

# EXHIBIT B7

## Events and Venues

Contractor will provide Collection services for the following City events and venues, and for additional events and venues at a mutually-agreed upon cost:

Pacific Grove Event and Venue Collection Services		
Event/Venue	Month of the Event	Service Level/Estimated Attendance
Good Old Days	April	See Below
Feast of Lanterns	July	See Below

Contractor shall Deliver and Collect Containers for these events on a Monday – Friday schedule at service levels appropriate to the event. Contractor shall be obligated to perform no more than one (1) Saturday or Sunday Delivery or Collection on an annual basis.

*This page intentionally left blank*

**EXHIBIT C:  
PUBLIC EDUCATION AND OUTREACH REQUIREMENTS**

---

*This page intentionally left blank*

## **EXHIBIT C**

### **PUBLIC EDUCATION & OUTREACH PLAN**

#### **1. General Administration**

The City places the utmost importance on effective public outreach and education in helping residents and businesses fully understand options for and benefits of source reduction, reuse, Recycling, and Composting. General provisions are as follows:

1. Prior to the Commencement Date and by December 1 of each following year during the Term of this Agreement, Contractor shall develop and submit an annual public education plan to promote the programs performed by Contractor under this Agreement. Each public education plan shall specify the target audience for services provided, include upcoming promotions for ongoing and known special events, identify program objectives, individual tasks, public education materials to be developed or updated, opportunities for expanded partnerships, and a timelines for implementation. Input shall be solicited from the City and each plan implementation success shall be measured by deadlines and products developed. Contractor shall meet with the City Contract Manager to present and discuss the plan, review the prior year's activities (including direct and in-kind donations made, sponsorships and services provided to City-sponsored events) and determine whether community activities and the provision of services to the City reflect the needs of City staff and their City Council. City Contract Manager shall be allowed up to thirty (30) calendar days after receipt to review, request modifications, and approve the plan.
2. The City Contract Manager and Contractor shall meet a minimum of one (1) time per calendar quarter to discuss services, outreach, and educational campaigns and request changes or adaptations to the annual public education plan.
3. Contractor shall distribute instructional information, public education, and promotion materials in advance of, and following, commencement of services. This shall entail, at a minimum, distributing program literature with delivery of Containers. Contractor shall use multiple media sources including print, radio television, electronic/ social media, and events to notify Customers of the change in their service provider and to highlight new program offerings. Transition and ongoing sector-specific collateral materials shall be developed and distributed.
4. When developing outreach, educational and promotional materials, Contractor shall work with the City to understand goals and objectives, ensure coordinated messaging, then begin drafting the content and developing a graphic mock-up. All outreach and educational materials shall be thematically branded with consistent color, font, look and feel; produced in English and Spanish; and photo-oriented to appeal to varied language and literacy levels. Materials shall also be made available in digital form, and shall be printed double-sided by a Monterey County business on 100% recycled and recyclable paper. Prior to finalizing any collateral materials, and no fewer than four (4) weeks prior to the deadline for distribution, the draft shall be provided to the City for a final review. The draft shall then be sent for printing and distribution.
5. All City facilities shall receive any and all public education and outreach materials and services provided to the Commercial sector. Contractor shall provide all printed public education materials to

## **EXHIBIT C**

### **PUBLIC EDUCATION & OUTREACH PLAN**

City offices and facilities to have available for the public that visits those facilities and shall replenish the materials as requested by the City Contract Manager.

6. Contractor shall participate in and provide annual funding of at least twenty five thousand dollars (\$25,000) to the Central Coast Recycling Media Coalition as the service provider for the Cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Sand City, and Seaside and the Pebble Beach CSD.
7. Contractor shall develop and utilize corrective action notices that will also function as non-Collection and courtesy notices in clear instances of Customer non-compliance. Contractor shall develop and maintain a system of keeping records of and following up with Customers who receive non-Collection notices during Collection of materials.
8. Contractor shall develop a website specific to its operations in Monterey County, with a section specific to City programs and Customers, that will be used to post educational materials for download, highlight program successes and provide Diversion statistics. Contractor shall prepare multi-lingual public education materials in English and Spanish and post the multi-lingual outreach materials on its website.

#### **2. Public Education and Outreach Team**

To best achieve the highest possible level of public education and awareness, Contractor has proposed to employ one full-time Environmental Outreach Manager (EOM) and two (2) full-time Environmental Outreach Coordinators (EOC) to develop and implement all public education and outreach activities required by this Agreement for all sectors in the Cities of Carmel-by-the-Sea, Del Rey Oaks, Marina, Pacific Grove, Sand City, and Seaside and the Pebble Beach CSD. and shall serve the MRWMD service area exclusively. The public education and outreach staff shall work with City to conduct outreach, promote waste reduction, recycling, diversion programs, and provide technical assistance to qualifying Multi-family and Commercial Customers.

As described in Contractor's Proposal, the EOM shall have the following duties and responsibilities:

1. Serve as liaison with the City and MRWMD. In this capacity, EOM shall participate in strategy development meetings related to source reduction, reuse, recycling, and composting;
2. Participate in community activities and offer support to local service organizations;
3. Develop and maintain relationships with the media, draft press releases; and,
4. Ensure compliance with Agreement(s).

The Contractor's EOCs shall have the following duties and responsibilities:

1. Attend events and meetings in the community to promote recycling and diversion programs;

## **EXHIBIT C**

### **PUBLIC EDUCATION & OUTREACH PLAN**

2. Assist with the development and distribution of educational and outreach materials;
3. Develop a thorough understanding of the history and challenges in managing solid waste and increasing recycling and diversion efforts;
4. Identify recurring contamination issues and proposing solutions;
5. Participate in educational and Participating City-sponsored activities as well as workshops, civic and business group meetings, and other community events;
6. Provide tours of processing facilities, as appropriate;
7. Create environmental awareness and promoting recycling throughout the community; and,
8. Provide technical assistance to qualifying Multi-family and Commercial Service Recipients to comply with AB 341 by conducting site surveys to right-size containers and collection frequency and making recommendations to increase participation and reduce contamination.

Contractor's EOM and EOCs shall, at a minimum, perform the following additional tasks:

1. Work to develop partnerships with and incorporate City and MRWMD program and educational activities into Contractor activities, and vice versa;
2. Prepare proposals and presentations to municipal contract entities;
3. Participate and represent Contractor in community activities;
4. Oversee Customer satisfaction of all program services, as described in Exhibit B to the Agreement;
5. Ensure compliance with the Agreement and regulatory agencies having jurisdiction over Contractor's activities;
6. Coordinate, produce, and implement the annual education and outreach plan required by Section 1 of this Exhibit C to the Agreement;
7. ;
8. Offer annual visits to identify the service needs of each eligible Customer, other than Single-Family Customers, by conducting "Recycling opportunity assessments" of Customer locations and facilities;
9. Manage follow up Recycling opportunity assessments for businesses to conduct a more comprehensive investigation and educational process after the initial review;
10. Provide all Customers with appropriate educational information necessary to make informed, environmentally-forward decisions relative to waste reduction, reuse, and Recycling activities.
11. Maximize the opportunity for initial and sustained program success by seeking to identify a "champion" (ideally a senior manager) at each eligible Commercial and Multi-Family Customer who

## **EXHIBIT C**

### **PUBLIC EDUCATION & OUTREACH PLAN**

will serve as a primary contact and advocate for Recycling and Composting programs within the Customer's organization;

12. Help plan service needs for special events and large venues with a focus on reducing the Disposal of materials resulting from such events or venues; and,
13. Create and distribute reports as required under this Agreement and/or requested by City Contract Manager.

#### **3. Sector-Specific Activities**

The following tables present the public education and outreach activities to be performed by Contractor as minimum requirements under this Agreement. Each Customer Type faces unique waste management opportunities and challenges; therefore, Contractor shall develop targeted, sector-specific educational materials and perform outreach activities as described for each Customer Type.



## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

### Public Education and Outreach | All Sectors

*All printed materials also to be posted to the Company's website.*

The following general public education and outreach materials shall each be produced for the benefit of all Customer types that receive Collection service from the Contractor.

Activity	Description	Distribution/Frequency
Newspaper Advertisement	Prepare and distribute a newspaper advertisement that explains all programs that will be offered under the new Agreement.	One (1) time at beginning of the Agreement (20-30 days prior to contract start date).
Seasonal Program Notification Postcards	Contractor shall prepare Season Notification Postcards which will be developed and mailed directly to Customers as needed, and timed between quarterly newsletters. Postcards will inform Customers of Halloween Pumpkin Collection, Holiday Tree Collection, Spring Cleaning, Fall Leaves Collection, and other seasonal program offerings.	Quarterly
Public Service Announcement (PSA)	Prepare and distribute a PSA for local radio and cable television broadcast describing the new programs under the Agreement.	One (1) time at beginning of the Agreement (20-30 days prior to contract start date).
Press Release	Contractor shall produce a press release to advertise and promote all programs, with particular focus on any new programs that will be offered to each sector (Single-Family, Multi-Family, Commercial, schools, City facilities).	One (1) time at beginning of the Agreement (20-30 days prior to contract start date).
Truck-Side Advertising	Contractor shall, on a quarterly basis, develop and implement a MRWMD-wide truck-side advertising campaign to educate the public about Contractor's programs under this Agreement. Each campaign should be coordinated, in terms of both message and timing, with the theme of the quarterly newsletters distributed by Contractor. Contractor shall produce and install truck-side signage for each side of each vehicle it operates in performing services under this Agreement.	Quarterly.

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

### Public Education and Outreach | Single-Family Education and Outreach Activities

*All printed materials also to be posted to the Company's website.*

Activity	Description	Distribution/Frequency
New Programs Mailing	Prepare and distribute an initial mailing to Single-Family Customers explaining the program changes in the new Agreement; changes from the existing Collection programs to new programs; and, the effective date of the change. Additionally, a holiday schedule, and a residential recycling and expanded services guide shall be included.	One (1) time at beginning of the Agreement (45-60 days prior to Commencement Date) via direct mail.
Recycling Guide	Contractor shall produce a "Recycling guide" specific to Single-Family Customers and update the guide as needed. This guide shall include information on Collection methodologies, set out instructions, set out schedule, contact information, and acceptability and necessary preparation of materials for all Single-Family programs described in Exhibit B-1. A section of the guide will specifically address proper methods of handling and Disposal of Hazardous Wastes.	One (1) time at beginning of the Agreement (20-30 days prior to Commencement Date) and as needed via direct mail.  To each new Single-Family Customer throughout Term of Agreement.
Neighborhood Group & HOA Visits	Visit homeowner associations and other neighborhood groups and associations to promote and explain the Recycling programs included in this Agreement.	At City Contract Manager or Customer request.
Quarterly Newsletter	Prepare and distribute quarterly newsletters that creatively inform Residential Customers about such topics as availability of Bulky Item pick-ups, home Composting, proper handling of Household Hazardous Waste, E-Waste, and U-Waste, other environmental conservation topics statistics, trends, and facts about programs performed under this Agreement (i.e. material Collected, Tonnage, year over year increase/decrease, markets for material Collected, what each material is Recycled into, and the importance of buying Recycled). Contractor shall include an educational section in each newsletter geared towards children. Contractor's annual public education plan shall define a theme for each Quarterly Newsletter.	One (1) time per quarter included in each mailed Customer bill and downloadable from electronic Customer bills.

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

Activity	Description	Distribution/Frequency
Corrective Action Notices	Produce a Single-Family Customer oriented corrective action notice for use in instances where the Customer includes prohibited materials in a Container or fails to properly prepare or set-out Containers.	As needed.
Seasonal Program Notifications	Provide written notification to all Single-Family Customers advertising each seasonal or periodic program (e.g. holiday tree Collections). The notification shall inform Customers of the schedule, acceptable and prohibited materials, and set-out requirements for the program.	At least fourteen (14) days prior to event via direct mail.
Website	Contractor shall prepare a "Single-Family Customer" section of its website where it will present Customers with "how-to" information for participating in Contractor-provided programs including proper Container set-outs, and provide Single-Family Customers with links to click on for additional resources. All other Single-Family educational materials shall be posted on this section of Contractor's website in PDF and/or video format. The website shall also publish the current Rates charged to Single-Family Customers within the City.	At least thirty (30) days prior to Commencement Date.  Updated no less than quarterly.
Advertise Composting and Worm Bins	Promote the availability of Composting and worm Bins offered through the MRWMD. Additionally, Contractor shall promote home Composting through the release of the MRWMD-provided technical information to Single-Family Customers via brochures and newsletters and the Contractor's website.	As requested by City and/or MRWMD within other education materials.

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

### Public Education and Outreach | Multi-Family Education and Outreach Activities

*All printed materials also to be posted to the Company's website.*

Description	Purpose	Distribution/Frequency
New Programs Mailing	Prepare and distribute an initial mailing to all Multi-Family households within City explaining the program changes in the new Agreement; changes from the existing Collection programs to new programs; and, the effective date of the change.	One (1) time at beginning of the Agreement (45-60 days prior to Commencement Date) via direct mail to each Multi-Family household in City.
Recycling Guide	Contractor shall produce a "Recycling guide" specific to Multi-Family Customers and update the guide as needed. This guide shall include information on Collection methodologies, set out instructions, contact information, and acceptability and necessary preparation of materials for all Multi-Family programs described in Exhibit B2. A section of the guide will specifically address proper methods of handling and Disposal of Hazardous Wastes.	One (1) time at beginning of the Agreement (20-30 days prior to Commencement Date) and as needed via direct mail to each Multi-Family household in City.
Quarterly Newsletter	Prepare and distribute quarterly newsletters that creatively inform Multi-Family Customers about such topics as availability of Bulky Item pick-ups, home Composting, proper handling of Household Hazardous Waste, E-Waste, and U-Waste, environmental conservation statistics, trends, and facts about programs performed under this Agreement (i.e., material Collected, Tonnage, year over year increase/decrease, markets for material Collected, what each material is Recycled into, and the importance of buying Recycled). Contractor shall include an educational section in each newsletter geared towards children. Contractor's annual public education plan shall define a theme for each Quarterly Newsletter.	One (1) time per quarter via direct mail to each Multi-Family household in City.

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

Description	Purpose	Distribution/Frequency
<p>Technical Assistance: Recycling Opportunity Waste Assessments</p>	<p>Offer Recycling opportunity assessments at least one (1) time annually for AB341 Eligible Multi-Family Customers to meet with the property manager or owner of Multi-Family Premises to promote Recyclable and Organic Materials Collection and replenish “move-in kits” as needed by each Multi-Family Premises.</p> <p>Additionally, Contractor shall perform complete walk-throughs of each facility/complex and discuss the internal and external layout with Manager; identify areas of generation, collection, noting areas for improved infrastructure, placement, or educational materials. Contractor shall also identify major component of the waste stream by location and identify special wastes or sourced separated materials potentials. Contractor shall then make recommendation for waste reduction, contamination prevention, and service level or frequency modification. Finally, Contractor shall coordinate with customer service and operations to implement service level changes, as needed.</p> <p>Further, Contractor shall prepare and submit reports to City that documents Customers targeted quarterly, the existing service levels, recommendations made, and the outcome of technical assistance provided.</p>	<p>Offer in-person meetings to AB341 Eligible Multi-Family Customers conducted one (1) time per year, plus follow-up meetings with individual Customers, as needed.</p>
<p>Move-In Kits</p>	<p>Prepare and distribute “move-in kits” for property managers and owners of Multi-Family Premises to provide new tenants. Move-in kits shall include, at a minimum, a Multi-Family Recycling guide, a Personal Recycling Bin, and stickers or refrigerator-magnets that clearly define the acceptable and prohibited materials in the Recycling program.</p>	<p>Distributed during Recycling opportunity assessments.</p>

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

Description	Purpose	Distribution/Frequency
Workshops	Offer and respond to requests for on-site meetings and workshops. Contractor shall conduct workshops for AB341 Eligible Customers (when requested) that will show property managers and residents, in a hands-on interactive format, how to use the Recycling and Organics program and will provide resources for additional information and support.	At AB341 Eligible Customer's request.
"How-to" Guide: Electronic, Universal and Excluded Waste	Prepare a "how-to" guide on proper Recycling, handling and Disposal of Household Hazardous Waste, E-Waste, and U-Waste and distribute materials directly to tenants of Multi-Family Premises and update the guide as needed. Contractor may arrange for distribution to each tenant unit a flyer, door hanger, or other public education piece by coordinating with the Owner or property manager of the Premises.	One (1) time per year via direct mail or door-to-door.
Seasonal Program Notifications	Provide written notification to each Multi-Family Customer and property manager advertising each seasonal or periodic program (e.g. holiday tree Collections). The notification shall inform Customers of the schedule, acceptable and prohibited materials, and set-out requirements for the program.	At least fourteen (14) days prior to event via direct mail.
Website	Contractor shall prepare a "Multi-Family Customer" section of its website where it will present "how-to" information for participating in Contractor-provided programs including proper Container set-outs, and provide Multi-Family Customers with links to click on for additional resources. All other Multi-Family educational materials shall be posted on this section of Contractor's website in PDF and/or video format. The website shall also publish the current Rates charged to Multi-Family Customers within the City. The website shall also provide Multi-Family property managers with an opportunity to request "Recycling opportunity assessments" or additional "move-in kits".	At least thirty (30) days prior to Commencement Date.  Updated no less than quarterly.
AB341 Outreach Activities	Contractor shall disseminate outreach materials containing AB341 information to assist City with AB341 outreach compliance.	One (1) time annually

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

### Public Education and Outreach | Commercial Education and Outreach Activities

*All printed materials also to be posted to the Company's website.*

Description	Purpose	Distribution/Frequency
New Programs Mailing	Prepare and distribute an initial mailing to all Commercial Customers within the City explaining the program changes in the new Agreement; changes from the existing Collection programs to new programs; and, the effective date of the change.	One (1) time at beginning of the Agreement (45-60 days prior to Commencement Date) via direct mail.
Recycling Guide	Contractor shall produce a "Recycling guide" specific to Commercial Customers and update the guide as needed. This guide shall include information on Collection methodologies, set out instructions, contact information, and acceptability and necessary preparation of materials for all Commercial programs described in Exhibit B3. A section of the guide will specifically address proper methods of handling and Disposal of Hazardous Wastes.	One (1) time at beginning of the Agreement (20-30 days prior to Commencement Date) and as needed via direct mail.  Distributed during Recycling opportunity assessments.
"How-to" Flyer: Recyclable Materials	Prepare and distribute a "how-to" brochure explaining the Recycling Materials Collection programs for each general business type (restaurants, office/Commercial buildings, strip malls, and large Commercial businesses).	One (1) time at beginning of the Agreement (20-30 days prior to contract start date) via direct mail.  Distributed during Recycling opportunity assessments.
"How-to" Flyer: Organic Materials	Prepare and distribute a flyer describing the Organic Materials Collection services available and how to prepare Organic Materials for Collection for each general business type (restaurants, office/Commercial buildings, strip malls, and large Commercial businesses).	One (1) time at beginning of the Agreement (20-30 days prior to contract start date) via direct mail.  Distributed during Recycling opportunity assessments.

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

Description	Purpose	Distribution/Frequency
<p>Technical Assistance: Recycling Opportunity Waste Assessments</p>	<p>Offer Recycling opportunity assessments at least one (1) time annually to AB341 Eligible Commercial Customers to promote Recyclable and Organics Materials Collection and replenish Recycling guides and Recycling and Organics posters as needed by each Customer.</p> <p>Additionally, Contractor shall perform complete walk-throughs of each facility/complex and discuss the internal and external layout with Manager; identify areas of generation, collection, noting areas for improved infrastructure, placement, or educational materials. Contractor shall also identify major component of the waste stream by location and identify special wastes or sourced separated materials potentials. Contractor shall then make recommendation for waste reduction, contamination prevention, and service level or frequency modification. Finally, Contractor shall coordinate with customer service and operations to implement service level changes, as needed.</p> <p>Further, Contractor shall prepare and submit reports to City documenting Customers targeted quarterly, the existing service levels, recommendations made, and the outcome of technical assistance provided.</p>	<p>Offer one (1) time annually during in-person meetings with AB431 Eligible Commercial Customers, plus follow-up meetings with individual Customers, as required.</p>
<p>Recycling and Organics Posters</p>	<p>Produce and distribute (during Recycling opportunity assessments) laminated Recycling and Organics posters that provide graphic illustrations of acceptable and prohibited materials within each program.</p>	<p>Distributed during Recycling opportunity assessments.</p>



## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

Description	Purpose	Distribution/Frequency
Quarterly Newsletter	Prepare and distribute quarterly newsletters that creatively inform Commercial Customers about such topics as: cost savings available from source reduction, reuse, and Recycling; tips for overcoming common operational challenges businesses have with Recycling and Organics programs; the environmental benefits of buying Recycled-content products and statistics, trends, and facts about programs performed under this Agreement (i.e. material Collected, Tonnage, year over year increase/decrease, markets for material Collected, what each material is Recycled into) as appropriate. Contractor's annual public education plan shall define a theme for each quarterly newsletter.	One (1) time per quarter via direct mail to each Commercial Customer in City.
Program Announcements	On each bill, Contractor shall include a brief statement to Commercial Customers providing service-related announcements such as messages about new services, the on-call clean-up and Bulky Item pick-up services, proper handling of Household Hazardous Waste , etc.	Included in Customer bill.
Corrective Action Notices	Produce a Commercial and Multi-Family Customer oriented corrective action notice for use in instances where the Customer includes prohibited materials in a Container or fails to properly prepare or set-out Containers.	As needed.
AB341 Outreach Activities	Contractor shall disseminate outreach materials containing AB341 information to assist City with AB341 outreach compliance.	One (1) time annually

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

### Public Education and Outreach | Schools

*All printed materials also to be posted to the Company's website as well as links to teacher resources.*

The MRWMD shall be primarily responsible for providing outreach to schools. Contractor shall not be required to perform the following activities unless requested to do so by the City Contract Manager and/or MRWMD staff responsible for education and outreach.

Description	Purpose	Distribution/Frequency
Educational Materials	Contractor shall develop and distribute educational materials geared towards younger audiences including an educational video, an activity book, and recycling posters. Contractor shall provide schools with copies of the video upon request for classroom use. The video shall be made accessible through City portions of the Contractor website.	Upon request
Technical Assistance: Recycling Opportunity Assessment	Offer on-going technical assistance to AB341 Eligible schools subscribing exclusively to Contractor's services, including performing annual waste assessments, calculating Diversion rates, communicating the results to the MRWMD and the City to improve existing school Recycling and Organics programs.	Offered to AB341 Eligible schools at City/MRWMD Request.
Presentation	Develop and implement a curriculum to teach children how to Recycle and Compost at school and at home.	At City/MRWMD Request.
Facility Tours	Promote, coordinate, and conduct educational field trips to the Recycling MRF and to the MRWMD MRF.	At City/MRWMD Request.

## EXHIBIT C PUBLIC EDUCATION & OUTREACH PLAN

### Public Education and Outreach | Special Events

*All printed materials also to be posted to the Company's website as well as links to teacher resources.*

Description	Purpose	Distribution/Frequency
Event Exhibit	Contractor shall staff an exhibit booth and distribute promotional and educational materials at special events. Contractor shall provide visual displays, educational materials (including all guides, flyers, and brochures produced for this Agreement), and Recycling education activities appropriate to a variety of age groups. Display components will be professionally designed and created and shall be scalable to be appropriate for a variety of booth or display configurations. Materials will include those pertaining to the programs provided under this Agreement as well as general information on "green" and/or sustainable behaviors.	All special events listed in Exhibit B7 of this Agreement.  Other events at Customer request.

*This page intentionally left blank*

## **EXHIBIT D: REPORTING REQUIREMENTS**

---

*This page intentionally left blank*

## **EXHIBIT D**

### **REPORTING REQUIREMENTS**

Records shall be maintained in forms and by methods that facilitate flexible use of data contained in them to structure reports, as needed. Reports are intended to compile recorded data into useful forms of information that can be used to, among other things:

1. Determine and set Rates and evaluate the financial efficacy of operations.
2. Evaluate past and expected progress towards achieving the Contractor's Diversion goals and objectives.
3. Provide concise and comprehensive program information and metrics for use in fulfilling reporting requirements under the Act.
4. Determine needs for adjustment to programs.
5. Evaluate Customer service and complaints.

#### **Quarterly Report Content**

Quarterly reports shall be presented by Contractor to show the following information for each month in the reported quarter and include a quarterly average. In addition, each quarterly report shall show the past four (4) quarters average for data comparison (the first three (3) quarters of the Agreement shall only include the available quarterly information).

##### **1. Tonnage Report**

- Tonnage delivered to each Approved Facility by Customer Type, subtotaling and clearly identifying those Tons that are Disposed and those that are Diverted.
- Units of Used Oil, E-Waste, U-Waste, and Bulky Items Collected by Customer Type.
- Recyclable Materials Tonnage Marketed (by commodity and including average commodity value for each) and Processing Residue Tonnage Disposed.
- Organic Materials Tonnage Marketed and Processing Residue Tonnage Disposed.

##### **2. Customer Report**

- Number of Customers by Customer Type.
- Number of Containers at each Service Level by Customer Type and program. Summarizing the total gallons of Cart service, cubic yards of Bin service, and pulls and cubic yards or Tons of Drop Box and Compactor service by Customer Type. Report should calculate the average volume of service received per: Single-Family Customer; Multi-Family dwelling unit; Commercial Customer; and, C&D Customer.
- Number of Bulky Item/Reusable Materials Collection events by Customer Type.
- Participation percentage by program and Customer Type where the participation percentage is calculated as the number of Customers who have subscribed to or requested service under the

## **EXHIBIT D**

### **REPORTING REQUIREMENTS**

program relative to the number of Customers of that Customer Type subscribing to Solid Waste service. Contractor shall not be required to submit participant Customer names and addresses as part of the regular reporting; however, such information shall be provided to the City Contract Manager upon request.

#### **3. City Services Report**

- City facility Diversion rate report (i.e. volume of service by Service Type received by each City Facility and the percentage of the total Service Levels that are for Diversion services relative to the total).
- Summary report on the programs offered to City as described in Exhibit B6 focused on when each service was provided and any issues/concerns identified.

#### **4. Customer Service Report**

- Number of Customer calls listed separately by complaints and inquiries (where inquiries include requests for Recycling information, Rate information, etc.). For complaints, list the number of calls separately by category (e.g., missed pickups, scheduled cleanups, billing concerns, damage claims, etc.).
- Number of new service requests for each Customer Type and program.
- Number of events of Discarded Materials being tagged for non-Collection summarized by the reason for tagging (e.g., inclusion of non-Recyclable or non-Compostable materials, improper setout, Hazardous Waste, etc.).
- Number of hits and unique visitors to the Contractor's website.

#### **5. Education and Outreach Report**

- Provide a status report of Contractor's actual activities completed compared to the annual public education plan. For each completed item, document the results including what date the activity was performed, how many Customers were targeted or participated, and what methods were used to accomplish the task, if different from the plan.
- Summarize the Recycling opportunity assessments provided to Customers (reporting Multi-Family separate from Commercial) by identifying the number of Recycling opportunity assessments conducted each month in the most-recently completed quarter, and contact information including address, contact names, telephone number of Persons contacted, number of units (for Multi-Family), and the Solid Waste and Recyclable Materials Service Level for each complex. Include any Service Level changes resulting from such visits.
- Dates, times, and group names of meetings and events attended.



## **EXHIBIT D**

### **REPORTING REQUIREMENTS**

#### **6. Pilot and New Programs Report**

For each pilot and/or new program, provide activity related and narrative reports on goals, milestones, and accomplishments. Describe problems encountered, actions taken and any recommendations to facilitate progress. Describe vehicles, personnel, and equipment utilized for each program.

#### **7. Revenue Report**

Provide a statement detailing Gross Receipts from all operations conducted or permitted pursuant to this Agreement as required by Section 7.8.

Maintain a list of Customers that are forty five (45) or more calendar days past due and include the following information for each delinquent account: name; service address; contact information; number of days the account is delinquent; method(s) the Contractor has used to attempt collection of the bad debt including date of such attempt(s); and, identification, if, and when the Contractor plans to or did stop service to a delinquent account.

### **Annual Report Content**

The annual report shall be the fourth quarterly report plus the following additional information.

#### **1. Summary Assessment.**

Provide a summary assessment of the programs performed under this Agreement from Contractor's perspective relative to the financial and physical status of the program. The physical status assessment shall reflect how well the program is operating in terms of efficiency, economy, and effectiveness in meeting all the goals and objectives of this Agreement, particularly the Contractor's Diversion goals. Provide recommendations and plans to improve. Highlight significant accomplishments and problems. Results shall be compared to other similar size communities served by the Contractor in the State.

#### **2. Vehicle Inventory**

Provide a listing of all vehicles used in performing services under this Agreement including the license plate number, VIN, make, model, model year, purchase date, engine overhaul/rebuild date (if applicable), and mileage at December 31.

#### **3. Recyclables Markets.**

Contractor shall include a listing of markets for Recyclable Materials and the end use of these materials. This type of information is intended to help the City gauge the sustainability of Recycling markets and the ultimate Disposal of all types of materials Collected.

#### **4. Cost-Based Rate Adjustment Data**

Provide the following information **only if Rates are to be determined for the upcoming Rate Period using a cost-based adjustment** pursuant to Exhibit E3. With the exception of the "Financial

## EXHIBIT D

### REPORTING REQUIREMENTS

Information” listed below, all other items listed may be requested by the City Contract Manager at any time during the Term of the Agreement and Contractor shall comply with that request in a timely fashion.

Contractor understands that although all materials received by the City in connection with this Agreement are intended for the use of the City, they are potentially subject to disclosure under the provisions of the Public Records Act. The City agrees to hold financial information delivered pursuant to the requirements of this Agreement and marked “CONFIDENTIAL” as confidential and shall not disclose the same unless and to the extent disclosure is required pursuant to Applicable Law. In the event such financial information is requested by any party, City shall notify Contractor of the request and shall thereafter disclose the requested information unless Contractor, within five (5) Business Days of receiving notice of the disclosure request: a) requests nondisclosure; b) provides City a legally sound basis for the nondisclosure; and, c) agrees to indemnify, defend, and hold City harmless in any/all actions brought to require disclosure. This provision shall not be construed to create any legal right or claim that does not exist under the operation of Applicable Law.

- a) **Financial Information.** Within one hundred twenty (120) calendar days after the close of the Contractor’s Fiscal Year (ending September 31), Contractor shall deliver to the City one (1) hard copy of the audited consolidated financial statements of Contractor for the preceding Fiscal Year. Financial statements shall include a supplemental combining schedule showing Contractor's results of operations, including the specific revenues and expenses in connection with the operations provided for in this Agreement from others included in such financial statements. The financial statements and footnotes shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP) consistently applied and fairly reflecting the results of operation and Contractor’s financial condition. Annual financial statements shall be audited, in accordance with Generally Accepted Auditing Standards (GAAS) by a Certified Public Accountant (CPA) licensed (in good standing) to practice public accounting in the State as determined by the State Department of Consumer Affairs Board of Accountancy, and that the CPA’s opinion on Contractor's annual financial statements shall be unqualified, and shall contain the CPA’s conclusions regarding the Contractor’s accounting policies and procedures, internal controls, and operating policies. The CPA shall perform an evaluation and, if necessary, shall cite recommendations for improvement.
  
- b) **Related Party Entities.** As part of the annual reporting requirement, Contractor shall provide the City with a copy of each related party entity's (whose cost of services are not pre-determined in this Agreement on a unit price basis or by a governmental contractor) audited annual financial statements and management letter for that fiscal year, or within ninety (90) calendar days of each related party entity's fiscal year-end, if timing does not coincide with the annual report date. Financial statements shall be prepared in accordance with GAAP and audited, in accordance with GAAS, by a CPA licensed in the State, and that the CPA's opinion on each related party entity's annual financial statements shall be unqualified, and that the CPA make available to the City (or the City's designated representative) such CPA's working papers related to the audit.

## **EXHIBIT D**

### **REPORTING REQUIREMENTS**

Contractor agrees that all financial transactions with all related party entities shall be approved in advance in writing and disclosed in a separate disclosure letter to the City, upon request. This letter shall include, but not be limited to, the following information:

- A general description of the nature of each related party entity transaction, or type of transaction (if many similar transactions exist) shall be provided, as applicable. Such description shall include for each (or similar) transaction, amounts, specific related party entity, basis of amount (how amount was determined), description of the allocation methodology used to allocate any common costs, and profit amount. Amounts shall be reconciled to the related party entity disclosures made in Contractor's annual audited financial statements referred to in this Exhibit.
- At the City's request, Contractor shall provide the City with copies of working papers or other documentation deemed relevant by the Contractor relating to information shown in the annual disclosure letter.

#### **Operational Information:**

##### **A. Routes by Customer Type:**

1. Number of routes per day.
2. Types of vehicles.
3. Crew size per route.
4. Number of full time equivalent (FTE) routes.
5. Number of accounts and cubic yards scheduled per route.
6. Total route hours per Customer Type per year.
7. Average cost per route.

##### **B. Personnel:**

1. Organizational chart.
2. Job classifications and number of employees (e.g., administrative, Customer service representatives, drivers, supervisors, educational staff).
3. Wages by job classification.
4. Number of FTE positions for each job classification.
5. Number of hours per job classification per year.

##### **C. Productivity Statistics:**

1. Average Number of accounts per route per day by Customer Type.
2. Average number of setouts per route per day by Customer Type.
3. Average Tons per route per day by vehicle type (i.e. side-loader, front-loader, roll-off).
4. Average cubic yards of Collection scheduled per route.

##### **D. Vehicles:**

1. List of collection vehicles including year purchased and mileage.
2. Average age of mobile equipment with oldest and newest.

##### **E. Operational Changes:**

## EXHIBIT D REPORTING REQUIREMENTS

1. Number of routes.
2. Staffing.
3. Supervision.
4. Collection services.

**Variance Analysis.** Provide the following variance analysis for each Customer Type. For any variances greater than five (5) percent annually, Contractor shall provide sufficient rationale to support variance:

1. Variance analysis comparing current Rate Period to each of the prior Rate Periods of Agreement
2. Variance analysis comparing current Rate Period to each of the future projected Rate Periods.

**Allocations.** Provide the following allocation data:

1. Provide a concise general explanation of the various allocation methodologies used for each Rate application line item.
2. Provide specific examples of each type of allocation used showing how an entry is reported in the general ledger and ties to the Rate application
3. Provide a statement indicating whether there have been any changes in allocation methods used since the last Rate application. If any allocation methods have changed clearly identify those changes.

**Projections.** Provide the following projection data:

1. Provide support for the basis for projected Gross Receipts and line item expenses, clearly indicate the supporting calculations and assumptions
2. Provide support for the most-recent twelve (12) months of Tonnage data for Rate Period ending October. Clearly indicate the supporting calculations and assumptions.

**EXHIBIT E:**  
**RATE ADJUSTMENT METHODOLOGY**

---

*This page intentionally left blank*

## EXHIBIT E

### RATE ADJUSTMENT METHODOLOGY

#### General

Subject to the terms herein, the Contractor shall be entitled to an annual adjustment of all Rates. Each Rate, excluding special charges, includes an “Operating Component”, “Disposal Component”, “Processing Component”, and “Fee Component”, which are annually adjusted.

Contractor shall submit its application for a Rate adjustment to the City Contract Manager on or before April 1 of each Rate Period where Rates will be adjusted using the index-based methodology. Contractor shall submit its application on or before February 1 for any Rate Period where Rates will be adjusted using the cost-based methodology. Contractor’s Rate application shall document all calculations and include all supporting schedules, documentation of Disposal or Processing Facility tipping fee changes, documentation of changes in Governmental Fees, and any other documentation or evidence determined by the City Contract Manager to be reasonably necessary to ensure that the calculation of Rate adjustments has been performed in strict conformance to the requirements of this Exhibit E.

The City’s City Council shall make a good faith effort to approve Rates by June 1 of each year, and such Rates shall be effective on each subsequent July 1. If Rates are not effective by July 1 due to a delay caused solely by City, City shall allow Contractor to retroactively bill Customers for the amount of the Rate increase for any period of said delay that is solely caused by City. If Rates are not effective by July 1 as a result of Contractor’s delay in submitting the Rate application in a complete and accurate form, then prior Rates remain in effect until such adjustment is made. In the case of a delayed Rate adjustment, the Contractor may bill the Customer during the next billing cycle to recoup the deferred Rate increase.

#### Definitions

Certain terms which are specific to this Exhibit (including Exhibits E1, E2, and E3) are defined below:

1. **City Fees** shall mean those fees described in Article 7 of this Agreement.
2. **Annual Percentage Change** means the average value of an index for the 12-month period ending December of the then-current Rate Period minus the average index value for the 12-month period ending December of the most-recently completed Rate Period, divided by the average index value for the 12-month period ending December of the most-recently completed Rate Period. The Annual Percentage Change shall be rounded to the nearest thousandth (1,000th).

For example, if the Contractor is preparing its Rate application for Rates to be effective for Rate Period 2, the Annual Percentage Change in CPI shall be calculated as follows:  $[(\text{Average CPI for January 2015 through December 2015}) - (\text{Average CPI for January 2014 through December 2014})] / (\text{Average CPI for January 2014 through December 2014})$ .

3. **Bureau of Labor Statistics (BLS)** shall mean the U.S. Department of Labor, Bureau of Labor Statistics

## EXHIBIT E RATE ADJUSTMENT METHODOLOGY

or its successor agency.

4. **Consumer Price Index (CPI)** shall mean the All Urban Consumers Index (CPI-U) compiled and published by the BLS, using the following parameters:
  - Area – San Francisco-Oakland-San Jose Metropolitan Area
  - Item – All Items
  - Base Period – Current 1982-84=100
  - Not seasonally adjusted
  - Periodicity – Bi-Monthly
  - Series Identification Number – CUURA422SA0
5. **Employment Cost Index (ECI)** shall mean the index, compiled and published by the BLS with the following parameters:
  - Compensation – Total Compensation
  - Ownership – Private Industry
  - Periodicity – Index Number
  - Group – 210 - Service-Providing Industries
  - Seasonally Adjusted
  - Series Identification Number – CIS2010000000000Q
6. **Fuel Index** shall mean the Producer Price Index-Commodities for #2 Diesel Fuel compiled and published by the BLS, using the following parameters:
  - Not Seasonally Adjusted
  - Group – Fuels and Related Products and Power
  - Item – #2 Diesel Fuel
  - Base Date – 8200
  - Series Identification Number – WPU057303
7. **Governmental Fee** shall mean any fee or surcharge imposed by a governmental entity other than the City or MRWMD including without limitation the State, County, or Local Enforcement Agency. Governmental Fees are a component of the Tipping Fee.
8. **Pass-Through Cost** shall mean those City Fees, Tipping Fees, Governmental Fees, and other costs, as specifically identified below, that Contractor may include in the determination of Contractor's Compensation but which are not included in the calculation of Contractor's allowable profit.
9. **Rate Adjustment Factor** shall mean the amount, expressed as a percentage, by which each of the operating, disposal, processing, and fee components of each Rate are adjusted. The Rate Adjustment Factor for each component shall be calculated separately.
10. **Tipping Fee** shall mean the Rate or tipping fee charged or paid for each ton or unit of material delivered to an Approved Facility. The Parties acknowledge that the timing of changes to the Tipping Fees at Approved Facilities that are not owned or operated by Contractor or their subcontractor may not align with the review and adjustment of Rates under this Agreement. In the



## **EXHIBIT E**

### **RATE ADJUSTMENT METHODOLOGY**

event that the Contractor begins to pay a new Tipping Fee at an Approved Facility or is directed to an alternative Approved Facility, other than one owned and operated by Contractor or their Subcontractor, prior to the adjustment of Rates under this Agreement, the adjustment to the Rate Adjustment Factor shall consider that period. Alternatively, the City reserves the right to adjust Rates at any time during the year in order to address changes in Tipping Fees alone without adjusting any other component of Rates. The "Current Approved" Tipping Fee for any Approved Facility shall be the Tipping Fee in place on January 1 immediately preceding the submission of the Rate Application. The "Interim Tipping Fee Increment" for any Approved Facility shall be the difference between the prior Tipping Fee and the Current Approved Tipping Fee.

- 11. Total Contractor's Compensation** shall mean the total amount to be used as a basis for determining the Rate Adjustment Factor. The Total Contractor's Compensation does not reflect or in any way guarantee the Gross Receipts that are to be generated by Rates or retained by the Contractor.

*This page intentionally left blank*

**EXHIBIT E1:  
RATE ADJUSTMENT METHODOLOGY  
MULTI-INDEX RATE ADJUSTMENT METHODOLOGY**

---

*This page intentionally left blank*

## EXHIBIT E1

# MULTI-INDEX RATE ADJUSTMENT METHODOLOGY

### General

The multi-index Rate adjustment methodology involves inflating: (1) the operating component of Rates for the current Rate Period by the CPI, ECI, and Fuel Index; and, (2) the disposal, processing, and fee components of the Rates by the actual changes to those components, to determine the Rates for the coming Rate Period. The intent of performing the multi-index-based adjustment is to allow Contractor's Compensation to be adjusted throughout the Term of this Agreement (giving consideration to those specific cost categories of "fuel" and "labor" that may be more volatile than the CPI) using simple, readily available indicators of changes in Contractor's costs for providing service.

If the ECI, CPI, or Fuel Index is discontinued or revised during the Term by the BLS, such other government index or computation with which it is replaced shall be used in order to obtain substantially the same result as would be obtained if said index had not been discontinued or revised.

### Calculation

Contractor shall calculate the adjustment to their Rates using the following methodology:

**Step 1:** Calculate the "Operating Component Factor" or "OCF".

**Step 1a:** Calculate the Labor-Related Factor of the OCF by calculating the Annual Percentage Change in the ECI. The factor shall be rounded to the nearest tenth (10th) percent.

**Step 1b:** Calculate the Fuel Factor of the OCF by calculating the Annual Percentage Change in the Fuel Index. The factor shall be rounded to the nearest tenth (10th) percent. If Contractor purchases CNG from the MRWMD, either City or Contractor may require that the percentage change in the Fuel Index be replaced by the percentage change in the annual average per unit price of fuel. The annual average per unit price of fuel shall be calculated based on the total fuel expense in the most recently completed calendar year divided by the number of units purchased in that same period. The percentage change shall consider the average unit price in the most recently completed calendar year compared to the calendar year immediately preceding. For the purposes of the first such adjustment, Contractor's Proposal assumed a Diesel Gallon Equivalent price of \$1.696.

**Step 1c:** Calculate the Other Factor of the OCF by calculating the Annual Percentage Change in the CPI. The factor shall be rounded to the nearest tenth (10th) percent.

**Step 1d:** Calculate the OCF, rounded to the nearest tenth (10th) percent, as follows:

$$\text{OCF} = (17.4\% \times \text{Labor-Related Factor calculated in Step 1a above}) + (3.2\% \times \text{Fuel Factor calculated in Step 1b above}) + (79.4\% \times \text{Other Factor calculated in Step 1c above})$$

For example, assuming:

1. Proposed labor-related costs are 17.4% of proposed total annual operating costs.

## EXHIBIT E1 MULTI-INDEX RATE ADJUSTMENT METHODOLOGY

2. Proposed fuel costs are 3.2% of proposed total annual operating costs.
3. Proposed other costs are 79.4% of proposed total annual operating costs.
4. Labor-Related Factor = 3% (calculated in Step 1a)
5. Fuel Factor = 17% (calculated in Step 1b)
6. Other Factor = 1% (calculated in Step 1c)
7.  $OCF = (17.4\% \times 3\%) + (3.2\% \times 17\%) + (79.4\% \times 1\%) = 0.0186 = 1.9\%$

**Step 2:** Calculate the adjusted Operating Component, rounded to the nearest cent, for each Rate as follows:

$$\text{Adjusted Operating Component} = \text{Then-current Operating Component} \times (1 + OCF)$$

For example, assuming:

1. Then-current Operating Component = \$50.00
2.  $OCF = 1.9\%$

$$\text{Adjusted Operating Component} = \$50.00 \times (1 + 0.019) = \$50.95$$

**Step 3:** Calculate the adjusted Disposal Component, rounded to the nearest cent, for each Rate to reflect any percentage change in the total cost of Disposal at the Approved Disposal Facility. This “step 3” shall only be applied to Solid Waste Rates. The adjustment shall be calculated as follows:

$$\text{Adjusted Disposal Component} = \text{Then-current Disposal Component} \times [(\text{Current Approved Disposal Facility Tipping Fee} \times \text{Most Recent 12-month Tonnage} + \text{Interim Tipping Fee Increment} \times \text{Actual Tonnage at Interim Tipping Fee}) / (\text{Prior Approved Disposal Facility Tipping Fee} \times \text{Prior 12-month Tonnage})]$$

For example, assuming:

1. Then-current Disposal Component = \$20.00
2. Current Approved Disposal Facility Tipping Fee = \$50.00 per Ton
3. Most Recent 12-month Tonnage = 1,050
4. Interim Tipping Fee Increment = \$3.75
5. Actual Tonnage at Interim Tipping Fee = 525
6. Prior Approved Disposal Facility Tipping Fee = \$46.25 per Ton
7. Prior 12-month Tonnage = 1,000

$$\text{Adjusted Disposal Component} = \$20.00 \times [(\$50.00 \times 1,050 + \$3.75 \times 525) / (\$46.25 \times 1,000)] = \$23.55$$

**Step 4:** Calculate the adjusted Processing Component, rounded to the nearest cent, for each Rate to reflect any percentage change in the total cost of or rebate from Processing at an Approved Processing Facility. This “step 4” shall not be applied to Solid Waste Rates, unless the Solid Waste Rates includes the cost and/or revenue associated with processing Recyclable and/or Organic Materials. The processing component Rate Adjustment Factor shall not exceed the Annual Percentage Change in CPI for any facility owned and operated by Contractor or their Subcontractor. The adjustment shall be calculated as follows:

## EXHIBIT E1

### MULTI-INDEX RATE ADJUSTMENT METHODOLOGY

Adjusted Processing Component = Then-current Processing Component x [(Current Approved Processing Facility Tipping Fee x Most Recent 12-month Tonnage + Interim Tipping Fee Increment x Actual Tonnage at Interim Tipping Fee) / (Prior Approved Processing Facility Tipping Fee x Prior 12-month Tonnage)]

For example, assuming:

1. Then-current Processing Component = \$2.00
2. Current Approved Processing Facility Tipping Fee = \$16.00 per Ton
3. Most Recent 12-month Tonnage = 900
4. Interim Tipping Fee Increment = \$1.00
5. Actual Tonnage at Interim Tipping Fee = 500
6. Prior Approved Processing Facility Tipping Fee = \$15.00 per Ton
7. Prior 12-month Tonnage = 1,000

Adjusted Processing Component = \$2.00 x [(\$16.00 x 900 + \$1.00 x 500) / (\$15.00 x 1,000)] = \$1.99

**Step 5:** Calculate the adjusted Fee Component, rounded to the nearest cent, for each Rate. The adjusted Fee Component of each Rate shall be calculated as follows:

Adjusted Fee Component = Then-current Fee Component x (1+OCF)

For example, assuming:

1. Then-current Fee Component = \$5.00
2. OCF = 1.9%

Adjusted Fee Component = \$5.00 x (1 + 0.019) = \$5.10

**Step 6:** Calculate the adjusted value for each Rate charged under this Agreement. Adjusted Rates shall be calculated as follows:

Adjusted Rate = Adjusted Operating Component + (Adjusted Disposal Component AND/OR Adjusted Processing Component) + Adjusted Fee Component

For example, assuming:

1. The Rate being adjusted is a Solid Waste Collection Rate
2. Adjusted Operating Component = \$50.95 (as calculated in Step 2)
3. Adjusted Disposal Component = \$22.70 (as calculated in Step 3)
4. Adjusted Fee Component = \$5.10 (as calculated in Step 5)

Adjusted Rate = \$50.95 + \$22.70 + \$5.10 = \$78.75

*This page intentionally left blank*



**EXHIBIT E2:  
RATE ADJUSTMENT METHODOLOGY  
COST-BASED RATE ADJUSTMENT METHODOLOGY**

---

*This page intentionally left blank*

## **EXHIBIT E2**

### **COST-BASED RATE ADJUSTMENT METHODOLOGY**

#### **General**

The cost-based adjustment involves review of the Contractor's actual cost of operations and operational statistics (staffing levels, routes, route hours, Customers and their service levels, etc.) to determine the Total Contractor's Compensation for the current Rate Period and to forecast the Total Contractor's Compensation for the coming Rate Period. The difference (measured as a percentage) between the Total Contractor's Compensation for the coming Rate Period and the Gross Receipts most-recently reported calendar year is the "Rate Adjustment Factor". The Rate Adjustment Factor is applied to the then-current Rates to determine the Rates for the coming Rate Period.

The intent of performing the cost-based adjustment is to examine the actual impact of changes in inflation, the number of Customers, and the Service Level of Customers.

The City may incur costs, including consulting and legal fees, when determining adjustments to the Rates in accordance with this Exhibit and may require the Contractor to pay for such costs within sixty (60) calendar days of receipt of the City's invoice for such costs. The Contractor may recover such costs through the Rates by treating the costs as an allowable Pass-Through Cost. Regardless of Contractor's payment of costs associated with said review, City shall retain full and unimpeded discretion in selection of its agents to ensure, at a minimum, that no conflict of interest arises in the review of Contractor's request. City retains the right to select its agents on the basis of their qualifications and experience and without regard to cost.

#### **Forecasting Total Contractor's Compensation**

The Total Contractor's Compensation for the coming Rate Period shall be forecasted in the manner described in this Section.

##### **A. Forecasting Total Annual Cost of Operations**

**1. Determine Actual Total Annual Cost of Operations.** Contractor's financial statement, books, and records shall be reviewed to determine Contractor's "Actual Total Annual Cost of Operations" for the most-recently completed Rate Period to perform all the services in the manner required by this Agreement for each of the following cost categories:

- a. Labor-related costs
- b. Vehicle-related costs (excluding fuel)
- c. Fuel costs
- d. Other costs
- e. Depreciation costs

**2. Calculate Allowable Costs.** Contractor shall calculate "Allowable Total Annual Cost of Operations" for the most-recently completed Rate Period by adjusting "Actual Total Annual Cost of Operations" for the most-recently completed Rate Period (determined in accordance with A.1

## **EXHIBIT E2**

### **COST-BASED RATE ADJUSTMENT METHODOLOGY**

above) to deduct non-allowable costs. The Allowable Total Annual Cost of Operations shall be reported in the cost categories identified in A.1 above. Non-allowable costs that shall be deducted from actual costs include the following:

- a. Labor and equipment costs for personnel and vehicles that are not specified in the proposal forms contained in Exhibit G.
- b. Payments to directors and/or owners of Contractor unless the amount paid is reasonable compensation for services actually rendered. Reasonableness shall be determined based on available market pricing for similar services and shall be in the sole discretion of the City.
- c. Travel expenses and entertainment (above five thousand dollars (\$5,000) annually in total) expenses, unless authorized in advance by the City.
- d. Payments to repair damage to public or private property for which Contractor is legally liable.
- e. Fines or penalties of any nature.
- f. Liquidated Damages assessed under this Agreement.
- g. Federal or State income taxes.
- h. Charitable or political donations unless such donation is to a youth, civic, or charitable organization and has been previously approved in writing as an allowable expense by the City Contract Manager.
- i. Depreciation or interest expense for Collection vehicles, Containers, other equipment, offices and other facilities if such items are leased as specified in Exhibit G.
- j. Attorney's fees and other expenses incurred by Contractor in any court proceeding in which the City and Contractor are adverse Parties.
- k. Attorney's fees and other expenses incurred by Contractor arising from any act or omission in violation of this Agreement.
- l. Attorneys' fees and other expenses incurred by Contractor in any court proceeding in which Contractor's own negligence, violation of law or regulation, or wrong doing are in issue and occasion, in whole or in part, the attorneys' fees and expenses claimed; and attorneys' fees and expenses incurred by Contractor in a court proceeding in which the legal theory or statute providing a basis of liability against Contractor also provides for separate potential liability for the City derived from the action of its citizens or Rate payers (such as in a CERCLA lawsuit) unless the Contractor is found not liable in such claims and such claims arise from acts or occurrences within the Term of the Agreement.

## EXHIBIT E2

### COST-BASED RATE ADJUSTMENT METHODOLOGY

- m. Payments to Related-Party Entities for products or services, in excess of the cost to the Related-Party Entities for those products or services.
- n. Goodwill.
- o. Unreasonable profit sharing distributions.
- p. Replacement costs for Containers that need to be replaced because the useful life of such Container was less than the Term.
- q. Administrative costs greater than the administrative costs presented in Contractor's Proposal (Exhibit G) adjusted annually by the Annual Percentage Change in the CPI.
- r. Bad debt write-offs in excess of two percent (2%) of annual Rate revenues.

**3. Forecast Total Annual Cost of Operations.** Forecasted Total Annual Cost of Operations for the coming Rate Period shall be calculated based on Allowed Total Cost of Operations for the most-recently completed Rate Period determined in accordance with A.2 above. The forecasts shall be performed in the following manner:

- a. **Forecasted labor-related costs** shall be calculated for the coming Rate Period by multiplying the allowed labor-related costs, both direct and allocated, for the most-recently completed Rate Period by one (1) plus the Annual Percentage Change in the ECI. The result of this calculation shall be multiplied once more by one (1) plus the Annual Percentage Change in the ECI.
- b. **Forecasted vehicle-related costs** (excluding fuel and depreciation costs) shall be calculated for the coming Rate Period by multiplying the allowed vehicle-related costs, both direct and allocated, for the most-recently completed Rate Period by one (1) plus the Annual Percentage Change in the CPI. The result of this calculation shall be multiplied once more by one (1) plus the Annual Percentage Change in the CPI.
- c. **Forecasted fuel costs** shall be calculated for the coming Rate Period by multiplying the allowed fuel costs, both direct and allocated, for the most-recently completed Rate Period by one (1) plus the Annual Percentage Change in the Fuel Index. The result of this calculation shall be multiplied once more by one (1) plus the Annual Percentage Change in the Fuel Index.
- d. **Forecasted other costs** shall be calculated for the coming Rate Period by multiplying the allowed other-related costs, both direct and allocated, for most-recently completed Rate Period by one (1) plus the Annual Percentage Change in CPI. The result of this calculation shall be multiplied once more by one (1) plus the Annual Percentage Change in the CPI.
- e. **Forecasted direct depreciation expense** shall be the amount specified in Exhibit

## EXHIBIT E2

### COST-BASED RATE ADJUSTMENT METHODOLOGY

G2 for vehicles, Containers, and facilities. Direct depreciation expense is a fixed cost and is not subject to inflation.

- f. **Forecasted allocated depreciation expense** shall be the amount specified in Exhibit G2 for vehicles, Containers, and facilities. Allocated depreciation expense is a fixed cost and not subject to inflation.
- g. **Forecasted Total Annual Cost of Operations** for the coming Rate Period shall equal the sum of the following costs, which shall have been calculated in accordance with the procedures in this Exhibit E3:
  - (1) Forecasted labor-related costs
  - (2) Forecasted vehicle-related costs (excluding fuel costs)
  - (3) Forecasted fuel costs
  - (4) Forecasted other costs
  - (5) Forecasted direct depreciation expense
  - (6) Forecasted allocated costs (depreciation)

#### B. Forecast Profit

Contractor shall be entitled to Profit on Forecasted Total Annual Cost of Operations. Profit shall be calculated using an operating ratio of eighty nine and three tenths percent (89.3%) as proposed by Contractor and described in Exhibit G-2. Profit shall be calculated using the following formula:

Profit = (Forecasted Total Annual Cost of Operations/Operating Ratio)-Forecasted Total Annual Cost of Operations

For Example:

- 1. Assuming an operating ratio of 92%
- 2. Assuming a Forecasted Total Annual Cost of Operations of \$1,000,000
- 3. Profit = (1,000,000/.92)-1,000,000=86,956.52

#### C. Forecast Pass-Through Costs.

Pass-Through Costs for the coming Rate Period shall be forecasted in the following manner:

- 1. **Forecasted Disposal Cost.** Annual Forecasted Disposal Cost = (Tipping Fee at Approved Disposal Facility) x (total Tons of Solid Waste Collected for the most-recently completed calendar year).
- 2. **Forecasted Recyclable Materials Processing Cost.** Annual Forecasted Recyclable Materials Processing Cost = (Tipping Fee at Approved Recyclable Materials Processing Facility) x (total Tons of Recyclable Materials Collected for the most-recently completed calendar year)
- 3. **Forecasted Organic Materials Processing Cost.** Annual Forecasted Organic Materials

## EXHIBIT E2

### COST-BASED RATE ADJUSTMENT METHODOLOGY

Processing Cost = (Tipping Fee at Approved Organic Materials Processing Facility) x (total Tons of Organic Materials Collected for the most-recently completed calendar year)

4. **Forecasted Interest Expense.** Interest Expense is seventy three thousand six hundred fifty eight dollars (\$73,658) per year and shall not be adjusted over the Term of the Agreement.
5. **Forecasted Direct Lease Costs.** Direct Lease Costs are zero dollars (\$0) per year and shall not be adjusted over the Term of the Agreement.
6. **Forecasted Allocated Lease Costs.** Allocated Lease Costs are sixty two thousand two hundred fifty six dollars (\$62,256) per year and shall not be adjusted over the Term of the Agreement.

#### D. Forecast City Fees

1. **Forecasted Franchise Fee.** Forecasted Franchise Fees shall equal ten percent (10%) of the Forecasted Total Contractor's Compensation.
2. **Forecasted Administrative Fee.** The Forecasted Administrative Fee shall be in an amount prescribed by the City. If no revised Administrative Fee is provided by the City, the Administrative Fee paid to the City during the prior Rate Period shall remain in effect.
3. **Forecasted AB939 Fee.** The Forecasted AB939 Fee shall be in an amount prescribed by the City. If no revised AB939 Fee is provided by the City, the AB939 Fee paid to the City during the prior Rate Period shall remain in effect.
4. **Forecasted HHW Fee.** The Forecasted HHW Fee shall be in an amount prescribed by the City. If no revised HHW Fee is provided by the City, the HHW Fee paid to the City during the prior Rate Period shall remain in effect.
5. **Forecasted Vehicle Impact Fee.** The Forecasted Vehicle Impact Fee shall be in an amount prescribed by the City. If no revised Vehicle Impact Fee is provided by the City, the Vehicle Impact Fee paid to the City during the prior Rate Period shall remain in effect.
6. **Forecasted Litter Abatement Fee.** Forecasted Litter Abatement Fee shall equal three and ninety-five hundredths percent (3.95%) of the Forecasted Total Contractor's Compensation. If no revised Litter Abatement Fee is provided by the City, the Litter Abatement Fee paid to the City during the prior Rate Period shall remain in effect.
7. **Rate Application Review Costs.** An amount determined by the City to reimburse the Contractor for payment of the City's costs, including consulting and legal fees associated with determination of Rates under this Exhibit.
8. **Forecasted Total City Fees.** Forecasted Total City Fees shall equal the sum of the

## **EXHIBIT E2**

### **COST-BASED RATE ADJUSTMENT METHODOLOGY**

Forecasted Franchise Fee, Forecasted Administrative Fee, Forecasted AB939 Fee, Forecasted HHW Fee, Forecasted Vehicle Impact Fee, Forecasted Litter Abatement Fee, and Rate Application Review Costs.

#### **RATE ADJUSTMENT FACTORS**

**A. Operating Component Rate Adjustment Factor.** The “Operating Component Rate Adjustment Factor” shall be determined by dividing the sum of the Forecasted Total Annual Cost of Operations, Forecasted Profit, Forecasted Interest Expense, Forecasted Direct Lease Costs, and Forecasted Allocated Lease Costs by the sum of the Actual Total Annual Cost of Operations, Profit, Interest Expense, Direct Lease Costs, and Allocated Lease Costs, rounded to the nearest thousandth.

**B. Disposal Component Rate Adjustment Factor.** The “Disposal Component Rate Adjustment Factor” shall be determined by dividing the Forecasted Disposal Cost by the Disposal Component portion of Rate Revenues received over the most recent twelve (12) months, rounded to the nearest thousandth (1000th). The Disposal Component shall only be applied to Solid Waste Collection Rates and shall not be included in the calculation of Recyclable Materials Collection Rates, Organic Materials Collection Rates, or Special Charges.

**C. Processing Component Rate Adjustment Factor.** The “Processing Component Rate Adjustment Factor” shall be determined by dividing the Forecasted Processing Cost by the Processing Component portion of Rate Revenues received over the most recent twelve (12) months, rounded to the nearest thousandth (1000th). This calculation shall be performed for the Forecasted Recyclable Materials Processing Cost for determination of Recyclable Materials Collection Rates. The calculation shall be performed separately for the Forecasted Organic Materials Processing Cost for determination of Organic Materials Collection Rates. The Processing Component Rate Adjustment Factor shall not be applied to Solid Waste Collection Rates or Special Charges.

**D. Fee Component Rate Adjustment Factor.** The “Fee Component Rate Adjustment Factor” shall be determined by dividing the Forecasted Total City Fees by the sum of all City Fees, as described in Article 7 of the Agreement, paid to the City by Contractor over the most recent twelve (12) months, rounded to the nearest thousandth (1000th).

#### **ADJUSTMENT OF RATES**

Each then-current Rate component shall be multiplied by the associated component Rate Adjustment Factor to calculate the effective Rate for the coming Rate Period. All Special Charges shall be adjusted using the Operating Component Rate Adjustment Factor.



**EXHIBIT F:  
PERFORMANCE STANDARDS AND LIQUIDATED DAMAGES**

---

*This page intentionally left blank*

## **EXHIBIT F**

### **PERFORMANCE STANDARDS & LIQUIDATED DAMAGES**

City wishes to establish standards of performance under the Agreement in each of the five (5) "Performance Areas" listed below. The City Contract Manager may monitor Contractor's performance in each of those areas based on the "Performance Indicator" listed below for each area. In the event that Contractor fails to meet the performance standard established for any "Performance Indicator", City Contract Manager may review Contractor's performance relative to the "Specific Performance Measures" within that performance area. In the event that the City Contract Manager determines that Contractor has failed to meet the performance standard established for any "Specific Performance Measure", the City may assess Liquidated Damages pursuant to Section 11.5 of the Agreement. Liquidated Damages, if assessed, shall only be assessed for the number of events, days, or other measure in excess of the acceptable performance level.

#### **Defined Terms**

Certain terms that are specific to this Exhibit are defined below:

**"Complaint"** shall mean each written or orally communicated statement made by any Person, whether to City or Contractor, alleging: (1) non-performance, or deficiencies in Contractor's performance, of its duties under this Agreement; or, (2) a violation by Contractor of this Agreement.

**"Service Opportunity"** shall mean each individual scheduled opportunity the Contractor has to Collect from a Container at a Customer's location. For example, a Multi-Family or Commercial Customer receiving Solid Waste Collection service three (3) times per week from two (2) Containers and Recyclable Materials Collection service two (2) times per week from two (2) Containers would have a total of ten (10) Service Opportunities each week. Service Opportunities shall be calculated based on the subscription levels presented in Contractor's most recent Quarterly Report to City.

**"Total Service Opportunities"** shall mean the sum of all Service Opportunities in a given time period.

#### **Performance Area: Service Quality and Reliability**

Performance Indicator: Contractor's service quality and reliability shall be considered acceptable by the City if the total number of calls and emails (including, without limitation: Complaints, inquiries billing questions, service requests, and compliments) received by Contractor from Customers served under this Agreement does not exceed five (5) per one thousand (1,000) Total Service Opportunities in any calendar quarter. If the number exceeds this level, City may assess liquidated damages for the specific performance measures identified in the following table.

## EXHIBIT F

### PERFORMANCE STANDARDS & LIQUIDATED DAMAGES

Specific Performance Measure	Definition	Acceptable Performance Level	Liquidated Damage Amount
Missed Collections	Each Service Opportunity where Contractor fails to Collect a Container from a Customer who properly placed said Container for Collection.	Less than ten (10) per one thousand (1,000) Service Opportunities	\$50/Event
Failure to Correct Missed Collections	Each "Missed Collection" as defined above which is not Collected by the end of the Business Day following the receipt of the Customer complaint about the Missed Collection.	Less than one (1) per one hundred (100) Missed Collections	\$50/Event
Failure to Clean-Up Spillage	Each failure by Contractor to clean up: (1) any items or materials spilled during the Collection of a Container; or, (2) any fluids spilled or leaked from a Container or Collection vehicle prior to leaving the Collection location.	Less than five (5) per one thousand (1,000) Service Opportunities	\$100/Event
Damage to Property	Each event of damage to either public or private property as a result of Collection activity, including without limitation curbs, sidewalks, landscapes, Container enclosures and gates, signs, light fixtures, and overhead wires and cables.	Less than two (2) per one thousand (1,000) Service Opportunities	\$250/Event
Excessive Noise or Discourteous Behavior	Each Complaint received that is related to either noise during Collection activity or the behavior of Contractor's employees.	Less than five (5) per one thousand (1,000) Service Opportunities	\$250/Event
Inaccurate Billing	Each Complaint received where the Contractor billed a Customer in error. Inaccurate billing may include either over- or under-charging of the Customer relative to the approved Rates for services.	Less than five (5) per one thousand (1,000) bills issued.	\$100/Event
Failure to Perform Other Requirement	Each failure to perform any obligation of the Agreement not specifically stated above.	No acceptable failure level	\$100/Event

#### Performance Area: Customer Service

Performance Indicator: The level of Customer service provided by Contractor shall be considered acceptable if the total number of Complaints received by City regarding Contractor does not exceed one (1) per one thousand (1,000) Total Service Opportunities in any calendar quarter. If the number exceeds this level, City may assess liquidated damages for the specific performance measures identified in the following table.

## EXHIBIT F

### PERFORMANCE STANDARDS & LIQUIDATED DAMAGES

Specific Performance Measure	Definition	Acceptable Performance Level	Liquidated Damage Amount
Failure to Commence Service	Any failure by Contractor to deliver a Container and begin providing Collection to a Customer, at the level of service requested by said Customer, within seven (7) calendar days of receiving such request. This may include a new Customer receiving new service or an existing Customer requesting a change in or addition to existing service levels. This may also include delivering Used Oil Recovery Kits and PRBs to Customers upon request.	Less than one (1) per 100 Service Requests	\$50/Event
Failure to Replace Container	Any failure by Contractor to replace a damaged or defaced Container within seven (7) calendar days of receiving such a request from a Customer.	No acceptable failure level	\$50/Event
Failure to Resolve Complaint	Any failure by Contractor to resolve or remedy a Complaint within seven (7) calendar days of receiving such Complaint.	Less than one (1) per 100 Complaints	\$100/Event
Failure to Answer Phones	Any failure by Contractor to answer a telephone call from a Customer during normal business hours. A call is not considered to be answered if the Customer does not speak with a live operator. A call is considered to be answered if the Customer hangs-up or abandons the call following a hold time of less than three (3) minutes.	Less than five (5) per 1,000 Calls Received Under this Agreement	\$50/Event
Excessive Call Center Hold Time	Each occurrence of a call being placed "on hold" for more than two (2) minutes.	Less than two (2) per 1,000 Calls Received Under this Agreement	\$50/Event
Unauthorized Hours of Operation	Each occurrence of Contractor Collecting from Customers during unauthorized hours.	Less than two (2) per 1,000 Service Opportunities	\$50/Event

#### Performance Area: Diversion

Performance Indicator: Contractor's Diversion performance shall be considered acceptable if the percentage resulting from dividing: the sum of tons of Recyclable Materials, Organic Materials, C&D, and Reusable Materials which are Collected under this Agreement and delivered for Processing; by the total tons Collected by Contractor is 65% or greater in any calendar quarter. If the calculated percentage is

## EXHIBIT F

### PERFORMANCE STANDARDS & LIQUIDATED DAMAGES

less, City may assess liquidated damages for the specific performance measures identified in the following table.

Specific Performance Measure	Definition	Acceptable Performance Level	Liquidated Damage Amount
Failure to Perform Education and Outreach Activities	Each individual failure by Contractor to develop, produce, and distribute public education material or perform community outreach activities in the form and manner required under Exhibit C to this Agreement.	No acceptable failure level	\$500/Activity
Failure to Provide Targeted Technical Assistance	Each individual failure to provide targeted technical assistance to a Commercial or Multi-Family Customer in the manner required under Exhibit C to this Agreement.	No acceptable failure level	\$50/Customer

#### Performance Area: Facilities

Performance Indicator: Contractor’s performance relative to facilities shall be considered acceptable when one hundred percent (100%) of all material types Collected by Contractor shall be delivered to the appropriate Approved Facility as required under Section 4 of this Agreement. If Contractor fails to meet this level of performance, City may assess liquidated damages for the specific performance measures identified in the following table.

Specific Performance Measure	Definition	Acceptable Performance Level	Liquidated Damage Amount
Delivery to Non-Approved Facility	Each individual occurrence of delivering materials to a facility other than the Approved Facility designated for each material type under Section 4 of this Agreement.	No acceptable failure level	\$100/Ton
Disposal of Targeted Diversion	Each individual occurrence of delivering Recyclable Materials, Organic Materials, C&D, or Reusable Materials set out for Collection by the Customer for Disposal rather than Processing.	No acceptable failure level	\$500/Ton
Mixing Materials During Collection	Each individual Container that is Collected by Contractor in a vehicle intended or designated for the purpose of Collecting a different material type (e.g. Recyclable Materials Collected in Solid Waste vehicle, Solid Waste Collected in Organic Materials vehicle, etc.)	No acceptable failure level	\$100/Container

## EXHIBIT F

### PERFORMANCE STANDARDS & LIQUIDATED DAMAGES

**Performance Area: Reporting**

Performance Indicator: Contractor’s reporting shall be considered acceptable if Reports required under Exhibit D and record requests allowed under Article 6 to this Agreement are received, complete, and accurate within seven (7) calendar days after the date due or requested. If Contractor fails to meet this level of performance, City may assess liquidated damages for the specific performance measures identified in the following table.

Specific Performance Measure	Definition	Acceptable Performance Level	Liquidated Damage Amount
Late Report	Each occurrence of a Report, as required under Exhibit D to this Agreement, being submitted after the due date. Reports shall be considered late until they are submitted in a complete and accurate format.	Less than seven (7) calendar days after report due date	\$250/Day
Failure to Maintain or Provide Access to Records	Each occurrence of City Contract Manager requesting information required to be maintained by Contractor where Contractor fails to provide such information.	Less than seven (7) calendar days after report due date	\$500/Event
Misleading/ Inaccurate Reporting	Each occurrence of Contractor providing misleading or otherwise inaccurate information or reporting to City under or in regard to this Agreement. Typographical, cell reference, mathematical, and/or logic errors shall not be considered legitimate excuses from this requirement, nor shall ignorance.	No acceptable failure level	\$500/Event

By placing Designee’s initials at the places provided, each Party specifically confirms the accuracy of the statements made above and the fact that each Party has had ample opportunity to consult with legal counsel and obtain an explanation of Liquidated Damage provisions of the time that the Agreement was made.

Contractor  
Initial Here: \_\_\_\_\_

City  
Initial Here: \_\_\_\_\_

*This page intentionally left blank*



**EXHIBIT G1:  
CONTRACTOR'S PROPOSAL  
TECHNICAL PROPOSAL**

---

*This page intentionally left blank*

---

## 2 Technical Proposal for Base Proposal

The Monterey Peninsula communities have expressed a desire to enlist the expertise of an experienced and innovative provider of collection services for solid waste, recyclable materials, organic materials, and C&D debris. GreenWaste is an environmental leader that places a high priority on the diversion of waste from landfill disposal. Included in this section is the comprehensive technical proposal documenting GreenWaste's approach to providing the services currently received by each Participating Agency, as well as a few enhancements to these current services. It is anticipated that this proposal will demonstrate GreenWaste's significant innovation, successes of program development, approach to providing topnotch customer service, thorough and documented experience in implementation, effective public education and outreach, and efficient and comprehensive collection and processing operations. These proficiencies will assist the Participating Agencies in meeting, and even exceeding, the waste management goals set forth in the RFP and Agreement.

---

This page left blank intentionally

---

## 2.A Solid Waste, Recyclable Materials, Organic Materials, and C&D Collection

GreenWaste has developed the following Collection and processing/disposal operations proposal for the Participating Agencies that focuses on maintaining a high level of service while increasing participation in Recycling programs, achieving the State's 75% Recycling goal by January 1, 2020. These operations will result in increased diversion, more environmentally sustainable operations, competitive pricing, and will achieve the Participating Agencies' goals for Collection services. GreenWaste has thoroughly designed and precisely developed the following Collection and processing/disposal operations plan to:

- ✓ *Provide cohesive, high quality, and universal Solid Waste, Recyclable Materials, Organic Materials, and C&D debris 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 standard and expanded 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, Organic Materials and C&D debris Collection services by sector and material type. GreenWaste will furnish all personnel, labor, and equipment required to collect, remove, and deliver to the Approved Processing or Disposal Facilities, as agreed upon, all Solid Waste, Recyclable Materials, Organic Materials, and C&D debris produced, generated, or accumulated in the Participating Agencies during the period this Agreement is in effect.

The following outlines what is to come within this section:

- ✓ *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 Permanent and Temporary Roll-Off Services;*
  - ✓ *2.A.i.e Litter Abatement;*
  - ✓ *2.A.i.f Participating Agency-Specific Services; and,*
  - ✓ *2.A.i.g 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; and,*
  - ✓ *2.A.ii.d Personnel.*
- ✓ *2.A.iii Processing and Disposal*
  - ✓ *2.A.iii.a Solid Waste Disposal;*
  - ✓ *2.A.iii.b Recyclable Materials Processing and Marketing;*
  - ✓ *2.A.iii.c Organics Delivery; and,*
  - ✓ *2.A.iii.d C&D Debris Delivery.*

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.C | Public Education & Outreach
- Section 2.D | Customer Service
- Section 2.E | Billing

2.A.i Services Provided

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

GreenWaste will offer to the Participating Agencies standard Collection services that match the current services Customers are receiving, as detailed in the Current Single-Family Collection Services table below, as well as some enhancements to the current services as required per the RFP, Agreement, and Exhibits:

Current Single-Family Collection Services							
	Carmel	Del Rey Oaks	Marina	Pacific Grove	Pebble Beach	Sand City	Seaside
Solid Waste Collection	✓	✓	✓	✓	✓	✓	✓
Additional Solid Waste Containers					\$**		
Recyclable Materials Collection	✓	✓	✓	✓	✓	✓	✓
Additional Recycling Containers					\$**	✓	
Yard Trimmings Collection	✓	✓	\$	✓	✓	✓	\$
Additional Yard Trimmings Containers				✓	\$**	\$	
Back-/Side-Yard Collection Service	✓			\$	✓/\$*		✓
Curbside Motor Oil & Filter Collection	✓	✓	✓	✓	✓	✓	✓
Curbside Holiday Tree Collection	✓	✓	✓	✓	✓	✓	✓
Curbside Household Battery Collection					✓		
E-Waste Events					1***		
<p><i>*Note: Pebble Beach offers one-direction back-/side-yard Collection services at no additional charge to Residential customers and charges an additional fee to customers for two-direction back-/side-yard Collection service.</i></p> <p><i>**Note: Pebble Beach charges for extra bins per Exhibit B.</i></p> <p><i>*** Note: Pebble Beach has a four hour e-waste event once a year that is held at the District's main fire station parking lot. Containers and staff provided by the Franchise provider.</i></p>							

Proposed Base Single-Family Collection Services							
	Carmel	Del Rey Oaks	Marina	Pacific Grove	Pebble Beach	Sand City	Seaside
Solid Waste Collection	✓	✓	✓	✓	✓	✓	✓
Additional Solid Waste Containers	\$	\$	\$	\$	\$	\$	\$
Recyclable Materials Collection	✓	✓	✓	✓	✓	✓	✓
Additional Recycling Containers	\$	\$	\$	\$	\$	✓	\$
Yard Trimmings Collection	✓	✓	✓	✓	✓	✓	✓
Additional Yard Trimmings Containers	\$	\$	\$	✓	\$	\$	\$
Back-/Side-Yard Collection Service	✓			\$	✓/\$*		✓
Curbside Motor Oil & Filter Collection	✓	✓	✓	✓	✓	✓	✓
Curbside Holiday Tree Collection	✓	✓	✓	✓	✓	✓	✓
Curbside Household Battery Collection	✓	✓	✓	✓	✓	✓	✓
E-Waste Events					1***		
<i>*Note: Pebble Beach offers one-direction back-/side-yard Collection services at no additional charge to Residential customers and charges an additional fee to customers for two-direction back-/side-yard Collection service.</i> <i>*** Note: Pebble Beach has a four hour e-waste event once a year that is held at the District's main fire station parking lot. Containers and staff provided by the Franchise provider.</i>							

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 tailored to each Participating Agency as described below. Collection containers may be offered in the default sizes, with options for additional containers and/or container sizes available, as detailed in the table below.

Single-Family Containers			
	Solid Waste	Recyclable Materials	Yard Trimmings
20-Gallon	✓	n/a	n/a
35-Gallon	✓	✓	✓
65-Gallon	✓	D	✓
95-Gallon	✓	✓	D
Additional Container(s)	\$ - All Participating Agencies	A - Sand City \$ - All Participating Agencies	A - Pacific Grove \$ - All Participating Agencies
✓ ~ Offered A ~ Available (No Additional Charge) \$ ~ Available (Additional Charge) D ~ Default Size n/a ~ Not Available			

Side/Back-Yard Service | While the default cart sizes for specific materials outlined above will be offered to all Single-Family Customers, GreenWaste will make additional sizes available upon request due to space constraints or physical disability for all material types. GreenWaste will allow for persons that have a disability as defined by the Americans with Disabilities Act that are occupants of Single-Family Premises to receive Collection services at a location other than curbside at no extra charge to the Customer. GreenWaste will make reasonable accommodations with regard to provision of and servicing of containers

at no additional cost to the Customer. The following Participating Agencies currently receive additional side/back-yard accommodations and will continue to receive such services from GreenWaste:

- **Carmel** | Single-Family Customers will receive two (2) direction side/back-yard service for all material types at no additional charge;
- **Pebble Beach CSD** | Single-Family Customers will receive one (1) direction side/back-yard service (i.e., containers are either collected from or returned to a designated location on the property within 100 feet of the curb) for all material types at no charge upon Customer request. Single-Family Customers will receive two (2) direction side/back-yard service upon Customer request for an additional fee;
- **Pacific Grove** | Single-Family Customers will receive two (2) direction side/back-yard service for all material types upon Customer request for an 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 transport all Solid Waste collected to the Approved Disposal Facility. Single compartment fully- and semi-automated rear-, front- and side-loader Collection vehicles will be utilized. For a complete list of vehicles to be used for residential Solid Waste Collection, please refer to the Proposed Collection Vehicle Chart in [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer all Single-Family Customers new Solid Waste carts in 20-, 35-, 65-, and 95-gallon sizes. Additional carts will be available upon Customer request and GreenWaste will charge an “Additional Solid Waste Cart” Rate approved by the Participating Agencies. Special pickups requested by a Customer, on days other than their regularly-scheduled Collection day, will also be available at an additional charge.

- **One Time Solid Waste Overages** | GreenWaste will collect up to ten (10) additional bags of Solid Waste from each Single-Family Customer on their regularly-scheduled Collection day at no additional charge. On a yearly basis GreenWaste will mail all Single-Family Customers 10 stickers that are to be placed on each extra bag of Solid Waste a Customer wishes to be collected. These stickers will have an expiration date of the end of that year. The driver will log if a bag or bags are collected that have these stickers adhered to them. GreenWaste will track the use of the stickers as well as program participation for the Participating Agencies.
- **Recurring Solid Waste Overages** | GreenWaste will also offer Single-Family Customers the option of placing a “Standing Order for Extras” on their account. This allows a Customer to agree ahead of time to pay an approved rate for Collection of extra bags of garbage that they place out alongside their Solid Waste cart. Customers will not be required to call Customer Service to schedule these extra Collections ahead of time. GreenWaste currently offers these programs in Santa Cruz County. If there is a bag (or bags) of Solid Waste placed curbside without stickers and without a Standing Order for Extra set up on the Customer’s account, the driver will take the bag(s), leave an “Extra Bag Tag” either on the cart or on the Customer’s doorknob indicating directions to call Customer Service to inquire about why they received this tag and what GreenWaste will bill the Customer for the extra bag(s) collected. The driver will log when this occurs and report to Operations who will then add the notice and charge to the Customer’s account.



[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. Single compartment fully- and semi-automated rear-, front- and side-loader Collection vehicles will be utilized. For a complete list of vehicles to be used for residential Solid Waste Collection, please refer to the Proposed Collection Vehicle Chart in [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer all Single-Family Customers new Recyclable Materials carts in 65- and 95-gallon sizes, with the default cart size being 65-gallons. Smaller sizes will be available for side/back-yard services. Additional carts will be available upon Customer request and GreenWaste will charge an “Additional Recycling Cart” Rate approved by the Participating Agencies, except for Single-Family Customers in Sand City, who may receive an additional Recycling cart upon request at no additional charge (per the current services in this Participating Agency).

- [Recyclable Materials Overages](#) | GreenWaste will collect additional Recyclable Materials from Single-Family Customers in Customer-provided bags placed adjacent to the Recyclable Materials Cart on their regularly-scheduled Collection day at no additional charge to the Customer.
- [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, targeting outreach activities toward these Customers. If the contamination continues, contamination fees would be imposed. Please refer to [Section 2.I | Performance Measures and Diversion Incentives](#) for a detailed description of how contamination fees will incentivize minimized contamination and result in higher diversion.

Special pickups requested by a Customer on days other than their regularly-scheduled Collection day will be available at an approved additional charge. GreenWaste proposes to utilize the MRWMD MRF as a Transfer Station for Recyclable Materials, which will then be transported to the GreenWaste Material Recovery Facility (MRF) located at 625 Charles Street in San Jose, California. The GreenWaste MRF is fully licensed and permitted to process Recyclable Materials into usable and/or marketable materials. For a complete list of materials accepted under the Single-Stream Recycling Program, please refer to [Section 2.A.iii.b | Recyclable Materials Accepted](#).

Additional materials that will be accepted under the GreenWaste Recyclable Materials program are detailed below:

- [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. For

additional information on how GreenWaste will conduct outreach to Customers to notify them of the used motor oil and filter Collection and Recycling service, please refer to [Section 2.C | Public Education and Outreach](#) for a description and [Section 9 | Attachments](#) for examples.

- [Household Battery Collection](#) | GreenWaste will provide weekly curbside (or side/back-yard service for eligible Customers) 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 Recycling cart, and at no additional charge to the Customer. Customers will not be required to contact Customer Service in advance. For additional information on how GreenWaste will conduct outreach to Customers to notify them of this free service, please refer to [Section 2.C | Public Education and Outreach](#) for a description and [Section 9 | Attachments](#) for examples.

[Single-Family Yard Trimmings Collection](#) | GreenWaste will provide all Single-Family Customers with weekly curbside (or side/back-yard service for eligible Customers) Yard Trimmings Collection service. While the Yard Trimmings Collection programs in Marina and Seaside are currently voluntary, GreenWaste is pleased to offer a universal program to these Agencies. Single compartment fully- and semi-automated rear-, front- and side-loader Collection vehicles will be utilized. For a complete list of vehicles to be used for residential Solid Waste Collection, please refer to the Proposed Collection Vehicle Chart in [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer all Single-Family Customers new Yard Trimmings carts in 65- and 95-gallon sizes, with the default cart size being 95-gallons. Smaller sizes will be available for side/back-yard services. Additional carts will be available upon Customer request and GreenWaste will charge an “Additional Yard Trimmings Cart” Rate approved by the Participating Agencies, except for Single-Family Customers in Pacific Grove, who may receive an additional Yard Trimmings cart upon request at no additional charge (per the current services in this Participating Agency).

- [Yard Trimmings Overages](#) | GreenWaste will collect additional Yard Trimmings from Single-Family Customers in Customer-provided bags adjacent to the Yard Trimmings Cart on their regularly-scheduled Collection day at no additional charge to the Customer.
- [Contamination of Yard Trimmings](#) | GreenWaste proposes the implementation of [contamination fees](#) for Customers with chronic contamination. GreenWaste will phase the implementation of this program by first notifying Customers that have continuously contaminated Yard Trimmings containers, targeting outreach activities toward these Customers, and if the contamination continues, contamination fees would be imposed. Please refer to [Section 2.I | Performance Measures and Diversion Incentives](#) for a detailed description of how contamination fees will incentivize minimized contamination and result in higher diversion.

Special pickups requested by a Customer on days other than their regularly-scheduled Collection day will be available at an approved additional charge. GreenWaste will deliver Yard Trimmings to the Approved Organic Materials Processing Facility. For a complete list of materials accepted under the Residential Yard Trimmings Program, please refer to [Section 2.A.iii.c | Organics Disposal](#).

Additional programs that will be offered by GreenWaste are detailed below:

- [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 including: holiday trees, Halloween pumpkins, spring cleaning, and fall leaves.

- ✓ **Holiday Tree Collection** | Single-Family Customers will be able to place their whole, un-flocked, and undecorated holiday trees curbside during the first two (2) weeks of each year in all Participating Agencies. Customers will be notified of their options for holiday tree disposal via outreach through the Customer newsletter and the GreenWaste website.
- ✓ **Halloween Pumpkin Collection** | Single-Family Customers will be able to place their raw pumpkins in their Yard Trimmings carts for Collection. All non-biodegradable debris such as candle wax, glue, and paint must be removed.
- ✓ **Spring Cleaning** | Single-Family Customers may utilize a Bulky Item and Reusable Materials Collection Event in order to conveniently dispose of excess items during spring cleaning. Please refer to [Section 2.B | Bulky Item Reuse Collections](#) for a description of GreenWaste's proposed Bulky Item and Reusable Materials Collection Program, the parameters and Collection methodology.
- ✓ **Leaf Season** | Single-Family Customers may bag their extra fallen leaves and place them next to their Yard Trimmings cart on their regularly-scheduled Collection day for Collection. This program will be subject to reasonable limitations on the volume of additional service provided.

For more extensive information on how GreenWaste will conduct outreach to Customers to notify them of these services, please refer to [Section 2.C | Public Education and Outreach](#) for a description and [Section 9 | Attachments](#) for examples.

[Collection Containers – Single-Family Customers](#) | GreenWaste will provide new wheeled carts for Solid Waste, Recyclable Materials, and Yard Trimmings to Single-Family Customers in all of the Participating Agencies. GreenWaste will pick up and return each cart to the location where the Customer properly placed it for Collection (except in the case of one (1) direction side/back-yard service), upright with lids properly secured. For a description of wheeled carts used for Single-Family Customers please refer to the upcoming sub-section [Section 2.A.ii.a | Collection Containers](#). Included in [Section 9 | Attachments](#) are manufacturer brochures of proposed containers.

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

GreenWaste will offer to the Participating Agencies standard Collection services that match the current services Customers are receiving, as detailed in the Current Multi-Family Collection Services table below:

Current / Proposed Multi-Family Collection Services							
	Carmel	Del Rey Oaks	Marina	Pacific Grove	Pebble Beach	Sand City	Seaside
Solid Waste Collection	✓	✓	✓	✓	✓	✓	✓
Recyclable Materials Collection	✓	✓	✓	✓	✓	✓	✓
Yard Trimmings Collection	✓	✓	✓	✓	✓	✓	✓

GreenWaste will provide all Multi-Family Customers with at least weekly Collection service for Solid Waste, single-stream Recyclable Materials, and Yard Trimmings as described below. Collection containers may be offered in the default sizes, with options for additional containers and/or container sizes available, as detailed in the table below.

Multi-Family Containers			
	Solid Waste	Recyclable Materials	Yard Trimmings
35-Gallon	D	n/a	✓
65-Gallon	✓	D	✓
95-Gallon	✓	✓	D
1-8 cubic yard bins	✓	✓	n/a
Drop Boxes or Compactors	Available upon request	Available upon request	Available upon request
Additional Container(s)	May increase service frequency up to 6x/wk \$ ~ All Participating Agencies	May increase service frequency up to 6x/wk \$ ~ All Participating Agencies	May increase service frequency up to 6x/wk \$ ~ All Participating Agencies
✓ ~ Offered \$ ~ Available (Additional Charge) D ~ Default Size n/a ~ Not Available			

**Container Access** | GreenWaste will work with Participating Agencies to develop standard specifications for Collection container enclosures at Multi-Family Premises. This will be done in order to ensure that the enclosures are built to provide adequate space and suitable configuration to allow GreenWaste to safely and efficiently service containers. 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 may 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 property secured.

**Multi-Family Solid Waste Collection** | GreenWaste will provide all Multi-Family Customers with Solid Waste Collection service at least weekly, and up to 6x/week. GreenWaste will transport all Solid Waste collected to:

- *The Approved Disposal Facility for Disposal or,*
- *The Approved Mixed Waste Processing Facility for Processing prior to Disposal (at the direction of the Agency Contract Manager or the MRWMD).*

GreenWaste will make contact with Multi-Family Premises managers by mail in advance of the start of service to determine appropriate Solid Waste bin or cart sizes and service frequency. In the event that GreenWaste is unable to make contact with managers, a 35-gallon default cart size will be provided and assigned to each unit for Solid Waste (may be provided as bin service as appropriate). GreenWaste will operate rear-, front- and side-loader Collection vehicles, depending on the type of containers being utilized by multi-family premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive Collection circumstances. For a complete list of vehicles to be used for Solid Waste Collection, please refer to the Proposed Collection Vehicle Chart in [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer all 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. Extra picks ups can be scheduled equating to up to six days per week total service.

[Multi-Family Recyclable Materials Collection](#) | GreenWaste will provide all Multi-Family Customers with single-stream Recyclable Materials Collection service at least weekly, up to 6x/week. GreenWaste will make contact with Multi-Family Premises managers by mail in advance of the start of service to determine appropriate single-stream Recyclable Materials bin or cart sizes and service frequency. In the event that GreenWaste is unable to make contact with managers, a 65-gallon default cart size will be provided and assigned to each unit for Recyclable Materials (may be provided as bin service as appropriate). GreenWaste will operate rear-, front- and side-loader Collection vehicles, depending on the type of containers being utilized by multi-family premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive Collection circumstances. For a complete list of vehicles to be used for Recyclable Materials Collection, please refer to the Proposed Collection Vehicle Chart in [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer all Multi-Family Customers new single-stream Recyclable Materials 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.

- [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 targeting outreach activities toward these Customers. If the contamination continues, contamination fees would be imposed. Please refer to [Section 2.I | Performance Measures and Diversion Incentives](#) for a detailed description of how contamination fees will incentivize minimized contamination and result in higher diversion.

GreenWaste proposes to utilize the MRWMD MRF as a Transfer Station for Recyclable Materials, which will then be transported to the GreenWaste Material Recovery Facility (MRF) located at 625 Charles Street in San Jose, California. The GreenWaste MRF is fully licensed and permitted to process Recyclable Materials into usable and/or marketable materials. For a complete list of materials accepted under the Single-Stream Recycling Program, please refer to the upcoming sub-section [Section 2.A.iii.b | Recyclable Materials Accepted](#).

For additional information on how GreenWaste will conduct outreach to Multi-Family Customers to notify them of Recycling services offered, please refer to [Section 2.C | Public Education and Outreach](#) for a description and [Section 9 | Attachments](#) for examples.

[Multi-Family Yard Trimmings Collection](#) | GreenWaste will offer all Multi-Family Customers Yard Trimmings Collection services at least weekly, with the option of servicing up to six (6) times per week, with the exception of Marina and Seaside who will continue their voluntary, subscription-based Multi-Family Yard Trimmings programs. Yard Trimmings carts are to be placed curbside (or at another Customer-selected service location at the Multi-Family Premises where push/pull charges may apply). GreenWaste will make contact with Multi-Family Premises managers by mail in advance of the start of service to determine appropriate Yard Trimmings cart sizes and service frequency. In the event that GreenWaste is unable to make contact with managers, a 95-gallon default cart size will be provided and assigned to each unit for Yard Trimming materials (may be provided as bin service as applicable). GreenWaste will operate rear-, front- and side-loader Collection vehicles. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive Collection circumstances. For a complete list of vehicles to be used for Yard Trimmings Collection, please refer to the Proposed Collection Vehicle Chart in the upcoming sub-section [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer all Multi-Family Customers new Yard Trimmings carts in 65- and 95-gallon sizes. (35-gallon carts will be available upon Participating Agency request). Additional carts will be available upon Customer request and GreenWaste will charge an “Additional Yard Trimmings Cart” Rate approved by the Participating Agencies. Special pickups requested by a Customer, on days other than their regularly-scheduled Collection day, will be available at an approved additional charge. GreenWaste will deliver Yard Trimmings to the Approved Organic Materials Processing Facility. For a complete list of materials accepted under the Multi-Family Yard Trimmings Program, please refer to the upcoming sub-section [Section 2.A.iii.c | Organics Disposal](#).

- [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, targeting outreach activities toward these Customers. If the contamination continues, contamination fees would be imposed. Please refer to [Section 2.I | Performance Measures and Diversion Incentives](#) for a detailed description of how contamination fees will incentivize minimized contamination and result in higher diversion.

GreenWaste understands and will comply with Agency Contract Manager(s) who may require an expansion during the Term of this Agreement in the Multi-Family Yard Trimmings Collection program to include all Organic Materials. GreenWaste will, within thirty (30) calendar days of such request, begin providing Organic Materials services, including public education and outreach, to Multi-Family Customers, at the approved Mixed Organics rates set forth in the required Alternative Proposals.

For additional information on how GreenWaste will conduct outreach to Multi-Family Customers to notify them of Yard Trimmings and/or Organics services offered, please refer to [Section 2.C | Public Education and Outreach](#) for a description and [Section 9 | Attachments](#) for examples.

[Collection Containers – Multi-Family Customers](#) | GreenWaste will provide new wheeled carts, bins, and/or drop boxes or compactors for Solid Waste, Recyclable Materials, and Yard Trimmings to Multi-Family

Customers in all of the Participating Agencies. For a description of wheeled carts, bins, drop boxes, and compactors used for Multi-Family Customers please refer to [Section 2.A.ii.a | Collection Containers](#). Included in [Section 9 | Attachments](#) are manufacturer brochures of proposed containers.

## 2.A.i.c Commercial Customer Collection Services

GreenWaste will offer to the Participating Agencies standard Collection services that match the current services Customers are receiving, as detailed in the Current Commercial Collection Services table below:

Current / Proposed Commercial Collection Services							
	Carmel	Del Rey Oaks	Marina	Pacific Grove	Pebble Beach	Sand City	Seaside
Solid Waste Collection	✓	✓	✓	✓	✓	✓	✓
Recyclable Materials Collection	✓	✓	✓	✓	✓	✓	✓
Food Scrap Collection	\$	\$	\$	\$	\$	\$	\$

GreenWaste will provide all Commercial Customers with at least weekly Collection service for Solid Waste and single-stream Recyclable Materials. Current pilot program commercial Organic Materials Collection participants will receive Organic Materials Collection services at least weekly as described below. Collection containers may be offered in the default sizes, with options for additional containers and/or container sizes available, as detailed in the table below.

Commercial Containers			
	Solid Waste	Recyclable Materials	Organic Materials
65-Gallon	✓	✓	✓
95-Gallon	✓	✓	✓
1-8 cubic yard bins	✓	✓	✓ (Only offered in 1-2 cubic yard bin sizes)
Drop Boxes or Compactors	Available upon request	Available upon request	Available upon request
Additional Container(s)	May increase service frequency up to 6x/wk \$ - All Participating Agencies	May increase service frequency up to 6x/wk \$ - All Participating Agencies	May increase service frequency up to 6x/wk \$ - All Participating Agencies
✓ ~ Offered \$ ~ Available (Additional Charge) D ~ Default Size n/a ~ Not Available			

[Container Access](#) | GreenWaste will work with Participating Agencies to develop standard specifications for Collection container enclosures at Commercial Premises. This will be done to ensure that the enclosures are built to provide adequate space and suitable configuration to allow GreenWaste to safely and efficiently service containers. 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, (some services may 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.

Commercial Solid Waste Collection | GreenWaste will provide all Commercial Customers with Solid Waste Collection service at least weekly, up to 6x/week. GreenWaste will transport all Solid Waste collected to:

- The Approved Disposal Facility for Disposal or,
- The Approved Mixed Waste Processing Facility for Processing prior to Disposal (at the direction of the Agency Contract Manager or the MRWMD).

GreenWaste will make contact with Commercial Customers by mail in advance of the start of service to determine appropriate Solid Waste bin or cart sizes and service frequency. In the event that GreenWaste is unable to make contact with Customers, their current Collection cart size will be provided and assigned for Solid Waste. GreenWaste will operate rear-, front- and side-loader Collection vehicles, depending on the type of containers being utilized by commercial premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive Collection circumstances. For a complete list of vehicles to be used for commercial Solid Waste Collection, please refer to the Proposed Collection Vehicle Chart in the upcoming sub-section [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer all Commercial Customers new Solid Waste 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). Upon Customer request and to accommodate periodic additional service needs, GreenWaste will provide Collection service at a greater frequency than the Customer's regularly scheduled service, up to the maximum service level, and GreenWaste will charge the appropriate rate for the higher service level.

Commercial Recyclable Materials Collection | GreenWaste will provide all Commercial Customers with single-stream Recyclable Materials Collection service at least weekly, up to 6x/week curbside. GreenWaste will make contact with Commercial Customers by mail in advance of the start of service to determine appropriate Recyclable Materials bin or cart sizes and service frequency. In the event that GreenWaste is unable to make contact with Customers, their current Collection cart size will be provided and assigned for Recyclable Materials. GreenWaste will operate rear-, front- and side-loader Collection vehicles, depending on the type of containers being utilized by commercial premises. The various types of vehicles allow GreenWaste to be more versatile in addressing potentially restrictive Collection circumstances. For a complete list of vehicles to be used for commercial Recyclable Materials Collection, please refer to the Proposed Collection Vehicle Chart in [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer all Commercial Customers new single-stream Recyclable Materials 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. GreenWaste proposes to utilize the MRWMD MRF as a Transfer Station for Recyclable Materials, which will then be transported to the GreenWaste Material Recovery Facility (MRF) located at 625 Charles Street in San Jose, California. The GreenWaste MRF is fully licensed and permitted to process Recyclable Materials into usable and/or marketable materials. For a complete list of materials accepted under the Single-Stream Recycling Program, please refer to [Section 2.A.iii.b | Recyclable Materials Accepted](#).

- Contamination of Recyclable Materials | GreenWaste proposes the implementation of contamination fees for Customers with chronic contamination. GreenWaste will phase the



implementation of this program by first notifying Customers that have continuously contaminated Recyclable Materials containers, targeting outreach activities toward these Customers, and if the contamination continues, contamination fees would be imposed. Please refer to [Section 2.1 | Performance Measures and Diversion Incentives](#) for a detailed description of how contamination fees will incentivize minimized contamination and result in higher diversion.

[Pilot Commercial Organic Materials Collection](#) | GreenWaste is pleased to continue the Pilot Commercial Organic Materials Collection program to Customers currently participating. GreenWaste will provide subscribing Commercial Customers with Organic Materials Collection service at least weekly, up to 6x/week. GreenWaste will make contact with Commercial Customers by mail in advance of the start of service to determine appropriate Organic Materials bin or cart sizes and service frequency. In the event that GreenWaste is unable to make contact with Customers, their current Collection container size will be provided and assigned for Organic Materials. GreenWaste will operate rear-loader Collection vehicles to service Organics containers. For a complete list of vehicles to be used for Commercial Collection, please refer to the Proposed Collection Vehicle Chart in [Section 2.A.ii.b | Proposed Collection Vehicles](#). GreenWaste will offer subscribing Commercial Customers new Organic Materials containers in 65- and 95-gallon sizes or 1- 2 cubic yard bins. Special pickups requested by a Customer, on days other than their regularly-scheduled Collection day, will be available at an approved additional charge. GreenWaste will deliver Organic Materials to the Approved Organic Materials Processing Facility for processing. For a complete list of materials accepted under the Pilot Commercial Organic Materials Collection Program, please refer to [Section 2.A.iii.c | Organics Disposal](#).

- [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 containers, targeting outreach activities toward these Customers, and if the contamination continues, imposing contamination fees. Please refer to [Section 2.1 | Performance Measures and Diversion Incentives](#) for a detailed description of how contamination fees will incentivize minimized contamination and result in higher diversion.

[Collection Containers – Commercial Customers](#) | GreenWaste will provide new wheeled carts, bins, and/or drop boxes or compactors for Solid Waste, Recyclable Materials, and Organic Materials to Commercial Customers in all of the Participating Agencies. For a description of wheeled carts, bins, drop boxes, and compactors used for Commercial Customers please refer to the upcoming sub-section [Section 2.A.ii.a | Collection Containers](#). Included in [Section 9 | Attachments](#) are manufacturer brochures of proposed containers.

## 2.A.i.d Permanent and Temporary Roll-Off Services

GreenWaste will offer to the Participating Agencies standard Collection services that match the current services Permanent and Temporary Roll-Off Customers are receiving.

GreenWaste will provide all Permanent and Temporary Roll-Off service to large volume regular Customers for Solid Waste, Recyclable Materials, Organic Materials, and Source-Separated or Mixed Construction and

Demolition (C&D) materials. GreenWaste will deliver container type and size as requested by the Customer. Non-use and contamination fees may apply.

Roll-Off Solid Waste Collection | Please refer to the previous Commercial Solid Waste Collection section for a description of permanent roll-off Solid Waste Collection services. GreenWaste will also provide containers for all Participating Agencies in 10-, 20-, 30-, and 40-cubic yard sizes for drop boxes or compactors for temporary Collection services (e.g., construction or clean-out projects). Services will be provided at least weekly and up to 6x/week.

Roll-Off Recyclable Materials Collection | Please refer to the previous Commercial Recyclable Materials Collection section for a description of permanent roll-off Recyclable Materials Collection. GreenWaste will also provide containers for all Participating Agencies in 10-, 20-, 30-, and 40-cubic yard sizes for drop boxes or compactors for temporary Collection services (e.g., construction or clean-out projects). Services will be provided at least weekly and up to 6x/week. Customers will have the option of choosing source-separated Collection of homogeneous material types (e.g., all cardboard, all metals, all wood waste, etc.) or Mixed Recycling with all Recyclable Materials commingled.

Roll-Off Organic Materials Collection | Please refer to the previous Pilot Commercial Organic Materials Collection section for a description of permanent roll-off Organic Materials (Yard Trimmings and/or Food Scraps) Collection. GreenWaste will also provide containers for all Participating Agencies in sizes 10-, 20-, 30-, and 40-cubic yard drop boxes or compactors for temporary Collection services (e.g., construction or clean-out projects, contamination fees may apply). Services will be provided at least weekly, up to six (6) times per week.

Roll-Off Source-Separated C&D Materials Collection | GreenWaste will provide containers for all Participating Agencies in 10-, 20-, 30-, and 40-cubic yard sized drop boxes scheduled or on-call source-separated C&D materials Collection. Source-separated Collection of homogeneous material types may include all metals, all inert materials, all wood waste, etc.. Service must occur at least monthly, up to 6x/week. GreenWaste will determine whether to deliver C&D materials to the Approved C&D Processing Facility, or to any Person who will make a net payment to GreenWaste for delivery of the source-separated C&D materials. GreenWaste will document and report to the Agency Contract Manager and the MRWMD each instance where GreenWaste delivers C&D to a Person other than the Approved C&D Processing Facility. Such report will include the Person to whom the materials were delivered, the specific type of materials delivered (e.g., metals, wood, etc.), the number of tons, and the amount received in payment for the delivery.

Roll-Off Mixed C&D Materials Collection | GreenWaste will provide containers for all Participating Agencies in 10-, 20-, 30-, and 40-cubic yard sized drop boxes for scheduled or on-call mixed C&D materials Collection (all materials commingled). Service must occur at least monthly, up to 6x/week. GreenWaste will transport all mixed C&D materials to the Approved C&D Processing Facility for processing.

## 2.A.i.e Litter Abatement

GreenWaste will use due care to prevent spills or leaks of material placed for Collection, used motor oil, fuel, and fluids while providing services under this Agreement. If any materials are spilled or leaked during Collection and transportation, GreenWaste will clean up all spills or leaks before leaving the site of the spill.

In the event a spill is too large for the Collection driver to handle himself, a supervisor will be called to the site to handle the clean-up and ensure the satisfaction of the Participating Agencies.

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 (combustion of material in the truck), 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.

Storm Water Pollution Prevention Best Management Practices | In an effort to maintain clean waterways and to promote the health and safety of the communities it serves and the ecosystem it is a part of, GreenWaste is pleased to offer some new ideas and Best Management Practices (BMPs) regarding litter reduction to comply with each Participating Agency's new Storm Water Permit requirements. These BMPs will be enacted at no additional charge to the Participating Agencies and will be an instrumental component to GreenWaste's commitment to reducing the impacts of litter in the communities it serves. Employees (drivers, managers and outreach staff) will receive comprehensive training on these BMPs and the effects of litter on communities.

These practices will be incorporated into all GreenWaste general outreach materials and included in employee training meetings. These BMPs are listed below:

- ✓ *Through educating residents & businesses about the need for closing lids and "right sizing" their service, GreenWaste will prevent container overflow which can be an ongoing problem. This shall be accomplished by tagging the containers that are overfull with "reminder stickers," which will serve as outreach and education to the Customer. Photos of the containers will be taken by drivers, attached to the Customer's account, and will be available to outreach and Customer service staff in order to help demonstrate to the Customer where a problem exists.*
- ✓ *Provide outreach to Customers about bagging lightweight materials such as plastic bags, film plastics, foam peanuts and other materials that can easily become litter due to their lightweight nature and ability to be carried away by wind. Inform residents and businesses about the importance of reducing litter and trash through better management of their wastes.*
- ✓ *Train drivers about the importance of reducing litter in Collection operations including the impact of litter on neighborhoods and local creeks and the ocean. Ask drivers for solutions, get their buy-in, provide information on why litter is a problem, and make them part of the solution (incentivize good behavior).*
- ✓ *Make sure drivers clear truck hopper before driving to facilities. Have drivers actively look for and pick up litter around containers during Collection. Have route supervisors look for litter that is left behind after containers have been serviced. Penalize drivers if they do not pick up litter they create.*
- ✓ *Signs will be located on the back of GreenWaste hauling vehicles that state, "Help us keep our roadways and waterways clean. If you see litter falling out of this truck please contact 800-XXX-XXXX"*
- ✓ *GreenWaste also proposes to work with a Participating Agency's street sweeping operators in order to align schedules with Collection schedules to have sweeping following the standard Collection day.*

## 2.A.i.f Participating Agency-Specific Services

GreenWaste is pleased to offer to the Participating Agencies all the services they are currently receiving in addition to the Solid Waste, Recyclable Materials, Organic Materials, and C&D materials Collection services. GreenWaste understands this list is not an exhaustive list of possible programs and services and that it only represents those programs that are currently in place in the listed Participating Agencies.

[Carmel-by-the-Sea](#) | GreenWaste will provide the following services to the City of Carmel-by-the-Sea (Carmel):

- [Public Litter Container Services](#) | GreenWaste will, at least twice daily, seven days per week, collect Solid Waste and Recyclable Materials from the public litter containers, as well as any litter that is immediately surrounding the containers, and deliver the collected Solid Waste to the Approved Disposal Facility and the collected Recyclable Materials to the MRWMD MRF, which will be utilized as a Transfer Station. Recyclable Materials will then be transported to the GreenWaste Material Recovery Facility (MRF), located at 625 Charles Street in San Jose, California. Additionally, GreenWaste will maintain public litter containers including cleaning, repairing, and replacing as needed. GreenWaste will steam-clean or pressure-wash each public litter container at least four times per year. GreenWaste will not be required to replace more than 15 public litter containers per year.
- [Hardscape Services](#) | GreenWaste will, at least four times a year, upon request, hot water pressure-wash hardscape areas within Carmel. GreenWaste will keep free of accumulated garbage and debris all sidewalks, public litter containers, and enclosures within the requested areas, and GreenWaste will capture wash off materials larger than ¼" for proper disposal.
- [Pet Waste Clean-Up Program](#) | GreenWaste will reimburse Carmel up to ten thousand dollars (\$10,000) per year for Carmel's actual costs incurred for operating a pet waste clean-up program at all parks, beaches, walking or biking trails, as well as other requested locations citywide. The pet waste clean-up program will include, at a minimum, installation of 33 plastic bag/glove dispensers, conveniently distributed throughout the public locations.
- [Beach Litter Clean-Up Equipment](#) | GreenWaste will reimburse Carmel for the cost of an All Terrain Vehicle (ATV) upon execution of a Collection Services Agreement and every two (2) years thereafter during the term for beach litter and Recyclable Material Collection. Carmel will select the vehicle and warranty package, not to exceed eight thousand four hundred dollars (\$8,400), and invoice GreenWaste for reimbursement. Carmel will not be restricted in its use of these funds to purchasing an ATV and may choose to purchase, and be reimbursed for, any equipment or labor related to public and/or beach litter and Recyclable Materials clean-up.
- [Youth Service Organization Recycling Grant](#) | GreenWaste understands the importance of sustaining and encouraging non-profit youth serving organizations and will donate eighteen thousand dollars (\$18,000) annually to the grant programs in Carmel. GreenWaste will work together with Carmel and the youth serving organizations to coordinate an annual Recycling-related event for each organization. The annual grant donation will be paid to Carmel on or before the last date of January each year.

- **Portable Toilet Service** | GreenWaste will subcontract a local company to provide up to ten (10) portable chemical toilets to Carmel on each of the following occasions: Memorial Day weekend, 4th of July, Surfabout, Labor Day and the Sand Castle Contest. If Carmel does not use all ten (10) portable toilets at one (1) event, an equivalent number of units will be available for use at any other time(s) and for any other purpose(s) as requested by Carmel's Contract Manager. If Carmel exceeds the total number of units specified in the Agreement in any year, GreenWaste will bill Carmel at its normal rates for similar service.
- **Green/Sustainable Community Committee** | GreenWaste will participate in and/or facilitate a community committee in Carmel that shall serve an advisory role to the City Council with regard to environmental issues.
- **City Facilities and Parks** | GreenWaste will collect Solid Waste, Recyclable Materials, Organic Materials, Bulky Items, and Reusable Materials from Carmel facilities in the same manner as those services are provided to Commercial Customers. GreenWaste will provide service to all Carmel facilities, present and future, at no cost to Carmel. Listed below are current facilities and parks receiving Collection services in Carmel:

<b>Carmel-by-the-Sea City Facility and Park Collection Service</b>					
Street	Location Name	Type	Quantity	Bin Size	Frequency
Lincoln & 6 <sup>th</sup>	Del Mar Parking Lot	Both	8 trash 2 recycle	City Owned	2/day
Dolores & 5 <sup>th</sup> Ave.	First Murphy Park	Both	8	City Owned	2/day
5 <sup>th</sup> Ave. & Dolores	Carmelita Park	Both	1	City Owned	2/day
Junipero, between Ocean & 6 <sup>th</sup>	Post Office	Both	1	City Owned	2/day
3 <sup>rd</sup> , between Torres & Junipero	Devendorf Park	Both	3	City Owned	2/day
San Carlos & 9 <sup>th</sup>	Vista Lobos	Both	9 trash 3 recycle	City Owned / WM 64 & 96 gal	2/day
Dolores, between Ocean Ave. & 7 <sup>th</sup>	Sunset Center	Both	6	3-64 gal 3-96 gal	1/day
Monte Verde St., between Ocean & 7 <sup>th</sup>	Piccadilly Park	Both	6	City Owned	2/day
Monte Verde St., between Ocean & 7 <sup>th</sup>	City Hall	Both	2	64 gal trash 64 gal recycle	1/day
	Tennis Courts	Both	2	City Owned	1/day
Camino Del Monte & Junipero	Forrest Hill Park	Both	8	City Owned	2/day
	Mary Austin Park	Both			
TBD	Cardboard Recycling	Both	4	2yd	3/wk
6 <sup>th</sup> Ave. & Mission St.	Fire and Police	Both	1 each	1yd	2/wk

- **Events and Venues** | GreenWaste will provide Collection services for the following Carmel events and venues, and for additional events and venues at a mutually-agreed upon cost:

Carmel-by-the-Sea Event and Venue Collection Services		
Event/Venue	Month of Event	Service Level/Estimated Attendance
July 4 <sup>th</sup>	July	10 Dumpster Maximum
Sand Castle Contest	October	6 Dumpster Maximum
Surfabout Contest	May	6 Dumpster Maximum
Memorial Day Weekend	May	6 Dumpster Maximum
Labor Day Weekend	September	6 Dumpster Maximum

Carmel Beach and Village Cleanup Program | As an advocate for environmental sustainability and as a socially responsible company, GreenWaste believes the City of Carmel-by-the-Sea would greatly benefit from the following proposal for a Carmel Beach and Village Cleanup Program, which is **in addition to** the Carmel-specific services just described, and which is offered to Carmel at **no additional cost**.

GreenWaste proposes to employ one (1) full-time Carmel Beach and Village Superintendent (Superintendent) position dedicated to cleaning and maintaining Carmel Beach and Village eight (8) hours a day, seven (7) days a week. The Superintendent position will be responsible for the following activities:

- ✓ *Maintaining an active presence along the beachfront and in the village area, and identifying opportunities to connect with visitors and residents to offer assistance with the proper disposal and containment of waste;*
- ✓ *Picking up waste and debris that has been discarded to both improve the appearance and aesthetics of the beach and village and protect marine life;*
- ✓ *Conducting regular sweeps of the beach, village, and public walkways to monitor the capacity of public litter containers throughout the day and determine whether the contents need to be transferred in advance of the next scheduled pick-up. In the event the capacity of the containers is reaching its limit, the Superintendent will transfer the contents of the containers to a dumpster for consolidation before pick-up;*
- ✓ *Visually evaluating container contents to determine locations that suffer from issues of chronic contamination in order to more closely monitor those areas and/or assess the need for additional or modified signage, and,*
- ✓ *Evaluating Recycling opportunities for businesses and notifying the Outreach team, who will then make contact and promote participation in Recycling programs.*

The Superintendent will also have direct access to an Operations Supervisor to arrange for the prompt Collection and removal of larger debris that may either be difficult to handle as an individual or are too large or heavy for Collection in regular containers. The Superintendent will also be able to provide other services by request if the described beach and village cleanup services do not occupy a full eight (8) hour day, whether on a regular ongoing basis or seasonally, depending on need. GreenWaste hopes that beach goers, residents, and visitors who see the daily effort of the Superintendent will be prompted to think twice about their responsibly in managing their discards with the goal of “leaving no trace” and properly sorting materials into the correct containers.

- BigBelly and SmartBelly Container Systems | GreenWaste is pleased to offer the BigBelly and/or SmartBelly container systems to Carmel for the beach and downtown village areas, upon request and at no additional cost for up to 10 systems. The benefits of these container systems include a reduction in litter, more efficient Collection operations, and a more sustainable community. These container systems paired with the Superintendent will result in a cleaner, more enjoyable Carmel.

GreenWaste understands Carmel prefers to maintain the character that this City is recognized for, so these systems are offered only as an option.

- **Marine Debris** | California's coast and waterways are collecting spots for trash and debris. *Save Our Shores*, a non-profit marine conservation organization in Santa Cruz, performed a study determining the top ten items collected on beaches through a total of 1,083 cleanups from 2008 to 2012, and the findings include:

1. *Cigarette Butts;*
2. *Plastic Pieces;*
3. *Plastic Food Wrappers;*
4. *Styrofoam Pieces;*
5. *Paper Pieces;*
6. *Plastic Bottle Caps or Rings;*
7. *Glass Pieces;*
8. *Plastic Bags (grocery, shopping);*
9. *Fireworks; and,*
10. *Plastic Cups, Lids, Plates, Utensils.*

During the months of March through November, the Carmel Residents Association hosts a monthly volunteer beach cleanup program and Save Our Shores sponsors a statewide beach cleanup effort in September. However, during the months of December through February, GreenWaste believes a more frequent and consistent cleanup effort and presence is required in order to rid the beautiful Carmel coastline of trash and debris that are harmful to the environment and marine wildlife, humans, and the local economy.

- **Benefits** | The benefits to Carmel by adopting the Carmel Beach and Village Cleanup Program affect the following:
  - ✓ **Marine Wildlife** | While some trash is left directly on the beach, much of it originates as street litter, which washes down to the sea through storm water drains and waterways. Trash and debris from both the village and beach that collects in waterways and along coasts becomes harmful and oftentimes fatal to marine wildlife. GreenWaste's motto "*a brighter shade of green*" is not only preached by the company, but it is practiced. GreenWaste believes in social and environmental responsibility, is an advocate for environmental sustainability, and for protecting and preserving the environment. This includes the health, safety, and sustainability of all wildlife.
  - ✓ **State and Local Economy** | As one of the major industries, or perhaps the main industry in Carmel, tourism is of the utmost importance to Carmel's economy. The beauty and history of Carmel Beach and Village are ideal tourist attractions, so maintaining the highest standards will ensure a continuous stream of tourism and revenue for the City.
  - ✓ **Human Health Hazard** | Coal and ash from bonfires, cigarette butts, and plastic pieces are among the trash and debris left on Carmel's picturesque beach throughout the year. Extra trash, Recyclables such as cardboard or other large materials, and other debris left in the village area and near public litter containers and Commercial Customer's containers (because they do not fit in the containers) are visually unappealing. Residents and tourists not only find this debris aesthetically unpleasant, but this debris can contaminate the environment, spread with the flow of wind, enter into the body through breathing and can cause dangerous health

effects. Sharp objects left on the beach or in village walkways is a hazard as well. Assigning a Superintendent to monitor these areas would greatly improve the quality of life for residents, tourists, beach goers, and those passing through.

- **Safety and Training** | The Superintendent will be equipped with proper Personal Protective Equipment (PPE) including work boots, gloves, a reflective vest, and eye protection. The Superintendent will also be armed with a radio for direct contact with the Operations Supervisor if a need arises for off-schedule Collection. The Superintendent will undergo training in the GreenWaste Drug and Alcohol Policy, Sexual Harassment Policy, Injury and Illness Prevention Program, Emergency Action Plan, Safety Rules, Discipline Program, and Accident and Injury Reporting Program. The Superintendent will be required to complete an intensive training program covering topics including, but not limited to driver safe work practices, PPE, and hazard communication. The Superintendent will be required to report to the Operations Supervisor on a daily basis the areas swept, extra debris collected, and areas of concern. The Superintendent will also be equipped with the fuel-efficient Ford EcoBoost F150 pick-up truck, and if a CNG option comes out before commencement of service, then the Superintendent will be provided with that option of truck.

**Del Rey Oaks** | GreenWaste will provide the following services to the City of Del Rey Oaks:

- **City Facilities and Parks** | GreenWaste will collect Solid Waste, Recyclable Materials, Organic Materials, Bulky Items, and Reusable Materials from Del Rey Oaks facilities in the same manner as those services are provided to Commercial Customers. GreenWaste will provide service to all Del Rey Oaks facilities, present and future, at no cost to Del Rey Oaks. Listed below are current facilities and parks receiving Collection services in Del Rey Oaks:

Del Rey Oaks Facility and Park Collection Service						
Address	Street	Location Name	Type	Quantity	Bin Size	Frequency
650	CDR Rd.	City Yard	Roll-off	1	6yd	Bi-weekly

- **Events and Venues** | GreenWaste will provide Collection services to Del Rey Oaks for events and venues at a mutually-agreed upon cost.

**Marina** | GreenWaste will provide the following services to the City of Marina:

- **City Facilities and Parks** | GreenWaste will collect Solid Waste, Recyclable Materials, Organic Materials, Bulky Items, and Reusable Materials from Marina facilities in the same manner as those services are provided to Commercial Customers. GreenWaste will provide service to all Marina facilities, present and future, at no cost to Marina. Listed below are current facilities and parks receiving Collection services in Marina:

Marina Facility and Park Collection Service						
Address	Street	Location Name	Type	Quantity	Bin Size	Frequency
3200	Del Monte Blvd.	DiMaggio Park	Trash	1	4yd	2x/wk
3254	Abdy Way	Tate Park	Trash	1	4yd	1x/wk



- **Events and Venues** | GreenWaste will provide Collection services for the following Marina events and venues, and for additional events and venues at a mutually-agreed upon cost :

Marina Event and Venue Collection Services		
Event/Venue	Month of Event	Service Level/Estimated Attendance
Festival of the Winds	May	--

**Pacific Grove** | GreenWaste will provide the following services to the City of Pacific Grove:

- **Green/Sustainable Community Committee** | GreenWaste will participate in and/or facilitate a community committee in Pacific Grove that shall serve an advisory role to the City Council with regard to environmental issues.
- **City Facilities and Parks** | GreenWaste will collect Solid Waste, Recyclable Materials, Organic Materials, Bulky Items, and Reusable Materials from Pacific Grove facilities in the same manner as those services are provided to Commercial Customers. GreenWaste will provide service to all Pacific Grove facilities, present and future, at no cost to Pacific Grove. Listed below are current facilities and parks receiving Collection services in Pacific Grove:

Pacific Grove Facility and Park Collection Service				
Street	Location Name	Quantity	Bin Size	Frequency
Lighthouse & Fountain		1		Daily Mon.-Sat.
Lighthouse & Grand		2		Daily Mon.-Sat.
Lighthouse & Forest		3		Daily Mon.-Sat.
Lighthouse & 17 <sup>th</sup>		2		Daily Mon.-Sat.
Forest Ave. @ Grove Market		1		Daily Mon.-Sat.
	Police Station	1	2yd	3x/wk
	Chautauqua	1	2yd	1x/wk
	Lover's Point Park	1	2yd	2x/wk
	Lover's Point Park	1	3yd	6x/wk
	Golf Course Corp. Yard	1	2yd	1x/wk
	Golf Course Corp. House	1	3yd	2x/wk
	Cemetery	1	2yd	1x/wk
	Softball Park	1	2yd	2x/wk
	George Washington Park	1	2yd	1x/wk
	Community Center	1	2yd	2x/wk
	Laurel Street Duplex	1	2yd	1x/wk
	Corporation Yard	1	20yd min.	1x/wk
	Museum & Library	1	As Needed	As Needed
Sea Palm & Ocean View		1	2yd	3x/wk
Beach & Ocean View		1	2yd	3x/wk
Acropolis & Ocean View		2	2yd	3x/wk
Asilomar & Ocean View		1	2yd	3x/wk
	Lighthouse Area	4	2yd	3x/wk

- **Events and Venues** | GreenWaste will provide Collection services to Pacific Grove for events and venues at a mutually-agreed upon cost.

**Pebble Beach CSD** | GreenWaste will provide the following services to the Pebble Beach CSD:

- **City Facilities and Parks** | GreenWaste will collect Solid Waste, Recyclable Materials, Organic Materials, Bulky Items, and Reusable Materials from Pebble Beach facilities in the same manner as those services are provided to Commercial Customers. GreenWaste will provide service to all Pebble Beach facilities, present and future, at no cost to Pebble Beach. Listed below are current facilities and parks receiving Collection services in Pebble Beach:

Pebble Beach Facility and Park Collection Service						
Address	Street	Location Name	Type	Quantity	Bin Size	Frequency
3101	Forest Lake Rd.	PBCSD Main Fire Station	trash recycle	1 bin 4 carts	3yd trash 96-gal recycle	weekly
4180	17 Mile Drive	Carmel Hill Fire Station	trash recycle	1 bin 3 carts	3yd trash 96-gal recycle	weekly
		Indian Village Picnic Grounds	trash recycle	1 bin 2 carts	3yd trash 96-gal recycle	on demand, about once a week, May – Oct.

- **Events and Venues** | GreenWaste will provide Collection services for the following Pebble Beach events and venues, and for additional events and venues at a mutually-agreed upon cost:

Pebble Beach Event and Venue Collection Services		
Event/Venue	Month of Event	Service Level/Estimated Attendance
Annual PBCSD Open House and Public Safety Day at PBCSD Main Fire Station	June	1 extra 3yd bin for mixed recyclables 750 people
Annual E-Waste Collection at PBCSD Main Fire Station	September	3-4yd bins for e-waste 350 cars

**Sand City** | GreenWaste will provide the following services to the City of Sand City:

- **City Facilities and Parks** | GreenWaste will collect Solid Waste, Recyclable Materials, Organic Materials, Bulky Items, and Reusable Materials from Sand City facilities in the same manner as those services are provided to Commercial Customers. GreenWaste will provide service to all Sand City facilities, present and future, at no cost to Sand City. Listed below are current facilities and parks receiving Collection services in Sand City:

Sand City Facility and Park Collection Service	
Location Name	Frequency
City Hall	As Needed
Fire Department	As Needed
City Parks	As Needed

- **Events and Venues** | GreenWaste will provide Collection services for the following Sand City events and venues, and for additional events and venues at a mutually-agreed upon cost:

Sand City Event and Venue Collection Services		
Event/Venue	Month of Event	Service Level/Estimated Attendance
West End Event	August	--

**Seaside** | GreenWaste will provide the following services to the City of Seaside:

- **Youth Service Organization Recycling Grant** | GreenWaste understands the importance of sustaining and encouraging non-profit youth serving organizations and will donate fifteen thousand dollars (\$15,000) annually to the grant programs in Seaside. GreenWaste will work together with Seaside and the youth serving organizations to coordinate an annual recycling-related event for each organization. The annual grant donation will be paid to Seaside on or about July 15 of each year.
- **Additional City Clean-Up** | GreenWaste will provide the City of Seaside with an Additional City Clean-up consistent with the parameters of the current services being provided.
- **City Facilities and Parks** | GreenWaste will collect Solid Waste, Recyclable Materials, Organic Materials, Bulky Items, and Reusable Materials from Seaside facilities in the same manner as those services are provided to Commercial Customers. GreenWaste will provide service to all Seaside facilities, present and future, at no cost to Seaside. Listed below are current facilities and parks receiving Collection services in Seaside:

Seaside Facility and Park Collection Service					
Address	Street	Location Name	Quantity	Bin Size	Frequency
440	Harcourt	City Hall / Police Station	1	2cy	2x/wk
1635	Broadway	Fire Station	1	2cy	1x/wk
986	Hilby	Oldemeyer Center	1	3cy	4x/wk
1148	Wheeler	Pattullo Swim Center	1	4cy	1x/wk
650	Olympia	Corporation Yard	1	4cy	1x/wk
	Alhambra / Olympia	Equipment Maintenance	1	3cy	1x/wk
1600-1624	La Salle	Public Works Engineering Offices	1	2cy	1x/wk

- **Events and Venues** | GreenWaste will provide Collection services to Seaside for events and venues at a mutually-agreed upon cost.

## 2.A.i.g Disaster Relief Services

GreenWaste is ready and prepared to provide disaster relief assistance services to the Participating Agencies. The GreenWaste approach to providing these services begins with the foundation of partnership and collaboration. GreenWaste will work with the Participating Agencies to evaluate the scope and scale of the disaster and will provide services in accordance with each Participating Agency's requirements.

GreenWaste will work to ensure the prompt delivery of services, will assess the equipment and labor needs for each event and will determine the resources needed, timelines and cost for service delivery. All Collection vehicles, containers (when needed), and all labor needed to collect, contain and remove all debris, litter and waste will be provided by GreenWaste. GreenWaste has an extensive equipment inventory that can be utilized to meet a Participating Agency'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. These relationships can be harnessed to supply additional equipment to fully complete the disaster relief services. GreenWaste will deliver collected debris to MRWMD or another Agency-specified facility for processing, sorting, and/or recovery of personal property. GreenWaste can provide labor to assist with processing at MRWMD's facilities. 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. GreenWaste will also provide the appropriate driver(s) and/or equipment operators for any equipment/machinery deployed onsite including rear-end-loaders, flatbed trucks, and excavators.

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, in Capitola, a storm system malfunction caused by the failure at the junction of a concrete culvert and a corrugated steel pipe under the city-owned Pacific Cove Mobile Home Park. The pipe ruptured, water eroded the soil around the pipe creating a sinkhole directly under a mobile home, sending water down into the village. GreenWaste acted quickly and started delivering debris boxes and providing hauling services as soon as the City allowed it, which was on a Saturday, two days after the flood hit. GreenWaste continued providing relief services that Sunday and the entire 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 MRWMD for processing per the City's request.
- **Loma Prieta Earthquake** | Following the 1989 Loma Prieta earthquake, Zanker Road Landfill, GreenWaste's sister company, was used to handle all of the building debris that was destroyed in the Mission district in the City of San Francisco. Because of the unbelievable personal hardship caused by this earthquake, Zanker worked hand-in-hand with the City of San Francisco and carefully sorted through the incoming debris in an effort to salvage and preserve invaluable personal treasures (photographs, papers, jewelry, heirlooms, keepsakes, etc.) and return them to their rightful owners.
- **Flooding of Guadalupe River** | In San Jose in March of 1995,, a flood occurred that caused the Guadalupe River to overflow its banks, flooding 300 homes and businesses and forcing residents and workers to evacuate the Downtown center. GreenWaste and Zanker readily provided waste loading and hauling equipment that allowed the necessary clean-up to occur quickly and efficiently.
- **Flooding of Petaluma River** | During the last week of the start-up prior to GreenWaste's implementation of 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, the company was able to mobilize a process where 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 their partner, the City and Residents of Petaluma, recover from the devastation of the flooding, service for all residents began on schedule with no disruption in service.

## 2.A.ii Collection Methodology

### 2.A.ii.a Collection Containers

The anticipated quantity of containers to be ordered for each Participating Agency may be referenced in [Section 7 | Cost Proposal](#).

**Carts** | GreenWaste will provide new Collection carts for Solid Waste, Recyclable Materials, and Organic Materials to all Participating Agencies manufactured by Rehrig Pacific (Rehrig) in 20-, 35-, 65-, or 95-gallon sizes. For detailed information on placing the orders for and taking delivery of carts, please refer to [Section 2.F | Implementation Plan](#).

All carts will be of universal design, color-coded as follows in order to provide for consistency in educational messaging with programs in other parts of the County and State: Solid Waste carts will be a consistent dark neutral color (black, grey, brown, or tan), Recycling carts will be blue, and Organic Materials 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 hot-stamped with a list of acceptable and prohibited items in both English and Spanish, 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, if any cart is impacted by graffiti, GreenWaste will remedy the situation within fourteen (14) calendar days of notification at no additional charge. Manufacturer's brochures with detailed specifications of the multiple cart sizes and options are included in [Section 9 | Attachments](#).

**Bins** | GreenWaste will provide new Collection bins for Solid Waste, Recyclable Materials, and Organic Materials to all Participating Agencies manufactured by Consolidated Fabricators Corporation (Consolidated) in 1-8 cubic yard bins. For detailed information on placing the orders for and taking delivery of bins, please refer to [Section 2.F | Implementation Plan](#).

All bins will be of universal design, color-coded as follows in order to provide for consistency in educational messaging with programs in other parts of the County and State: Solid Waste bins will be a consistent dark neutral color (black, grey, brown, or tan), Recycling bins will be blue, and Organics bins will be green. This color-coding requirement will be met through painting the whole body of the bin in the coded color. All bins will be labeled with a list of acceptable and prohibited items in both English and Spanish, 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. Additionally, GreenWaste will steam clean and repaint bins as requested by Customers or as deemed necessary by GreenWaste in order to present a clean appearance; however, if a Customer requests steam cleaning more frequently than one (1) time per year, GreenWaste will charge the Customer an approved rate for such service. If any bin is impacted by

graffiti, GreenWaste will remedy the situation within fourteen (14) calendar days of notification at no additional charge. Manufacturer's brochures with detailed specifications of the multiple bin sizes and options are included in [Section 9 | Attachments](#).

[Drop Boxes and Compactors](#) | GreenWaste will provide new Collection drop boxes for Solid Waste, Recyclable Materials, Organic Materials, and C&D materials to all Participating Agencies manufactured by Consolidated Fabricators Corporation (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 these containers 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.F | Implementation Plan](#).

All drop boxes will be of universal design, color-coded as follows in order to provide for consistency in educational messaging with programs in other parts of the County and State: Solid Waste containers will be a consistent dark neutral color (black, grey, brown, or tan), Recycling containers will be blue, and Organics containers will be green. This color-coding requirement will be met either through painting the whole body of the bin in the coded color. All drop boxes will be labeled with a list of acceptable and prohibited items in both English and Spanish, 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 drop box containers as necessary. Additionally, GreenWaste will coordinate the steam cleaning and repainting of containers as requested by Customers or as deemed necessary by GreenWaste in order to present a clean appearance. Requests for this service more than once per year will incur a charge. If any container is impacted by graffiti, GreenWaste will remedy the situation within fourteen (14) calendar days of notification at no additional charge. Manufacturer's brochures with detailed specifications are included in [Section 9 | Attachments](#).

## 2.A.ii.b Vehicles

As displayed in the following table, GreenWaste will purchase all new Collection vehicles for servicing the Participating Agencies that are fueled by Compressed Natural Gas (CNG). GreenWaste has reviewed the options for Collection vehicles and compared the specifications of the trucks with the anticipated densities and travel conditions of the routes and determined that the following will best meet the needs of the Participating Agencies. The table below displays the proposed vehicles for each Participating Agency, and includes the manufacturer, age, crew size, cost, and capacity for each vehicle. The anticipated quantity of Collection vehicles to be purchased for each Participating Agency may be referenced in [Section 7 | Cost Proposal](#).

For details on the process of securing production slots, tracking production, taking delivery, testing and preparing vehicles for use, please [Section 2.F | Implementation Plan](#).

Manufacturer's brochures with detailed specifications of the proposed vehicles are included in [Section 9 | Attachments](#).

Proposed Collection Vehicles

Participating Agency	Service Recipient	Type	Chassis Manufacturer	Fuel Type	Body Manufacturer	Capacity	Quantity	Cost	Age	Crew Size
Carmel	Single Family Residence	Semi Auto Sideloader	Peterbilt 320	CNG	Heil MultiTask	30yd	1	\$345,000	New	1
	Single Family Residence	Semi Auto Rear Loader	Peterbilt 320	CNG	Heil Dura Pack	25yd	3	\$295,000	New	2
	Commercial	Front Loader	Peterbilt 320	CNG	Heil Freedom	40yd	0.35	\$340,000	New	1
	Roll Off	Roll Off	Peterbilt 320	CNG	Galbreath	0-40yd	0.168	\$288,000	New	1
Del Rey Oaks	Single Family Residence	Automated Sideloader	Peterbilt 320	CNG	Heil ASL	30yd	0.556	\$345,000	New	1
	Commercial	Front Loader	Peterbilt 320	CNG	Heil Freedom	40yd	0.098	\$340,000	New	1
	Roll Off	Roll Off	Peterbilt 320	CNG	Galbreath	0-40yd	0.22	\$288,000	New	1
Marina	Single Family Residence	Automated Sideloader	Peterbilt 320	CNG	Heil ASL	30yd	3.1	\$345,000	New	1
	Commercial	Front Loader	Peterbilt 320	CNG	Heil Freedom	40yd	1.785	\$340,000	New	1
	Roll Off	Roll Off	Peterbilt 320	CNG	Galbreath	0-40yd	0.645	\$288,000	New	1
Pacific Grove	Single Family Residence	Automated Sideloader	Peterbilt 320	CNG	Heil ASL	30yd	4.9	\$345,000	New	1
	Commercial	Front Loader	Peterbilt 320	CNG	Heil Freedom	40yd	1.0175	\$340,000	New	1
	Roll Off	Roll Off	Peterbilt 320	CNG	Galbreath	0-40yd	0.55	\$288,000	New	1
Pebble Beach	Single Family Residence	Automated Sideloader	Peterbilt 320	CNG	Heil ASL	30yd	3.375	\$345,000	New	1
	Commercial	Front Loader	Peterbilt 320	CNG	Heil Freedom	40yd	0.15	\$340,000	New	1
	Roll Off	Roll Off	Peterbilt 320	CNG	Galbreath	0-40yd	0.566	\$288,000	New	1
Sand City	Single Family Residence	Automated Sideloader	Peterbilt 320	CNG	Heil ASL	30yd	0.07	\$345,000	New	1
	Commercial	Front Loader	Peterbilt 320	CNG	Heil Freedom	40yd	0.3	\$340,000	New	1
	Roll Off	Roll Off	Peterbilt 320	CNG	Galbreath	0-40yd	0.25	\$288,000	New	1
Seaside	Single Family Residence	Automated Sideloader	Peterbilt 320	CNG	Heil ASL	30yd	5	\$345,000	New	1
	Commercial	Front Loader	Peterbilt 320	CNG	Heil Freedom	40yd	2.25	\$340,000	New	1
	Roll Off	Roll Off	Peterbilt 320	CNG	Galbreath	0-40yd	0.6	\$288,000	New	1

Collection Vehicles | As displayed in the previous table, GreenWaste proposes a Collection fleet of all new CNG vehicles. GreenWaste maintains vehicles in a safe, neat, clean, and operable condition at all times and washes them on a regular basis. 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 education signage to be displayed on both sides of the vehicle. Vehicles will have watertight bodies designed to prevent leakage, spillage, or overflow. Collection vehicles will meet all State of California Air Resources Control Board regulations and will comply with all Federal, State, and local laws, regulations, and proposed legislations not only at commencement, but also throughout the term of the Agreement.

Real-Time Data Exchange | GreenWaste is offering the Participating Agencies the innovative on-truck data management system, FleetMind, that allows for real-time data tracking. By connecting throughout the service day with Tower (the database system used by Customer Service & Accounting), services are updated throughout the day, and drivers are able to attach notes and photos to accounts. FleetMind reduces the opportunity for inconsistencies between the Customer and GreenWaste as it serves to document pick-

up times, missed set-outs, additional material set-out and other items that may include additional charges. Use of FleetMind ensures Customers are charged accurately for services rendered and also ensures Participating Agencies receive the franchise fees to which they are entitled. For additional information regarding FleetMind, please refer to [Section 2.H | Existing Management and Customer Service Systems](#).

[Inspection and Maintenance](#) | GreenWaste will inspect each vehicle twice daily to ensure all equipment is operating properly and safely. Under the supervision of the Operations Manager and Maintenance Manager, a Driver Vehicle Inspection Report (DVIR) is completed both pre-trip and post-trip for each and every Collection vehicle. Preventative maintenance is performed on a regular basis and is based on hours of vehicle use. Participating Agency Contract Managers may inspect vehicles at any reasonable time, and within three (3) calendar days of such a request, to determine compliance with sanitation requirements.

[Benefits](#) | GreenWaste has selected the proposed Collection vehicles due to the benefits they present to both the environment and the well-being of the communities of the Participating Agencies.

- [Compressed Natural Gas \(CNG\) Collection Vehicles](#) | CNG fuel reduces engine noise, lowers the impact on air quality, and reduces the carbon footprint of Collection operations. Use of CNG 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.
- [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 strictly maintains all vehicles to ensure that they operate at optimum efficiency and ensure that engines are much quieter. Vehicles servicing commercial districts will be routed in a manner to avoid producing noise impacts when driving through residential districts during early morning hours.

[Other Vehicles](#) | GreenWaste intends to equip Manager(s) and Supervisor(s) with the fuel-efficient Ford EcoBoost F150 pick-up truck, but if a CNG option comes out before commencement of service, then that option of truck will be utilized. Outreach staff will be provided with the eco-friendly Ford Fusion Hybrid. These vehicles emit fewer GHG emissions and have increased fuel economy over standard gasoline fueled vehicles.

[CNG Fueling Station](#) | While the use of alternative fueled vehicles is not required, GreenWaste believes the use of CNG engines is much more efficient in the long-term and will result in an estimated forty-five-percent (45%) cost savings compared to diesel fuel. To this end, GreenWaste is supportive of and proposes to work with Clean Energy and the MRWMD to design and construct a CNG fueling station at the MRWMD site. The CNG fueling system GreenWaste proposes will be both a Fast-Fill and Time-Fill CNG fueling system that fuels either right away or overnight. With the Time-Fill system, drivers park their vehicles in their designated stall. The K-Rail in the center holds the fueling hose, which is inserted into the tank and the CNG begins filling the tank overnight. When the driver returns the next day, the vehicle is fueled and ready to operate. This fueling system is proving to be a much more efficient use of driver time, doesn't require additional space, and is proving to be much more cost-effective than utilizing public fueling stations. Included in [Section 9 | Attachments](#) is a Clean Energy brochure.

- [CNG Fueling Contingency Plan](#) | The proposed CNG fueling station includes multiple compressors for back-up, so an alternate CNG fueling station is not foreseen to be necessary. However, in the



event that the CNG fueling system at the MRWMD is unavailable, the PG&E Salinas Service Center will be utilized.

**Emissions** | GreenWaste has taken into consideration the Participating Agencies' commitment to reducing environmental impacts and has selected to propose CNG vehicles, which are in line with this commitment.

- **Emissions Reduction Plan** | GreenWaste will significantly reduce fleet emissions by utilizing Compressed Natural Gas (CNG) engines in Collection vehicles utilized in the Participating Agencies. 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 9 | 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 city streets, emissions and noise concerns will also be greatly reduced. Supervisor and outreach staff vehicles will be hybrid light duty trucks and passenger cars, which emit fewer GHG emissions and have increased fuel economy.

**Age & Replacement Schedule** | All Collection vehicles in service for the Participating Agencies will have an average vehicle life of 10 or less years throughout the term of the contract. GreenWaste will replace Collection vehicles as necessary in order to maintain compliance with all State of California Air Resources Control Board regulations and all Federal, State, and local laws, regulations, and proposed legislations.

## 2.A.ii.c Route Planning

**Effective Route Planning** | GreenWaste will attempt to minimize Collection frequency and optimize routes in order to mitigate environmental emissions impacts associated with Collection operations.

GreenWaste understands that route planning is pivotal in reducing potential impacts to the general public, safety, and the environment. Utilizing proven and efficient routing software (RouteSmart) maximizes route efficiencies and results in fewer environmental impacts (reduced fuel consumption, GHG emissions, and wear on roads) and lowers overall operating costs. 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 Route Supervisor in order to maintain familiarity with the route Collection services. Route Supervisors 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 Route 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) full-time driver who will be highly trained, servicing each resident and business in a timely, effective, and professional manner. GreenWaste will make a good-faith effort to recruit and offer employment to existing drivers and have them continue to service their current areas because of their familiarity and experience with the areas.

Operating Assumptions | Based on the information provided by the District, Participating Agencies, and the incumbent hauler(s), GreenWaste has calculated operating assumptions sufficient for servicing the Participating Agencies. Please refer to [Section 7 | 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 between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday in all Participating Agencies with the exception of Pebble Beach CSD, which will have a start time of 7:00 a.m. GreenWaste will provide Collection services to Commercial premises that are two hundred (200) feet or less from residential premises between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday in all Participating Agencies with the exception of Pebble Beach CSD, which will have a start time of 7:00 a.m. GreenWaste will provide Collection services to Commercial premises that are more than two hundred (200) feet from residential premises between the hours of 4:00 a.m. and 6:00 p.m., Monday through Saturday.
- Holidays | GreenWaste recognizes the following as legal holidays for 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 residential 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). Holiday disruptions of commercial Collections will be handled in a manner mutually agreeable to GreenWaste and the individual service recipients. 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, potentially including newsletters, 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 which GreenWaste failed to collect and remove as required at the regularly scheduled time.
- Non-Collection Notices | In the event of non-Collection, GreenWaste will leave one part of a two part "Non-Collection Notice" which provides the time and date that the notice was made, and provides 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 not collected, or attached to the doorknob of the house. GreenWaste will retain a record of each Non-Collection Notice as well as a photo of the violation for use in response to Customer inquiries. 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. Please refer to [Section 2.C | Public Education and Outreach](#) for a description and [Section 9 | Attachments](#) for examples.

## 2.A.ii.d Personnel

Qualifications and Safety Training | Safety is of the utmost importance to GreenWaste. All GreenWaste personnel are constantly trained on performing their roles in a safe and efficient manner. The GreenWaste Operations Manager will be the Participating Agency's primary point of contact regarding operational inquiries or requests and will be principally responsible for Collection 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 its drivers for safety.
- Training | Operational and safety training for all GreenWaste employees who operate Collection vehicles or equipment is conducted on a monthly basis. Participating Agency Contract Managers may request from GreenWaste a copy of its safety policy and safety training program, the name of its safety officer, and the frequency of its trainings. [For additional information on the hiring criteria, initial and ongoing training requirements, please refer to Section 2.F | Implementation Plan.](#)

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 the Dispatch team 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 FleetMind, 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 Route 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 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 container(s). GreenWaste will arrange for removal of the excluded wastes at its cost by permitted haulers in accordance with applicable laws and regulatory requirements. GreenWaste will attempt to identify and recover the cost of disposal from the Customer who generated the excluded waste. If this Customer can be successfully identified, the cost of this effort, as well as the cost of disposal will be chargeable to the Customer who generated the excluded waste.

Hazardous Waste Inspection and Handling | GreenWaste will work with the MRWMD on developing a load inspection program that is suitable for both GreenWaste Collection operations and MRWMD Processing operations. The load inspection program will include: (i) personnel and training; (ii) load checking activities; (iii) management of wastes; and, (iv) record keeping and emergency procedures. Recyclable Materials that are transported to the GreenWaste MRF in San Jose for processing and marketing will also be subject to a load inspection program. GreenWaste's load checking personnel, including its Collection vehicle drivers, 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 Disposal**

GreenWaste will transport all Solid Waste collected in the Participating Agencies to the Approved Disposal Facility where GreenWaste will pay all costs associated with transporting and disposal of these materials including payment of any gate fees. GreenWaste will observe and comply with all regulations and posted rules in effect at the Approved Disposal Facility and cooperate with and take direction from the operator thereof with respect to delivery of these materials.

#### **2.A.iii.b Recyclable Materials Processing and Marketing**

Acceptable Recyclable Materials | Below is the minimum list of Recyclable Materials to be collected for processing 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 yet excluding paper tissues, paper towels, paper with plastic coating, paper contaminated with food, wax paper, foil-line paper, Tyvek non-tearing paper envelopes);*
- ✓ *Chipboard;*
- ✓ *Corrugated cardboard;*
- ✓ *Glass containers of any color (including brown, clear, and green glass bottles and jars);*
- ✓ *Plastic bottles, jars, tubs and containers, all types and colors, Plastics 1-7;*
- ✓ *Bottles including containers made of HDPE, LDPE, or PET;*
- ✓ *Aluminum (including beverage containers and small pieces of scrap metal);*
- ✓ *Steel, tin, and bi-metal cans;*
- ✓ *Used motor oil;*
- ✓ *Used oil filters;*
- ✓ *Used household batteries; and,*
- ✓ *Christmas trees (seasonally).*

### Expanded Single Stream Recyclable Materials

Due to the advanced state of the 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 Participating Agencies at no additional charge includes:

- ✓ *Candles;*
- ✓ *Carpet;*
- ✓ *CD's & DVD's;*
- ✓ *Ceiling tile;*
- ✓ *Cooking Oil (in a tightly sealed container);*
- ✓ *Electronic waste;*
- ✓ *Car Batteries;*
- ✓ *Ink cartridges;*
- ✓ *Mattresses;*
- ✓ *Mixed plastics (such as plastic film and PVC);*
- ✓ *Rigid Plastics;*
- ✓ *Expanded polystyrene packaging material and peanuts (must be bagged);*
- ✓ *Plastic bags (used for dry cleaning, groceries, newspapers);*
- ✓ *Aseptic containers (milk and juice cartons);*
- ✓ *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);*
- ✓ *Small metal car parts less than 40 lbs., clean and drained of oil and fluids;*
- ✓ *Styrofoam;*
- ✓ *Textiles;*
- ✓ *Tires;*
- ✓ *Vinyl (if a large quantity and subject to market changes);*
- ✓ *Water-based paint (in a tightly sealed original can); and,*
- ✓ *Wax Cardboard.*

#### **2.A.iii.b.1 Recyclable Materials Processing**

GreenWaste proposes to utilize the MRWMD MRF as a Transfer Station for all Recyclable Materials collected in the Participating Agencies. Recyclable Materials will then be transported to the GreenWaste MRF, located at 625 Charles Street in San Jose, California for processing and marketing.

Processing Site Information | The GreenWaste MRF is permitted to accept up to 2,000 tons per day of material, is open Monday through Sunday, and 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 and 5:00am - 5:00pm on Saturday, generally operates 309 days per year, and 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 processing system. The GreenWaste MRF is now 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%!

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

MRF Processing Operations | The GreenWaste MRF is the first facility in the nation to step up to the challenge of Zero Waste by installing two side-by-side processing lines to sort both MSW and single-stream Recyclables under the same roof. This side-by-side design results in economies of scale and allows the facility to take a more comprehensive and cost-effective approach to processing all incoming materials, not just those materials that are source separated and easy to recover. The single-stream Recycling line is capable of processing up to thirty (30) tons per hour of material while consistently recovering over 97% of processed material. Processing the Recyclable Materials from the Participating Agencies at the GreenWaste MRF in San Jose will promote the highest diversion rates by not only capturing the Recyclable Materials, but also capturing the Organics residue for processing at the Z-Best Composting Facility instead of disposing of the material. The following details various stages in the single-stream Recycling process.

- Direct Baling | Clean source-separated loads, such as cardboard and film plastics, are fed directly into the accessible baler feed conveyor. The feed conveyor provides more than forty-five (45) feet of direct load capability.
- Pre-Sort | The pre-sort process increases the total system throughput, improves the efficiency of machinery separation, and results in higher quality output products. The system on the single-stream line includes ten (10) pre-sorting stations where sorters remove contaminants, large items, film plastics, metals, and injection-molded 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.
- Cardboard Screen | The cardboard disc screen is used to capture cardboard and allow other materials to continue on for further processing. The cardboard captured passes over one quality control sort station where up to two (2) sorters remove any contaminants from the cardboard before directing it to the cardboard bunker conveyor for subsequent baling.

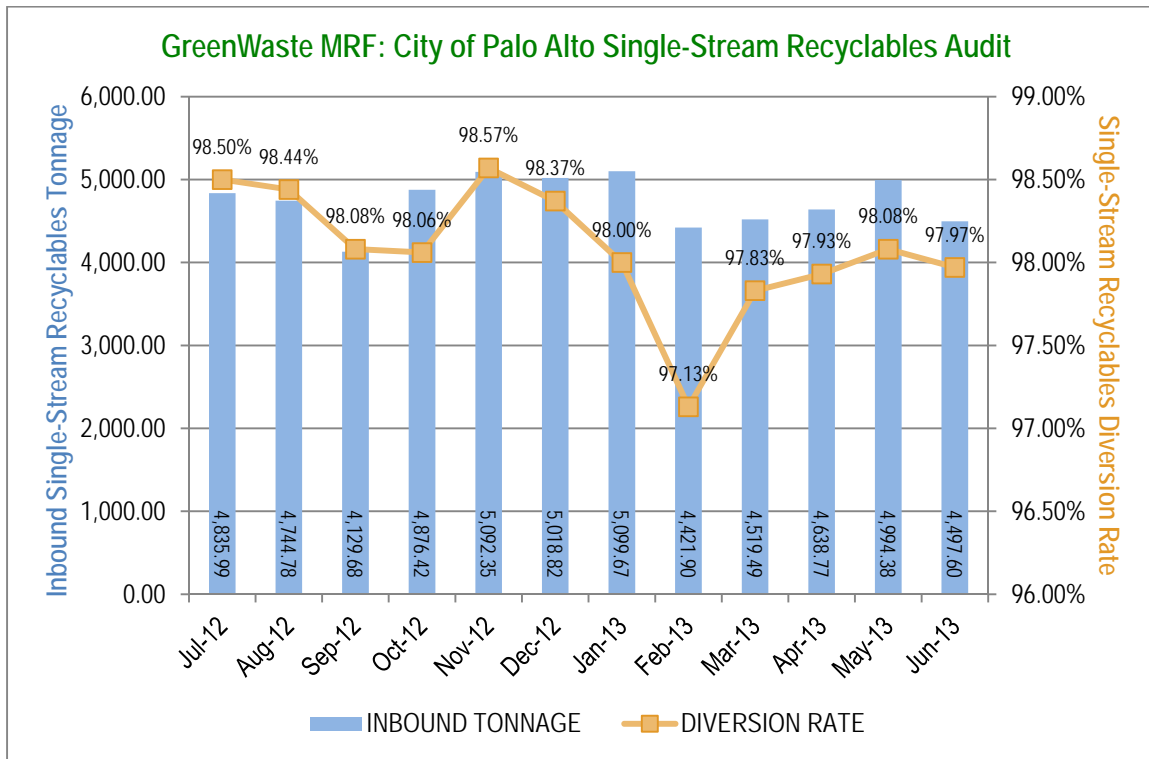
- **News Print Screen** | This screen separates newspaper from the rest of the stream, which is sent to a post-sort for cleanup prior to being baled.
- **Polishing Screen** | This screen is used to separate mixed paper from the containers. Mixed paper floats on top as the containers drop back onto another conveyor where they are commingled with the containers.
- **Post-Sort** | Quality control post-sort stations are included in the design to ensure optimum marketability of the recovered commodities. The system operates with two to eight (2-8) post-sorters depending upon the quantity of the material moving across the line.

Following the polishing screen, the containers move onto a container processing line where the following stages occur:

- **Optical Sorting** | PET beverage containers are optically sorted prior to final manual quality control (post-sort) then stored in bunkers prior to baling. Any cross-contamination is sorted out and reintroduced to the proper stream's processing lines via conveyors.
- **Electro-magnetic Separators** | Ferrous metals are separated using electro-magnetic separators. All ferrous metals are stored in bunkers prior to baling. If the primary electromagnetic separator is out of service a secondary magnetic separation unit provides redundancy.
- **Optical Sorting** | Plastic containers #2 through #7 are optically sorted by another optical sorter prior to final manual quality control (post-sort) then stored in bunkers prior to baling. Any cross-contamination is sorted out and redirected to proper streams via conveyors.
- **Eddy Current Separator** | Non-ferrous metals (i.e. aluminum cans) are separated utilizing an eddy current separator. All non-ferrous metals are stored prior to baling.

The mechanical sorting mechanisms and processes have been calibrated, evaluated, adapted and recalibrated to increase diversion and to decrease cross-contamination of these valuable commodities in order to increase their value. 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 to respond in an effort to consistently achieve higher diversion rates.

The following chart depicts the diversion and tonnage rates for a single-stream Recyclables audit performed for the City of Palo Alto at the GreenWaste MRF from July 2012 – June 2013.



The GreenWaste MRF exemplifies innovative recovery facility processing operations. Since the upgrade to the facility in 2008, GreenWaste has performed numerous audits which consistently result in diversion rates of over 97%. GreenWaste commits to a diversion rate of at least 95% for the single-stream Recyclable Materials collected and processed for the Participating Agencies.

Tracking Jurisdictional Tonnage | Currently, Recyclable Materials from multiple jurisdictions are delivered to the GreenWaste MRF for processing. All materials are weighed on the inbound scale prior to being commingled for processing. 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.

- *GreenWaste will conduct two (2) waste audits per year for the District on a fixed and coordinated schedule.*

All data will be 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. Listed below are the jurisdictions and the materials processed at the GreenWaste MRF:

- City of San Jose | Yard Trimmings, MFD MSW, CDDD, Commercial Organics
- Town of Woodside | MSW & Recyclables
- Town of Portola Valley | MSW & Recyclables
- County of Santa Clara | MSW & Recyclables



- Santa Cruz County, Scotts Valley, Capitola & State Beaches | Recyclables
- Town of Los Altos Hills | MSW & Recyclables
- City of Palo Alto | MSW & Recyclables
- GreenTeam of San Jose | SFD (pilot)/MFD MSW & City Facilities
- Recology Silicon Valley | MSW & Recyclables
- Miscellaneous Customers | C&D (GreenWaste Debris Box) & Yard Trimmings

Any commingled material from jurisdictions other than the Participating Agencies 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 Participating Agencies which cannot be marketed will be disposed of by GreenWaste at the Approved Disposal Facility.

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 will receive proper training to identify, handle, and remove wastes.

Permits and Regulatory Compliance | GreenWaste's Solid Waste Facility Permit (SWFP # 43-AN-0019) issued and conferred upon by the California Department of Resources Recycling and Recovery (CalRecycle) is included in [Section 9 | Attachments](#). 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), the California Regional Water Quality Control Board (RWQCB), the California Air Resources Board (CARB), the City of San Jose, the County of Santa Clara, and the San Jose Fire Department. A list of regulatory agencies, their oversight and contact information is available upon request.

Available Processing Capacity | As of July 1, 2013, the GreenWaste MRF is contractually obligated to process 500 tons per day of material, leaving 1,500 tons per day of capacity available to process the Participating Agencies' Recyclable Materials. GreenWaste guarantees the Participating Agencies sufficient Recyclable Materials processing capacity collected under the Agreement throughout the term of the Agreement and any extensions thereto.

- Alternative Recyclable Materials Processing Facility | In the event that the GreenWaste MRF is closed for more than twenty-four (24) hours, GreenWaste will deliver Recyclable Materials to the MRWMD located in Marina, California after providing written notice to Agency Contract Managers for approval.

**2.A.iii.b.1 Recyclable Materials Marketing**

Since starting the processing of recyclables in 1991, GreenWaste has diligently worked to create and expand relationships within the commodities market. The current downturn of the market has shown how valuable these relationships are since GreenWaste is consistently able to sell commodities 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 generated in the Participating Agencies 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 Recyclables will utilize these strong relationships with vendors to get the highest market value for the commodity and maintaining positive working relationships. 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.

- Primary and Contingent Markets & Pricing Policy | GreenWaste's MRF Manager and Marketing Manager have consistently developed solid relationships with numerous vendors in order to maintain continuous markets and get the best price for materials. 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. A list of commodities, vendors, and eventual markets from 2012 are listed in the following table:

Products	Vendors	Market
Cardboard	Berg Mills Potential Mega Fiber Western Pulp & Paper Smurfit Stone American Chung Nam CellMark	Domestic & Foreign Foreign Foreign Domestic Domestic Foreign Domestic & Foreign
Mixed Paper & Newspaper	Berg Mills Potential Mega Fiber Western Pulp & Paper Smurfit Stone American Chung Nam CellMark	Domestic & Foreign Foreign Foreign Domestic Domestic Foreign Domestic & Foreign
Colored HDPE Plastic	Berg Mills Potential	Domestic & Foreign Foreign

#2	Super Link Envision	Foreign Domestic
Natural HDPE Plastic #2	Berg Mills Potential Super Link Envision	Domestic & Foreign Foreign Foreign Domestic
Mixed Plastics #1-7	Berg Mills Potential Super Link Envision	Domestic & Foreign Foreign Foreign Domestic
Rigid & Injection Grade Mixed Plastics	Berg Mills Potential Super Link Envision CellMark	Domestic & Foreign Foreign Foreign Domestic Domestic & Foreign
PET Bottles	Berg Mills Potential Super Link Envision	Domestic & Foreign Foreign Foreign Domestic
Plastic Bags & Other Film Plastics	Berg Mills Potential Super Link Envision	Domestic & Foreign Foreign Foreign Domestic
Aluminum Cans	Berg Mills Sims Metals Standard Metals & Iron	Domestic & Foreign Domestic & Foreign Domestic
Scrap Metal	Berg Mills Sims Metals Standard Metals & Iron	Domestic & Foreign Domestic & Foreign Domestic
Foil	Berg Mills Sims Metals Standard Metals & Iron	Domestic & Foreign Domestic & Foreign Domestic
Steel Cans	Berg Mills Sims Metals Standard Metals & Iron	Domestic & Foreign Domestic & Foreign Domestic
Glass	Domestic Berg Mills E-Cullet	Domestic Domestic & Foreign Domestic

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 Recyclable markets like what was seen in 2008 and 2009 for mixed paper and other fibers, GreenWaste has ample storage for

Recyclable Material prior to marketing, if necessary, to withstand significant market fluctuations. There are several reasons for GreenWaste's ability to handle severe market fluctuations:

- ✓ *Strong relationships with existing vendors;*
- ✓ *Consistent outreach to new markets;*
- ✓ *Continually monitoring Recyclables markets and economic situations to anticipate and adapt to changes;*
- ✓ *Tested contingency plans to handle extreme market conditions; and,*
- ✓ *Ability to foresee and respond to fluctuations in the marketability of the Recyclable Materials.*

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, clean product attracting vendors to purchase the materials.

- **Emergency Storage** | The GreenWaste MRF property has limited storage space, so if this market condition occurs again, the materials will be transferred to another GreenWaste facility for longer-term storage until the market corrects itself and GreenWaste is able to sell the product at a fair market value. GreenWaste 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** | Ensuring that all material handled through the MRF ends up in the most desirable location is important to GreenWaste. Therefore, GreenWaste applies 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 Participating Agencies 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 Recycled Materials and Organics, 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.

### 2.A.iii.c Organics Delivery

GreenWaste will transport all Organics collected in the Participating Agencies to the Approved Organic Materials Processing Facility. GreenWaste will pay all costs associated with transporting and delivery of these materials including payment of any gate fees. GreenWaste will observe and comply with all regulations and posted rules in effect at the Approved Organic Materials Processing Facility and cooperate with and take direction from the operator thereof with respect to delivery of these materials.

### Acceptable Yard Trimming Materials

GreenWaste will collect the following Yard Trimming materials in the designated Yard Trimming materials cart(s), which are specifically accepted at the Approved Organic Materials Processing Facility. 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 Organic Materials Cart.

### Acceptable Food Scrap Materials

GreenWaste will collect the following Food Scrap materials (along with acceptable Yard Trimming materials) for the Pilot Commercial Organic Materials Collection Program, which are specifically accepted at the Approved Organic Collection Materials Processing Facility. 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;*
- ✓ *Discarded paper that is contaminated with food scraps;*
- ✓ *Fruit waste, grain waste, dairy waste, meat, and fish waste; and,*
- ✓ *Non-recyclable paper or contaminated paper (excluding wax/film coated cardboard or cardboard food/beverage containers).*

#### **2.A.iii.d C&D Debris Delivery**

GreenWaste will transport all C&D Debris collected in the Participating Agencies to the Approved C&D Processing Facility. GreenWaste will pay all costs associated with transporting and delivery of these materials including payment of any gate fees. GreenWaste will observe and comply with all regulations and posted rules in effect at the Approved C&D Processing Facility and cooperate with and take direction from the operator thereof with respect to delivery of these materials.

---

This page left blank intentionally

---

## 2.B Bulky Item Reuse Collections

**Program Overview** | The GreenWaste approach to the collection of bulky items and reusable materials is to prioritize convenience to the Customer, reuse and diversion, and minimization of carbon footprint. GreenWaste will model the Bulky Item and Reusable Materials Collection Program after other successful bulky item collection programs offered in its service areas. Through thoughtful program design and strategic implementation, GreenWaste has demonstrated successes in the diversion of large appliances, furniture, and other hard to manage items and, by prioritizing convenience, GreenWaste has minimized unlawful dumping in these communities.

GreenWaste is committed to making the Bulky Item and Reusable Materials Collection Program predictable and convenient to Customers while simultaneously increasing operational efficiencies and reducing the carbon footprint of the program. GreenWaste will divide the Participating Agency service areas into “Bulky Item and Reusable Material Collection Zones” with each zone designated for a certain collection day on a Monday through Friday schedule. By dividing the service areas into zones, GreenWaste can quickly inform Customers which day the collection vehicles will next be in their area for collection, thereby making streamlined scheduling. Dividing the service areas into zones ensure that services are provided to Customers within five (5) business days of the Customer’s request and makes using the program more convenient. Rather than the Customer needing to remember to call to request the service in advance of their normal collection day, they can simply call Customer Service and the Customer Service Representative (CSR) will inform the Customer of the day the bulky item collection vehicle(s) will be in their area. By clustering pick-ups into zones based on routes, operational efficiencies are increased, vehicle miles traveled are reduced and ultimately the carbon footprint of the program is minimized.

At no additional charge, GreenWaste will offer eligible Customers of each Participating Agency annual collection opportunities for bulky items and reusable materials on the frequency specified in the table below. Based on experience in designing and implementing convenient and adaptive bulky item collection programs in all of the areas in which GreenWaste provides collection services, it is anticipated that between 20% and 22% of Customers will utilize at least one (1) collection event annually under this program.

Base Services: Bulky Item and Reusable Materials Collection Program							
Annual Bulky Item Collection Events*	Carmel	Del Rey Oaks	Marina	Pacific Grove	Pebble Beach	Sand City	Seaside
Single-Family Residential Customers	1	2	1	2	**	1	2
Commercial Customers							1
<p><i>*Consistent with each Participating Agency’s current service level.</i></p> <p><i>**Pebble Beach does not currently offer bulky item collection service. Instead, Customers are allowed to set out an additional seven bags of material one week per quarter during a predetermined collection week.</i></p>							

Acceptable Items | GreenWaste will accept the following **volumes and/or quantities** of materials from each eligible Customer during each Bulky Item and Reusable Material Collection Event:

- ✓ *Up to one (1) cubic yard of Reusable Materials; and*
- ✓ *Up to three (3) E-Waste or U-Waste items; and*
- ✓ *Up to one (1) Appliance or Bulky Item*

Acceptable Material Types | GreenWaste will accept the following **materials** during Bulky Item and Reusable Material Collection Events:

- ✓ *Appliances<sup>1</sup>*
- ✓ *Furniture*
- ✓ *Tires*
- ✓ *Carpets*
- ✓ *Mattresses*

Prohibited Materials | GreenWaste will not accept the following materials during Bulky Item and Reusable Material Collection Events:

- ✓ *Solid Waste*
- ✓ *Organic Materials*
- ✓ *Hazardous Waste*
- ✓ *Excluded Waste*
- ✓ *Abandoned automobiles*
- ✓ *Large auto parts*
- ✓ *Trees*
- ✓ *Any single item that exceeds two hundred (200) pounds in weight*

Scheduling Collections 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 first ask for their account information in order to determine which collection zone they fall into and verify whether the Customer has additional Bulky Item and Reusable Materials Collection Events remaining for the year. If the Customer has remaining events for the year, the CSR will begin working with the Customer on scheduling, material characterization and outlining program parameters. If the Customer has already used their event(s) for the year, the CSR will notify the Customer of their collection options, scheduling and additional charges that may be incurred. 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 evaluate the composition of the load to ensure the appropriate vehicle(s) are dispatched with the appropriate personnel.

It is the goal of GreenWaste 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 are set-out for collection that fall

---

<sup>1</sup> *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.*



outside of the program parameters. GreenWaste will collect additional items during these scheduled events that exceed the required service level at an approved "Additional Bulky Item" rate. GreenWaste will also offer additional collection events to Customers at an approved "Additional Bulky Item Collection" rate. Whether the Customer arranges for additional item collection or purchases an additional event, the list of acceptable and prohibited items under this program remains the same.

Characterization of Materials | In order to ensure the materials being set out are eligible for pick-up under this program and to maximize the programs 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 is designed to determine whether the type and quantity of materials intended for set-out are eligible for collection under this program.
- The second set of questions is intended to determine the quality of the materials and gauge whether the items can likely be re-used and/or recycled (with disposal considered only as a last resort).
- The third set of questions allows the CRS 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.

Items Requiring Special or Alternative Collection | In addition to the list of acceptable items and materials types listed above, similar large items that require special collection due to size or nature may be accepted if they can be collected without the assistance of special loading equipment (such as forklifts or cranes). When Customers contact Customer Service to schedule their Bulky Item and Reusable Material Collection Event, the Customer Service Representative will complete the Material Characterization evaluation described below. 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 CSRs will use the material characterization methodology described above to identify those bulky items and reusable materials that may be more appropriately collected by local youth, community, or other charitable organizations (such as Goodwill or the Salvation Army) and arrange with such organizations to provide the collection. 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 the Monterey Regional Waste Management District.

Collection Methodology | Once the day's work orders have been generated, the bulky item collection vehicle(s) will begin their collection routes in the "Bulky Item and Reusable Material Collection Zone" designated for that day. Depending on the type of materials arranged for collection on that route, either a flat-bed truck or another appropriate vehicle will be dispatched and may include a single driver or a driver and an assistant. When the vehicle arrives onsite, the driver will document the amount and type of bulky items set out for collection, confirming whether or not the materials set out match the description on the

work order. The driver will evaluate the quality of the items and determine whether or not they are of sufficient quality to warrant 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, U-waste appliances, 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 take a photo and/or document the discrepancies in items if additional charges are likely to be incurred by the Customer. Once the items are loaded on the vehicle and the load is full, the vehicle will transport the materials to the Approved Reusable Materials Processing Facility for sorting and processing (as appropriate). 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 Participating Agencies and will work with each Customer to ensure these services are provided in the most efficient and convenient manner.

Whether items are slated for re-use and re-purposing or they more appropriately processed to achieve diversion, all items collected under this Program will be transported to the Approved Reusable Materials Processing Facility. GreenWaste will observe and comply with all regulations in effect at the Approved Reusable Materials Processing Facility and cooperate with and take direction from the operator thereof with respect to delivery of bulky items and/or reusable materials.

**Real-Time Data Exchange** | GreenWaste is offering the Participating Agencies the innovative on-truck data management system, FleetMind, that allows for real-time data tracking, connectivity with Tower (the database system used by Customer Service & Accounting), geo-locating activities and attaching notes and photos to accounts. FleetMind reduces the opportunity for inconsistencies between the Customer and GreenWaste as it serves to document pick-up times, missed set-outs, additional material set-out and other items that may include additional charges. Use of FleetMind ensures Customers are charged accurately for services rendered and also ensures Participating Agencies receive the franchise fees to which they are entitled. A detailed description of the FleetMind system, including visual aids, is included in [Section 2.H | Existing Management and Customer Service Systems](#).

**Maximizing Reuse & Diversion** | From the first point of contact with the Customer through the delivery of the items collected under this program, GreenWaste will seek out every opportunity to maximize reuse and recovery and minimize disposal. Further, GreenWaste is committed to utilizing the Monterey Regional Waste Management District's (MRWMD) Last Chance Mercantile and its Material Recovery Facility (MRF) as the primary facilities for reuse and recovery of items collected under this program. 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 materials accepted at the Last Chance Mercantile through on-site tours and orientations with its employees. When drivers are collecting materials under this program, they will organize materials on the vehicles according to reusability and then items slated for recovery will be arranged on the vehicle together to allow for streamlined unloading once the vehicle arrives at the MRWMD facility. Preservation of 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 also recognizes the Participating Agencies

will realize inclement weather throughout the year and will ensure loads are protected from the weather from the point of collection through delivery to the MRWMD facility.

GreenWaste is committed to designing and implementing a successful Bulky Item and Reusable Materials 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 significantly increase the diversion rate of materials collected under this program and GreenWaste is dedicated to exceeding a 50% diversion rate in the first year of the program and achieving a 75% diversion rate by the year 2020.

[Public Education & Outreach](#) | GreenWaste has experience in developing and operating effective outreach and education programs that promote Bulky Item and Reusable Materials Collection events and programs available to Customers. The detailed Operational Plan for all communications with Customers regarding opportunities for decreasing contamination, increasing recycling opportunities and ultimately increasing diversion is covered in the following sections:

[Section 2.C | Public Education & Outreach;](#)  
[Section 2.D | Customer Service; and,](#)  
[Section 2.E | Billing.](#)

In addition to the Public Education & Outreach Program outlined in the Base Services, an expanded Public Education & Outreach Program is detailed in [Section 3.D | Expanded Public Education & Outreach](#).

[Expanded Services](#) | The Expanded Bulky Item Reuse Collection Events as required in Alternative Proposal #3 and as described in Exhibit B-1 and Exhibit B-2, call for a standardized program, offering eligible Customers up to three (3) on-call collection events per calendar year at no additional charge, expanding the Program to Multi-family Customers and refocusing this program on the recovery and proper handling of bulky and reusable materials rather than for periodic extra material. In addition to accomplishing these objectives, GreenWaste is offering to increase the volume and/or quantities of the items accepted at each event and to make this expanded program even more convenient for Customers. As long as the Customer contacts Customer Service 24-hours in advance of their requested date of service, GreenWaste will provide this service on the Customer's requested service date. This Alternative Proposal is described in the upcoming [Section 3.C | Expanded Residential Bulky Item Reuse Events](#).

This page left blank intentionally

---

## 2.C Public Education & Outreach

---

GreenWaste is experienced in the design and implementation of adaptive and successful public education and outreach programs and is committed to the communities it serves. GreenWaste strives to positively affect behavioral change to increase customer participation in recycling and diversion programs and believes people will do the right thing if provided the information and resources to be successful. Accordingly, GreenWaste has designed its Public Education & Outreach Program for the Participating Agencies by targeting sectors, understanding the most effective means of distributing information and specifically tailoring programs based on the collection programs available and the culture and demographics of each community. GreenWaste has gone **above and beyond the minimum outreach requirements** in the Base Proposal for Public Education & Outreach by incorporating nearly all collateral requirements for Alternative Proposal #4: Expanded Public Education and Outreach into this Base Proposal.

### Public Education & Outreach Program

**The GreenWaste Approach** | Regardless of whether the Participating Agencies select any or all of the Alternative Proposals (#1-#4), the GreenWaste approach to develop and implement a successful Public Education and Outreach Program throughout the term of the Agreement(s) hinges on the implementation of the initial Public Education and Outreach Transition Plan and the development and ongoing implementation of Annual Public Education & Outreach Plans. During the transition period, GreenWaste will develop and distribute **collateral materials** and conduct outreach to inform 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(s). 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 including the promotion of upcoming events, new and emerging issues and the ongoing promotion of recycling and diversion programs. GreenWaste will also provide **targeted technical assistance** to Commercial and Multi-family Customers to ensure compliance with AB341<sup>1</sup> (California's Mandatory Commercial Recycling Regulation) and assist the Participating Agencies with meeting the statewide goal to achieve no less than 75% diversion by the year 2020.

- **Public Education & Outreach Transition Plan** | The launch of GreenWaste's Public Education and Outreach Program will begin well in advance of the commencement of services and will ensure adequate notification and provide 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 the change in their service provider and to highlight 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 make contact with the leaders in the community and develop communication networks and make presentations on service changes, promote new collection program offerings

---

<sup>1</sup> AB341 sets a statewide goal of not less than 75% diversion by the year 2020. This bill requires businesses and MFD units generating more than 4 cubic yards of commercial solid waste per week participate in recycling services.

and be available to answer questions. For additional information on GreenWaste's Public Education & Outreach Transition Plan development, please refer to [Section 2.F | Implementation Plan](#).

- [Annual Public Education & Outreach Plans](#) | Fundamental to the success of GreenWaste's Public Education & Outreach Program is the ongoing assessment of current conditions, evaluation of program goals, identification of potential obstacles and anticipation of future needs. However, a Plan is only as good as its implementation. Prior to the service commencement date and throughout the term of the Agreement(s), GreenWaste will meet with the Participating Agencies and develop an Annual Public Education and Outreach Plan (PEOP) that will be submitted to the Participating Agencies on or before December 1<sup>st</sup> of each year, for the following fiscal year. The PEOP will outline the approach and methodology to conduct outreach and identify the public education materials that will be used. Each PEOP will identify the approach to be taken when conducting outreach by sector, including the different methods to increase program participation of Residential, Multi-family and Commercial Customers and the prioritization of Multi-family and Commercial Customers for the provision of technical assistance. Successful methods GreenWaste has used to achieve high participation in recycling and organics collection programs and increase diversion will be incorporated and each year's PEOP and will reflect on the previous year's successes and challenges as opportunities to tailor those tried-and-true methods to the specific needs of each Participating Agency. Each PEOP will specify the target audience for services provided, include upcoming promotions for ongoing and known special events, identify program objectives, individual tasks, public educational materials to be developed, opportunities for expanded partnerships and timelines for implementation. Input will be solicited from the Participating Agencies and each PEOP's implementation success will be measured by deadlines and products developed.
- [Public Education & Outreach Program Implementation](#) | GreenWaste is committed to assist the Participating Agencies in achieving the State's 75% recycling goal locally by 2020 and also meet the aggressive goal of the Participating Agencies to divert 65% of materials handled under the exclusive franchise. However, the only Participating Agency that is currently experiencing 65% diversion based on the materials collected under the exclusive franchise is Pebble Beach CSD; all other [Participating Agencies must have diversion increased for materials collected under the exclusive franchise by 16% - 147%](#). In order for any hauler to meet these aggressive diversion goals, a comprehensive and coordinated Public Education & Outreach Campaign must be launched will in advance of the commencement of services and be sustained throughout the term of the Agreement(s). For additional information on the calculation of current diversion rates for materials handled under the exclusive franchise, please refer to [Section 2.1 | Performance Measures & Diversion Incentives](#).

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 in the provision of services to Customers. Working with Residential, Multi-family and Commercial Customers, the Participating Agencies and community groups throughout the Monterey Peninsula, 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 identify

opportunities for improvement. GreenWaste strives to continually improve the delivery of collection services, the success of education and outreach programs and the level of customer satisfaction when working with the GreenWaste customer service team. It is GreenWaste's goal to keep its Program alive and with **enhanced communication and cross-pollination** of customer feedback within and among departments, opportunities are created to provide exceptional support to increase participation and ensure success of recycling and diversion programs, thereby ultimately reduce the amount of waste destined for landfill.

GreenWaste's Public Education & Outreach Program (Program) is crucial to successfully facilitating a smooth transition to new collections services and not only increasing, but also sustaining participation of Residential, 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
  - ✓ *Transition Collateral Development;*
  - ✓ *Collateral Development for Alternative Programs (#1-#3);*
  - ✓ *Ongoing Public Education & Outreach;*
  - ✓ *Collateral Distribution;*
  - ✓ *Website Development; and,*
  - ✓ *AB341 Outreach Activities.*
- Public Education & Outreach Team
- Technical Assistance
  - ✓ *The GreenWaste Approach;*
  - ✓ *Recycling Opportunity Waste Assessments;*
  - ✓ *Ongoing & Follow-up Waste Assessments; and,*
  - ✓ *Service Changes & Coordination.*
- Outreach to Public Schools
- Community Service

**Collateral Development & Distribution** | Regardless of whether the Participating Agencies select the any or all of the Alternative Proposals (#1-#4), the process of developing and distributing collateral materials remains the same. During the transition and throughout the term of the Agreement(s), GreenWaste will provide current and accurate information to all Customers and will update materials as appropriate. GreenWaste has an extremely talented in-house Graphic Designer and will be responsible for the development of all collateral materials to be distributed Residential, Multi-family, Commercial Service Recipients and Agency Facilities. GreenWaste will utilize a phased approach for developing all collateral materials, initially developing materials that will be used during the transition and then developing materials that will be distributed initially, but designed for use throughout the term of the Agreement(s).

GreenWaste designs collateral materials specific to the service offerings of each sector, maintains thematic branding in all collateral materials developed and will modify and include additional materials as appropriate. For all collateral materials to be developed, GreenWaste will first identify the target audience(s), the message(s) to be communicated and the purpose(s) of the collateral. GreenWaste will meet with the Participating Agencies to ensure coordinated messaging, then begin drafting the content and developing a graphic mock-up. GreenWaste will offer the Participating Agencies the opportunity to provide input on the

content and format of the mock-up then GreenWaste will make appropriate revisions based on input and recommendations. Prior to finalizing any collateral materials, and no fewer than four (4) weeks prior to the deadline for distribution, the draft will be provided to the Participating Agencies for a final review prior preparing the piece for printing and distribution.

All public education and outreach materials identified below will be customized for Single-family, Multi-family and Commercial Service Recipients, as appropriate. The initial collateral pieces developed specifically for the transition to GreenWaste as their new hauler and announcing the new program offerings will be disseminated through direct mail, during container distribution and in person during outreach and educational events. Ongoing collateral pieces designed during the transition period will also be provided to each Residential, Multi-family and Commercial Customer during container distribution and/or using direct mail; a similar packet will be provided to new Service Recipients throughout the course of the Agreement

GreenWaste has included a diverse and representative cross-section of the types of outreach materials currently developed and customized for distribution to its customers based on sector and program offerings in their particular service areas. Initial program start materials, ongoing outreach and education materials and also those related to specific sectors and/or materials have been included in [Section 9 | Attachments](#).

All outreach and educational materials will be:

- ✓ *Thematically branded with consistent color, font, look and feel;*
- ✓ *Produced in English and Spanish (as appropriate);*
- ✓ *Photo-oriented to appeal to varied language and literacy levels;*
- ✓ *Printed by Monterey County businesses;*
- ✓ *Provided in digital form to avoid excessive printing and provide Customers easy access to information; and,*
- ✓ *Printed on recycled content and recyclable paper (double-sided as appropriate).*

In addition to the collateral materials to be developed under this Base Services proposal, GreenWaste has also designed an Expanded Public Education and Outreach Program for transitional as well as ongoing activities. For a complete and detailed description of GreenWaste's Expanded Public Education and Outreach Program offerings, please refer to [Section 3.D | Expanded Public Education and Outreach](#).

- [Transition Collateral Development](#) | Well in advance of the service commencement date, GreenWaste will have developed and finalized the initial collateral materials in preparation for distribution to ensure a smooth transition. Informing Customers in advance of the service transition and implementation of new and expanded programs is key in helping to assist the GreenWaste outreach, customer service and operations teams in completing necessary tasks in preparation of the transition. Understandably, the potential confusion generated by a change to GreenWaste as their new hauler may be cause for some concern and it is important to GreenWaste that the change does not have an effect on Customer willingness to adapt to the new program's offerings. To properly and effectively address each of these potential areas for concern, the media campaign outlined below, coupled with skillful and appropriate program design, will be vital tools for keeping all Customers within the Participating Agencies well informed and at ease with the change to their service. Once Customers learn of the increase services and assistance being provided under this new Agreement(s), GreenWaste is confident that program approval and uptake will be forthcoming. Below are the collateral pieces that will be developed specifically for the transition to



GreenWaste as the new hauler and promotion of the new and expanded program offerings.

- **Introductory Mailers** | Introductory mailers will be developed and tailored for Residential, 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 Participating Agencies. These mailers will also indicate a “Cart Verification & Selection” or “New & Expanded Services” notice 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.
- **Cart Verification & Selection** | Cart Verification & Selection tri-fold brochures will be developed to provide Residential Service Recipients with an overview of the new services available, detail proper set-out instructions and include other related information deemed appropriate and timely by the Participating Agencies. The third panel of this tri-fold brochure will be designed as a tear-off pre-paid return mailer for Residential Customers to select a new service level and return to GreenWaste prior to the commencement of services. If no return mailer is received, the Customer will be provided service at a default level as specified in [Section 2.A | Solid Waste, Recyclable Materials, Organic Materials, and C&D Collection](#). Cart Verification & Selection brochures will be mailed to all Residential Customers using direct mail approximately one (1) to two (2) months in advance of the date services commence.
- **New & Expanded Services Notice** | This tri-fold self-mailer will inform Multi-family and Commercial 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 Participating Agencies. These notices will be mailed to all Multi-family and Commercial 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 Participating Agencies select the any or all of the Alternative Proposals (#1-#3), these direct mail pieces may include relevant information on the following programs:
  - ✓ *Single-Family Mixed Organics;*
  - ✓ *Commercial Organics Collection; and,*
  - ✓ *Expanded Residential Bulky Item Reuse Events.*

In addition to these collateral pieces designed and distributed specifically for the transition to GreenWaste as the new hauler, comprehensive Recycling Guides will also be delivered during container distribution. These guides will also be provided to new Customers throughout the course of the Agreement(s):

- **Residential Recycling Guide** | Detailed Residential “How-to” Recycling Guides will be developed to inform Residential Customers of new and expanded services. These booklets will include a comprehensive three (3) full page color-coded spreads identifying the list of expanded acceptable materials organized by material type and will also include graphic illustrations of proper set-out procedures, acceptability and necessary preparation of materials for all each of their collection carts, details on how to utilize services available to Residential

Customers and will offer other related information deemed appropriate and timely by Participating Agencies. These Residential Recycling Guides will be updated as necessary and include topics such as:

- ✓ *Extra Material Collection;*
- ✓ *Holiday Tree Collection;*
- ✓ *Bulky Item Reuse Collection Events;*
- ✓ *Household Hazardous Waste Disposal;*
- ✓ *Household Batteries & Cell Phone Collection;*
- ✓ *Used Motor Oil and Oil Filters Recycling;*
- ✓ *Promotion of Compost/Worm Bins;*
- ✓ *Instructions for Enrolling in Paperless Billing;*
- ✓ *Drop-off and Pick-up Resources for Donations; and,*
- ✓ *Useful Phone Numbers & Other Resources.*

Additionally, depending on whether the Participating Agencies select the any of the Alternative Proposals (#1-#3), the Residential Recycling Guide may also include information on:

- ✓ *Single-Family Mixed Organics Collection Program; and,*
- ✓ *Expanded Residential Bulky Item Reuse Collection Events.*

- **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 and 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 comprehensive three (3) full page color-coded spreads identifying the list of expanded 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 multi-family complexes and will offer other related information deemed appropriate and timely by Participating Agencies. These Multi-family Recycling Guides will be updated as necessary and include topics such as:

- ✓ *Extra Material Collection;*
- ✓ *Holiday Tree Collection;*
- ✓ *Household Hazardous Waste Disposal;*
- ✓ *Household Batteries & Cell Phone Collection;*
- ✓ *Used Motor Oil and Oil Filters Recycling;*
- ✓ *Instructions for Enrolling in Paperless Billing (as appropriate);*
- ✓ *Drop-off and Pick-up Resources for Donations;*
- ✓ *AB341’s Mandatory Recycling Program; 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 of opportunities to reduce costs through

participation in waste reduction, recycling and/or composting programs. These booklets will include a comprehensive three (3) full page color-coded spreads identifying the list of expanded 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 Participating Agencies. These Commercial Recycling Guides will be updated as necessary and include topics such as:

- ✓ *Extra Material Collection & Debris Box Services;*
- ✓ *Household Hazardous Waste Disposal;*
- ✓ *Useful Phone Numbers & Other Resources;*
- ✓ *Drop-off and Pick-up Resources for Donations;*
- ✓ *AB341's Mandatory Recycling Program;*
- ✓ *Waste Assessments & Technical Assistance;*
- ✓ *Instructions for Enrolling in Paperless Billing; and,*
- ✓ *Information on the Monterey Green Business Program.*

Additionally, depending on whether the Participating Agencies select Alternative Proposal #2: Commercial Organics Collection, the Recycling Guide may also include information on:

- ✓ *Commercial Organics Collection Program*
- **Commercial Recycling & Solid Waste Poster Sets** | Commercial Recycling and Solid Waste poster sets may be developed that detail the acceptable materials in each material stream. An 11"x17" portrait orientation poster may be developed for each material stream that includes 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 that includes the only the representative photos and contact information for additional information.
- **Collateral Development for Alternative Programs** | Depending on whether the Participating Agencies select one or both of the Alternative Proposals (#1-#2), the following Program-specific stand-alone collateral materials may be developed:
  - **Residential Mixed Organics Program Flyer** | Residential Mixed Organics Program Flyers may be developed to inform Residential Customers that Food Waste is acceptable in Yard Trimmings cart(s) and provide graphic illustrations on the acceptable and unacceptable. The flyer may also provide a description of how Food Waste is processed and products produced and include other related information deemed appropriate and timely by the Participating Agencies.
  - **Commercial Food Waste Collection Program Brochure** | Commercial Organics Collection brochures may be developed to introduce Commercial Customers to the expanded Commercial Organics Collection program, highlight benefits of the program to both the subscriber and the environment, offer "how-to" information and provide proper set-out instructions, explain contamination, provide a description of how Organics are processed and

products produced and include other related information deemed appropriate and timely by the Participating Agencies.

- **Commercial Recycling, Organics & Solid Waste Poster Sets** | Commercial Recycling, Organics and Solid Waste poster sets may be developed that detail the acceptable materials in each material stream. An 11"x17" portrait orientation poster may be developed for each material stream that includes 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 that includes the only the representative photos and contact information for additional information.
- **Ongoing Public Education & Outreach** | Following the service commencement date and throughout the term of the Agreement(s), GreenWaste will maintain a strong presence and keep new and expanded service at the forefront of the minds of Customers throughout the Participating Agencies. Incorporating lessons learned during the pre- and post- transition phases, GreenWaste will evaluate the most beneficial and effective make-up and content of the ongoing materials to be distributed. As the program continues to develop, GreenWaste will continually seek ways to improve program effectiveness, make adjustments to ensure Customer and Participating Agencies' needs met and diversion goals are attained. Messaging will be coordinated with the Participating Agencies 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(s) will exceed all Participating Agency requirements. At a minimum, the following ongoing collateral materials will be developed and distributed to Customers:

- **Residential Recycling Newsletter** | Quarterly Residential Recycling Newsletters will be developed for Residential Customers and will be inserted with bills. Newsletters will include information on recycling and diversion programs, 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 Participating Agencies. These newsletters will be printed on 11"x17" paper, folded for a finish size of 8.5"x11" and tri-folded to be inserted into bills.
- **Multi-Family Complex Recycling Newsletter** | Quarterly Multi-Family Complex Recycling Newsletters will be developed and distributed to Multi-family Customers and will include information on available recycling and diversion programs, 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 Participating Agencies. These newsletters will be printed on 11"x17" paper, folded for a finish size of 8.5"x11" and tri-folded either as self-mailers or bill inserts.

- **Commercial Recycling Newsletter** | Quarterly Commercial Recycling Newsletters will be developed and distributed to Commercial Customers and will include information on available recycling and diversion programs, 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 Participating Agencies. These newsletters will be printed on 11"x17" paper, folded for a finish size of 8.5"x11" and tri-folded either as self-mailers or bill inserts.
- **Seasonal Program Notification Postcards** | Quarterly Seasonal Notification Postcards will be developed and mailed directly to Residential, Multi-family and/or Commercial Service Recipients as needed, and ideally timed between the quarterly newsletters. At a minimum, these ¼-cut sheet Seasonal Program Notification Postcards will inform Customers of Halloween Pumpkin Collection, Holiday Tree Collection, Spring Cleaning and Fall Leaves and other seasonal program offerings.
- **Services & Program Notifications** | On an as-needed basis, these ½-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 Participating Agencies.
- **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 half 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 at the end of the route.
- **Collateral Distribution** | Public education and outreach campaigns are most successful when outreach is conducted regularly to Customers and multiple sources are used to distribute information. GreenWaste will utilize different media outlets and direct outreach methods to disseminate information to Residential, Multi-family and Commercial Customers. In addition to the specific direct mailing and container distribution delivery mechanisms discussed above, GreenWaste may also print limited information directly on invoices and will also distribute outreach materials directly at community events, presentations and outreach events. GreenWaste may also print limited information directly on invoices and will post all collateral materials in Adobe Acrobat PDF format on the Participating Agencies' sections of the GreenWaste website.
- **Participating Agency Material Distribution** | At the request of the Participating Agencies, GreenWaste may print and distribute Participating Agency-generated information related to its recycling and composting programs as bill inserts up to twice per year.
- **Paperless Billing Customers** | Customers that 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

County, 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 imbedded in the body of the email or provided as an attachment. Any outreach materials developed by the Participating Agencies for distribution by GreenWaste will also be provided to paperless billing customers digitally on the same schedule as those receiving materials via bill inserts and/or direct mail.

- **Website Development** | Regardless of whether the Participating Agencies select the any or all of the Alternative Proposals (#1-#4), the process for designing, populating and launching the section(s) of the GreenWaste website dedicated to each Participating Agency remains the same. GreenWaste has developed and designed a website that maintains the same look and feel as other collateral materials and is easy to navigate. GreenWaste has an in-house outreach team and Graphic Designer that 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.

Prior to the commencement of services, GreenWaste will have developed and be prepared to launch a section of the GreenWaste website dedicated to each Participating Agency. Separate sections will be designated for the Residential, Multi-Family and Commercial sectors and each section will include information on new programs, services and additional resources available 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 Residential, 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 Participating Agencies.

Using the functionality of the eTower application (a subprogram to the Tower system), GreenWaste is also offering Customers the ability to view and pay invoices online, request a change in service, and view their personal service history. This system also allows all Customers to start, stop, or modify service. GreenWaste also offers a “Contact Us” option which allows Customers to submit questions, comments or concerns to GreenWaste via the website and sends an e-mail to Customer

Service that is responded to within one (1) business day. The website will track and record visitor logs and page visitation counts and the number of web-based bill payments per month, which will be included in regular reports. For additional information and representative examples of the information contained on the GreenWaste website, please refer to [Section 9 | Attachments](#).

- [AB341 Outreach Activities](#) | Throughout GreenWaste's Public Education & Outreach Program, information will be disseminated to all Multi-family and Commercial Customers to assist the Participating Agencies with AB341 outreach compliance. By ensuring all outreach materials developed for Multi-family and Commercial Customers includes information on the requirements of AB 341, GreenWaste will relieve the Participating Agencies of the burden of the cost in developing and producing effective outreach materials to notify owners and managers of multi-family complexes and businesses of the regulations and expanded recycling options with GreenWaste as their new hauler.

[Public Education & Outreach Team](#) | GreenWaste will employ one (1) full-time Environmental Outreach Manager (EOM) and two (2) full-time Environmental Outreach Coordinators (EOCs) to develop and implement GreenWaste's Public Education and Outreach Program for Residential, Multi-family and Commercial Customers under this Base Services proposal. The EOM and the EOC will work with the Participating Agencies and to conduct outreach, promote waste reduction, recycling and diversion programs and provide technical assistance to qualifying Multi-family and Commercial Customers throughout the Monterey Peninsula Communities.

The GreenWaste EOM will have the following duties and responsibilities:

- ✓ *Serving as liaison with Participating Agencies and the Monterey Regional Waste Management District and participating in strategy development meetings related to source reduction, reuse, recycling and composting;*
- ✓ *Participating in community activities and offering support to local service organizations;*
- ✓ *Developing and maintaining relationships with the media, drafting press releases as appropriate; and,*
- ✓ *Ensuring customer satisfaction with services and compliance with the Agreement(s).*

The GreenWaste EOCs will have the following duties and responsibilities:

- ✓ *Attending, events and meetings in the community to promote recycling and diversion programs;*
- ✓ *Assisting with the development and distribution of educational and outreach materials;*
- ✓ *Developing a thorough understanding of the history and challenges in managing solid waste and increasing recycling and diversion efforts;*
- ✓ *Identifying recurring contamination issues and proposing solutions;*
- ✓ *Participating in educational and Participating Agency-sponsored activities as well as workshops, civic and business group meetings, and other community events;*
- ✓ *Providing tours of processing facilities, as appropriate;*
- ✓ *Creating environmental awareness and promoting recycling throughout the community; and,*
- ✓ *Providing technical assistance to Multi-family and Commercial Service Recipients to comply with AB 341 by conducting site surveys to right-size containers and collection frequency and making recommendations to increase participation and reduce contamination.*

For additional information on the Environmental Outreach Manager and the Environmental Outreach Coordinator job duties and responsibilities, please refer to [Section 1.D | Key Personnel](#).

**Technical Assistance** | GreenWaste has also envisioned and developed a comprehensive and innovative approach to the provision of technical assistance to Commercial and Multi-Family Customers as part of its Base Service Public Education & Outreach Program. Depending on whether the Participating Agencies select the any or all of the Alternative Proposals (#1-#4), the *level* of technical assistance provided will differ vastly; however, *approach* to the provision of technical assistance will remain the same. GreenWaste will provide annual direct and targeted technical assistance to each Multi-family and Commercial Customer in the Participating Agencies' jurisdictions that meet the threshold requirements for AB 341 mandatory commercial recycling guidelines. GreenWaste will also prepare and submit reports to the Participating Agencies documenting the Customers targeted quarterly, the existing service levels, recommendations made and the outcome of the technical assistance provided.

- **The GreenWaste Approach** | Leading up to the commencement of services, GreenWaste will evaluate qualifying Customer subscription data and begin to identify the Customers with the greatest opportunities for early adoption to the new recycling and diversion programs. While some qualifying Multi-family and Commercial Customers may already have sufficient capacity for Recyclable Materials relative to their Solid Waste capacity subscription, other Customers may not even have collection services for Recyclable Materials. Acknowledging that every qualifying Multi-family and Commercial Customer will be touched annually, GreenWaste will prioritize Customers with significant recycling opportunities based on their garbage subscription volumes relative to recyclable materials volumes. It is GreenWaste's goal to have the total Solid Waste subscription volume across Multi-family and Commercial sectors decreased significantly by the end of the first year of services.

GreenWaste recognizes that each qualifying Multi-family Customer and Commercial Customer presents a unique set of challenges, requiring both flexibility and uniformity in approach to ensure for success. Further, the very nature of the Multi-family and Commercial sectors increases the challenges with making contact with the decision-makers initially; the person with whom contact is first made is not often the person who has the authority to make decisions and may not even have information relative to the Customer's subscription volumes and associated costs. In order to overcome these obstacles, GreenWaste will then make initial contact with Customers, begin to introduce GreenWaste's new and expanded services and seek to make contact with the decision-maker.

- **Recycling Opportunity Waste Assessments** | GreenWaste's EOCs will offer initial recycling opportunity waste assessments when Customer contact is first made. If the Customer is ready and willing to combine this initial service with a waste assessment, the EOC will conduct the initial waste assessment. If the Customer is not ready to have an initial waste assessment conducted, the EOC will provide educational materials and encouragement to begin thinking about adopting waste prevention techniques and identifying existing opportunities within current subscription levels to improve recycling. Below are the activities to be conducted during initial contact and or initial waste assessments:

- ✓ *Provide overview of the new and expanded service options;*



- ✓ *Provide educational information on new programs and AB341 compliance;*
- ✓ *Identify major points of generation and waste stream components;*
- ✓ *Promote internal and external diversion within existing system;*
- ✓ *Discuss current level adequacy and suggest service level changes;*
- ✓ *Offer suggestions for improved signage and labeling;*
- ✓ *Coordinate customer service, billing, and operations to request service changes; and,*
- ✓ *Provide follow-up technical assistance and troubleshooting as appropriate.*

The goal of the initial Recycling Opportunity Waste Assessments is to properly identify the specific needs, challenges and resources of each multi-family complex and business that will in turn drive program design. Based on this evaluation, recommendations can then be made to increase recycling and diversion program participation in a way that most effectively meets the needs of the unique individual complex or business, by promoting the use of uniform recycling containers and educational materials in support of program continuity. Ultimately, GreenWaste will seek to conduct a complete assessment and evaluation of the Customer in order to make recommendations for the size, placement and labeling of containers, and advise Customers on how to integrate program goals into ongoing operations and infrastructure improvements, ultimately affecting behavioral change.

- **Ongoing & Follow-up Waste Assessments** | GreenWaste is committed to proactively and continually work with qualifying Multi-family and Commercial Customers to adjust the relative levels of their Recyclable Material, Solid Waste and/or Organics services to achieve their highest diversion potential. To this end, GreenWaste will enthusiastically offer different types of waste assessments throughout the term of the Agreement(s), with each assessment building on the former and striving to achieve deeper and more significant diversion results. These ongoing and follow-up assessments include evaluation of the general composition of the waste stream and providing customized diversion assistance for eligible Multi-family and Commercial Customers. This level of individualized Customer attention is unique within the solid waste management industry, yet essential to achieving the Participating Agencies' ambitious and aggressive diversion goals. GreenWaste's ongoing and follow-up waste assessment strategy is in line with zero waste industry best management practices and includes attention to both internal as well as external waste management needs. In addition to the activities outlined in the Initial Recycling Opportunity Waste Assessments described above, these Ongoing & Follow-up Recycling Opportunity Waste Assessment Services also include:

- ✓ *Performing a complete walk-through of each facility/complex;*
- ✓ *Identifying areas of generation and collection;*
- ✓ *Noting areas for improved infrastructure, placement or educational materials;*
- ✓ *View and discuss current site and/or facility layout (internal & external);*
- ✓ *Identifying major components of the waste stream by location;*
- ✓ *Identify special wastes or source separated material potentials;*
- ✓ *Make waste reduction and contamination prevention recommendations ;*
- ✓ *Making modification recommendations for service level or frequency; and,*
- ✓ *Coordinating with customer service and operations to implement service level changes.*

- **Service Changes & Coordination** | GreenWaste places great value on **complete service integration**, from the moment materials are discarded to the final point of separation and subsequent marketing of materials recovered at the MRF. The goal of this type and level of

collaboration is to form a strong and timely feedback loop so that successes in outreach, collections and processing and any associated challenges or obstacles are identified and communicated immediately. By providing timely communications, any and all successes and solutions to unique or common challenges may be immediately implemented. For example, if there is a recurring issue of contamination with a particular material at the Approved Processing or Disposal Facility, that information can be tracked from the processing line staff back to the tipping floor, by the drivers from the vehicles back to the routes and finally from the routes back to the customer(s).

When the GreenWaste EOC makes a recommendation for a service level change that is approved by the Customer, it is critical that the operations staff participate in the review and approval of the service level change including sizing, frequency, collection day(s) and timing for the change. In order to ensure the highest level of Customer service and satisfaction, the Customer, the EOC recommending the change and operations must all be on the same page. If, for example, the operations team does not receive the service change request, it may be that the bin/cart has been delivered, but the driver is unaware of the new service stop, creating a missed pick-up, and forcing operations to scramble to get commodity picked up.

To ensure there is no disruption to the Customer and service changes occur in a timely manner (within five or fewer business days), GreenWaste has established a process to submit the Customer-approved request. Once a Customer agrees to the new or modified service, the EOC will submit a service change order to Customer Service and provide a copy to the GreenWaste operations supervisor - with delivery date and new start date for services included. Operations then makes sure new containers are delivered and routes and/or pick-ups modified and Customer Service makes changes in the billing system to ensure the Commercial customer is accurately billed for the service change beginning on the new date of service. Finally, once the work order has been completed by operations, the EOC and Customer Service are notified. Coordination on the delivery date for new containers is also a crucial step in the process, and another opportunity for the EOC and operations to coordinate efforts. The most effective timing for the delivery of new containers is on the same day of regular collection service. When these steps are well coordinated, the success rate of the program increases significantly - the contamination levels are reduced, diversion is increased and Customers are happy.

Just as the Outreach Team must be fully integrated with collection operations and the Approved Processing or Disposal Facilities, the Team will also be fully integrated and coordinated with the Customer Service and Billing Staff. Any and all service change recommendations that are made by EOCs will ultimately be handled by Customer Service for input into Tower. Once the EOC completes a service change request, it will be submitted to operations for review and approval. Approved change orders will be input into Tower and a work order will be generated and provided to operations to complete. Completed work orders are provided back to Dispatch to close the work order. Once the work order is closed, the new service level and date of change will be attached to the customer profile and included in the Commercial customer's next invoice. If for some reason a Customer is billed for a service change that has not been initiated or a service change is initiated but not billed, it is the responsibility of the EOC to work with Customer Service and Billing to make necessary changes to ensure billing reflects accurate service levels. The EOC will be responsible

for contacting Customers in the event of billing adjustments made as a result of a service level change request. Ensuring Customer satisfaction with GreenWaste services is of the utmost importance - this is demonstrated by GreenWaste's provision of this level of comprehensive and coordinated service to each and every Customer serviced.

In addition to the technical assistance program activities under this Base Services proposal, GreenWaste has also designed an Expanded Public Education and Outreach Program for transitional as well as ongoing activities. For a complete and detailed description on GreenWaste's Expanded Public Education and Outreach Program offerings, please refer to [Section 3.D | Expanded Public Education and Outreach](#).

[Services to Public Schools](#) | GreenWaste understands Public Education & Outreach to Public Schools is not a requirement of the Base Services Proposal; however, GreenWaste is committed to educating and investing in future generations in a focused and purposeful effort to instill in them the knowledge, tools, and resources to make environmental sustainability and resource conservation an engrained and habitual part of living on this earth. To inspire environmental stewardship in future generations, GreenWaste's Public Education and Outreach Program includes an environmental education piece that 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 community.

GreenWaste has dedicated significant resources to the development of educational materials geared at younger audiences. GreenWaste's Residential and Multi-family newsletters include a "green kids" section with different themes and seasonal activities relating 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. GreenWaste includes 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, involving participation from the younger audience. 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 intend to make the video accessible through the Participating Agency portions of the GreenWaste website.

[Community Service](#) | GreenWaste also firmly believes in being a strong community citizen by becoming an integral part 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 in and offer support to community groups, youth groups, business associations and non-profit charitable organizations. GreenWaste staff participate in numerous

community organizations and Chambers throughout its service areas in addition to supporting many charitable causes. In the City of Palo Alto, for example, GreenWaste is an annual sponsor for large city events including Earth Day, July 4<sup>th</sup> Chili Cook-off, Farmers Markets, Little League events, and Marathons. While by no means an all-inclusive list, during the past few years, GreenWaste has sponsored the following events and charities:

- ✓ *“Santa Visits Alviso” Annual 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 in San Jose;*
- ✓ *SJSU Blue & Gold Go Green Expo Day;*
- ✓ *San Jose Bark in the Park;*
- ✓ *Emma Prusch Harvest Fair and Exposition in San Jose;*
- ✓ *San Martin Neighborhood Annual Custom & Classic Car Show;*
- ✓ *San Jose Jazz Festival & San Jose Salsa Festival;*
- ✓ *Scotts Valley Music in the Park;*
- ✓ *San Jose Festival in the Park;*
- ✓ *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 Earth Day Celebration;*
- ✓ *Portola Valley Earth Day Fair;*
- ✓ *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 is committed to provide the same level of support and community engagement throughout the Monterey Peninsula Communities. 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 Participating Agencies are well poised to reduce the amount of waste sent to landfill. GreenWaste is also committed to its existing partnership with the [Central Coast Recycling Media Coalition](#) and will provide additional annual funding on behalf of the Participating Agencies in an amount of \$25,000.

For a complete and detailed description on GreenWaste’s Expanded Public Education and Outreach Program offerings, please refer to [Section 3.D | Expanded Public Education and Outreach](#).

## 2.D Customer Service

---

GreenWaste believes that the most critical interaction is that with customers. While drivers are the face of an organization in the field, the Customer Service Representatives (CSRs) on the phone are the main point of contact with the majority of customers. By investing in the technical infrastructure to provide CSRs with the appropriate tools to do their job, GreenWaste consistently provides superior customer service.

Customer Service for the Participating Agencies will be handled at the facility being built at the Marina Landfill and staffed with 1 supervisor and 4 agents in the event GreenWaste handles all accounts for the Participating Agencies. Utilizing GreenWaste's Mitel phone solution, the queue for the Participating Agencies will also be linked to GreenWaste's Corporate Offices, located at 1500 Berger Drive in San Jose. Currently GreenWaste handles Customer Service for over 10 jurisdictions encompassing service for over 250,000 accounts at this facility and will train and utilize these CSRs as back up for overflow calls. In the event GreenWaste is awarded fewer than 7,500 households, Customer Service for the Participating Agencies will be combined with Customer Service for Santa Cruz County.

With over 20 years of experience in 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.*

By following these core values, GreenWaste consistently maintains an environment where team members are both empowered and encouraged to make decisions, creating a minimal need for call backs. By ensuring that team members follow these values, GreenWaste consistently reports hold times well under 30 seconds.

Customer Service Staffing | By analyzing historical trends captured by the Automatic Call Distribution Center, GreenWaste is able to accurately project how many calls will be received per hundred residents. GreenWaste has determined that within current jurisdictions one CSR per 7,500 households is appropriate to ensure adequate coverage and to retain wait times less than 30 seconds. CSRs will be available from 7:00 AM – 6:00 PM, Monday through Friday, and there will always be staffing in the office when collection vehicles are in the field on a weekend following a holiday. The GreenWaste call center will be reached through both local telephone numbers and toll free numbers. Calls received between 6:00 PM and 7:00 AM or on 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 the General Manager in case of emergency. All employment offers for CSRs will be strictly based on GreenWaste's employee selection requirements and bilingual employees that can read/write and speak Spanish will be recruited and hired whenever possible.

With this ratio of CSRs to customers, GreenWaste finds a targeted call volume ratio of approximately sixty (60) calls per day per CSR is met. By allotting approximately seven and a half (7.5) minutes per call, CSR's

have enough time to appropriately listen to a 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 Supervisor will be handled by the Customer Service Management Team at GreenWaste's Corporate Call Center. By the end of the initial training period, the Supervisor will be able to demonstrate the ability to thoroughly use the software and telephone systems, understand operational aspects of material collection and processing, and embrace and embody GreenWaste's core values and beliefs relating to both customer service and employee satisfaction. During the initial training, a tailored "cheat sheet" will be developed for CSRs to solve the most commonly asked questions. Once the Supervisor has finalized training, they will begin training the CSRs at the Marina location.

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. This is completed in 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, the 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. GreenWaste will set up a fully functioning training version of the Participating Agencies' database to allow the CSRs to train on data that is as realistic as possible.

Next, the CSRs are trained on the appropriate use of GreenWaste's Mitel phone system. GreenWaste is in the process of installing this system to increase the stability of telecom operations while adding many new features. GreenWaste's goal in making this capital investment is to improve the Customer Experience – both overtly and covertly.

Exciting new features that will be introduced with the Mitel system include the ability to have an Instant Messaging queue where Customers will be 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 CSRs are trained to work with the operations dispatch team. Dispatchers have live contact with all drivers throughout the day. In the instance a driver has a question about service levels, issues with contamination or improper set-outs, drivers will input the information directly into their FleetMind computer system in their vehicle. This information, as well as all collection verifications, is sent to the Tower database throughout the day, and is almost instantly visible to the CSRs. Please refer to upcoming [Section 2.H | Existing Management and Customer Service Systems](#) for a detailed description of the FleetMind computer system. In the event of a large instance, the driver may also contact the Dispatch Queue to speak with one of the dispatchers about the issue and to get guidance. This ensures that information is available for the CSRs as quickly as possible, allowing the CSRs to research and solve any issues quickly. In the event the

CSR has a question for a driver, all CSRs are equipped with radios to allow direct contact with drivers.

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

The Customer Service Supervisor will then review the CSR's comprehension of the "cheat sheet" created specifically for the Participating Agencies. A complete understanding of this information allows the CSR to prepare for and respond to frequently asked questions from customers. The Customer Service Supervisor asks them common questions and gauges their responses using the basic service skills on which GreenWaste's customer service philosophy is based. Once they are confident in the CSR's ability to answer common questions, the CSRs then begins to answer phone calls while the trainer listens in. By actively listening to the phone calls, the trainer is able to constructively coach and critique the CSRs on best practices in answering customer's questions and ensuring proper responses.

Customer Service Operations | Upon receipt of a call, the CSR opens the conversation with a standardized greeting that includes GreenWaste, their name and an offer to assist. 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. By utilizing a standardized title for comments, it allows reports to be produced for specific issues experienced upon request, filtered out by specific type of service issue.

Tower is designed to:

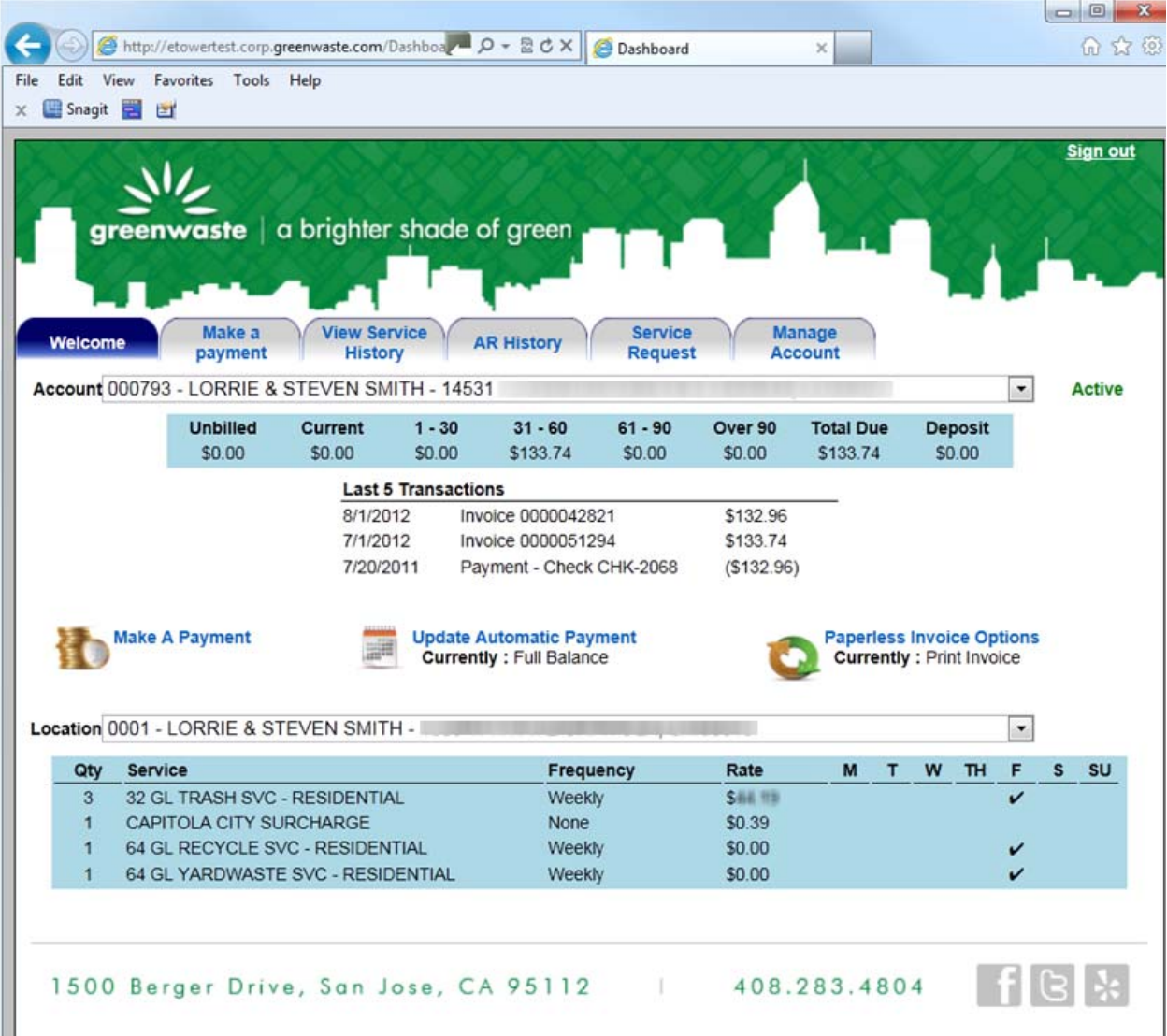
- ✓ *Track and maintain all customer accounts, which includes customer complaints, missed pick-ups, level of service and collection day;*
- ✓ *Accurately verify corporate, service and billing addresses;*
- ✓ *Prorate accounts, positively or negatively, based on the start or stop of an account;*
- ✓ *Actively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

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

- ✓ *Determine who is calling and what their issue is;*
- ✓ *Ask clarifying questions to ensure that the problem being solved is the customer's real 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** | By utilizing the Tower software system, GreenWaste has harnessed the power of the on-line portal “eTower.” After initially setting up their personal account, eTower allows customers to handle most tasks that traditionally took a telephone call. Customers with multiple locations (for example 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.



The screenshot shows the eTower dashboard for account 000793 - LORRIE & STEVEN SMITH - 14531. The account is active. A summary table shows the following balance information:

Unbilled	Current	1 - 30	31 - 60	61 - 90	Over 90	Total Due	Deposit
\$0.00	\$0.00	\$0.00	\$133.74	\$0.00	\$0.00	\$133.74	\$0.00

Below the balance table, the 'Last 5 Transactions' are listed:

Date	Description	Amount
8/1/2012	Invoice 0000042821	\$132.96
7/1/2012	Invoice 0000051294	\$133.74
7/20/2011	Payment - Check CHK-2068	(\$132.96)

At the bottom of the dashboard, the service schedule for location 0001 - LORRIE & STEVEN SMITH is shown:

Qty	Service	Frequency	Rate	M	T	W	TH	F	S	SU
3	32 GL TRASH SVC - RESIDENTIAL	Weekly	\$44.58					✓		
1	CAPITOLA CITY SURCHARGE	None	\$0.39							
1	64 GL RECYCLE SVC - RESIDENTIAL	Weekly	\$0.00					✓		
1	64 GL YARDWASTE SVC - RESIDENTIAL	Weekly	\$0.00					✓		

The address is 1500 Berger Drive, San Jose, CA 95112 and the phone number is 408.283.4804.

Messages will be sent to the Customer Service Supervisor who will be responsible for contacting the customer (as necessary) or simply 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 web site ([www.greenwaste.com](http://www.greenwaste.com)). Customers will also have the opportunity to send a request



---

to the Customer Service Manager using the Service Request tab or directly from the GreenWaste website. Included in [Section 9 | Attachments](#) are examples of area-specific website sections.

[Agency Access](#) | GreenWaste’s Tower system has been 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 are able to access an internal GreenWaste server and run the Tower application. Security protocols within Tower allow for access to be allowed or denied to each separate area, and also allow for a “Read Only” option. Utilizing this technology, the County of Santa Cruz is currently able to view their data. By allowing access to only their specific area of concern, data from other jurisdictions is not visible and remains secure.

---

This page left blank intentionally

---