



RethinkWaste

South Bayside Waste Management Authority

SBWMA Collection Services RFP

Proposals Summary

June 24, 2008



Collection Services RFP - Proposals Summary

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Introduction

The following tables provide a general summary of proposals submitted by:

1. Allied Waste Services of San Mateo County (“Allied”);
2. Bayside Environmental Services & Transfer (“BEST”);
3. Norcal Waste Systems of San Mateo County (“Norcal”); and
4. Republic Services of California, Inc. (“Republic”).

The proposal summary of Core Services is also based on the following:

1. Proposals as submitted on March 11, 2008;
2. Responses to questions issued by the SBWMA;
3. Interviews conducted with each of the four Proposers; on April 21 and 22, 2008 and
4. Site visits conducted with each Proposer on May 19, May 22, and June 5, 2008.

The information summarized herein primarily reflects the Core Services proposals submitted by the four companies.



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Proposed Collection Services

The Collection Services RFP released on November 1, 2007 required Proposers to provide a proposal response to address the following:

1. Company Description
2. Proposal for Requested Collection Services
 - Single Family Dwelling (SFD) Core Services and Optional Services
 - Multi Family Dwelling (MFD) Core and Optional Services
 - Commercial Core and Optional Services
 - Member Agency Core and Optional Services
 - Public Education
 - Commercial Recycling Promotion Plan
 - MFD Promotion Program
 - Customer Service Operations Plan
 - Billing Examples
 - Implementation Plan
 - Potential Collection Impacts
 - Other Proposed Services
 - Alternative Proposals
 - Facilities for Equipment, Maintenance, and Administration
 - Performance Lapses and Safety Preventative Measures
 - Reporting
3. Collection Requirements for Unique Member Agency Services

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Company Experience and Qualifications

Table 1 - Company Profile, Management Experience, References, Criminal Proceedings/Litigation

<u>Proposer</u>	<u>Company Profile</u>	<u>Management Experience</u>	<u>Jurisdiction References</u>	<u>Criminal Proceedings/Litigation</u>
Allied	<ul style="list-style-type: none"> ▪ 2nd largest company in the US.; 24,000 employees nationally. Headquartered in Phoenix, AZ; Over 10 million accounts; N. CA contracts include 14 in San Mateo County; 12 in Contra Costa and Solano Counties. ▪ 2006 annual revenue over \$6 billion. 	<ul style="list-style-type: none"> ▪ Jeff Andrews – Sr. VP West Region, 25 years solid waste experience ▪ Norm Christensen – Area VP, 17 years solid waste experience* ▪ Rich Lanser – District Controller, 15 years solid waste experience ▪ Evan Boyd – GM, 1.5 years solid waste experience ▪ Steve Ughe – Operations Manager, 25 years solid waste experience ▪ Carl Mennie, Controller, from 2004 to present* <p>*No longer employed by the company</p>	<ul style="list-style-type: none"> ▪ City of Fremont – Kathy Cote, Environmental Services Manager ▪ City of Salinas – Denise Estrada, Maintenance Services Director ▪ Central Contra Costa SWA – Mike Shirmansky, Councilman ▪ City of Union City – Roberto Munoz, Contract Manager ▪ City of Milpitas – Kathleen Phalen, Engineer 	<ul style="list-style-type: none"> ▪ Listed two criminal proceedings. ▪ Listed numerous instances of civil litigation. ▪ No listing of contract termination with municipal agencies.

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Table 1 - Company Profile, Management Experience, References, Criminal Proceedings/Litigation

Proposer	Company Profile	Management Experience	Jurisdiction References	Criminal Proceedings/Litigation
BEST	<ul style="list-style-type: none"> ▪ New Company comprised of three existing groups: Peninsula Sanitary Group, South San Francisco Scavenger Group, and Green Waste Recovery/Zanker Road Resource Management. ▪ CA contracts: 19 jurisdictions, 275,000 residential customers, and over 10,000 commercial customers. ▪ 2007 combined annual revenue of \$175 million. 	<ul style="list-style-type: none"> ▪ Don Arata – Partner, 33 years experience in equipment sales ▪ Steve Jones – GM/Partner, 30 years solid waste experience ▪ Louie Pellegrini – Partner, 30 years solid waste experience ▪ Kent Kenny – Controller, 15 years solid waste experience ▪ Doug Button - Partner, 25 years solid waste experience ▪ Michael Gross - Manager, 28 years solid waste experience ▪ Jesse Weigel, Partner, 40 years solid waste experience 	<ul style="list-style-type: none"> ▪ City of Alameda – Maria DiMeglio, Program Specialist ▪ City of San Leandro – Mike Bakaldin, Environmental Services ▪ City of San Jose – Jo Zientek, Deputy Director ESD ▪ County of Santa Cruz – R. Patrick Mathews, Division Manager – Public Works ▪ City of Santa Clara – Rick Mauck, Director of Public Works 	<ul style="list-style-type: none"> ▪ No criminal proceedings. ▪ One instance of civil litigation. ▪ No listing of contract termination with municipal agencies.

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Table 1 - Company Profile, Management Experience, References, Criminal Proceedings/Litigation

Proposer	Company Profile	Management Experience	Jurisdiction References	Criminal Proceedings/Litigation
Norcal	<ul style="list-style-type: none"> ▪ Employee owned 88 years old. ▪ N. CA contracts: 9 jurisdictions, 600,000 residential and 50,000 commercial accounts. ▪ 2007 operating revenues totaled \$506.3 million. 	<ul style="list-style-type: none"> ▪ Dan Day – Group Manager, 25 years solid waste experience ▪ Gino Gasparini – Operation Manager, 35 years solid waste experience ▪ Mike Kelly – Finance Manager, 14 years solid waste experience ▪ John Zirelli – GM, 20 years solid waste experience 	<ul style="list-style-type: none"> ▪ City of San Bruno – Connie Jackson, City Manager ▪ City of Mountain View – Cynthia Palacio, Solid waste Program Manager ▪ City of San Jose – Donna Perala, Program Manager ESD ▪ City of Vacaville – Dale Pfeiffer, Public Works Director 	<ul style="list-style-type: none"> ▪ Listed instances of litigation with public agencies: <ul style="list-style-type: none"> -City of San Jose – Contract Compliance issues. -City of San Jose – Failure to achieve diversion requirements. -County of San Bernardino – Alleged breach of contract. ▪ No listing of contract termination with municipal agencies.
Republic	<ul style="list-style-type: none"> ▪ 3rd largest solid waste company in US; 13,000 employees nationally. ▪ N. CA contracts: 14 jurisdictions. ▪ 2006 operating revenues totaled \$3 billion nationally. 	<ul style="list-style-type: none"> ▪ Tom Miller – Regional VP, 28 years solid waste experience ▪ Kevin Finn – N. Cal President, 30 years solid waste experience ▪ Shawn Moberg – GM, 30 years experience ▪ Ed Skelly – Controller, 30 years solid waste experience 	<ul style="list-style-type: none"> ▪ West Contra Costa IWMA – Steve Devine, Executive Director ▪ City of Fairfield – Nancy Huston, Asst City Manager ▪ City of Piedmont – Geoffrey Grote, City Manager ▪ City of Richmond – Bill Lindsay, City Manager 	<ul style="list-style-type: none"> ▪ No criminal proceedings. ▪ Numerous instances of civil litigation. ▪ No listing of contract termination with municipal agencies.



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Table 2 - Collection Experience, Service Types, Tonnage Collected, Diversion Rates

<u>Proposer</u>	<u>Current Collection Contracts</u>	<u>Number of Accounts (SFD/Commercial)</u>	<u>Scope of Services</u>	<u>2007 Tonnage Collected</u>	<u>Diversion Rate</u>
Allied	San Mateo County	94,500 / 10,300	Residential (Res) solid waste, recycling and plant materials; Commercial (Comm) solid waste, recycling and organics.	137,000 Res solid waste (as per SBWMA 80,116 Res solid waste) 139,400 Commercial solid waste (as per SBWMA 151,720 Comm solid waste)	54% of Res tons collected (as per SBWMA 51% Res) 33% of Comm. tons collected (as per SBWMA 22% Comm) (as per SBWMA 37% total diversion)
	Central Contra Costa Solid Waste Authority	62,000 / 2,669	Residential solid wasteand Commercial solid waste and recycling.	60,450 Res solid waste	Does not collect Res recyclables or green waste
	City of Salinas	25,000 / 2,500	Residential and Commercial collection of solid waste, recycling, and green waste.	55,707 Res solid waste	47% of Res tons collected
	City of Fremont	47,000 / 2,000	Residential and Commercial collection of solid waste, recycling, and green waste.	109,138 Res solid waste	44% of Res tons collected

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Table 2 - Collection Experience, Service Types, Tonnage Collected, Diversion Rates

<u>Proposer</u>	<u>Current Collection Contracts</u>	<u>Number of Accounts (SFD/Commercial)</u>	<u>Scope of Services</u>	<u>2007 Tonnage Collected</u>	<u>Diversion Rate</u>
BEST	City of Alameda	19,200 / 1,200	Residential and Comm. solid waste and recycling.	56,300 Tons	36% of tons collected
	City of San Leandro	14,000 / 1,200	Residential and Comm. solid waste and recycling.	40,011 Tons	38% of tons collected
	City of San Jose	157,600 / Not listed	Residential solid waste collection (no recycling). Comm. and Roll-off open market collection	122,000 tons Residential 58,071 tons Comm, Ind., and multi-family dwelling (MFD)	N/A to Res. 10% of tons collected
	City of Santa Clara	22,000 / 3,500	Res. and Comm. solid waste, residential green waste, Comm. & Ind. recycling	107,619 Tons	19% of tons collected
	Santa Cruz County	37,000 / 1,500	Res. and Comm. solid waste and recycling green waste; Res and Comm solid waste C&D.	70,700 Tons	39% of tons collected
Norcal	City of San Bruno	10,400 / 1,000	Residential and Commercial solid waste and recycling.	37,926 Tons	28% of tons collected
	City of Los Alto Hills	Not Listed	Residential and Commercial solid waste and recycling.	5,726 Tons	59% of tons collected



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Table 2 - Collection Experience, Service Types, Tonnage Collected, Diversion Rates

<u>Proposer</u>	<u>Current Collection Contracts</u>	<u>Number of Accounts (SFD/Commercial)</u>	<u>Scope of Services</u>	<u>2007 Tonnage Collected</u>	<u>Diversion Rate</u>
	City of San Francisco	152,200 / 23,600	Residential and Commercial solid waste and recycling.	905,000 Tons	40% of tons collected
	City of Vallejo	35,000 / 2,700	Residential and Commercial solid waste and recycling.	98,000 Tons	26% of tons collected
Republic	West Contra Costa Int. Waste Mgt. Authority	10,155 / 304	Residential and Commercial solid waste and recycling.	17,758 Tons	43% of tons collected
	City of Fairfield	27,662 / 1,684	Residential and Commercial solid waste and recycling.	81,959 Tons	34% of tons collected
	City of Piedmont	3,720 / 15	Residential and Commercial solid waste and recycling.	7,245 Tons	56% of tons collected
	City of Richmond	22,902 / 2,503	Residential and Commercial solid waste and recycling.	55,244 Tons	39% of tons collected

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Table 3 - Prior Transition Experience, Type and Scope of Transition

Service Initiation and Transition			
Proposer	Jurisdictions	Type of Transition	Scope of Services
Allied	Salinas	Transition from old hauler to converting manual collection to new automated collection.	Exclusive SFD and Commercial Service.
	Central Contra Costa Solid Waste Authority	Transitions from manual collection to automated, from manual to automated single stream recycling.	Exclusive SFD collection services.
BEST	City of Alameda	Transition from old hauler converting from manual back yard collection to new automated curbside collection.	Exclusive SFD and Commercial Services.
	City of San Leandro	Privatization of service from manual collection to automated collection.	Exclusive SFD and Commercial Services.
Norcal	City of San Jose	Transition from old hauler converting to new automated curbside collection.	Exclusive SFD collection.
	City of Vallejo	Transition to fully automated collection for solid waste, single stream recycling, and green waste.	Exclusive SFD collection.
Republic	City of Fairfield	Implemented new franchise with automated, recycling, and organics collection.	Exclusive SFD collection.
	City of Piedmont	Implemented new franchise contract.	Exclusive SFD and commercial collection.

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Overview of Future Collection Equipment

The photographs below are intended to provide some orientation as you read the information in Table 4 of this document. This section makes various references to the type of collection equipment and collection carts that will be used as part of the future collection services.

The Future: Automated Solid Waste, Recyclables & Organic Materials Collection Services

Example of a fully automated collection vehicle.



Example of wheeled carts (black-solid waste, blue-recycling and green-organics) and a food scraps kitchen pail.





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Collection Services Technical Proposal

Table 4 - Single-Family Dwelling (SFD), Multi-Family Dwelling (MFD), Commercial and Member Agency Collection Services Approach

Core Services Approach				
Proposer	Single Family	Multi-Family	Commercial	Member Agency Facilities
Minimum RFP Requirements (basic list of core services)	Weekly single-stream recycling, organics and refuse collection service; Twice Annual On-Call Collection Service; Holiday Tree Collection; curbside collection of batteries, cell phones, used oil and oil filters.	Provide carts (20-96 gallons), bins (1-8 cubic yards) and drop box (10-40 cubic yards) single-stream recycling, organics and refuse collection service; Twice Annual On-Call Collection Service; Holiday Tree Collection; batteries and cell phones.	Provide wheeled carts, bins (1-8 cubic yards) and drop box (10-40 cubic yards), single-stream and source separated recycling, organics, plant materials and refuse collection service.	Same core services as commercial; “curbside” street litter, parks and parking lots refuse/recycling receptacles; Annual on-call collection service; collection service for Venues and Events; Annual On-Call Collection Service.
Allied	Automated side loaders and rear loaders. Fuel: Biodiesel B20	Use of automated side loaders, rear loaders, and front loaders. Fuel: Biodiesel B20	Use of front loaders and rear loaders. Fuel: Biodiesel B20	Will provide all services required under the RFP.
BEST	Automated side loaders and rear loaders.	Use of automated side loaders, rear loaders, and front loaders. Site visits to every MFD customer prior to start-up. Use of plastic bins in noise sensitive areas.	Use of front loaders and rear loaders. Site visits to every commercial customer prior to start-up. Use of plastic bins in noise sensitive areas.	Will provide all services required under the RFP.

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Table 4 - Single-Family Dwelling (SFD), Multi-Family Dwelling (MFD), Commercial and Member Agency Collection Services Approach

Core Services Approach				
<u>Proposer</u>	<u>Single Family</u>	<u>Multi-Family</u>	<u>Commercial</u>	<u>Member Agency Facilities</u>
Minimum RFP Requirements (basic list of core services)	Weekly single-stream recycling, organics and refuse collection service; Twice Annual On-Call Collection Service; Holiday Tree Collection; curbside collection of batteries, cell phones, used oil and oil filters.	Provide carts (20-96 gallons), bins (1-8 cubic yards) and drop box (10-40 cubic yards) single-stream recycling, organics and refuse collection service; Twice Annual On-Call Collection Service; Holiday Tree Collection; batteries and cell phones.	Provide wheeled carts, bins (1-8 cubic yards) and drop box (10-40 cubic yards), single-stream and source separated recycling, organics, plant materials and refuse collection service.	Same core services as commercial; "curbside" street litter, parks and parking lots refuse/recycling receptacles; Annual on-call collection service; collection service for Venues and Events; Annual On-Call Collection Service.
	Fuel: Highest available biodiesel	Fuel: Highest available biodiesel	Fuel: Highest available biodiesel	
Norcal	Automated side loaders and rear loaders. Fuel: Biodiesel B40	Use of automated side loaders, rear loaders, and front loaders. Fuel: Biodiesel B40	Use of front loaders and rear loaders. Fuel: Biodiesel B40	Will provide all services required under the RFP.
Republic	Automated side loaders and rear loaders. Alternative Fuel: Not specified	Use of automated side loaders, rear loaders, and front loaders. Alternative Fuel: Not specified	Use of front loaders and rear loaders. Alternative Fuel: Not specified	Will provide all services required under the RFP. Alternative Fuel: Not specified

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Table 5 - Proposed Staffing Levels

“*Drivers*” includes route drivers, cart and bin delivery/repair drivers, on-call collection/bulky waste collection drivers.

“*Mechanics*” includes staff responsible for collection and support vehicle maintenance and repair.

“*Customer Service Staff*” includes all customer service staff (e.g., customer service representatives, leads, managers).

“*Commercial Recycling Outreach*” includes account/sales representatives or recycling coordinators and managers.

“*Administration and Supervisors*” includes supervisors, company operations, and personnel management, IT, dispatch, equipment procurement, billing, accounting.

North District (Belmont, Burlingame, Foster City, Hillsborough, San Mateo, County Unincorp.)

	<u>Drivers</u>	<u>Mechanics</u>	<u>Customer Service Staff</u>	<u>Commercial Recycling Outreach</u>	<u>Administration and Supervisors</u>	<u>Total Staff</u>
Allied	71	12	7	4	23	117
BEST	92	16	11	7	18	144
Norcal	77	11	8	7	20	123
Republic	85	14	9	2.5	24	134.5

South District

Atherton, East Palo Alto, Menlo Park, Redwood City, San Carlos, West Bay Sanitary District, County Unincorp.)

Allied	67	13	7	4	23	114
BEST	96	15	11	7	18	147
Norcal	75	11	8	7	20	121
Republic	83	14	8	2.5	23	130.5

Combined North and South Districts

Allied	139	24	13	7	34	217
BEST	189	32	21	13	28	282
Norcal	152	19	16	13	28	228
Republic	168	28	16	5	42	259

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Table 6 - Proposed Collection Vehicles

Company Name	North District			South District			Combined North & South Total Vehicles
	<u>Residential</u>	<u>MFD and Commercial</u>	<u>Roll-off</u>	<u>Residential</u>	<u>Commercial</u>	<u>Roll-off</u>	
Allied	37	23	5	37	23	2	122*
BEST	51	28	4	48	29	3	163
Norcal	36	26	3	37	25	2	129
Republic	43	35	4	44	32	3	159*

* The proposed Combined Districts total is less than the sum of the North and South Districts.

Table 7 - Proposed Support Vehicles (e.g., pickup trucks)

Company Name	North District	South District	Combined North & South Total Vehicles
Allied	7	7	13*
BEST	24	24	45*
Norcal	10	10	20
Republic	14	14	28

* The proposed Combined Districts total is less than the sum of the North and South Districts.

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Table 8 - Public Education Approach, Number of Customer Service Representatives, Commercial Recycling Approach

<u>Proposer</u>	<u>Public Education and Outreach</u>	<u>Customer Service</u>	<u>Commercial Recycling</u>
Minimum RFP Requirements (basic list of core services)	Contractor will be required to distribute public education material; deliver recycling tote-bags; deliver set out correction notices; provide battery and cell phone recycling bags; staff booths at local events; and annually provide for up to 12 billing inserts.	Proposer is required to specify the ratio of CSR's to customers; the number of CSR's proposed; provide details of website; provide information on the customer service software to track and document customer calls and activity, systems reporting capabilities; and complaint resolution process.	The minimum commercial recycling program staffing is six (6) for both districts and a manager, seven (7) total; or three (3) per district and a manager. Must identify goals for Commercial Recycling Team; identify strategy to maintain and expand recycling account base; and methodology to ensure annual site assessments of top 100 commercial accounts per member agency.
Allied	<p>Special emphasis on recycling and sustainability programs.</p> <p>Multi-lingual outreach.</p> <p>Use of consultant Harriet Heibel from H2 Solutions to coordinate outreach activities.</p>	<p>Call center will be staffed with 13 Customer Service employees.</p> <p>Provided a ratio of one representative to 7,583 customers (1:7583).</p> <p>Customer service software will be linked via GPS/WiFi to route vehicles to provide service verification; on-board computers will allow route drivers access to current customer service data and be able to input customer service notes while on route.</p> <p>New InfoPro customer service software will be linked via GPS to route vehicles.</p> <p>Will maintain call records for 36 months.</p>	<p>Commercial Account staff of 7. (Includes 1 Manager)</p> <p>Provide "Seal of Sustainability" and recognition for commercial customers that increase recycling by 10%.</p>

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Table 8 - Public Education Approach, Number of Customer Service Representatives, Commercial Recycling Approach

<u>Proposer</u>	<u>Public Education and Outreach</u>	<u>Customer Service</u>	<u>Commercial Recycling</u>
Minimum RFP Requirements (basic list of core services)	Contractor will be required to distribute public education material; deliver recycling tote-bags; deliver set out correction notices; provide battery and cell phone recycling bags; staff booths at local events; and annually provide for up to 12 billing inserts.	Proposer is required to specify the ratio of CSR's to customers; the number of CSR's proposed; provide details of website; provide information on the customer service software to track and document customer calls and activity, systems reporting capabilities; and complaint resolution process.	The minimum commercial recycling program staffing is six (6) for both districts and a manager, seven (7) total; or three (3) per district and a manager. Must identify goals for Commercial Recycling Team; identify strategy to maintain and expand recycling account base; and methodology to ensure annual site assessments of top 100 commercial accounts per member agency.
BEST	Will conduct presentations at schools and community events.	Call center will be staffed with 21 Customer Service employees and may be reduced after one year. Provided a ratio of one representative to 4,000 customers (1:4000) and may be increased to one representative to 8,000 customers (1:8000) after transition. Route vehicles will be linked via GPS to customer service to track route activity.	Commercial account staff of 13 at the start of the contract. (Includes 1 Manager) Will recognize commercial customers on company website. Goal to raise diversion rate to 50% in the first quarter of the contract.

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Table 8 - Public Education Approach, Number of Customer Service Representatives, Commercial Recycling Approach

<u>Proposer</u>	<u>Public Education and Outreach</u>	<u>Customer Service</u>	<u>Commercial Recycling</u>
Minimum RFP Requirements (basic list of core services)	Contractor will be required to distribute public education material; deliver recycling tote-bags; deliver set out correction notices; provide battery and cell phone recycling bags; staff booths at local events; and annually provide for up to 12 billing inserts.	Proposer is required to specify the ratio of CSR's to customers; the number of CSR's proposed; provide details of website; provide information on the customer service software to track and document customer calls and activity, systems reporting capabilities; and complaint resolution process.	The minimum commercial recycling program staffing is six (6) for both districts and a manager, seven (7) total; or three (3) per district and a manager. Must identify goals for Commercial Recycling Team; identify strategy to maintain and expand recycling account base; and methodology to ensure annual site assessments of top 100 commercial accounts per member agency.
Norcal	<p>Will conduct presentations at schools and community events.</p> <p>Will contract with Environmental Science Associates (ESA) to provide additional outreach, monitoring, and education programs.</p>	<p>Call center will be staffed with 16 Customer Service employees (including customer service receptionist).</p> <p>Provided a ratio of one representative to 5,650 customers (1:5650).</p> <p>Customer service software will be linked via GPS/WiFi to route vehicles; on-board computers will allow route drivers access to current customer service data and be able to input customer service notes while on route.</p> <p>Provided specific customer service goals and performance standards.</p>	<p>Commercial account staff of 13. (Includes 1 Manager)</p> <p>Has created the "Diversion Team."</p> <p>Recycling "blitz" targeting MFD and commercial customers that have are not currently participating in recycling program. Estimates "new" recycling diversion 9,000 tons.</p>

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Table 8 - Public Education Approach, Number of Customer Service Representatives, Commercial Recycling Approach

<u>Proposer</u>	<u>Public Education and Outreach</u>	<u>Customer Service</u>	<u>Commercial Recycling</u>
Minimum RFP Requirements (basic list of core services)	Contractor will be required to distribute public education material; deliver recycling tote-bags; deliver set out correction notices; provide battery and cell phone recycling bags; staff booths at local events; and annually provide for up to 12 billing inserts.	Proposer is required to specify the ratio of CSR's to customers; the number of CSR's proposed; provide details of website; provide information on the customer service software to track and document customer calls and activity, systems reporting capabilities; and complaint resolution process.	The minimum commercial recycling program staffing is six (6) for both districts and a manager, seven (7) total; or three (3) per district and a manager. Must identify goals for Commercial Recycling Team; identify strategy to maintain and expand recycling account base; and methodology to ensure annual site assessments of top 100 commercial accounts per member agency.
Republic	Will monitor programs through surveys, participation rates, and focus group discussions.	Call center will be staffed with 16 Customer Service employees. Provided a ratio of one representative to 5,650 customers (1:5650). Route vehicles will be linked via GPS/two-way radios to customer service to track route activity.	Commercial Account staff of 5 . (Includes 2 Managers) Site visits to every commercial customer prior to start-up. Site visits every three years.

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Table 9 - Performance Lapses, Safety and Preventative Measures; Liquidated Damages Reporting

<u>Proposer</u>	<u>Liquidated Damages (LDs) Preventative Measures</u>	<u>Liquidated Damages Reporting</u>
Allied	<ul style="list-style-type: none"> ▪ New hires orientation/safety training. ▪ Investigation pursued to identify root cause and develop corrective action plan. 	<ul style="list-style-type: none"> ▪ Log all complaints in InfoPro and transferred to Liquidated Damages Tracking Log. ▪ Report submitted monthly.
BEST	<ul style="list-style-type: none"> ▪ Driver and staff training. ▪ Detailed list provided of best management practices for all LD's. ▪ Use of GPS/route/customer management systems. 	<ul style="list-style-type: none"> ▪ All customer concerns and complaints tracked in Tower and QMaster Phone system. ▪ LD's compiled and reported quarterly as required.
Norcal	<ul style="list-style-type: none"> ▪ Initial and regular training of customer service, drivers, operation supervisors, diversion team members and management. ▪ Use of weekly reports outlining performance against key standards. ▪ Supervisors and managers conduct regular route observations. ▪ Incentives provided when monthly goals achieved. 	<ul style="list-style-type: none"> ▪ Complaints logged in the NCRM system. ▪ Call activity tracked on the Toshiba Call Management System. ▪ Reports submitted monthly.
Republic	<ul style="list-style-type: none"> ▪ All personnel required to complete training program. ▪ Compliance Program requirement for all employees and includes Compliance Program Guide, Code of Business Ethics and Conduct, and Corporate Policies. ▪ Republic Safety Observation Program (ReSop) to discover and correct problems in advance. ▪ Regular management observations. 	<ul style="list-style-type: none"> ▪ Complaints and issues logged in to the call log and work order system (RSI). ▪ Reports submitted as per RFP requirements.

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Table 10 - Exceptions to the Draft Franchise Agreement, Environmental enhancements

<u>Proposer</u>	<u>Exceptions</u>	<u>Environmental Enhancements</u>
Allied	No exceptions proposed.	<ul style="list-style-type: none"> ▪ Use of B20 biodiesel for trucks. ▪ CNG trucks proposed as an optional program enhancement.
BEST	A total of two exceptions proposed.	<ul style="list-style-type: none"> ▪ Use of highest content of biodiesel available and use of hybrid vehicles for supervisors. ▪ CNG trucks proposed as an optional program enhancement. ▪ Use of 345 Shoreway facility (“Hatcher Press”) for other SBWMA transfer station and diversion activities.
Norcal	No exceptions proposed.	<ul style="list-style-type: none"> ▪ Use of B40 biodiesel for trucks and use of hybrid vehicles for supervisors. ▪ Annual Measurement of Environmental Compliance. ▪ Annual measurement reports on company’s carbon footprint. ▪ Incorporation of Green Building design practices and standards with new collection facilities.
Republic	A total of twenty-seven exceptions proposed.	<ul style="list-style-type: none"> ▪ No specific references to environmental enhancements.

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Table 11 - Collection Services Transition Plans

Proposers were required to have a Transition Plan that included the following:				
<ul style="list-style-type: none"> • A timeline to show duration and completion date of major milestone events (task dates for vehicle purchase, cart purchase and distribution, staff hiring and training, customer service, billing development, and public education program); • Assumptions regarding participation of the SBWMA staff, Member Agencies, and current contractor; • Identification of common transition problems and strategies to prevent and manage them; • Discussion of how customers will select new container size(s) and service frequency level; • Recommendations on transitioning to a new corporation yard and maintenance facility (either at Shoreway or an alternative site); • Contingency plans for all aspects of implementation; and • Description of an early roll-out schedule starting July 1, 2010 and whether an early roll-out is feasible. 				
<u>Transition Item</u>	<u>Allied</u>	<u>BEST</u>	<u>Norcal</u>	<u>Republic</u>
Implementation Schedules and Timelines (Number of Milestone Events and Dates Identified)	9 (a formalized implementation plan to be included within 30 days of franchise agreement approval)	58	50	22
Process for Customers to Select Container size and service frequency.	June – July, 2010	April – Dec. 2010	July 2010	March 2010
Initial Public Education Transition Mailer	Fall 2010 and use of automated call system to notify all residential customers	April – Dec. 2010	June 2010	October 2010
Residential Cart Delivery	July 2010	Oct. – Dec. 31, 2010	Nov. 1 – Dec. 15, 2010	Sept. – Dec. 2010
Commencement of	Next scheduled collection day	January 1, 2011	January 1, 2011	January 1, 2011

Collection Services RFP - Proposals Summary

Table 11 - Collection Services Transition Plans

Proposers were required to have a Transition Plan that included the following:				
<ul style="list-style-type: none"> • A timeline to show duration and completion date of major milestone events (task dates for vehicle purchase, cart purchase and distribution, staff hiring and training, customer service, billing development, and public education program); • Assumptions regarding participation of the SBWMA staff, Member Agencies, and current contractor; • Identification of common transition problems and strategies to prevent and manage them; • Discussion of how customers will select new container size(s) and service frequency level; • Recommendations on transitioning to a new corporation yard and maintenance facility (either at Shoreway or an alternative site); • Contingency plans for all aspects of implementation; and • Description of an early roll-out schedule starting July 1, 2010 and whether an early roll-out is feasible. 				
<u>Transition Item</u>	<u>Allied</u>	<u>BEST</u>	<u>Norcal</u>	<u>Republic</u>
Collection in New Carts				
Assumptions Listed (participation of SBWMA, Member Agency Staff, current operator, and facility operator)	Assumes participation with SBWMA staff.	Assumes participation with SBWMA staff; conduct regular coordination meetings with Member Agency staff.	Assumes participation with SBWMA staff and cooperation from Allied with all transition issues.	Assumes active participation with staff and has worked with Allied on purchase and divestiture transitions in other market areas to avoid negative exposure.
Recent Transitions	Elk Grove – 2004 Salinas – 2002 Fremont – 2002	San Jose – 2007 Santa Cruz – 2007 Petaluma - 2006	Vallejo – 2007 San Jose – 2002 Loomis - 2002	Lawndale – 2005 Fairfield – 2002 Chino Hills - 2001
Identification of Common Transition Problems and strategies to prevent them.	None specifically listed	Incorrect cart size or not delivered. Different collection times.	Incorrect cart size or not delivered. Different collection times. High call volumes.	Late collection times. Incorrect cart size or not delivered.

Collection Services RFP - Proposals Summary

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<u>Transition Item</u>	<u>Allied</u>	<u>BEST</u>	<u>Norcal</u>	<u>Republic</u>
Recommendations to Transition into Shoreway Corp Yard	Current Tenant	None – Proposed facility (“Hatcher Press”) next to Shoreway.	Cooperation with current operator with all equipment moved in on January 1, 2011.	Proposes to negotiate with current operator and operate “under new ownership” concept.
Contingency Plans	Current Provider – No contingency plans provided.	<p>The use and support of affiliate companies for the following items:</p> <ol style="list-style-type: none"> 1. Office space; 2. Maintenance; 3. Truck parking; or 4. Facility or site delays. 	<p>The following contingency items with alternative plans identified:</p> <ol style="list-style-type: none"> 1. Facility development; 2. Vehicle and cart procurement; 3. Customer service startup; 4. Collection and routing; 5. Personnel recruiting and training; and 6. Cart distribution 	<p>Two contingency plans identified:</p> <ol style="list-style-type: none"> 1. Missed collections will be covered with additional trucks. 2. Cart replacement issues will be handled with 10% cart inventory.

Collection Services RFP - Proposals Summary

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<u>Transition Item</u>	<u>Allied</u>	<u>BEST</u>	<u>Norcal</u>	<u>Republic</u>
Phased Roll-out (of new collection programs)	Current provider will implement new services as carts and bins are delivered.	No reference to early roll-out.	Comm/MFD recycling – Yes Comm solid waste – No Residential - No	Will work with current hauler to collect from new commercial bins. Residential - No
Commercial/MFD Bins and Cart Delivery	July 2010	Carts Dec. 2010 Commercial Bins – Jan. 2011	Aug. 16 – Dec. 4, 2010	July – Dec. 2010
1 st Collection for New Bins and Carts	Jan. 1, 2011	Jan. 2011 or after delivery	Recycling after delivery. Solid waste – Jan. 2011	Will work with current hauler to collect from new bins.
Transition Team Identified	Jeff Andrews – Sr. VP Norm Christensen – Area VP* Rich Lanser – Controller Steve Ughe – Operations Mgr. Evan Boyd, General Manager --6 Key Staff and 9 N. CA Mgrs listed. * <u>No longer employed by Allied.</u>	Don Arata – Partner Steve Jones – General Manager/Partner Louie Pellegrini – Partner Kent Kenny – Controller Steve Jones, General Mgr. --16 Key Staff members listed	Dan Day – Group Manager Gino Gasparini – Operations Manager Mike Kelly – Finance Mgr. John Zirelli – General Mgr. --3 Key Staff members listed	Kevin Finn – Area President Shawn Moberg – General Manager --12 Key Staff members listed