changes to maximize waste diversion and fit customers with the best service for them;*
4. *Provide posters and stickers that clearly show and describe proper sorting of materials at their source;*
5. *Offer extensive training for onsite and janitorial staff;*
6. *Monitor new service to ensure adequate service capacity, and to check for any further improvements to service; and,*
7. *Utilize feedback from GreenWaste drivers to assess continual success of program.*

Innovative Service Offering

Under GreenWaste's Base Proposal, multi-family solid waste bins are processed prior to disposal, removing a large percentage of recyclable and organic materials. However, multi-family customers may still elect to implement recyclables and yard trimmings collection into their services, even if their solid waste is being processed. So, the outreach activities included within this section would be applicable for multi-family customers who make this election. GreenWaste understands that through processing multi-family solid waste bins and thus capturing the recyclable and organic fraction, compliance with AB 341 and AB 1826 is maintained. Please reference AB 341 Section 42649.2(b)(2) and AB 1826 Section 42649.81(b)(3).

Multi-Family Outreach Programs

Public outreach activities at start-up of services will consist of informing customers how to properly prepare recyclable and organic (including yard trimmings and/or food scraps) materials for collection. GreenWaste will deliver fliers that describe the acceptable materials that can be included in the recyclable and organic materials containers, and how best to prepare them for collection. Fliers will also emphasize the requirements of how to comply with AB 341 and AB 1826.

GreenWaste will conduct outreach at start-up that will continue throughout the term of the Agreement. GreenWaste representatives will visit apartment managers, home owners' association meetings, or other groups upon request to promote and explain GreenWaste's collection programs and the requirements of AB 341 and AB 1826. GreenWaste's Outreach Department will prepare and arrange the distribution of annual public outreach material on recycling, AB 341 and AB 1826 compliance, and proper handling of household hazardous waste, e-waste, and u-waste. GreenWaste will conduct hands-on and interactive workshops upon request to show property managers and residents how to use the recyclable and organic materials program. These workshops will also provide resources for additional information and support. Finally, GreenWaste will develop and distribute "move-in" kits for property managers and owners of multi-family complexes to provide new tenants. Move-in kits will include recycling guides, GreenWaste's Customer Service phone number, and other important information.

Commercial Outreach Programs

Public outreach activities at startup of services would consist of informing businesses, through meetings and outreach materials, of the various services GreenWaste provides to them. GreenWaste will meet with up to four (4) business associations, such as the Chamber of Commerce and the Rotary Club, to inform businesses of the recyclable and organic materials collection programs, service rates, and the requirements of AB 341 and AB 1826. GreenWaste will also distribute how-to brochures to businesses that will explain the services provided to each business type, such as restaurants, office buildings, commercial businesses, and others. Brochures will also emphasize the requirements of AB 341 and AB 1826.

GreenWaste will offer additional outreach programs throughout the term of the Agreement. All Commercial Customers will receive a quarterly newsletter that will promote and explain recyclable materials and organic materials collection programs. Newsletters will also contain information about how to comply with City and State recycling requirements, and will be issued at the same time as regular bills. Brochures, fliers, and articles sent along with the newsletter will contain information on non-franchise-related programs, such as source reduction, reuse of materials, and non-contractor recyclable materials programs. Lastly, GreenWaste will conduct site visits and provide technical assistance.

AB 341 and AB 1826 Outreach Activities

Throughout GreenWaste's Public Outreach Program, information will be disseminated to all multi-family and commercial customers to ensure AB 341 and AB 1826 outreach compliance. All outreach materials developed for multi-family and commercial customers will include information on the requirements of AB 341 and AB 1826, which will notify owners and managers of multi-family complexes and businesses of the regulations and expanded recycling options with GreenWaste as their hauler.

For the multi-family yard trimmings program implemented as required by AB 1826*, GreenWaste will conduct the following activities, at a minimum:

- ✓ *Provide a starter kit to inform multi-family property owners and managers of the yard trimmings collection program;*
- ✓ *Place yard trimmings presentation posters in highly trafficked areas of multi-family complexes;*
- ✓ *Produce and distribute periodically, but not more than quarterly, newsletters informing multi-family property owners and managers about the yard trimmings collection program; and,*
- ✓ *At least semi-annually, prepare and distribute notices to customers that are not compliant with the requirements of AB 341 and/or AB 1826, identify why the customer is not compliant and what actions the customer can take to be compliant. Since GreenWaste proposes to process multi-family solid waste bins, these customers will be in compliance. However, if a multi-family customer elects to implement separate recyclable and/or organic materials collection services, but consistently contaminates these containers, then they would not be considered in compliance and would be notified.*

*Please note: the above listed activities would be applicable for multi-family customers who elect to implement yard trimmings collection even if their solid waste is being processed. It is GreenWaste's understanding that through processing multi-family solid waste bins, compliance with AB 1826 is maintained.

For the commercial food scraps program implemented as required by AB 1826, GreenWaste will conduct the following activities, at a minimum:

- ✓ *Lead development of a starter kit to inform businesses of the food scraps collection program;*
- ✓ *Conduct initial site visits to all schools, institutions, restaurants, bakeries, grocery stores, and other food scrap generators in the City to encourage participation in the program and customize the program to fit the customer's needs;*
- ✓ *Place food scraps posters in highly trafficked areas in the City;*
- ✓ *Produce and distribute periodically, but not more than quarterly, newsletters or bill inserts that inform customers about the food scrap collection program;*
- ✓ *Provide employee training to businesses that participate in diversion programs, annually upon the customer's request; and,*
- ✓ *At least semi-annually, prepare and distribute notices to customers that are not compliant with the requirements of AB 341 and/or AB 1826, which identify why the customer is not compliant and what actions the customer can take to be compliant.*

Personnel

The Environmental Outreach Coordinator (EOC) will be the key contributor to generating and sustaining the highest possible level of diversion by customers in the commercial, multi-family, schools, and City facility sectors. GreenWaste proposes to hire one full-time EOC and one Public Outreach Manager. This Manager will manage both outreach and office activities. GreenWaste estimates that the EOC will spend approximately 50% of his or her time performing technical assistance for eligible multi-family and commercial customers, for an average of 2 hours per year with each customer, though some, including schools and businesses, will require more. Environmental Outreach Coordinator responsibilities include:

- ✓ *Identifying the waste disposal and recycling needs of all commercial/multi-family/school/City facilities;*
- ✓ *Providing all customers with appropriate educational information necessary to make informed, environmentally-forward decisions relative to waste reduction, reuse, and recycling activities;*
- ✓ *Conducting site assessments and waste audits for all commercial/multi-family/school/City facilities;*
- ✓ *Ensuring adequate enclosure sizing during City plan review process, with the assistance of the Outreach Manager;*
- ✓ *Reporting progress, challenges, and successes, including daily logs, and sharing information if requested by the City;*
- ✓ *Overseeing reporting functions and summarizing information for the City;*
- ✓ *Developing and providing the school recycling programs;*
- ✓ *Responding to customer needs immediately and completely; and,*
- ✓ *Conducting on-site workshops, school group assemblies, civic and business group meetings and activities, and participating in community events.*

For more information regarding Public Outreach activities and personnel, please refer to Section 2.E | Public Outreach.

Benefits and Challenges

The benefits to customers of participating in waste audits and receiving technical assistance from GreenWaste include gaining a better understanding of the waste stream at the property (knowing what is generated, how much, and where), and benchmarking current and potential diversion rates to monitor progress. Customers can learn how to reduce their waste management costs, identify the most cost-effective opportunities for increasing diversion, distinguish between the high and low performing areas of their property, and learn how they can get closer to achieving zero waste.

GreenWaste may also face challenges to implementing new diversion programs at businesses or multi-family complexes, including:

Challenge	Solution
Concern about added labor for onsite and janitorial staff.	GreenWaste will work with existing onsite and janitorial staff to review potential staffing needs, and to possibly reduce and/or resize internal receptacles in order to avoid the need for additional staffing. GreenWaste will also train onsite and janitorial staff on the ease of sorting materials.
Concern about odors and insects associated with organic materials containers.	GreenWaste will explain that the same material has always been thrown away, just in a different container. GreenWaste will offer more frequent service and conduct regular outreach.
Concern about maintaining the organic materials collection program if those onsite are not invested in the program or lose interest in participating.	GreenWaste suggests that each site identifies a "champion" who will ensure that the site participates fully.
Concern about the decision-making process, which can sometimes be complex, lengthy, or difficult communicating with the appropriate decision-maker. (i.e., stores with corporate offices)	GreenWaste will be diligent and creative in communicating with the customer at the site level and/or corporate level until the appropriate decision-maker is identified.

Estimated Participation

GreenWaste anticipates a high level of participation by customers in recyclable and organic materials collection programs. GreenWaste understands that the current hauler may or may not perform the required outreach to generators of 4 cubic yards or more per week of solid waste, and that these generators may or may not have an established recyclable materials collection program by the time GreenWaste commences service in September 2017, as required per AB 341. Similarly, GreenWaste understands that the current hauler may or may not perform the required outreach to generators of 4 cubic yards or more per week of organic materials, and that these generators

may or may not have an established organic materials collection program by the time GreenWaste commences service in September 2017, as required per AB 1826.

GreenWaste will first audit existing customers prior to the commencement of service and ensure those who are supposed to be participating are in fact participating. For those customers who are not participating, but should be, GreenWaste will conduct immediate outreach, including technical assistance, to ensure compliance with AB 341 and AB 1826.

GreenWaste will first target the highest producing customers who do not already have established recyclable and/or organic materials collection programs. Eligible customers will be contacted and informed of the requirement for establishing collection services.

GreenWaste will target eligible customers through auditing of its customer database and waste subscription levels. The EOC will contact customers in descending order of weekly cubic yards generated of solid waste and organic materials. Additionally, GreenWaste drivers will be equipped with an onboard scale system on front-load vehicles, which identify consistently heavy bins indicating the presence of organic materials. This system is described in more detail in Section 2.K | Management and Customer Service Systems. Drivers will communicate their findings with GreenWaste Customer Service and the EOC. The EOC may be able to establish appropriate diversion services over the phone, while other customers will require site visits, audits, and assistance with determining the appropriate collection programs.

GreenWaste estimates approximately 145 customers will be targeted for implementing organic materials collection programs, and all customers will be targeted for recyclable materials collection programs, which GreenWaste offers as a base service. These targeted customers are anticipated to be high producers of food scraps based on GreenWaste's interpretation of the data provided through the RFP process. Since multi-family solid waste bins will be processed and recyclable and organic materials removed during that process, GreenWaste will focus its initial technical assistance efforts on commercial customers. Multi-family bin customers will see an increase in diversion without having to implement many changes since GreenWaste proposes to process that sector's solid waste. This is the easiest and quickest way to divert from landfill in the multi-family sector.

Based on participation and tonnage information provided through the RFP process, GreenWaste estimates the following, which can also be referenced in Section 6 | Cost Proposal:

Material	2014 Annual Tons	Annual Tons Collected Base Proposal	Annual Tons Collected Alternative Proposal	Increase in Weekly Cubic Yards (Combination of Base and Alternative)
Commercial Yard Trimmings	0	300	520	150
Commercial Food Scraps (estimated set-out weight is 200 pounds/cubic yard)	452	2,050	2,000	690
Recyclable Materials across **ALL** sectors (includes: single-family, multi-family, commercial, and debris box)	13,564	18,718	9,828 (increase due to the addition of exclusive debris box service and cart-only collection system)	2,900

Recyclable materials tonnage across ALL sectors collected is estimated to increase as a result of GreenWaste's Public Outreach Program (described in Section 2.E | Public Outreach), enforcement of contamination fees (described in Section 2.A | Collection), and through GreenWaste processing of multi-family solid waste bins.

2019 AB 1826 Compliance

Since GreenWaste will be processing multi-family solid waste bins, GreenWaste will focus outreach efforts on the commercial sector. Prior to January 2019, in preparation for AB 1826 to change from measuring organics to solid waste, GreenWaste will start to audit its database for customers who produce 4 cubic yards or more per week of solid waste. These will be the customers targeted for the next wave of organic materials diversion services, and are required to comply with AB 1826 beginning January 1, 2019. Similar to the description above, GreenWaste will target the highest producing customers first and will utilize feedback from drivers using the onboard scale system on front-load vehicles. Again, the EOC will establish appropriate diversion services both over the phone and during technical assistance visits.

GreenWaste expects diversion from the commercial sector to double as a result of public outreach, technical assistance site visits, qualified customer identification from drivers, and GreenWaste's audit of customers producing 4 cubic yards or more per week of solid waste.

GreenWaste understands the threshold for customers required to participate in these programs are those who produce 4 cubic yards or more per week, and that it is possible this threshold will decrease to 2 cubic yards or more of solid waste per week on or after January 1, 2020, but it is at the discretion of CalRecycle. GreenWaste will remain informed of all AB 1826 obligations.

2.G Customer Service

GreenWaste places critical importance on its interactions with customers. While drivers and Environmental Outreach Coordinators are the faces of the organization in the field, the Customer Service Representatives (CSRs) are the main point of contact with the majority of customers. GreenWaste provides superior customer service by investing in technical infrastructure, and providing CSRs with the appropriate tools to effectively do their job.

The Customer Service Department for the City will be housed in the local corporation yard, in which the location is yet to be determined. If for any reason development of the local corporation yard cannot be completed by the commencement of service, the GreenWaste Corporate Headquarters may be utilized to train and house CSRs. The GreenWaste Corporate Headquarters is located at 1500 Berger Drive in San Jose, which is less than five (5) miles from the City's southern border and less than ten (10) miles from City Hall. Customer Service for the City will consist of one (1) Manager and three (3) Customer Service Representatives (CSRs) able to respond to inquiries from the public and from customers regarding the City's services.

The phone queue for the City will also be linked to other departments of GreenWaste who can assist during high call volumes. GreenWaste currently handles customer service for over seventeen (17) jurisdictions and more than 300,000 accounts. GreenWaste trains all CSRs about how to address overflow calls from appropriate outside jurisdictions.

With over 20 years of experience providing exemplary customer service, GreenWaste has identified a core set of values relating to the customer experience:

- ✓ *Listen with empathy to all customer issues;*
- ✓ *Ask relevant questions to understand the purpose of the customer's call;*
- ✓ *Do things right the first time;*
- ✓ *Offer realistic solutions to all problems; and,*
- ✓ *Confirm the customer is satisfied with the solutions presented by the CSR and follow up with the customer, if necessary.*

These core values maintain an environment in which team members are both empowered and encouraged to make decisions, which optimizes the customer experience. By ensuring that team members follow these values, GreenWaste consistently reports hold times well under 30 seconds.

Customer Service Staffing

Customer Service will consist of one (1) Manager and three (3) CSRs to be dedicated to servicing the City of Milpitas. GreenWaste employs CSRs who can read, write, and speak Spanish. There are also a number of GreenWaste employees who can speak Vietnamese and Cantonese at the corporate office in San Jose who can provide assistance. CSRs will be available from 7:00 AM – 6:00 PM via telephone and 8:00 AM-5:00 PM in person at the GreenWaste local corporation yard and at the GreenWaste Corporate Headquarters, Monday through Friday. In the event of weekend service due to a holiday, GreenWaste will adequately staff the Customer Service Department. The GreenWaste call center will be reached through both local telephones numbers and toll free numbers. Calls received between 6:00 PM and 7:00 AM or on the weekend will be offered the opportunity to leave a message. All messages

will be returned the following business day. GreenWaste also has a 24 hour hotline that reaches a manager in case of emergency.

The Manager and all CSRs will be trained in the specifics of the City's Collection Agreement, service offerings, and unique requirements. It is anticipated that Manager and three (3) CSRs will need to be hired, and this staffing will be sufficient for servicing the City under the new Agreement.

GreenWaste meets a targeted call volume ratio of approximately sixty (60) calls per day per CSR. Allotting approximately seven and a half (7.5) minutes per call gives CSRs enough time to listen to the customer, analyze the customer's issue, and propose a solution, all while fully documenting the details of the call and meeting GreenWaste's core values.

Training

Training for the Customer Service Manager and all CSRs will be handled by the existing GreenWaste Customer Service Manager and existing CSRs at GreenWaste's Corporate Headquarters in San Jose. By the end of the initial training period, the Manager and CSRs will be able to use the software and telephone systems to their full capabilities, will understand operational aspects of material collection and processing, and will embrace and embody GreenWaste's core values and beliefs relating to both customer service and employee satisfaction.

The first stage of the training program is the same for all employees – Orientation. During this period, all new staff is taught the GreenWaste policies, procedures, and philosophies. Orientation occurs during the first few days of employment, when all new hire paperwork is completed and the GreenWaste Employee Handbook is distributed and discussed. GreenWaste believes all employees can excel at their positions when they have a thorough understanding of all aspects of the company.

The second and more technical portion of CSR training is geared towards understanding the technical aspects of the position. Initially, CSRs will be trained in the use of GreenWaste's data management system, Tower. This training includes: navigation within the system; starting and stopping service; adding, deleting and adjusting service levels; adding, deleting and adjusting routing; inputting comments to a customer's account; and verifying and adjusting any billing discrepancies. During the initial training, CSRs will be provided with a "cheat sheet" developed specifically for the City of Milpitas that answers most commonly asked questions. Customer Service Manager training will cover all aspects of the CSR training, and will also cover City reporting requirements and various aspects of contract compliance.

Next, the Manager and CSRs will be trained on the appropriate use of GreenWaste's Mitel phone system. This system incorporates many features, including an Instant Messaging queue, where customers are able to start a live chat with a CSR from the GreenWaste website. Messages will be queued up similarly to phone calls, so that multiple methods of communication can be handled simultaneously. In addition, the Mitel call system will record all queue calls, allowing CSRs and Management to review all calls connected through the phone system to help clarify any

questions about a conversation.

Finally, the Manager and CSRs will be trained to work with the operations dispatch team. Dispatchers have live contact with all drivers throughout the day. If a driver has a question about service levels, issues with contamination, or improper set-outs, drivers will input the information directly into the ELEMOS computer system in their vehicle. This information, as well as all collection verifications, are sent to the Tower database throughout the day, and are almost instantly visible to the Customer Service Department. Please refer to upcoming Section 2.K | Management and Customer Service Systems for a detailed description of the ELEMOS computer system. In the event of an unusual or difficult issue, the driver may also contact the dispatch queue to speak with one of the dispatchers for guidance about the issue. This communication ensures that information is available for the CSRs as quickly as possible, allowing the CSRs to research and solve any issues efficiently. In the event the CSR has a question for a driver, all CSRs are equipped with radios or push to talk systems to directly contact them.

After the technical portion of training is complete, the third stage of training begins. Learning the logistics and nuances of collection and processing operations is critical. With this knowledge, the Manager and CSRs can not only answer customer questions, but also understand why certain services are offered and how decisions are made. All employees participate in a comprehensive tour of GreenWaste's facilities and a ride-along with drivers, showing new employees the value of communication between departments and the issues that can arise in the field.

Each CSR's comprehension of the "cheat sheet" created specifically for the City will be tested. When CSRs understand this information, they will be able to respond to frequently asked questions from customers. They will be asked common questions and they will be expected to responds using the basic service skills on which GreenWaste's Customer Service philosophy is based. Once the trainer is confident in a CSR's ability to answer common questions, then that CSR begins to answer phone calls while the trainer listens in. The trainer then constructively coaches and critiques the CSR on best practices in answering and responding to customer questions.

Customer Service Operations

CSRs begin each call with a standardized greeting that includes GreenWaste, their name, and an offer of assistance. CSRs are trained to fully listen to the customer's request, asking clarifying questions as appropriate, and then repeating the pertinent details back to the customer. Once the CSR has verified that they completely understand the nature of the issue, they propose a solution to the issue. Once the issue has been resolved to the customer's satisfaction, the CSR then inputs all pertinent details into Tower.

To assist CSRs in entering customer interaction data in a timely manner, GreenWaste sets default comments in Tower for commonly used phrases and remarks, giving CSRs a starting place while also allowing them to customize comments for an individual situation. Standardized titles for comments allow CSRs to produce reports that are filtered out by specific type of service issue.

Tower is designed to:

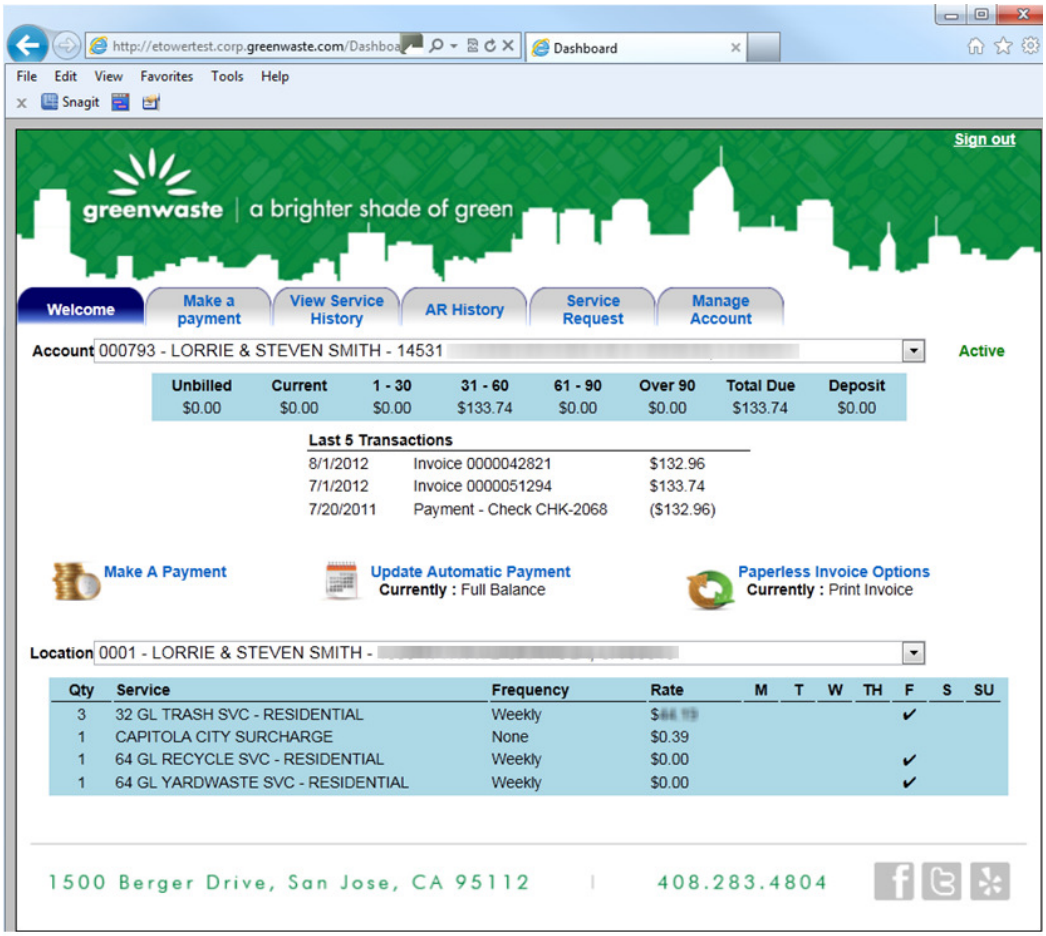
- ✓ *Track and maintain all customer accounts, which includes customer complaints, missed pick-ups, level of service and collection day;*
- ✓ *Verify corporate, service, and billing addresses;*
- ✓ *Prorate accounts, positively or negatively, based on the start or stop of an account;*
- ✓ *Actively maintain and audit both permanent and on-call routes; and*
- ✓ *Track all customer interactions.*

Though all Customer interactions will differ, most will involve the following steps:

- ✓ *Determine who is calling and what their issue is;*
- ✓ *Ask questions to clarify the customer's issue;*
- ✓ *Contact the route driver if the issue is the result of a route based problem;*
- ✓ *Determine if the issue can be solved in the remaining part of the collection day;*
- ✓ *Offer additional solutions to ensure the customer is satisfied;*
- ✓ *Agree on a solution and input the problem and solution into Tower;*
- ✓ *As necessary, issue a work order to send to the driver.*

Online Access

GreenWaste has harnessed the power of the on-line portal "eTower." When customers set up their personal account on eTower, they can handle a number of tasks conveniently online. Customers with multiple locations, such as property managers, will be able to create an account that handles all of their properties at once. The customer will be able to request changes in service, schedule additional pick-ups, and sign-up for paperless billing, as shown in the eTower screenshot below.



Messages will be sent to the Customer Service Manager or an assigned CSR who will be responsible for contacting the customer or approving work orders. In addition, customers will be able to set up multiple payment options, including both one-time and recurring payments, through the secured on-line system. All of GreenWaste's online options, including the eTower system, are accessed through GreenWaste's website (www.greenwaste.com). Customers will also have the opportunity to send a request to Customer Service using the Service Request tab or directly from the GreenWaste website, and access all public outreach materials via the GreenWaste website.

Agency Access

GreenWaste's Tower system is designed to function in a multi-office environment. This design allows access from both inside and outside GreenWaste's corporate network. Utilizing a PPTP VPN connection, authorized users can access an internal GreenWaste server to run the Tower application. Security protocols within Tower allow or deny access to each separate area, and also allow for a "read only" option. The City can view its data using this technology. This access will also allow City staff to see individual truck routes, and through the incorporation of the data from ELEMOS, determine where the driver is on their route.

Customer Satisfaction Assessment

On a bi-annual basis during odd-numbered years, GreenWaste will conduct a commercial customer satisfaction survey that will solicit service improvements and gauge customer satisfaction with existing programs. All survey findings will be reported to the City.

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2.H Customer Billing

GreenWaste believes that billing starts and ends with the Customer Service team. CSRs start all accounts, retrieve customer, site, and billing information, add in and quote pricing for all services, and assign the appropriate billing cycle. Any changes to an account in the middle of a billing period are recorded and automatically prorated by the Tower operating system.

Development

GreenWaste has extensive experience receiving, auditing, and verifying account information from previous haulers and from municipalities that previously managed their own billing. It is understood that commercial and roll-off customer billing information will be provided by Republic Services, the current hauler, and that residential customer billing information will be provided by the City. GreenWaste anticipates a high level of cooperation from all parties involved in the sharing of information.

Typically, data is received in CSV, Excel, or a similar file type which can be easily imported into the Tower system (GreenWaste's selected information system, described in detail in Section 2.K | Management and Customer Service Systems). Upon receipt of data, GreenWaste will review and audit all information received and then import the data into a Tower Test database for further review. Every hauler maintains data in a manner that works best for them; there is no universal format. Data may be provided in many different forms. GreenWaste has varied experience working with data from previous haulers and knows that understanding how the data was used by the previous hauler, reviewing it meticulously, and establishing a good rapport with the previous hauler for open communication and information sharing will be of the utmost importance to ensuring accurate and thorough customer data is imported into GreenWaste's Tower database.

Once all data has been scrubbed for inconsistencies, duplicates, or irregularities, then the data is imported into a Tower Live database. This information is then provided to Route Supervisors, who will utilize the data for auditing in the field and training drivers, operations staff, and the Outreach Team. GreenWaste will request data from Republic and the City in April 2017 to begin field audits and perform outreach. This requested information will not be imported into Tower; rather, it will be used to assist in start-up outreach and establishing routes. Comprehensive data will be requested around June 2017 for import into Tower. GreenWaste will periodically request data for accounts that have undergone service changes up until the commencement of service. The goal is to have the most up-to-date information scrubbed and imported into Tower by August 2017.

Invoicing

As part of GreenWaste's commitment to being green, customers are encouraged to participate in both electronic billing and automatic payments. When CSRs set up an account with a customer, they explain the invoicing options that GreenWaste offers:

- ✓ *Traditional paper invoicing;*
- ✓ *Electronic invoicing via PDF;*
- ✓ *Electronic invoicing with a link to the customer's eTower account;*
- ✓ *Both a PDF invoice and a paper invoice; or,*
- ✓ *Both a paper invoice and a link to the customer's eTower account.*

The first three options are also available for customers through the customer's eTower portal. Information about the eTower portal is detailed in Section 2.G | Customer Service. The final two options are internal only, and are used when a physical invoice may need to go to both a site and a corporate accounting department. Those two options are offered only in rare instances.

As part of this green initiative, GreenWaste aims to send electronic invoices to as many customers as possible. Not only do electronic invoices save paper, but sending them via email also allows GreenWaste to create a database of customer e-mail accounts. Respecting customer privacy remains a priority, and GreenWaste does not sell, market or distribute any email addresses.

Commercial and centrally invoiced multi-family dwellings will be invoiced on a monthly basis, in arrears, for all services rendered. Invoices will be due at the end of the month in which the billing is generated. For commercial customers who share containers, GreenWaste will issue one invoice to a main contact and it will be that contact's responsibility to collect payment from all the commercial customers utilizing the containers for their portion of the shared service.

Residential customers will be billed quarterly in advance for all services. Invoicing will be completed not earlier than the first date of the quarter, and will be due in full at the end of the month the invoice is generated. Payment for the preceding quarter's basic services will be due to GreenWaste on the first day of each calendar quarter. Mobile home parks will be offered per-unit billing. Sample invoices are included in Section 9 | Attachments.

GreenWaste invoices the following jurisdictions on the attached schedule:

Service Area	Residential Billing Cycle	Number of Invoiced Residential Accounts	Commercial Billing Cycle	Number of Invoiced Commercial Accounts	Contact Person	Contact Number
County of Santa Cruz	Quarterly	37,243	Monthly Arrears	1,248	Kasey Kolassa	831-454-2377
City of Capitola	Quarterly	2,421	Monthly Arrears	299	Larry Laurent	831-475-7300
City of Scotts Valley	Quarterly	3,402	Monthly Arrears	275	Scott Hamby	831-440-5600
California State University, Monterey Bay	Monthly	Central Bill	Monthly	Central Bill	Anya Spear	831-332-0865
Town of Woodside	Quarterly	1,868	Monthly Arrears	59	Kevin Bryant	650-851-6790
Town of Portola Valley	Quarterly	1,519	Monthly Arrears	33	Brandi deGarmeaux	650-851-1700
Town of Los Altos Hills	Quarterly	2,879	Monthly Arrears	16	Carl Cahill	650-941-7222
Burbank Sanitary District	Bi-Monthly	949	Monthly Arrears	63	Steve Machida	408-253-7863
County of Santa Clara South District	Bi-Monthly	4,601	Monthly Arrears	279	Lisa Rose	408-282-3166

City of Palo Alto	City Invoiced	N/A	City Invoiced	N/A	Paula Borges	650-496-5914
City of Carmel-by-the-Sea	Quarterly	2,435	Monthly Arrears	268	Sharon Friedrichsen	831-620-2009
City of Del Rey Oaks	Quarterly	555	Monthly Arrears	24	Daniel Dawson	831-394-6421
City of Marina	Quarterly	4,180	Monthly Arrears	335	Layne Long	831-884-1278
City of Pacific Grove	Quarterly	5,256	Monthly Arrears	433	Thomas Frutchey	831-648-3106
Pebble Beach Community Services District	Quarterly	2,710	Monthly Arrears	23	Suha Kilic	831-647-5602
City of Sand City	Quarterly	63	Monthly Arrears	121	Charles Pooler	831-394-6700
City of Seaside	Quarterly	4,897	Monthly Arrears	459	Daphne Hodgson	831-899-6718

The Tower system's flexibility allows GreenWaste to alter the billing cycles for each of its jurisdictions to best fit the area's needs. Tower immediately pro-rates accounts as customers start and stop services, which gives both CSRs and customers instant access to remaining balances on accounts.

Methods of Payment

GreenWaste will offer customers the option to pay their bills as follows:

- ✓ *Pay by mail;*
- ✓ *Pay by phone (through credit card);*
- ✓ *Pay online (through online bill pay via the GreenWaste website); and,*
- ✓ *Pay in-person (at the local corporation yard (location to be determined) and/or at GreenWaste's Corporate Headquarters, located at 1500 Berger Drive in San Jose).*

GreenWaste currently offers the above payment methods, and will offer additional walk-in payment locations upon the City's request.

Past Due Accounts

Collecting outstanding balances is important for both GreenWaste and the City. GreenWaste understands that while collecting these outstanding balances affects the company, it is also GreenWaste's responsibility to collect Franchise Fees for the City.

GreenWaste's proven collection methodology helps keep accounts in good standing. GreenWaste targets accounts at different periods with direct dunning ("past due") messages from the Tower system. Based on experience in the City, GreenWaste has selected the following pattern for dunning messages for the City:

- ➢ Past Due: "Reminder, your account is past due. Past due charges not paid may lead to late charges or disruption in your service."

- 30 days past due: "Your account is currently delinquent and payment in full is due immediately to avoid a disruption in service."
- 60 days past due: "Your account is delinquent. To avoid disruption in your service, please pay your balance in full."
- 90 days past due: ""SHUT OFF NOTICE! Your account is in danger of being cancelled for lack of payment. Accounts not paid in full by the end of this month will be cancelled, sent to an outside collections agency, and reported to the City of Milpitas."

GreenWaste will contact all past due accounts every 30 days to remind them of their obligation. Prior to any discontinuation of service, GreenWaste will make every effort to contact the customer via phone and/or email. Upon cancellation of service, GreenWaste will notify the City, so that City code enforcement officers can assess public health and safety concerns at the customer's premises.

Transition Period

During start up, as well as during all peak call periods, GreenWaste has established procedures to allow additional staff to help with the Customer Service queues. GreenWaste's Mitel phone system enables "flowing" of calls between queues. If any queue is full after an established waiting period, especially during peak periods, calls will move from one queue to the next to ensure they are answered as promptly as possible. For example, if all CSRs are addressing calls at the same time during peak billing periods, the next calls will flow to the collections queue, so that a collections agent will be able to assist the customer. All employees who may receive calls from an individual queue will undergo full training on how to respond to queries. Calls will always be prioritized to their main queue, with other agents filling a support role as necessary.

Vacation Holds

GreenWaste will abide by Section V-200-3.20 of the City's Municipal Code and provide service to a customer unless provision of City utility services have ceased due to non-occupancy. If a customer requests a vacation hold, GreenWaste will contact the City to determine if utilities have been or are scheduled to be shut off due to non-occupancy.

Senior Rates

Upon customer request for senior rates of service, GreenWaste will verify eligibility utilizing the customer's driver's license, birth certificate, or other acceptable form of identification.

2.I Multi-Family and Commercial Recycling and Organics Plan

GreenWaste has detailed its plan for approaching multi-family and commercial customers with regards to the provisions of AB 341 and AB 1826 in Section 2.F | Multi-Family and Commercial Technical Assistance. Included in Section 2.F is the following:

- ✓ *GreenWaste's technical assistance program;*
- ✓ *Outreach activities related to AB 341 and AB 1826;*
- ✓ *Personnel assigned to promote diversion programs to comply with AB 341 and AB 1826;*
- ✓ *Benefits and challenges of introducing diversion programs to multi-family and commercial customers;*
- ✓ *GreenWaste's approach to targeting customers for participation;*
- ✓ *Estimated hours spent promoting diversion programs; and,*
- ✓ *Estimated increase in recyclable and organic materials diverted from the waste stream.*

Section 2.F incorporates all the program elements required for implementing diversion programs in the multi-family and commercial sectors. GreenWaste's approach complies with the requirements of AB 341 and AB 1826, will effectively communicate the importance of these Assembly Bills, and will drive participation.

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2.J Subcontractors

GreenWaste sister companies, Zanker Road Resource Management, Ltd. (Zanker) and Zero Waste Energy Development Company (ZWEDC), are prepared to provide the capacity and services required by the City of Milpitas through the term of the Agreement. GreenWaste has partnered with all of its affiliated companies through many endeavors to provide a diverse suite of services to its jurisdictions and offer sustainable solutions for managing various types of waste.

GreenWaste has also developed long-standing relationships with a number of trucking companies to fulfill GreenWaste's material transfer needs. Various companies transport materials between GreenWaste and its affiliated facilities in San Jose, Gilroy, and Watsonville. Materials are consolidated and transported between facilities on a daily basis.

What follows are the proposed subcontractors for the Collection Agreement.

Z-Best Composting Facility

Z-Best Composting Facility (Z-Best) is a Zanker company. Zanker was established in 1985 and Z-Best was developed in 1997 to meet the growing demand for organics recycling in the Bay Area. Zanker and GreenWaste share common ownership, and have worked together under numerous jurisdictional contracts. GreenWaste will subcontract Z-Best for the composting and marketing of residential organic materials collected in the City of Milpitas. Z-Best has agreed to process all of the City's residential organic materials, including yard trimmings and food scraps, for the duration of the Agreement. Please refer to Section 8 | Attachments for the letter of commitment from Zanker.

Contact

Greg Ryan, General Manager
980 State Highway 25
Gilroy, CA 95020
408.938.8755 | greg@zankerrecycling.com

Qualifications

Z-Best processes yard trimmings, green material, wood waste, pre-consumer and post-consumer food material, agricultural material, and compostable material. Z-Best processes this material into compost and mulch, which it markets to both individuals and groups. Z-Best also manufactures and distributes erosion control and stormwater management products for Filtrexx Land Improvement Systems. Z-Best includes both outdoor and enclosed operations, although all composting occurs outdoors. Z-Best is permitted to accept an average of 1,500 tons per day (tpd) of feedstock materials, with a maximum peak tonnage of 2,500 tpd.

Z-Best extends across 157 acres that host an operations building, offices, and composting, processing, and storage areas. Z-Best is currently undergoing a 20-acre expansion, which is due to be completed in December 2016.

Any combination of the following materials (both residential and commercial) may be accepted:

- ✓ Inert debris type A & composite roofing (used for all-weather compost pad) – up to 300 tpd for pad construction; up to 50 tpd for pad maintenance.
- ✓ Additives and amendments (used for composting) – up to 200 tpd.
- ✓ Mixed solid waste, compostable material, & post-consumer food material (either received in an enclosed processing building or placed directly into in-vessel composting system) – up to 700 tpd.
- ✓ Green material, yard trimmings, wood waste, pre-consumer food material, & agricultural materials processed in either the elongated windrow system, the in-vessel composting system, or shipped off-site as mulch product – up to 1,300 tpd.

Z-Best operations involve a variety of equipment, including: conveyors, sorting platforms, bag breaker, debris roll screens, magnetic head pulley, grinder, scale, wheeled front-end loader, bagging machine, windrow turner, aeration blowers, water truck, excavator, and haul trucks.

Z-Best has 5 distinct operations:

- ✓ Green Material Windrow Composting – source-separated green materials undergo traditional aerobic composting outdoors to produce organic compost for sale.
- ✓ CTI System Composting – Compost Technologies Inc. (CTI) designed and manufactured the enclosed in-vessel composting system utilized for food waste/MSW composting.
- ✓ Processing and Transfer Operations – a 20,000-square-foot MSW processing building contains mechanical conveying and sorting equipment, bunkers for collection of recyclables and residuals, a shredder, and stockpile areas for incoming and outgoing feedstock.
- ✓ Blending – an area used to create custom blends of compost by mixing in various additives for agricultural and landscape customers.
- ✓ Mulch Processing – oversized material, or "overs," from the compost screening process are transformed into marketable products. This material may undergo additional grinding, screening and dying to achieve its desired appearance.

Z-Best has extensive experience in producing marketable products that are consistently in high demand. Z-Best achieves a recovery rate above 95% for green materials and yard trimmings processed. In fact, green material currently has a residue percentage of less than 1% by weight and the total residue percentage for all inbound materials (including food scraps) is 7% by weight. Z-Best has established a customer base of over 180 landscapers, farmers, municipalities, and organizations that purchase Z-Best finished products.

Please refer to Section 2.C | Organic Materials Processing and Section 3.B | Single-Family Food Scraps with Yard Trimmings for details about Z-Best's proposed operations for the City of Milpitas.

Zero Waste Energy Development Company

ZWEDC is a Limited Liability Company established in 2011. ZWEDC is an organics-to-energy plant that uses a patented dry fermentation anaerobic digestion process to create electricity from post-MRF residual organic waste. ZWEDC was formed by GreenWaste and Zanker. GreenWaste will subcontract ZWEDC for the anaerobic digestion, composting, and marketing of commercial organic materials collected in the City of Milpitas. Please refer to Section 8 | Attachments for the letter of commitment from ZWEDC.

Contact

Greg Ryan, General Manager
685 Los Esteros Road
San Jose, CA 95134
408.938.8755 | greg@zankerrecycling.com

Qualifications

The ZWEDC anaerobic digestion (AD) facility is the first of its kind in the United States. The AD is a fully-enclosed 77,042-sq ft. building with an outdoor composting maturation area. The facility currently processes about 350 tons of material per day. ZWEDC is contracted to process and compost the City of San Jose's commercial organic materials and the City of Palo Alto's organic materials.

The Operating Concept is as follows:

- ✓ Residual organic materials are unloaded from transfer vehicles into the receiving bay.
- ✓ Organic materials are processed through a mechanical sorting system that includes a bag breaker.
- ✓ Recyclables and non-compostable materials are removed during pre-processing (include: large items, metal, etc.).
- ✓ Mechanical processing removes contaminants, producing an enriched organic feedstock. This feedstock is placed into a feedstock bunker for further processing.
- ✓ Organic feedstock is placed into one of 16 airtight digesters, which are arranged in two modules of eight, for the anaerobic digestion process. The 21-day batch process begins with the introduction of percolate to the organic materials via an overhead piping system. Percolate digests the organic materials and produces biogas. Biogas contains approximately 55%-60% methane and 40-45% CO_2.
- ✓ Biogas is first mixed in the sub-grade percolate tank to better regulate methane content, and is then collected in a biogas storage dome located on the roof of each digester module. An elevated exterior piping network delivers biogas through to the combined heat and power (CHP) units. The CHPs condition the biogas to remove water condensate and hydrogen sulfide, and combust the remaining methane-rich gas to produce up to 1.6 MW of electricity and heated water. Initially, this electricity supports parasitic needs, and the remainder is placed onto the PG&E distribution grid for use by the neighboring Zanker Landfill and other 3rd parties. The hot water is used to heat percolate in the percolate reservoir and provide process heating to the in-vessel composting tunnel system.

- ✓ After an approximately 21-day cycle, biogas production is complete, and the anaerobic digestion phase is terminated. The remaining material, called digestate, is removed and taken to a mechanical preparation area, where it is blended with other materials to produce feedstock for the in-vessel composting process.
- ✓ Compost feedstock is placed into one of four in-vessel composting tunnels for five days of processing. During this 5-day period, ammonia stripping significantly reduces odor. A treatment system, which includes two acid scrubbers and four biofilters, exhausts all process air.
- ✓ After the 5-day period, compost material is taken outside for a maturation process that lasts approximately 60 days. Finished compost is screened and delivered to area growers as soil amendment.

Please refer to Section 2.C | Organic Materials Processing for details about ZWEDC's proposed operations for the City of Milpitas.

Zanker Materials Processing Facility and Zanker Road Landfill

Zanker Road Landfill was established in 1985 and Zanker Materials Processing Facility in 1999. Zanker and GreenWaste share common ownership, and have worked together under numerous jurisdictional contracts. GreenWaste will subcontract the Zanker facilities for the transfer of residential yard trimmings and the processing of bulky items and C&D Collected in the City of Milpitas. Zanker has agreed to transfer and process these materials for the duration of the Agreement. Please refer to Section 8 | Attachments for the letter of commitment from Zanker.

Contact

Greg Ryan, General Manager
675 Los Esteros Road
San Jose, CA 95134
408.938.8755 | greg@zankerrecycling.com

Qualifications

Zanker is a full-service resource management and composting/recycling facility. Zanker owns and operates one (1) existing landfill, four (4) C&D MRFs, a yard waste composting facility, and an MSW/food waste composting facility (Z-Best). The two Zanker facilities in San Jose, Zanker Materials Processing Facility and Zanker Road Landfill, process more than 2,000 tons of mixed debris per day.

Each Zanker facility is divided into various processing areas:

Site 1	Site 2
Zanker Road Landfill	**Zanker Materials Processing Facility**
Zanker Road Landfill (Site 1) is divided into operational areas that handle specific types of waste materials. These areas include: ✓ Demolition Debris Recycling, ✓ Asphalt Shingle Processing, ✓ Concrete Recycling, and ✓ Wood Waste/Brush Recycling. The facility is also home to the Zanker Landscape Materials Yard, which sells landscape and construction products and supplies.	Zanker Material Processing Facility (Site 2) is divided into different processing areas that handle different types of waste streams. These areas include: ✓ Sheetrock Processing Area, ✓ Soils Processing Area, and ✓ Mixed Construction Wastes Recycling.

Zanker has been operational since 1985 and is a leader in processing mixed loads of C&D debris. In fact, just this year, Zanker constructed a new demolition recycling operation that processes over 80 tons per hour with an average 95% diversion rate. Zanker also recently debuted a 240-foot long C&D sorting conveyor system, which removes up to 16 products from the typical mixed waste stream. This sorting system is capable of sorting 60 tons per hour with an average 80% diversion rate.

Please refer to Section 3.E | Temporary Debris Box Service for details about operations at each of the two Zanker facilities.

Trucking Services

GreenWaste currently utilizes various private trucking companies (including O&S Trucking, MG Trucking, and Keith Day Trucking) to transport materials between GreenWaste and Zanker facilities on a daily basis. Under the collection Agreement for the City of Milpitas, GreenWaste will utilize trucking service companies to transfer residential organic materials from the Zanker facility in San Jose to Z-Best Composting Facility in Gilroy. Presently, organic materials processed or transferred through Zanker are consolidated and transported to Z-Best on a daily basis. The City's residential organic materials will seamlessly join this process.

Since 2007, GreenWaste has moved materials between its MRF in San Jose, Zanker facilities in San Jose, Z-Best in Gilroy, and its operations and transfer facility in Watsonville. This transportation loop efficiently moves materials through GreenWaste and Zanker facilities. GreenWaste maintains relationships with various trucking companies and does not contract with one alone.

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2.K Management and Customer Service Systems

GreenWaste proposes to establish the necessary management and customer service systems in the local corporation yard (location to be determined), which is where Customer Service, Dispatch, Public Outreach, and Operations will all be based.

Information System

GreenWaste utilizes PC Scale Tower to handle the customer service, routing, and billing functions of the company. GreenWaste has operated this system for the past four (4) years and uses it for all service locations handled by GreenWaste, with the exception of GreenWaste of Palo Alto.

The Tower database is capable of handling calls, inquiries, and requests that are common and expected in the recycling industry. The database is also customizable to allow tracking of additional performance measures that a jurisdiction may want to follow. GreenWaste has default note types for some of the items, including:

- ✓ *Billing Inquiries;*
- ✓ *Customer Compliments;*
- ✓ *Customer Complaints;*
- ✓ *Damages and/or Accident Reports;*
- ✓ *Driver Comments; and,*
- ✓ *Same Day Inquiries.*

GreenWaste can easily report on whichever area it wishes by keeping the comments in specified categories. In addition, Tower has the ability to designate certain sections to *Read Only Access*, which can allow the jurisdictions to access and report from the GreenWaste database.

Telecom System

On August 23, 2013, GreenWaste started using its new Mitel phone system. After much research, GreenWaste decided that partnering with Mitel allowed for significant flexibility in connecting current offices and new facilities. The system is designed to allow for modular flexibility, which gives GreenWaste access to the phone system from any internet port, even those not on a GreenWaste site. While GreenWaste does not anticipate using this feature on a regular basis, telephones can be rapidly deployed and a customer service department can be rebuilt within hours in the event of unforeseen circumstances.

Currently, GreenWaste handles all of its Santa Clara County jurisdictions from its Corporate Headquarters in San Jose. GreenWaste's Santa Cruz County jurisdictions and Monterey Peninsula Cities are managed from its Watsonville office, although the Monterey Peninsula Cities will eventually be handled at GreenWaste's new administrative office currently under construction at the Monterey Regional Waste Management District. GreenWaste's facility in Palo Alto handles GreenWaste of Palo Alto's customer service systems.

Integrated Systems

Customer Service Representatives (CSRs) interact directly with customers on a daily basis – they are the "voice" of the company. The tasks they take on have an effect on all areas of GreenWaste's business, including billing, operations, and outreach. When CSRs input information into Tower, their actions will adjust billing, create work

orders to send to drivers, and track inquires to direct outreach. Inside of each customer record, all data items required for the ongoing operation of GreenWaste are contained, including:

- ✓ *Names;*
- ✓ *Addresses;*
- ✓ *Service Levels;*
- ✓ *Routing Information; and,*
- ✓ *Accounts Receivable (as seen below).*

Customer Information / Services

greenwaste | a brighter shade of green

009829 - 0001 **Commercial Crossing, Santa Cruz, CA 950651702**

Service

Site Status	Active Pickup
Service Area	Santa Cruz
Company ID	SCC
Access	ENCLOSURE , LOCKED
Geocoded	Yes

Sales

Customer Since	6/1/2007
Salesperson	HOUSE - House Account
Sales Lead	CALLIN

Contact

Customer Phone:	(650) 934-
Billing Phone:	(650) 934-
Site Phone:	(831) 458-

Inventory

Qty	Equipment	Serial Number
1	02FL-REC	
1	03FL-TR	

Service effective on Tuesday , August 6, 2013

Service Code	Frequency	Week	Rate	Rate Period	Qty	Temp	Mon	Tue	Wed	Thu	Fri	Sat	Sun	On Call
02FLREC	2 times per week	None	0.00	Per month	1	N		SCC14 (67)			SCC13 (14)			
03FLTR	Weekly	None	310.35	Per month	1	N			SCC11 (28)					
COM-ENCLOS	None	None	36.15	Per month	3	N								
LOCK	None	None	36.15	Per month	3	N								

In addition, GreenWaste has created a number of note type parameters that allow reporting based on types of calls received. GreenWaste can add additional note types to allow for even more detailed reporting. Generally, notes are attached to either the "Customer" or "Site" level. Customer-level reporting will affect all sites operated by a customer, which would be useful to a property manager who handles many sites, for example. A site-level comment would be for incidents that only affect a single parcel. A partial list of "Customer" and "Site" comment types follows:

☑	Customer	NSF	NSF-Bounced a check	Billing Related
☑	Customer	Promise to	Customer promised to pay/payment is in the ma	Collections Related
☑	Customer	RateIncrea	Rate Increase	Billing Related
☑	Customer	Refund	Refund	Service Related
☑	Customer	SvcComplnt	Service Complaint	Service Related
☑	Site	Bill-Inq	Billing Inquiry	Billing Related
☑	Site	Complaint	Complaint	Service Related
☑	Site	Compliment	Customer complimented on service	Service Related
☑	Site	County	County Letter	Service Related
☑	Site	Damage	Damage/Accident Report	Service Related
☑	Site	Decals	Decals	Service Related
☑	Site	Driver	Driver Note	Service Related

Response Protocol

Every call to GreenWaste is accompanied by procedures which follow the necessary steps to resolve whatever issue is raised. Some common issues and their responses include:

- Missed Pick-Up | The first step in addressing a missed pick-up is to rule out potential issues, such as a late set-out or contamination. The CSR will then pull up the customer's account in Tower to check if the driver has input any information into ELEMOS, their onboard computer system. If there is no legitimate reason, and if the driver is still in the area, they will be directed to return to the site to pick up the material. In the event the driver has left the area, the customer will be offered to double-up the following week, or a supervisor will be dispatched (either that day or the following day depending on the time) to remove the material. A work order is placed into Tower to record and track that the appropriate steps are followed.
- Spills | In the event of a leak or a spill, the driver will radio the dispatch team to inform them of the issue. The Route Supervisor will immediately be dispatched to the area to verify the driver has cleaned the spill properly. All vehicles are equipped with a spill kit to handle small spills. In the event that the spill is larger, the Supervisor will bring the necessary materials to clean the area.
- Noise Complaints | GreenWaste makes every effort to prevent early morning collection from disturbing residents. However, residents occasionally contact GreenWaste with complaints about noise from vehicles. Upon receipt of such a call, the CSR will determine the route that is bothering the resident, and, if possible, that stop will be serviced on the same route later in the day. If that change is not possible, the Route Supervisor will find a way to prevent the noise issue through an alternate route. The CSR will place a site note on the account, so that the driver is aware that this area is sensitive going forward.

Ultimately, GreenWaste aims to handle all calls and address all issues in a timely and efficient manner. The Mitel call solution has helped GreenWaste CSRs receive information more quickly and more accurately. GreenWaste has also implemented a call recording feature that allows supervisors to coach on calls in progress, as well as to verify information exchanged during the call. GreenWaste has access to reporting that displays numbers of calls (inbound and outbound), average wait time, CSR-specific call data, and more. This information is maintained internally, and is not typically requested by any jurisdictions GreenWaste serves; however, this information may be provided upon request. GreenWaste's affiliate, GreenWaste of Palo Alto, is required to submit this information monthly, as is seen in the GreenWaste of Palo Alto July 2015 report included in Section 8 | Attachments.

Section 8 | Attachments also includes other reports provided to various jurisdictions GreenWaste serves. These reports document tonnage, customer account information, customer comments, and other pertinent information.

Real-Time Data Exchange

GreenWaste has researched and experimented with a number of GPS-based fleet systems ranging from complex truck-based computers to simple GPS units. The introduction of Tower to GreenWaste's management systems created new options to test in GreenWaste's infrastructure. After reviewing numerous systems, GreenWaste has chosen to implement ELEMOS, an AMCS technology, into its fleet as the product that provides the best balance between useful information and ease of use for drivers. Trucks servicing the City currently do not utilize this technology, but GreenWaste proposes this technology for use in all collection vehicles servicing the City under this new Agreement.

ELEMOS connects throughout the service day to Tower, and reduces the opportunity for inconsistencies between the customer and GreenWaste. ELEMOS documents pick-up times, missed set-outs, additional material set-out, contamination, and other items that may include additional charges. ELEMOS ensures customers are charged accurately for services rendered, and also that the City receives the franchise fees to which it is entitled.

ELEMOS allows GreenWaste and its drivers to:

- ✓ *Improve driver management with real-time visibility of vehicle, route, and collection progress;*
- ✓ *Reduce margin for error on collections and routes;*
- ✓ *Represent actual route vs. scheduled route with GPS Tracking;*
- ✓ *Minimize customer call handling time with real-time access and visibility to vehicle & service data;*
- ✓ *Obtain real-time reporting and update between office, driver and vehicle; and,*
- ✓ *Provide proof of service with incorporation of RFID technology.*

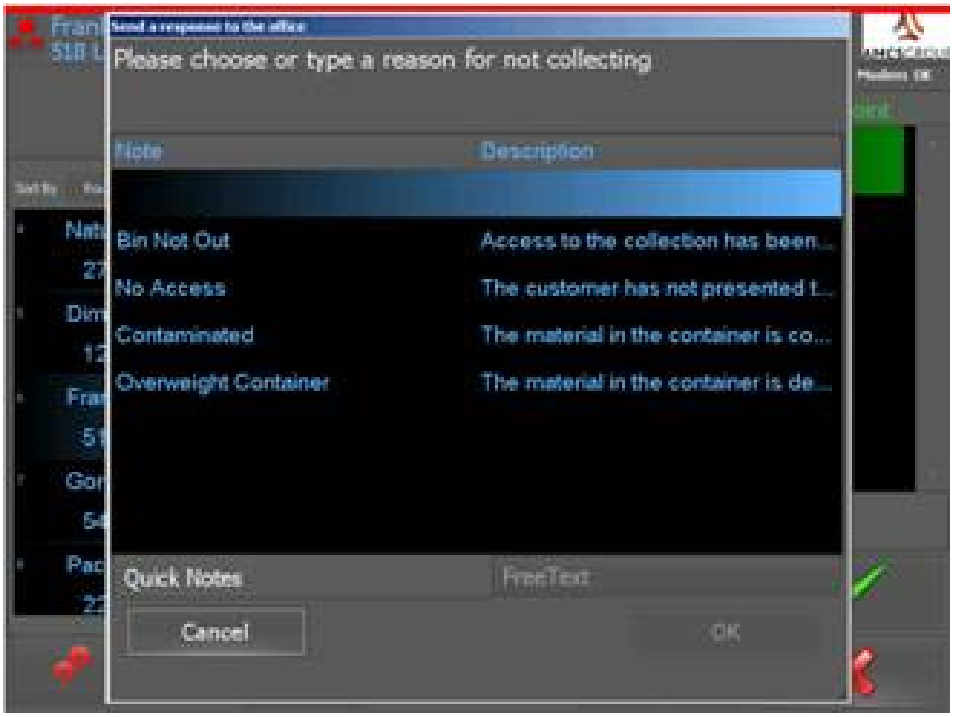
GreenWaste-provided carts may be equipped with RFID tags, which the ELEMOS on-vehicle system can scan and read. This ability is important in cluster-point collection areas. When customers set their carts out in clusters, it can be difficult to determine which cart belongs to which customer. Drivers must be able to read the cart's RFID tag to resolve any issues associated with the cart. Using this system, GreenWaste can communicate confidently with the customer and resolve the issue at hand about their particular cart.

Additionally, an onboard scale system on front-load vehicles allows GreenWaste to target outreach to customers with consistently heavy bins, which can be an indication of organic materials. ELEMOS would assist GreenWaste in identifying those bin customers who may need to incorporate or increase organic materials collection into their services, or who may need technical assistance from a GreenWaste Environmental Outreach Coordinator.

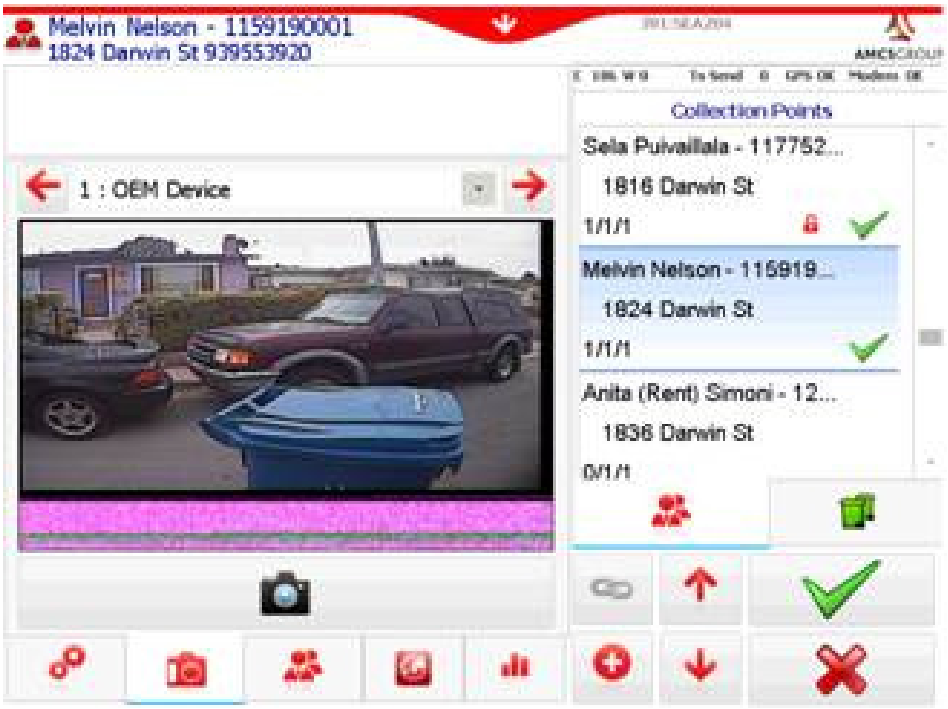
Prior to the driver leaving the corporation yard, the route is downloaded onto the driver's computer. Throughout the day the driver will see the routed information in the vehicle. Upon approaching a stop, the driver will determine if there are any missing containers, blockages, or other issues. In the event there is an exception, the driver will choose the commodity and input the necessary exception. Screen shots of the driver's point of view are included here:

Driver's route:

Possible exceptions:



Images of what the cameras capture:



"Bin Not Out" and "No Access" are the two most common exceptions. Pressing the "Exception" button will open a drop-down menu with a list of all exceptions that have been programmed into Tower.

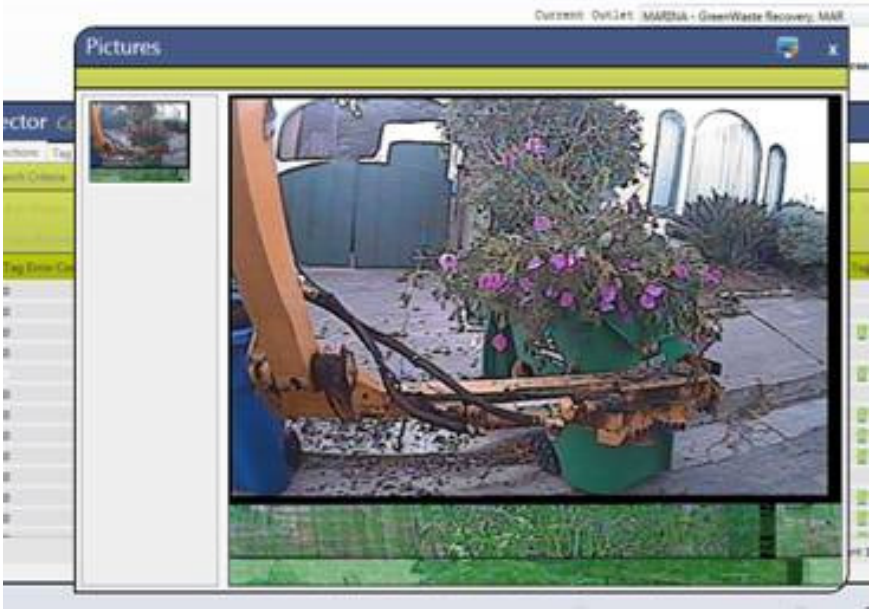
The ELEMOS system will also provide the driver with access to four cameras, maps to the next routed stop, and notes linked to the customer account. GreenWaste's current configuration includes a hopper camera, a rearview camera, and a handheld camera that will allow the driver to take pictures of any exceptions encountered on the route.

Drivers are trained to take pictures any time there is an exception event. This information can then be accessed in two ways:

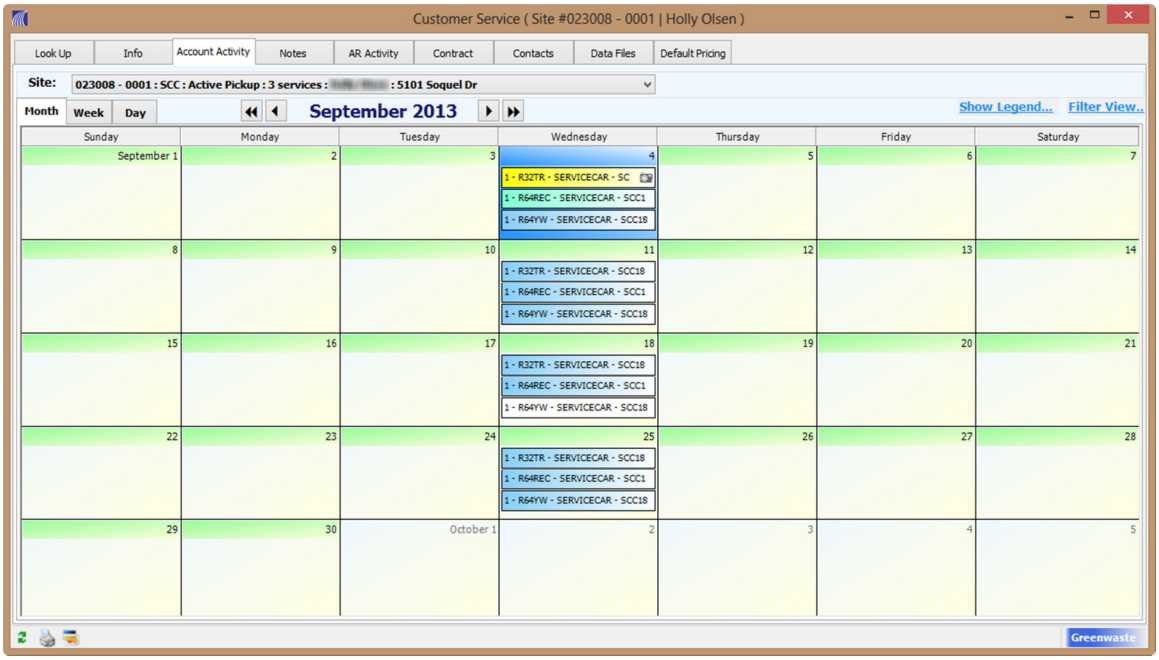
Through the ELEMOS web portal:

Date	Time	Vehicle	Weight	Container	Customer	Acc. Code	Site Name	Address1	Problem Description	Latitude	Longitude	Route
10/6/2015	7:01:05	PC212		04FL-TR - 4 Yd Front Load Container Trash	Monterey Co Off Education - 122831	122831	Mcoe Gladys Stone School - 1228310001	300 Patton Pkwy	No Access	36.674035	-121.8017133	WM5312

Date	Time	Vehicle	Tag	Container	Customer	Acc. Code	Site Name	Information Description	Material Profile	Material Code	Latitude	Longitude	Route
9/18/2015	7:18:43	PC569		95G-YW - 95G Cart Yardwaste	Forrest Millington - 126466	126466	Forrest Millington - 1264660001	Over Filled	YW	YW	36.6195783	-121.910832	WM55CD



Through the Tower database:



In both cases, the CSR can access any picture taken by the driver. The CSR can then, if needed, e-mail the photo to a customer.

By installing the ELEMOS system on all collection vehicles in the City, GreenWaste supervisors will also be able to monitor in real-time all the activities of the drivers in the field. Utilizing the combined technologies of Tower, ELEMOS, and Mitel, GreenWaste is able to provide quick and accurate service to all customers in the City.

Reporting

As is explained throughout this proposal section, GreenWaste is able to tailor information to the City's desired reporting format.

Exhibit C of the Draft Franchise Agreement outlines reporting requirements, which GreenWaste has extensive experience in compiling. While each jurisdiction is unique in its requested reporting, the City has presented a thorough reporting plan through Exhibit C. Perhaps the most closely related report GreenWaste or its affiliates currently provides is GreenWaste of Palo Alto's monthly report, which can be referenced in Section 8 | Attachments. This report is extremely thorough and includes the following:

- ✓ *Summary of monthly activities, trends, outreach, etc.;*
- ✓ *Residential service levels;*
- ✓ *Number of containers serviced;*
- ✓ *Compensation for extra service;*
- ✓ *Monthly accomplishments;*
- ✓ *Customer service performance;*
- ✓ *Public education and outreach performance indicators;*
- ✓ *Special services and audits;*

- ✓ *Processing facilities tonnage and recycling data; and,*
- ✓ *Recycle and compost tonnages towards commitment.*

GreenWaste can offer this extensive reporting to the City and work with the City in achieving its desired reporting format.

Performance Measures

GreenWaste believes it is important to work with each jurisdiction individually to create and report against performance metrics since every jurisdiction is unique and has different goals in terms of performance. Throughout the many jurisdictions that GreenWaste partners with, there are a number of performance standards that all jurisdictions tend to subscribe to. The City of Milpitas's specific performance standards include:

- Performance Area 1: Service Quality and Reliability | The goal of all jurisdictions is to ensure that their constituents receive prompt, courteous and consistent service. GreenWaste measures this by reviewing and reporting "misses" through the work orders that are generated to track and guarantee that the issue is resolved. This is also the manner in which any property damage or spillage is handled. Please see Section 8 | Attachments for examples of this reporting in the Santa Cruz County report.
- Performance Area 2: Customer Service | GreenWaste's Mitel call center uses PrairieFyre software to report against the activities in the call queues. Reporting is extremely flexible and can be utilized to drill into queue activities to find trends. The main concerns for GreenWaste regarding customer service are how promptly customer calls are answered and whether customers receive appropriate follow up. Reporting to the City of Palo Alto in Section 8 | Attachments shows an example of call center reporting where calls are divided by:
    - ✓ Total Calls
    - ✓ Total Missed Calls
    - ✓ Average Hold (Wait) Time
    - ✓ Total Messages From Website
    - ✓ Total Compliments
    - ✓ Total Complaints
    - ✓ Number of Calls Claiming Missed Collections

    All of these reporting goals can be compared to total call volume and reported to the City as needed through reporting exports from the call system.
- Performance Area 3: Outreach | GreenWaste works closely with jurisdictions to ensure that all entities are working in harmony in order to provide the best outreach and education possible. GreenWaste has the ability to report all outreach activities, including the provision of outreach materials, one-on-one meetings, technical assistance, and collection notifications to the City. With these protocols currently in place in Palo Alto, a system already exists to provide this information to the City.
- Performance Area 4: Diversion | GreenWaste has found that through effective public outreach, innovative collection and processing operations, incentivized rate structures, and effective customer service, diversion targets can be met, and even exceeded. Additionally, consistent training of

employees to identify opportunities for increasing diversion and communicating the importance of this helps GreenWaste to achieve required diversion levels across the jurisdictions it serves.

- Performance Area 5: Facilities | As part of GreenWaste's commitment to the City, handling of collected materials and delivery to the Approved Facilities is a basic expectation. When any route returns to the office, the Dispatch Team is handed that particular truck's disposal ticket(s). These are then input into Tower to allow GreenWaste access to reporting of route productivity. At the City's request, GreenWaste is able to report where all loads are delivered. At no time will any load be delivered to any facility other than the Approved Facilities without previous permission from the City.
- Performance Area 6: Reporting | Every agency has differing requirements for reporting, and GreenWaste has been handling reporting for multiple jurisdictions since its inception. As seen in Section 8 | Attachments, reporting is customized by jurisdiction and will provide details on issues that are tailored to the City. GreenWaste will provide all reports to the City on the required reporting date.
- Performance Area 7: Street Sweeping | GreenWaste has extensive experience performing street sweeping services for the City of San Jose. This experience will prove extremely beneficial to the City of Milpitas, its residents, businesses, and visitors. Daily reports are completed by street sweeping operators and all requests for callbacks are handled within required timeframes.

GreenWaste has reviewed the Performance Areas, Performance Indicators, Specific Performance Measures, Acceptable Performance Levels, and Liquidated Damage Amounts in Exhibit E | Performance Standards & Liquidated Damages of the Draft Franchise Agreement, and has completed the Exhibit and included it in redline and strikeout with this proposal.

2.L Corporation Yard and Maintenance Facility

GreenWaste is committed to have a corporation yard and maintenance facility ready for operations before the service commencement date. It is GreenWaste's intention to purchase or execute a long-term lease for a property that will include an operations yard, maintenance facility, and administrative office. Although an exact site has not yet been identified, GreenWaste will locate and/or develop a facility either within the City of Milpitas or in close proximity to the City. The timeline for developing the facility in Milpitas is referenced in Section 2.N | Implementation Plan. The Implementation Plan includes the anticipated start and end dates for activities that will be performed before, during, and after the service initiation date.

In addition to GreenWaste's plan to develop a facility, a description of the contingency facilities is also included. Further, GreenWaste intends to develop a CNG fueling station at the local corporation yard to fuel the future collection fleet. GreenWaste possesses extensive experience in the acquisition, development, construction, permitting, and launching of new solid waste, recyclable materials, organic materials, and C&D debris processing and transfer facilities.

Corporation Yard and Maintenance Facility

GreenWaste plans to develop the corporation yard and maintenance facility either within the City limits or in close proximity to the City. The corporation yard & maintenance facility will include sufficient space for the following operations:

- ✓ *Collection vehicle and employee parking;*
- ✓ *Equipment and container storage;*
- ✓ *Collection and street sweeping operations;*
- ✓ *Vehicle maintenance, staging, and cleaning;*
- ✓ *Vehicle cleaning (proposed as CNG);*
- ✓ *Container maintenance, painting, and cleaning;*
- ✓ *Offices/cubicles for General Manager, Operations, Public Outreach, Customer Service, and Dispatch personnel, and administration;*
- ✓ *Restrooms;*
- ✓ *Employee kitchen and lunch room; and,*
- ✓ *Data infrastructure & servers.*

CNG Fueling Station

While the use of Compressed Natural Gas (CNG) vehicles is not required, GreenWaste has selected to propose CNG vehicles for the benefits they bear to the environment and the community. GreenWaste proposes to work with Trillium CNG to design and construct a CNG fueling station at the local corporation yard site. The CNG fueling system GreenWaste proposes will be a Time-Fill CNG fueling system that fuels automatically overnight. With the Time-Fill system, the driver parks his vehicle in their designated stall, inserts the fuel hose into the tank, and comes back the following morning to a full tank. This fueling system is proving to be a much more efficient use of driver

time, does not require additional space, and is proving to be more cost-effective than public fueling stations. Included in Section 8 | Attachments is a Trillium CNG brochure.

Storm Water BMPs

GreenWaste will be in compliance at all times with Stormwater BMPs relative to maintenance facility operations. GreenWaste will also use re-refined engine oil and lubricants, biodegradable soaps, and environmentally friendly solvents (when available) to maintain vehicles and containers and to clean the facility.

Local Purchasing Preference

For all materials and supplies, GreenWaste will solicit local companies, with preference given to companies in Santa Clara County.

Green Business Certification

GreenWaste's Corporate Headquarters in San Jose, as well as GreenWaste of Palo Alto's office in Palo Alto, are both certified as a Green Businesses through the Santa Clara County Green Business Program. GreenWaste's Watsonville Operations and Transfer Facility is in the process of obtaining certification under the Monterey Bay Green Business Program, and will be certified within the next year. GreenWaste strives to obtain Green Business certification for all of its eligible facilities, now and in the future. GreenWaste has implemented a company-wide Environmentally Preferable Purchasing Policy (EPPP). GreenWaste's EPPP is included in Section 8 | Attachments.

Contingency Plan

Transition and Contingency Facilities

If GreenWaste is unable to secure a site by the commencement of services, or in the event the development timeline is delayed, GreenWaste will utilize its existing facilities and those facilities belonging to its affiliated companies. Personnel will be staffed at the corporate office on Berger Drive, at the GreenWaste facilities on Charles Street, and at the Zanker facilities on Los Esteros Road, all located in San Jose. Equipment can be stored at the Charles Street facilities or at Zanker, which both have adequate space for containers and vehicles. The Charles Street facilities can house maintenance services for vehicles and equipment.

There are no proposed plans to upgrade the GreenWaste MRF or Zanker facilities to accommodate the scope of services described in this proposal.

Proposed Costs and Rates

Commitment

Since a site could not be identified prior to submittal of this proposal, included in the Cost Forms is an anticipated budget. GreenWaste stands by the proposed anticipated costs included within this proposal.

2.M Street Sweeping

GreenWaste features over 17 years of experience providing street sweeping services to municipalities. Please refer to Section 1.B | Collection and Street Sweeping Experience for details about GreenWaste's sweeping experience in the City of San Jose and the Town of Los Altos Hills.

Operations

Proposed Services

GreenWaste proposes to operate three (3) sweepers to service the City of Milpitas. Two (2) sweepers will be required for services during the majority of the year from January to October, and three (3) sweepers will be operated during the months of November and December. Streets will be swept to remove all street debris and to provide a healthy, safe, and attractive environment for the residents, businesses, and visitors of Milpitas. GreenWaste does not anticipate making changes to the existing street sweeping schedule.

Scheduled Service

GreenWaste will provide scheduled street sweeping services for all streets designated by the City at the time of the execution of the contract. Streets or portions of streets that are added or deleted by the City will also be swept. The frequency and hours of scheduled service are as follows:

> Residential Areas | Sweeping in residential areas will occur twice per month, with certain areas to be swept weekly during November and December. Residential area service will occur between 8:00 a.m. and 5:00 p.m. Sweeping will be scheduled and performed so as to minimize interference with parked vehicles and noise complaints.
>
> Commercial and Industrial Areas | Sweeping in commercial and industrial areas will occur four (4) times per month. Commercial and industrial area service will occur between 12:00 a.m. and 8:00 a.m. Sweeping will be scheduled and performed so as to minimize interference with parked vehicles and noise complaints.
>
> Holidays | GreenWaste will sweep all routes missed due to a holiday on the next business day, to be performed in conjunction with other routes scheduled for that day.

Unscheduled Service

GreenWaste will provide street sweeping services as requested by the City for any streets or portions of streets that are not part of the regularly-scheduled routes. Unscheduled service will be offered to the City twice per calendar year at no additional cost; GreenWaste will offer additional unscheduled sweeping to the City at an additional fee. GreenWaste's point of contact will be available to provide assistance in emergency situations. GreenWaste has extensive experience performing unscheduled services, as it is common for construction, street maintenance, or neighborhood events to cause street closures.

Call Backs

GreenWaste will perform street sweeping services efficiently and thoroughly, but understands there may be instances where a section of a street is deemed to be inadequately swept. If the City Contract Manager determines

this is the case, GreenWaste will re-sweep the section specified within two (2) business days of notification and at no additional payment.

Sweeping Routes

GreenWaste has extensive experience in providing street sweeping services and understands the importance of minimizing changes to the existing schedule. GreenWaste has thoroughly reviewed the sweeping routes and schedule provided through the RFP and intends to maintain the same sweeping services as the City currently experiences. Coordination with collections will be seamless and service of the same areas will be avoided to the greatest extent possible.

Material Delivery

GreenWaste will deliver all collected street debris to the applicable Approved Facility for processing or disposal, as determined by the City. Weight tags will be collected and submitted to the City with the required reporting.

Point of Contact

GreenWaste's Operations Supervisor, who will be based out of the local corporation yard, will be the City's primary point of contact for all street sweeping services.

Equipment and Staffing

Vehicles

GreenWaste proposes the TYMCO Model 600 regenerative air sweeper, which has proven to be an efficient and environmentally friendly sweeping system. A brochure explaining all the features and benefits of using the TYMCO Model 600 is included in Section 8 | Attachments.

All sweepers will be equipped with hour meters and mobile radios. The Supervisor will also have a two-way mobile radio to maintain contact with drivers. Street sweepers will minimize noise, dust, and streaking through onboard control systems and by maintaining an appropriate vehicle speed. All trucks will be marked clearly with GreenWaste's name and telephone number.

Crew

GreenWaste anticipates a crew size of one (1) per sweeper. The Model 600's design facilitates ease of use for the driver in a number of areas. The vehicle's console gives the driver control over the sweeper's essential functions, including engine throttle, pick-up head, gutter brooms and warning lights. The driver can easily access and clean the suction transition due to its convenient design. Should the vehicle encounter an obstacle that cannot be moved, however, the gutter broom will retract independently to avoid the object.

Water

GreenWaste will utilize the City's five (5) recycled water fill stations for sweeping services. It is understood that the City will provide access to this water at no cost, except during a declared water shortage period. During a declared

water shortage, GreenWaste and the City will negotiate the sweeping services that are to be performed, if any, and how these services are to be rendered.

Outreach and Customer Service

Outreach

GreenWaste will provide a street sweeping calendar on an annual basis to each single-family household and multi-family complex it services. On or before the last Monday of October, GreenWaste will notify by mail all households of the weekly street sweeping schedule. Additionally, GreenWaste will provide full page advertisements on a monthly basis in the Milpitas Post. In the event of a route change, affected customers will receive door hangers prior to the change. Please refer to Section 2.E | Public Outreach for further details about GreenWaste's Public Outreach Plan.

Customer Service

GreenWaste will address all complaints that the City deems justifiable immediately, and will work toward minimizing customer discontent. After receiving a complaint, GreenWaste will notify the City within three (3) business days of its plan to resolve the issue. GreenWaste expects to receive customer complaints less frequently once customers become familiar with any changes in service and why they were put in place. GreenWaste has considerable experience in handling customer inquiries, complaints, and comments regarding street sweeping services through its contracts with the City of San Jose and the Town of Los Altos Hills. GreenWaste places the highest priority on solving customer complaints of any and all types.

Operations will be based out of the local corporation yard, including Customer Service. This location will be available for customers and City staff members who wish to speak about services in person or over the phone. A total of three (3) Customer Service Representatives will be trained on street sweeping services for the City and Customer Service will be available Monday through Friday from 7:00 a.m. to 6:00 p.m.

Recordkeeping and Reporting

Recordkeeping

GreenWaste will maintain records of all curb miles swept, excluding mileage to or from an area. GreenWaste will also record volume and tonnage of material removed each day of service. Records will indicate all areas that will require more frequent service, especially prior to rainy season, so that routes can be adjusted accordingly.

Reporting

GreenWaste's experience in providing street sweeping reporting to the City of San Jose will prove to be a valuable component of what GreenWaste can offer to the City of Milpitas. GreenWaste will provide daily reports for City access of all curb miles swept and all cubic yards and tonnage of collected debris. GreenWaste will report all interruptions to service due to obstructions such as parked vehicles, downed trees or limbs, and any others in its daily report. Should an object or road conditions block sweeping operations, the City will have the authority to suspend operations until the roadways are clear.

A monthly report will also be supplied to the City and will include:

- ✓ *Volume in cubic yards collected from residential and commercial routes;*
- ✓ *Types of sweepers used to complete daily routes;*
- ✓ *Daily breakdown of tonnages deposited at the Approved Facility; and,*
- ✓ *Total number of curb miles completed.*

GreenWaste may also provide information on the number and type of calls and complaints received during the month if the City requests this.

Termination

GreenWaste has included a proposed plan within the draft Collection Agreement submitted with this proposal. This plan indicates that GreenWaste will require the City to pay the net book value of sweeper equipment at the time of termination.

2.N Implementation Plan

GreenWaste has a keen understanding of the intricacies and choreography necessary to start services in a new area. It is anticipated that the City will complete negotiations with the selected Contractor by March of 2016, and the City Council is anticipated to approve the negotiated Agreement in June of 2016. Given these anticipated dates, if selected as the Contractor, GreenWaste would begin implementation of the new Agreement upon award.

GreenWaste believes the City has provided sufficient time to complete all pre-transition activities, which include: ordering and testing vehicles, receiving and distributing equipment, conducting audits and preparing necessary route sequencing and route maps, completing all hiring, implementing GreenWaste's extensive training program, and envisioning and launching recycling and diversion programs. GreenWaste is well versed in new service initiations, and GreenWaste's primary objective is to provide outstanding 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, and reporting and invoicing templates will be approved. A fully detailed transition plan will be submitted after the execution of the Agreement.

The primary goal of GreenWaste's Implementation Plan, above all else, is to minimize the potential for service interruptions and any inconveniences for customers and the City. The Implementation Plan schedule has undergone revisions that include balancing optimistic and realistic timelines to create an accurate estimation of the start and end dates of activities, their expected duration, their sequencing and overlap.

Coordination & Collaboration with the City

GreenWaste will work with the City to determine the appropriate type and level of coordination during the development of the Implementation Plan. GreenWaste is dedicated to maintaining open, pro-active, and straightforward communication with the City on all aspects of the Implementation Plan, including its mutually agreed-upon adaptation. GreenWaste believes that a partnership with the City will be necessary in order to efficiently and effectively transition to a new hauler.

Management & Implementation Team

GreenWaste ownership is committed to providing all resources available to ensure a seamless transition, supporting an all-hands-on-deck approach of personnel and expertise. The Implementation Team is fully supported by ownership. The Implementation Team will play a prominent role in orientation, training, and support of new employees. Every person on the Implementation Team will be available to give immediate attention to any issues or concerns expressed by the City.

All members of the Implementation Team have been selected for their unwavering commitment to a smooth transition, ability to demonstrate professionalism under pressure, their focus on pro-active communication, and ability to provide impeccable customer service. The Implementation Team is committed to collaborating with the City to ensure needs are being met, while conforming to the timelines and budget for a successful and smooth transition.

The skills, expertise, and ongoing roles of GreenWaste's Ownership and Key Management personnel were previously described under Section 1.D | Key Personnel; accordingly, the section below specifically describes their

role during the Implementation Period.

Frank Weigel (Chief Operating Officer) | Mr. Weigel will be involved with all aspects of discussions and negotiations leading up to award of the contract, and will interface with the equipment manufacturers. Mr. Weigel will also be an available and invaluable resource regarding facility acquisition and development.

Tracy Adams (Chief Administrative Officer) | Mr. Adams will lead the customer database development, billing and reporting procedures, and will assist with training the Customer Service team. Mr. Adams will be involved in the integration of GreenWaste's accounting, customer service, operations, and outreach activities.

Sal San Filippo (proposed General Manager) | Mr. San Filippo will work directly with Mr. Weigel in facility development, implementation of collection and street sweeping operations, and hiring and training of all personnel. Mr. San Filippo will be a direct point of contact for the City during implementation and throughout the term.

Dave Tilton (Chief Financial Officer) | Mr. Tilton will be directly involved in the financing of all equipment acquisitions, and in establishing necessary labor benefits and costs for the City contract.

Joshua Dingman (Controller) | Mr. Dingman will work directly with Mr. Tilton on the financing of all equipment acquisitions, and in establishing necessary labor benefits and costs for the City contract.

Barry Cristina (Human Resources Manager) | Mr. Cristina will assist operations staff with all employee recruitment, interviewing, hiring, training, recordkeeping, and employee benefits management.

Emily Finn (Director of Business Development and Communications) | Mrs. Finn will lead overall transition choreography, oversee public education and outreach program development and implementation, assist Mr. Weigel throughout contract negotiations and facility development, and work with operations staff to ensure timelines and milestones are met.

Michael Gross (Director of Sustainability) | Mr. Gross will oversee the development, implementation, and evaluation of short- and long-range sustainable practices. Mr. Gross will focus on increasing diversion rates, promoting civic engagement, and reducing the carbon footprint of operations.

Ricardo Lopez (GreenWaste MRF Operations Manager) | Mr. Lopez will oversee all contract compliance aspects of the MRF during the transition and over the term of the Agreement, including transportation, allocation, and tracking of all materials processed at the GreenWaste MRF.

Joe Lovelace (Environmental Compliance Officer) | Mr. Lovelace will work with the equipment manufacturers, operations, and maintenance teams to ensure vehicles are delivered and in compliance with all regulations prior to service, and will assist Mr. Weigel and Mrs. Finn with facility compliance.

Valerie Chavez (Customer Service Manager) | Mrs. Chavez will provide internal and external resources and training opportunities, including software and telephone systems, to the Customer Service Manager and all CSRs servicing the City.

Personnel Hiring & Training

GreenWaste desires to support the local economy in the City, and recognizes the value of recruiting local employees. If awarded this contract, GreenWaste will make a good-faith effort to recruit and offer employment to existing drivers and street sweeper operators and have them continue to service their current areas because of their familiarity and experience with the areas. The following roles will need to be filled and employment will be offered to qualified personnel from the previous hauler.

- ✓ Residential and Commercial Drivers;
- ✓ Roll Off Drivers;
- ✓ Street Sweeper Operators;
- ✓ Container Delivery Drivers; and,
- ✓ Maintenance Personnel.

GreenWaste will finalize descriptions and begin the recruitment process for positions not currently filled. GreenWaste is committed to hiring the best people for each available position, and will recruit experienced employees who are knowledgeable both of the industry and of the City's geographic areas. GreenWaste has high standards for the recruitment of employees, and will require all applicants to demonstrate, through job history, experience and qualifications indicating they can meet and exceed job performance standards. All employment offers will be strictly based on GreenWaste's employee selection requirements, and GreenWaste will give preference to bilingual and trilingual employees. Wages and benefits for union employees will be commensurate with the wages and benefits covered under Teamsters Local Union 350 agreement, and wages and benefits for non-union employees will be competitive and commensurate with the wages and benefits of current GreenWaste employees under similar job classifications. After positions are filled, new employees will complete all the required orientation and training.

Orientation & Training Program

The GreenWaste timeline for conducting orientation and job-specific training varies by position, but the training process remains the same. Recruitment for some positions will begin immediately following execution of the Agreement, and employees will be incrementally added until reaching a full staff. Orientation and general training on GreenWaste company policies, procedures, and employment requirements will be conducted, and employees will be required to participate in an intensive training program specific to their job duties and responsibilities. Prior to the commencement of services, GreenWaste will ensure all employees working under the Agreement will have completed all the general and job-specific trainings.

Company-Wide Employment Training

General orientation and training will occur as employees are hired, and they will be required to complete all the required administrative paperwork and orientations. No less than one (1) month prior to the commencement of services, GreenWaste will ensure all employees have completed the required Federal and State paperwork, GreenWaste administrative paperwork, and have participated in employment benefit orientation and enrollment sessions. All employees will also be provided with, and are required to understand, the GreenWaste Employee Handbook and the following policies:

- ✓ *Drug & Alcohol Policy;*

- ✓ *Sexual Harassment Policy;*
- ✓ *Injury and Illness Prevention Program;*
- ✓ *Emergency Action Plan;*
- ✓ *Safety Rules and Discipline Program; and,*
- ✓ *Accident and Injury Reporting Program.*

All employees will be provided with appropriate sections of the Agreement to ensure they understand the terms and conditions to which they must adhere in the ongoing performance of their job duties.

Route Supervisors and Staff Training

Staff will undergo initial and ongoing trainings to ensure they are well trained on all operational procedures related to this new Agreement. Since collection vehicles will be new, route supervisors and drivers will be undergo trainings on single-subject or multiple items. For the transition period, the GreenWaste training program for these job classifications is comprised of both "off-truck" and "on-truck" training, as described below:

Off-truck training sessions include, but are not limited to:

- ➢ *Introductions by management & field staff (name, industry experience, etc.)*
- ➢ *Environmental stewardship and company principles*
- ➢ *Orientation of the corporate operations yard and facilities*
  - ✓ *Maintenance, CNG fueling station*
- ➢ *Uniform and safety gear fitting*
  - ✓ *Shirts, pants, PPE, gloves, rain-gear, etc.*
- ➢ *Safety topics*
  - ✓ *Accident prevention and reporting*
  - ✓ *Commercial driver safe work practices*
  - ✓ *PPE and hazard communication*
  - ✓ *Seat belt requirements*
  - ✓ *Confined spaces*
  - ✓ *Lockout/tag out requirements and procedures.*

On-truck training sessions include, but are not limited to:

- ➢ *Equipment Safety*
  - ✓ *Pre-trip inspections*
  - ✓ *Post-trip inspections*
  - ✓ *Vehicle per-trip inspections*
  - ✓ *Vehicle out-of-service criteria*
- ➢ *Vehicle Equipment*
  - ✓ *Air brake systems*
  - ✓ *Brake adjustment*
  - ✓ *Automated side/front loaders*
- ➢ *Vehicle Operation*
  - ✓ *Backing-up and turning*
  - ✓ *Practice dumping containers in one place*
  - ✓ *Navigation with obstacles (trees, next to cars, etc...)*

- *Routing & Vehicle Operation*
  - *Route review and selection*
  - *Field trial runs with equipment*
  - *Field trial runs for routes and sequencing*
  - *Identification of collection constraints (narrow roads, trees)*
  - *Identification of container set-out location(s)*

Public Education & Outreach Staff Training

Approximately six (6) months prior to the date of the commencement of services, the public outreach coordinators will complete additional training sessions described below. Those sessions address the roles, responsibilities and integrated processes of the collection operations, customer service, and accounting. Outreach staff will be required to participate in mock waste assessments and role playing exercises to learn proven techniques to approaching customers. These exercises will ensure success in enrollment in new recycling and diversion programs based on industry, size, culture, and other considerations.

An overview of the subjects to be covered in the GreenWaste training program for outreach staff is described below:

Programmatic training sessions will include, but are not limited to:

- *Review of the City and contract requirements;*
- *Review of any existing jurisdictional or regional waste characterization studies;*
- *Marketing approaches and incentives available to promote new programs;*
- *Process for identification of the largest waste generating facilities;*
- *Understanding of complimentary sustainability programs;*
- *Use of Tower for tracking and reporting;*
- *Process for initiating service changes with operations and customer service;*
- *Methodology for conducting waste assessments and making recommendations; and,*
- *Familiarity with the Santa Clara County Green Business Program and the requirements for the management of waste.*

Field training sessions will include, but are not limited to:

- *Layout of the City by density, sector, size and predominant waste stream(s);*
- *Identification of enclosure constraints and strategies for adapting enclosures;*
- *Protocol for conducting and documenting waste assessments;*
- *Tours of the GreenWaste MRF and Approved Facilities; and,*
- *Collection vehicle ride-alongs.*

Office & Billing Staff Training

New and existing staff will undergo trainings to ensure the department staff is well trained on all office and billing procedures related to this new Agreement. Staff will participate in hands-on training for the use of Tower and the Mitel telephone system. It is imperative that office and billing staff are well trained on the use and trouble-shooting of these systems to reduce the opportunity for error. Office and billing staff will be required to review and understand the portions of the Agreement pertaining to their job duties, and will be expected to quickly access information on rates and services. Additional trainings may be conducted on an as-needed basis by GreenWaste personnel and/or

outside consultants. An overview of the subjects to be covered in the GreenWaste training program for office and billing staff is described below:

Office and billing staff training sessions will include, but are not limited to:

- ✓ *Customer service expectations of GreenWaste;*
- ✓ *Ability to operate interfaces between Tower and a billing processor;*
- ✓ *Use of the Mitel telephone system; and,*
- ✓ *POS transactions and cash handling procedures.*

Customer Service Training

GreenWaste believes that its most critical interactions are with customers. With over 20 years of experience in providing exemplary customer service, GreenWaste has designed an extensive and comprehensive training program for the Customer Service Team. At the end of the Customer Service Training Program, the Customer Service Manager and all Customer Service Representatives demonstrate proficiency in the use of the software and telephone systems, understand operational aspects of material collection and processing, and embrace and embody GreenWaste's core values and beliefs on customer service and employee satisfaction. For a detailed and comprehensive description of the extensive training program for the Customer Service Team, please refer to Section 2.E | Customer Service.

Operations

Local Corporation Yard and Maintenance Facility

Immediately upon execution of an Agreement, GreenWaste will begin development of a local corporation yard and maintenance facility; location to be determined. This facility will be sized and sited to sufficiently accommodate the equipment, vehicles, systems, and staff to service the City. All required environmental reviews, permits, licenses, and/or other approvals will be obtained prior to development of the facility.

GreenWaste will incorporate the implementation of its existing company-wide Environmentally Preferable Purchasing Policy (EPPP) to the new corporation and maintenance yard and if eligible, Green Business Certification will be immediately sought.

Corporation Yard & Maintenance Facility Development

Regardless of the location of the corporation yard and maintenance facility, the process of setting up the facility remains virtually the same. Shortly after the execution of an Agreement, GreenWaste will begin pursuit of all environmental clearances, approvals, and permits to complete development and installation of the vehicle and equipment maintenance shop, restrooms, a container repair area for welding and painting, a kitchen and employee lunchroom, offices and cubicles, and all infrastructures needed to support communications and data management.

All improvements to the site, including surface preparation for all staging, parking, and storage areas and installation of any required storm water BMPs will be completed. Office furniture, supplies, and additional resources needed to support staff will be ordered to accommodate the space and ensure the comfort, safety, and productivity of staff. Toll-free phone number(s) and local phone number(s) will be secured and the phone and computer systems will be

set-up and tested for assurances in performance and use. A comprehensive radio dispatch system will also be deployed to facilitate rapid communications between operations and dispatch.

The development and functional operation of the corporation yard and maintenance facility should be completely operational and ready to support the provision of services to the City no fewer than two (2) months in advance of the commencement of services.

Transition & Contingency Facilities

If for some unforeseeable reason GreenWaste is unable to complete the corporation yard and maintenance facility prior to the commencement of services, or in the event the acquisition and development timeline is delayed, GreenWaste will utilize existing GreenWaste and Zanker facilities located in San Jose. These facilities have sufficient space and existing infrastructure to accommodate collection operations, customer service training and operations, and can serve as a temporary transition yard, a back-up and overflow location for the storage of trucks and containers, and also a staging area for the distribution of containers prior to the transition.

Vehicle and Container Procurement

Immediately following recommendation of award, GreenWaste will reserve the production slot for all collection vehicles and containers to provide services to the City. Confirmation of the production order and authorization to begin the build/assembly will coincide with the execution of the Agreement and all design specifications will be finalized and submitted to the manufacturers. All vehicles used to service the City will be received by GreenWaste at approximately 3 months prior to the commencement of services. Prior to taking delivery of the vehicles, sign orders will be placed and the remaining details (logos, contact information, colors, sizing, placement, consecutive non-repeating truck identification numbers and additional text) will be finalized. All containers to be used in the City will be received by GreenWaste approximately 3-4 months prior to the commencement of services. Starting container distribution early will ensure that no customer is left without containers. Please refer to Section 2.A | Collection for a description of GreenWaste's container distribution plan.

Route Planning and Development

GreenWaste will have all routes finalized for the City on or before the requested date of May 1, 2017. In fact, GreenWaste has carefully reviewed the existing routes throughout the City provided through the RFP process and does not anticipate changes to residential routes. There will be some proposed changes to commercial routes due to anticipated downsizing of containers and increased recycling services. For those customers who will experience a collection day change, GreenWaste will conduct outreach to notify these customers of their change in service and when they can expect to experience this. Outreach will be conducted at least 2 weeks prior to the commencement of the collection day change via cart/door hangers and/or a phone campaign.

Customer Service and Outreach

Customer Service Call Center

The Customer Service Call Center for the City of Milpitas will be located at the local corporation yard (location to be determined). The location will be convenient for customers and will house Customer Service, Dispatch, Public

Outreach, and Operations, which will allow for seamless collaboration.

The GreenWaste Customer Call Center will offer a comprehensive suite of options for customers to make contact with fully trained and qualified CSRs and discuss service questions or to make inquiries regarding billing and payments. The Customer Call Center will maintain regular business operating hours of 7:00 AM – 6:00 PM, Monday through Friday, except on approved holidays. GreenWaste will provide local, toll-free telephone number(s) for customers and will always have available bilingual CSRs who can respond to telephone inquiries in English and Spanish. There are also a number of GreenWaste employees at the corporate office who speak Vietnamese and Cantonese and who will be available to provide assistance. When the Customer Call Center is closed, a telephone answering service or mechanical device will be used to receive inquiries from customers and an emergency telephone number will be available for the City to contact GreenWaste when the listed telephone number is not attended.

GreenWaste anticipates a higher-than-normal call volume during the transition, and will be supported by existing GreenWaste Customer Service and Collections staff from its corporate office in San Jose. This allows the existing staff to answer calls in order to relieve the new CSRs and handle the more complicated service requests. For additional information on the hiring approach, staffing levels, and extensive training program for the Customer Service Team, please refer to Section 2.G | Customer Service.

Billing & Database Set-up

GreenWaste will be using the PC Scale Tower system to manage collection operations. This multifunctional platform allows simultaneous functionality and management of multiple jurisdictions, tracking and creating reports for each service areas, and generating invoices. Based on past experience, the single greatest challenge faced in transitioning into a new service area has been incomplete or incorrect data provided by the previous hauler. It is critical that the current hauler provides records and data for existing customers and service levels that are accurate and complete, before transferring data to GreenWaste. This information enables routes to be developed and finalized prior to the transition, so that service is uninterrupted and billing is accurate. In order to understand and confirm the accuracy of data available from the previous hauler, the GreenWaste Transition Team will work with the current hauler and the City to organize collection data including: billing information, premise information, site information, service levels, route lists, route sequencing, and any comments specific to a customer or premise (including gate codes, lock service, and safety hazards). Knowing the challenges that transitioning to a new hauler presents, GreenWaste has anticipated and allowed sufficient time to thoroughly research and develop accurate customer data. For additional information on the set-up and functionality of Tower, please refer to Section 2.K | Management and Customer Service Systems.

Public Education and Outreach

GreenWaste will provide accurate information and adequate notification to customers across all sectors of the City during the transition period and throughout the term of the Agreement. Communication with customers will inform them of new service offerings and will assure them that they will experience their usual uninterrupted service. GreenWaste will develop a Public Outreach Program that outlines the approach and methodology to conduct initial outreach. The program will also identify the public outreach materials that will be used for program start-up, and the most appropriate methods of distribution. GreenWaste will coordinate outreach efforts with the City. For a complete

and detailed description of GreenWaste's Public Outreach Program for the City, please refer to Section 2.E | Public Outreach.

Major Components & Tasks of GreenWaste's Transition Plan				
Tasks	**Start Date**	**End Date**	**Assigned To**	**Comments**
Contract Negotiations	March 2016		F. Weigel T. Adams E. Finn	✓ GreenWaste will negotiate in good faith with the City.
Agreement Execution	June 2016		F. Weigel	✓ Estimated execution date based on schedule from RFP.
Operations				
Vehicle Procurement	June 2016	May 2017	F. Weigel S. San Filippo	✓ Secure production slot. ✓ Track production progress to ensure timely delivery.
Container Procurement	June 2016	April 2017	F. Weigel S. San Filippo	✓ Reserve production capacity from vendors and update quantities. ✓ Container staging, preparation, painting, labeling, etc.
Route Planning & Development	January 2017	August 2017	S. San Filippo Supervisors	✓ Finalize routes and train collection drivers on new routes, if applicable.
Personnel				
Conduct Outreach to Drivers & Existing Staff	April 2017	July 2017	T. Adams B. Cristina S. San Filippo	✓ Targeted outreach and recruitment. ✓ Discussions with prospective employees
Hiring & Training				✓ New employee hiring & orientation. ✓ GreenWaste policy & procedures. ✓ Job specific trainings.
Administration				
Corporation and Maintenance Yard	June 2016	July 2017	F. Weigel S. San Filippo	✓ Complete new construction or tenant improvement and all outside facilities development. ✓ Order and install new equipment.
Customer Service & Call Center	April 2017	August 2017	T. Adams V. Chavez	✓ Install Tower & Mitel systems. ✓ Train Customer Service Manager & CSRs.
Billing & Database Setup				✓ Transition previous haulers' databases. ✓ Fine-tune Tower & Mitel systems.
Public Outreach				
Develop & Finalize Transition Plan	January 2017	April 2017	E. Finn T. Adams	✓ Develop and finalize Public Outreach Transition Plan and schedule.

Collateral Development	April 2017	August 2017	E. Finn T. Adams	✓ Train Public Outreach Manager & EOCs. ✓ Scope and complete collateral. ✓ Finalize and print all outreach materials.
Community Education & Outreach	May 2017	September 2017	E. Finn T. Adams	✓ Conduct community outreach, meet with business/industry associations, homeowners associations, etc.
Website	May 2017	August 2017		✓ Update the City's section of the GreenWaste website.

3 Technical Proposal for Alternative Services

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3.A Single-Family Solid Waste Cart-Only System

GreenWaste tailors its services to fit the needs and wants of residents and businesses in each jurisdiction. In some jurisdictions, GreenWaste services both GreenWaste-provided carts and customer-owned containers (as long as they are compatible with GreenWaste collection vehicles). In other jurisdictions, GreenWaste provides services utilizing the more conventional contractor-provided cart-only system, which has proven to be the more common method in recent years.

GreenWaste's Base Proposal for single-family solid waste collection services will continue to offer unlimited solid waste collection, but will require customers to use at least one (1) GreenWaste-provided cart. This proposed service is slightly different than the current system, but GreenWaste believes it will still provide less confusion for Milpitas residents and will be implemented seamlessly. GreenWaste also believes the Base Proposal services will keep recyclable materials cleaner, since residents will have ample opportunities to discard solid waste in the GreenWaste-provided cart as well as their own solid waste containers. Although GreenWaste holds these beliefs, the more conventional contractor-provided cart-only system produces the benefit of complete streamlining of collection operations, since all of the carts can be serviced using the automated collection vehicle proposed by GreenWaste. The GreenWaste cart-only system is described in more detail herein.

Collection Methodology

GreenWaste will provide all single-family customers with weekly curbside collection service (or side/back-yard service for eligible customers) for solid waste utilizing new GreenWaste-provided collection carts in sizes 35-, 65-, and 95-gallons. Customer-owned containers will not be permitted for collection and this cart-only system will be for a fee. All solid waste collected will be transported to the Approved Disposal or Transfer Facility. Single-compartment fully-automated side-loader vehicles will be utilized.

GreenWaste proposes to allow all single-family customers to select the size of their solid waste cart through a cart selection guide. Customers will be asked to return their selected cart size via mail or by contacting GreenWaste Customer Service prior to cart distribution. For those customers who do not communicate their selected cart size, GreenWaste will deliver one (1) new 65-gallon solid waste cart by default. It is anticipated that billing data will be accurate and complete since it will be provided by the City, so GreenWaste will have records of customers who do not return a cart selection guide and received a default size.

Single-family customers may exchange their cart for other available sizes (35- or 95-gallon), and customers may request additional GreenWaste carts for a fee. Special pickups requested by a customer on days other than their regularly-scheduled collection day will also be available for an additional charge.

- Solid Waste Overages (cart-only system) | GreenWaste will offer customers the opportunity to purchase solid waste overages stickers at a City-approved rate, which would allow them to set out additional bags of solid waste on their regularly-scheduled collection day adjacent to their solid waste cart. The stickers are to be placed on each extra bag of solid waste that a customer wishes to be collected. The driver will log additional bags collected that have these stickers adhered to them. GreenWaste will track the use of the stickers as well as program participation for the City.

Equipment

Carts

GreenWaste proposes to provide new collection carts for solid waste to single-family customers. These carts will be manufactured by Rehrig Pacific (Rehrig) in 35-, 65-, and 95-gallon sizes. GreenWaste has found Rehrig to be reliable after working with them in numerous jurisdictions. For detailed information on placing the orders for and taking delivery of carts, please refer to Section 2.N | Implementation Plan.

All carts will be of universal design to ensure consistency in educational messaging with programs in other parts of the State. Solid waste carts will be a dark neutral color (black or grey). This color-coding requirement will be met through painting the entire body and lid of the cart in the coded color. All cart lids will be labeled with paint, adhesive label, or hot-stamped lettering, the type of materials to be placed in the cart, and all carts will be designed and constructed to be watertight and prevent the leakage of liquids. Carts will also display the GreenWaste name, local telephone number, and an inventory/serial number.

GreenWaste will maintain and replace carts as necessary. Customers will be responsible for cleaning carts. If any cart is marked with graffiti, GreenWaste will remedy the situation within five (5) business days of notification or within forty-eight (48) hours if the graffiti is obscene. Manufacturer brochures with detailed specifications of the various cart sizes and options are included in Section 8 | Attachments. The City will have the option to assume ownership of GreenWaste carts upon expiration of the new Agreement and if carts are fully depreciated.

- Tracking | GreenWaste proposes the use of RFID tags in carts. The AMCS ELEMOS on-vehicle system is able to read carts equipped with RFID tags. The ELEMOS system is described in detail in Section 2.K | Management and Customer Service Systems. The utilization of RFID tags is especially important in cluster-point collection areas. When customers set their carts out in clusters, it can be difficult to determine which cart belongs to which customer. Additionally, if there are issues with a particular cart, it can be nearly impossible to determine who it belongs to. Equipping the carts with RFID tags and employing the ELEMOS system will allow GreenWaste to match carts set out in cluster-points to the owner of the carts. If any issues arise (ie: contamination, no set-out, etc.), then GreenWaste can communicate confidently with the customer about their particular cart to resolve the issue at hand.

Cart Distribution Plan

GreenWaste has a range of experience distributing carts to numerous jurisdictions. Working with many different container companies has allowed GreenWaste to find the companies that provide the most reliable service and product. GreenWaste will work with the previous hauler to coordinate the removal of existing carts and delivery of new carts within a timeframe that ensures no customer be without carts.

GreenWaste proposes to enlist the expertise of Rehrig for cart distribution to the City. GreenWaste has utilized Rehrig for cart distribution on numerous occasions. Approximately 3-4 months prior to the commencement of service, Rehrig will begin delivering carts on the previous hauler's routes using data (cart sizes and counts) provided by the previous hauler as well as what is seen on site. Depending on what is decided for cart removal, either GreenWaste or the previous hauler will follow behind Rehrig removing the old carts. GreenWaste expects to deliver approximately 1,000 carts per day.

Cart Maintenance and Inventory

Please refer to Section 2.A | Collection for details about GreenWaste's plan for cart maintenance and inventory.

Vehicles

GreenWaste proposes to utilize compressed natural gas (CNG) collection vehicles in its Base Proposal. GreenWaste also offers an option for vehicles fueled by biodiesel in Section 3.F | Other Service Enhancements and Innovations. The City is not obligated to select CNG fueled vehicles, but GreenWaste encourages the City to take it under careful consideration and review.

Please refer to Section 2.A | Collection for details about GreenWaste's proposed vehicles (including manufacturer, cost, and vehicle type), proposed fueling plan, safety and compliance, route planning, and personnel.

Benefits

One benefit of the cart-only system is that the driver does not have to exit his collection vehicle to service customer-owned containers. This method is safer for the driver and can increase productivity of routes. Additionally, GreenWaste vehicles are built to service GreenWaste carts, and will maintain cart durability while reducing the chances of damage, which cannot be said about customer-owned containers. Further, the cart-only system appears uniform, clean, and pleasing to the eye for the City's residents and businesses.

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3.B Single-Family Food Scraps with Yard Trimmings

GreenWaste has extensive experience collecting organic materials from single-family customers in various jurisdictions. Please refer to Section 1.B | Collection and Street Sweeping Experience for details about GreenWaste's experience. For many years, GreenWaste has co-collected and processed food scraps with yard trimmings, has refined this service offering, and has come up with the following proposal for single-family customers in the City of Milpitas.

Single-Family Organic Materials Collection

GreenWaste will provide all single-family customers with weekly curbside collection service (or back/side-yard service for eligible customers) for organic materials, which will consist of food scraps mixed with yard trimmings. Please refer to Section 2.C | Organic Materials Processing for the list of acceptable food scraps and yard trimmings in the organic materials containers. GreenWaste proposes that customers place food scraps in their organic materials containers loosely, as opposed to utilizing bags. This is the preferred method for GreenWaste's proposed processing of organic materials. Single-compartment fully-automated side-loader vehicles will collect and transport all materials. For details about GreenWaste's proposed collection methodology, including containers, vehicles, route planning, and personnel, please refer to Section 2.A | Collection. Neither routing nor labor requirements will differ between Base and Alternative Proposals involving single-family yard trimmings and food scraps collection.

GreenWaste proposes to provide all single-family customers with one (1) new 95-gallon organic materials cart by default, and will collect additional customer-owned 32-gallon organic materials containers on their regular collection day alongside their GreenWaste-provided cart. Customers must affix GreenWaste-provided stickers to their customer-owned containers indicating the contents are organic materials (versus solid waste). GreenWaste will require all single-family customers to utilize at least one (1) GreenWaste-provided cart, but will permit unlimited customer-owned container set-outs, as is the case under the Base Proposal. GreenWaste will not require customers to pay a rental fee for their GreenWaste-provided cart, but GreenWaste carts in excess of one (1) may be available for an additional fee. Customers may request special pickups on days other than their regularly-scheduled collection day for an approved additional charge.

- Organic Materials Overages | GreenWaste will offer additional organic materials collection from single-family customers in customer-provided containers placed adjacent to the organic materials cart on their regularly-scheduled collection day at no additional charge to the customer. These containers must be labeled as organic material using GreenWaste-provided stickers, so that they are not mistaken for solid waste.
- Contamination of Organic Materials | GreenWaste proposes the implementation of contamination fees for customers with chronic contamination. GreenWaste will phase in the implementation of this program by first notifying customers that have repeatedly contaminated organic materials containers and then targeting outreach activities toward these customers. If the contamination continues, contamination fees will be imposed.

Additionally, GreenWaste will offer:

- Kitchen Pails | GreenWaste will provide kitchen pails for in-home food scraps collection to single-family customers upon request. Each delivered pail will be accompanied by a flier describing the organic materials program requirements. For information on how GreenWaste will conduct outreach to customers to notify them of this service, please refer to Section 2.E | Public Outreach.

Single-Family Organic Materials Processing

Single-family organic materials, which include food scraps mixed with yard trimmings, will be transferred through the GreenWaste Material Recovery Facility (MRF) in San Jose to Z-Best Composting Facility (Z-Best) in Gilroy. Z-Best is owned and operated by Zanker Road Resource Management (Zanker), and GreenWaste and Zanker share common ownership, which allows for seamless integration of services across various types of facilities.

Z-Best is permitted to accept an average of 1,500 tons per day (tpd) of material and currently has an available capacity of approximately 250 tpd for food scraps mixed with yard trimmings.

Z-Best Operations

Single-family organic materials collected throughout Milpitas will be delivered to the GreenWaste MRF in San Jose first for pre-processing. The contents of the truck will be dumped on the MRF floor, where MRF workers will first manually pull out large contaminants or recyclable materials and open any bagged materials. The organic materials will be screened, the "overs" will be ground for use as mulch, hog fuel, or for a similar purpose, and the "unders" and the food scraps will be sent to Z-Best for composting.

The following is a description of what will happen to the organic material upon delivery to Z-Best:

- ✓ CTI System | The material will be inserted into a 350-foot long bag that houses a forced aeration system called the CTI System. PVC pipes are introduced into the bag and used to aerate the compostable materials. Retention time in the bags is about three (3) months. For the majority of the composting process, the bagged material reaches 140-160 degrees, which will kill all insects, pathogens and weed seeds.
- ✓ Final screening | After the composting process, the material is sent though a primary screening process. The primary screen removes inorganic fractions of at least 1 inch in size; this residual will be shipped to the designated landfill for disposal. Composted materials smaller than 1 inch are placed in curing piles for several more weeks and after a suitable curing period, final screening takes place and the resulting compost is ready for market.

For details on Z-Best's composting operations for green materials and yard trimmings, and also for general site information, please refer to Section 2.C | Organic Materials Processing.

Tracking Jurisdictional Tonnage

Organic materials from multiple jurisdictions are delivered to the GreenWaste MRF. All vehicles are directed to the inbound scale where the gross weight of each vehicle and contents is recorded. Vehicles are then directed to dump their contents on the tipping floor where they are commingled for processing and/or transfer. Vehicles are weighed again on the outbound scale and the tare weight of each empty vehicle is recorded. The tonnage of organic material is calculated and maintained in GreenWaste's database. The scale system, database, and operational procedures in place allow GreenWaste to allocate material and residue percentages to the appropriate jurisdiction.

All data is generated in a suitable Excel pivot table format that is both user-friendly and capable of managing recycling operations. The Excel pivot tables allow for virtually unlimited flexibility in viewing data. All scale employees are fully trained on daily operations in order to reduce potential data collection and management errors. All scales are registered with the Santa Clara County Department of Weights and Measures and are regularly maintained to ensure reliability and proper function.

GreenWaste services the following jurisdictions, and processes the accompanying material(s) at its MRF:

- City of San Jose | Yard Trimmings
- Town of Woodside | MSW, Recyclables, & Compostables
- Town of Portola Valley | MSW, Recyclables, & Compostables
- Town of Los Altos Hills | MSW, Recyclables, & Compostables
- County of Santa Clara | Recyclables
- City of Palo Alto | Recyclables
- County of Santa Cruz | Recyclables
- City of Capitola | Recyclables
- City of Scotts Valley | Recyclables
- Santa Cruz County and San Mateo County State Beaches & Parks | Recyclables
- California State University, Monterey Bay | Recyclables
- City of Carmel-by-the-Sea | Recyclables
- City of Del Rey Oaks | Recyclables
- City of Marina | Recyclables
- City of Pacific Grove | Recyclables
- Pebble Beach Community Services District | Recyclables
- City of Sand City | Recyclables
- City of Seaside | Recyclables
- GreenTeam of San Jose | SFD/MFD MSW & City Facilities
- Recology Silicon Valley | MSW & Recyclables

Any commingled material from jurisdictions other than the City of Milpitas that are delivered to the GreenWaste MRF are accurately allocated and tracked through the GreenWaste scale system and database.

Residue from Organic Materials

Based on the specifications of incoming materials and audits conducted at the facilities and approved by the City, residue rates will be determined. The following types of materials are considered residual waste:

- ✓ *Non-compostable plastic;*
- ✓ *Inorganic material;*
- ✓ *Painted wood;*
- ✓ *Textiles;*
- ✓ *Wax/film coated paper and paper food/beverage containers; and,*
- ✓ *Cardboard, wax/film coated cardboard, and cardboard food/beverage containers.*

Z-Best personnel are thoroughly trained and management frequently reviews operational data to increase efficiency. Contamination levels at the customer level must be 5% or less for single-family organic materials in order for the City to experience a residue level of 5% or less for single-family organic materials. GreenWaste Environmental Outreach Coordinators (EOC) will be contacted if contamination levels in excess of 5% are experienced. GreenWaste EOCs will audit and educate customers who are determined to be the cause of the contamination.

Residue from the single-family organic materials collected in the City, which cannot be marketed, will be consolidated and transferred to the Monterey Regional Waste Management District's Monterey Peninsula Landfill. This tonnage will be tracked and reported to the City.

Promotion of the New Single-Family Food Scraps Collection Program

GreenWaste's Public Outreach Program will promote the new Food scraps with yard trimmings collection program available to single-family customers if the City decides to implement it. GreenWaste's affiliate, GreenWaste of Palo Alto, has recently rolled out a Food Scraps Collection Program in the City of Palo Alto. A similar model will be followed in the City, and may include the following elements for single-family customers:

- ✓ *Drivers will tag containers for all single-family customers along their routes to inform them of the new program, and let them know about upcoming community meetings or events they can attend;*
- ✓ *County-hosted community meetings, which GreenWaste will attend to answer questions;*
- ✓ *GreenWaste will include information about the new program in newsletters;*
- ✓ *GreenWaste (and City staff) will table community events in order to continue to educate customers and encourage participation; and,*
- ✓ *GreenWaste will provide kitchen pails to single-family customers who request them.*

Estimated Participation

Based on 2014 data provided through the RFP process, GreenWaste anticipates approximately 50% participation from single-family customers and a migration of 3% by weight from solid waste carts to organic materials carts, or 419 annual tons. GreenWaste anticipates an average of 33 pounds per customer set-out.

3.C Multi-Family Yard Trimmings Collection as Mandated by AB 1826 – Post 2017

Under GreenWaste's Base Proposal, multi-family solid waste bins are processed prior to disposal, removing a large percentage of organic materials. GreenWaste understands that through processing multi-family solid waste bins and thus capturing the organic fraction, compliance with AB 1826 is maintained. Please reference AB 1826 Section 42649.81.(b)(3).

There are no differences between the Base and Alternative Proposals with regards to multi-family yard trimmings collection services since GreenWaste proposes to process solid waste collected from multi-family bin customers under both scenarios. Multi-family customers can still elect to participate in yard trimmings collection services, receive the applicable public outreach materials, and discuss their options for collection with GreenWaste, which is described in Section 2.F | Multi-Family and Commercial Technical Assistance.

Through offering solid waste processing services, the multi-family sector will realize an increase in diversion without implementing any changes to collection services. Processing multi-family solid waste is the quickest and easiest way to divert from landfill and capture the recyclable and organic fraction from that waste stream.

Included within GreenWaste's Base Proposal are the details related to collection operations, including methodology, vehicles, containers, and route planning. These details apply to multi-family yard trimmings collection from the commencement of services and throughout the term of the Agreement. Please refer to Section 2.A | Collection for these details. GreenWaste has also described its approach and experience in processing multi-family solid waste in Section 3.F | Other Service Enhancements and Innovations.

Multi-family yard trimmings will be transferred through Zanker Road Landfill in San Jose and composted at Z-Best Composting Facility in Gilroy. Both Zanker Road Landfill and Z-Best Composting Facility are sister facilities to GreenWaste. Details about this processing plan are included in Section 2.C | Organic Materials Processing.

GreenWaste has detailed its plan for approaching multi-family customers with regards to the provisions of AB 1826. Included in Section 2.F | Multi-Family and Commercial Technical Assistance is the following:

- ✓ *GreenWaste's technical assistance program;*
- ✓ *Outreach activities related to AB 341 and AB 1826;*
- ✓ *Personnel assigned to promote diversion programs to comply with AB 341 and AB 1826;*
- ✓ *Benefits and challenges of introducing diversion programs to multi-family and commercial customers;*
- ✓ *GreenWaste's approach to targeting customers for participation;*
- ✓ *Estimated hours spent promoting diversion programs; and,*
- ✓ *Estimated increase in recyclable and organic materials diverted from the waste stream.*

Section 2.F incorporates all the program elements required for implementing diversion programs in the multi-family sector. GreenWaste's approach complies with the requirements of AB 1826, will effectively communicate the importance of this Assembly Bill, and will drive participation.

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3.D Commercial Yard Trimmings and Food Scraps Collection as Mandated by AB 1826 – Post 2017

GreenWaste's Base Proposal details collection operations, including methodology, vehicles, containers, and route planning. These details apply to commercial yard trimmings and food scraps collection from the commencement of services and throughout the term of the Agreement. Please refer to Section 2.A | Collection for these details.

Commercial yard trimmings and food scraps can be comingled in the same container or collected separately, at the customer's preference. Both material types will be processed at GreenWaste's sister facility, Zero Waste Energy Development Company, where they will be anaerobically digested and composted. Details about this processing plan are included in Section 2.C | Organic Materials Processing.

The main difference between the Base and Alternative Proposals are the estimated annual tonnage, number of participating customers, routes, and labor. GreenWaste anticipates these factors to **double** by the end of year one (1). The reason for the anticipated increase in these factors is due to the public outreach and technical assistance GreenWaste will provide to commercial customers, emphasizing the AB 1826 requirements and importance of diverting organic materials. This estimation incorporates the January 2019 AB 1826 timeline to implement organics diversion for customers who produce 4 cubic yards or more per week of solid waste (versus the prior measurement of cubic yards of organics). Details about GreenWaste's proposed outreach plan and technical assistance program can be found in Section 2.E | Public Outreach and in Section 2.F | Multi-Family and Commercial Technical Assistance.

GreenWaste has detailed its plan for approaching commercial customers with regards to the provisions of AB 1826 in Section 2.F | Multi-Family and Commercial Technical Assistance. Included in Section 2.F is the following:

- ✓ *GreenWaste's technical assistance program;*
- ✓ *Outreach activities related to AB 341 and AB 1826;*
- ✓ *Personnel assigned to promote diversion programs to comply with AB 341 and AB 1826;*
- ✓ *Benefits and challenges of introducing diversion programs to multi-family and commercial customers;*
- ✓ *GreenWaste's approach to targeting customers and estimates for participation;*
- ✓ *Estimated hours spent promoting diversion programs; and,*
- ✓ *Estimated set-out weight and increase in recyclable and organic materials diverted from the waste stream.*

Section 2.F incorporates all the program elements required for implementing diversion programs in the commercial sector. GreenWaste's approach complies with the requirements of AB 1826, will effectively communicate the importance of this Assembly Bill, and will drive participation.

Experience

GreenWaste has extensive experience in collecting and processing organic materials from the commercial sector in various jurisdictions. GreenWaste offers a commercial food scraps program in each of the following jurisdictions:

- ✓ *City of Palo Alto;*
- ✓ *County of Santa Cruz;*
- ✓ *City of Capitola;*
- ✓ *City of Carmel-by-the-Sea;*

- ✓ *City of Del Rey Oaks;*
- ✓ *City of Marina;*
- ✓ *City of Pacific Grove;*
- ✓ *Pebble Beach Community Services District;*
- ✓ *City of Sand City; and,*
- ✓ *City of Seaside.*

GreenWaste's most recent successful implementation of a commercial food scraps program is underway in the Monterey Peninsula Cities of Carmel-by-the-Sea, Marina, Pacific Grove, Seaside, and the Pebble Beach Community Services District. Each of these jurisdictions is currently participating in the program, and through GreenWaste public outreach and site visits, participation in the program across all Monterey Peninsula Cities has increased approximately 50%. Additionally, the City of Del Rey Oaks, also a Monterey Peninsula City, is on the verge of introducing its first commercial customer to the GreenWaste food scraps program. This increased participation is remarkable since GreenWaste just commenced services in each of the areas at differing times, starting in April and continuing through August of this year (2015).

3.E Temporary Drop Box Service

Experience

GreenWaste has operated a Debris Box Department since 1995, and recently it transitioned to GW Debris Services LLC (GW Debris). Partial ownership of GW Debris has transferred to GreenWaste's sister company, Zanker Road Resource Management, Ltd. (Zanker). GreenWaste and GW Debris have provided services in Milpitas for many years, and recent notable customers include, but are not limited to:

- ✓ *McCarthy Builders;*
- ✓ *NuvoSun;*
- ✓ *Cisco; and,*
- ✓ *Skanska-Shimmick-Herzog Joint Venture BART extension project.*

Customer types include general contractors, subcontractors, property owners, and tenants. GreenWaste has experience providing wood, concrete, metal, dirt, sheetrock, and mixed construction and demolition debris box services, as well as providing diversion reporting to customers who make such requests.

Diversion

GreenWaste will work closely with customers to ensure they meet all diversion goals and requirements. GreenWaste has experience helping contractors and other types of C&D customers meet such requirements in order to earn points toward LEED® Certification or to meet other specific City or County regulations. GreenWaste will inform customers of the City of Milpitas's Green Building Ordinance, and will communicate the requirement for a minimum of fifty percent (50%) of C&D collected and processed be recycled. GreenWaste will encourage customers to maximize diversion by separating materials at the site before they are transported to the Approved C&D Processing Facilities, which GreenWaste proposes to be Zanker Road Landfill and Zanker Material Processing Facility, both owned and operated by Zanker and located in San Jose. Limiting contaminants from the contents of the drop boxes will increase diversion rates. Common contaminants GreenWaste and Zanker have encountered in C&D drop boxes include:

- ✓ *Insulation;*
- ✓ *Carpet;*
- ✓ *Furniture;*
- ✓ *Painted wood*
- ✓ *Ceiling tile;*
- ✓ *Dirty film plastics;*
- ✓ *Plastic tarps; and,*
- ✓ *Soiled buckets and other containers.*

The contents of C&D drop boxes must be at least 50% recyclable for the City to reach a 50% diversion rate.

To ensure compliance with the City's Green Building Ordinance, GreenWaste drivers will assess each drop box upon arrival to the customer site. The driver will look for at least 50% recyclable C&D in the box, and will inform the customer if the contents appear to be below that threshold. If the driver cannot find the customer at the site, then he

will contact Customer Service who will then attempt to reach the customer by phone. When the driver or CSRs contact the customer, they will ask the customer to either remove the contaminants or sign the work order approving the load to possibly be dumped as trash. If the customer cannot be contacted, the driver will leave the box at the site and notify Customer Service, so that an explanation can be provided to the customer. If this occurs, the customer will be charged a trip fee. This potential scenario will be communicated to the customer when they initially establish service.

If a box arrives at Zanker and is classified as trash, then no recycling credit is given. Zanker personnel take photos of the trash load to provide to the customer documenting why the materials have been classified as trash, and Zanker will transfer the material to a landfill with other consolidated trash from the Zanker sites. GreenWaste can provide a monthly diversion report, or can also upload weight tickets to GreenHalo.com, which is a site some cities require contractors to utilize in order to track and report diversion rates for construction and demolition projects.

Zanker is the first facility in California to receive third-party certification of its recycling rates from the Recycling Certification Institute (RCI). Zanker underwent a rigorous certification process and RCI certified six (6) Zanker operations. The City of Milpitas can be confident that C&D generated within its boundaries is properly recycled and accurately accounted for. Recycling rates certified by RCI are updated monthly and listed below:

PROCESS / LINE	RECYCLING RATE
Demolition Processing Operation	83.44%
C&D Recycling	73.47%
Wood Waste / Yard Waste Recycling	99.43%
Shingle Recycling	79.05%
Concrete Recycling Facility	99.23%
Sheetrock Recycling	77.75%

LEED® and Build It Green

Zanker can provide a confirmation letter to customers stating that materials transported to and processed at Zanker facilities in San Jose were recycled and/or reused in conjunction with the requirements of LEED®, Build it Green, and CALGreen. This letter, and the fact that Zanker is the only facility in the Bay Area that has this certification, will allow businesses within Milpitas the opportunity to gain an extra LEED point on their project. In 2014, the USGBC developed the new Pilot Credit Point as part of a focus on performance in its LEED rating systems. The intent of the point is to encourage a verification standard for recycling facilities, urging them to quantify waste data accurately.

Collection Methodology

GreenWaste will explain to customers all logistical elements of collection, including space constraints for drop boxes, the need to avoid low-hanging trees or wires, and how to facilitate jobsite access for GreenWaste roll-off trucks. Additionally, GreenWaste will help prevent illegal dumping by offering contractors covered drop boxes, and by suggesting that customers secure their sites.

GreenWaste will provide at least monthly, but up to six (6) times per week collection of source-separated recyclable C&D or mixed C&D to C&D customers. Collection frequency will be determined by the customer. In hard-to-service

areas, including narrow streets in the older downtown Main Street area and some dirt roads in the hills to the east, GreenWaste will provide collection services to customers at City-approved rates.

Prohibited materials include solid waste, organic materials, and excluded waste.

Equipment

Containers

Upon customer request, GreenWaste will provide drop boxes in sizes 10-, 20-, 30-, and 40-cubic yards. Please refer to Section 2.A | Collection for details about drop box manufacturers, maintenance, appearance, and inventory.

Vehicles

GreenWaste proposes roll-off vehicles that are fueled by compressed natural gas (CNG). GreenWaste anticipates the need for three (3) roll-off vehicles and one (1) spare to service the City if temporary drop box services are included under the scope of the new Agreement. Please refer to Section 2.A | Collection for details about proposed vehicles.

Processing and Disposal

GreenWaste roll-off vehicles will deliver collected source separated recyclable C&D or mixed C&D to the approved C&D processing facilities, which GreenWaste proposes to be Zanker Road Landfill and Zanker Material Processing Facility, both owned and operated by Zanker, GreenWaste's sister company, and located in San Jose. The Zanker facilities are in close proximity to the City of Milpitas, have been operational since 1985 and 1999 respectively, and have all necessary permits to process C&D. Zanker has guaranteed processing capacity through the term of the Agreement and any extensions thereto. Please refer to the letter of commitment from Zanker included in Section 8 | Attachments.

Zanker Road Landfill	
Owner & Operator	Zanker Road Resource Management, Ltd.
SWFP No.	43-AN-0007
Capacity	Up to 2,600 tpd
Operations Manager Contact Information	Scott Beall | 408.263.2384

Zanker Materials Processing Facility	
Owner & Operator	Zanker Road Resource Management, Ltd.
SWFP No.	43-AN-0001
Capacity	Up to 1,800 tpd
Operations Manager Contact Information	Scott Beall | 408.263.2384

Depending upon the type of C&D delivered to the Zanker facilities, the collection driver will be directed to one of two Zanker sites, and the materials will be processed as follows:

Site 1	Site 2
Zanker Road Landfill	**Zanker Materials Processing Facility**
Zanker Road Landfill (Site 1) is divided into operational areas that handle specific types of waste materials. These areas include: ✓ Demolition Debris Recycling, ✓ Asphalt Shingle Processing, ✓ Concrete Recycling, and ✓ Wood Waste/Brush Recycling. The facility is also home to the Zanker Landscape Materials yard, which sells landscape and construction products and supplies.	Zanker Material Processing Facility (Site 2) is divided into different processing areas that handle different types of waste streams. These areas include: ✓ Sheetrock Processing Area, ✓ Soils Processing Area, and ✓ Mixed Construction Wastes Recycling.

Concrete Recycling

Located at Site 1, Zanker's concrete plant was one of the first in the nation to convert concrete debris into aggregate products suitable for foundations and road construction. The concrete recycling process begins with incoming clean concrete and reinforced concrete. Once the materials are unloaded at the site, non-concrete materials are sorted out by hand and recycled or disposed. Cleaned concrete is then loaded and crushed in the primary crusher. The material then passes under a belt magnet that removes any steel, and moves to a secondary crusher that further reduces the particle size. The material is then screened to remove oversized pieces, which are re-circulated back through the crushing circuit. During the entire process, employees and machinery remove non-aggregate materials that would compromise the product's value. Materials produced from the recycled concrete include a 3/4" class II base rock, utility sand, 3/8" pea gravel and 3/4" drain rock. These materials are sold to contractors and the general public, and are available for delivery.

Asphalt Shingle Processing

Located at Site 1 is Zanker's asphalt shingle processing area. Zanker accepts and processes clean, separated loads of composite asphalt roofing shingles removed from residential homes. Zanker sorts and cleans the old shingles and transports them to Oakland, where they are processed into dry, granular asphalt pieces. These pieces, known as "RAS" (recycled asphalt shingles), are shipped to other East Bay manufacturers to make "hot mix asphalt" used to build roads throughout the region. The plant also accepts commercial tear-off and tar and gravel roofing. These materials are stockpiled and made into alternative daily cover (ADC).

Demolition Debris Processing

Since 1988, Zanker has been a leader in processing mixed loads of demolition debris with a unique "float tank" and screening system that separates the soil, mixed concrete, and wood components from the mixed debris. In 1998 we designed and constructed a complete Demolition Debris Recycling Facility that processed unsorted demolition debris materials at the rate of 70 tons per hour with an average diversion rate of 90%. In 2015, Zanker designed and constructed a new demolition recycling operation that now processes over 80 tons per hour with an average 95% of

diversion rate. This facility, located at Site 1, consists of a patented combination of conveyors, screens, magnets and air separation equipment that separates the materials into manageable and marketable products. These products are then directed to other recycling operations on site, or shipped directly to end product users.

Wood Waste and Brush Recycling

Landscape contractors, demolition/construction contractors, and individuals deliver wood waste and brush to Zanker Site 1. Incoming loads composed primarily of brush, tree trimmings and wood waste are directed to the wood waste stockpile area for unloading. Wood wastes separated out at the other on-site recycling plants (especially the construction waste sorting line) are also transferred to the incoming wood waste stockpile. The wood waste is ground and screened to create wood chips and wood fines. The Wood Waste Plant consists of a Peterson Pacific grinder, trommel screen and a series of feed, transfer and stacking conveyors. The wood chips (anything larger than 3/8") are temporarily stockpiled on site before being hauled off-site for use as co-generation fuel or as mulch for landscaping and agriculture. The wood fines (anything smaller than 3/8") are also temporarily stockpiled on site and then hauled off-site to be used in landscaping projects or as soil amendment.

Mixed C&D Debris Recycling Area

Zanker processes mixed debris and debris boxes through a 240-foot-long C&D sorting conveyor system located at Site 2. The system removes up to 16 products from the typical mixed waste stream. The sorting conveyor system includes elevated work stations, Nihot air separation units, disc screens and magnets. The system is located above large concrete storage bunkers that hold recovered materials. When the storage bunkers become full, the materials are routed for additional on-site processing, or loaded and hauled to approved recyclers. Other materials, such as mattresses, are processed separately into different products. Residual materials are routed to a landfill for disposal. The sorting system is capable of sorting 60 tons per hour with an average 80% diversion rate. The diversion rate and tons per hour vary depending upon the type of materials sorted.

Sheetrock Recycling

Contractors and individuals deliver sheetrock to Zanker Site 2, where they are directed to the sheetrock stockpile area for unloading. Sheetrock removed from other on-site recycling plants is also transferred to the stockpile. In the recycling process, materials such as wood, metals, and trash are removed on-site to leave the sheetrock in smaller piles. These piles are consolidated in a stockpile where a Caterpillar dozer crushes the materials.

Residue

Residue from C&D Processed at the Zanker facilities will be consolidated and transferred to Monterey Regional Waste Management District's Monterey Peninsula Landfill. This tonnage will be tracked and reported to the City.

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3.F Other Service Enhancements and Innovations

GreenWaste has taken into consideration the City's required services under both the Base and Alternative Proposals and is pleased to provide the following additional services and/or options:

- ✓ *Multi-Family Solid Waste Bin Processing (included in Base Proposal)*
- ✓ *Biodiesel Fueled Collection Fleet (optional)*

Multi-Family Solid Waste Bin Processing

Under its Base Proposal, GreenWaste offers to process multi-family bin solid waste prior to transport to the Approved Disposal Facility. GreenWaste is supportive of the City's commitment to diversion and offers this option in order to align with the City's goals. The multi-family sector is traditionally a sector with very low diversion because of the high turnover of residents and low participation in recycling. GreenWaste understands that through processing multi-family solid waste bins and thus capturing the organic fraction, compliance with AB 1826 is maintained. Please reference AB 1826 Section 42649.81.(b)(3).

Experience

GreenWaste has experienced considerable success and immediate spikes in diversion of solid waste from landfill by processing solid waste collected from multi-family bin customers. GreenWaste processes solid waste from the City of San Jose's multi-family sector at its Material Recovery Facility (MRF) and is widely recognized as a leader in the processing of solid waste. In fact, the collaboration of GreenWaste's MRF and the City of San Jose's Multi-Family Recycling Program was awarded the 2009 Recycling Excellence Gold Award from the Solid Waste Association of North America, in large part due to the increase of diversion in the multi-family sector from 18% to 78% by instituting solid waste processing.

The Process

Under this service, solid waste collected from multi-family bin customers will first be processed at the MRF to remove recyclable and organic materials. GreenWaste is a strong proponent for the benefits realized from processing solid waste from multi-family bin customers prior to sending the materials to landfill, and has the available capacity for this sector's tonnage.

- "MRF First" Approach | No amount of public outreach ensures 100% of recyclable materials and organic materials will be sorted accordingly by customers. A percentage of these materials will always be found in the solid waste bin. GreenWaste anticipates, based on experience, that **more than 70%** of the material can be captured by processing prior to disposal.

At the GreenWaste MRF, multi-family bin customer solid waste will be processed as follows:

- Pre-Sort | The pre-sort process involves pre-sorting stations where sorters remove garbage, metals, non-compostable film plastics, rigid plastics, and glass prior to the material entering the mechanized portion of the facility. Items that have the potential to clog or get tangled in the mechanical portion of the system are also removed. Staffing levels and locations are determined according to feedstock being processed.

- Bag-Breaker | Materials from the pre-sort line continue through to the bag breaker, which tears open any bagged materials for separation and further processing. The bag breaker also protects employees from being punctured by sharps during the sorting process.

- Trommel Screen | The trommel separates materials into two distinct fractions for the purpose of separating organics from fiber and non-compostable film plastics. "Unders" (approximately 3" minus) are sent to a bunker for storage prior to being sent to Z-Best or ZWEDC. "Overs" continue to the drum separator.

- Drum Separator | The Nihot drum separator uses air and a separating drum to separate material based on density and shape. Light items are blown onto an elevated roller, while heavier items drop to a separate roller below. Three-dimensional containers are separated from fibers and sent through for further processing. The fibers continue to the polishing screen.

- Polishing Screen | This screen is used to separate mixed paper and lightweight non-compostable film plastics from the containers. Mixed paper and film plastics float on top of and over the screen as the containers drop back through the bottom onto another conveyor to be commingled with the containers from the single-stream line.

The recyclable materials will remain at the MRF for marketing, and organic materials will be delivered to Z-Best Composting Facility in Gilroy for composting or to Zero Waste Energy Development Company's dry fermentation Anaerobic Digestion Facility in San Jose. The residual unrecyclable waste (solid waste) will be transferred to Monterey Peninsula Landfill for disposal.

Biodiesel Fueled Collection Fleet

GreenWaste proposes a collection fleet fueled by compressed natural gas (CNG) under the Base Proposal, but also offers the option for a collection fleet fueled by biodiesel (B20 specifically) as an alternative. Fueling will be performed by a mobile fueling company and GreenWaste will purchase all new collection vehicles for servicing the City.

The table below displays the proposed vehicles.

Proposed Biodiesel Collection Vehicles

	Vehicle Type	Fuel Type	Quantity	Age	Capacity	Crew Size	Cost	Vehicle Manufacturer
Residential	Single-compartment Fully-automated Side-loader	biodiesel	9 (+1 spare)	New	31 yd^3	1	$319,360	2017 Peterbilt 320 Chassis with NewWay Sidewinder body
Commercial – Carts	Single-compartment Semi-automated Rear-loader	biodiesel	1	New	11-25 yd^3	1	$262,105	2017 Peterbilt 320 Chassis with NewWay Viper body
Commercial – Bins	Single-compartment Semi-automated Front-loader	biodiesel	6 (+1 spare)	New	28 yd^3	1	$289,782	2017 Peterbilt 320 Chassis with NewWay Mammoth body
Drop Boxes and Compactors	Hook Lift Roll-off	biodiesel	3 (+1 spare)	New	40 yd^3	1	$205,145	2017 Peterbilt 320 Chassis with Galbreath body
Container Delivery and Bulky/On-Call Reuse Program	Manual Flatbed with Lift Gate	biodiesel	1	New	22 ft	1	$130,103	Peterbilt Chassis with Western Truck body
Container Delivery, Moving, and Placing	Container Handler	biodiesel	1	New	2-10 yd^3 front-loads 2-6 yd^3 rear-loads	1	$120,000	Peterbilt Chassis with Galbreath body
Street Sweepers	Regenerative Air Sweeper	biodiesel	2 (+1 spare)	New	7.3 yd^3	1	$266,250	Autocar Xpert Chassis TYMCO Model 600

GreenWaste collection vehicles will have watertight bodies designed to prevent leakage, spillage, or overflow, and will be maintained in safe, clean, and operable conditions at all times. All collection vehicles will display the GreenWaste name and local telephone number, and will also be equipped with sign board holders or other hardware to allow public outreach signage to be displayed on both sides of the vehicles.

For details on the process of securing production slots, tracking production, taking delivery, testing and preparing vehicles for use, please refer to Section 2.N | Implementation Plan.

The following details of GreenWaste collection vehicles will remain the same between the CNG vehicles proposed under the Base Proposal and the biodiesel vehicles proposed as an alternative option. Please refer to Section 2.A | Collection for these details.

- ✓ *Real-Time Data Exchange (on-truck data management system, ELEMOS)*
- ✓ *Inspection and Maintenance*
- ✓ *Other Vehicles (Management, Supervisor, and Environmental Outreach Coordinator)*

Reduced Emissions and Other Benefits

GreenWaste has taken into consideration the City's commitment to reducing environmental impacts and is offering biodiesel in addition to CNG to remain in line with this commitment.

GreenWaste will reduce fleet emissions compared to standard diesel by utilizing biodiesel in its collection vehicles that will service the City. Biodiesel extends the longevity and promotes the cleanliness of diesel engines, helping to keep moving parts from wearing prematurely. Biodiesel provides reduced emissions of carbon monoxide, particulate matter, unburned hydrocarbons, and sulfates when compared to petroleum diesel fuel. It is produced domestically, safe because it is less combustible, and use of B20 reduces carbon dioxide emissions by 15%. Also, vehicle sizes and types have been carefully chosen for the purpose of maximizing collection efficiency and minimizing environmental impacts.

Age & Replacement Schedule

Vehicles will meet the on-road heavy duty vehicle emissions requirement for model year 2016 or later, as well as all State of California Air Resources Control Board regulations. GreenWaste will replace collection vehicles as necessary in order to maintain compliance with all federal, state, and local laws, regulations, and proposed legislation throughout the term of the Agreement.

4 Environmental Considerations

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4 Environmental Considerations

GreenWaste continuously *thinks outside the box* and pushes the envelope with regards to solid waste management practices, alternative-fueled vehicles, state-of-the-art organics recovery and recycling facilities, or progressive sustainability programs. GreenWaste integrates sustainability into all aspects of business, including the safety, engagement, and happiness of employees. Please refer to Section 2.B | Recyclable Materials Processing for information on GreenWaste's recyclables processing and marketing approach, and Section 2.C | Organic Materials Processing for information on GreenWaste's organics processing and marketing approach. GreenWaste is a "*brighter shade of green*" – GreenWaste will ensure that every one of its partners, including the City, will meet or exceed all mandated diversion goals.

GreenWaste/Zanker Sustainability Report

In 2013, GreenWaste and sister company Zanker Road Resource Management, Ltd. (Zanker), published their first Sustainability Report, which outlines internal initiatives to reduce the environmental impacts of operations. The Report highlights the companies' focus on community programs, and displays the companies' efforts to create a safe and engaging work environment for employees. GreenWaste and Zanker have set benchmarks in specific categories to ensure responsible and sustainable business growth. The GreenWaste/Zanker Sustainability Report focuses on leadership in collection and processing technology, innovation in diversion programs amongst the industry's haulers and processors, and action on many headline issues in California, including Climate Change and Sustainable Communities. GreenWaste's comprehensive approach is published in the GreenWaste/Zanker Sustainability Report, which is available for download on GreenWaste's website, www.greenwaste.com.

Climate Action Planning

GreenWaste publicly reports all greenhouse gas (GHG) emissions in order to reveal the climate impact of collection and processing operations, and to help develop strategies towards becoming a more environmentally sustainable company. GreenWaste is committed to providing environmentally sustainable collection and processing operations for its more than 250,000 residential and commercial customers. GreenWaste's breadth of operations creates a unique ability to meet GHG reduction goals, as well as the statewide goals described in AB 32.

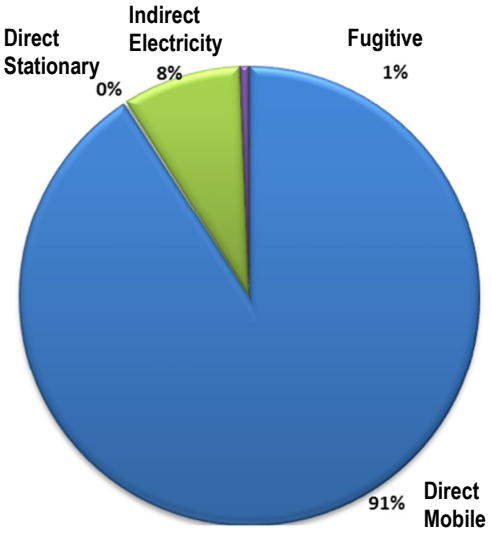
Carbon Footprint Measurement & Management

In order to further the transparency of its commitment to the environment, GreenWaste voluntarily reports and verifies its GHG emissions inventories through The Climate Registry (TCR). GreenWaste is a current member of TCR and has reported its entity-wide emissions for calendar years 2008 through 2013. TCR's program requires third-party verification of the publically reported emissions, which ensures accurate and consistent measurement of GHGs. GreenWaste believes managing its GHG emissions is one of its most important environmental goals, as reducing GHG impacts also help to reduce other environmental impacts. In order to best manage its GHG emissions, GreenWaste needed a baseline from which it now evaluates the company's impacts.

GreenWaste's largest sources of emissions in 2013 were mobile emissions from vehicles (91%), followed by indirect emissions from electricity usage (8%) as shown in the graph below. GreenWaste is continually looking at ways to reduce emissions from both sources, and has already started to do so by using lower carbon fuels, such as CNG and

biodiesel, and by utilizing energy efficient equipment.

2013 Emissions Inventory by Category



GreenWaste will continue to report GHG emissions, allowing for accurate measures of how its Sustainability Programs impact the Carbon Footprint of its numerous collections and processing operations. Additionally, this reporting allows GreenWaste Management to understand the implications of AB 32 policy changes, City requirements and other regulations on its carbon footprint and operations. As a result, GreenWaste will continue to provide competitive services as energy costs rise, and will demonstrate corporate accountability and responsibility during a time when carbon, energy, recycling, and waste regulations are evolving.

Waste Diversion & Avoided GHG Emissions

GreenWaste has demonstrated a commitment to environmental initiatives by exceeding the recycling and waste diversion expectations set by many of the jurisdictions it serves. GreenWaste is currently diverting from landfill over eighty percent (80%) of all material collected and processed, which facilitates GHG emission reductions. GreenWaste further supports GHG emission reductions by:

- ✓ *Recycling and composting managed waste;*
- ✓ *Recovering valuable organic feedstock for biomass energy;*
- ✓ *Reducing the demand for raw or virgin materials, and decreasing overall energy use through re-manufacturing with recycled materials;*
- ✓ *Increasing carbon sequestration in forests and protecting trees by reducing the need for wood and paper products;*
- ✓ *Creating high quality compost that reduces the demand for water, fertilizer, and other soil inputs;*
- ✓ *Maximizing the compost created from organic discards that results in increased soil carbon storage;*
- ✓ *Calibrating existing and developing new processing systems to create high-caloric feedstock for production of biomass energy; and,*
- ✓ *Reducing the demand for fossil fuels through the development of the first commercial scale dry fermentation anaerobic digestion facility in the United States.*

GreenWaste has used the EPA's WARM Model to quantify its avoided GHG Emissions. The Model was developed to help solid waste managers evaluate management options with respect to their GHG emissions impact. WARM calculates the emissions impacts of several waste management options (landfill, recycling, composting, and combustion with energy recovery) for 34 separate categories of waste materials. The WARM emission factors are based on an EPA study entitled "Solid Waste Management and Greenhouse Gases: A Life-Cycle Assessment of Emissions and Sinks," originally published in 2002 and now in its 13th edition as of February 2012. In 2013 alone, GreenWaste processed over 374,000 tons of incoming material at the GreenWaste MRF in San Jose and of the materials diverted from landfill, the tonnages were distributed among the categories, below:

- Recycled material 74,609 tons
- Biomass energy feedstock 36,733 tons
- Composted material 173,337 tons

The WARM model estimates the following categories of emissions:

- ✓ *Avoided emissions from recycling (i.e. reduced resource extraction and wood harvest, reduced manufacturing energy, etc.);*
- ✓ *Avoided fossil fuel emissions from biomass energy production;*
- ✓ *Soil carbon storage from compost application;*
- ✓ *Avoided landfill emissions from organics diversion from the landfill; and,*
- ✓ *Actual landfill emissions from the fraction landfilled minus fossil fuel offsets from landfill gas energy generation.*

When organics are landfilled, not all of the material decomposes. Therefore, since some portion remains, CalRecycle's position is that it is technically correct to quantify and report that a portion of carbon stays in a landfill. However, interpreting the carbon stored in a landfill as an offset to landfill methane emissions is inconsistent with greenhouse gas reduction goals and targets in California. Additionally, encouraging landfilling organic materials also runs counter to CalRecycle's goals to remove organics from landfills. Biogenic carbon storage is not considered an avoided emission in this analysis.

WARM Results

GHG emissions for the categories listed above are shown below.

Note: avoided emissions are negative and are shown in parenthesis.

Avoided emissions from recycling	(268,635)
Avoided fossil emissions from biomass energy	(10,368)
Soil carbon storage from compost application	(111,218)
Landfill emissions from the fraction landfilled =	8,694
Overall GHG impacts (sum of the emissions shown above)	**(381,527)**

Pursuits to Zero Waste

In order to support GreenWaste's "highest and best use" philosophy, and to further develop organics to energy projects and technology, GreenWaste and Zanker formed Zero Waste Energy Development Company (ZWEDC). ZWEDC maximizes organics recovery, and captures the energy value of food waste and organics. In 2013, ZWEDC

opened the first-in-the-United-States commercial scale dry fermentation Anaerobic Digestion (AD) and In Vessel Composting (IVC) facility in the City of San Jose.

The AD Facility uses a batch AD system, which uses organic materials and a dry fermentation process to produce a biogas that contains 50-60% methane. The AD technology captures carbon dioxide and methane from the controlled composting of organic materials in large airtight containers. The organic material feedstock is comprised of food waste and green waste. The first few activities of the AD process take place in an enclosed building consisting of a receiving area for feedstock material delivery and storage; digesters (i.e., large airtight containers); an engine room for electrical generation; compost curing tunnels; and biogas storage container area. An air circulation and control system contains the air in the building, and controls odor by exhausting air through a specially designed and constructed biofilter. The biogas generated during the digestion process is collected, stored and processed within the enclosed building. The biogas is then used to power on- or off-site generators.

For further details about ZWEDC, please refer to Section 2.C | Organic Materials Processing and Section 2.J | Subcontractors.

Water Resource Conservation

GreenWaste's biodigester at the GreenWaste MRF processes all wash water prior to discharge to the sanitary sewer. GreenWaste's older wash pad did not require replacement; however, the system was upgraded to ensure the wash pad operations were not impacting the local water treatment plant and, ultimately, the San Francisco Bay. GreenWaste's wash pad and biodigester ensure that zero pollutants are discharged from its washing operations. GreenWaste has also planted water efficient landscaping and vegetative swales at its maintenance yard and Watsonville facility, both to conserve water and to naturally treat storm water prior to discharge.

Emissions Reduction Plan

GreenWaste will significantly reduce fleet emissions by utilizing Compressed Natural Gas (CNG) engines or B20 biodiesel in collection vehicles servicing the City. CNG-burning engines emit nearly eighty-percent (80%) fewer amounts of carbon monoxide, and offer greater fuel efficiencies than traditional diesel powered engines. Also, vehicle sizes and types have carefully been chosen to maximize collection efficiency and minimize environmental impacts. Reducing vehicle passes on city streets will also decrease emissions and noise concerns. Supervisor and outreach staff vehicles will be flex fuel or hybrid light duty trucks and passenger cars, which emit fewer GHG emissions and have increased fuel economy.

GreenWaste Carpet Recycling

GreenWaste Carpet Recycling (GWCR) is owned and operated by GreenWaste, and collects, analyzes, sorts and processes post-consumer carpeting, padding, commercial broadloom carpet and carpet tiles throughout Northern California. As a proud member of the Carpet America Recovery Effort (C.A.R.E.), GWCR facilities meet and/or exceed the requirements as a C.A.R.E. "Certified Collector." GWCR's first-of-its kind processing facility in California harvests resources from carpet, and currently boasts a 95% "zero-to-waste" ratio. The sheered fibers, polypropylene backing strands and calcium carbonate harvested from the carpet are used to manufacturer new carpet, carpet padding, plastic automobile parts, erosion control products, building products, floor tile, and various other commodities in California.

Green Business Practices

Green Business Certification

GreenWaste has implemented many sustainable business practices that focus on environmental stewardship and sustainability. GreenWaste has also worked with the Santa Clara County Green Business Program to certify a number of their offices throughout the Bay Area. The GreenWaste headquarters in San Jose and the GreenWaste of Palo Alto office are both Green Business Certified, due to environmentally sound office practices such as using recycled content supplies, increasing energy efficiency, reducing internal waste, conserving water, and using non-toxic products. GreenWaste's Operations and Transfer Facility in Watsonville is currently in the process of completing all of the requirements under the Monterey Bay Area Green Business Program. This Watsonville facility will be Green Business Certified within the next year or so.

Zero Waste Policy

GreenWaste enforces zero waste office policies. All employees are encouraged to follow these policies, and participate in education and training to understand the importance of recycling and composting. To efficiently and effectively implement GreenWaste's internal recycling program, the Outreach team creates signage, places adequate and appropriate containers conveniently in all GreenWaste buildings, and conducts multi-lingual training for each department. In addition, the janitorial staff is trained to identify contamination and to maintain proper separation of materials, allowing GreenWaste to control both the front and back end of the program.

Environmentally Preferable Purchasing Policy

To ensure the success and efficiency of GreenWaste's zero waste policy, a company-wide Environmentally Preferable Purchasing Policy (EPPP) is in place. GreenWaste has developed a purchasing list that encourages the purchase of commonly used office, cleaning and break-room supplies that contain recycled content. By incorporating environmental considerations in purchasing, GreenWaste is actively reducing the impact of its operations on the environment, avoiding unnecessary hazards, protecting public health, reducing costs and liabilities, and helping develop and support markets for environmentally responsible products. As a secondary benefit, the EPPP will assist in energy, water, and material resources savings, and will reduce long-term operating and maintenance costs. The following are key concepts of GreenWaste's EPPP that have been implemented:

Recycled Content, Recyclable Materials, Waste Reduction & Reuse

- ✓ *All offices will utilize a minimum of 30% post-consumer recycled content paper products;*
- ✓ *All offices will have recycling bins for convenient recycling;*
- ✓ *Internal waste reduction and reuse protocol(s) will be in affect;*
- ✓ *Paperless invoicing and bill payment are actively encouraged;*
- ✓ *Duplex features on printers and copiers are enabled;*
- ✓ *Use of rechargeable batteries; and,*
- ✓ *Encourage reusable and washable utensils and supplies.*

Energy Efficient Operations

- ✓ *Electronic equipment (computers, copiers, printers, faxes, etc.) will be Energy Star compliant and turned off at the end of each day;*

- ✓ *Installation of newer, efficient equipment;*
- ✓ *Use of occupancy sensors for office lighting;*
- ✓ *Use of task lighting; and,*
- ✓ *Enable power saving feature on all office equipment.*

Water & Resource Conservation

- ✓ *Design, construction, and daily operations will be incorporated at GreenWaste facilities; and,*
- ✓ *Whenever possible, non-toxic products will be used.*

Additional Environmentally Sustainable Practices

- ✓ *Alternatively-fueled collection vehicles with reduced emissions;*
- ✓ *Hybrid/Electric company vehicles; and,*
- ✓ *Routing specifically designed and recalibrated to increase route efficiencies in order to reduce vehicle miles traveled.*

These environmentally friendly practices demonstrate that GreenWaste is a true environmental leader. A copy of the GreenWaste Environmentally Preferable Purchasing Policy is included in Section 8 | Attachments.

Highest & Best Use

GreenWaste prioritizes its "highest and best use" philosophy in its own business practices, and encourages subcontractors to adopt and implement the same philosophy. Since all Recyclable Materials generated in the City are going to be processed at the GreenWaste MRF, GreenWaste can ensure that a highest and best use philosophy is strictly enforced. As an environmentally responsible and sustainable company, GreenWaste works to find highest and best use solutions for Recyclable Materials and Organics, donates to reuse centers, prefers to market materials domestically. GreenWaste gives preference to these markets to reduce the carbon footprint of shipping commodities internationally, thereby also supporting the local economy.

Supporting Sustainable Agriculture

Organics to Compost - A Foundation to Sustainable Food

Organics processed or transferred through the GreenWaste MRF are transported to GreenWaste's sister facility, Z-Best Composting Facility (Z-Best). At Z-Best, the organics become valuable soil amendments used in many agriculture applications and landscaping projects throughout Northern and Central California. Not only does this organics to compost program reduce GHG emissions through increased landfill diversion, but the compost also provides additional downstream benefits such as increased carbon sequestration of soils, water usage reduction, soil erosion prevention, and a reduction in synthetic fertilizer use. Using CARB's Technical Document[1], GreenWaste can estimate the water, fertilizer, and soil savings.

[1] *Method for Estimating Greenhouse Gas Emissions Reductions from Compost from Commercial Organic Waste, published November 14, 2011.*

Reducing Water Usage in Agriculture

All efforts in water conservation are significant, as water scarcity has become a dominant concern in the State of California (as well as many other Western States). Furthermore, pumping and transporting water requires enormous amounts of energy (resulting in GHG emissions) and impacts surrounding ecosystems. Fortunately, these effects can be mitigated through the use of compost. Soil density decreases when compost is applied, which allows more water to be stored in the spaces between particles. Compost acts as a sponge, reducing the overall amount of watering needed. From 2009 to 2013, application of compost (generated from organics processed at the GreenWaste MRF and composted at Z-Best) has assisted in a savings of 5 billion gallons of water[2].

Reducing Fertilizer Usage & Keeping Soils Healthy

The application and use of compost plays an important role in decreasing soil erosion, and in reducing the amount of chemical fertilizer needed to enhance the productivity of soil. Preventing erosion by enhancing soil helps to conserve the nutrient-rich top layer that occurs naturally in soil. Additionally, stopping erosion protects local waterways and ecosystems that can be severely damaged from the release of silt, fertilizer, pesticides and herbicides in the environment. Lastly, compost helps maintain the healthy balance of organisms that soils need to remain fertile, while also reducing the need for chemical fertilizers.

Compost also assists in the battle against climate change by reducing GHG emissions and environmental impacts. Reducing the need for synthetic fertilizers also reduces the amount of virgin materials required for those fertilizers, which in turn saves the energy expended from harvesting and processing those virgin materials. Healthy soil captures carbon that may otherwise escape into the environment as carbon dioxide. Using CARB's Technical Document, GreenWaste has measured the decreases in soil erosion, reductions in fertilizer consumption, and projected future impacts of its operations caused by using compost from Z-Best from 2009 to 2013. From 2009 to 2013, use of Z-Best compost has saved over 3.7 billion tons of soil from being eroded and prevented almost 19 million tons of synthetic fertilizers from being used.

[2] *The CARB Technical Document provides a range of water savings from the use of compost.*

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7 Other Proposal Forms

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Attachment 5:
Secretary's Certificate

I, Frank Weigel (Name), certify that I am the secretary of the corporation named herein; that Frank Weigel (Name) who signed this Proposal on behalf of the corporation, was then Secretary (Title) of said corporation; that said Proposal is within the scope of its corporate powers and was duly signed for and on behalf of said corporation by authority of its governing body, as evidenced by the attached true and correct copy of the Articles of Incorporation (Name of Corporate Document).

By: _____

Name: Frank Weigel
Title: Secretary

Date October 27, 2015

A405609

State of California

OFFICE OF THE SECRETARY OF STATE

CORPORATION DIVISION

I, *MARCH FONG EU*, Secretary of State of the State of California, hereby certify:

That the annexed transcript has been compared with the corporate record on file in this office, of which it purports to be a copy, and that same is full, true and correct.

IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this

1991

March Fong Eu

Secretary of State

1518631

ENDORSED
FILED
in the office of the Secretary of State
of the State of California

MAY 10 1991

MARCH FONG EU, Secretary of State

ARTICLES OF INCORPORATION

OF

GREENWASTE RECOVERY, INC.

I.

The name of this corporation is GREENWASTE RECOVERY, INC.

II.

The purpose of this corporation is to engage in any lawful act or activity for which a corporation may be organized under the General Corporation Law of California other than the banking business, the trust company business or the practice of a profession permitted to be incorporated by the California Corporations Code.

III.

The name and address in the State of California of this corporation's initial agent for service of process is Richard A. Cristina, 575 Charles Street, San Jose, California, 95112.

IV.

This corporation is authorized to issue only one class of shares of stock, and the total number of shares which this corporation is authorized to issue is one million (1,000,000).

Dated: May 7, 1991

Richard A. Cristina

I hereby declare that I am the person who executed the foregoing Articles of Incorporation, which execution is my act and deed.

Richard A. Cristina

Attachment 6
Non-Collusion Declaration

Proposer's Name GreenWaste Recovery, Inc.

FOR: COUNTY OF SANTA CRUZ RECYCLABLES, ORGANICS, AND SOLID WASTE COLLECTION AND RECYCLABLES PROCESSING SERVICES

Proposer declares under penalty of perjury under the laws of the State of California that this proposal is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation; that such proposal is genuine and not collusive or sham; that said Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham proposal and has not directly or indirectly colluded, conspired, connived, or agreed with any Proposer or anyone else to put in a sham proposal, or that anyone shall refrain from submitting a proposal; that said Proposer has not in any manner directly or indirectly sought by agreement, communication, or conference with anyone to fix the proposal price of said Proposer or of any other Proposer, or to fix any overhead, profit, or cost element of such proposal price, or of that of any other Proposer, or to secure any advantage against the public body awarding the Contract of anyone interested in the proposed Contract; that all statements contained in such proposal are true, and further, that said Proposer has not directly or indirectly submitted his proposal price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid and will not pay any fee in connection therewith, to any corporation, partnership, company, association, organization, proposal depository, or to any member or agent thereof, or to any other individual except to any person or persons as have a partnership or other financial interest with said Proposer in this general business.

The above Non-Collusion Declaration is part of the proposal. Signing this proposal on the signature page thereof shall also constitute signature of this Non-Collusion Declaration.

Proposers are cautioned that making a false certification may subject the certifier to criminal prosecution.

Attachment 7:
Iran Contracting Certification

Pursuant to Public Contract Code Section 2200 et seq., ("Iran Contracting Act of 2010"), Contractor certifies that:

(1) Contractor is not identified on the list created by the California Department of General Services ("DGS") pursuant to California Public Contract Code Section 2203(b) as a Person engaging in investment activities in Iran; and

(2) Contractor is not a financial institution that extends twenty million dollars ($20,000,000) or more in credit to another Person, for forty-five (45) Days or more, if that Person will use the credit to provide goods or services in the energy sector in Iran and is identified on the DGS list made pursuant to Section 2203(b).

As used herein, "Person" shall mean a "Person" as defined in Public Contract Code Section 2202(e).

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY, that I am duly authorized to legally bind the Contractor to this Certification, which is made under the laws of the State of California.

GreenWaste Recovery, Inc. ("Contractor")

By: _____ (Signature)

Name: Frank Weigel (Printed Name)

Title: Secretary

Date: October 27, 2015

8 Attachments

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8 Attachments

Included as attachments to GreenWaste's Collection Proposal are the following:

- ✓ Attachment A GreenWaste Recovery, Inc. Articles of Incorporation
- ✓ Attachment B Memorandum of Understanding with Teamsters Local Union 350
- ✓ Attachment C Subcontractor Commitment Letters
- ✓ Attachment D Manufacturer Commitment Letters
- ✓ Attachment E Manufacturer Brochures
- ✓ Attachment F Sample Public Outreach Materials
- ✓ Attachment G Sample Invoices
- ✓ Attachment H Sample Reports
- ✓ Attachment I Jurisdictional Reference Letters and Commendations
- ✓ Attachment J Family of Companies Brochure
- ✓ Attachment K Environmentally Preferable Purchasing Policy

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