



**San Mateo County
Board of Supervisors
Finance and Operations Committee**

**Mark Church, Chair
Rich Gordon, Vice-Chair**

Reyna Farrales, Deputy County Manager
John Beiers, Chief Deputy County Counsel
400 County Center, Redwood City
650-363-4123

TO: Finance and Operations Committee

FROM: Reyna Farrales, Deputy County Manager

SUBJECT: Finance and Operations Committee Special Meeting

TODAY'S DATE: September 25, 2008

**NOTICE OF SPECIAL MEETING
(GOVERNMENT CODE § 54956)**

FINANCE AND OPERATIONS COMMITTEE

Please take notice that the Chair of the Finance and Operations Standing Committee, acting pursuant to the authority of Government Code §54956, hereby calls a special meeting of the Finance and Operations Committee, to take place on Tuesday, September 30, 2008 at 1:30 p.m. in the Board of Supervisors Chambers, located in the Hall of Justice, 400 County Center, First Floor, Redwood City, California.

This meeting is noticed in order to comply with the Ralph M. Brown Act, California Government Code sections 54950 *et seq.*, as the members of the Finance and Operations Committee will attend the meeting of the Board Environmental Quality Committee, which will take place on September 30, 2008 at 1:30 p.m.

The special meeting is for the purpose of discussing and transacting the following business:

1. *Call to order*
2. *Roll Call*
3. Solar San Mateo, Community Program (Supervisor Mark Church) – Attachment
4. Update on South Bayside Waste Management Authority (Jim Porter) – Attachment
5. Watershed Protection (Jeremy Dennis, Green Team) – Attachment
6. *Adjournment*

Pursuant to Government Code §54954.3, members of the public, to the extent required by law, will have the opportunity to directly address the Committee concerning the above mentioned business.

This notice is to be delivered to each member of the Board of Supervisors, and to each local newspaper of general circulation and radio or television station requesting notice in writing. The notice shall be delivered personally or by other means, and shall be received at least 24 hours before the time of the meeting as specified in this notice.

Dated: September 25, 2008

Chair, Finance and Operations Committee

Please note:

(1) Public meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodations, including auxiliary aids or services to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, meeting notice, agenda packet or other writings that may be distributed at the meeting, should contact the Clerk of the Board of Supervisors at (650) 363-4121. Notification in advance of the meeting will enable the public agency to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it.

(2) Public records that relate to any item on the open session agenda for a special Committee meeting are available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Board. The Committee has designated the office of the Clerk of the Board of Supervisors, located at 400 County Center, Redwood City, CA 94063, for the purpose of making those public records available for inspection. The documents are also available on the County's website, at the link for Finance and Operations agendas for upcoming meetings. The County of San Mateo's website is located at

http://www.co.sanmateo.ca.us/smc/departments/bos/home/0,2151,1864_1018530648,00.html.



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

Board of Supervisors

DATE: Sept. 22, 2008
BOARD MEETING DATE: Sept. 30, 2008
SPECIAL NOTICE/HEARING: None
VOTE REQUIRED: Majority

TO: Environmental Quality Committee
FROM: *mc* Supervisor Mark Church
SUBJECT: "Solar San Mateo" Proposal: Residential Program

RECOMMENDATION:

Direct staff to:

- 1) Implement the "Solar San Mateo Residential Program".
- 2) Report back to the Environmental Quality Committee on the recommendations of the Solar San Mateo community roundtable work group and provide a work plan for implementing the recommendations.
- 3) Implement a solar portlet on the County Internet web site.

Summary

San Mateo County signed the Cool Counties Declaration and is committed to reducing greenhouse gas emissions countywide. Increased use of energy from renewable sources is an important component of the County GHG reduction approach. To encourage residents of the unincorporated areas of San Mateo county to install solar power facilities, a three-part program is recommended that includes:

1. Eliminating building permit fees for solar projects and expediting the permitting process
2. Creating a community solar roundtable to set solar goals and develop incentive and education programs for community residents

3. Developing a “solar portlet” on the County’s Intranet website.

Eliminating planning fees for solar installations would reduce Planning Department revenue by about \$30,000 this fiscal year and in future years if the fees are eliminated permanently. There would be no additional cost for the community roundtable. The portlet would cost about \$7,500 to develop with annual maintenance costs of about \$2,000 a year.

BACKGROUND:

The Board of Supervisors adopted the Cool Counties Declaration in October of 2007. The Declaration commits the County to reducing our carbon (CO2) footprint 80% below current levels by 2050. To help achieve that goal, on May 20, 2008, the Board approved in concept a “Solar San Mateo” program that included a residential and a County facility component. Those two components have been separated into two distinct projects. This memo reports back to the Environmental Quality Committee in August of 2008 as requested by the Board on the residential component of Solar San Mateo.

At current rates, the cost of solar electricity is not competitive with utility power for most homeowners. Solar power costs about 30 cents per kilowatt-hour, while utility power starts at 12 cents per kilowatt-hour and peaks at 36 cents for use at three times the baseline. Residential solar installations are also expensive, ranging from \$15,000 to \$30,000 depending on the size of the project. Thus, solar systems only make financial sense for homeowners with very high utility bills and available cash or credit.

Over time, the solar industry expects project costs to drop and the price of utility power to increase. Historical data supports this assumption; over the past 15 years, the cost of solar has dropped about 4% a year while the cost of utility power has risen at an average of 4% a year for the past 25 years. But currently, there is a significant gap. Except for people with very large homes, homeowners installing solar panels today are thinking about the environment, not their utility bills.

For homeowners that do install solar, federal tax credits and utility rebates currently reduce the costs. However the federal program sunsets at the end of 2008 and the PG&E incentives are declining. To continue to encourage installation of solar power some cities are developing their own programs. Some of the most innovative programs are summarized below.

- Some Bay Area cities offer permit waivers or fee reductions for solar installations and expedited review and permit processing.
- Go Solar SF, which was approved by the San Francisco Board of Supervisors in June of 2008, hopes to generate 50 megawatts of solar power in San Francisco by 2018. The program provides rebates on solar installations of \$3,000 to \$6,000 for homeowners and up to \$10,000 for

businesses. A one-year pilot program is funded by \$3 million from the San Francisco Public Utilities Commission.

- Solar Santa Monica offers residents a three-step program that begins with an energy assessment by a city-identified expert. If the home is energy sound and the homeowner wants to install solar, the city connects the homeowner to a city approved solar installer and approved lenders if financing is desired.
- The City of Berkeley plans to pilot a residential energy efficiency and solar financing program called Berkeley Financing Initiative for Renewable and Sustainable Technology (FIRST) in the fall of 2008. The program will allow property owners to pay for energy efficiency and solar installations at a fixed interest rate over 20 years on their individual property tax bills. The City has created a Sustainable Energy Financing District and is currently working with funders to set up the financing.
- This spring, San Jose Mayor Chuck Reed issued a challenge to the solar industry to reduce the up front costs for residential solar projects. Eight firms responded and offered a range of zero down loan terms and lease alternatives. Evergreen, a community within San Jose, took the challenge a step further by issuing a request for volume discount proposals from solar vendors to go along with the loan programs. The community requested quotes for 24, 50, 75, 100 and 200 solar installations, which were due to the community on July 30th.

DISCUSSION:

Solar San Mateo Residential Program

The Solar San Mateo Residential Program will be a twelve-month, three part program designed to generate local support for residential solar. The program will include the key components found in other local solar initiatives:

- Setting a community solar goal
- Streamlining the permitting and inspection process for solar installations
- Educating the community about the benefits of solar power
- Simplifying the paperwork involved in rebate and incentive programs
- Connecting the community with funding sources

To cover all five components a three-part program is proposed.

Part 1: Permits and Inspections

From January through July of 2008, San Mateo County issued 34 permits for residential solar projects. On October 1, 2008, we propose to reduce permit fees

and streamline the permitting and inspection process for solar installations. The Building and Planning Department currently charges \$345 for a solar installation permit and generates about \$30,000 in revenue from this source.

In addition to eliminating permit fees, Planning and Building would also develop an over the counter permit process for solar projects. Pre-qualified vendors, those with approved plans for at least one prior solar installation, would have the option of faxing their permit requests to the department for initial approval and then have the job card signed off at the first inspection. This is the same process currently used for water heater and roofing installations done by qualified firms. This process would also start October 1, 2008.

Part 2: Community Roundtable

The second part of the Solar San Mateo Residential Program would bring together Solar “champions” from throughout the County to set goals and develop a comprehensive concept for promoting residential solar installations in San Mateo County. The roundtable would include representatives from the building community, the solar industry, environmental advocates, county departments and interested residents.

The roundtable group would:

- Set solar goals for the unincorporated area
- Develop a comprehensive plan for promoting solar
- Research funding, incentives and other community based solar support programs and recommend an approach, funding source and time line for San Mateo County.

Although every unincorporated area of the county has had at least one solar installation, projects have been concentrated in Emerald Lake Hills, West Menlo Park, Ladera and El Granada. The group would be asked to also look at ways to promote solar in all the unincorporated areas of the County and then provide a comprehensive report.

Part 3: Solar Portlet on the County Webpage

The County will provide current and complete information to residents interested in solar via the addition of a solar “portlet” on our Internet site. The portlet would be modeled on the Marin County solar web pages and include links to other resources on solar power.

FISCAL IMPACT

The costs of the three components of the Solar San Mateo Community Program are summarized below:

- **Permits and Inspections** In 2007, Planning issued 75 residential solar permits. Halfway through 2008, 34 permits have been issued. Using those numbers, Planning revenues will be down about \$20,000 in FY 08/09 if solar permit fees were eliminated October 1, 2008. For a full year, the revenue loss would be about \$26,000 if permit applications do not increase. To keep the Planning budget balanced, this loss of revenue would need to be backfilled with department reserves or from another source. There would be no cost for the over-the-counter approval process; in fact it would save some staff time.
- **Community Roundtable** The staff time associated with the Roundtable work would be covered by the participating departments, which include the County Manager's Office, the Department of Public Works and the Planning and Building Department.
- **Solar Portlet** Development of the portlet would cost about \$7,500 with annual maintenance costs of about \$2,000 a year.



COUNTY OF SAN MATEO

Department of Public Works Inter-Departmental Correspondence

Date: September 23, 2008

TO: Environmental Quality Committee (September 30, 2008)

FROM: James C. Porter, Director of Public Works 

SUBJECT: Update on South Bayside Waste Management Authority

On July 22, 2008, we provided your Committee with an update on the contractor selection for the refuse collection franchise and the facility operation. We also included a draft report for the approval of bond sales by the South Bayside Waste Management Authority (SBWMA). This report provides an update of progress made by SBWMA since your July meeting.

Facility Operations. On July 24, 2008, the SBWMA Board approved the recommendation of the Facility Operations RFP Selection Committee to shortlist two proposals from the seven proposals received for further negotiations. The two proposals are from South Bay Recycling (SBR) and Hudson Baylor Corporation (HBC). Exhibit A is the SBWMA staff report on the recommendation. SBWMA is currently in negotiations with both firms. It is anticipated that the Facility Operation RFP Selection Committee will make its final recommendation to the SBWMA Board at its November meeting. The final Operations Agreement will be subject to SBWMA Board approval and approval by two-thirds of the Member Agencies.

Collection Services. On August 28, 2008, the SBWMA Board approved the recommendation of the Collection Services RFP Selection Committee selecting Norcal Waste Systems of San Mateo County as the Collection Services contractor for both the North and South Districts ("Combined Districts") and recommended that Member Agencies bring this recommendation to their respective Council's and Board's for concurrence. Exhibit B is the SBWMA staff report on the recommendation.

The County plans to include all unincorporated areas within the SBWMA service area under one franchise. However, we will wait until all of the neighboring cities make their selection of a collection service provider before presenting our recommendation to the Board for approval. While the recommendation is to select Norcal to provide collection services for the entire SBWMA service area, each member agency has the option of selecting a different contractor. If certain cities select a contractor other than Norcal, the County will need to evaluate if it is beneficial to select the different contractor for the neighboring unincorporated area as well. We believe it is beneficial from an operations and cost perspective to have one provider service adjacent jurisdictions. In general, the cost would increase if there are multiple contractors selected instead of only one due to loss of efficiency. If there are multiple contractors selected for the County, we would be required to award multiple franchises.

To: Environmental Quality Committee (September 30, 2008)
Subject: Update on South Bayside Waste Management Authority
September 23, 2008

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At the September 25, 2008 meeting, the SBWMA Board will hear a report from a third party reviewer on the collection franchisee selection process. Staff will include information from this report in their presentation to the Environmental Quality Committee on September 30, 2008.

Allied Alternate Facility Proposal. At the SBWMA Board meeting on August 28, 2008, Allied Waste submitted a "Plan Summary for Retrofit of Existing Shoreway Materials Recovery Facility" to the SBWMA Board, which is included as Exhibit C. Allied's plan proposes retrofitting the existing structure at a cost of \$11,002,960 instead of the SBWMA's current plan of building a new facility at approximately \$60 Million. The SBWMA Board did not consider the Allied submittal at the meeting. Review of the alternate proposal is scheduled for their September 25 meeting.

If SBWMA accepts the Allied Plan, Allied requests that the SBWMA and all member agencies grant Allied a ten-year extension of its collection contract. Compensation would be on an operating cost ratio basis per the current contract arrangement instead of the proposed fixed price plus CPI adjustments scenario proposed for the new collection and the facility operation contracts. Exhibit D provides a letter from SBWMA's architect outlining the challenges of retrofitting the existing facility. Staff will update the committee on the outcome of the September 25 SBWMA Board meeting at the September 30 Environmental Quality Committee meeting.

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Attachments: Exhibit A
Exhibit B
Exhibit C
Exhibit D

STAFF REPORT

To: SBWMA Board Members

From: *Facility RFP Selection Committee* consisting of:
Larry Patterson, Chair, SBWMA
Mark Weiss, City of San Carlos
Jim Porter, County of San Mateo
Hilary Gans, Facility Operations Contract Manager
Kevin McCarthy, Executive Director

Date: July 24, 2008 Board Meeting

Subject: Approval of Facility Operations RFP Selection Committee
Recommendation to Shortlist South Bay Recycling and Hudson Baylor Corp.

Recommendation

It is recommended that the Board approve the Facility Operations RFP Selection Committee recommendation to shortlist **South Bay Recycling (SBR) and Hudson Baylor Corporation (HBC)** for negotiations to determine the selected facility operations contractor. After negotiations are completed with both firms, one firm will be recommended for approval by the SBWMA Board as the selected operator. Once the SBWMA selects the operator then final negotiations will commence regarding the Operations Agreement. These final negotiations will include the selection of a single stream processing equipment manufacturer or team of manufacturers. The final Operations Agreement will be subject to Board approval and approval by two-thirds of the Member Agencies.

Background

On November 1, 2007 the SBWMA released an RFP for the Operation of the Shoreway Recycling and Disposal Center (SRDC). By our March 4, 2008 deadline, the SBWMA received seven (7) responsive proposals from companies capable and qualified to operate the SRDC. The proposers were:

1. Allied Waste Services of San Mateo County ("**Allied**").
2. Bayside Environmental Services & Transfer ("**BEST**" is a joint venture of Peninsula Sanitary Group, South San Francisco Scavenger Company, Green Waste Recovery and Zanker Road Resource Management).
3. Greenstar, LLC ("**Greenstar**").
4. Hudson Baylor Corp with Waste Solutions Group ("**Hudson Baylor**").
5. Norcal Waste Systems of San Mateo County ("**Norcal**").
6. Republic Services, Inc. ("**Republic**").
7. South Bay Recycling, LLC ("**South Bay**" is a joint venture of Community Recycling & Resource Recovery and Potential Industries).

An evaluation committee comprised of SBWMA staff Kevin McCarthy, Hilary Gans, and Marshall Moran along with Joe Sloan from Sloan/Vazquez evaluated each of the seven proposals and presented their findings to the Selection Committee. The Selection Committee meetings were held on May 13th, June 11th and June 25th.

The Evaluation Committee members evaluated the seven proposing companies using the evaluation criteria and weighting described in the RFP, Section 6 of the Facility Operations RFP and based scoring and final ranking on the following information from the following sources:

- Original proposals submitted on March 4, 2008
- Responses to technical and cost form questions sent out to proposers on April 1, 2008 and due back by April 7, 2008.

- 1-hour technical oral interviews held at the SBWMA offices on April 14-15, 2008
- Site visits conducted as follows:
 - April 18, 2008 at **Norcal Waste Systems** in San Francisco and South San Francisco Scavenger Company's Blue Line Transfer Station (part of **BEST**).
 - April 23, 2008 at Green Waste Recovery/Charles Street (part of **BEST**) and **Allied Waste's** Newby Island MRF and Composting Facility.
 - April 28, 2008 at Potential Industries and Community Recycling (**South Bay Recycling**) sites in Wilmington (near Long Beach) and Sun Valley, respectively.
 - April 29, 2009 at **Hudson Baylor** (three MRF sites in Phoenix).
- Additional site visits were conducted of MRF equipment installations in Seattle on April 30th at SP Recycling (CP Manufacturing equipment); and on May 2nd in San Diego at EDCO Disposal MRF operations in Lemon Grove (Van Dyk/Bollegraaf equipment) and Escondido (Machinex).
- Responses to technical interview follow-up questions sent out to proposers on April 25, 2008 and due back by May 12, 2008. These technical questions included providing each proposer an opportunity to make any changes to their cost forms.
- Other information submitted by proposers in response to requests by the evaluation team.
- Information gathered from reference checks, litigation review and other publicly available sources.
- The Selection Committee members, except for Hilary Gans, along with Joe Sloan also visited Potential Industries and Community Recycling (**South Bay Recycling**) sites in Wilmington (near Long Beach) and Sun Valley, respectively, on July 2nd. They also visited **Hudson Baylor** in Phoenix on July 3rd.

The Evaluation Procedures in the RFP (described in Section 6.1) envisioned a short-list being developed prior to technical interviews. After the initial review of proposals, the Evaluation Committee made the determination that all of the proposers met the minimum requirements. Thus, all seven firms participated in the technical interview and presentation process.

Analysis

The attached report provides the evaluation and scoring results for the seven firms that submitted proposals in response to the November 1, 2007 RFP for the Operation of the SRDC. The report details our evaluation of each firm's qualifications, technical proposal, cost proposal and other considerations. Pages 7-8 of the report provide a high level summary of the evaluation results. Major technical findings for each firm can be found in a series of tables on pages 10-16 of the report.

The Selection Committee believes **SBR** and **HBC** stand clearly apart from the other five firms for these reasons:

- The entirety of their responses (original proposals, written answers to technical questions, and technical interview performance) were the most thorough and complete.
- These companies offer a combination of experience, technical capability, and pricing that set them apart from the rest of the field. These two firms had the two lowest overall cost proposals.
- These two firms are the two most qualified single stream MRF operators and offer the best commodity marketing capabilities. This is critical given the growing importance of commodity revenues to fund SBWMA operations.
- Each of the two firms stand out financially with HBC offering the highest commodity revenue guarantee at \$10.1 million and SBR offering the lowest overall cost proposal.
- Each firm has a strong plan for increasing diversion at the transfer station and unique attributes to their proposed transfer station operations. HBC put together the most innovative

base proposal for transfer station diversion, while SBR offers the highest payloads and lowest cost transfer operation.

Proposers' evaluation scores are presented in **Table A**, Proposer Evaluation Score, which shows scores for each proposer on each of the criteria. Bolded scores reflect the best score within each criterion.

TABLE A PROPOSER EVALUATION SCORE									
<u>Item</u>	<u>Criteria</u>	<u>Max Score</u>	Allied	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay
1	Responsiveness to RFP	Pass/Fail	P	P	P	P	P	P	P
2	Company's Qualifications & Experience	100	81.5	88	73.5	85.8	84.5	74.5	84
3	Cost Proposal	100	81.8	70.4	64.9	79.1	72	62	86
4	SRDC Operations Proposal	100	67.8	80	64.5	87.3	75.5	63.8	86
5	MRF Design, Installation & Start-up Proposal	75	58.5	65.3	63	68.6	61.9	65.3	59.6
6	Materials Marketing Plan	75	62.6	60.8	42.8	66	60.8	55.9	74.3
7	Environmental Enhancements & Other Considerations	25	15	15	15	10	22.5	10	18.8
8	Number & materiality of exceptions	25	25	25	0	25	25	0	22.5
Total Score		500	392	405	324	422	402	332	431
Ranking		--	5	3	7	2	4	6	1

Fiscal Impact

Based on the approved 2008 Allied Shoreway facility rate application and the approved FY 2009 SBWMA budget, the projected Allied compensation (i.e., costs plus profit) for 2008 is **\$15,597,056**; this excludes pass through expenses. The projected Allied 2008 compensation can be used as a baseline for comparison to the cost proposals from the seven firms to provide an estimated facility operations rate impact, exclusive of pass through costs (e.g., disposal costs, SBWMA budget, debt, etc.). As detailed in **Table B**, both South Bay Recycling and Hudson Baylor's proposed year 1 operational costs (shown in 2008 dollars and exclusive of capital costs for MRF sorting equipment to be purchased by the SBWMA) are below Allied's projected 2008 compensation.

Table B - Estimated Facility Operations Rate Impact (2008 dollars)

Item	Allied Waste	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay
A. Total Operating Costs (year 1)	\$15,695,193	\$17,473,557	\$16,050,891	\$14,976,798	\$17,286,734	\$19,450,213	\$11,422,201
B. Annual Interest Expense (10-Year Average)	\$175,436	\$230,425	\$548,113	\$239,588	\$262,815	\$325,574	\$165,903
Subtotal	\$15,870,629	\$17,703,982	\$16,599,003	\$15,216,385	\$17,549,549	\$19,775,788	\$11,588,104
Percent Increase Over Allied 2008 Cost of \$15,597,056	1.75%	13.5%	6.4%	-2.4%	12.5%	28.5%	-26.8%

Attachment: Selection Committee Report: Evaluation and Scoring of Proposals



RethinkWaste

South Bayside Waste Management Authority

SBWMA FACILITY OPERATIONS RFP

Selection Committee Report:

Evaluation and Scoring of Proposals

July 17, 2008

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1. RECOMMENDATION

SBWMA received seven (7) responsive proposals from companies capable and qualified to operate the SRDC. The proposers are:

1. Allied Waste Services of San Mateo County (“**Allied**”).
2. Bayside Environmental Services & Transfer (“**BEST**”) is a joint venture of Peninsula Sanitary Group, South San Francisco Scavenger Company, Green Waste Recovery and Zanker Road Resource Management).
3. Greenstar, LLC (“**Greenstar**”).
4. Hudson Baylor Corp with Waste Solutions Group (“**Hudson Baylor**”).
5. Norcal Waste Systems of San Mateo County (“**Norcal**”).
6. Republic Services, Inc. (“**Republic**”).
7. South Bay Recycling, LLC (“**South Bay**” is a joint venture of Community Recycling & Resource Recovery and Potential Industries).

Based on our thorough review of the seven proposals submitted, technical interviews, site visits, follow-up questions and answers, and reference checks and litigation review, the Selection Committee recommends that **South Bay Recycling (SBR) and Hudson Baylor Corporation (HBC) be shortlisted** for negotiations to determine the selected facility operations contractor.

After negotiations, one firm will be recommended for approval by the SBWMA Board as the selected operator. Once the SBWMA selects the operator then final negotiations will commence regarding the Operations Agreement. The final Operations Agreement will be subject to Board approval and approval by two-thirds of the Member Agencies.

The Selection Committee believes **SBR** and **HBC** stand clearly apart from the other five firms for these reasons:

- The entirety of their responses (original proposals, written answers to technical questions, and technical interview performance) were the most thorough and complete.
- These companies offer a combination of experience, technical capability, and pricing that set them apart from the rest of the field. These two firms had the two lowest overall cost proposals.
- These two firms are the two most qualified single stream MRF operators and offer the best commodity marketing capabilities. This is critical given the growing importance of commodity revenues to fund SBWMA operations.
- Each of the two firms stand out financially with HBC offering the highest commodity revenue guarantee at \$10.1 million and SBR offering the lowest overall cost proposal.
- Each firm has a strong plan for increasing diversion at the transfer station and unique attributes to their proposed transfer station operations. HBC put together the most innovative base proposal for transfer station diversion, while SBR offers the highest payloads and lowest cost transfer operation.

2. EVALUATION PROCESS

Seven companies responded to the SBWMA's request for proposals (RFP) for Facility Operations issued on November 1, 2007. The Evaluation and Selection Committee members have evaluated the seven proposing companies and based scoring and final ranking on the following information from the following sources:

- Original proposals submitted on March 4, 2008
- Responses to technical and cost form questions sent out to proposers on April 1, 2008 and due back by April 7, 2008.
- 1-hour technical oral interviews held at the SBWMA offices on April 14-15, 2008
- Site visits conducted as follows:
 - April 18, 2008 at **Norcal Waste Systems** in San Francisco and South San Francisco Scavenger Company's Blue Line Transfer Station (part of **BEST**).
 - April 23, 2008 at Green Waste Waste/Charles Street (part of **BEST**) and **Allied Waste's** Newby Island MRF and Composting Facility.
 - April 28, 2008 at Potential Industries and Community Recycling (**South Bay Recycling**) sites in Wilmington (near Long Beach) and Sun Valley, respectively.
 - April 29, 2009 at **Hudson Baylor** (three MRF sites in Phoenix).
- Additional site visits were conducted of MRF equipment installations in Seattle on April 30th at SP Recycling (CP Manufacturing equipment); and on May 2nd in San Diego at EDCO Disposal MRF operations in Lemon Grove (Bollegraaf equipment) and Escondido (Machinex).
- Responses to technical interview follow-up questions sent out to proposers on April 25, 2008 and due back by May 12, 2008. These technical questions included providing each proposer an opportunity to make any changes to their cost forms.
- Other information submitted by proposers in response to requests by the evaluation team.
- Information gathered from reference checks and other publicly available sources.

The Evaluation Committee members numerically scored proposing companies using the evaluation criteria and weighting described in the RFP, Section 6 of the Facility Operations RFP. **Appendix A** includes tables detailing the weighting of the subcategories within each of the evaluation criteria. The scores assigned to each of the proposals' criteria reflect the extent to which the company fulfills the requirements of the evaluation criteria and meets the needs of the SBWMA relative to the other proposers.

The Evaluation Committee, consisting of SBWMA Staff members Kevin McCarthy, Marshall Moran, and Hilary Gans, and consultant Joe Sloan from Sloan/Vazquez, went through an iterative process to evaluate the seven proposers. Each evaluator reviewed each of the proposals and cost information using a set of established criteria.

As shown in Table 6-1 of the RFP document and below in **Table 1**, a maximum evaluation score was assigned to each evaluation criteria with a total possible score of 500 points.

Table 1- EVALUATION CRITERIA AND MAXIMUM EVALUATION SCORE		
<u>Item</u>	<u>Evaluation Criteria</u>	<u>Maximum Evaluation Score</u>
1	Responsiveness to RFP	Pass/Fail
2	Company's Qualifications & Experience	100
3	Cost Proposal	100
4	SRDC Operations Proposal	100
5	MRF Installation and Startup Proposal (MRF Equipment Design, Installation & Start-up Plan)	75
6	Materials Marketing Plan	75
7	Environmental Enhancements & Other Considerations	25
8	Number & Materiality of Exceptions	25
	Total Maximum Score	500

The ratings from the evaluators were compiled and discussed during several evaluation committee meetings to determine a preliminary ranking of the proposals based solely on the evaluation criteria. The relative rankings were adjusted as new information was analyzed throughout the evaluation process.

The Evaluation Committee's work was discussed with the Selection Committee at three separate meetings held on May 13th, June 11th, and June 25th. At the last meeting on June 25th, the Selection Committee unanimously approved the evaluation committee's recommendation to shortlist SBR and HBC.

The Evaluation Procedures in the RFP (described in Section 6.1) envisioned a short-list being developed prior to technical interviews. After the initial review of proposals, the Evaluation Committee made the determination that all of the proposers met the minimum requirements. Thus, all seven firms participated in the technical interview and presentation process.

2.1. Evaluation Criteria & Weights

Except for Item #1 - ***Responsiveness to RFP*** which was given a pass/fail, each criterion or item was broken down into sub-categories, as described in full in RFP Sections 6.2.1 through 6.2.8, to which a *Weight* (expressed as a percentage) was assigned to each one. The assignment of weights was established by the Evaluation Committee to reflect the relative importance of each sub-category to the overall evaluation criteria score. **Appendix A** details the evaluation criteria and sub-categories considered by the Evaluation Committee in scoring proposers in the evaluation process.

3. PROPOSAL EVALUATION RESULTS

3.1 Proposer Scoring Results

Proposers' evaluation scores are presented in **Table 2**, Proposer Evaluation Score, which shows scores for each proposer on each of the criteria. Circled scores represent the best scores.

TABLE 2- PROPOSER EVALUATION SCORE									
Item	Criteria	Max Score	Allied	BEST	Green star	Hudson Baylor	Norcal	Republic	South Bay
1	Responsiveness to RFP	Pass/Fail	P	P	P	P	P	P	P
2	Company's Qualifications & Experience	100	81.5	88	73.5	85.8	84.5	74.5	84
3	Cost Proposal	100	81.8	70.4	64.9	79.1	72	62	86
4	SRDC Operations Proposal	100	67.8	80	64.5	87.3	75.5	63.8	86
5	MRF Design, Installation & Start-up Proposal	75	58.5	65.3	63	68.6	61.9	65.3	59.6
6	Materials Marketing Plan	75	62.6	60.8	42.8	66	60.8	55.9	74.3
7	Environmental Enhancements & Other Considerations	25	15	15	15	10	22.5	10	18.8
8	Number & materiality of exceptions	25	25	25	0	25	25	0	22.5
Total Score		500	392	405	324	422	402	332	431
Ranking		--	5	3	7	2	4	6	1

The following is a summary highlighting the evaluation results for the seven firms. The two short-listed firms are presented first followed by the remaining firms in order of their ranking (see Table 2).

South Bay Recycling, Inc. (SBR)

1. SBR is an experienced MRF operator, operating the largest single-stream plant in California for over ten years. SBR's Wilmington plant (*Potential Industries*) processes about 17,000 tons per month (tpm) (the SRDC operation by contrast will process approximately 7,000 TPM). SBR is the contracted processor for single-stream materials for the City of Los Angeles, City of Long Beach, and other local communities.
2. SBR's transfer station operator (*Community Recycling*) operates one of the largest transfer operations in California processing over 5,000 tons per day (tpd) of mixed residential and commercial refuse, construction and demolition debris (C&D), and organic waste streams. They also operate a fleet of over sixty transfer trucks, more than twice the size of the current SRDC fleet.
3. Long-term proven ability to gain highest market prices for recovered commodities. Potential has direct ownership in Chinese newsprint and tissue mills, which helps ensure long-term access to end markets.
4. SBR's cost proposal is the lowest of all bidders (\$3.6M annually lower than HBC).
5. Good transfer station diversion plan – with option to install C&D sort line (at price not to exceed Zanker Road's processing fees currently charged the SBWMA) and/or a municipal solid waste (MSW) processing system in the transfer station.
6. Proposed MRF operating cost is quite low, but plausible given the experience of the proposer and their written confirmation of cost considerations. The transportation costs appear very low and could leave SBWMA exposed to pressure for future rate adjustments that exceed the provisions of the draft agreement.
7. Both Community Recycling and Potential Industries operate in a highly cost competitive, non-franchised business environment. This results in housekeeping standards and general facility appearance not at the same level as a municipally owned facility like the SRDC.
8. The proposed MRF processing system, manufactured by Oregon based Bulk Handling Systems (BHS), is well designed and has a comparability lower cost of \$13,730,447.

Hudson Baylor Corporation (HBC)

1. Experienced MRF operator with 10 facilities annually handling 174,000 tons of single stream recyclables, 154,000 tons of dual stream recyclables, and 129,000 tons of "bottle law" materials in 2008. Operate three single stream MRFs in Phoenix area.
2. Extraordinary base commodity sales revenue guarantee of \$10.1M (\$3.35M above SBWMA requirement). This is based on HBC having secured ten-year floor prices from their recovered material purchasers.
3. Overall pricing for services places HBC 2nd lowest after SBR (HBC's annual cost is approximately \$3.6M higher than SBR).
4. HBC's core business is operation of municipally-owned facilities so they have a keen cultural understanding of municipal customer service, reporting, and operating expectations and contract standards.

5. HBC's transfer station operator (Waste Solutions Group) does not have the breadth of experience comparable to some of the other proposers, though they did offer a well thought out and innovative Transfer Station diversion plan.
6. HBC's proposed MRF processing system, manufactured primarily by the Dutch company Bollegraaf is an excellent, efficient system but carries the highest price tag of all proposers at \$17,479,188.

Highlights of Other Proposers

- **Bayside Environmental Services & Transfer (BEST).** The management team is highly capable and the company's technical plans for operating the transfer station and transportation operations are strong. BEST was ranked first for "Company Qualifications & Experience". BEST would do an adequate job of running the MRF and an excellent job of managing the transfer/transport operations, yet their proposed operating costs to perform the required services are not competitive with the two top ranked companies.

BEST's option to purchase the Hatcher Press property, adjacent to SRDC, raises the company's future stature as a third party processor for the SBWMA. Supplementing the SRDC operational footprint with the Hatcher property creates tremendous potential to expand waste diversion programs that could greatly benefit the SBWMA, however, this benefit alone is not sufficient to shortlist them.

- **Norcal.** San Francisco based Norcal prepared an excellent proposal, thoroughly addressing each component of the RFP. Norcal took a thoughtful approach to most aspects of the SRDC operation (i.e., traffic management, transfer station, transportation, educational programs, and Buy-Back Center operations). Norcal was ranked first for "Environmental Enhancements & Other Considerations." The company's nearby SFR&D facility offers excellent back-up capacity for SBWMA, including trucks, trailers, and personnel.

Norcal, like BEST, drops from contention for short-listing by merit of their high proposed operating costs. Norcal also was ranked much lower relative to SBR and HBC in MRF operations.

- **Allied Waste.** Allied offered a good technical plan for the operation of the MRF and a 80/20 revenue split on all commodity sales revenue above the required minimum revenue guarantee of \$6.75M. The company's overall price proposal ranked third lowest.

Allied's transfer station proposal, however, nearly mirrors the current operations including the subpar transfer truck payloads. At each step in the proposal process, after the original review of written submittals, Allied has declined in the rankings. Notably they performed quite poorly in their technical interview.

- **Republic Services.** Republic Services has presented a very solid response to the RFP but they have proposed very high operating costs across-the-board, and taken 26 exceptions to the Draft Agreement.
- **Greenstar.** Greenstar is a young company that will likely be qualified to operate a facility of the SRDC magnitude by the time the new contract is implemented. At this point in time, however, the company does not have the experience to be competitive in the selection process; this was especially evident with the substandard proposal response. Additionally, Greenstar took 25 exceptions to the Draft Agreement.

3.2 Major Technical Findings

The tables that follow (**Tables 3-9**) provide brief descriptions of the major technical findings that came out of the Evaluation Committee meetings and discussion. These findings do not represent an all inclusive summary of the proposer's proposed services, but rather provide a highlight of what the Evaluation Committee found to be significant differentiators between proposers. The tables are in the order of each proposer's respective ranking (see **Table 2**).

**Table 3-
SOUTH BAY RECYCLING**

QUALIFICATIONS AND EXPERIENCE

- Community operates one of largest (5,000 tpd) MRF/Transfer Stations in the State.
- SBR operates 6 processing sites. Potential operates California's largest single-stream operation at 17,000 tpm, plus smaller satellite operations. Also, own and operate two biomass power plants and a large composting facility.
- Top level management is very experienced and dedicated to recycling and service innovation though it is unlikely that any of the current manager/owners will be involved in SRDC day-to-day operations. There is a significant responsibility-gap between executives and line managers.
- Facilities are highly efficient and managed to maximize profitability in a non-franchised business environment. This results in housekeeping standards and general facility appearance not at the same level as a municipally owned facility like the SRDC.
- The owners of Community Recycling and Potential have a long-term working relationship and thus no issues are expected in the management of the joint venture company, South Bay Recycling.

TECHNICAL PROPOSAL

- SBR has projected highest average transfer station payload at 23.5 tons per load.
- Aggressive floor sorting of self-haul on the transfer station tip floor is proposed. C&D sort line installed at cost equal to or less than Zanker's sorting cost. Option to recover 10-15 percent of the MSW as "soiled biomass" to their Madera biomass power plant for diversion credit.
- Highest projected MRF productivity as measured by tons per labor (sorter) hour.
- WAM scale system with ability to aggregate data for individual reports and export to different format, such as Excel, for reports tailored to SBWMA's requirements.
- Provided excellent description of MRF plant functions and process flow. Equipment designed to minimize material handling and for redundancy to assure continuous operation.
- Long-term proven ability to gain highest market prices for recovered commodities. Company has direct ownership in Chinese newsprint and tissue mills, which helps ensure long-term access to end markets.
- Bulk Handling Systems (BHS) is SBR's primary MRF equipment vendor. BHS has made significant improvements in component design and function. All components are American made and all parts are locally available.
- Environmental enhancements: Option to purchase green electricity for Shoreway via affiliated entity, Madera Power, LLC; and use of B-20 biofuel in all rolling stock.

**Table 4-
HUDSON BAYLOR**

QUALIFICATIONS AND EXPERIENCE

- Experienced MRF operator with 10 facilities annually handling 174,000 tons of single stream recyclables, 154,000 tons of dual stream recyclables, and 129,000 tons of “bottle law” materials in 2008. Operate three single stream MRFs in Phoenix area.
- HBC’s corporate managers are strong and they have staffed and successfully operated remote operations. Staff has not been identified for SBWMA operation.
- HBC has most direct experience operating the type of single stream equipment and under comparable municipal arrangements to SBWMA. High confidence in their overall management ability to run the SRDC compliant with contractual requirements.
- HBC’s transfer station operator (Waste Solutions Group) does not have the breadth of experience comparable to some of the other proposers, though WSG’s strength is in transportation logistics.

TECHNICAL PROPOSAL

- HBC/WSG presented an excellent transfer station operation plan to maximize diversion and improve operational efficiencies. Diversion is almost exclusively accomplished w/ small loaders and other equipment.
- MRF proposal demonstrates high degree of experience in material processing, good mixture of labor and technology to accomplish SBWMA requirements.
- Proposed transfer station average payload of 21.5 tons, about 10% above the current average.
- Creative Information Systems (CIS) scale software integrates truck scales, pit scales, pallet scales into single comprehensive system for generation requested SBWMA reports.
- Assurances of smooth transition based upon three (3) new plants openings and three (3) plant takeovers during past eight (8) years.
- Proposes dual-line residential single-stream system. Provides maximum use of technology; screens, optical units, eddy currents, air, etc. Proposed largest number of optical sorters to clean-up fiber (paper) & container (bottles and cans) streams and recover plastics.
- Centralized commodity marketing with long-term end market relationships. For this contract, HBC has secured ten-year floor prices from their recovered material purchasers.
- Environmental enhancements - Use of B-20 biofuel in all rolling stock.

**Table 5-
BEST**

QUALIFICATIONS AND EXPERIENCE

- BEST group operates eight Bay Area MRF and/or transfer station operations including Mission Trails (San Jose), ACI (Alameda), South SF Scavenger (SSF), Sunnyvale Smart Station, and Green Waste Recovery and Zanker Road facilities in (San Jose).
- Processing operations range the full spectrum from single stream MRFs to C&D processing to composting operations. Green Waste Recovery/Zanker Road is widely regarded as a leading innovator in materials processing.
- One of three proposing companies to designate its management team for facility operations. Steve Jones as GM is very strong. Michael Gross and Brian Jones have excellent experience.

TECHNICAL PROPOSAL

- Transfer Station operating plan indicates experience and thorough consideration of important factors including; materials targeted for floor sorting, traffic flow, and safety, and payload maximization. Good use of scale house, spotters and floor sorters for management of self-haulers from scale to off-load area and facility exit.
- Excellent payload projection. Proposal emphasizes the compaction of material on transfer station tip floor to get maximum payloads. Truck count reflects higher payload at 23 tons.
- Additional transfer station targeted materials include; gypsum wallboard; tires; e-waste; auto/truck batteries; motor oil; filters; and antifreeze.
- MRF equipment proposal proposes dual-line (2-practically identical SS lines) for redundancy and excess capacity. Excellent description of design intent and material flow.
- Low projected MRF productivity as measured by tons per labor (sorter) hour, particularly considering the amount of screening, optical, and eddy current technology that is proposed.
- CP Manufacturing is a highly respected manufacturer of Single Stream MRF systems. Company has many installations comparable to those required by SBWMA.
- No centralized commodity marketing. Currently markets relatively small volumes. Limited staff and experience.
- Environmental enhancements: Use of re-refined oil; recycled paper; develop energy conservation plan; and commitment to provide excellent educational program, tours, and activities.

**Table 6-
NORCAL WASTE SYSTEMS**

QUALIFICATIONS AND EXPERIENCE

- Norcal operates several MRF/transfer station facilities including Recycle Central MRF, San Francisco iMRF, San Francisco Transfer Station, Yuba-Sutter Disposal Inc. MRF and Transfer Station and Vallejo Garbage Services, Inc. MRF.
- The SFR&D is a large nearby facility that provides services comparable to those required by SBWMA. Norcal's management group has substantial local experience.
- Norcal's only large scale single-stream processing experience is at the Pier 96 MRF in San Francisco. Pier 96, though it has experienced design and mechanical problems and requires significant staffing levels, is able to produce marketable products from SF's collected recyclable materials.

TECHNICAL PROPOSAL

- Norcal has proposed to maximize the diversion of self-haul and transfer station materials through the use of floor sorting with manual labor and small loaders. Norcal's projection of additional diversion from the transfer station and self-haul area is dependent upon their proposed use of thirteen (13) floor sorters, eight (8) spotters, and five (5) equipment operators. Norcal's proposed transfer station staff is the largest of all proposers.
- Projects recovery of added 32,000 tons per year – 25,000 at the C&D sort-line, 3,500 with better bunker program, and 3,500 through other means. The probable added recovery from Norcal's diversion proposal is about 3,500 tons per year and not the 32,000 tons as described.
- Proposed scale house management protocol will expedite the flow of traffic through the transfer station and increase the efficiency of the entire site.
- Norcal presented the most detailed and thorough of all submitted implementation plans with implementation milestones and schedule.
- Norcal projects a modest improvement in the average outbound payload of 21.5 tons.
- MRF equipment layout and description of the process flow is good. Designed with redundancy and attention to residue and refuse management.
- Norcal's sorter productivity is significantly below average compared to the other proposers.
- Machinex's major local installation (San Jose) has experienced many operational failures. Equipment installed at Escondido plant is major improvement.
- Good materials marketing experience in the Bay Area provided by local management.
- Environmental enhancements: Use of B-20 Biofuels in rolling stock; development of a high-end education program, tours and educational activities as in San Francisco; hybrid pick-up truck; self haul diversion program promotion; and proposal to develop anaerobic digestion options for SBWMA food scraps.

**Table 7-
ALLIED WASTE**

QUALIFICATIONS AND EXPERIENCE

- Allied runs the current operation and has the most experience with the SBWMA and SRDC operations. They know the site, union and workers, vendors, and truck routes. Current MRF operations are dual-stream which renders some level of processing experience, but is not comparable.
- Newby Island, San Jose, is Allied's local single-stream facility. Newby managers have helped with proposal preparation but have no apparent role in proposed facility operation.
- One of three proposing companies to designate its management team for proposed operations. Management team considered average compared to the other six proposing firms.

TECHNICAL PROPOSAL

- Allied has proposed to "expand recovery" in the transfer station. However, the proposed scale house and load inspection operations are consistent with current operations.
- Company noted that they'll have more room in the TS self-haul area to work, yet there is neither a significant change in recovery tactics nor an increase in diversion.
- The company proposes the use of twenty-three (23) transfer trucks carrying average payloads of 19.5 tons per load. Depending upon truck/trailer weight, the legal payload capacity is 24-25 tons per load. Therefore, Allied's proposal offers no improvement over their current average payload.
- Allied's sorter productivity is slightly below average compared to the other proposers.
- Shoreway implementation plan is not specifically discussed in the proposal. The implication is that they have past operating experience to implement a transition plan.
- Good MRF equipment design to meet productivity and quality specs as well as trash/residue and glass handling.
- Allied selected Bulk Handling Systems (BHS) and offered a thorough rationale for their choice of equipment. BHS is "up and comer" with several major MRF installations currently underway.
- Allied is a large company with dedicated and centralized commodity marketing department. Allied has direct experience marketing SBWMA materials.
- Environmental enhancements: Purchase of green building products where applicable; potential purchase of carbon offset credits; use of B-20 Biofuels in all rolling stock; and continue to provide tours and community education.

**Table 8-
REPUBLIC SERVICES**

QUALIFICATIONS AND EXPERIENCE

- Republic is the third largest waste management contractor in North America.
- Republic has local experience at the West Contra Costa Integrated Waste Management Authority MRF (the "IRRF") and the company operates smaller volume transfer station (Golden Bear) at former Richmond landfill site. IRRF processes about one-half of SBWMA capacity. Major experience is in Southern California, but not factored in proposal.
- Bay Area JPA experience (West Contra Costa Integrated Waste Management Authority).
- Peter Nuti is designated as primary manager for transition, installation, and start-up of new operation. He has many years of MRF management and Bay Area experience.

TECHNICAL PROPOSAL

- Projects modest improvement over SRDC's current operations with emphasis on efficiency and safety. Good operations plan with average productivity projections.
- Transfer station diversions plan focuses on segregation of loads by using K-rail dividers placed about the tipping floor. Success depends upon getting trucks into position to deposit material into correct piles. Although K-rails are moveable, it seems that the described floor sorting procedure would be cumbersome and consume too much needed square footage on the tipping floor.
- Republic projects an average outbound payload of 20.3 tons, a slight improvement over the 19.5 ton average that is now produced by Allied.
- Extensive description of scale / traffic management procedure and data capture and management. PC Scale System/RSI interface.
- Republic's sorter productivity is significantly below average compared to the other proposers.
- MRF dual-line single-stream system is a solid design. Excellent selection of screens, optical sorters, eddys, and other apparatus to achieve SBWMA's production and quality standards.
- Very complete plan included in CP Manufacturing equipment description section. Schedules and procedures are detailed.
- No centralized marketing. Extensive use of brokers. No floor price guarantees.
- Environmental enhancements: General effort to conserve; use of alternative fuels in rolling stock and electric forklifts; and development of a high-end education program, tours and educational activities.

**Table 9-
GREENSTAR**

QUALIFICATIONS AND EXPERIENCE

- Greenstar is an exceptionally experienced MRF operator currently operating 15 MRF's comprised of dual and single stream technologies. Greenstar operates materials recovery facilities in Wicklow, Sligo, Cork and Dublin, Ireland.
- Greenstar's executive management group has some of the best talent in the industry. They are currently an acquisition driven company with deep financial resources.
- No direct transfer station operations experience. During the technical interview, Greenstar stated they will commence TS operations in New Jersey this summer.
- Site manager(s) for SRDC operations are not identified in proposal. Rob Espinosa will act as "point-man" on project until right person is hired as site manager.

TECHNICAL PROPOSAL

- Greenstar's transfer station operating plan is basically a description of the current materials management program in the facility. They propose to improve the transfer station management, self haul diversion, and floor recovery but do not present any firm explanations of how the company will achieve the higher diversion. Transfer station operating plan lacks detail and description of how diversion will be achieved.
- Submitted alternative plan for transfer station sorting using highly mechanized system to increase transfer station diversion. Equipment layout takes up much of the transfer station tip area.
- The company's projected average payload is slightly lower than Allied's current average.
- Proposal provides clear presentation of approach to single-stream processing. Excellent rationale for screen technology and use of optics.
- Greenstar's sorter productivity is significantly above average compared to the other proposers.
- MRF system shows exceptional functionality. Capable of meeting, and exceeding, all SBWMA production and quality standards. Excellent redundancy w/ attention to residue/trash removal.
- Bollegraaf and Ti-Tech are MRF system manufacturers of proposed equipment. Both are highly regarded.
- Greenstar management has demonstrated success in maximizing commodity sales revenues. Market large volumes, but no current California experience.
- Environmental enhancements: Use of B-20 Biofuels in all rolling stock; proposal to use green energy at facility at SBWMA expense;\$10,000/year donation to SBWMA for public education; and paid year around internship funded by company.

3.3 Cost Evaluation

Proposer's were asked to provide detailed pricing information by completing cost forms provided to them in RFP Attachments (RFP Attachment 3 contains the Facility Operations Cost Proposal Forms and Attachment 4 contains the MRF Equipment and Installation Cost Forms). The cost information provided by each proposer was entered by the SBWMA and consultants into a Comprehensive Cost Proposal Summary (see **Appendix C**). The summary was used to readily compare the seven proposers' costs to evaluate their "competitiveness." The firms' cost competitiveness relative to each other was determined using a formulaic approach.

The information contained in the Comprehensive Cost Proposal Summary has been further summarized in **Table 11** Cost Summary, presented below in Section 3.3.2. **Tables 12** and **13** below provide important comparisons on each firm's overall staffing levels and commodity marketing metrics.

3.3.1 Reasonableness, Testing & Findings

In addition to evaluating cost competitiveness, the Evaluation Committee members also considered the reasonableness of the costs presented. In determining the reasonableness of companies' proposed costs, equipment selection, labor, and operating assumptions were considered against industry standards and the conditions at the Shoreway Recycling and Disposal Center. During the proposal analysis, there were numerous rounds of questions and costs form revisions conducted between the SBWMA and the proposers. The goal of this process was to obtain complete and accurate information that could be compared between proposers. At the conclusion of the cost proposal analysis, the SBWMA was able to standardize the technical and cost proposal information submitted by the seven firms.

3.3.2 Cost Analysis

The following Tables and summaries highlight the Cost Proposal evaluation results by proposer (also previously shown in Table 2). **Table 10** below shows the evaluation scores for the Cost Proposals only.

TABLE 10- Scoring Results for Cost Proposals									
<u>Item</u>	<u>Criteria</u>	<u>Max Score</u>	Allied	BEST	Green Star	Hudson Baylor	Norcal	Republic	South Bay
	Cost Proposal	100	81.8	70.4	64.9	79.1	72	62	86
Rank			2	5	6	3	4	7	1

South Bay was ranked highest by virtue of the lowest overall cost proposal at \$11.6 million. South Bay's scoring was reduced somewhat on "reasonableness" due to the evaluation committee concerns regarding their extremely low transportation costs and management/administration staffing levels.

Allied Waste was ranked second due to its low overall cost, third lowest overall at \$15.9 million, and lowest total capital cost for the MRF equipment and installation at \$15.2 million.

Hudson Baylor was ranked third due to its low overall cost, second lowest overall at \$15.2 million, and the highest commodity revenue guarantee at \$10.1 million. Their scoring was reduced somewhat on “reasonableness” due to proposing the highest capital cost for MRF equipment and installation at \$19.8 million.

Norcal and Best were ranked fourth and fifth, respectively, due to their high overall costs. Both companies’ proposed high staffing levels; Best had the highest costs for the transfer station operations, and Norcal had the second highest MRF costs. These firms’ overall costs are \$6 million and \$6.1 million, respectively, higher than South Bay.

Greenstar had the fourth lowest overall cost at \$16.6 million, but was scored even lower due to the “reasonableness” evaluation of their transfer station and transport costs.

Republic was ranked lowest on cost because by far they had the highest overall cost at \$19.8 million. Their proposed costs simply weren’t competitive and in several cases, for MRF costs and transport costs, their costs were unreasonable.

**TABLE 11-
Cost Summary (2008 dollars)**

Annual Operational Costs & Interest	Allied	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay	Average
Total SRDC Operating Costs	15,695,193	17,473,557	16,050,891	14,976,798	17,286,734	19,450,213	11,422,201	16,050,798
Annual Interest Expense (10-Year Average)	175,436	230,425	548,113	239,588	262,815	325,574	165,903	278,265
Annual Costs to SBWMA ¹	15,870,629	17,703,982	16,599,003	15,216,385	17,549,549	19,775,788	11,588,104	16,329,063
Operating Capital								
Facility Equipment Costs (Rolling Stock) ²	6,431,247	7,077,953	7,371,105	6,389,000	6,302,576	5,919,533	5,614,381	6,443,685
MRF Equipment (Paid by SBWMA)								
MRF Processing Equipment	12,356,441	13,993,039	15,019,205	17,479,188	13,070,223	13,332,638	13,730,447	14,140,169
Installation & Start-Up	2,808,920	4,693,800	3,595,000	2,325,000	4,008,780	3,570,000	3,412,802	3,487,757
Total Equipment & Installation Costs ³	15,165,361	18,686,839	18,614,205	19,804,188	17,079,003	16,902,638	17,143,249	17,627,926
Commodity Revenue								
Commodity Revenue Guarantee ⁴	6,750,000	8,500,000	6,750,000	10,100,000	8,000,000	6,750,000	7,250,000	7,728,571
Commodity Revenue Share – (Above Guarantee)	80/20	75/25	75/25	75/25	75/25	75/25	75/25	

¹ Total annual payment to Contractor by SBWMA. The SRDC operating costs shown exclude MRF residue and buyback payment costs shown on Cost Form 3-I.

² Rolling-stock and other equipment purchased by the Contractor.

³ One-time capital costs paid by SBWMA.

⁴³ Minimum revenue payment from Contractor to SBWMA.

Table 12 summarizes proposed staffing levels for the Shoreway operations. South Bay had the lowest overall staffing levels and Republic the highest.

TABLE 12- Shoreway Staffing Levels (full-time equivalents)								
<u>Staffing Areas</u>	Allied Waste	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay	Average
Transfer Station	22.5	32.1	20.0	24.9	33.2	23.0	24.4	25.7
MRF (includes Public Buyback and Drop off Center)	44.8	52.9	40.3	40.9	61.6	63.5	36.3	48.6
Transport	33.2	28.3	29.2	28.9	27.5	39.0	25.1	30.2
Management/Administration	4.0	12.5	6.0	9.0	8.0	17.0	6.0	8.9
Total Staffing	104.5	125.8	95.5	103.7	130.3	142.5	91.8	113.4

The information below in **Table 13** pertains to the commodities produced from the MRF operations; these are the separated materials prepared for sale to an end market (e.g., a paper mill). South Bay has the highest average revenue per ton.

TABLE 13- Current Company Volumes and Revenue*							
	Allied	Best	Greenstar	Hudson Baylor	Norcal	Republic	South Bay
Total Annual Tons Sold	77,575	19,776	144,614	35,868	38,502	56,408	242,030
Avg. Revenue Per Ton**	\$197.19	\$187.44	\$169.59	\$254.16	\$186.10	\$197.40	\$261.55
SBWMA – 2006 Composition***	\$191.09	\$174.19	\$123.44	\$203.34	\$189.64	\$164.98	\$228.49

*Data represents proposers' stated commodity sales revenue and average sales revenue for November 2007-January 2008.

**Revenue associated with composition of tonnage sold by proposer, not SBWMA composition.

***Average revenue per ton adjusted for the composition of commodities sold from existing Shoreway operations.

3.4 Other Evaluation Areas

3.4.1 Financial Capabilities

Based on a preliminary review of the financial information provided by the proposers, it is believed all seven companies under consideration have adequate financial capabilities and can raise sufficient capital for the startup and ongoing operations of the Shoreway Recycling and Disposal Center. Allied Waste is the largest of the companies with annual revenue of ~\$6 billion - - by contrast the smaller companies, Hudson Baylor and South Bay have estimated annual incomes in the range of \$47M to \$140M. It should be noted that as a component of the signing of the Agreement for services, the selected contractor will need to provide bonding as a surety in case there is a default on the Agreement.

3.4.2 Exceptions

Only three firms of the seven took exceptions to the Agreement. In the case of Republic Services, the number and severity of the exceptions was so significant as to potentially remove them from consideration. Please see **Table 14** for a listing of the total number of exceptions taken.

TABLE 14- Number of Exceptions Taken by Proposers	
<u>Proposing Firms</u>	<u>Number of Exceptions to the Agreement</u>
Allied Waste	0
BEST	0
Greenstar	25
Hudson Baylor	0
Norcal	0
Republic	26
South Bay	1

3.4.3 References

Please see Appendix B for a complete summary of reference check information. The seven firms' reference check results for "Overall Opinion" are as follows:

TABLE 15- Reference Checks – Overall Opinion			
<u>Proposer</u>	<u>OVERALL OPINION</u>		
	Unsatisfactory	Satisfactory	Extremely Satisfactory
Allied Waste (7 references)	0%	66%	34%
BEST (8 references)	0%	30%	70%
Greenstar (8 references)	0%	75%	25%
Hudson Baylor ¹ (5 references for HBC and 3 for WSG)	0%	51%	49%
Norcal (4 references)	0%	65%	35%
Republic (5 references)	0%	84%	16%
South Bay ² (8 references for Community and 6 for Potential)	1%	56%	43%
¹ Separate references were provided for Hudson Baylor and Waste Solutions Group. The results above are a blended average. HBC's results were 36% satisfactory, 64% ext. satisfactory. WSG's results were 79% satisfactory, 21% ext. satisfactory. ² Separate references were provided for Community Recycling and Potential Industries. The results above are a blended average. Community's results were 2% unsatisfactory, 74% percent satisfactory, 25% ext. satisfactory. Potential's results were 35% satisfactory, 65% ext. satisfactory. Community's unsatisfactory results were from a regulatory agency. Community Recycling received an unsatisfactory rating from the LEA (City of Los Angeles) that stemmed from a Cease and Desist order issued primarily regarding the company's outdoor C&D and wood grinding operations. These large operations had been in effect for many years when new regulations were adopted by the State. The company applied for the required permit and the application circulated in the City's Planning Department for almost four (4) years. Finally the CIWMB forced the issue, and the Planning Department was required to issue a Cease and Desist Order in accordance with City regulation. Community appealed to the Independent Hearing Panel and currently operates under an Interim Operating Agreement issued by the CIWMB as the permitting process moves forward.			

APPENDIX A

Evaluation Criteria, Sub-Categories and Description

Except for Item #1 - **Responsiveness to RFP** which was given a pass/fail, each criterion was broken down into sub-categories or factors, as described in full in RFP Sections 6.2.1 through 6.2.8, to which a *Weight* (expressed as a percentage) was assigned to each one. The assignment of weights was established by the evaluation committee to reflect the relative importance of each sub-category to the overall evaluation criteria score. **Tables A-1 to A-7** details the evaluation criteria and sub-categories considered by the Evaluation Committee in scoring proposers in the evaluation process.

TABLE A-1 ITEM 2 – COMPANY'S QUALIFICATIONS & EXPERIENCE		
<u>Sub-Categories</u>	<u>Weight</u>	<u>Description</u>
Company Experience, Transfer Station Experience (includes start-up and transition experience)	20%	Demonstrated experience in start-up, transition & operation of transfer stations & transporting materials in comparably sized communities. If joint venture, proposer to demonstrate experience of parties working together.
Company Experience, MRF Processing Experience (includes start-up and transition experience)	20%	Demonstrated experience in the start-up, transition & operation of MRF's in comparably sized communities. If joint venture, proposer to demonstrate experience of parties working together.
Management (& Customer Service Systems)	10%	Capabilities of existing management & responsiveness to the ongoing requests of customers. e.g., reporting, compliance, safety, billing, general quality.
Key Personnel Qualifications	10%	Experience of key personnel for transition, start-up, and on-going management of SRDC operations.
Past Performance Record	10%	Litigation history, regulatory compliance, and overall satisfaction of host jurisdiction & other municipal customers.
Financial Stability	15%	Assessment of company's financing plan, the ability to procure proposed equipment & review of financial statements.
Jurisdiction Satisfaction	15%	Satisfaction of company's references
Total	100%	

TABLE A-2 ITEM 3 – COST PROPOSAL		
<u>Sub-Categories</u>	<u>Weight</u>	<u>Description</u>
Transfer Station Operations Cost Reasonable / Competitive	10/10%	Logical relationship between proposed costs and operational assumptions. Cost competitiveness relative to other proposals.
MRF Operations Cost Reasonable / Competitive	10/10%	Logical relationship between proposed costs and operational assumptions. Cost competitiveness relative to other proposals.
Transport Cost Reasonable / Competitive	10/10%	Logical relationship between proposed costs and operational assumptions. Cost competitiveness relative to other proposals.
Equipment Installation & Start-up Cost Reasonable / Competitive	7.5/7.5%	Logical relationship between proposed costs and operational assumptions. Cost competitiveness relative to other proposals.
Annual pass-through costs Reasonable / Competitive	2.5/2.5%	Logical relationship between proposed costs and operational assumptions. Cost competitiveness relative to other proposals.
Revenue Guarantee Reasonable / Competitive	10/10%	Logical relationship between proposed costs and operational assumptions. Cost competitiveness relative to other proposals.
Total	100%	

TABLE A-3 ITEM 4 – SRDC OPERATIONS PROPOSAL		
<u>Sub-Categories</u>	<u>Weight</u>	<u>Description</u>
Transfer Station Operations (RFP Section 3.2, 3.4)	20%	Reasonableness & reliability of proposed technology, equipment, and staffing level to achieve stated productivity. Rated by deviation from current operation & comparison to other proposals.
TS Diversion Plan (Diversion Ability and Plans, RFP Section 3.4))	20%	Proven reliability, and innovation of diversion programs and their waste diversion potential. Rated by deviation from current operation & comparison to other proposals.
MRF Operations (RFP Section 3.6)	30%	Proven methods managing, tracking, and reporting operational activities, productivity, staffing, and training programs. Comparison of proposed operation to known standards including; headcount, production, hours of operation, etc.
Transportation Operations (RFP Section 3.5)	15%	Proven methods managing, tracking, and reporting operational activities, productivity, staffing, and training programs. Comparison of proposed operation to known standards including; headcount, production, hours of operation, etc. Comparison of payload projections, # of trucks, drivers, etc
Scale System (RFP Section 3.3)	5%	Capabilities, reliability, and connectivity of software system. Billing procedures and report generation.
Implementation Plan	10%	Reasonableness of implementation plan & ability to meet deadlines.
Total	100%	

TABLE A-4 ITEM 5 – MRF EQUIPMENT INSTALLATION & START-UP PROPOSAL		
<u>Sub-Categories</u>	<u>Weight</u>	<u>Description</u>
Single Stream Design (Equipment Selection / System Design / Layout)	30%	Focus on operational areas (e.g., access, ingress / egress, safety, material flow, and handling efficiency, equipment manufacturer, consolidator, other components included in proposal)
Functionality, Capabilities & Separation Efficiency	50%	Focus on throughput (tons/hour), effectiveness of material separation, and labor conservation. Proven effectiveness and ability to produce clean, high value commodities and minimal residual. Judged from know standards of productivity, technology, labor requirement, redundancy, energy consumption.
Installation & Start-Up	5%	Reasonableness of installation plan and start-up schedule and ability to meet deadlines. (e.g. equipment manufacture and delivery schedule)
Past Experience	15%	Demonstrated ability to manage the installation and start-up of the proposed equipment (including references & qualifications of subcontractors). Judged by known standards & manufacturer's maintenance requirements, and by comparison to other proposals.
Total	100%	

TABLE A-5 ITEM 6 – MATERIALS MARKETING PLAN		
<u>Sub-Categories</u>	<u>Weight</u>	<u>Description</u>
Commodity Marketing Experience	90%	Demonstrated ability to reliably market MRF commodities and obtain highest sales revenue, including: description of current and past results, the description of marketing organization, and specific personnel, volume, longevity, and proven price leader.
Other Materials Marketing	10%	Creativity and experience marketing non-standard items, including: self-haul items, u-waste, e-waste, and other drop-off materials.
Total	100%	

TABLE A-6 ITEM 7 – ENVIRONMENTAL ENHANCEMENTS & OTHER CONSIDERATIONS		
<u>Sub-Categories</u>	<u>Weight</u>	<u>Description</u>
Greenhouse Gas Reduction / Community Education / Other	100%	Points awarded for proposed environmental enhancements that may include, but are not limited to greenhouse gas reduction & community educational programs.
Total	100%	

TABLE A-7 ITEM 8 – NUMBER AND MATERIALITY OF EXCEPTIONS		
<u>Sub-Categories</u>	<u>Weight</u>	<u>Description</u>
Exceptions to Operating Agreement	100%	Judged by the number and reasonableness of exceptions.
Total	100%	

APPENDIX B

References

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Company Experience and Qualifications (Jurisdiction Satisfaction)																													
	Allied (7 references)			BEST (8 references)			Community (8 references)			Potential (6 references)			Greenstar (8 references)			HBC (5 references)			WSG (3 references)			Norcal (4 references)			Republic (5 references)			Totals (54 references)		
Survey Question Groups	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory	Unsatisfactory	Satisfactory	Ext. Satisfactory
Diversion Programs	0%	72%	28%	0%	44%	56%	0%	86%	14%	0%	27%	73%	0%	85%	15%	0%	42%	58%	0%	92%	8%	0%	68%	32%	0%	100%	0%	0%	57%	32%
Facility Operations	0%	89%	11%	0%	46%	54%	0%	89%	11%	0%	83%	17%	0%	83%	17%	0%	60%	40%	0%	82%	18%	0%	83%	17%	0%	90%	10%	0%	68%	20%
Customer Service	0%	20%	80%	0%	8%	92%	0%	0%	100%	0%	0%	100%	0%	0%	100%	0%	0%	100%	0%	0%	100%	0%	0%	100%	0%	33%	67%	0%	3%	86%
Transitions	0%	68%	32%	0%	11%	89%	4%	96%	0%	0%	100%	0%	0%	100%	0%	0%	30%	70%	0%	100%	0%	0%	100%	0%	0%	100%	0%	0%	67%	21%
Overall Opinion	0%	17%	83%	0%	0%	100%	13%	75%	13%	0%	0%	100%	0%	100%	0%	0%	0%	100%	0%	100%	0%	0%	0%	100%	0%	100%	0%	1%	32%	55%
Totals	0%	66%	34%	0%	30%	70%	2%	74%	25%	0%	35%	65%	0%	75%	25%	0%	36%	64%	0%	79%	21%	0%	65%	35%	0%	84%	16%	0%	59%	41%
Combined Scores							1%	56%	43%							0%	51%	49%												
Penalty Score (20% Deduction)										34.4%																				

SBWMA Proposer Reference Checks List

Proposer	Agency/Company	Contact Name	Date Contacted	LEA	Contact Name
Allied Waste	Fremont	Kathy Cote	6/4/08 *		
	Merced County	Jerry Lawrie	6/4/08		
	Milpitas	Kathleen Phalen	6/4/08		
	San Carlos	Brian Mora	6/4/08	San Mateo Co, Dept of Env. Health	Brian Zamora
BEST	Alameda (ACI)	Maria DiMeglio	6/9/08	Alameda Co, Dept of Env. Health	
	Burbank Sanit Dist (GWR)	Donald Toy	6/9/08		
	Millbrae (SSFSC)	Ronnald Popp	6/9/08		
	Portola Valley (GWR)	Angela Howard	6/9/08		
	San Leandro (ACI)	Mike Bakaldin	6/12/08		
	SFO (SSFSC)	Art Lee	6/9/08		
	So San Fran (SSFSC)	Barry Nagel	6/10/08		
	Stanford Univ. (PSS)	Chonna Delaney	6/10/08		
	Woodside (GWR)	Susan George	6/9/08 *		
Community Recycling	Glendale	Tom Brady	5/22/08		
	Los Angeles	Stanton Lewis	5/22/08	City of LA, Env. Affairs Dept.	David Thompson
	Pasadena	Carmen Rubio	6/5/08		
	Ralph's	Nick Verdugo	5/28/08		
	Safeway	Gerald Jones	5/27/08		
	Vons	Curt Smith	5/27/08		
Greenstar	Des Moines	Bill Stowe	5/28/08		
	Houston	Larry Stockham	5/27/08		
	Iowa	Tim Ryburn	5/28/08		
	Irving	Fran White	5/29/08		
	MET - Tulsa	Michael Patton	5/29/08		
	Norman	Steve Wornack	5/27/08		
	Polk County	Bill Gartner	5/27/08		
	San Antonio	Rose Zuniga-Dent Ryan	5/27/08		
HBC	Gilbert	Louis Anderson	6/2/08	Not regulated	
	Mesa	Seth Weld	6/2/08	Not regulated	
	Phoenix	Carl Smith	6/4/08	Not regulated	
	Scottsdale	Sandy Nelson	6/2/08	Not regulated	
Norcal Waste	City of Marysville	Keith Martin	6/4/08		
	City of San Francisco	Robert Haley	6/4/08	Dept. of Public Health	Henry Louie
Potential Ind.	Athens	Duane McDonald	5/29/08		
	C R & R	Bob Williams	5/29/08	City of LA, Env. Affairs Dept.	David Thompson
	EDCO	Steve South	5/29/08		
	Los Angeles	Miguel Zemenio	5/29/08		

SBWMA Proposer Reference Checks List

Proposer	Agency/Company	Contact Name	Date Contacted	LEA	Contact Name
	Rainbow	Jerry Moffatt	5/29/08		
Republic Services	Contra Costa Co CDD	Deidra Dingman	6/5/08		
	Fairfield	Nancy Huston	6/4/08 *		
	Hecules	Nelson Oliva	6/5/08 *		
	Kensington	Greg Harman	6/5/08 *		
	Marin	Jonathan Logan	6/5/08 *		
	Marin County	Jeff Rawles	6/5/08 *		
	Piedmont	Geoffrey Grote	6/5/08 *		
	Pinole	Charles Long	6/5/08 *		
	Richmond	Bill Lindsay	6/5/08		
	Rodeo Sanit. District	Steve Beale	6/5/08 *		
	San Pablo	Bradley Ward	6/5/08		
	Solano County	Brigitta Corsello	6/5/08 *		
	Suisun	Suzanne Bragdon	6/5/08		
	Travis AFB	Pamelia Fry	6/5/08 *		
	West Contra Costa IWMA	Steve Devine	6/9/08		
WSG	Arcata	Steve Tyler	5/28/08	Humboldt Co - Dept of Health	Alexandra Wineland
	Eureka	David Tyson	5/28/08		

* left message - return call not yet received

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Allied Waste																											
	San Carlos (Shoreway)			Merced County (Newby Island)			Milpitas (Newby Island)			Fremont (Newby Island)			Contra Costa Co (CCT&R)			Carlsbad (Palomar)			San Mateo Co., Dept Env Health (Shoreway)						Total			
I. Diversion Programs	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A How would you rate the operator's diversion plan?	Unaware					1			1			1			1			1				0	0	6				
B How would you rate the operator's self-haul waste diversion program?	Unaware			Unaware			Unaware			Unaware				1		Unaware				1					0	2	0	
C Is the operator meeting or exceeding diversion targets?	Unaware				1			1			1			1			1				1				0	5	1	
D Has the operator added material to the diversion plan?	Unaware			Unaware			Y			Y			Y			Y			Y									
E How would you rate the operator's ability to market materials?	Unaware			Unaware				1			1			1			1			1					0	5	0	
F How would you rate the quality of the operator's diversion reports?	Unaware				1			1			1			1			1			1					0	6	0	
G Has the operator introduced new programs to increase diversion?	Unaware			Y			Y			Y			Y			Y			Y							0	0	0
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A How would you rate the appearance/quality of the facility?	Unaware				1			1			1			1			1			1					0	6	0	
B Have any liquidated damages been filed against the facility?	Unaware			N			Unaware			N			N			N			N									
C During peak times at the facility, what is the truck turn around time through the facility?	Unaware			Unaware			10 - 15 min			10 - 15 min			5 - 10 min			10 - 15 min			10 - 15 min									
D Has the facility had any complaints or issues with litter around the facility?	Unaware			Unaware			Unaware			N			N			N			N									
E Has the facility had any complaints or issues with odor around the facility?	Unaware			Unaware			Unaware			N			N			N			N									
F How would you rate the company's Housekeeping program?	Unaware				1			1			1			1			1			1					0	6	0	
G Have there been any compliance issues with local, state, or federal regulations?	Unaware			N			N			N			N			N			N									

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Allied Waste																										
	San Carlos (Shoreway)			Merced County (Newby Island)			Milpitas (Newby Island)			Fremont (Newby Island)			Contra Costa Co (CCT&R)			Carlsbad (Palomar)			San Mateo Co., Dept Env Health (Shoreway)						Total		
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?	Unaware				1			1			1			1			1							0	6	0	
I Does the Operator recommend new programs/equipment as they become available?	Unaware			Unaware			Y			Y			Y			Y			Y								
J How would you rate the operator's management of material through the Transfer Station and MRF?	Unaware				1			1			1			1			1							0	6	0	
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?	Unaware				1			1			1			1				1						0	5	1	
L How would you rate the operator's management of the Transfer Station and MRF?	Unaware					1			1		1			1			1			1				0	3	3	
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Unaware			Unaware			Y			Y			Y			Y			Unaware								
B What has the company's participation been with public outreach and tours of the facility?	Unaware			Unaware			Freq			Freq			Freq			Freq			Unaware								
C What has the company's participation been with community outreach events?	Unaware			Unaware			Freq			Freq			Freq			Freq			Unaware								
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Unaware			Unaware			Y			Y			Y			Y			Unaware								

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Allied Waste														
	San Carlos (Shoreway)	Merced County (Newby Island)	Milpitas (Newby Island)	Fremont (Newby Island)	Contra Costa Co (CCT&R)	Carlsbad (Palomar)	San Mateo Co., Dept Env Health (Shoreway)								Total
E Does the Company promote the activities of the facility?	Unaware	Unaware	Very Active	Very Active	Very Active	Very Active	Unaware								
V. Customer Service	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	
A How would you rate the operator's relationship with the City/County?	Unaware	Unaware			1			1			1		1		0 1 4
B How would you rate the operator's responsiveness to requests made by the City/County?	Unaware	Unaware			1			1			1		1		0 1 4
C How would you rate the operator's customer service department?	Unaware	Unaware			1			1			1		1		0 1 4
VI. Transitions (if applicable)	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?	Unaware	Unaware		1				1		1			1		0 3 2
B How would you rate the operator's design of the MRF, if applicable?	Unaware	Unaware		1			1			1			1		0 4 1
C How would you rate the operator's response to complaints and problems regarding operation changes?	Unaware	Unaware		1				1		1			1		0 3 2
D Overall, how would you rate the ease of operator's transition to new service?	Unaware	Unaware		1			1			1					0 3 1
VII. Overall Opinion	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	U S E	
A Overall, how would you rate the operating company and their services?	Unaware			1			1			1			1		0 1 5
B Please list the pros and cons of doing business with the operator.	Unaware of MRF operation	Excellent operation	Extremely satisfied with quality of service	Good company to work with	Pleasure to do business with	Is a big help in recycling efforts	No violations to report; keeps facility orderly								
															0 67 34

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	BEST																										
	Alameda (ACI)			Portola Valley (GWR)			Millbrae (SSFSC)			So. San Francisco (SSFSC)			Stanford (PSSI)			San Leandro (ACI)			SFO (SSFSC)			Burbank Sanit. Dist. (GWR)			Total		
I. Diversion Programs	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's diversion plan?			1			1			1		1				1		1				1		1		0	3	5
B How would you rate the operator's self-haul waste diversion program?		1		Unaware					1	Unaware					1			1	Unaware			Unaware			0	1	3
C Is the operator meeting or exceeding diversion targets?		1				1			1		1			1			1				1			1	0	4	4
D Has the operator added material to the diversion plan?	Y			Y			Y			Y			Y			Y			Y			Y					
E How would you rate the operator's ability to market materials?		1				1			1		1			1			1			1			1	0	5	3	
F How would you rate the quality of the operator's diversion reports?			1	Unaware					1		1			1		1			1	Unaware			0	2	4		
G Has the operator introduced new programs to increase diversion?	Y			Y			Y			Y			Y			Y			Y			Y			0	0	0
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the appearance/quality of the facility?			1			1			1		1				1			1			1	0	2	6			
B Have any liquidated damages been filed against the facility?	Y			N			N			N			N			N			N			N					
C During peak times at the facility, what is the truck turn around time through the facility?	Unaware			Unaware			Unaware			10 - 15 min			5 - 10 min			Unaware			10 - 15 min			5 - 10 min					
D Has the facility had any complaints or issues with litter around the facility?	N			N			N			N			N			N			N			N					
E Has the facility had any complaints or issues with odor around the facility?	N			N			N			N			N			N			N			N					
F How would you rate the company's Housekeeping program?			1			1			1		1				1			1			1	0	2	6			
G Have there been any compliance issues with local, state, or federal regulations?	N			N			N			N			N			N			N			N					

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	BEST																										
	Alameda (ACI)			Portola Valley (GWR)			Millbrae (SSFSC)			So. San Francisco (SSFSC)			Stanford (PSSI)			San Leandro (ACI)			SFO (SSFSC)			Burbank Sanit. Dist. (GWR)			Total		
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?			1			1			1			1			1			1			1			1	0	3	5
I Does the Operator recommend new programs/equipment as they become available?	Y			Y			Y			Y			Y			Y			Y			Y					
J How would you rate the operator's management of material through the Transfer Station and MRF?			1			1			1			1			1			1			1			1	0	5	3
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?		1			1			1			1			1			1			1			1	0	7	1	
L How would you rate the operator's management of the Transfer Station and MRF?			1			1			1			1			1			1			1			1	0	3	5
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Y			Y			Y			Y			Y			N/A			Y			Y					
B What has the company's participation been with public outreach and tours of the facility?	Freq			Freq			Freq			Cont Req			Freq			N/A			Cont Req			Freq					
C What has the company's participation been with community outreach events?	Freq			Freq			Freq			Cont Req			Freq			N/A			Cont Req			Freq					
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Y			Y			Y			Y			Y			N/A			Y			Y					

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	BEST																											
	Alameda (ACI)			Portola Valley (GWR)			Millbrae (SSFSC)			So. San Francisco (SSFSC)			Stanford (PSSI)			San Leandro (ACI)			SFO (SSFSC)			Burbank Sanit. Dist. (GWR)			Total			
E Does the Company promote the activities of the facility?	Very Active			Very Active			Very Active			Cont Req			Very Active			N/A			Cont Req			Very Active						
V. Customer Service	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A How would you rate the operator's relationship with the City/County?			1			1			1			1			1			1			1			1	0	0	8	
B How would you rate the operator's responsiveness to requests made by the City/County?			1			1			1			1			1			1			1			1	0	0	8	
C How would you rate the operator's customer service department?		1				1			1			1			1		1			1			1	0	2	6		
VI. Transitions (if applicable)	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?			1	Unaware					1			1			1			1			1			1	0	0	7	
B How would you rate the operator's design of the MRF, if applicable?		1		Unaware					1			1			1		1			1			1	0	2	5		
C How would you rate the operator's response to complaints and problems regarding operation changes?			1	Unaware					1			1			1		1			1			1	0	1	6		
D Overall, how would you rate the ease of operator's transition to new service?			1	Unaware					1			1			1			1			1			1	0	0	7	
VII. Overall Opinion	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A Overall, how would you rate the operating company and their services?			1			1			1			1			1			1			1			1	0	0	8	
B Please list the pros and cons of doing business with the operator.	Knows what "customer service" means			Great operation			Extremely satisfied with efforts						Does a great job			No self-haul accepted			More than adequate service			Service provided is excellent						
																										0	42	100

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Community Recycling																											
	Los Angeles			Glendale			Vons			Safeway			Ralphs			City of LA, Dept. of Env. Affairs (LEA)			Pasadena			Santa Monica			Total			
I. Diversion Programs	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A How would you rate the operator's diversion plan?		1			1			1			1			1			1				1			1		0	7	1
B How would you rate the operator's self-haul waste diversion program?		1			1		Unaware			Unaware			Unaware				1		Unaware			Unaware			0	3	0	
C Is the operator meeting or exceeding diversion targets?		1			1				1		1			1		Unaware				1			1		0	6	1	
D Has the operator added material to the diversion plan?	Y			Y			N			N			N			Unaware			Y			Y						
E How would you rate the operator's ability to market materials?		1			1			1			1			1		Unaware					1	Unaware			0	5	1	
F How would you rate the quality of the operator's diversion reports?		1				1	Unaware			Unaware			Unaware			Unaware				1			1		0	3	1	
G Has the operator introduced new programs to increase diversion?	Y			Y			Unaware			Unaware			Unaware			Unaware			Y			Y			0	0	0	
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A How would you rate the appearance/quality of the facility?			1			1	Unaware			Unaware			Unaware				1				1		1		0	2	3	
B Have any liquidated damages been filed against the facility?	Unaware			Unaware			Unaware			Unaware			Unaware			Unaware			Unaware			Unaware						
C During peak times at the facility, what is the truck turn around time through the facility?	Unaware			10 - 15 min			10 - 15 min			10 - 15 min			10 - 15 min			10 - 15 min			Unaware			10 - 15 min						
D Has the facility had any complaints or issues with litter around the facility?	Unaware			Unaware			Unaware			Unaware			Unaware			N			Unaware			Unaware						
E Has the facility had any complaints or issues with odor around the facility?	Unaware			Unaware			Unaware			Unaware			Unaware			Y			Unaware			Unaware						
F How would you rate the company's Housekeeping program?			1		1			1			1			1				1			1		1		0	6	2	
G Have there been any compliance issues with local, state, or federal regulations?	N			N			Unaware			Unaware			Unaware			Y			Unaware			Y						

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Community Recycling																										
	Los Angeles			Glendale			Vons			Safeway			Ralphs			City of LA, Dept. of Env. Affairs (LEA)			Pasadena			Santa Monica			Total		
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?		1			1			1			1			1			1		Unaware		1		0	7	0		
I Does the Operator recommend new programs/equipment as they become available?	Y			Y			Y			Y			Y			Y			Y								
J How would you rate the operator's management of material through the Transfer Station and MRF?		1			1			1			1			1			1			1			1		0	8	0
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?		1			1			1			1			1			1			1			1		0	8	0
L How would you rate the operator's management of the Transfer Station and MRF?		1			1			1			1			1			1			1			1		0	8	0
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Y			Y			Unaware			Unaware			Unaware			Unaware			Y			Unaware					
B What has the company's participation been with public outreach and tours of the facility?	Cont Reqs			Cont Reqs			Unaware			Unaware			Unaware			Unaware			Freq			Unaware					
C What has the company's participation been with community outreach events?	Cont Reqs			Cont Reqs			Unaware			Unaware			Unaware			Unaware			Freq			Unaware					
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Y			Y			Unaware			Unaware			Unaware			Unaware			Y			Unaware					
E Does the Company promote the activities of the facility?	Cont Reqs			Cont Reqs			Unaware			Unaware			Unaware			Unaware			Unaware			Unaware					
V. Customer Service	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Community Recycling																													
	Los Angeles			Glendale			Vons			Safeway			Ralphs			City of LA, Dept. of Env. Affairs (LEA)			Pasadena			Santa Monica			Total					
A How would you rate the operator's relationship with the City/County?			1			1			1			1			1	Unaware					1			1	0	0	7			
B How would you rate the operator's responsiveness to requests made by the City/County?			1			1			1			1			1	Unaware					1			1	0	0	7			
C How would you rate the operator's customer service department?			1			1			1			1			1	Unaware					1			1	0	0	7			
VI. Transitions (if applicable)	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?		1			1			1			1			1		1			Unaware			Unaware			1	5	0			
B How would you rate the operator's design of the MRF, if applicable?		1			1			1			1			1			1		Unaware			Unaware			0	6	0			
C How would you rate the operator's response to complaints and problems regarding operation changes?		1			1			1			1			1			1		Unaware			Unaware			0	6	0			
D Overall, how would you rate the ease of operator's transition to new service?		1			1			1			1			1			1		Unaware			Unaware			0	6	0			
VII. Overall Opinion	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A Overall, how would you rate the operating company and their services?		1			1			1			1			1		1					1		1		1	6	1			
B Please list the pros and cons of doing business with the operator.	Good job diverting delivered wastes			More than adequate diversion process			Good composting service			Provides service as expected			None to list			Cease & Desist order filed for C&D & Yard Waste operations			Impressive operation; pleasure to do business with											
																									2	92	31			
NOTE: Cease & desist order filed by LEA - green waste operation was not permitted. Order was stayed pending acquisition of permit; no increase in green waste operation allowed until permitting completed.																														

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Greenstar, LLC																										
	San Antonio			Houston			Des Moines			Iowa			Norman			MET - Tulsa			Polk County			Irving			Total		
I. Diversion Programs	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's diversion plan?			1			1		1			1			1			1			1			1	0	4	4	
B How would you rate the operator's self-haul waste diversion program?		1			1			1			1			1			1			1			1	0	8	0	
C Is the operator meeting or exceeding diversion targets?		1			1			1			1			1			1			1			1	0	8	0	
D Has the operator added material to the diversion plan?	Y			Y			Y			Y			Y			Y			Y			Y					
E How would you rate the operator's ability to market materials?		1			1			1			1			1			1			1			1	0	7	1	
F How would you rate the quality of the operator's diversion reports?		1				1		1			1			1			1			1			1	0	7	1	
G Has the operator introduced new programs to increase diversion?	Y			Y			Y			Y			Y			Y			Y			Y			0	0	0
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the appearance/quality of the facility?			1			1		1			1			1			1			1			1	0	5	3	
B Have any liquidated damages been filed against the facility?	N			N			N			N			N			N			N			N					
C During peak times at the facility, what is the truck turn around time through the facility?	5 - 10 min			5 - 10 min			10 - 15 min			10 - 15 min			5 - 10 min			5 - 10 min			10 - 15 min			5 - 10 min					
D Has the facility had any complaints or issues with litter around the facility?	N			N			N			N			N			N			N			N					
E Has the facility had any complaints or issues with odor around the facility?	N			N			N			N			N			N			N			N					
F How would you rate the company's Housekeeping program?			1		1			1			1			1			1			1			1	0	4	4	
G Have there been any compliance issues with local, state, or federal regulations?	N			N			N			N			N			Unaware			Unaware			N					

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Greenstar, LLC																										
	San Antonio			Houston			Des Moines			Iowa			Norman			MET - Tulsa			Polk County			Irving			Total		
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?		1			1			1			1			1			1			1			1		0	8	0
I Does the Operator recommend new programs/equipment as they become available?	Y			Y			Y			Y			Y			Y			Y			Y					
J How would you rate the operator's management of material through the Transfer Station and MRF?		1			1			1			1			1			1			1			1		0	7	1
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?		1			1			1			1			1			1			1			1		0	8	0
L How would you rate the operator's management of the Transfer Station and MRF?		1			1			1			1			1			1			1			1		0	8	0
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Y			Y			Y			Y			Y			Y			Y			Y					
B What has the company's participation been with public outreach and tours of the facility?	Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs					
C What has the company's participation been with community outreach events?	Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs					
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Y			Y			Y			Y			Y			Y			Y			Y					

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Greenstar, LLC																													
	San Antonio			Houston			Des Moines			Iowa			Norman			MET - Tulsa			Polk County			Irving			Total					
E Does the Company promote the activities of the facility?	Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs								
V. Customer Service	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E			
A How would you rate the operator's relationship with the City/County?			1			1			1			1			1			1			1			1	0	0	8			
B How would you rate the operator's responsiveness to requests made by the City/County?			1			1			1			1			1			1			1			1	0	0	8			
C How would you rate the operator's customer service department?			1			1			1			1			1			1			1			1	0	0	8			
VI. Transitions (if applicable)	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?		1			1			1			1			1			1			1			1		0	8	0			
B How would you rate the operator's design of the MRF, if applicable?		1			1			1			1			1			1			1			1		0	8	0			
C How would you rate the operator's response to complaints and problems regarding operation changes?		1			1			1			1			1			1			1			1		0	8	0			
D Overall, how would you rate the ease of operator's transition to new service?		1			1			1			1			1			1			1			1		0	8	0			
VII. Overall Opinion	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A Overall, how would you rate the operating company and their services?		1			1			1			1			1			1			1			1		0	8	0			
B Please list the pros and cons of doing business with the operator.	None to list			Has an adequate diversion process			Performs as required by contract			Does a good job; no complaints			None to list			Performance is as expected			Performance is more than adequate			None to list								
																								0	114	38				

SBWMA Reference Checks

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	Gilbert			Mesa			Scottsdale			Phoenix			Ridgefield									Total		
I. Diversion Programs	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's diversion plan?			1		1			1			1			1								0	3	2
B How would you rate the operator's self-haul waste diversion program?	Unaware			Unaware			Unaware			Unaware			Unaware									0	0	0
C Is the operator meeting or exceeding diversion targets?			1		1			1			1			1								0	1	4
D Has the operator added material to the diversion plan?	Y			Y			Y			Y			Y											
E How would you rate the operator's ability to market materials?			1			1			1			1			1							0	0	5
F How would you rate the quality of the operator's diversion reports?		1		Unaware				1			1			1								0	4	0
G Has the operator introduced new programs to increase diversion?	Y			Unaware			Y			Y			Y									0	0	0
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the appearance/quality of the facility?		1				1		1			1			1								0	4	1
B Have any liquidated damages been filed against the facility?	Unaware			Unaware			N			N			N											
C During peak times at the facility, what is the truck turn around time through the facility?	5 - 10 min			10 - 15 min			10 - 15 min			5 - 10 min			5 - 10 min											
D Has the facility had any complaints or issues with litter around the facility?	Unaware			Unaware			N			N			N											
E Has the facility had any complaints or issues with odor around the facility?	Unaware			Unaware			N			N			N											
F How would you rate the company's Housekeeping program?			1		1			1			1			1								0	3	2
G Have there been any compliance issues with local, state, or federal regulations?	N			N			N			N			N											

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Hudson Bailer Corp.																							
	Gilbert			Mesa			Scottsdale			Phoenix			Ridgefield									Total		
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?			1			1			1			1			1							0	0	5
I Does the Operator recommend new programs/equipment as they become available?	Y			Y			Y			Y			Y											
J How would you rate the operator's management of material through the Transfer Station and MRF?		1			1			1			1			1								0	5	0
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?		1			1			1			1			1								0	5	0
L How would you rate the operator's management of the Transfer Station and MRF?			1			1			1			1			1							0	1	4
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Y			Y			Y			Y			Y											
B What has the company's participation been with public outreach and tours of the facility?	Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs											
C What has the company's participation been with community outreach events?	Cont Reqs			Cont Reqs			Cont Reqs			Freq			Freq											
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Y			Y			Y			Y			Y											

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Hudson Bailer Corp.																												
	Gilbert			Mesa			Scottsdale			Phoenix			Ridgefield												Total				
E Does the Company promote the activities of the facility?	Cont Reqs			Cont Reqs			Cont Reqs			Very Active			Very Active																
V. Customer Service	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E		
A How would you rate the operator's relationship with the City/County?			1			1			1			1			1										0	0	5		
B How would you rate the operator's responsiveness to requests made by the City/County?			1			1			1			1			1										0	0	5		
C How would you rate the operator's customer service department?			1			1			1			1			1										0	0	5		
VI. Transitions (if applicable)	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E		
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?		1				1			1			1			1										0	1	4		
B How would you rate the operator's design of the MRF, if applicable?		1				1			1		1				1										0	2	3		
C How would you rate the operator's response to complaints and problems regarding operation changes?		1				1			1		1				1										0	2	3		
D Overall, how would you rate the ease of operator's transition to new service?		1				1			1			1			1										0	1	4		
VII. Overall Opinion	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E		
A Overall, how would you rate the operating company and their services?			1			1			1			1			1										0	0	5		
B Please list the pros and cons of doing business with the operator.	Excellent company to work with			A great company to work with			Excellent operator			Pleased with performance			Pleased with services provided																
																											0	32	57

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Norcal Waste Systems																													
	Marysville			San Francisco			Vallejo			Roseville															Total					
	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E			
I. Diversion Programs																														
A How would you rate the operator's diversion plan?		1				1		1			1														0	3	1			
B How would you rate the operator's self-haul waste diversion program?			1		1		Unaware				1														0	2	1			
C Is the operator meeting or exceeding diversion targets?		1			1			1			1														0	4	0			
D Has the operator added material to the diversion plan?		Y			Y			Y			Y																			
E How would you rate the operator's ability to market materials?		1				1		1				1													0	2	2			
F How would you rate the quality of the operator's diversion reports?		1				1		1				1													0	2	2			
G Has the operator introduced new programs to increase diversion?		Y			Y			Y			Y														0	0	0			
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the appearance/quality of the facility?		1			1			1			1														0	4	0			
B Have any liquidated damages been filed against the facility?		N			N			N			N																			
C During peak times at the facility, what is the truck turn around time through the facility?		Unaware			Unaware			5 - 10 min			Unaware																			
D Has the facility had any complaints or issues with litter around the facility?		N			N			N			N																			
E Has the facility had any complaints or issues with odor around the facility?		N			N			N			N																			
F How would you rate the company's Housekeeping program?		1			1			1			1														0	4	0			
G Have there been any compliance issues with local, state, or federal regulations?		N			N			N			N																			

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Norcal Waste Systems																													
	Marysville			San Francisco			Vallejo			Roseville															Total					
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?		1				1		1			1														0	3	1			
I Does the Operator recommend new programs/equipment as they become available?	Y			Y			Y			Y																				
J How would you rate the operator's management of material through the Transfer Station and MRF?		1				1		1			1														0	3	1			
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?		1			1			1			1														0	4	0			
L How would you rate the operator's management of the Transfer Station and MRF?			1			1		1			1														0	2	2			
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Y			Y			Y			Y																				
B What has the company's participation been with public outreach and tours of the facility?	Cont Reqs			Cont Reqs			Cont Reqs			Cont Reqs																				
C What has the company's participation been with community outreach events?	Freq			Freq			Freq			Freq																				
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Y			Y			Y			Y																				

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Norcal Waste Systems																																
	Marysville			San Francisco			Vallejo			Roseville															Total								
E Does the Company promote the activities of the facility?	Very Active			Very Active			Very Active			Very Active																							
V. Customer Service	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E			
A How would you rate the operator's relationship with the City/County?			1			1			1			1																0	0	4			
B How would you rate the operator's responsiveness to requests made by the City/County?			1			1			1			1																0	0	4			
C How would you rate the operator's customer service department?			1			1			1			1																0	0	4			
VI. Transitions (if applicable)	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?		1			1			1			1																	0	4	0			
B How would you rate the operator's design of the MRF, if applicable?		1			1			1			1																	0	4	0			
C How would you rate the operator's response to complaints and problems regarding operation changes?		1			1			1			1																	0	4	0			
D Overall, how would you rate the ease of operator's transition to new service?		1			1			1			1																	0	4	0			
VII. Overall Opinion	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A Overall, how would you rate the operating company and their services?			1			1			1			1																0	0	4			
B Please list the pros and cons of doing business with the operator.	Efficient operation			Pleasure to do business			Does a great job			Happy with services provided																							
																											0	49	26				

SBWMA Reference Checks

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	C R & R			Athens			Rainbow			EDCO			Los Angeles			Long Beach									Total	
I. Diversion Programs	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E		
A How would you rate the operator's diversion plan?		1				1			1			1			1							0	1	5		
B How would you rate the operator's self-haul waste diversion program?	Unaware				1		Unaware			Unaware			Unaware			Unaware								0	1	0
C Is the operator meeting or exceeding diversion targets?		1		Unaware				1				1			1							0	2	3		
D Has the operator added material to the diversion plan?	Y			Y			Y			Y			Y			Y										
E How would you rate the operator's ability to market materials?			1			1			1			1			1							0	0	6		
F How would you rate the quality of the operator's diversion reports?		1		Unaware			Unaware					1		1				1				0	2	2		
G Has the operator introduced new programs to increase diversion?	N			Unaware			Y			Y			Y			Y								0	0	0
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E		
A How would you rate the appearance/quality of the facility?		1			1			1			1			1				1				0	5	1		
B Have any liquidated damages been filed against the facility?	Unaware			Unaware			Unaware			N			N			N										
C During peak times at the facility, what is the truck turn around time through the facility?	10 - 15 min			5 - 10 min			10 - 15 min			10 - 15 min			10 - 15 min			10 - 15 min										
D Has the facility had any complaints or issues with litter around the facility?	Unaware			Unaware			Unaware			Unaware			Unaware			N										
E Has the facility had any complaints or issues with odor around the facility?	Unaware			Unaware			Unaware			Unaware			Unaware			N										
F How would you rate the company's Housekeeping program?		1				1			1			1			1			1				0	3	3		
G Have there been any compliance issues with local, state, or federal regulations?	Unaware			Unaware			Unaware			N			N			N										

SBWMA Reference Checks

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	C R & R			Athens			Rainbow			EDCO			Los Angeles			Long Beach									Total		
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?			1			1			1			1			1			1							0	3	3
I Does the Operator recommend new programs/equipment as they become available?	Unaware			Unaware			Y			Y			Y			Y											
J How would you rate the operator's management of material through the Transfer Station and MRF?			1			1			1			1			1			1							0	2	4
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?		1			1			1			1			1			1								0	6	0
L How would you rate the operator's management of the Transfer Station and MRF?			1			1			1			1			1			1							0	0	6
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Unaware			Unaware			Unaware			Unaware			Unaware			Unaware											
B What has the company's participation been with public outreach and tours of the facility?	Unaware			Unaware			Unaware			Unaware			Unaware			Unaware											
C What has the company's participation been with community outreach events?	Unaware			Unaware			Unaware			Unaware			Unaware			Unaware											
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Unaware			Unaware			Unaware			Unaware			Unaware			Unaware											

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Potential Industries, Inc.																											
	C R & R			Athens			Rainbow			EDCO			Los Angeles			Long Beach									Total			
E Does the Company promote the activities of the facility?	Unaware			Unaware			Unaware			Unaware			Unaware			Unaware												
V. Customer Service	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A How would you rate the operator's relationship with the City/County?			1			1			1			1			1										0	0	6	
B How would you rate the operator's responsiveness to requests made by the City/County?			1			1			1			1			1										0	0	6	
C How would you rate the operator's customer service department?			1		1				1			1			1										0	1	5	
VI. Transitions (if applicable)	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?	Unaware			Unaware				1				1		1				1							0	2	2	
B How would you rate the operator's design of the MRF, if applicable?	Unaware				1			1				1		1				1							0	3	2	
C How would you rate the operator's response to complaints and problems regarding operation changes?			1	Unaware				1				1		1				1							0	2	3	
D Overall, how would you rate the ease of operator's transition to new service?			1	Unaware				1				1		1				1							0	2	3	
VII. Overall Opinion	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	
A Overall, how would you rate the operating company and their services?			1			1			1			1			1										0	0	6	
B Please list the pros and cons of doing business with the operator.	Extremely efficient; pleasure to do business with.			Great company to work with; no complaints			Great materials vendor			Although a competitor, they do an excellent job			Pleasure to do business with			Top-of-line company												
																								0	35	66		

SBWMA Reference Checks

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	W. Contra Costa IWMA			San Pablo			Contra Costa Co CDD			Suisun			Richmond									Total		
I. Diversion Programs	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's diversion plan?		1			1			1			1			1								0	5	0
B How would you rate the operator's self-haul waste diversion program?		1			1		Unaware				1		Unaware									0	3	0
C Is the operator meeting or exceeding diversion targets?		1			1			1			1			1								0	5	0
D Has the operator added material to the diversion plan?	Y			Y			Y			Y			Y											
E How would you rate the operator's ability to market materials?		1			1			1			1			1								0	5	0
F How would you rate the quality of the operator's diversion reports?		1			1			1			1			1								0	5	0
G Has the operator introduced new programs to increase diversion?	Y			Y			Y			Y			Y									0	0	0
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the appearance/quality of the facility?		1			1				1		1			1								0	4	1
B Have any liquidated damages been filed against the facility?	N			N			N			N			N											
C During peak times at the facility, what is the truck turn around time through the facility?	Unaware			Unaware			10 - 15 min			10 - 15 min			Unaware											
D Has the facility had any complaints or issues with litter around the facility?	N			Unaware			N			N			N											
E Has the facility had any complaints or issues with odor around the facility?	N			Unaware			N			N			N											
F How would you rate the company's Housekeeping program?		1			1				1		1				1							0	3	2
G Have there been any compliance issues with local, state, or federal regulations?	N			Unaware			N			N			N											

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Republic Services																													
	W. Contra Costa IWMA			San Pablo			Contra Costa Co CDD			Suisun			Richmond												Total					
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?		1			1			1			1			1											0	5	0			
I Does the Operator recommend new programs/equipment as they become available?	Y			Unaware			Y			Y			Y																	
J How would you rate the operator's management of material through the Transfer Station and MRF?		1			1			1			1			1											0	5	0			
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?		1			1			1			1			1											0	5	0			
L How would you rate the operator's management of the Transfer Station and MRF?		1			1			1			1			1											0	5	0			
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Y			Y			Y			Y			Y																	
B What has the company's participation been with public outreach and tours of the facility?	Cont Req			Cont Req			Cont Req			Cont Req			Cont Req																	
C What has the company's participation been with community outreach events?	Cont Req			Cont Req			Cont Req			Cont Req			Cont Req																	
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Y			Y			Y			Y			Y																	

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Republic Services																													
	W. Contra Costa IWMA			San Pablo			Contra Costa Co CDD			Suisun			Richmond												Total					
E Does the Company promote the activities of the facility?	Cont Req			Cont Req			Cont Req			Cont Req			Cont Req																	
V. Customer Service	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E			
A How would you rate the operator's relationship with the City/County?			1			1			1			1		1											0	1	4			
B How would you rate the operator's responsiveness to requests made by the City/County?			1			1			1			1		1											0	1	4			
C How would you rate the operator's customer service department?		1				1		1				1		1											0	3	2			
VI. Transitions (if applicable)	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?	Unaware			Unaware				1			1		Unaware												0	2	0			
B How would you rate the operator's design of the MRF, if applicable?	Unaware			Unaware				1			1		Unaware												0	2	0			
C How would you rate the operator's response to complaints and problems regarding operation changes?	Unaware			Unaware				1			1		Unaware												0	2	0			
D Overall, how would you rate the ease of operator's transition to new service?	Unaware			Unaware				1			1		Unaware												0	2	0			
VII. Overall Opinion	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A Overall, how would you rate the operating company and their services?		1			1			1			1			1											0	5	0			
B Please list the pros and cons of doing business with the operator.	Gets the job done			They do what we ask of them			Does the job as expected			Service provided is adequate			Provides service as expected																	
																								0	68	13				

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Waste Solutions Group																													
	Arcata			Eureka			Humboldt Co Dept. of Health (LEA)																		Total					
	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E			
I. Diversion Programs																														
A How would you rate the operator's diversion plan?		1			1			1																	0	3	0			
B How would you rate the operator's self-haul waste diversion program?		1			1		Unaware																		0	2	0			
C Is the operator meeting or exceeding diversion targets?		1			1		Unaware																		0	2	0			
D Has the operator added material to the diversion plan?	Y			Y				1																						
E How would you rate the operator's ability to market materials?		1			1		Unaware																		0	2	0			
F How would you rate the quality of the operator's diversion reports?		1				1	Unaware																		0	1	1			
G Has the operator introduced new programs to increase diversion?	Y			Y				1																	0	1	0			
II. Facility Operations	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the appearance/quality of the facility?			1			1		1																	0	1	2			
B Have any liquidated damages been filed against the facility?	Unaware			Unaware			N																							
C During peak times at the facility, what is the truck turn around time through the facility?	10 - 15 min			10 - 15 min			10 - 15 min																							
D Has the facility had any complaints or issues with litter around the facility?	Unaware			Unaware			N																							
E Has the facility had any complaints or issues with odor around the facility?	Unaware			Unaware			N																							
F How would you rate the company's Housekeeping program?			1		1			1																	0	2	1			
G Have there been any compliance issues with local, state, or federal regulations?	N			N			N																							

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Waste Solutions Group																													
	Arcata			Eureka			Humboldt Co Dept. of Health (LEA)																		Total					
H How would you rate the efficiency of the equipment selected by the operator to achieve diversion goals, if applicable?		1			1		Unaware																			0	2	0		
I Does the Operator recommend new programs/equipment as they become available?	Y			Y			Unaware																							
J How would you rate the operator's management of material through the Transfer Station and MRF?		1			1			1																	0	3	0			
K How would you rate the operator's management of dumping areas of the Transfer Station and MRF?		1			1			1																	0	3	0			
L How would you rate the operator's management of the Transfer Station and MRF?		1			1			1																	0	3	0			
III. Outreach/Education	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U	Y	N	U
A Do you feel that the operator has adequately performed outreach (school tours, etc.)?	Y			Y			Unaware																							
B What has the company's participation been with public outreach and tours of the facility?	Cont Reqs			Cont Reqs			Unaware																							
C What has the company's participation been with community outreach events?	Cont Reqs			Cont Reqs			Unaware																							
D Do you feel that the majority of community residents have an understanding of the public recycling options available, if applicable (self-haul diversion, buyback center, etc.)?	Y			Y			Y																							

SBWMA Reference Checks

U = Unsatisfactory S = Satisfactory E - Extremely Satisfactory Y = Yes N = No U = Unsure/Not Applicable	Waste Solutions Group																																
	Arcata			Eureka			Humboldt Co Dept. of Health (LEA)																		Total								
E Does the Company promote the activities of the facility?	Cont Reqs			Cont Reqs			Y																										
V. Customer Service	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E			
A How would you rate the operator's relationship with the City/County?			1			1	Unaware																					0	0	2			
B How would you rate the operator's responsiveness to requests made by the City/County?			1			1	Unaware																					0	0	2			
C How would you rate the operator's customer service department?			1			1	Unaware																					0	0	2			
VI. Transitions (if applicable)	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A How would you rate the operator's efforts to implement their schedule of installing new equipment, etc.?		1			1		Unaware																					0	2	0			
B How would you rate the operator's design of the MRF, if applicable?		1			1			1																				0	3	0			
C How would you rate the operator's response to complaints and problems regarding operation changes?		1			1			1																				0	3	0			
D Overall, how would you rate the ease of operator's transition to new service?		1			1		Unaware																					0	2	0			
VII. Overall Opinion	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E	U	S	E
A Overall, how would you rate the operating company and their services?		1			1			1																				0	3	0			
B Please list the pros and cons of doing business with the operator.	No comments			Has an adequate diversion process			No complaints; responsive to suggestions																										
																														0	38	10	

APPENDIX C

Comprehensive Cost Proposal Summary

Facility Operations Services
Proposer Cost Proposal Summary

Table 1 Total Annual Costs (2008 dollars)									
Item	Reference	Allied Waste	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay	Average
A. Total Operating Costs (year 1)	Table 2.	\$15,695,193	\$17,473,557	\$16,050,891	\$14,976,798	\$17,286,734	\$19,450,213	\$11,422,201	\$16,050,798
B. Annual Interest Expense (10 Year Average)	Form 3 - K	\$175,436	\$230,425	\$548,113	\$239,588	\$262,815	\$325,574	\$165,903	\$278,265
Subtotal		\$15,870,628	\$17,703,982	\$16,599,003	\$15,216,385	\$17,549,549	\$19,775,788	\$11,588,104	\$16,329,063
C. Recycling Revenue Guarantee	Form 3 - E	\$6,750,000	\$8,500,000	\$6,750,000	\$10,100,000	\$8,000,000	\$6,750,000	\$7,250,000	\$7,728,571
D. Buyback Customer Payments	Table 12	\$1,200,000	\$1,061,060	\$0	\$1,111,500	\$1,031,216	\$0	\$1,026,000	\$775,682

Table 2 Operating Costs (2008 dollars)										
Item	Reference		Allied Waste	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay	Average
Transfer Station	Form 3-H	Total	\$3,581,237	\$5,274,338	\$5,227,647	\$4,097,631	\$4,525,808	\$3,920,143	\$3,152,139	\$4,254,135
		per ton	\$8.60	\$12.66	\$12.55	\$9.84	\$10.87	\$9.41	\$7.57	\$10.21
MRF Processing, excl residual, buyback pmts	Form 3-I	Total	\$5,340,888	\$5,908,811	\$5,409,725	\$5,535,896	\$6,674,503	\$7,739,570	\$3,857,070	\$5,780,923
		per ton	\$61.89	\$68.47	\$62.69	\$64.15	\$77.35	\$89.69	\$44.70	\$66.99
Transportation	Form 3-J	Total	\$6,773,068	\$6,290,409	\$5,413,519	\$5,343,271	\$6,086,423	\$7,790,500	\$4,412,993	\$6,015,740
		per mile	\$0.97	\$0.88	\$1.34	\$0.74	\$0.82	\$1.32	\$0.63	\$0.96
Total Operating Costs		Total	\$15,695,193	\$17,473,557	\$16,050,891	\$14,976,798	\$17,286,734	\$19,450,213	\$11,422,201	\$16,050,798
		per ton	\$31.22	\$34.75	\$31.92	\$29.79	\$34.38	\$38.68	\$22.72	\$31.92

Table 3 Facility Staffing									
Area	Reference	Allied Waste	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay	Average
Transfer Station	Form 3 - G	22.5	32.1	20.0	24.9	33.2	23.0	24.4	25.7
MRF Processing	Form 3 - G	44.8	52.9	40.3	40.9	61.6	63.5	36.3	48.6
Transport	Form 3 - G	33.2	28.3	29.2	28.9	27.5	39.0	25.1	30.2
Management/Administration	Form 3 - G	4.0	12.5	6.0	9.0	8.0	17.0	6.0	8.9
Total Staffing	Total FTE's	104.5	125.8	95.5	103.7	130.3	142.5	91.8	113.4

Table 4 Facility Equipment Costs (2008 dollars)									
Item	Reference	Allied Waste	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay	Average
Contractor Proposed Capital and Equipment (2008 dollars)	Form 3 - C	\$850,000	\$1,622,990	\$886,844	\$1,735,000	\$1,585,753	\$1,730,000	\$591,250	\$1,285,977
MRF Processing	Form 3 - C	\$565,000	\$928,125	\$973,306	\$924,000	\$1,012,196	\$135,000	\$1,042,306	\$797,133
Transportation	Form 3 - C	\$4,605,000	\$3,584,343	\$5,094,961	\$3,425,000	\$3,427,627	\$3,341,529	\$3,530,717	\$3,858,454
Other, Buy Back, Maintenance, Support, etc.	Form 3 - C	\$411,247	\$942,495	\$415,994	\$305,000	\$277,000	\$713,004	\$450,108	\$502,121
Total Contractor Capital	Total	\$6,431,247	\$7,077,953	\$7,371,105	\$6,389,000	\$6,302,576	\$5,919,533	\$5,614,381	\$6,443,685
Interest Rate	Form 3 - M	5.0%	5.5%	11% / 13.9%	7.5%	7.0%	10.0%	5.0%	6.7%
10 Year Total Interest Payments	Form 3 - M	\$1,754,355	\$2,304,246	\$5,481,126	\$2,395,875	\$2,628,154	\$3,255,743	\$1,659,029	\$2,782,647
Total Contractor Fixed Cost (Capital & Interest)		\$8,185,602	\$9,382,199	\$12,852,231	\$8,784,875	\$8,930,730	\$9,175,276	\$7,273,410	\$9,226,332

Table 5 MRF Processing Equipment (2008 dollars)									
Item	Reference	Allied Waste	BEST	Greenstar	Hudson Baylor	Norcal	Republic	South Bay	Average
MRF Processing Equipment	Form 4 - B.4	\$12,356,441	\$13,993,039	\$15,019,205	\$17,479,188	\$13,070,223	\$13,332,638	\$13,730,447	\$14,140,169
MRF Installation & Start-up	Form 4 - B.2	\$2,808,920	\$4,693,800	\$3,595,000	\$2,325,000	\$4,008,780	\$3,570,000	\$3,412,802	\$3,487,757
MRF Equipment Costs - Paid by SBWMA	Total	\$15,165,361	\$18,686,839	\$18,614,205	\$19,804,188	\$17,079,003	\$16,902,638	\$17,143,249	\$17,627,926
Equipment Manufacture		BHS	CP	Van Dyk	Van Dyk	Machinex	CP	BHS	
Optional Equipment Costs	Form 4 - B.3	\$1,417,709	\$773,098	\$800,000	\$418,000	\$839,420	\$2,312,935	\$618,567	\$1,025,676

STAFF REPORT

To: SBWMA Board Members

From: *Collection Services RFP Selection Committee consisting of:*
Larry Patterson, City of San Mateo, Chair, SBWMA
Jesus Nava, City of Burlingame
Jim Hardy, City of Foster City
Kent Steffens, City of Menlo Park
Brian Ponty, City of Redwood City
Peggy Jensen, County of San Mateo

SBWMA Evaluation Team members:
Cliff Feldman, Recycling Programs Manager
Kevin McCarthy, Executive Director

Date: August 28, 2008 Board Meeting

Subject: Approval of the Collection Services Request for Proposals Selection Committee Recommendation to Select Norcal Waste Systems of San Mateo County for Both the North and South Districts (“Combined Proposal”)

Recommendation

It is recommended that the Board approve the Collection Services RFP Selection Committee recommendation to select **Norcal Waste Systems of San Mateo County (Norcal)** as the Collection Services contractor for both the North and South Districts (“Combined Districts”) and to bring this recommendation to the Member Agencies respective Council’s and Board’s for concurrence.

Background

On November 1, 2007 the SBWMA released the Collection Services RFP. By the March 11, 2008 deadline, the SBWMA received four (4) responsive proposals from companies capable and qualified to provide the collection services described in the RFP. The proposers are:

- Allied Waste Services of San Mateo County (“**Allied**”).
- Bayside Environmental Services & Transfer (“**BEST**” is a joint venture of Peninsula Sanitary Group, South San Francisco Scavenger Company, Green Waste Recovery and Zanker Road Resource Management).
- Norcal Waste Systems of San Mateo County (“**Norcal**”).
- Republic Services of Northern California, Inc. (“**Republic**”).

Section 6 of the RFP prescribed a thorough process to evaluate the proposals received. The evaluation process set forth in the RFP required using an Evaluation Team and Selection Committee. The Evaluation Team was to be comprised of SBWMA staff, member agency staff, industry experts and/or consultants to analyze, score and rank the proposals in order to formulate a recommendation for the Selection Committee. The Selection Committee was to be comprised of representatives from the Member Agencies and this Committee was charged with reviewing the proposals, adjusting the rankings (if appropriate) put forth by the Evaluation Team, recommending award of contracts for both the North and South Districts and presenting this recommendation to the SBWMA Board.

The Evaluation Team consisted of: Kevin McCarthy, SBWMA Executive Director; Cliff Feldman, SBWMA Recycling Programs Manager; Marshall Moran, SBWMA Finance Manager; Tim Flanagan, Monterey Regional Waste Management District Assistant General Manager; and R3 Consulting staff Richard Tagore-Erwin, Principal and Ric Hutchinson, Principal. The Selection Committee consisted of: Larry Patterson, City of San Mateo (Committee Chair); Jim Hardy, City of Foster City; Peggy Jensen, County of San Mateo; Jesus Nava, City of Burlingame; Brian Ponty, City of Redwood City; and, Kent Steffens, City of Menlo Park.

The Evaluation Team and Selection Committee members conducted a thorough analysis and evaluation of the four proposals received and based scoring and ranking on the following information and sources:

- Original proposals submitted by each company on March 11, 2008.
- Responses to correspondence issued by the SBWMA on March 14, 2008 and due back by March 21, 2008 requesting general clarifications and revisions to the cost proposal forms submitted.
- Responses to correspondence issued by the SBWMA on March 27, 2008 and due back by April 1, 2008 requesting specific clarifications and revisions to the cost proposal forms submitted.
- Responses to correspondence issued by the SBWMA on April 9, 2008 and due back by April 15, 2008 requesting clarifications and information on the technical proposal and cost proposal forms submitted.
- Responses to correspondence issued by the SBWMA on April 25, 2008 and due back by May 12, 2008 requesting clarifications and information pertaining to the technical interview conducted and the cost proposal forms (i.e., each proposer was provided the opportunity to make any changes to the cost proposals submitted).
- Responses to correspondence issued by the SBWMA on June 12, 2008 and due back by June 19, 2008 requesting clarifications and information pertaining to the companies litigation history.
- One-hour oral interviews held at the SBWMA offices on April 21-22, 2008.
- Site visits conducted as follows:
 - May 19, 2008 – Norcal (San Bruno Disposal, San Bruno, CA)
 - May 21, 2008 – Republic (Richmond Sanitary Service, Richmond, CA)
 - May 21, 2008 – BEST (Garden City Sanitation, San Jose, CA)
 - June 5, 2008 – Allied (Allied Waste Services, Phoenix, AZ)
- Other information submitted by proposers in response to requests by the Evaluation Team.
- Information gathered from reference checks, litigation history research, and other publicly available sources.

The Evaluation Team followed the prescribed process to evaluate the four proposals submitted in response to the RFP. Each Evaluation Team member reviewed and scored the proposals based on a maximum score for each evaluation criteria as set forth in Section 6.1 of the RFP and also included in the attached Selection Committee Report (Table 1).

Analysis

The attached report from the SBWMA Collection Services RFP Selection Committee (i.e., Selection Committee Report: Evaluation and Scoring of Proposals) provides the evaluation and scoring results for the four companies that submitted proposals in response to the Collection Services RFP issued on November 1, 2007. The report details our evaluation of each company's qualifications, technical

proposal, cost proposal and other considerations. Pages 9-11 of the report provide a high level summary of the evaluation results. In addition, the major findings for each company can be found in Tables 4 - 7 on pages 13-21 of the report.

The Selection Committee believes that **Norcal** is the clear choice and provides the best value in comparison to the other proposers for these primary reasons:

- The entirety of **Norcal's** responses (i.e., original proposal, written answers to technical and cost specific questions, and technical interview performance) were the most thorough and complete.
- **Norcal** offers a combination of experience, technical ability, commitment to diversion and high service delivery, and pricing that sets it apart from the other three proposers.
- **Norcal** was awarded the most points for its cost proposal due to the strength of its cost proposal in both competitiveness and reasonableness. While the costs proposed were marginally higher than the lowest cost proposal from Allied Waste, the supporting explanation and rationale provided for these costs was the most thorough, complete and reasonable of all four proposals.
- The scope of services proposed by **Norcal** provides the highest comfort level of the four proposers regarding the company's ability to ensure a smooth transition, outstanding service delivery, accurate reporting, and consistently high diversion rates.

Proposers' evaluation scores are presented in **Table A - Proposer Evaluation Score**, which shows scores for each proposer for each of the criteria. Bolded scores reflect the best score within each criterion.

**Table A
Proposer Evaluation Score**

<u>Evaluation Criteria</u>	<u>Maximum Total Score for Five Evaluators</u>	<u>Percent of Total Evaluation Points</u>	<u>Proposer and Score</u>			
			ALLIED	BEST	NORCAL	REPUBLIC
1) Responsiveness to the RFP	Pass/Fail	n/a	P	P	P	P
2) Company's Qualifications and Experience	750	25%	551	665	647	661
3) Technical Proposal for Collection Services	750	25%	453	638	653	510
4) Cost Proposal	1,000	33.3%	802	719	884	649
5) Number and Materiality of Exceptions	250	8.3%	250	215	250	20
6) Environmental Enhancements	250	8.3%	40	190	225	40
TOTAL POINTS	3,000	100%	2,096	2,427	2,659	1,880
PERCENT OF TOTAL POINTS AWARDED			69.7%	80.9%	88.6%	62.6%
RANKING			3	2	1	4

Fiscal Impact

Based on the approved 2008 Allied collection services rate application and the approved FY 2009 SBWMA budget, the projected Allied collection services compensation (i.e., costs plus profit) for 2008 is **\$42,050,000**, excluding pass-through expenses. The projected Allied 2008 collection services compensation can be used as a baseline for comparing the cost proposals from the four firms to provide an estimated average collection services rate impact, exclusive of pass-through costs (e.g., disposal costs, Shoreway facility operating budget, SBWMA budget, etc.). As detailed in **Table B – Estimated Annual Collection Services Rate Impact**, the proposed year 1 operating costs (shown in 2008 dollars) for Norcal are 9.96% above Allied's projected 2008 collection services related compensation. Specific rate impacts for Member Agencies may be above or below the figures shown in Table B.

Table B
Estimated Annual Collection Services Rate Impact

<u>Company</u>	<u>Allied</u>	<u>BEST</u>	<u>Norcal</u>	<u>Republic</u>
Operating Cost	\$43,502,035	\$49,717,944	\$44,470,447	\$61,433,400
Pass-Through Costs (10-year annual average)	\$1,447,192	\$2,447,688	\$1,769,105	\$2,378,456
Total	\$44,949,227	\$52,165,632	\$46,239,552	\$63,811,856
Percent Increase Over Allied 2008 Rate Application Cost of \$42,050,000	6.89%	24.06%	9.96%	51.75%

Attachment: SBWMA Collection Services RFP Selection Committee Report: Evaluation and Scoring of Proposals



RethinkWaste

South Bayside Waste Management Authority

SBWMA COLLECTION SERVICES RFP

Selection Committee Report:

Evaluation and Scoring of Proposals

August 21, 2008

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1. OVERVIEW

The South Bayside Waste Management Authority (SBWMA) initiated the Collection Services request for proposals (RFP) process in July 2005 to plan future programs and services and select future contractor(s). The 5.5-year contractor selection process will result in new contracts for collection services and operation of the Shoreway Recycling and Disposal Center (Shoreway facility). The process involves a 4-year period for planning, soliciting and evaluating proposals, and selecting and negotiating with the selected contractors, and a 1.5-year implementation period leading to commencement of services on or before January 1, 2011.

During the planning phase, the SBWMA formed the Programs and Facilities Committee (PAF) and Process and Contracts Committee (PAC) (Committees) with representatives from the Member Agencies. These Committees reviewed numerous program, service, procurement process and contracting issues, and formulated recommendations for consideration by the SBWMA Board and Member Agencies. The Board reviewed the Committees' recommendations and made its recommendations in October 2006. The Member Agencies considered the Board-approved programs, process and contract terms from December 2006 through March 2007. The RFP reflected that input and the input received from potential proposers.

For purposes of this procurement process, the SBWMA was divided into two service Districts. The service Districts were established based on population and proximity. The North District is comprised of the following Member Agencies: Belmont, Burlingame, Foster City, Hillsborough, San Mateo, and sections of unincorporated San Mateo County. The South District is comprised of the following Member Agencies: Atherton, East Palo Alto, Menlo Park, Redwood City, San Carlos, West Bay Sanitary District and sections of unincorporated San Mateo County.

The successful contractor will be required to execute separate franchise agreements with each Member Agency. These franchise agreements will be based on the standard Collection Agreement included with the RFP and may be modified by each Member Agency to reflect their unique needs (e.g., the optional programs selected; billing needs as some Member Agencies provide billing services; minimum single-family solid waste service levels, etc.). Collection services under the new agreements will commence on January 1, 2011, or sooner if an alternative, earlier start date is negotiated.

The RFP required companies to demonstrate their experience in safely providing solid waste, recyclable material, and organic material collection services. The RFP sought proposals from companies that place a high priority on diversion and have demonstrated significant results and innovation through their diversion program development, implementation, public education, and on-going operations.

The SBWMA's goals and objectives for the RFP process and future collection services are as follows:

Integrity, Competition in Selection Process, and Industry-Standard Contract Terms

- Conduct the RFP process with integrity and transparency
- Maintain the association of Member Agencies
- Select contractor(s) that meet Member Agency and SBWMA needs
- Enter into contracts with fair terms and conditions
- Set high performance standards and use incentives/disincentives to achieve standards related to:
 - o Collection quality
 - o Customer service
 - o Diversion from landfill disposal
- Stimulate competition among proposing companies

Cost-Effective Programs

- Cost
 - o Provide cost-effective operations
 - o Minimize fiscal impact on ratepayers
- Service
 - o Emphasize innovative, responsive management
 - o Ensure consistent, reliable and high quality service
- Conserve and protect resources/assets
 - o Minimize impacts on air, water, and natural resources
 - o Encourage highest and best use of recycled materials
 - o Handle as much material locally as possible
 - o Meet or exceed AB 939's 50% diversion mandate
 - o Protect the SBWMA's investment in the Shoreway facility
- Community benefits
 - o Continue programs and services that work well
 - o Demonstrate proactive waste reduction/recycling philosophy
 - o Include involvement of local recyclers/reuse
 - o Support local market development where possible
 - o Educate the public
 - o Educate and involve the community
- Integrate collection services with SBWMA facilities
- Flexibility of collection methods

On November 1, 2007 the SBWMA released the Collection Services RFP. By the March 11, 2008 deadline, the SBWMA received four (4) responsive proposals from companies capable and qualified to provide the collection services described in the RFP. The proposers are:

- Allied Waste Services of San Mateo County ("**Allied**")
- Bayside Environmental Services & Transfer ("**BEST**" is a joint venture of Peninsula Sanitary Group, South San Francisco Scavenger Company, Green Waste Recovery and Zanker Road Resource Management)
- Norcal Waste Systems of San Mateo County ("**Norcal**")
- Republic Services of California II, LLC ("**Republic**")

2. RECOMMENDATION

The Collection Services RFP Selection Committee is recommending selection of **Norcal Waste Systems of San Mateo County (Norcal)** as the Collection Services contractor for both the North and South Districts.

The SBWMA received four (4) responsive proposals from companies capable and qualified to provide the scope of services specified in the Collection Services request for proposals (RFP) issued on November 1, 2007. The proposers are:

- Allied Waste Services of San Mateo County (**Allied**)
- Bayside Environmental Services & Transfer (**BEST**)
- Norcal Waste Systems of San Mateo County (**Norcal**)
- Republic Services of California II, LLC (**Republic**)

Based on review of the proposals submitted, reference checks, technical interviews, site visits, and follow-up questions and answers, the Selection Committee selected **Norcal Waste Systems of San Mateo County** as the recommended Collection Services contractor for both the North and South Districts. The Selection Committee believes that **Norcal** is the best choice and provides the best value in comparison to the other proposers for these primary reasons:

- The entirety of **Norcal's** responses (i.e., original proposal, written answers to technical and cost specific questions, and technical interview performance) were the most thorough and complete.
- **Norcal** offers a combination of experience, technical ability, commitment to diversion and high service delivery, and pricing that sets it apart from the other three proposers.
- **Norcal** was awarded the most points for its cost proposal due to the strength of its cost proposal in both competitiveness and reasonableness. While the costs proposed were marginally higher than the lowest cost proposal, the supporting explanation and rationale provided for these costs was the most thorough, complete and reasonable of all four proposals.
- The scope of services proposed by **Norcal** provides the highest comfort level of the four proposers regarding the company's ability to ensure a smooth transition, outstanding service delivery, accurate reporting, and consistently high diversion rates.

3. PROPOSAL EVALUATION PROCESS

3.1 Evaluation and Selection Process

Section 6 of the Collection Services RFP prescribed a thorough process to evaluate the proposals received. The evaluation process set forth in the RFP required using an Evaluation Team and Selection Committee comprised of SBWMA staff, member agency staff, industry experts and/or consultants to analyze and score the proposals in order to formulate a recommendation for the SBWMA Board.

The Evaluation Team consisted of: Kevin McCarthy, SBWMA Executive Director; Cliff Feldman, SBWMA Recycling Programs Manager; Marshall Moran, SBWMA Finance Manager; Tim Flanagan, Monterey Regional Waste Management District Assistant General Manager; and R3 Consulting staff Richard Tagore-Erwin and Ric Hutchinson. The Selection Committee consisted of: Larry Patterson, City of San Mateo (Committee Chair); Jim Hardy, City of Foster City; Peggy Jensen, County of San Mateo; Jesus Nava, City of Burlingame; Brian Ponty, City of Redwood City; and, Kent Steffens, City of Menlo Park.

The Evaluation Team and Selection Committee conducted an analysis and evaluation of the four RFP responses received and based scoring and ranking on the following information and sources:

- Proposals submitted by each company on March 11, 2008.
- Responses to correspondence issued by the SBWMA on March 14, 2008 and due back by March 21, 2008 requesting general clarifications and revisions to the cost proposal forms submitted.
- Responses to correspondence issued by the SBWMA on March 27, 2008 and due back by April 1, 2008 requesting specific clarifications and revisions to the cost proposal forms submitted.
- Responses to correspondence issued by the SBWMA on April 9, 2008 and due back by April 15, 2008 requesting clarifications and information on the technical proposal and cost proposal forms submitted.
- Responses to correspondence issued by the SBWMA on April 25, 2008 and due back by May 12, 2008 requesting clarifications and information pertaining to the technical interview conducted and the cost proposal forms (i.e., each proposer was provided the opportunity to make any changes to the cost proposals submitted).
- Responses to correspondence issued by the SBWMA on June 12, 2008 and due back by June 19, 2008 requesting clarifications and information pertaining to the companies litigation history.
- One-hour oral interviews held at the SBWMA offices on April 21-22, 2008.
- Site visits conducted as follows:
 - May 19, 2008 – Norcal (San Bruno Disposal, San Bruno, CA)
 - May 21, 2008 – Republic (Richmond Sanitary Service, Richmond, CA)
 - May 21, 2008 – BEST (Garden City Sanitation, San Jose, CA)
 - June 5, 2008 – Allied (Allied Waste Services, Phoenix, AZ)
- Other information submitted by proposers in response to requests by the Evaluation Team.

- Information gathered from reference checks, litigation history research, and other publicly available sources.

The Evaluation Team followed the prescribed process to evaluate the four proposals submitted in response to the RFP. Each Evaluation Team member reviewed and scored the proposals based on a maximum score for each evaluation criteria as set forth in Section 6.1 of the RFP and also included below as **Table 1 – Evaluation Criteria and Maximum Evaluation Score**.

Table 1 - Evaluation Criteria and Maximum Evaluation Score

<u>Item</u>	<u>Evaluation Criteria</u>	<u>Maximum Evaluation Score</u>	<u>Percent of Total</u>
1	Responsiveness to the RFP	Pass/Fail	n/a
2	Company's Qualifications and Experience	150	25%
3	Proposal for collection services (Includes both Core and Optional Services)	150	25%
4	Cost Proposal	200	33.3%
5	Environmental Enhancements and Other Considerations	50	8.3%
6	Number and Materiality of Exceptions	50	8.3%
Total Maximum Score		600	100%

n/a = not applicable

The Evaluation Team members numerically scored the proposing companies in accordance with the evaluation criteria prescribed in Section 6.2 of the RFP. The scores assigned to each of the proposals' reflect the extent to which the company fulfilled the requirements of the evaluation criteria and the extent to which each criterion was fulfilled relative to other proposals.

The ratings from the evaluators were compiled and discussed during several Evaluation Team meetings to determine a preliminary ranking of the proposals based solely on the evaluation criteria. The relative rankings were adjusted as new information was analyzed throughout the evaluation process.

The Evaluation Team's process and progress with analyzing and scoring the proposals was discussed with the Selection Committee at four separate meetings held on March 24, 2008, May 13, 2008, June 11, 2008 and June 25, 2008. The Selection Committee unanimously approved the Evaluation Team's recommendation to select **Norcal**.

3.2 Evaluation Criteria

The proposals were numerically scored and ranked using the criteria and weighting described in section 6.2 of the RFP. The evaluation criteria, maximum score and scoring results are presented in **Table 2 – Proposer Evaluation Score**. In addition, **Appendix A – Evaluation Criteria and Sub-categories** provides a list of the sub criteria specified in Section 6.2 of the RFP and used to evaluate and score the four proposals received in response to the RFP.

4. PROPOSAL EVALUATION RESULTS

4.1 Proposer Scoring Results

Proposer's evaluation scores are presented in **Table 2 - Proposer Evaluation Score**. Circled scores represent the best scores.

Table 2 - Proposer Evaluation Score

<u>Evaluation Criteria</u>	<u>Maximum Total Score for Five Evaluators</u>	<u>Percent of Total Evaluation Points</u>	<u>Proposer and Score</u>			
			ALLIED	BEST	NORCAL	REPUBLIC
1) Responsiveness to the RFP	Pass/Fail	n/a	P	P	P	P
2) Company's Qualifications and Experience	750	25%	551	665	647	661
3) Technical Proposal for Collection Services	750	25%	453	638	653	510
4) Cost Proposal	1,000	33.3%	802	719	884	649
5) Number and Materiality of Exceptions	250	8.3%	250	215	250	20
6) Environmental Enhancements	250	8.3%	40	190	225	40
TOTAL POINTS	3,000	100%	2,096	2,427	2,659	1,880
PERCENT OF TOTAL POINTS AWARDED			69.7%	80.9%	88.6%	62.6%
RANKING			3	2	1	4

The proposals were separately evaluated for the North District, South District, and Combined Districts as prescribed in the RFP. However, with the exception of "Cost Proposal," each Proposer's respective response for the North, South, and Combined Districts was virtually identical. Because of this, the scoring results (i.e., Company's Qualifications and Experience, Technical Proposal for Collection Services, Number and Materiality of Exceptions, and

Environmental Enhancements) for both the North and South Districts are consistent with the scores for the Combined Districts.¹

There is no advantage to awarding separate contracts for the North or South Districts due to significantly higher costs to award separate contracts as presented in **Table 3 – Total Annual Cost for North, South and Combined Districts**. A more detailed analysis of the cost proposals can be found in **Appendix A – Summary of Cost Proposals**.

Table 3 - Total Annual Cost for North, South and Combined Districts

<u>Proposer</u>	<u>North District*</u>	<u>South District*</u>	<u>Combined Districts*</u>	<u>Savings for Combined Districts</u>	<u>Percent Savings for Combined Districts</u>
Allied	\$26,339,621	\$26,463,578	\$44,949,227	\$7,853,972	14.87%
BEST	\$29,684,195	\$30,416,612	\$52,165,632	\$7,935,175	13.20%
Norcal	\$24,950,533	\$26,362,750	\$46,239,552	\$5,073,731	9.89%
Republic	\$32,750,958	\$32,580,382	\$63,811,856	\$1,519,484	2.33%
* Costs include proposed operating costs (2008 costs) plus 10-year average annual interest costs.					

4.2 Summary of Proposer Evaluation Highlights

The following is a summary highlighting the evaluation results of the four proposers in order of ranking.

Norcal Waste Systems of San Mateo County

1. Norcal is an experienced solid waste, recycling and organics collection company providing service to one of the most mature and largest single stream and organics recycling programs in California (i.e., City and County of San Francisco). The company pioneered commercial organics recycling collection service in Northern California and is highly committed to diversion from all service sectors.
2. The company is employee owned and has been operating in Northern California for over 88 years. It currently has nine local contracts providing service to more than 600,000 residential and 50,000 commercial accounts.
3. The collection approach and technical proposal was the most thorough and complete of

¹ Republic's proposal indicated that they would not develop an additional corporation yard and would only use the Shoreway facility regardless of being awarded a contract for either the North or South District. Therefore, Republic's position on the development of a second facility was not in compliance with the requirements of the RFP.

the four proposers. In addition, the company separated itself from the other proposers by demonstrating its commitment to diversion, high quality customer service, quality training of its employees, transition plans, reporting and innovation.

4. The proposed management team is highly qualified with considerable experience similar to those of two of the other three proposers (i.e., BEST and Republic) ranked highest in this criterion.
5. The proposal includes providing high levels of diversion and is specifically strong in the area of commercial recycling and organics collection service, and the On-Call (Bulky Items) Collection Service. The company has put forth an aggressive, yet achievable commercial recycling diversion goal and innovative approach to attain the desired results.
6. The company has successfully managed service transitions of the size similar to the SBWMA service area (i.e., City of San Francisco).
7. The reference checks returned consistently high satisfaction marks.
8. The Cost Proposal scored highly in both competitiveness and reasonableness.
9. The company did not take any exceptions, thus the maximum points were awarded in this criterion.
10. The proposal included environmental enhancements such as: use of B40 fuel (i.e., 40% biodiesel), regular carbon footprint monitoring and reporting, use of hybrid trucks for route supervisors, and incorporating green building design practices and standards at its facilities.

Bayside Environmental Services & Transfer (BEST)

- The proposed management team has the experience and qualifications similar to the two other proposers ranked highest in this criterion (i.e., Norcal and Republic). In addition, the company successfully demonstrated its recent service transition experience (i.e., San Jose roll-out of garbage collection service to 157,000 homes in 2007).
- The proposal emphasizes providing a high level of customer service and achieving significant diversion from the commercial sector.
- The company's overall technical approach and management expertise combined would provide quality service to residences and businesses; however, the proposed costs to provide the required scope of services are not competitive with the top ranked company (i.e., Norcal).
- The company was considered highly regarded per all of the references and its past performance record and financial stability scored high marks.
- The proposed environmental enhancements include using hybrid vehicles for its supervisors and the highest blend of biodiesel available for its collection fleet.

Allied Waste Services of San Mateo County

- The company has been providing collection service to the SBWMA service area for decades and currently provides similar services to two other San Mateo County communities and twelve other jurisdictions in Northern California. The company is the second largest solid waste company in the United States with approximately 24,000 employees and is based in Phoenix, AZ.
- The proposed operations staff has considerable experience and familiarity with the

service area and the company's overall management team has substantial experience with the exception of their general manager who is relatively new to the solid waste and recycling industry.

- Allied's technical proposal did not offer improvements over the current services provided other than those required in the RFP such as transitioning to weekly collection services, single stream recycling, and including residential food scraps. The company's proposal to provide commercial recycling provided little innovation and it is substantially similar to the one currently in place. In addition, the company did not comply with the RFP requirements to provide a cost proposal for the optional service of Universal Roll-Out of Recycling Service to multi-family and commercial customers.
- The company did not take any exceptions, thus the maximum points were awarded in this criterion.
- The environmental enhancements proposed include continuing the current practice of using B20 fuel (i.e., 20% biodiesel) in its collection fleet. In addition, the company provided an Alternative Proposal to operate CNG collection trucks for its collection fleet at an additional capital cost of approximately \$6 million.

Republic Services of California

- The company is the third largest solid waste company in the United States with approximately 13,000 employees nationwide. Republic currently provides solid waste, recycling and organics collection service to fourteen jurisdictions in Northern California.
- The proposed management team has considerable experience and their qualifications are highly regarded. The company submitted a sound proposal to provide collection services; however, they have proposed very high costs and included a total of 27 exceptions to the Collection Agreement, which are significantly more than the only other company (i.e., BEST) that proposed a total of two exceptions.
- The reference checks returned consistently high satisfaction marks.

4.3 Major Findings

The tables that follow (**Tables 4 - 7**) provide brief descriptions of the major findings derived from analysis of the proposals. These findings do not represent an all inclusive summary of the proposer's proposed services, but rather provide highlights of the proposal details that were considered to be significant differentiators between proposers and key attributes or shortcomings of the proposals. The tables are in the order of each proposer's respective ranking (see **Table 2**) and organized by the following six categories:

- Qualifications and Experience
- Transition Plans
- Technical Proposal
- Cost Proposal
- Environmental Enhancements
- Additional Benefits Offered, but Not Required

Table 4 - Major Findings for Norcal

Qualifications and Experience

- The company and proposed management team have considerable experience transitioning to fully-automated collection services as evidenced by the successful roll-out of the “Fantastic 3” program in San Francisco.
- Measured diversion rates ranged from 26-59% of tonnage collected from other jurisdictions and their largest municipal customer (i.e., City and County of San Francisco) had a 70% California Integrated Waste Management Board diversion rate for the last year reported (i.e., 2006).
- The references provided very favorable responses (see **Table 17** and **Appendix B**).

Transition Plans

- The transition plan was the most thorough and comprehensive of the four proposers. In addition, Norcal was the only company to include a comprehensive schedule providing jurisdiction specific details for all phases of the roll-out.
- The contingency plans provided were the most extensive and logically presented when compared to the other three proposers.

Technical Proposal

- The proposal conveyed Norcal's commitment to diversion and high service delivery. Norcal was the only proposer to quantify increases in tons collected from the proposed core services for commercial recycling collection, thus providing an objective assessment of potential diversion from these programs.
- Norcal was the only company to commit to providing single-family dwelling Twice Annual On-Call (Bulky Item) Collection Service on the customer's next collection day (less than the 10 business days required in the Collection Agreement). In addition, Norcal's collection service for the Twice Annual On-Call (Bulky Item) Collection Service is the most conducive of the four proposers to achieve high levels of diversion since the company will use five different trucks to provide this service (i.e., solid waste route truck, recycling route truck, organics route truck, a flat-bed truck for bulky items, and a rear-loader truck for the remaining oversized items).
- Will provide site assessments to all Multi-Family Dwelling accounts prior to program start up.
- Proposed a total of 13 (minimum is 7) commercial and Multi-Family Dwelling recycling coordinators/account representatives and diversion program support staff (see **Table 12**).
- Proposed a total of sixteen Customer Service staff (see **Table 12**).
- Collection service routing is based on a 9-hour day shift thus resulting in the need for fewer drivers and collection vehicles than the companies (i.e., BEST and Republic) running shorter 8-hour shifts (see **Table 14**).
- The company is currently piloting a system in San Bruno that it has included in its proposal that will outfit trucks with cameras and GPS equipped on-board computers with Routeware terminals that will allow drivers the ability to access customer information and electronically record any issues related to a customer account. Driver/route information is electronically uploaded every 2 minutes or less to the integrated customer service and billing system.

Table 4 - Major Findings for Norcal

- The company's response with regard to providing wet/dry collection service to the Town of Hillsborough was unresponsive to the RFP.

Cost Proposal

- Based on Norcal's cost proposal, the estimated **collection rate** impact would be 9.96% higher than the approved 2008 Allied collection services rate application (see **Table 11**).
- Provided the most cost-effective proposal for the level of services requested (see **Table 8**).
- Of the four companies, Norcal provided the most thorough, complete and reasonable explanation of the assumptions used to verify the basis of their proposed costs.

Environmental Enhancements

- Annual measurement report on company's carbon footprint.
- Use of B40 biodiesel fuel vehicles.
- Use of hybrid vehicles for supervisors.
- Annual measurement of environmental compliance.
- Incorporation of Green Building design practices and standards with new collection facilities.

Additional Services/Benefits Offered, but Not Required

- Providing free Commercial and Multi-Family Dwelling Recycling Blitz program (estimated to cost \$478,435) and remittance of the revenue derived from materials collected during the six-month program (estimated at \$210,000).
- Will provide residents battery and cell phone recycling bags.
- The company will provide "Abandoned Waste Cleanup" or illegal dumping services at no additional cost. This service may result in significant cost savings to member agencies whose Public Works staff is typically responsible for providing this service.
- Coats for Kids (no additional cost).
- Compost giveaway (no additional cost).
- Annual cart and bin cleaning (no additional cost).
- Garage sales coordination (no additional cost).
- Confidential materials/document destruction services (no additional cost).
- Carbon Footprint Measuring (no additional cost).
- Street Sweeping offered at an additional cost to be negotiated.
- Recycle My Junk service offered at an additional cost to be negotiated.

Table 5 - Major Findings for BEST

Qualifications and Experience

- The proposed management team has extensive experience and is well regarded in the industry; however, the proposal does not explicitly provide details on the roles and responsibilities of the proposed management team for the duration of the contract.
- Highest ratings on their reference checks. (see **Table 17** and **Appendix B**).

Transition Plans

- Transition plans were more logically presented and provided adequate detail when compared to those provided by Allied and Republic.
- The company has a strong track record with rolling out service as evidenced by the successful recent roll-out of garbage (only) service to 157,000 customers in San Jose.

Technical Proposal

- The proposed Routeware system and customer management information system is currently used in other operations.
- Reduced route productivity may be experienced due to over estimating the curbside set out rate at 99.9% (excluding Atherton and Hillsborough).
- Will recognize Commercial and Multi-Family Dwelling customers on the BEST website based on the level of Diversion achieved. (Platinum = 80%, Gold = 70%, Silver = 60%, Bronze = 50%).
- Provided the most detail and information regarding reporting and how these reports would be maintained and produced by BEST, as compared to the other three proposers.
- The company's proposal to provide early delivery and storage of carts at residences is problematic since many residents have limited space to store two sets of receptacles and may start using the new carts well in advance of the actual commencement of collection services.
- Collection service routing is based on an 8 hour per day shift, thus resulting in the need for more drivers and collection vehicles than the companies operating longer 9.0 and 9.5 hour shifts, Norcal and Allied, respectively (see **Table 14**).
- BEST's collection methodology for the On-Call (Bulky Item) Collection Service is the second most conducive (i.e., Norcal's is the most conducive) of the four proposers to achieve high levels of diversion since the company will use four different trucks to provide this service (i.e., regularly scheduled solid waste truck, regularly scheduled recycling truck, regularly scheduled organics truck, and a flat-bed truck for bulky items). However, BEST's proposal states that the company's ability to achieve the highest levels of diversion can only be achieved if it were also awarded the contract for operation of the Shoreway facility.
- Proposed a total of 21.5 Customer Service staff (see **Table 12**).
- The company's response with regard to providing wet/dry collection service to the Town of Hillsborough was unresponsive to the RFP.

Table 5 - Major Findings for BEST

Cost Proposal

- Based on BEST's cost proposal, the estimated **collection rate** impact would be 24.06% higher than the approved and projected 2008 Allied collection services compensation (see **Table 11**).
- Collection capital cost and start-up cost are significantly higher than the other three proposers (see **Table 8**).
- Costs for the collection of the existing stackable crates and existing plant materials carts have not been included in the proposal and are assumed to be the responsibility of the current franchised collection company.
- Several costs are significantly lower than those proposed by Republic, but significantly higher than those proposed by Allied and Norcal.

Environmental Enhancements

- The company is committed to using the highest percentage of biodiesel fuel available.
- The company will use hybrid vehicles for its route supervisors.

Additional Services/Benefits Offered, but Not Required

- The Hatcher property adjacent to Shoreway is being acquired by the company and BEST is proposing to negotiate use of the facility for the following activities:
 - o Staging area during Shoreway facility construction
 - o Relocation of the Shoreway Buy Back Center and HHW facility
 - o Bale/recyclable material storage
 - o Additional office space
 - o Mixed Construction and Demolition debris, self haul, and/or green waste processing

Table 6 - Major Findings for Allied

Qualifications and Experience

- The company has been providing collection service to the SBWMA service area for decades and currently provides similar services to two other San Mateo County communities and twelve other jurisdictions in Northern California. The company is the second largest solid waste company in the United States with approximately 24,000 employees and is based in Phoenix, AZ.
- The proposed operations staff has considerable experience with service roll-outs; however, this same group was in charge of a reroute in the SBWMA service area that resulted in significant service disruptions and the imposition of liquidated damages.
- Primary staff managing the future contract was average compared to the other proposers; specifically, the proposed General Manager currently has less than 2 years of experience in the solid waste and recycling industry.
- Solid reference check results, but worst overall compared to the other three proposers (see **Table 17** and **Appendix B**).

Transition Plans

- The transition and contingency plans did not provide sufficient details to demonstrate the company's ability to successfully transition to the new services. In addition, Allied's three-page implementation plan contained significantly fewer details than the more comprehensive transition plans submitted by Norcal and BEST.
- The proposal states several times that there will not be any issues related to transition; however, notable transition issues related to the company's new InfoPro software have recently been experienced in the SBWMA service area.

Technical Proposal

- Allied will award and recognize Commercial customers who have increased their recycling diversion by 10% or more with a "Seal of Sustainability."
- With the exception of the "Seal of Sustainability," the company is proposing a similar commercial recycling program as is currently provided with no deviations in strategy, sales approach, the tools used to attract and retain accounts, or reporting.
- Collection service routing is based on a 9.5-hour day shift thus resulting in the need for fewer drivers and collection vehicles than the companies running shorter 8-hour shifts (BEST and Republic) (see **Table 14**).
- The proposed On-Call (Bulky Item) Collection Service is the least conducive to ensuring high diversion of the four proposers. The collection service will use two trucks: one to collect garbage and the other to collect recyclable materials, bulky items, major appliances, and e-scrap all on this one truck. Therefore, commingling all the materials listed and organics/green waste on one truck is not conducive to keeping materials segregated for high levels of diversion. In addition, Allied was the only company to include in its proposal weight and size set-out limitations that were not consistent with those specified in the Collection Agreement, yet the company did not take any exceptions to the Collection Agreement.
- Integration of the InfoPro customer service system and routing software has not been operationally tested locally or at a SBWMA-wide scale and the company's proposal to use this system was unresponsive to the RFP requirements that require providing Member Agencies the ability to generate work orders remotely.

Table 6 - Major Findings for Allied

- Proposing to use thirteen total Customer Service staff which includes ten Customer Service Representatives, two Customer Service “Leads,” and one Customer Service Manager. The proposed ten customer service representatives is 30% fewer than the fourteen that are currently used. This would likely be problematic since ensuring consistently high service delivery for a new program of this size will place high demands on the customer service system (see **Table 12**).
- The alternative proposal to provide the Recycle Bank program was unresponsive to the requirements of the RFP since no costs were submitted nor exceptions taken to the Collection Agreement.
- The company’s response with regard to providing wet/dry collection service to the Town of Hillsborough was unresponsive to the RFP.
- The proposal and responses to several questions posed by the SBWMA make references to getting a “rolling start” since the company is the current service provider, in lieu of proposing an implementation schedule consistent with the requirements set forth in the RFP.
- An Alternative Proposal essentially replacing the company’s core services proposal was provided; however, it was non-compliant as per Section 5.7 of the RFP which states that any exceptions or alternatives proposed:

“must be presented separately by stating the specific exception or alternative, the suggested changes, if any, to the program or services related to the exception or alternative, and the reason for the proposed exception or alternative...Proposers may submit suggested changes in the Collection Agreement language related to the exception or alternative, and the specific dollar change in each of the affected cost items, as proposed by the Proposer in response to this RFP, that would take place if the exception or alternative was accepted by the Member Agency. Proposers should note that if exceptions are taken, all required information as set forth above must be submitted. Exceptions taken or alternatives provided, without providing the required information will not be considered.”

In addition, Allied’s Alternative Proposal was contingent on extending the current cost-plus Franchise Agreements for Collection Services and Shoreway Facility Operations for an additional ten-years through 2020.

Cost Proposal

- Based on Allied’s cost proposal, the estimated **collection rate** impact would be 6.89% higher than the approved and projected 2008 Allied collection services compensation (see **Table 11**).
- It appears that costs were omitted from Allied’s proposal, including: telephone system, training of drivers and staff, multi-family dwelling battery/cell phone containers, etc.
- Several costs are significantly lower than all other proposers and may be understated:

	Allied	BEST	Norcal	Republic
Start-up	\$317,000	\$5.09 million	\$2.17 million	\$2.47 million
Fuel	\$2.42 million	\$3.45 million	\$3.36 million	\$4.81 million
Other Direct	\$267,717	\$3.43 million	\$1.96 million	\$6.71 million
Other Vehicle Capital Cost	\$515,000	\$2.62 million	\$1.29 million	\$912,000

Table 6 - Major Findings for Allied

- The company did not provide a cost for the required optional service to provide Universal Roll-Out of recycling collection service to the Multi-Family Dwelling and Commercial sectors.

Environmental Enhancements

- Collection trucks would use B20 biodiesel fuel as is the current practice.
- The use of CNG trucks was submitted as an alternative proposal that would increase capital cost by approximately \$6 million.

Additional Services/Benefits Offered, but Not Required

- “True Blue Looking Out For You,” neighborhood crime watch program.

Table 7 - Major Findings for Republic

Qualifications and Experience

- The company has extensive corporate experience in service transitions and new service initiations, is financially stable and well managed at the corporate level.
- The local and corporate management team identified is highly qualified and the company has made it clear that it will hire the best available managers and supervisors as necessary if it is the successful proposer.
- Diversion rates ranged from 34-56% of tonnage collected from other jurisdictions.
- Very strong reference check results (see **Table 17** and **Appendix B**).

Transition Plans

- The transition and contingency plan did not provide sufficient details to demonstrate the company's ability to successfully transition to the new services.

Technical Proposal

- The company's proposal is in-part unresponsive to the RFP since it is based on occupying the Shoreway facility and did not include alternative sites for the North and South Districts.
- Route drivers operate using paper route maps and work orders. The GPS equipment used on the collection vehicles is for vehicle tracking purposes only and is not proposed to be electronically integrated with billing and customer service systems as is standard for the other three proposers.
- Republic's collection methodology for the On-Call (Bulky Item) Collection Service is similar to BEST's system and is also the second most conducive (i.e., Norcal's is the most conducive) of the four proposers to achieve high levels of diversion since the company will use four different trucks to provide this service (i.e., regularly scheduled solid waste truck, regularly scheduled recycling truck, regularly scheduled organics truck, and a flat-bed truck for bulky items).
- The company's proposal to provide early delivery and storage of carts at residences is problematic since many residents have limited space to store two sets of receptacles and may start using the new carts well in advance of the actual commencement of collection services.
- Routing is based on an 8-hour per day shift collection operation. The result is the need for more drivers and collection vehicles than the companies operating longer 9.0 and 9.5-hour shifts, Norcal and Allied, respectively (see **Table 14**).
- Proposed a total of sixteen Customer Service staff (see **Table 12**).
- The company's response with regard to providing wet/dry collection service to the Town of Hillsborough is unresponsive to the RFP.

Cost Proposal

- Based on Republic's cost proposal, the estimated **collection rate** impact would be 51.75% higher than the approved and projected 2008 Allied collection services

Table 7 - Major Findings for Republic

compensation (see **Table 11**).

- The cost proposal submitted significantly exceeds the cost of the other three proposers (see **Table 8**).
- The proposal is based on a conservative approach regarding financial risk and the proposed operating ratio of 78.7% (i.e., 21.3% profit margin) considerably exceeds those proposed by the other companies (i.e., Allied 91.0% or 9% profit margin, BEST 87% or 13% profit margin and Norcal 90.5% or 9.5% profit margin) .

Environmental Enhancements

- None specifically noted or called out in the proposal.

Additional Services/Benefits Offered, but Not Required

- The company has proposed to repaint or replace any bins or carts marked with graffiti within 48-hours of notification at no additional cost.

4.4 Cost Evaluation

Proposer's were required to provide detailed pricing information by completing the Cost Proposal Forms provided in the RFP Attachments (i.e., RFP Attachment 3 contains the Collection Services RFP Cost Proposal Forms). Details of the cost information provided by each proposer are included as **Appendix C - Comprehensive Cost Proposal Summary**. The summary was used to readily compare the four proposers' costs to evaluate their "competitiveness." The firms' cost competitiveness relative to each other was determined using a formulaic approach.

The final proposed costs for servicing both Districts are summarized in **Table 8 – Cost Summary for Combined Districts** below. This table is followed by: a discussion of the competitiveness and reasonableness of the cost proposals; a brief analysis of the major cost areas including annual costs, capital/start-up and core services; and, a discussion of the projected rate impact.

Table 8 - Cost Summary for Combined Districts

Total Annual Costs				
Annual Cost	Allied	BEST	Norcal	Republic
Operating Costs (proposed 2008 dollars)	\$43,502,035	\$49,717,944	\$44,470,447	\$61,433,400
Pass-Through Costs (10-year annual average)	\$1,447,192	\$2,447,688	\$1,769,105	\$2,378,456
Total Annual Costs	\$44,949,227	\$52,165,632	\$46,239,552	\$63,811,856
Operating Cost of Core Services (without pass-through costs)				
Operating Costs of Core Services	Allied	BEST	Norcal	Republic
Single-family Dwellings	\$23,785,426	\$30,048,973	\$25,333,687	\$36,075,352
Multi-family Dwellings and Commercial	\$18,895,025	\$19,424,817	\$18,346,070	\$23,240,552
Member Agency Facilities	\$821,584	\$244,154	\$790,690	\$2,117,496
Total Operating Cost	\$43,502,035	\$49,717,944	\$44,470,447	\$61,433,400
Capital and Startup Cost				
Item	Allied	BEST	Norcal	Republic
Collection Capital	\$52,735,230	\$73,825,776	\$56,346,295	\$61,314,028
Startup Cost	\$317,000	\$5,085,088	\$2,172,248	\$2,468,638
Total Capital and Startup Cost	\$53,052,230	\$78,910,864	\$58,518,543	\$63,782,666

4.4.1 Cost Proposal Competitiveness and Reasonableness

In addition to evaluating cost competitiveness, the Evaluation Committee also considered the reasonableness of the costs presented. In determining the reasonableness of companies' proposed costs, the equipment selection, labor, and operating assumptions were considered and compared against industry standards and each of the other proposals. During the proposal analysis, there were numerous rounds of questions and cost proposal form revisions conducted between the SBWMA and the proposers. The goal of this process was to obtain complete and accurate information that would facilitate a comparative analysis of the four proposals. At the conclusion of the cost proposal analysis, the SBWMA was able to standardize the technical and cost proposal information submitted by the four firms. The cost proposal accounted for 33.3% of the total evaluation points achievable by each proposer as denoted in **Table 1 – Evaluation**

Criteria and Maximum Evaluation Score. Table 9 – Scoring Results for Cost Proposals provides the total scores for each company's cost proposal.

Table 9 - Scoring Results for Cost Proposals

<u>Criteria</u>	<u>Maximum Score</u>	<u>Proposer</u>			
		Allied	BEST	Norcal	Republic
Cost Proposal	1,000	802	719	884	649

Norcal was awarded the most points for its cost proposal due to the strength of its cost proposal in both competitiveness and reasonableness. While the costs proposed were marginally higher than the lowest cost proposal, the supporting explanation and rationale provided for these costs was the most thorough, complete and reasonable of all four proposals.

Allied was awarded the second most points for its cost proposal primarily due to submitting the lowest cost proposal; however, the company lost considerable points based on reasonableness. The company's proposal based many costs on its ability to get a rolling start as the incumbent service provider, thus various costs were omitted from its proposal.

BEST was awarded the third most points for its cost proposal, primarily due to the high overall costs proposed. BEST's capital and start-up costs (i.e., \$78.9 million) were significantly higher than the other proposers: 49% above Allied, 35% above Norcal and 24% above Republic.

Republic was awarded the fewest points for its cost proposal because by far they had the highest overall annual cost and many costs simply weren't competitive.

4.4.2 Annual Operating Costs

For the Combined Districts option, the annual operating costs proposed by Allied were the lowest (\$43.50 million), followed by Norcal (\$44.47 million) which was approximately \$970,000 more per year. In comparing the total **average** annual costs, BEST (\$52.17 million) and Republic (\$63.81 million) stand out as proposing significantly higher costs than both Allied (\$44.95 million) and Norcal (\$46.24 million). While the annual operating cost for BEST is approximately 13-16% higher than proposed by both Allied and Norcal, Republic's operating cost is approximately 38-42% higher.

It is important to note that the cost proposals provided are not the actual costs that will ultimately be charged to provide collection services. In order to ensure that all comparable proposals would be prepared and submitted, the RFP required proposers to submit costs reflecting purchase of all new collection vehicles and all new bins and carts for all service sectors. In addition, various adjustments will be made to the proposed costs prior to roll-out of the new services to reflect index-based changes (per the Franchise Agreement) to proposed costs submitted in 2008 to reflect actual costs in 2010.

4.4.3 Capital and Start-Up Cost

The capital and start-up costs proposed by BEST (\$78.9 million) are much higher than the other proposers (i.e., Allied - \$53 million, Norcal – \$58.5 million, and Republic – \$63.8 million) which equates, in part from BEST proposing more equipment and staff than the other companies.

In contrast, Allied's start-up costs are significantly lower than the other proposals. This is in-part attributed to not complying with the requirements set forth in the RFP that state that all costs to

provide the services requested must be included in the proposal. In addition, as denoted in Section 4.3, Table 6 of this report, Allied did not include or disclose costs for items that should have been included in its proposal.

4.4.4 Cost of Core Services

The Evaluation Team analyzed the cost of operating the core services to enable a more precise comparison of the proposed costs. With this breakdown, Allied had the lowest cost, followed in order by Norcal, BEST and Republic. **Table 10 – Cost of Core Services**, provides a breakdown of the two lowest cost proposals by service sector. In addition, **Appendix C** provides a summary of the costs submitted by the four companies.

Table 10 - Cost of Core Services

Service Sector	Lowest Cost	2 nd Lowest Cost
Single-Family Dwellings	Allied	Norcal
Multi-Family Dwellings and Commercial	Norcal	Allied
Member Agency Facilities	BEST	Norcal

4.4.5 Single-Family Dwellings Core Services

The total annual cost to provide Single-Family Dwelling core collection services is approximately: Allied - \$23.79 million, BEST \$30.05 million, Norcal - \$25.33 million, and Republic - \$36.08 million. All four proposers have committed to providing the scope of services prescribed in the RFP; however, Norcal has committed to providing an enhanced level of service delivery (i.e., provide battery collection bags, used oil filter bags and used oil jugs; document destruction services; and expedited On-Call Collection Service response).

4.4.6 Multi-Family Dwellings and Commercial Core Services

The total annual cost to provide Multi-Family Dwelling and Commercial core collection services is approximately: Allied - \$18.90 million, BEST \$19.42 million, Norcal - \$18.35 million, and Republic - \$23.24 million. All four proposers have committed to providing the scope of services prescribed in the RFP; however, Norcal has committed to providing the most service in comparison to the other companies, as follows:

- Promotion of source separated cardboard recycling and difficult to recycle items (e.g., film plastic, rigid plastic, scrap metals) for multi-family dwelling and commercial customers.
- Free distribution of bags for battery and cell phone collection.
- Free distribution of used motor oil containers and used motor oil filter bags.
- Commercial Recycling Blitz program.
- DVD to promote the new collection services.

4.4.7 Member Agency Facilities Core Services

The total annual cost to provide Member Agency Facilities core collection services is approximately: Allied - \$821,584, BEST \$244,154, Norcal - \$790,690, and Republic - \$2.18 million. While all four proposers have committed to providing the scope of services prescribed in the RFP, the costs vary significantly. However, Norcal has committed to providing an enhanced level of service delivery (i.e., the company has proposed to provide abandoned waste or illegal

dumping collection services at no additional cost; and one-free document destruction event annually).

4.4.8 Projected Collection Services Rate Impact

Based on the approved 2008 Allied collection services rate application and the approved FY 2009 SBWMA budget, the projected Allied collection services compensation (i.e., costs plus profit) for 2008 is **\$42,050,000**, excluding pass-through expenses. The projected Allied 2008 collection services compensation can be used as a baseline for comparing the cost proposals from the four firms to provide an estimated average collection services rate impact, exclusive of pass-through costs (e.g., disposal costs, Shoreway facility operating budget, SBWMA budget, debt, etc.). As detailed in **Table 11**, the proposed year 1 operating costs (shown in 2008 dollars) for Norcal are 9.96% above Allied's projected 2008 collection services related compensation.

Table 11 - Estimated Annual Collection Services Rate Impact

<u>Company</u>	<u>Allied</u>	<u>BEST</u>	<u>Norcal</u>	<u>Republic</u>
Operating Cost	\$43,502,035	\$49,717,944	\$44,470,447	\$61,433,400
Pass-Through Costs, (10-year annual average)	\$1,447,192	\$2,447,688	\$1,769,105	\$2,378,456
Total	\$44,949,227	\$52,165,632	\$46,239,552	\$63,811,856
Percent Increase Over Allied 2008 Collection Services Related Cost of \$42,050,000	6.89%	24.06%	9.96%	51.75%

4.5 Other Evaluation Areas

4.5.1 Proposed Staffing and Route Hours

Table 12 – Proposed Staffing Levels summarizes proposed staffing levels for collection services. Allied had the lowest overall staffing levels and BEST the highest. **Table 13 – Route Hours** summarizes the four companies proposed route hours.

Table 12 - Proposed Staffing Levels

“Drivers” includes route, cart and bin delivery/repair, and 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., CSR's, leads, and managers). “Commercial Recycling Outreach” includes account/sales representatives or recycling coordinators and managers. “Admin. and Supervisors” includes supervisors, company operations, and personnel management, IT, dispatch, equipment procurement, billing, accounting.						
North District (Belmont, Burlingame, Foster City, Hillsborough, San Mateo, Unincorp. County)						
<u>Company</u>	<u>Drivers</u>	<u>Mechanics</u>	<u>Customer Service Staff</u>	<u>Commercial Recycling Outreach</u>	<u>Admin. 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, Unincorp. County)						
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	31	21.5	14	24.5	280
Norcal	152	19	16	13	28	228
Republic	168	28	16	5	42	259

Table 13 - Route Hours

	Allied	BEST	Norcal	Republic	Average
FTE Route Headcount	122.0	189.7	152.1	168.4	158
Single Family Dwelling	60.9	99.9	79.7	97.3	84
Multi-Family Dwelling and Commercial Bins	28.4	48.8	42.2	35.0	39
Multi-Family Dwelling and Commercial Carts	22.6	29.5	19.7	19.9	23
Multi-Family Dwelling, Commercial and Member Agency Roll-Off	5.0	6.8	4.7	10.7	7
Others	5.1	4.7	5.8	5.5	5
Total Annual Route Hours	289,809	285,275	276,414	291,746	285,811
Single Family Dwelling	150,451	171,121	161,567	159,640	160,695
Multi-Family Dwelling and Commercial Bins	70,131	67,135	81,698	68,692	71,914
Multi-Family Dwelling and Commercial Carts	55,839	34,967	21,192	38,974	37,743
Multi-Family Dwelling, Commercial and Member Agency Roll-Off	10,699	11,702	9,629	21,554	13,396
Others	2,689	350	2,328	2,886	2,063
Total # of FTE Routes	139.33	137.2	132.9	140.3	137.43

4.5.2 Proposed Collection Vehicles

The information below in **Tables 14 and 15** pertains to the number of proposed collection vehicles including spares by each company. BEST is proposing the most vehicles for both collection trucks and support trucks.

Table 14 - Proposed Collection Vehicles

<u>Proposer</u>	North District			South District			<u>Combined North & South Total Vehicles</u>
	<u>Residential</u>	<u>MFD and Commercial</u>	<u>Roll-off</u>	<u>Residential</u>	<u>MFD and 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 15 - Proposed Support Vehicles
(e.g., pickup trucks)

<u>Proposer</u>	<u>North District</u>	<u>South District</u>	<u>Combined North & South Total Vehicles</u>
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.

4.5.3 Financial Capabilities

Based on a review of the financial information provided by the proposers, it is believed that all four companies have adequate financial capabilities and can raise sufficient capital for the startup and ongoing collection services required. Allied is the largest of the companies with annual revenue of approximately \$6 billion and BEST (i.e., the individual companies owned by the BEST principals) is the smallest with a combined \$175 million of revenue for 2007. It should be noted that upon execution of the Collection Agreement for services, the selected contractor will be required to provide a performance bond as a surety for default of the Collection Agreement.

4.5.4 Proposer Exceptions to the Collection Agreement

Two of the four companies took exceptions to the Collection Agreement included with the RFP. In the case of Republic, the number and materiality of the exceptions was so significant as to potentially remove them from consideration. The number of exceptions taken by each proposer is presented in **Table 16 – Number of Exceptions Taken**. The significance of this must be emphasized since the recommended proposer, **Norcal**, has not taken any exceptions to the Collection Agreement. Thus, **Norcal** has completely accepted all provisions of the Collection Agreement.

Table 16 - Number of Exceptions Taken

<u>Proposers</u>	<u>Number of Exceptions to the Draft Collection Agreement</u>
Allied	0
BEST	2
Norcal	0
Republic	27

4.5.5 References

Please see **Appendix B** for a complete summary of reference check information. The four company's reference check results for "Overall Opinion" are provided in **Table 17 – Reference Checks ("Overall Opinion")**.

Table 17 - Reference Checks ("Overall Opinion")

<u>Proposer</u>	<u>Number of References</u>	<u>"Overall Opinion" Responses</u>		
		<u>Unsatisfactory</u>	<u>Satisfactory</u>	<u>Extremely Satisfactory</u>
Allied	8	0%	88%	12%
BEST	10	0%	0%	100%
Norcal	8	0%	25%	75%
Republic	5	0%	0%	100%

4.5.6 Collection Services Performance Management

Table 18 – Collection Services Performance Management provides a summary of the four companies proposed preventative measures to minimize liquidated damages and their respective systems that will be used to document and report liquidated damages. Of the four proposers, only Allied did not explain the use of a system or process to prevent or reduce the occurrence of liquidated damages events prior to occurrence other than the through the initial employee training. Both Norcal and Republic proposed the most proactive measures to minimize liquidated damages events.

Table 18 - Collection Services Performance Management

Proposer	<u>Liquidated Damages (LDs) Preventative Measures</u>	<u>Liquidated Damages Reporting</u>
Allied	▪ New hires orientation/safety training. ▪ Investigation pursued to identify root cause and develop corrective action plan.	▪ Log all complaints in InfoPro and transferred to Liquidated Damages Tracking Log. ▪ Report submitted monthly.
BEST	▪ Driver and staff training. ▪ Detailed list provided of best management practices for all LD's. ▪ Use of GPS/route/customer management systems.	▪ All customer concerns and complaints tracked in Tower and QMaster Phone system. ▪ LD's compiled and reported quarterly.
Norcal	▪ 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.	▪ Complaints logged in the NCRM system. ▪ Call activity tracked on the Toshiba Call Management System. ▪ Reports submitted monthly.
Republic	▪ 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.	▪ Complaints and issues logged in to the call log and work order system (RSI). ▪ Reports submitted as per RFP requirements.

APPENDIX A - Evaluation Criteria and Sub-Categories

Except for evaluation criteria item #1 - ***Responsiveness to RFP***, which was given a pass/fail rating, each criterion was broken down into sub-categories or factors, as described in full in RFP Sections 6.2.1 through 6.2.7. Below is a list of the evaluation criteria and sub-categories considered by the Evaluation Committee in scoring proposers in the evaluation process.

Evaluation Criteria No. 1 – Responsiveness to the RFP

- Full compliance with the RFP process guidelines and procurement procedures
- Submittal of all required elements and full completion of all Cost Proposal Forms
- Adherence to the code of conduct

Evaluation Criteria No. 2 - Company's Qualifications and Experience

- Collection Experience
- Service Initiation Experience
- Management and Customer Services Systems
- Key Personnel Qualifications
- Past Performance Record
- Financial Stability
- Jurisdiction Satisfaction

Evaluation Criteria No. 2 - Proposal for Collection Services

- General Collection Approach
- Single Family Dwelling Collection Services
- Multi-Family Dwelling Collection Services
- Commercial Collection Services
- Member Agency Facility Collection Services
- Unique Member Agency Services
- Diversion Ability
- Public Education and Promotion
- Commercial Recycling Promotion
- MFD Promotion
- Customer Service
- Billing System
- Implementation Plan
- Potential Collection Impacts
- Other Proposed Services

Evaluation Criteria No. 3 - Cost Proposal

- Reasonableness
- Competitiveness and Value

Evaluation Criteria No. 4 - Number and Materiality of Exceptions

- Number, nature, and materiality of Exceptions

Evaluation Criteria No. 5 - Environmental Enhancements

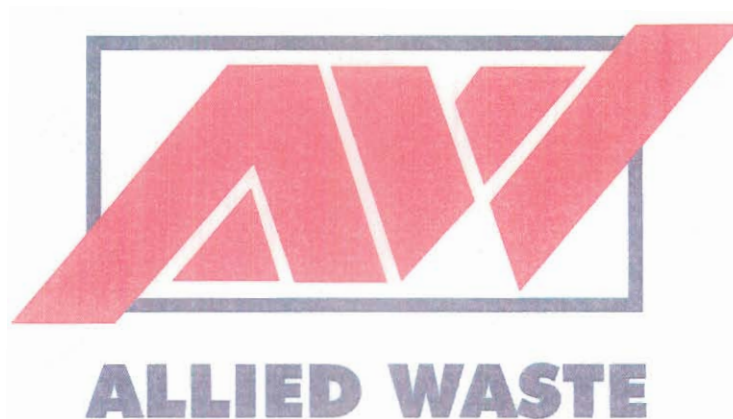
- Mitigating Environmental Impacts
- Recycled Products Use

APPENDIX B - References

Company Experience and Qualifications (Jurisdiction Satisfaction)												
	Allied (8 References)			BEST (10 References)			Norcal (8 References)			Republic (5 References)		
Survey Questions	Unsatisfactory	Satisfactory	Extremely Satisfactory	Unsatisfactory	Satisfactory	Extremely Satisfactory	Unsatisfactory	Satisfactory	Extremely Satisfactory	Unsatisfactory	Satisfactory	Extremely Satisfactory
Overall Opinion: Overall, how would you rate the hauling company and their services?	0%	88%	12%	0%	0%	100%	0%	25%	75%	0%	0%	100%
Diversion Programs:	0%	100%	0%	0%	0%	100%	0%	25%	75%	0%	60%	40%
Residential												
Multi-family (apartment, mobile home)	20%	80%	0%	0%	50%	50%	25%	38% 12%*	25%	20%	80%	0%
Commercial	33%	67%	0%	0%	10%	90%	0%	50%	50%	0%	75%	25%
Equipment/Drivers: How would you rate the appearance/quality of the hauler's vehicles and containers?	0%	38%	62%	0%	10%	90%	0%	50%	50%	0%	80%	20%
Customer Service: How would you rate the hauler's relationship with the City/County?	0%	63%	37%	0%	0%	100%	0%	13%	88%	0%	0%	100%
Transitions (if applicable): Overall, how would you rate the ease of hauler's transition to new service? (time to transition, amount of confusion, and number of complaints.)	20%	60%	20%	0%	0%	100%	0%	50%	50%	N/A	N/A	N/A
Outreach/Education: Do you feel that the majority of the community understands the hauler's diversion programs?	YES	NO	UNSURE	YES	NO	UNSURE	YES	NO	UNSURE	YES	NO	UNSURE
	75%	25%	0%	90%	10%	0%	100%	0%	0%	80%	20%	0%
* 12% gave an unsure response.												

**APPENDIX C -
Comprehensive Cost Proposal Summary**

Total Annual Costs				
Annual Cost	Allied	BEST	Norcal	Republic
Operating Costs (proposed 2008 dollars)	\$43,502,035	\$49,717,944	\$44,470,447	\$61,433,400
Pass-Through Costs (10-year annual average)	\$1,447,192	\$2,447,688	\$1,769,105	\$2,378,456
Total Annual Costs	\$44,949,227	\$52,165,632	\$46,239,552	\$63,811,856
Operating Cost of Core Services (without pass-through costs)				
Operating Costs of Core Services	Allied	BEST	Norcal	Republic
Single-family Dwellings	\$23,785,426	\$30,048,973	\$25,333,687	\$36,075,352
Multi-family Dwellings and Commercial	\$18,895,025	\$19,424,817	\$18,346,070	\$23,240,552
Member Agency Facilities	\$821,584	\$244,154	\$790,690	\$2,117,496
Total Operating Cost	\$43,502,035	\$49,717,944	\$44,470,447	\$61,433,400
Operating Ratio	91.0%	87.0%	90.5%	78.7%
Capital and Startup Cost				
Item	Allied	BEST	Norcal	Republic
Collection Capital	\$52,735,230	\$73,825,776	\$56,346,295	\$61,314,028
Startup Cost	\$317,000	\$5,085,088	\$2,172,248	\$2,468,638
Total Capital and Startup Cost	\$53,052,230	\$78,910,864	\$58,518,543	\$63,782,666
Interest Rate on Capital	5.0%	5.5%	4.5%	6.8%
Allied, BEST and Norcal all propose use of some or all of capital financing from tax-exempt CPCFA funds.				

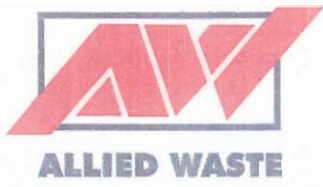


Allied Waste Services of San Mateo County

Plan Summary for Retrofit of Existing Shoreway Materials Recovery Facility

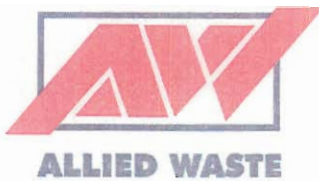
Contact:

Evan Boyd
General Manager
Allied Waste Services of San Mateo County
225 Shoreway Road
San Carlos, CA 94070
650.596.6401
evan.boyd@awin.com



CONTENTS

- 1. Executive Summary**
- 2. Single-Stream Recycling Capacity**
- 3. Equipment Specifications**
- 4. Facility Specifications**
- 5. Budget**
- 6. Timeline**
- 7. Appendices**



EXECUTIVE SUMMARY

As presented by the South Bayside Waste Management Authority, projected costs for a new Shoreway Environmental Center in San Carlos have escalated from an initial cost of approximately \$20 million in March 2008, to \$41.5 million in April 2008, to \$53 million as stated in June 2008.

Given this dramatic cost increase, and the fact that our current customers will be the most impacted by an SBWMA project of this scale (total of 84,976 square-feet of new construction), Allied Waste Services has researched and developed a plan that can effectively implement single-stream recycling and environmental improvements at the 10-acre Shoreway site for a total cost of approximately \$11 million — representing savings to ratepayers of more than \$42 million — and with little or no disruption to customers.

The Allied plan, developed with equipment supplier Bulk Handling Systems, Inc. (BHS) and construction company E.A. Davidovits & Co. Inc., calls for retrofitting the existing Shoreway Materials Recovery Facility (MRF) and installing all-new single-stream recycling equipment capable of accommodating both residential and commercial single-stream processing.

Under the Allied plan, the MRF footprint will increase from 50,000 square feet to 60,000 square feet, with 55,000 square feet of operating area. Conversely, the SBWMA proposal, based on all-new MRF construction of 70,100 square feet, will result in an operating area of 61,000 square feet.

The SBWMA is also calling for a building expansion of the existing Shoreway Transfer Station of 14,780 square feet, while we believe modest changes in inbound processing at the existing facility can effectively handle the roughly 100 tons per day increase in green waste/organics projected by the SBWMA.

In addition, Allied is confident that greater public access can be achieved by rerouting traffic on the existing Shoreway footprint, versus the need for a building expansion of the Transfer Station.

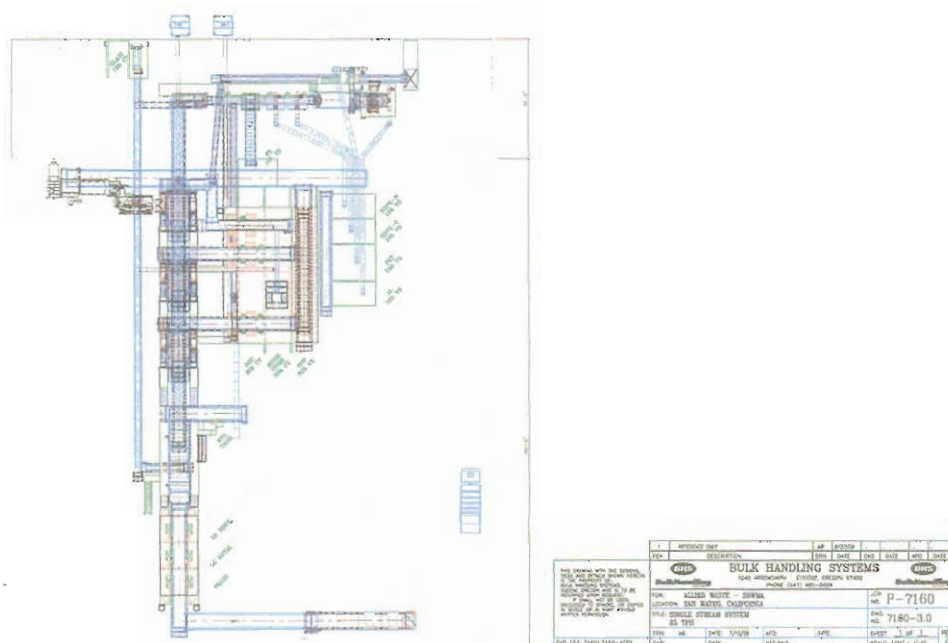
Allied could roll out single-stream service now to all residential customers, with processing at Newby Island Recyclery until the single-stream facility is up and running at Shoreway. Factoring in an anticipated 25% increase in diversion based on residential single-stream growth, this would equate to approximately \$1.1 million of new commodity revenue per year to Member Agencies beginning with the roll-out.

Given this information, Allied believes it is in the best interest of our customers and our communities to present this alternative plan for developing an efficient, cost-effective and environmentally responsible Materials Recovery Facility that is well configured for long-term growth. Details are contained on the following pages.



ALLIED PLAN HIGHLIGHTS

- The purchase and installation of all-new, industry-leading BHS sorting equipment and screening technology can be achieved for \$7.6 million.
- A new 10,000-square-foot tilt-up addition to the existing 50,000-square-foot MRF is estimated at under \$2 million, with an additional \$1.4 million reserved for additional site work, lighting, environmental enhancements, visitor center improvements, etc.
- The new single-stream system will process 25 tons of recyclable materials per hour. This equipment is easily able to accommodate the increase of 20-25 tons per day of additional recyclables processing demand projected by the SBWMA.
- BHS screening technology is proven to produce high-quality commodities, thus maximizing revenue for local jurisdictions.
- Once construction is underway, the single-stream facility can be up and running within nine (9) months.

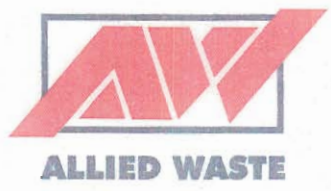




RECYCLING CAPACITY

Currently, the existing Shoreway MRF is processing 60,000 tons of recyclables per year and running at 18 tons per hour. The SBWMA estimates an all-new MRF is needed to accommodate an additional 20,000 tons/year increase, or a total processing capacity of 80,000 tons per year of recyclables. Based on this requirement, BHS has recommended installation of the 25 ton-per-hour single-stream system presented in this plan, which could process 80,000 tons per year running approximately 12 hours a day five days a week, or less than two full shifts.





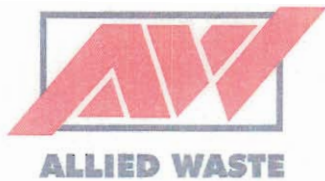
SINGLE-STREAM SYSTEM

BHS single-stream processing equipment is the proven industry standard. The patented automated system is easy to maintain and clean, thereby reducing labor costs. The BHS system also uses substantially less electricity.

BHS has installed comparable screening technology in more than 150 locations worldwide, and has designed and installed multiple complete single-stream processing systems for clients nationwide and around the world. Several of these complete systems are comparably configured to Allied's proposed Shoreway facility, among them locations in Los Angeles, Las Vegas, Seattle, and San Francisco.

Equipment Specifications

- BHS Metering Bin: 60 cubic yards
- Chainbelt infeed conveyor
- Pre-sort conveyor
- Pre-sort platform with (3) bunkers, (6) chutes
- BHS OCC Separator® Model 98-11/10 with access platforms
- OCC overs conveyor
- OCC unders conveyor
- BHS Debris Roll Screen® Model 84-9/9
- DRS glass fines conveyors (2) to glass clean-up system
- BHS NewSorter #1: Model 102-26T with structure and platforms
- NewSorter #1 overs conveyor
- NewSorter #1 unders conveyor
- BHS NewSorter #2: Model 102-26T with structure and platforms
- NewSorter #2 overs conveyor
- NewSorter #2 unders conveyor
- BHS Polishing Screen: Model 102-26T with structure and platforms
- Polishing screen overs conveyor
- Polishing screen unders conveyor
- Fiber post sort platform area with chutes, stairs
- Fiber post sort bunkers (3) for browns, mixed paper and ONP, plus ONP transfer conveyor to baler feed
- Container return conveyor on fiber post sort platform
- Residue conveyor on fiber post sort platform
- Container line infeed conveyor
- BHS Glass-Breaker-DRS: Model 60-11/9
- DRS unders conveyor
- Glass clean-up system with vibratory screen, aspirator, and filter
- Container line sort conveyor
- Fiber return conveyor from container line
- Dings cross belt magnet
- FE collection conveyor from magnet
- HDPE-N collection chute
- HDPE-N collection conveyor
- HDPE-C collection chute
- HDPE-C collection conveyor
- Multi-Sort acceleration conveyor
- NRT Multi-Sort IR optical sorter to remove PET
- PET collection conveyor with QC station
- PET pneumatic transfer system
- BHS Eddy Current Separator
- Aluminum pneumatic transfer system
- Residue collection and transfer conveyors (2)
- Container storage bins (5)
- Baler feed conveyor
- Supports, platforms as shown on layout drawing
- Systems controls package



FACILITY SPECIFICATIONS

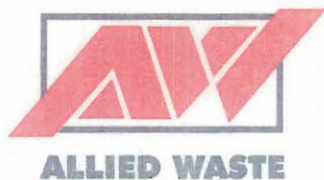
A new 10,000-square-foot concrete tilt-up addition will be built on the east end of the existing Materials Recovery Facility and will accommodate efficient installation of the new BHS single-stream recycling system.

The addition will be equal in height (25 feet) and width (200 feet) to the existing MRF structure. Because of its location near the Bay mud, the contractor anticipates building the new structure over concrete piles driven to an approximate depth of 60 feet to reach solid rock.

CONTRACTORS

Bulk Handling Systems, Inc. (BHS) designs, manufactures, and installs complete material recovery facilities for the solid waste & recycling industry worldwide. Recognized as an industry leader in global processing solutions, all BHS equipment is manufactured domestically at the company's Eugene, Oregon factory to maintain the highest-quality operational and environmental standards. Website: www.bulkhandlingsystems.com.

Since its inception in 1989, **E. A. Davidovits & Co., Inc.** has developed a solid reputation in the San Francisco Bay Area as a competent and community-focused general contractor and design/build firm specializing in commercial and industrial construction. A broad experience base has allowed the firm to excel from preliminary concept during the design and permitting stages, throughout the actual construction process, to final occupancy. Website: www.davidovitsco.com.



BUDGET

Construction

10,000 square foot new building	\$1,300,000
Concrete Piles	\$ 350,000
Soft Costs (estimate)	\$ 320,000

Includes architectural fees, structural, mechanical, electrical, plumbing, civil and soils engineering, Title 24 consultant, blueprinting costs, permit fees, water hookup fees for additional fire sprinklers, soils/concrete/welding inspections, surveying and staking.

Equipment \$7,632,960

Includes single-stream equipment, freight, project management, and installation

Other Enhancements \$1,400,000

Includes additional site work, lighting, environmental enhancements, visitor center improvements, etc.

Allied Plan Total: \$11,002,960

TIMELINE

Construction of the building addition is estimated to take seven (7) months, once permits have been secured.

In tandem with construction, final design and fabrication of the BHS recycling system is in process. Once building construction is complete, BHS estimates two (2) months for system installation.

Total Timeline: Construction → Operation = 9 months

SINGLE STREAM & COMMERCIAL SYSTEM

Equipment Component List & Budgetary Pricing

Prepared for

Allied Waste Services

By



BulkHandling
SYSTEMS

1040 Arrowsmith - Eugene, OR 97402 USA

Phone: 541.485.0999 - Fax: 541.485.6341

www.bulkhandlingsystems.com - sales@bhsequip.com

BHS Layout Drawing 7160-40A1

Equipment Component List:

- Item 1: BHS Metering Bin: 60 cubic yards.
- Item 2: Chainbelt infeed conveyor.
- Item 3: Pre-sort conveyor.
- Item 4: Pre-sort platform with (3) bunkers, (6) chutes.
- Item 5: BHS OCC Separator® Model 98-11/10 with access platforms.
- Item 6: OCC overs conveyor.
- Item 7: OCC unders conveyor.
- Item 8: BHS Debris Roll Screen® Model 84-9/9.
- Item 9: DRS glass fines conveyors (2) to glass clean-up system.
- Item 10: BHS NewSorter #1: Model 102-26T with structure and platforms.
- Item 11: NewSorter #1 overs conveyor.
- Item 12: NewSorter #1 unders conveyor.
- Item 13: BHS NewSorter #2: Model 102-26T with structure and platforms.
- Item 14: NewSorter #2 overs conveyor.
- Item 15: NewSorter #2 unders conveyor.
- Item 16: BHS Polishing Screen: Model 102-26T with structure and platforms.
- Item 17: Polishing screen overs conveyor.
- Item 18: Polishing screen unders conveyor.
- Item 19: Fiber post sort platform area with chutes, stairs.
- Item 20: Fiber post sort bunkers (3) for browns, mixed paper and ONP, plus ONP transfer conveyor to baler feed.
- Item 21: Container return conveyor on fiber post sort platform.
- Item 22: Residue conveyor on fiber post sort platform.
- Item 23: Container line infeed conveyor.
- Item 24: BHS Glass-Breaker-DRS: Model 60-11/9.
- Item 25: DRS unders conveyor.
- Item 26: Glass clean-up system with vibratory screen, aspirator, and filter.
- Item 27: Container line sort conveyor.
- Item 28: Fiber return conveyor from container line.
- Item 29: Dings cross belt magnet.
- Item 30: FE collection conveyor from magnet.
- Item 31: HDPE-N collection chute.
- Item 32: HDPE-N collection conveyor.
- Item 33: HDPE-C collection chute.
- Item 34: HDPE-C collection conveyor.
- Item 35: Multi-Sort acceleration conveyor.
- Item 36: NRT Multi-Sort IR optical sorter to remove PET.
- Item 37: PET collection conveyor with QC station.
- Item 38: PET pneumatic transfer system.
- Item 39: BHS Eddy Current Separator.
- Item 40: Aluminum pneumatic transfer system.
- Item 41: Residue collection and transfer conveyors (2).
- Item 42: Container storage bins (5).
- Item 43: Baler feed conveyor.
- Item 44: Supports, platforms as shown on layout drawing.
- Item 45: Systems controls package.

Budgetary Price for System Equipment as listed above, F.O.B. Eugene, OR: \$6,035,400.
Estimated Freight to San Carlos: \$124,300.

BHS Project Management

Project Management, Engineering, Site Visits, Start-Up & Training: \$128,000.

BHS Mechanical & Electrical Installation

Estimated Mechanical Installation:..... \$802,568.

Estimated Electrical Installation: \$542,692.

Budgetary total for equipment, freight, project management, installation: \$7,632,960.

Estimated Price for Optional Baler, FOB Factory: \$590,288.

Baler Installation: \$24,200.

Estimated Freight:..... \$2,800.



SBWMA-MRF Equipment Motor List San Mateo, CA

Equip #	Description	Width	Length	VFD qty	(Size of VFD)	Starter qty	Motor HP	Motors	NEC Code 480VAC Amps	Motor Name Plate Amps	Motor Efficiency %	Single Phase Amps	Load Type C=cont. I=Intermit	Diversity	Other Devices/Notes
1	Metering Bin 60 cu. yds.			1	25		20	1	27.0	23.4	91.4	***	C	0.8	
1	Metering Bin 60 cu. yds.			1	3		3	1	4.8	4.0	85.5	***	C	0.7	
3	Infeed Conveyor-Chainbelt (2 curves, no hopper)	72"	60	1	15		15	1	21.0	18.0	90.0	***	C	0.8	
4	Pre-Sort Conveyor-HDS Slider	72"	57	1	5		5	1	7.6	7.2	87.5	***	C	0.7	
6	BHS OCC Separator-88-11/10			1	10		7.5	1	11.0	9.0	89.5	***	C	0.6	
6	BHS OCC Separator-98-11/10			1	10		7.5	1	11.0	9.0	89.5	***	C	0.6	
7	Debris Roll Screen 84-9/9			1	7.5		5	1	7.6	7.2	87.5	***	C	0.7	
7	Debris Roll Screen 84-9/9			1	7.5		5	1	7.6	7.2	87.5	***	C	0.7	
10	Glass/Fines Collection Conveyor-Idler	36"	15			1	3	1	4.8	4.0	85.5	***	C	0.7	
11	Glass Transfer Conveyor-Idler	24"	158			1	7.5	1	11.0	9.0	89.5	***	C	0.7	
12	OCC Overs Conveyor-HDS Slider	72"	29			1	3	1	4.8	4.0	85.5	***	C	0.7	
13	BHS Newsorter-#1 Infeed Conveyor-Cleated Slider-Beefy Style	60"	40			1	3	1	4.8	4.0	85.5	***	C	0.7	
14	BHS Newsorter-#1 102-26T			1	7.5		5	1	7.6	7.2	87.5	***	C	0.6	
14	BHS Newsorter-#1 102-26T			1	10		7.5	1	11.0	9.0	89.5	***	C	0.6	
14	BHS Newsorter-#1 102-26T			1	5		3	1	4.8	4.0	85.5	***	C	0.8	
14	BHS Newsorter-#1 102-26T			1	5		3	1	4.8	4.0	85.5	***	C	0.8	
14	BHS Newsorter-#1 102-26T - Hydraulic Power Unit			1	5		3	1	4.8	4.0	85.5	***	C	0.8	2 HR/YR
16	NS #1 Overs Conveyor-HDS Slider	60"	22			1	3	1	4.8	4.0	85.5	***	C	0.7	
17	NS Unders Conveyor-Cleated Slider-Beefy Style	60"	40			1	3	1	4.8	4.0	85.5	***	C	0.7	
18	BHS Newsorter-#2 102-26T			1	7.5		5	1	7.6	7.2	87.5	***	C	0.6	
18	BHS Newsorter-#2 102-26T			1	10		7.5	1	11.0	9.0	89.5	***	C	0.6	
18	BHS Newsorter-#2 102-26T			1	5		3	1	4.8	4.0	85.5	***	C	0.6	
18	BHS Newsorter-#2 102-26T			1	5		3	1	4.8	4.0	85.5	***	C	0.6	
18	BHS Newsorter-#2 102-26T - Hydraulic Power Unit			1	5		3	1	4.8	4.0	85.5	***	C	0.6	2 HR/YR
20	NS #2 Overs Conveyor #2-HDS Slider	60"	58			1	5	1	7.6	7.2	87.5	***	C	0.7	
21	Polisher Infeed Conveyor-Cleated Slider-Beefy Style	60"	40			1	3	1	4.8	4.0	85.5	***	C	0.7	
22	BHS Polishing Screen @ #1 102-26T			1	7.5		5	1	7.6	7.2	87.5	***	C	0.6	
22	BHS Polishing Screen @ #1 102-26T			1	10		7.5	1	11.0	9.0	89.5	***	C	0.6	
22	BHS Polishing Screen @ #1 102-26T			1	5		3	1	4.8	4.0	85.5	***	C	0.6	
22	BHS Polishing Screen @ #1 102-26T - H.P.U.			1	5		3	1	4.8	4.0	85.5	***	C	0.6	
24	PS Overs Conveyor-HDS Slider	48"	22			1	3	1	4.8	4.0	85.5	***	C	0.9	2 HR/YR
25	Container Line Infeed Conveyor-Cleated Slider-Beefy Style	60"	25			1	3	1	4.8	4.0	85.5	***	C	0.7	
26	BHS Glass Breaker-DRS-60-11/9			1	3		3	1	4.8	4.0	85.5	***	C	0.7	
26	BHS Glass Breaker-DRS-60-11/9			1	3		3	1	4.8	4.0	85.5	***	C	0.7	
26	DRS Unders Collection Conveyor-HDS Slider	24"	30			1	2	1	3.4	2.8	85.5	***	C	0.7	
29	GCU Infeed Conveyor-Idler	36"	50			1	3	1	4.8	4.0	85.5	***	C	0.7	
30	Smico Vibratory Screener 48-64			1	3		3	1	4.8	4.0	85.5	***	C	0.7	
30	Smico Vibratory Screener 48-64			1	3		3	1	4.8	4.0	85.5	***	C	0.7	
32	Bag House-BHS Glass Clean-up System			1	0.5		0.5	1	1.1	0.9	75.5	***	C	0.8	
32	Bag House-BHS Glass Clean-up System			1	30		25	1	34.0	29.5	92.4	***	C	0.7	
32	Bag House-BHS Glass Clean-up System			1	3		3	1	4.8	4.0	85.5	***	C	0.7	
33	Container Line Sort Conveyor-HDS Slider	30"	48			1	3	1	4.8	4.0	85.5	***	C	0.7	
34	Fiber Return Conveyor-HDS Slider	18"	43			1	2	1	3.4	2.8	85.5	***	C	0.7	
35	Fiber Post Sort Trash Conveyor-HDS Slider	30"	92			1	5	1	7.6	7.2	87.5	***	C	0.7	
36	Fiber Post Sort Container Return Conveyor-HDS Slider	18"	83			1	5	1	7.6	7.2	87.5	***	C	0.7	
37	Dings Electro Magnet- Model 44T					1	3	1	4.8	4.0	85.5	***	C	0.7	
37	Dings Electro Magnet- Model 44T-Rectifier					1	3	1	4.8	4.0	85.5	***	C	0.7	
38	FE Collection Conveyor-Cleated Slider-Cleatlok Style	36"	21			1	3	1	4.8	4.0	85.5	***	C	0.7	
41	HDPEN Pneumatic blower system -16 GA 20"					1	30	1	40.0	34.7	94.4	***	C	0.8	
43	HDPEN Pneumatic blower system -16 GA 20"					1	30	1	40.0	34.7	94.4	***	C	0.8	
44	Multisort Acceleration Conveyor-ACL Slider	72"	15			1	10	1	14.0	11.9	88.5	***	C	0.7	
46	PET QC Sort/Collection Conveyor-MDP Slider	24"	20			1	2	1	3.4	2.8	85.5	***	C	0.7	
48	PET Pneumatic blower system -16 GA 20"					1	30	1	40.0	34.7	94.4	***	C	0.8	
50	Eddy Current Separator 48"					1	25	1	34.0	29.5	92.4	***	C	0.5	

Ref: P-7160

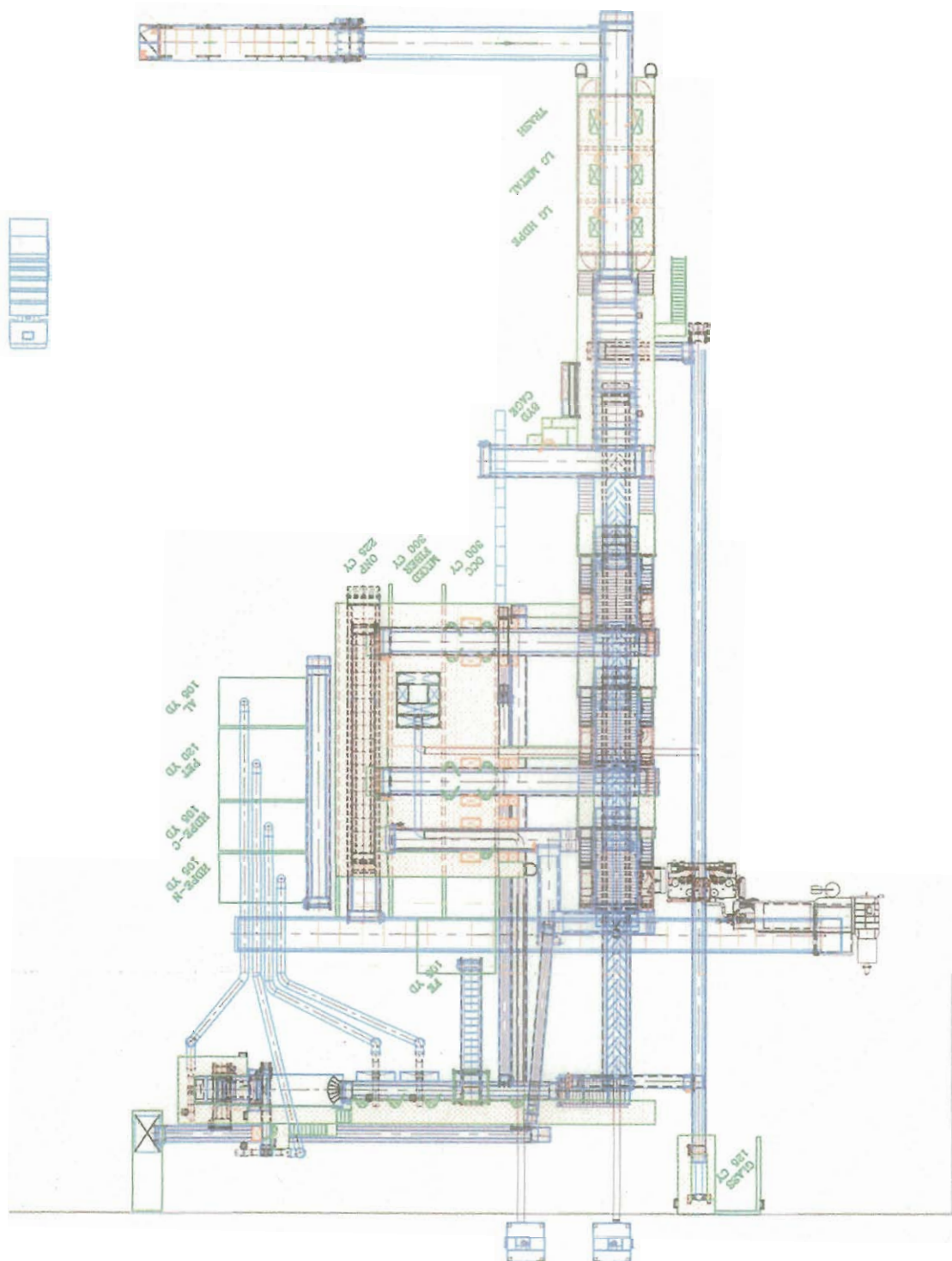


SBWMA-MRF
Equipment Motor List
San Mateo, CA

Equip #	Description	Width	Length	VFD qty	(Size of VFD)	Starter qty	Motor HP	Motors	NEC Code 480VAC Amps	Motor Name Plate Amps	Motor Efficiency %	Single Phase Amps	Load Type C=cont. I=Intermitt	Diversity	Other Devices/Notes
50	Eddy Current Separator 48"			1	3		3	1	4.8	4.0	85.5	***	C	0.7	
51	ECS Residue Collection Conveyor-HDS Slider	36"	14			1	3	1	4.8	4.0	85.5	***	C	0.7	
53	AL Pneumatic blower system -16 GA 20"		73			1	30	1	40.0	34.7	94.4	***	C	0.8	
55	Residue Transfer Conveyor-HDS Slider	36"	120			1	5	1	7.6	7.2	87.5	***	C	0.7	
60	Baler Infeed Conveyor-Chainbelt (2 curves, no hopper)	60"	90			1	15	1	21.0	18.0	90.0	***	I	0.5	
62	Fiber-Powered Diverter Gate					***			***			13.4	I	0.9	115/160VAC-12HR/YR
63	Mixed Fiber Sort Conveyor-HDS Slider	48"	40	1	3		3	1	4.8	4.0	85.5	***	C	0.7	
64	ONP Sort Conveyor-HDS Slider	60"	41	1	3		3	1	4.8	4.0	85.5	***	C	0.7	
65	ONP Transfer Conveyor-HDS Slider	60"	20			1	3	1	4.8	4.0	85.5	***	C	0.7	
66	OCC Transfer Conveyor-HDS Slider	72"	51			1	5	1	7.6	7.2	87.5	***	C	0.7	
70	Mixed Fiber Transfer Conveyor-HDS Slider	48"	21			1	3	1	4.8	4.0	85.5	***	C	0.7	
TOTAL FOR BHS EQUIPMENT				25		37	430.5	62	620.7	535.6		13.4			
BHS EQUIPMENT KVA										426		2			
45	NRT Multisort IRE											50			115/160VAC
56	JV Manufacturing Compactor					1	30	1	40.0	34.7	94.4				
57	2 Ram IPS Baler - TR-1398-200					1	223	1	274.0	274.0					
58	Plastic & AL Container Bins														
	-Hydraulics for container bins					1	3	1	4.8	4.0	85.5	***	I	0.8	360 HRS/YR
68	OCC Live Bottom Bunker	10	58			1	5	1	7.6	68.0	95.0	***	I	0.8	360 HRS/YR
68	OCC Live Bottom Bunker					1	1	1	2.1	68.0	95.0	***	I	0.8	360 HRS/YR
75	Main air compressor (used for optical)					1	50	1	65.0	108.0	95.0	***	C	0.8	
	Control Power Load											100			115/160VAC
TOTAL FOR BUY OUT EQUIPMENT							56.0	6.0	393.5	558.7		150			
GRAND TOTAL FOR ALL EQUIPMENT				25		43	486.5	68.0	1,014.2	1,094.3		163.4			
GRAND TOTAL KVA										870.8		18.8			

Single Stream Systems Reference List Partial List Domestic & Canada

Company Name	Location	Intl/Dom	Key Equipment in System	TPH	BHS #
Bestway Recycling	Los Angeles, CA	USA	Debris Roll Screen 60-9, Debris Roll Screen 48-13, OCC Separator 96-11/10, NewSorter, Polishing Screen, Debris Roll Screen	30 tph	1379-1609-1714
Norcal Waste Systems, Inc.	San Francisco, CA	USA	NewSorter 96-21 & Polishing Screen 84-26, NewSorter 96-21, Polishing Screen 84-26, Conveyors	30 tph	1424-1436
Oregon Recycling Systems	Portland, OR	USA	OCC Separator 68-13, NewSorter 96-26 & Polishing Screen 84-26	20 tph	1465
Republic Services	N. Las Vegas, NV	USA	Polishing Screen 84-26T, Conveyors, ECS, Debris Roll Screen 70-13, Magnet, NewSorter 102-26T, Debris Roll Screen 7-13, Polishing Screen 96-26T	22 tph	1585
Green Valley Disposal (Republic)	Waunakee, WI	USA	NewSorter 96-26T, Debris Roll Screen 70-13, Polishing Screen, Conveyor, Polishing Screen Platform	15 tph	1625
Waste Management	Santa Maria, CA	USA	OCC Separator 78-9/8, Debris Roll Screen 70-15, NewSorter 102-23T, Debris Roll Screen 60-18, Polishing Screen 96-23T, Conveyors, ECS	20 tph	1667
Bywaters Ltd.	United Kingdom	INTL	Polishing Screens 96-26T, Bag Breakers BB72,	15 tph	1697
Southeast Paper Newsprint Co.	Clackamas, OR	USA	Conveyors, NewSorter 96-26T, NewSorter 102-26T, Debris Roll Screen 70-13, Metering Bin, OCC Separator, Debris Roll Screen 70-10/10	25-30 tph	1698
Smurfit - Stone Recycling Co.	Renton, WA	USA	Metering Bin, Conveyors, Polishing Screen, Debris Roll Screen 48-13, OCC Separator and Controls	15-20 tph	1704
GreenWaste Recovery	San Jose, CA	USA	Conveyors, Polishing Screen 102-26T, Debris Roll Screen 72-11, OCC 78-9/8, Debris Roll Screen 72-9/9, NewSorter 102-26T, Polishing Screen 102-26T	20-25 tph	1713
Penn Waste, Inc.	Manchester, PA	USA	OCC Separator 78-9/8, Debris Roll Screens, Conveyors, NewSorter, Metering Bin, Controls	15-20 tph	1733
Allied Waste Services	Seattle, WA	USA	Metering Bin, NewSorters, Polishing Screen, Debris Roll Screens, Conveyors & Controls	30 tph	1744
Halton Recycling	Burlington, Ontario	INTL	Metering Bin, OCC Separator 96/11/10, NewSorters, Polishing Screens, Debris Roll Screens, Optical Sorting Units, Magnet ECS, Conveyors & Controls	40 tph	1746



E.A. DAVIDOVITS & Co., INC.

General Contractors

Mr. Donald Gambelin
ALLIED WASTE
6800 Koll Center Parkway, Suite 320
Pleasanton, CA 94566

RE: **New Shell Construction**
225 Shore Way Drive
San Carlos, California

Dear Don,

We are pleased to present our budget proposal for the work required at the above-mentioned facility. The scope of work will be as follows:

Construct a new 10,000 square foot concrete tilt-up facility to be built adjacent to the existing recycling center in order to accommodate an expansion of such facility.

This building will be located at the East side of the existing building and it will be equal in height and width as the existing building, because of its location near the bay mud, we anticipate this building having to be built over concrete piles driven to an approximate length of 60 feet in order to reach solid bed-rock.

Hard Construction Cost: We anticipate this building to be approximately \$115 - \$130. per square foot, plus the cost of the piles and the soft costs, so pricing will be as follows:

1. 10,000 square foot new building at
\$115. - \$130. per square foot..... \$1,150,000. to \$1,300,000.
2. Cost of concrete piles \$25 - \$35. per square foot \$250,000. to \$350,000.

Total Cost for Hard Construction Costs \$140 to \$160. per
Square foot..... \$1,400,000. to \$1,650,000.

Soft Costs: We estimate these costs to include architectural fees, structural, mechanical, electrical, plumbing, civil, and soils engineering, Title 24 consultant, blueprinting costs, permit fees (allowance of \$30,000), water hookup fees for added fire sprinklers (allowance of \$28,000), soils/ concrete/ and welding inspections, surveying and staking.



555 PRICE AVENUE, SUITE 200
REDWOOD CITY, CA 94063
LICENSE #708744

(650) 366-6068 • FAX (650) 368-1188

Estimate for soft costs for this project \$280,000 to \$320,000.

Soft costs are in addition to the hard construction costs described above. Above prices are strictly estimates to be confirmed at a later date when the scope of work is better defined.

Specifically excluded from above pricing is: demolition of any structures or equipment other than asphalt in the area of work, PG&E fees or any power upgrades if required, (we understand the existing power in the building is sufficient to handle the additional 10,000 square foot new building), removal of buried debris or contaminated soils or underground water contamination, any site work, any items not specifically mentioned above.

A few words about our company:

Since inception in 1989, E. A. Davidovits & Co., Inc. has developed a solid reputation in the San Francisco Bay Area as a competent, and conscientious, general contractor and design/build firm. Specializing in commercial and industrial construction, for almost 20 years we have successfully completed hundreds of projects many very similar to yours.

A broad experience base has allowed us to excel, from preliminary concept during the design and permitting stages, throughout the actual construction process, to the ultimate goal of final occupancy. This expertise enables us to efficiently coordinate with architects and engineering consultants as well as city officials. What this experience means to you is that we can assist you from the earliest stages of your project, including budgeting and estimating, permitting, pre-construction services and timely and cost efficient construction of every project we undertake.

Please feel free to visit our website www.davidovitsco.com.

If you have any questions, please do not hesitate to contact us. We look forward to being your design-build contractor on this project.

Sincerely,

E.A. DAVIDOVITS & CO., INC.

Edward A. Davidovits

Edward Davidovits
President

EAD:js



ARCHITECTS
ENGINEERS
PLANNERS

August 25, 2008

Mr. Kevin McCarthy, Executive Director
South Bayside Solid Waste Authority
610 Elm St. Suite 202
San Carlos, Ca. 94070

Re: Proposed Expansion of Existing MRF Building

Dear Kevin:

As I understand it, the SBWMA's proposed MRF expansion project has received a public challenge alleging that the proposed project is costing too much money, and that your same goals could be accomplished without replacing the existing MRF building.

Before responding to the allegation, it is important to give you that I am personally very committed to existing building preservation, and that JRMA has designed a significant number of projects where existing buildings were preserved and utilized in new and expanded ways. Among these projects is the Fremont Recycling and Transfer Station where over 90,000 of existing building was preserved and improved to serve as processing, storage and administrative areas for a MRF and transfer station.

I tell you this so you will understand it when I say that I always begin every plant modification or expansion project with the mindset of preserving existing buildings if at all practical. Your project was no exception.

When JRMA was first retained by SBWMA in September, 2006 to study your proposed MRF conversion from dual-stream to single-stream processing, I think it's safe to say that at that time no one had any ideas about replacing the existing building. Only after extensive analysis did we come to that conclusion..

Among the factors that lead to that decision are the goals of your Authority. Among those goals is the commitment to your ratepayers to provide a safe, efficient and sustainable facility that will serve you member communities as a model for environmental awareness and recycling education for many years. I'll discuss how I believe these goals are much better served by the proposed project than they would have been served by preserving the existing building.

An additional factor that influenced the decision to replace the existing building is the anticipated cost differential. Due to the factors discussed below, there is a strong likelihood that the fixed cost differential between the two options would decrease significantly.

J.R. MILLER & ASSOCIATES, INC

2700 SATURN ST.

BREA, CA 92821

TEL: 714.524.1870

FAX: 714.524.1875

WWW.JRMA.COM

Structural Safety

The existing MRF building is of tilt-up concrete construction with a panelized wood roof and was designed and built in the early 1960's. Since that time several changes have been incorporated into periodic revisions of the Uniform Building Code, and many of these changes have resulted in significant increases in the structural design requirements for buildings of this type.

To improve the safety level of the existing building, retrofit work was performed approximately 10 to 15 years ago to strengthen the building and increase its seismic resistance. However, additional work would be required to improve the building to the current requirements (and safety level) of the International Building Code, the successor to the UBC. The extent of that work could only be quantified through extensive engineering analysis, but in my opinion the resulting cost would have been considerable.

However, roof strengthening alone would not solve all of the structural issues associated with this existing building. The foundation system for this building is comprised of shallow spread footings. According to the Geotechnical Report by BSK Associates, the site is underlain by very soft and highly compressible fat clay, locally called Bay Mud. BSK has predicted that under the future anticipated foundation and floor loads, settlements in excess of 12 inches could be expected with conventional shallow footings. To mitigate significant building settlement, BSK recommended that a deep foundation system (i.e. driven piles) be used.

Because the seismic performance of buildings with shallow foundations founded on Bay Mud has been unsatisfactory in many cases, when the Transfer Station was built in 1983, the foundation system utilized deep piles. Had the existing building been preserved and utilized for the improved MRF, there would have been no practical way to introduce piles, resulting in a seismic vulnerability that would have remained throughout the life of the building. I believe the resulting risk would have been unacceptable to a public agency such as the Authority.

Operational Safety

Another risk that is present in this facility is the vulnerability of the structure to significant damage, and possibly partial collapse, arising from a collection vehicle damaging or destroying an interior building column. Currently collection trucks enter the building and maneuver to a tipping area, requiring trucks to back up very near two columns. Given this repeated operation and the fact that it is expected there will be even more trucks in the single stream collection system, there is a very credible risk that a truck could run into one of those columns and shear it from its base. Given the number of interior columns, it would have been impractical to remove them all, thus this risk would also have remained throughout the life of the facility.

Efficiency

To support the bidding process for the upcoming MRF operations contract, a number of MRF equipment vendors have prepared general arrangements for their proposed processing systems. In every case these proposed systems would not have fit into the existing building. Does that mean that a viable processing system couldn't have been fit into the existing building? Not necessarily, but it's logical to assume that such a system would not have been as efficient or practical as the proposed systems. Otherwise the equipment vendors, who are competing for a large contract, would have devised such a system.

Simply stated, while it may be possible to fit a processing system into the existing building, that system would have been inefficient compared to the system you will eventually have. What would have been the consequences of this? First, the fixed costs for the equipment would have been more due to more ups and downs (because of height limitations) as well as more turns (due to width and length restrictions). Second, the system would have cost more to operate and would have had more potential for flow restrictions and down time for the same reasons.

The bottom line result of this inefficiency would have been higher costs to the ratepayers throughout the service life of this facility. The magnitude of those costs will ever be known, but based on operating cost analyses I have seen for other similar facilities, even a small percentage of increases over the life of the facility would have resulted in an enormous life cycle cost.

Sustainability and Environmental Awareness

The existing building was designed and constructed prior to many of the social changes that have lead to the current level of environmental stewardship. As a result, the building does not meet even a basic level of sustainable design. Preserving that building and it inefficient electrical and mechanical systems would be a serious contradiction to the Authority's mission and commitment to its member communities and their citizens.

Instead, the Authority will have a LEED-certified facility constructed of high-recycled-content materials with energy-efficient electrical and mechanical systems designed to accept solar power generating equipment. This facility will serve as an icon of the Authority's mission and leadership, both in the community and for the entire nation. This could not have been accomplished through preservation of the existing building.

Fixed Costs

Based on the information available during the Master Planning phase, a budget difference of \$8 million was established. However, as more surveys were conducted of the existing facility, more programming was performed, and more code research was done, many additional non-complying or inadequate features and systems were identified. The resulting costs for remedial work would have reduced the gap in estimated budgets.

Specifically, remedial work that would have resulted in cost increases includes:

- Additional seismic strengthening to meet new California Building Code requirements.
- Additional structural improvements to existing foundation system to make existing structure compatible with new addition. This would likely have been a significant cost because of the incompatibility of a shallow foundation system in the existing building and a deep pile foundation in the addition and equipment foundations.
- Additional administrative and employee facilities space.
- Increasing the electrical system to accommodate increased loads.
- Improvements to correct non-complying CAC Title 24 access (ADA) requirements.
- Improvements in HVAC systems to meet CAC Title 24 energy requirements

There are many other positive impacts that have occurred as a result of the decision to replace the existing MRF building, including improved traffic flow and queuing for self haul customers, ability to increase your operations, improvement in the working environment for facility staff, and overall safety. I would be happy to discuss those impacts as well if that would be of help to you.

I trust this information will be helpful to you. Please let me know if there is anything else I can.

Very truly yours,
J.R. MILLER & ASSOCIATES, INC.

James R. Miller

James R. Miller, Structural Engineer
President, CEO



COUNTY OF SAN MATEO
Inter-Departmental Correspondence

DATE: September 15,
2008

BOARD MEETING DATE: September 30,
2008

SPECIAL NOTICE/HEARING: No

VOTE REQUIRED: Majority

TO: Environmental Quality Committee

FROM: Jeremy Dennis, on behalf of the Watershed Protection and
Restoration Coordinating Council

SUBJECT: Revision to the Purpose and Objectives of the Watershed
Protection Program

RECOMMENDATION:

Adopt a Statement of Purpose and Objectives for the Watershed Protection Program.

VISION ALIGNMENT: Preserve and provide people access to our natural environment.

Goal(s): Important natural resources are preserved and enhanced through environmental stewardship.

BACKGROUND:

On July 22, 2008, the Environmental Quality Committee of the Board of Supervisors was presented with a memo detailing the Watershed Protection and Restoration Coordinating Council's (WPRCC's) recent outreach effort regarding possible ways in which the County's watersheds can be better protected, and the reasons why watershed protection is important. The memo also detailed a series of recommended next steps.

One of the first steps recommended by the WPRCC was for the Environmental Quality Committee to adopt a Statement of Purpose and Objectives to guide the County's ongoing watershed protection effort. While the Committee was supportive of this concept, it was not prepared to adopt the draft statement presented at its

meeting of July 22, and requested that the statement be revised and expanded in response to the testimony received at that hearing. Specifically, the Committee suggested that the statement be revised to reflect the unique nature of the County's 34 watersheds, and identify the importance of further community participation in this process.

DISCUSSION:

The WPRCC has revised its recommended Statement of Purpose and Objectives for the Watershed Protection Program as presented below. The underlined bullet points are additions to the Purposes and Objectives as presented on July 22nd:

Purpose:

Ensure that County actions, programs, policies, and regulations protect and enhance water quality, aquatic and riparian habitats, and the native plant and animal species that depend on them.

Objectives:

- Identify the problems, threats, and enhancement objectives in each watershed.
- Recognize that each watershed may present unique management and protection challenges and opportunities.
- Improve implementation of existing programs and regulations.
- Work with other jurisdictions, agencies, and organizations to develop an integrated and comprehensive monitoring program.
- Explore and pursue opportunities for expanded education and outreach programs to encourage voluntary measures that protect and enhance watersheds.
- Ensure adequate opportunity for public review and comment during all phases of program development and implementation.
- Participate in the review, development, and implementation of new state and regional standards related to watershed protection.
- Pursue changes to existing programs and regulations where necessary to address existing and anticipated problems in each watershed, respond to regulatory requirements, and take advantage of enhancement opportunities.
- Streamline permitting requirements for maintenance and restoration projects that protect and enhance water quality.

As stated in the background, the first two underlined bullet points were added at the request of the Committee. The third bullet point was added by the Watershed working group as it is the group's belief that there are opportunities to streamline permitting requirements for specific types of restoration projects.

FISCAL IMPACT:

None.