

A. TITLE PAGE

**PROPOSAL FOR RECYCLING, ORGANICS, AND
SOLID WASTE COLLECTION AND RECYCLING,
ORGANICS, AND C&D PROCESSING**

ATTENTION TO: CITY OF SOUTH GATE CITY CLERK



SUBMITTED BY



**Universal Waste Systems, Inc.
10120 Miller Way, South Gate CA 90280
By: Matt Blackburn (909) 859-5731
matt@uwscompany.com**

"Large Enough to SERVE .. Small Enough to CARE!"



January 27, 2022

B. TRANSMITTAL LETTER

January 27, 2021

City Clerk's Office
Attn. Chris Jeffers
City Manager
City of South Gate
8650 California Avenue
South Gate, CA 90280

Re: PROPOSAL FOR RECYCLING, ORGANICS AND SOLID WASTE COLLECTION
AND RECYCLING, ORGANICS AND C&D PROCESSING SERVICES

Dear Mr. Jeffers:

Universal Waste Systems, Inc. (UWS) is pleased to submit the following proposal in response to the City of South Gate's request for proposal for Recycling, Organics and Solid Waste Collection Services.

UWS is a family-owned privately held company established in 1986 providing waste management services to communities throughout Southern California. We have broad and extensive experience serving residential, commercial and industrial customers in Southern California, Arizona, and New Mexico. In addition to successfully operating in exclusive franchise areas where excellent service has earned renewals and extensions, we have also been successful in the highly competitive non-exclusive environment where customers are free to change service providers based upon service quality and price.

UWS is the only proposer that currently has their operating division that will service the City located within the City limits secured by a long-term lease with the City. In addition, the Miller Way operating division has an organic compost facility, natural gas fueling station and employs many South Gate residents. UWS would be a perfect fit for the City of South Gate as we are located in the City limits and own and operate all of our processing, transfer and material recovery facilities needed to meet the requirements of the RFP. This unique arrangement will offer lower vehicle miles traveled (VMT) for all collection trucks improving the City's overall carbon footprint and creating lower emissions overall.

In additional to the information provided in the RFP, we have provided a section titled "Key Highlights of the Proposal" which will provide a quick summary of the key points as well as some of the enhancements offered by UWS.



Our contact person for this Proposal is:

Name:	Matt Blackburn
	Executive Vice President
Mailing address:	P.O. Box 3038
	Whittier, California 90605
E-mail address	matt@uwscompany.com
Telephone:	562-695-8236 (office)
	909-859-5731 (cell)
Fax number:	562-941-4915

We look forward to the RFP process and the opportunity to meet and discuss the many capabilities of Universal Waste Systems and its qualified team of professionals. Please feel free to contact us with any questions or comments.

Respectfully submitted,

Mark Blackburn
President

C. COMPLETED PROPOSER DESIRED EXPERIENCE CHECK LISTProposing Company: Universal Waste Systems Inc.**ATTACHMENT 8****DESIRED PROPOSER EXPERIENCE REQUIREMENTS CHECKLIST**

Please check the appropriate response to each item below, and attach documentation to this form supporting each response (e.g. names of agencies, population, dates of service, description of services provided, name of contact person at the agency and telephone number).

Desired Requirements	Yes	No
1. The proposer is currently providing solid waste, recycling, and organics services under an exclusive franchise agreement to at least three cities and/or counties with a combined service area population of at least 100,000.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. The proposer is currently providing exclusive residential curbside collection services to at least two public agencies with a service area population of at least 35,000.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. The proposer is currently providing exclusive commercial collection services to at least two public agencies with a service area population of at least 35,000.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. The proposer is currently providing fully automated residential cart services (solid waste, recycling or organics) to at least one city or county with a service area population of at least 35,000.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. The proposer is currently providing full service commercial solid waste, recycling and organics to at least one city or county with a service area population of at least 35,000.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. The proposer has previously initiated an exclusive residential and commercial service in at least one city or county with a service area population of at least 40,000 as part of a transition from a previous service provider in the last fifteen (15) years.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
8. The proposer's annual company revenues for its most recently completed fiscal year are at least \$50 million.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
9. The proposer's has attached all supporting data required to explain the responses in this form.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Failure to complete and submit this form will deem the proposer's proposal nonconforming and incomplete.

October 26, 2021

City of South Gate



ATTACHMENT 8**Desired Proposer Experience Requirements Checklist**

1. UWS has answered yes to this question with the following explanation.
 - a. City of Los Angeles Northeast Zone
 - b. County of Los Angeles
 - i. West Whittier Area
 - ii. Pioneer Carson Area
 - iii. Mesa Heights Area
 - iv. South San Gabriel Area
 - v. Citrus Area
 - c. City of Maywood
 - d. City of Los Alamitos
2. UWS has answered yes to this question with the following explanation.
 - a. County of Los Angeles – multiple franchise agreements as listed above
 - b. County of Valencia in New Mexico – population of 76,000
3. UWS has answered yes to this question with the following explanation.
 - a. City of Los Angeles Northeast Zone – Estimated population is 1 to 2 million and 9,000 customers
 - b. City of Maywood – 25,000 population
 - c. City of Los Alamitos – 12,000 population
4. UWS has answered yes to this question with the following explanation.
 - a. County of Los Angeles
 - i. West Whittier Area
 - ii. Pioneer Carson Area
 - iii. Mesa Heights Area
 - iv. South San Gabriel Area
 - v. Citrus Area
5. UWS has answered yes to this question with the following explanation.
 - a. City of Los Angeles Northeast Zone – Estimated population is 1 to 2 million and 9,000 customers
6. UWS has answered no to this question with the following explanation.
 - a. Although the City of Los Angeles Northeast Zone has a service area population of 1 to 2 million people it was exclusive for commercial only and transitioned in 2017. UWS has transitioned the City of Maywood population 25,000 in 2020 and the City of Los Alamitos population of 12,000 which collectively are greater than 40,000.

Therefore we believe this qualifies UWS to answer yes to this question, however we need multiple agreements to meet the exact language.

8. UWS has answered yes to this question.



LARGE ENOUGH TO SEAVE, SMALL ENOUGH TO CARE

D. EXECUTED ANTI-COLLUSION AFFIDAVIT**ATTACHMENT 5****ANTI-COLLUSION AFFIDAVIT**

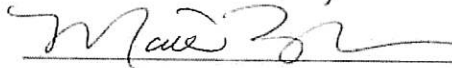
Proposer as a part of this proposal submits the following affidavit:

The undersigned deponent, of lawful age, being duly sworn, upon his oath deposes and says: That he has lawful authority to execute the within and foregoing proposal; that he has executed the same by subscribing his name hereto under oath for and on behalf of said proposer; that proposer has not directly or indirectly entered into any agreement, express or implied, with any proposer or proposers, having for its object the controlling of the price or amount of such proposal or proposals, the limiting of the proposals or proposers, the parceling or farming out to any proposer or proposers or other persons of any part of the contract or any part of the subject matter of the proposal or proposals or of the profits thereof, and that he has not and will not divulge the sealed Proposal to any person whomsoever, except those having a partnership or other financial interest with him in said proposal or proposals, until after the said sealed proposal or proposals are opened.

Deponent further states that the proposer has not been a party to any collusion among proposers in restraint of freedom of competition; by agreement to make a proposal at a fixed price or to refrain from submitting a proposal; or with any City official or employee as to quantity, quality, or price in the prospective contract; or in any discussions between proposers and any City official concerning exchange of money or other things of value for special consideration in the letting of a contract; that the proposer has not paid, given or donated or agreed to pay, give or donate to any official, officer or employee of the City directly or indirectly, in the procuring of the award of contract pursuant to this proposal.

Executed under penalty of perjury on this 22 day of January, 2022 at Santa Fe Springs

SIGNED:



BY:

Matt Blackburn

TITLE:

Vice President

CONTRACTOR:

Universal Waste Systems

Failure to complete and submit this form will deem the proposer's proposal incomplete and nonconforming.

October 26, 2021

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City of South Gate



LARGE ENOUGH TO SERVE, SMALL ENOUGH TO CARE

E. EXECTUTED SIGNATURE PAGE OF RFP ADDENDA

Addendum No. 1

**ADDENDUM NO. 1
TO THE CITY OF SOUTH GATE
REQUEST FOR PROPOSALS FOR RECYCLING, ORGANICS, AND
SOLID WASTE COLLECTION AND RECYCLING, ORGANICS, AND
C&D PROCESSING SERVICES**

City of South Gate
8650 California Avenue
South Gate, CA 90280

The Request for Proposals (RFP) Documents shall be revised by additions to, deletions from and changes as stated in this addendum; insofar as original documents are in variance with this Addendum, this Addendum shall govern. The following changes are hereby incorporated:

Revisions to RFP:

Sec Sections:

- Section IV, page 14
- RFP Attachment 2-B, revised to include revised rate revenue to contractor
- RFP Attachment 2-I, updated to reflect the City's public litter containers
- RFP Attachment 7, updated to remove the footnote "** Please note: the "Residential Collection Services Fees" billed by the City do not include the franchise fee. The ancillary residential rate for the "Loss/Stolen Replacement" container, which is direct-billed by the current service provider, includes the 12.8% residential franchise fee. All commercial rates are billed by the current service provider and include the 15% commercial franchise fee.*"

This Addendum is to be incorporated in and become part of the Proposal. Proposers must acknowledge receipt of Addendum No. 1 by signing and dating below, and including this signature page with the Proposal, as "1(h)" in the proposal outline (the entire Addendum need not be included).

Acknowledged:


Proposer's Signature

7/22/22
Date

Universal Waste Systems
Company

Addendum No. 1 Attachments:

1. Updated RFP page 14
2. Revised RFP Attachment 2-B
3. Updated RFP Attachment 2-I
4. Updated RFP Attachment 7

City of South Gate

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October 28, 2021

Addendum No. 2

Acknowledged:


Proposer's Signature

1/22/2022
Date

Universal Waste Systems
Company

Addendum No. 2 Attachments:

1. Updated RFP Pages 2 and 11
2. Updated Draft Agreement
3. Calendar Years 2019 and 2020, and YTD 2021 Hauler Tonnage Reports
4. Street Sweeping Map
5. Attachments 3 and 4 (EXCEL)

City of South Gate

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December 16, 2021



LARGE ENOUGH TO SERVE, SMALL ENOUGH TO CARE

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KEY HIGHLIGHTS OF THE PROPOSAL

Section 5 – Proposer Overview:

Ownership and Management

Universal Waste Systems, Inc. (UWS) is a privately held locally owned and operated business by the Blackburn Family. The company was established in 1986 and has family members at all levels of management within the company to ensure that it meets and/or exceeds all of its contract obligations. The City of South Gate will have direct access to the owners of the company which will provide for a better long-term relationship and guarantee that the contract is successful and compliant. We live by our company slogan "Large enough to serve; small enough to care".

Past Experience

Following a competitive procurement, the City of Los Angeles awarded UWS an exclusive franchise agreement for the North East Commercial Franchise Zone to service commercial, multi-family, and industrial customers. This franchise was awarded and covered all services including waste, recyclable and organic collection, processing of all waste streams, facility development and construction along with a robust public education component as well as legislative compliance. During the implementation we transitioned 9,000 new accounts from 20 different service providers to a new UWS customer. This experience will be pivotal during the transition from Waste Management in order to ensure a smooth and timely transition of services.

Key Personnel

UWS' President and CEO, Mark Blackburn started the company in 1986 with one truck and a few hundred bins. Since 1986, UWS has grown into one of the premier environmental waste and recycling companies in California and the nation. UWS employs over 500 employees runs 350 trucks in 3 states with multiple operations and processing centers in the greater Southern California market available to the City of South Gate. Under Mr. Blackburn's leadership he has created an environment where all employees are unified in their commitment to our mission, vision, and values. The company's success is a result of empowering our employees to make good decision, implement them with the ultimate goal of the opportunity for upward mobility. We are proud that our company has become a long-term employment home for many of our valued employees.

Safety and Injury Prevention

UWS has an extensive safety and injury prevention program that all employees are required to participate in as well as receive individual training that fits their job duties. UWS has been able to substantially reduce the number of work place accidents through our rigorous training protocol and follow up training. Because safety is a core value of the company, we dedicated a complete section to this area which provides an in depth look into the safety culture we have developed and continue to enforce at UWS. Please take time to review Section 5g for more details on our approach and success.



Section 6 – Designated Facilities:**Facility Description and Utilization**

UWS' owned and operated facilities will ensure that the City of South Gate has control over where their waste, recyclable organic materials are shipped for processing. The facilities owned and operated by UWS, are in the city limits or in close proximity and will ensure that UWS can meet and or exceed all of the legislative requirements facing the City. There is a detailed list and description of the facilities in Section 6. Below is a quick rundown on the proposed facilities.

- Material Recovery and Transfer Facility – Santa Fe Springs
- Mixed Waste Processing Facility – Santa Fe Springs and Pico Rivera
- Green Waste and Organic Composting Facility – South Gate
- Organic Food and Food Scrap Processing Facility – Vernon
- Truck Terminals – South Gate, Santa Fe Springs and Los Angeles

Section 7 – Service Implementation Plan:**Implementation and Compliance Plan**

This Service Implementation Plan will ensure an efficient and orderly transition of integrated solid waste management services for the residents and businesses in the City of South Gate by January 1, 2023. As noted previously in the proposal, UWS has extensive experience with service transition most recently in the City of Los Angeles, Maywood and Los Alamitos in addition to 8 franchise areas in New Mexico. UWS will assign a City Liaison which will be Matt Blackburn (family member and owner) and he will be the primary contact for implementation and will personally oversee the transition. Matt coordinated the transition in the City of Los Angeles, Maywood and Los Alamitos.

Section 8 – AB341 and Sb1383 Implementation Plan:**Outreach and Education Plan**

RecycleLA, the City of Los Angeles' Zero Waste program, was designed before SB 1383 was adopted and yet the program anticipated what would become the State recycling and organic waste recycling mandate.

As a Contractor for RecyLA servicing the North East zone, we have been able to perfect our diversion implementation plan, recruit and train our team, and hone our customer education and outreach skills. Our Zero Waste team has extensive experience in assessing our customer needs, personalizing programs and getting results. This implementation plan is a product of that experience. Our Zero Waste Team is made up of fourteen Zero Waste Account Representatives with public relations skills and special training and expertise to personally assist Customers with tailoring solid waste services that maximize the recovery of recyclable material and organics. The Zero Waste Team will be deployed in the City of South Gate prior to the implementation to audit, identify and construct effective recycling programs for all of new customers.

Section 9 – Customer Service:

Customer Service

UWS' roots are in the highly competitive nonexclusive franchise environment where customers are free to change providers if service quality is not maintained. Quality customer service always has been and continues to be of utmost importance to the Blackburn Family. Here the power of the personal guarantee, a UWS Core Value, is exemplified by the hands-on involvement of the key management team members to ensure that every single Customer complaint or simple inquiry is resolved to the complete satisfaction of the Customer.

Training

In the weeks leading up to starting service, we will conduct mandatory off-hour training sessions to familiarize transitioning employees with our procedures and technologies. Transitioning employees will be compensated for attending training sessions. This early activity with the personnel assigned to the City of South Gate will again provide for a seamless transition with minimal disruption to the services.

Section 10 – Collection Equipment

Proposed Equipment

UWS proposes to utilize all brand new equipment in the City of South Gate. UWS has an inventory of brand new 2021 and 2022 Renewable Natural Gas (RNG) collection vehicles in stock or on order ready for deployment after award of the contract. UWS will also outfit each resident with brand new SB1383 compliant automated carts (grey, blue and green) at service commencement. The commercial and multi-family customers serviced by front loader bins will also receive brand new or newly refurbished containers prior to the start of service.

Section 12 – Minimum Recycling Requirements

Minimum Recycling and Diversion Requirements

This is the Section of the proposal that will set UWS apart from all of the other competitors. UWS will guarantee the City of South Gate a **Fifty (50%) percent diversion from landfill starting on day one**. We are so confident in our proposed diversion programs included in our response, we will guarantee this to the City thus allowing the City of South Gate to be a leader in the County of Los Angeles. Our programs are designed to meet the threshold and be compliant with SB1383. More details on this included in Section 12.

Section 14 – Organic Waste Recycling Program

Procurement of Recovered Organic Waste Products

Short-Lived Climate Pollutants regulations requires a jurisdiction to procure organic waste products directly, or through a service provider (Contractor), at or above the target established by CalRecycle. UWS will assist the City with meeting these requirements by procuring products that meet the criteria established in SB1383. One of the areas that will be beneficial to the City in meeting these goals will be UWS' commitment to use Renewable Natural Gas (RNG) in the City of South Gate' collection vehicles. UWS currently uses RNG in all of its collection vehicles that operate in the Southern California market.



In addition, UWS has the only organic composting facility in the region located in the City limits of South Gate. This facility will provide to be a vital component in the goal of meeting the stringent goals established in SB1383.

Section 17 – Employment of Prior Contractors Employees

Employment of Prior Contractor Employees

We recognize that the employees of the current contractor possess unique knowledge of the City and the customers therefore we believe they would be beneficial to join our team. We plan to offer employment opportunities for available positions to existing employees of the current contractor that would otherwise be displaced. Our owners, management and employees treat each other equally and fairly and will not engage in discrimination against anyone because of their actual or perceived race, color, religion, ancestry, national origin, disability, medical condition, marital status, domestic partner status, sex, gender, gender identity, gender expression, or sexual orientation or as a member of any other protected class.

SECTION 2 – RATE PROPOSAL FORMS (ATTACHMENT 3)

ATTACHMENT 3
RATE PROPOSAL FORMS

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3-I	Optional Service - Public Litter Container Collection

PROJECTED ESTIMATED FIRST-YEAR RATE REVENUEProposing Company: **Universal Waste Systems, Inc.****Instructions:** Enter proposer's name in the above blue, bolded box. Confirm that rate revenue is accurately reflected, based on proposer's proposed rates.

Row	Service Category	Projected First Year Annual Customer Rate Revenue*	Reference
1	Residential Cart	\$ 5,532,354	Attach. 3-B, Row 10
2	Commercial and Multi-Family Solid Waste	\$ 4,904,114	Attach. 3-C, Row 40
3	Commercial and Multi-Family Recycling	\$ 716,663	Attach. 3-D, Row 25
4	Commercial and Multi-Family Organics Recycling	\$ 553,021	Attach. 3-E, Row 16
5	Roll-Off Box and Temporary Bin	\$ 1,886,108	Attach. 3-F, Row 19
6	Total First-Year Rate Revenue	\$ 13,592,260	Sum Rows 1-5
7	Optional Used Oil and Used Oil Filter Program	\$ 104,988	Attach. 3-H, Row 3
8	Total First-Year Rate Revenue Including Optional Used Oil and Used Oil Filter Program	\$ 13,697,248	Sum Rows 6 - 7
9	Optional Public Litter Container Collection	\$ 59,000	Attach. 3-I, Row 1

* Includes all City fees. The franchise fee amount will be determined during negotiations. For rate proposal comparison purposes, all proposers should include a 10% franchise fee and a 2% AB 939/SB 1383 Reimbursement in their proposed rates.

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

PROJECTED ESTIMATED FIRST YEAR RESIDENTIAL CART RATE REVENUEProposing Company: Universal Waste Systems, Inc.

Instructions: Provide rates in blue, bolded boxes. The other rates should automatically calculate. Confirm accuracy of calculations.

Row	Service Category	Monthly Customer Rate*	# of Units as of March 2021	Monthly Rate Revenue
1	<u>Basic Service - 1x week, one each solid waste, recycling and organics cart - 64-gallon (rate based on size of solid waste cart)</u>	\$ 22.76	1,732 accounts (1)	\$ 39,420.32
2	<u>Basic Service - 1x week, one each solid waste, recycling and organics cart - 96-gallon (rate based on size of solid waste cart)</u>	\$ 24.59	15,766 accounts (1)	\$ 387,685.94
3	<u>Backyard Service - Non-Qualifying Customers</u>	\$ 44.59	- accounts (2)	\$ -
4	<u>Additional Cart Rates</u>			
	Solid Waste - 32-gallon	\$ 7.78	- carts (3)	\$ -
5	Solid Waste - 64-gallon	\$ 8.78	299 carts (4)	\$ 2,625.22
6	Solid Waste - 96-gallon	\$ 12.61	2,482 carts (4)	\$ 31,298.02
7	Organics - Any size above 2 carts available at no additional charge	\$ 12.61	- carts	\$ -
8	Total Projected Monthly Rate Revenue		20,279	\$ 461,029.50
9	Months			12
10	Total Projected Annual Rate Revenue			\$ 5,532,354

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

* Rates should include all City fees. The franchise fee amount will be determined during negotiations. For rate proposal comparison purposes, all proposers should include a 10% franchise fee and a 2% AB 939/SB 1383 Reimbursement in their proposed rates.

(1) Number of accounts as reported by the current hauler.

(2) Non-Qualifying Customers are able-bodied customers who elect to receive container pushout service at a higher cost. Please provide the total rate for non-qualifying backyard pushout service.

(3) 32-gallon solid waste carts are not currently offered by current hauler.

(4) Number of carts as reported by the current hauler.

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PROJECTED ESTIMATED FIRST-YEAR COMMERCIAL AND MULTI-FAMILY SOLID WASTE RATE REVENUE

Proposing Company: Universal Waste Systems, Inc.

Instructions: Enter proposed rates in blue, bolded boxes and estimated container counts in yellow, bolded boxes. Proposed rate revenue on this page should calculate automatically. Confirm accuracy of calculations.

Proposed Customer Rates*							
Row	Container Type/Size	Number of Collections per Week					
		1	2	3	4	5	6
1	64 Gallon Solid Waste	\$ 89.00	\$ 178.00	\$ 267.00	\$ 356.00	\$ 445.00	\$ 534.00
2	96 Gallon Solid Waste	\$ 99.00	\$ 198.00	\$ 297.00	\$ 396.00	\$ 495.00	\$ 594.00
3	2 Cubic Yard Solid Waste	\$ 129.88	\$ 244.76	\$ 347.88	\$ 447.88	\$ 547.88	\$ 647.88
4	3 Cubic Yard Solid Waste	\$ 149.88	\$ 249.88	\$ 349.88	\$ 449.88	\$ 549.88	\$ 649.88
5	4 Cubic Yard Solid Waste	\$ 169.88	\$ 324.76	\$ 494.64	\$ 664.52	\$ 834.40	\$ 1,004.28
6	6 Cubic Yard Solid Waste	\$ 219.88	\$ 424.76	\$ 644.64	\$ 864.52	\$ 1,084.40	\$ 1,304.28
7	2 Yard Compactor	\$ 363.97	\$ 727.94	\$ 1,091.91	\$ 1,455.88	\$ 1,819.85	\$ 2,183.82
8	3 Yard Compactor	\$ 471.56	\$ 943.12	\$ 1,414.68	\$ 1,886.24	\$ 2,357.80	\$ 2,829.36
9	4 Yard Compactor	\$ 544.21	\$ 1,088.42	\$ 1,632.63	\$ 2,176.84	\$ 2,721.05	\$ 3,265.26
10	Push Out Service	\$ 32.20	\$ 64.40	\$ 96.60	\$ 128.80	\$ 161.00	\$ 193.20
11	Scout Service	\$ 49.73	\$ 99.46	\$ 149.19	\$ 198.92	\$ 248.65	\$ 298.38
12	Locking Lids (1)	\$ 16.10	\$ 32.20	\$ 48.30	\$ 64.40	\$ 80.50	\$ 96.60

Service Levels**								
Row	Container Type/Size	Number of Collections per Week						Total Containers
		1	2	3	4	5	6	
13	64 Gallon Solid Waste	236	-	-	-	-	-	236
14	96 Gallon Solid Waste	62	2	-	-	-	-	64
15	2 Cubic Yard Solid Waste	375	26	3	1	-	-	405
16	3 Cubic Yard Solid Waste	324	131	51	15	15	30	566
17	4 Cubic Yard Solid Waste	100	66	33	21	24	28	272
18	6 Cubic Yard Solid Waste	16	13	13	-	6	5	53
19	2 Yard Compactor	-	-	-	1	-	-	1
20	3 Yard Compactor	-	-	-	2	-	-	2
21	4 Yard Compactor	1	-	-	-	-	-	1
22	Push Out Service	107	1	1	-	-	-	109
23	Scout Service	231	102	19	3	-	-	355
24	Locking Lids (1)	235	39	30	11	7	15	337
25	Total Containers	1,687	380	150	54	52	78	2,401

COMMERCIAL AND MULTI-FAMILY SOLID WASTE RATE REVENUE								
Row	Container Type/Size	Number of Collections per Week						Monthly Rate Revenue
		1	2	3	4	5	6	
26	64 Gallon Solid Waste	\$ 21,004.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,004.00
27	96 Gallon Solid Waste	\$ 6,138.00	\$ 396.00	\$ -	\$ -	\$ -	\$ -	\$ 6,534.00
28	2 Cubic Yard Solid Waste	\$ 48,705.00	\$ 6,363.76	\$ 1,043.64	\$ 447.88	\$ -	\$ -	\$ 56,560.28
29	3 Cubic Yard Solid Waste	\$ 48,561.12	\$ 32,734.28	\$ 17,843.88	\$ 6,748.20	\$ 8,248.20	\$ 19,496.40	\$ 133,632.08
30	4 Cubic Yard Solid Waste	\$ 16,988.00	\$ 21,434.16	\$ 16,323.12	\$ 13,954.92	\$ 20,025.60	\$ 28,119.84	\$ 116,845.64
31	6 Cubic Yard Solid Waste	\$ 3,518.08	\$ 5,521.88	\$ 8,380.32	\$ -	\$ 6,506.40	\$ 6,521.40	\$ 30,448.08
32	2 Yard Compactor	\$ -	\$ -	\$ -	\$ 1,455.88	\$ -	\$ -	\$ 1,455.88
33	3 Yard Compactor	\$ -	\$ -	\$ -	\$ 3,772.48	\$ -	\$ -	\$ 3,772.48
34	4 Yard Compactor	\$ 544.21	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 544.21
35	Push Out Service	\$ 3,445.40	\$ 64.40	\$ 96.60	\$ -	\$ -	\$ -	\$ 3,606.40
36	Scout Service	\$ 11,487.63	\$ 10,144.92	\$ 2,834.61	\$ 596.76	\$ -	\$ -	\$ 25,063.92
37	Locking Lids (1)	\$ 3,783.50	\$ 1,255.80	\$ 1,449.00	\$ 708.40	\$ 563.50	\$ 1,449.00	\$ 9,209.20
38	Projected Monthly Rate Revenue							\$ 408,676.17
39	Months							12
40	Projected Annual Rate Revenue							\$ 4,904,114

Container Distribution as of July 2021 (For Reference Purposes Only)**								
Row	Container Type/Size	Number of Collections per Week						Total Containers
		1	2	3	4	5	6	
41	64 Gallon Solid Waste	236	-	-	-	-	-	236
42	96 Gallon Solid Waste	62	2	-	-	-	-	64
43	2 Cubic Yard Solid Waste	375	26	3	1	-	-	405
44	3 Cubic Yard Solid Waste	374	161	61	18	15	30	659
45	4 Cubic Yard Solid Waste	120	83	41	26	27	32	329
46	6 Cubic Yard Solid Waste	18	16	13	-	7	6	60
47	2 Yard Compactor	-	-	-	1	-	-	1
48	3 Yard Compactor	-	-	-	2	-	-	2
49	4 Yard Compactor	1	-	-	-	-	-	1
50	Push Out Service	107	1	1	-	-	-	109
51	Scout Service	231	102	19	3	-	-	355
52	Locking Lids (1)	235	39	30	11	7	15	337
53	Total Containers	1,759	430	168	62	56	83	2,558

* Rates should include all City fees. The franchise fee amount will be determined during negotiations. For rate proposal comparison purposes, all proposers should include a 10% franchise fee and a 2% AB 939/SB 1383 Reimbursement in their proposed rates.

** The July 2021 Container Distribution reflects the level of service provided by the current hauler provider at that time. Proposers should input the anticipated level of service in the yellow, bolded boxes, based on addressing the requirements of AB 341, AB 1826, and SB 1383. A standardized container distribution will be developed in order to evaluate proposals on a consistent basis after submission of proposals. The standardized container distribution may be the average of the proposed distributions.

(1) Locking Bin Service applies to Solid Waste, Recyclables and Organics bin rates.

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

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PROJECTED ESTIMATED FIRST-YEAR COMMERCIAL AND MULTI-FAMILY RECYCLING RATE REVENUE

Proposing Company: Universal Waste Systems, Inc.

Instructions: Enter proposed rates in blue, bolded boxes and estimated container counts in yellow, bolded boxes. Proposed rate revenue on this page should calculate automatically. Confirm accuracy of calculations.

Proposed Customer Rates*							
Row	Container Type/Size	Number of Collections per Week					
		1	2	3	4	5	6
1	35 Gallon Recycling	\$ 47.85	\$ 95.70	\$ 143.55	\$ 191.40	\$ 239.25	\$ 287.10
2	64 Gallon Recycling	\$ 57.85	\$ 115.70	\$ 173.55	\$ 231.40	\$ 289.25	\$ 347.10
3	96 Gallon Recycling	\$ 64.35	\$ 128.70	\$ 193.05	\$ 257.40	\$ 321.75	\$ 386.10
4	2 Cubic Yard Recycling	\$ 68.22	\$ 136.44	\$ 204.66	\$ 272.88	\$ 341.10	\$ 409.32
5	3 Cubic Yard Recycling	\$ 79.95	\$ 159.90	\$ 239.85	\$ 319.80	\$ 399.75	\$ 479.70
6	4 Cubic Yard Recycling	\$ 90.72	\$ 181.44	\$ 272.16	\$ 362.88	\$ 453.60	\$ 544.32
7	6 Cubic Yard Recycling	\$ 112.43	\$ 224.86	\$ 337.29	\$ 449.72	\$ 562.15	\$ 674.58

Service Levels**								
Row	Container Type/Size	Number of Collections per Week						Total Containers
		1	2	3	4	5	6	
8	35 Gallon Recycling	37	-	-	-	-	-	37
9	64 Gallon Recycling	44	18	-	-	-	-	62
10	96 Gallon Recycling	273	13	2	1	-	-	289
11	2 Cubic Yard Recycling	62	18	1	-	-	-	81
12	3 Cubic Yard Recycling	31	15	15	5	17	4	87
13	4 Cubic Yard Recycling	11	5	4	1	5	-	26
14	6 Cubic Yard Recycling	4	1	1	-	2	-	8
15	Total Containers	462	70	23	7	24	4	590

Commercial and Multi-Family Recycling Rate Revenue								
Row	Container Type/Size	Number of Collections per Week						Monthly Rate Revenue
		1	2	3	4	5	6	
16	35 Gallon Recycling	\$ 1,770.45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,770.45
17	64 Gallon Recycling	\$ 2,545.40	\$ 2,082.60	\$ -	\$ -	\$ -	\$ -	\$ 4,628.00
18	96 Gallon Recycling	\$ 17,567.55	\$ 1,673.10	\$ 386.10	\$ 257.40	\$ -	\$ -	\$ 19,884.15
19	2 Cubic Yard Recycling	\$ 4,229.64	\$ 2,455.92	\$ 204.66	\$ -	\$ -	\$ -	\$ 6,890.22
20	3 Cubic Yard Recycling	\$ 2,478.45	\$ 2,398.50	\$ 3,597.75	\$ 1,599.00	\$ 6,795.75	\$ 1,918.80	\$ 18,788.25
21	4 Cubic Yard Recycling	\$ 997.92	\$ 907.20	\$ 1,088.64	\$ 362.88	\$ 2,268.00	\$ -	\$ 5,624.64
22	6 Cubic Yard Recycling	\$ 449.72	\$ 224.86	\$ 337.29	\$ -	\$ 1,124.30	\$ -	\$ 2,136.17
23	Projected Monthly Rate Revenue							\$ 59,721.88
24	Months							12
25	Projected Annual Rate Revenue							\$ 716,663.00

Container Distribution as July 2021 (For Reference Purposes Only)**								
Row	Container Type/Size	Number of Collections per Week						Total Containers
		1	2	3	4	5	6	
26	35 Gallon Recycling	23	-	-	-	-	-	23
27	64 Gallon Recycling	14	18	-	-	-	-	32
28	96 Gallon Recycling	45	-	-	-	-	-	45
29	2 Cubic Yard Recycling	43	5	1	-	-	-	49
30	3 Cubic Yard Recycling	31	13	8	2	12	-	66
31	4 Cubic Yard Recycling	11	5	4	1	5	-	26
32	6 Cubic Yard Recycling	4	1	1	-	2	-	8
33	Total Containers	171	42	14	3	19	-	249

* Rates should include all City fees. The franchise fee amount will be determined during negotiations. For rate proposal comparison purposes, all proposers should include a 10% franchise fee and a 2% AB 939/SB 1383 Reimbursement in their proposed rates.

** The July 2021 Container Distribution reflects the level of service provided by the current hauler provider at that time. Proposers should input the anticipated level of service in the yellow, bolded boxes, based on addressing the requirements of AB 341, AB 1826, and SB 1383. A standardized container distribution will be developed in order to evaluate proposals on a consistent basis after submission of proposals. The standardized container distribution may be the average of the proposed distributions.

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

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PROJECTED ESTIMATED FIRST-YEAR COMMERCIAL AND MULTI-FAMILY ORGANICS RECYCLING RATE REVENUEProposing Company: Universal Waste Systems, Inc.

Instructions: Enter proposed rates in blue, bolded boxes and estimated container counts in yellow, bolded boxes. Proposed rate revenue on this page should calculate automatically. Confirm accuracy of calculations.

Proposed Customer Rates*						
Row	Container Type/Size	Number of Collections per Week				
		1	2	3	4	5
1	64 Gallon Cart - Organics Recycling	\$ 68.62	\$ 137.23	\$ 205.84	\$ 249.05	\$ 311.89
2	1 Cubic Yard - Organics Recycling	\$ 88.00	\$ 176.00	\$ 264.00	\$ 352.00	\$ 440.00
3	1.5 Cubic Yard - Organics Recycling	\$ 95.00	\$ 190.00	\$ 285.00	\$ 380.00	\$ 475.00
4	2 Cubic Yard - Organics Recycling	\$ 105.00	\$ 210.00	\$ 315.00	\$ 420.00	\$ 525.00

Service Levels**							
Row	Container Type/Size	Number of Collections per Week					Total Containers
		1	2	3	4	5	
5	64 Gallon Cart - Organics Recycling	125	14	5	3	-	147
6	1 Cubic Yard - Organics Recycling	-	-	-	-	-	-
7	1.5 Cubic Yard - Organics Recycling	-	-	-	-	-	-
8	2 Cubic Yard - Organics Recycling	70	49	21	9	11	160
9	Total Containers	195	63	26	12	11	307

Commercial and Multi-Family Organics Recycling Rate Revenue							
Row	Container Type/Size	Number of Collections per Week					Monthly Rate Revenue
		1	2	3	4	5	
10	64 Gallon Cart - Organics Recycling	\$ 8,577.50	\$ 1,921.22	\$ 1,029.20	\$ 747.15	\$ -	\$ 12,275.07
11	1 Cubic Yard - Organics Recycling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	1.5 Cubic Yard - Organics Recycling	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	2 Cubic Yard - Organics Recycling	\$ 7,350.00	\$ 10,290.00	\$ 6,615.00	\$ 3,780.00	\$ 5,775.00	\$ 33,810.00
14	Projected Monthly Rate Revenue						\$ 46,085.07
15	Months						12
16	Projected Annual Rate Revenue Organics Recycling						\$ 553,021.00

Container Distribution as July 2021 (For Reference Purposes Only)**							
Row	Container Type/Size	Number of Collections per Week					Total Containers
		1	2	3	4	5	
17	64 Gallon Cart - Organics Recycling	16	1	3	-	-	20
18	2 Cubic Yard - Organics Recycling	1	-	2	-	-	3
19	Total Containers	17	1	5	-	-	23

* Rates should include all City fees. The franchise fee amount will be determined during negotiations. For rate proposal comparison purposes, all proposers should include a 10% franchise fee and a 2% AB 939/SB 1383 Reimbursement in their proposed rates.

** The July 2021 Container Distribution reflects the level of service provided by the current hauler provider at that time. Proposers should input the anticipated level of service in the yellow, bolded boxes, based on addressing the requirements of AB 341, AB 1826, and SB 1383. A standardized container distribution will be developed in order to evaluate proposals on a consistent basis after submission of proposals. The standardized container distribution may be the average of the proposed distributions.

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

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PROJECTED ESTIMATED FIRST-YEAR ROLL-OFF BOX AND TEMPORARY BIN RATE REVENUEProposing Company: Universal Waste Systems, Inc.Instructions: Enter proposed rates in the blue, bolded boxes. Proposed rate revenue on this page should calculate automatically. Confirm accuracy of calculation.

Row	Container/Service Type	Customer Rate*	Service Count for 12-Months Ended June 30, 2020	Annual Projected First Year Rate Revenue (Rounded)
1	Permanent Roll-Off			
2	Roll-Off Box Any Size, Any Material Type			
3	Haul plus 5 tons	\$ 677.50 per load	1,296 pulls	\$ 878,040.00
4	Per Ton Charge Over 5 Tons/Load	\$ 75.50 per ton	2,185 tons	\$ 164,967.50
5	Compactor, Any Material Type			
6	Haul plus 5 tons	\$ 802.50 per load	477 pulls	\$ 382,792.50
7	Per Ton Charge Over 5 Tons/Load	\$ 75.50 per ton	901 tons	\$ 68,025.50
	Temporary Commercial Roll-Off			
8	Roll-Off Box Any Size, Any Material Type			
9	Haul plus 5 tons	\$ 677.50 per load (1)	443 pulls	\$ 300,132.50
10	Per Ton Charge Over 5 Tons/Load	\$ 75.50 per ton	345 tons	\$ 26,047.50
11	Temporary Residential Roll-Off			
12	Roll-Off Box Any Size, Any Material Type			
13	Haul plus 3 tons	\$ 677.50 per load (2)	45 pulls	\$ 30,487.50
14	Per Ton Charge Over 3 Tons/Load	\$ 75.50 per ton	129 tons	\$ 9,739.50
15	Temporary Residential Bins			
16	3-Cubic Yard Temp Bin			
17	Cost per container	\$ 250.00 per load	67 pulls	\$ 16,750.00
18	Additional Pickups	\$ 125.00 per load	73 pulls	\$ 9,125.00
19	Annual Rate Revenue			\$ 1,886,108.00

* Rates should include all City fees. The franchise fee amount will be determined during negotiations. For rate proposal comparison purposes, all proposers should include a 10% franchise fee and a 2% AB 939/SB 1383 Reimbursement in their proposed rates.

(1) Includes pull and disposal fee up to five (5) tons.

(2) Includes pull and disposal fee up to three (3) tons.

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

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PROPOSED RATES FOR OTHER SERVICES

Proposing Company: Universal Waste Systems, Inc.

Instructions: Rates for certain ancillary services are defined at current rates. Enter proposed rates for new services in the blue, bolded boxes. Proposed rate revenue on this page should calculate automatically. Confirm accuracy of calculation.

Row	Service Type	Customer Rate*		Reference/Note
	<u>Additional Residential Rates</u>			
1	Additional Bulky Item including Multi-Family Cart Customers: Additional Charge for Items in Excess of 10 per Month	\$ 25.00	Per item	In excess of 10 items per month
2	Cart Exchange	\$ 95.00	Per request	One exchange per year at no additional charge. Rate for additional exchanges of ALL containers.
3	Cart Replacement Due to Misuse	\$ 58.83	Each	
4	Re-Start Service Fee	\$ 35.00	Per re-start	New rate
5	Return Trip Fee/Extra Pickup	\$ 10.00	Per occurrence	New rate
	<u>Additional Commercial Rates</u>			
6	Multi-Family Bulky Item Pick-up (Bin Service Customers)	\$ 33.24	Per item	Over 10 items per multi-family unit per year
7	Commercial Bulky Item Pick-up	\$ 33.24	Per item	
8	Extra Pick-up	\$ 57.27	Per occurrence	
9	Overage Fee	\$ 57.27	Per occurrence	
10	Return Trip Fee	\$ 40.00	Per occurrence	New rate
11	Redelivery of Bins (due to non-payment)	\$ 26.56	Per re-delivery	
12	Bin Exchange	No charge		
13	AB 341 Non-Compliance Fee	\$ 71.74	Per month	
14	Bin Cleaning	\$ 50.00	Per occurrence	New rate
15	Contamination Fee	\$ 26.59	Per occurrence	
	<u>Other Rates</u>			
16	Emergency Services	\$ 100.00	Per hour	Hourly rate 1 truck/2 crew - New rate

* Rates should include all City fees. The franchise fee amount will be determined during negotiations. For rate proposal comparison purposes, all proposers should include a 10% franchise fee and a 2% AB 939/SB 1383 Reimbursement in their proposed rates.

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

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**OPTIONAL SERVICE - CURBSIDE USED OIL AND USED OIL FILTER
COLLECTION**

Proposing Company: _____

Instructions: Enter proposed additional cost per home per month in the blue, bolded box. Proposed total cost on this page should calculate automatically. Confirm accuracy of calculation.

Row	Curbside Used Oil and Used Oil Filter Collection	
1	Total Number of Residential Cart Accounts	17,498
2	Monthly Additional Cost Per Home per Month	\$ 0.50
3	Total Annual Cost	\$ 104,988

OPTIONAL SERVICE - PUBLIC LITTER CONTAINER COLLECTION

Proposing Company: _____ -

Instructions: Enter proposed first-year cost for servicing the City's Public Litter Containers.

Row	Public Litter Container Collection	First-Year Cost
1	Collection, Processing and Disposal of Public Litter Container Waste	\$ 59,000

SECTION 3 – SUPPORTING COSTS AND OPERATING DATA (ATTACHMENT 4)



LARGE ENOUGH TO STAVE, SMALL ENOUGH TO CARE

ATTACHMENT 4
SUPPORTING COST AND OPERATING DATA WORKSHEETS

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- 4-A Projected Cost, Rate Revenue, and Profit for First Twelve Months of Franchise Agreement
- 4-B Projected Routes and Route Hours
- 4-C Tonnage Diversion Plan

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PROJECTED COST, RATE REVENUE AND PROFIT FOR FIRST TWELVE MONTHS OF FRANCHISE AGREEMENT

Proposing Company: Universal Waste Systems, Inc.

Instructions: Fill in blue, bolded boxes.

Row		Residential Cart Service			Commercial Service			Roll-Off Service	Bulky Item Pickup, Abandoned Item Pickups and Sweeps, Holiday Trees, Neighborhood Cleanups, Special Cleanup Events, Other	TOTAL COST (excluding Optional Services)
		Solid Waste	Recyclables	Organics	Solid Waste	Recyclables	Organics			
1	Operations									
2	Truck Operating Costs (a)	\$ 783,711	\$ 387,836	\$ 590,141	\$ 897,813	\$ 179,563	\$ 219,465	\$ 538,688	\$ 159,611	\$ 3,730,848
3	Transfer Station, Transport, MRF costs, net of recycling revenues	\$ 1,077,375	\$ (9,744)		\$ 1,161,167	\$ (4,488)		\$ 483,750	\$ 72,150	\$ 2,780,210
4	Transformation Costs (if applicable)									\$ -
5	Organics Processing/Composting Costs			\$ 370,920			\$ 285,600			\$ 656,520
6	Landfill Disposal Costs (b)	\$ 580,125	\$ 76,125	\$ 29,674	\$ 625,244	\$ 35,063	\$ 22,848	\$ 161,250	\$ 38,850	\$ 1,569,179
7	Container Depreciation/Amortization Costs	\$ 119,167	\$ 119,167	\$ 119,167	\$ 85,180	\$ 31,942	\$ 15,971			\$ 490,594
8	Other Operating Costs: (City Services)								\$ 195,600	\$ 195,600
9	Subtotal: Operations Costs	\$ 2,540,378	\$ 567,404	\$ 1,109,902	\$ 2,769,404	\$ 242,080	\$ 543,884	\$ 1,183,688	\$ 466,211	\$ 9,422,951
10	Other Costs									
11	General and Administrative Cost									\$ 1,177,857
12	Annualized Auditing Cost (c)									\$ 25,000
13	AB 939/58 1383 Regulatory Reimbursement (d)									\$ 271,845
14	Contracting Cost Reimbursement (e)									\$ 25,000
15	Other: (please describe)									
16	TOTAL COST									\$ 10,922,653
17	First-Year Rate Revenue (From Attachment 3-A, Row 6)									\$ 13,592,260
18	Gross Profit (Includes Franchise Fee)									\$ 2,669,607
19	Less Franchise Fees (f)									\$ 1,358,226
20	Net Profit									\$ 1,310,381
21	Tons Collected	26,520	4,872	6,744	18,250	2,244	3,360	15,756	1,776	79,522.00
22	Operations Cost Per Ton Collected	\$ 95.79	\$ 116.46	\$ 164.58	\$ 151.75	\$ 107.88	\$ 161.87	\$ 75.13	\$ 262.51	\$ 118.49
23	Rate Revenue per Ton Collected									\$ 170.92

(a) Includes Driver/Helper/Supervisor Wages and Benefits, Vehicle Depreciation and Maintenance, Vehicle Insurance, Fuel, Uniforms and Other Route Costs.

(b) Includes actual disposal costs at landfill, excluding transfer, transport, and MRF costs to be included on Row 3.

(c) Biennial audit fee is \$50,000 per audit, Annualized auditing fee is \$25,000, assuming five (5) audits over the ten year term of the agreement. $(\$50,000 \times 5) / 10 = \$25,000$.

(d) 2% of gross receipts calculated as 2% of Sheet 3-A, Row 6.

(e) \$250,000 amortized over the 10-year base term of the agreement.

(f) 10% of Row 18.

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

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PROJECTED ROUTES AND ROUTE HOURSProposing Company: Universal Waste Systems, Inc.

Instructions: Fill in blue, bolded boxes.

Row	Route Type	Routes Per Day						Total Route Days/Week	Hours per Route Per Day (1)	Total Route Hours Per Week (2)	Crew Size Per Truck (3)
		Mon	Tues	Wed	Thurs	Fri	Sat				
1	Residential Solid Waste	4.0	4.0	4.0	4.0	4.0		20.0	10.0	200.0	
2	Residential Recycling	2.0	2.0	2.0	2.0	2.0		10.0	10.0	100.0	
3	Residential Organics	3.0	3.0	3.0	3.0	3.0		15.0	10.0	150.0	
4	Commercial and Multi-Family Solid Waste	4.0	4.0	4.0	4.0	4.0	1.0	21.0	10.0	210.0	
5	Commercial and Multi-Family Recycling	1.0	1.0	1.0	1.0	1.0		5.0	10.0	50.0	
6	Commercial and Multi-Family Organics	1.0	1.0	1.0	1.0	1.0		5.0	10.0	50.0	
7	Roll-Off	3.0	3.0	3.0	3.0	3.0	1.0	16.0	10.0	160.0	
8	Scout	1.0	1.0	1.0	1.0	1.0		5.0	10.0	50.0	
9	Bulky Items	1.0	1.0	1.0	1.0	1.0		5.0	10.0	50.0	
10	Other: <u> [specify] </u>							-		-	
11	Other: <u> [specify] </u>							-		-	
12	Other: <u> [specify] </u>							-		-	
13	Total	20.0	20.0	20.0	20.0	20.0	2.0	102.0		1,020.0	

(1) For example: 8, 9, or 10 hours per day.

(2) Total Route Days/Week multiplied by Hours Per Route per Day.

(3) 1 or 2 persons.

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

TONNAGE DIVERSION PLANProposing Company: Universal Waste Systems, Inc.**Instructions:** Fill in blue, bolded boxes. Confirm automatic calculations. Proposers must demonstrate how they will reach their proposed diversion rate for hauler-collected waste.

Row	Waste Stream	Annual Tons Collected (from Att. 4-A, row 21)	Annual Tons Diverted					Tons Diverted as % of Tons Collected
			Recycling	Organics	C&D	Transformation	Other (1)	
1	Residential Solid Waste	26,520						0%
2	Residential Recycling	4,872	4,092					84%
3	Residential Organics	6,744		6,204				92%
4	Commercial and Multi-Family Solid Waste	18,250		6,205				34%
5	Commercial and Multi-Family Recycling	2,244	1,885					84%
6	Commercial and Multi-Family Organics	3,360		3,091				92%
7	Roll-Off	15,756	2,048		5,199			46%
8	Bulky Item Pickup, Abandoned Item Pickups and Sweeps, Holiday Trees, Neighborhood Cleanups, Special Cleanup Events, "Other" (1)	1,776						0%
9	Total	79,522	8,026	15,501	5,199	-	-	36%

(1) Describe "Other" programs below:

Failure to complete and submit this form will deem the proposer's franchise proposal non-responsive.

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SECTION 4 – EXCEPTIONS TO TERMS OF THE FRANCHISE AGREEMENT



LARGE ENOUGH TO SERVE, SMALL ENOUGH TO CARE

SECTION 5 – PROPOSER OVERVIEW

5a. Business Structure

UWS is a family-owned privately held company established in 1986 providing waste management services to communities throughout Southern California, Arizona and New Mexico. We have broad and extensive experience serving residential, commercial and industrial customers in Southern California, Arizona, and New Mexico. In addition to successfully operating in exclusive franchise areas where excellent service has earned renewals and extensions, we have also been successful in the highly competitive non-exclusive environment where customers are free to change service providers based upon service quality and price.

UWS would be a perfect fit for the City of South Gate as we are the only company located within the City limits and own and operate all of our processing, transfer and material recovery facilities needed to meet the requirements of the RFP. In addition to the information provided in the RFP, we have provided a section titled "Key Highlights of the Proposal" which will provide a quick summary of the key points as well as some of the enhancements offered by UWS.

UWS current operates in the City of South Gate and we have spent considerable time in the City familiarizing ourselves with its unique characteristics and operational needs. We have performed route audits and observed the collection of the residential sector during the current collectors work day, as well as shadowed the commercial routes with various route observation team.

UWS is confident that we are prepared and willing to provide the City with exceptional service at a reasonable rate. We look forward to the opportunity.

Proposing Entity

Universal Waste Systems, Inc. ("UWS") is a C-corporation organized in the State of California.

Financial Statements

As the proposing entity, UWS will provide the necessary financial statements as required by the City.

Years in Operation

UWS was formed as a California corporation in 1986 and is in good standing with the California Secretary of State.

Officers

The officers of UWS are:

UWS Officers

Name	Office
Mark Blackburn	Chief Executive Officer & Chief Financial Officer
Anne Blackburn	Secretary
Matt Blackburn	Executive Vice President



Corporate Headquarters

Corporate headquarters: 9010-9016 Norwalk Boulevard, Santa Fe Springs, CA 90670.

Mailing Address: P.O. Box 3038, Whittier, CA 90605-308.

5b. Description of Proposers Experience

UWS has broad and extensive experience serving residential, commercial and industrial customers in Southern California, Arizona, and New Mexico. In addition to successfully operating in exclusive franchise areas where excellent service has earned renewals and extensions, we have also been successful in the highly competitive non-exclusive environment where customers are free to change service providers based upon service quality and price.

Although UWS is not the largest company that will propose on the City of South Gate, we are the one company that possess all the capabilities necessary to serve the City and will meet and/or exceed the requirements listed in the RFP. UWS has developed into a company that prides itself on creating partnerships with our communities in order to ensure a high level of service at reasonable rates. We will be committed to the residents and businesses of the City of South Gate by offering first class services.

Experience in Los Angeles County

Table 1
Current Exclusive Franchise Agreements by Jurisdiction & Years of Service

Jurisdiction	Service Period	Customer Types	Service Performed	Residential Collection Method	Contact Information
City of Los Angeles North East Area	February 2017 to Present	Commercial, Multi-Family, Industrial	-Refuse- -Recycling- -Organic Waste- -C&D-	Multi-Family (carts & bins)	Mr. Daniel Meyers Division Manager LA Dept. of Sanitation 1149 S. Broadway St. 5 th Floor Los Angeles, CA 90015 213-446-2199
County of Los Angeles					For all LA County franchise areas: Mr. Steve Milewski Senior Civil Engineer County of Los Angeles Department of Public Works 900 S. Fremont Ave. Alhambra, CA 91803 626-458-3573
West Whittier Area	April 2007 to Present	Residential	Refuse, Recycling, Green waste, C&D Bulky Items, E-Waste, Shredding	Automated	



Table 2, continued
Current Exclusive Franchise Agreements, continued

Jurisdiction	Service Period	Customer Types	Service Performed	Residential Collection Method	Contact Information
County of Los Angeles, continued					<i>See previous page for County of Los Angeles contact info.</i>
Pioneer / Carson Park Area	Sept. 2011 to Present	Residential	Refuse, Recycling, Green waste, C&D Bulky Items, E-Waste, Shredding	Automated	
Mesa Heights Garbage Disposal District	July 2013 to Present	Residential, Commercial, Multi-Family	Refuse, Recycling, Green waste, C&D Bulky Items, E-Waste, Shredding	Automated	
South San Gabriel Area	July 2014 to Present	Residential	Refuse, Recycling, Green waste, C&D Bulky Items, E-Waste, Shredding	Automated	
Citrus, Charter Oak, Ramona Area	Nov. 2014 to Present	Residential	Refuse, Recycling, Green waste, C&D Bulky Items, E-Waste, Shredding	Automated	
City of Maywood	March 2020 to Present	Commercial, Multi-Family, Residential Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Ms. Jennifer Vasquez 4319 E. Slauson Ave. Maywood, CA 90270 323-562-5712



LARGE ENOUGH TO SERVE, SMALL ENOUGH TO CARE

Table 2
Current Non-Exclusive Franchise Agreements by Jurisdiction & Years of Service

Jurisdiction	Service Period	Customer Types	Service Performed	Residential Collection Method	Contact Information
County of Los Angeles	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Ms. Willa Zheng Administrative Assistant County of Los Angeles Department of Public Works 900 S. Fremont Ave. Alhambra, CA 91803 626-458-3530
City of Malibu	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Ms. Rebecca Nelson-Brown Administrative Assistant Environmental Programs City of Malibu 23825 Stuart Ranch Rd. Malibu, CA 90265 310-456-2489, Ext. 286
City of Agoura Hills	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Mr. Louis A. Celya Deputy City Manager City of Agoura Hills 3001 Ladyface Ct. Agoura Hills, CA 91301 818-597-7314
City of Glendale	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Mr. Dennis Hargrove Assistant Director of Public Works City of Glendale 548 W. Chevy Chase Dr. Glendale, CA 91204 818-548-3916
City of Burbank	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Ms. Amy Hammes Recycling Specialist City of Burbank 500 S Flower St. Burbank, CA 91502 818-238-3903
City of Vernon	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Mr. Frederick Agyin Director Health & Environmental Control Department City of Vernon 4305 S. Santa Fe Ave. Vernon, CA 90058 323-583-8811
City of Bell Gardens	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Ms. Veronica Sanchez Administrative Specialist City of Bell Gardens 8237 Garfield Ave. Bell Gardens, CA 90201 562-806-7770

Table 2 continued on next page

Table 2, continued
Current Non-Exclusive Franchise Agreements by Jurisdiction & Years of Service

Jurisdiction	Service Period	Customer Types	Service Performed	Residential Collection Method	Contact Information
City of Commerce	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Linda Wright Administrative Assistant City of Commerce 2535 Commerce Way Commerce, CA 90040 323-722-4805, Ext. 2331
City of Long Beach	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Ms. Sarah Adams Recycling Specialist City of Long Beach 2929 Willow Ave. Long Beach, CA 90807 562-570-2852
City of Montebello	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Public Works Department 1600 W. Beverly Blvd. Montebello, CA 90604 323-887-4555
City of Pasadena	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Mr. Carmen Rubio Department of Public Works City of Pasadena 233 W. Mountain St., #235 Pasadena, CA 91109 626-744-7162 crubio@cityofpasadena.net
City of Torrance	Feb. 2004 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Ms. Wendy Wu 3031 Torrance Blvd. Torrance, CA 90503 310-781-7679

Continued on next page

Experience in Orange County

Our Orange County Division is based at 2051 Placentia Ave., Costa Mesa.

Table 3
Current Exclusive and Non-Exclusive Franchise Agreements by Jurisdiction

Jurisdiction	Service Period	Customer Types	Service Performed	Residential Collection Method	Contact Information
City of Costa Mesa	Oct. 2010 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Mr. Mike Balliet City Consultant City of Costa Mesa
City of Newport Beach	Oct. 2010 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Mr. Micah Martin Deputy Public Works Director City of Newport Beach 592 Superior Ave., Bldg. A Newport Beach, CA 92663 949-718-3466
City of Irvine	Oct. 2010 to Present	Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	n/a	Public Works Department 1 Civic Center Plaza Irvine, CA 92606 949-724-6357
City of Los Alamitos	Jan. 2022 to Present	Residential, Commercial, Multi-Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	Automated	Ms. Michelle Muller Management Analyst City of Los Alamitos 3191 Katella Avenue Los Alamitos, CA 90720

Transition ExperienceCity of Los Angeles Commercial Franchise Zone

Following a competitive procurement, the City of Los Angeles awarded UWS an exclusive franchise agreement for the North East Commercial Franchise Zone to service commercial, multi-family, and industrial customers. This franchise was awarded and covered all services including waste, recyclable and organic collection, processing of all waste streams, facility development and construction along with a robust public education component as well as legislative compliance.

During the 6-month period of July 2017 to January 2018, we transitioned 9,000 new accounts from 20 different service providers to a new UWS account.

The transition included: (i) creating individual customer records; (ii) conducting site inspections to establish GIS parameters; (iii) delivering over 15,000 containers; (iv) completing on-site waste assessments; and (v) initiating service.

During the transition period, we established 35 new commercial collection routes, 5 new roll-off routes, and 8 new scout routes. While we were busy establishing these 9,000 new accounts, we were also divesting 8,000 of our commercial and multi-family customers in the 10 other City franchise zones to the 6 new service providers in those zones.

The Los Angeles transition presented us with some unique challenges: subscription information was frequently incomplete or inaccurate; new subscribers resisted the change because the franchising system represented a material change in service; and, the City's plan for expanded 'Zero Waste' programs brought with it some significant cost increases to the customer. In the face of these challenges, we were able to deliver 99% service reliability to our new customers during the transition.

Table 4
City of Los Angeles Transition Experience

Jurisdiction	Transition Period	Customer Types	Service Performed	Container Types	Contact Information
City of Los Angeles North East Franchise Zone	July 2017 to Jan. 2018	Commercial, Multi-Family, Industrial	-Refuse- -Recycling- -Organic Waste- -C&D-	Carts, bins, stationary compactors & debris boxes	Mr. Daniel Meyers Division Manager LA Dept. of Sanitation 1149 S. Broadway St. 5 th Floor Los Angeles, CA 90015 213-446-2199

City of Maywood

UWS transitioned the City of Maywood in March of 2020 during the pandemic and in order to replace a non-performing contractor. The City of Maywood had contracted with a company that was not able to meet the performance requirements in the City's franchise agreement and had left the City without any notice.

The City was approached by a large private hauler which moved into the City in late December of 2019 to assist the City in making sure the trash was collected. Within a few months, the company made demands of the City for a long-term evergreen contract with large rate increases. After a few months of negotiations, the company provided the City notice that it would be leaving at the end of February 2020 if the City would not agree to the terms of a new contract. This noticed provided the City about a week's notice to find another company to step in and perform the services.

UWS was contact by the City's consultant that they had been working with to see if there was interest in the City of Maywood. UWS met with the City and the consultant and within a few hours had a plan to begin service the week following the departure of the exiting company. The City did not have any interruption of service and the City and UWS successfully negotiated a new agreement that is in place today. As well, UWS agreed to provide the services at the previous company's rates for the balance of 2020 with a new rate structure being implemented over the next three (3) years. This transition was quick, demanding and very successful.

Table 5
City of Maywood Transition Experience

Jurisdiction	Transition Period	Customer Types	Service Performed	Container Types	Contact Information
City of Maywood	March 2020	Residential, Commercial, Multi-Family, Industrial	-Refuse- -Recycling- -Organic Waste- -C&D-	Carts, bins, stationary compactors & debris boxes	Ms. Jennifer Vasquez City Manager 4319 E. Slauson Ave. Maywood, CA 90270 (323) 562-5712

County of Los Angeles Mesa Heights Garbage Disposal District

In addition to transitioning commercial, multi-family, and industrial customers in the City of Los Angeles and Maywood, we have also transitioned service for residential customers in combination with other services for the County of Los Angeles Mesa Heights Garbage Disposal District.

In the Mesa Heights District, we transitioned 8,000 single family homes, and 100 commercial and multi-family properties during the 60-day period May to July 2013. The transition required coordination with the outgoing service provider Republic Services and included delivering approximately 25,000 containers and establishing 5 new residential routes, 1 new bulky waste/illegal dumping abatement route, and 1 new commercial route.

The scope of services in the Mesa Heights District included a 3-barrell residential program, public curbside receptacles collection, bulky item collection, mulch/compost give away, e-waste collection, and a SHARPS recycling program.

Table 6
County of Los Angeles Mesa Heights District Transition Experience

Jurisdiction	Transition Period	Customer Types	Service Performed	Container Types	Contact Information
County of Los Angeles Mesa Heights Garbage Disposal District	May 2013 to July 2013	Residential, Commercial, Multi-Family, Industrial	-Refuse- -Recycling- -Organic Waste- -C&D-	Carts, bins, stationary compactors & debris boxes	Mr. Steve Milewski Senior Civil Engineer County of Los Angeles Department of Public Works 900 S. Fremont Ave. Alhambra, CA 91803 626-458-3573

City of Los Alamitos

UWS was selected for a new ten (10) year franchise agreement for solid waste collection services in November of 2021 with service commencement on January 1, 2022. The final contract was approved on December 6, 2021 with less than 30 days for implementation. UWS worked with the exiting hauler, Republic Services and was successful in deploying carts to the 2,000 residents and over 1,000 new commercial bins to the customers. Service and new programs commenced on January 1, 2022 without any interruption in service and on time.

City of Los Alamitos	Jan. 2022 to Present	Residential, Commercial, Multi- Family, Industrial, Roll-Off	-Refuse- -Recycling- -Organic waste- -C&D-	Automated	Ms. Michelle Muller Management Analyst City of Los Alamitos 3191 Katella Avenue Los Alamitos, CA 90720
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5c. Information Regarding Past and Pending Litigation

Past and Pending Litigation

We identify two cases that are reportable as civil legal filings involving the Company, key personnel, owners and officers, and Los Angeles County-based affiliates, which are currently pending, filed, settled, or otherwise dispositioned during the last ten years.

There are no reportable misdemeanor, felony, or administrative legal filings.

Private Party Case related to a Government Filing (Dismissed in 2020)

Universal Waste Systems, Inc. ("UWS") was one of a number of the haulers in the City of Los Angeles, all of which operate under virtually identical contracts. An apartment owners association filed an action objecting to those contracts. Accordingly, UWS was a party defendant, along with four other haulers, in a case filed in Los Angeles County Superior Court, which was captioned as follows: *Apartment Owners Association of California, Inc., et al., v. Arakelian Enterprises, Inc., et al.*, Case Number BC 705056. The parties plaintiff were (i) Apartment Owners Association of California, Inc.; Jasbir Dhillon; Gary Gillman; Anita Haeggstrom, R.M.B. Advance German Car Specialties, Corp.; the parties defendant were Arakelian Enterprises, Inc., Consolidated Disposal Service, L.L.C.; Calmet Services, Inc.; Universal Waste Systems, Inc.; USA Waste of California, Inc. The defendants, including UWS, filed motions to challenge the validity of the cases. The Court ordered dismissal on June 15, 2020.

While the City of Los Angeles was not a party to the foregoing case, that case was related to two cases in which the City is a party, numbered as "Lead Case No. BC677423" (status: pending) and "Case No. BC709658" (status: consolidated, non-lead case). Universal believes that its interest, and those of the other haulers, were generally aligned with the City of Los Angeles, and not at odds.

CEQA Cases Re Proposed Transfer Station in Pomona (Settled in 2012)

The following three cases involved a challenge by the Coalition for Environmental Justice in Pomona ("CEJP") to the approvals granted and Final Environmental Impact Report certified by the City of Pomona in June 2007 for a proposed transfer station project by Universal Waste Systems, Inc. ("UWS"). The parties to the actions are as indicated in the titles of the cases, with the additions of UWS being named as the Real Party in interest in the 2007 Action, and CEJP being an intervener in the 2010 Action and, it is believed, having filed a brief in the Appeal. All of these cases were dismissed and abandoned with prejudice pursuant to a Settlement Agreement and Releases, dated March 19, 2012. The settlement was, in part, entered into in connection with a sale by UWS and its affiliates of their rights in the project and certain other assets to a third party.

Coalition for Environmental Justice in Pomona v. City of Pomona, City Council of Pomona, Los Angeles Superior Court Case No. BS 110029, filed on July 19, 2007 (the "2007 Action"); *Universal Waste Systems, Inc. v. City of Pomona and City Council of Pomona*, Los Angeles Superior Court Case No. BS 128165, filed on September 3, 2010 (the "2010 Action"); and *Universal Waste Systems, Inc. v. City of Pomona and City Council of Pomona*, Los Angeles Superior Court Case No. B 234518, filed on July 23, 2011 (the "Appeal").

5d. Key Personnel

UWS' President and CEO, Mark Blackburn started the company in 1986 with one truck and a few hundred bins. Since 1986, UWS has grown into one of the premier environmental waste and recycling companies in California and the nation. UWS employs over 500 employees runs 350 trucks in 3 states with multiple operations and processing centers in the greater Southern California market available to the City of South Gate. Under Mr. Blackburn's leadership he has created an environment where all employees are unified in their commitment to our mission, vision, and values. The company's success is a result of empowering our employees to make good decision, implement them with the ultimate goal of the opportunity for upward mobility.

Mission

Universal Waste Systems exists to provide quality waste and recycling services which result in a clean and healthy environment for communities we serve by applying innovative solutions to the challenges of today and tomorrow.

Vision

To be the flagship company for comprehensive waste management services in Southern California by being the best and healthiest place to work and innovate to deliver cutting-edge environmental solutions to achieve "zero waste."

Core Values

Integrity

We operate with honesty and integrity in all dealings with customers, jurisdictional representatives and each other. We do what we say, and we say what we do.

Sustainable Practices

We are committed to planning effective waste diversion strategies and ensuring that our plans are carried out as promised. We operate our business as good stewards in a more sustainable way.

Unity of Purpose

We frequently and consistently communicate our mission and performance standards to all of our employees so as to operate with a unity of purpose at all times.

The Power of a Personal Guarantee

Our owner, family members, and management staff give their personal guarantee that every single customer issue or inquiry will be handled to the ultimate satisfaction of the customer and the City.



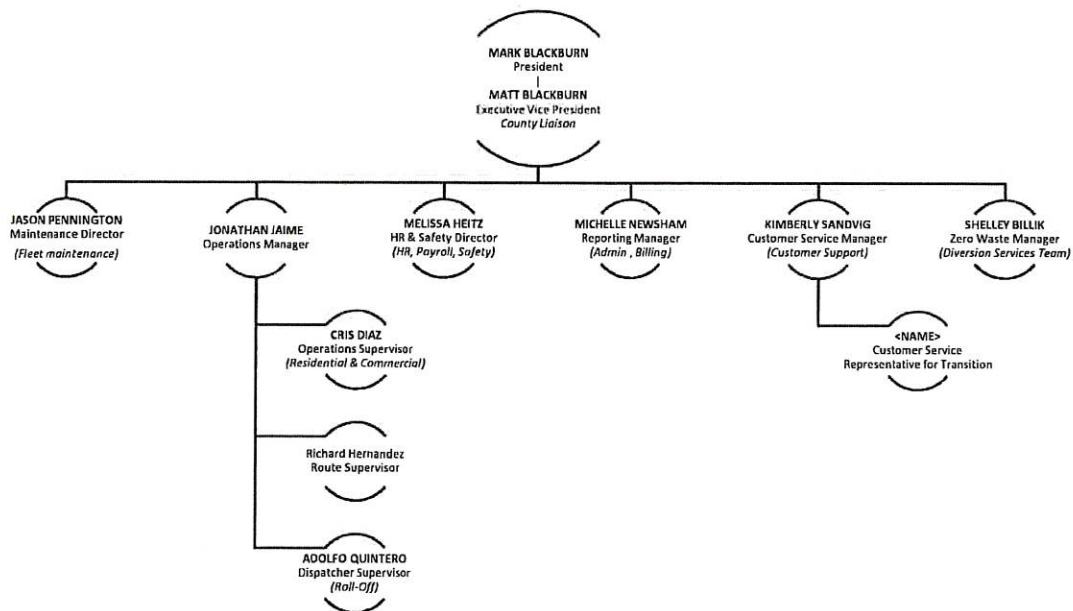
Company Slogan

"Large enough to serve; small enough to care."

Organization

Figure below illustrates the span of control of our leadership team.

Figure UWS Leadership Team.



Key personnel are grouped into teams (Executive, Operations, Customer Care, and Support Services) and are introduced on the pages that follow.

Executive Team

Mark Blackburn

President and CEO

46 years solid waste industry experience

Mark Blackburn is the company's founder, majority owner, and chief executive officer.

Mark sets the strategic direction for the company. He has piloted the company to new horizons including franchised collection operations, solid waste transfer, material recovery, organics processing, conversion technologies, and new geographic areas (New Mexico and Arizona).

Mark is an innovator who investigates and experiments with new approaches and technologies.

Experience

Mark entered the solid waste industry in 1974 working for his father (Harry Blackburn) at Signal Hill Disposal.

After a 12-year 'apprenticeship' in the industry and in entrepreneurship, Mark and wife Anne struck out on their own and founded Universal Waste Systems, Inc. in 1986.

From one truck and one account, the company now employs 500 employees and operates 350 collection vehicles from 9 locations with over \$100 million in annual revenue.

Contact me:

562-941-4900

mark@

uwscompany.com

Matt Blackburn

Executive Vice President

20 years solid waste industry experience

Matt Blackburn is the Executive Vice President and Chief Operating Officer. Matt is responsible for managing day-to-day operations for waste collection and facilities. He also oversees all support services.

Matt is the primary contact for each of the jurisdictions that we serve. He has led jurisdiction transitions for UWS including the City of Los Angeles and Maywood franchise.

Matt will lead our team from transition, planning, through start-up.

Experience

Matt joined the company working in the dispatch office. Prior to assuming the role of executive vice president in 2015, he had worked in every facet of the business.

Contact me:

562-941-4900

matt@

uwscompany.com



Operations Team

Mitchell Blackburn

Vice President of Collection Operations
15 years solid waste industry experience

Michael Blackburn

Vice President of Post Collection Facilities
12 years solid waste industry experience

Jenese Blackburn

Operations Manager – Temporary Services
10 years solid waste industry experience

Ryan Blackburn

General Manager – Liquid Waste Division
14 years solid waste industry experience

Jonathan Jaime

Operations Manager
11 years solid waste industry experience

Jonathan Jaime oversees Southern California collection operations from his offices in Los Angeles and Southgate.

Experience

Jonathan has 11 years' experience in solid waste collection and material processing. He joined UWS in July 2017 to assist with the roll out of UWS services in the City of Los Angeles RecyclA Northeast commercial zone.

Prior to joining UWS, Jonathan was lead supervisor for Republic Service's nine franchises in Orange County where he managed 12 supervisors and 220 collection drivers. Jonathan began his Republic Services career as a driver.

Contact me:
562-941-4900
jonathan@
uwscompany.com

Cris Diaz

Operations Supervisor
18 years solid waste industry experience

Cris Diaz manages residential and commercial collection services from our Los Angeles office.

He brings a customer-centric and positive approach to problem-solving.

Experience

Cris has extensive solid waste experience. Prior to joining UWS in 2019, he worked 15 years for Republic Services including managing hauling operations, roll-off services, and two material recovery facilities.

Contact me:
562-941-4900
cris@
uwscompany.com



Brian Zuniga

Dispatch Manager

17 years solid waste industry experience

Adolfo Quintero manages our system-wide dispatch function and routes daily roll-off collection services from our South Gate office. We also rely upon his expertise as a member of our transition team.

Experience

Adolfo has worked in the waste and recycling industry for over 17 years. He joined UWS in 2017. Adolfo began his solid waste career as a customer services representative at Consolidated Disposal. He later worked as a dispatcher at both United Pacific Waste and Republic Services.

Adolfo has been a part of transition teams for Gardena, Rowland Heights, El Monte, and the City of Los Angeles.

Contact me:

562-941-4900

brianz@

uwscompany.com

Jason Pennington

Maintenance Director

7 years solid waste industry experience

Jason Pennington manages vehicle maintenance and repair operations for our fleet of 500+ collection vehicles including transfer vehicles, and miscellaneous vehicles at our nine locations.

Jason is also responsible for vehicle software systems, management and development of our 50 member maintenance staff, and for equipment procurement.

He works from our South Gate and Los Angeles offices.

Experience

Jason has 18 years' experience in fleet maintenance. He joined the UWS Team in 2017.

Prior to joining UWS, he held positions of Maintenance Manager at Recology.

Contact me:

562-941-4900

jason@

uwscompany.com

Richard Hernandez

Orange County Route Manager

5 years solid waste industry experience

As the designated Orange County Route Supervisor, Richard will be assigned exclusively to the county to monitor all collections, make contact with customers regarding collection issues, and verify completion of each service work order. Richard will be available to the City's designee by cell phone, email or radio.

Contact me:

562-841-4900

Richard@

uwscompany.com



LARGE ENOUGH TO SERVE, SMALL ENOUGH TO CARE

Experience

Richard has extensive solid waste experience. Richard has worked his way up at UWS from swamper, to driver, and now to route supervisor. Richard has experience at every level of operations.

*Customer Care Team***Kimberly Sandvig**

Customer Service Manager

7 years solid waste industry experience

Kimberly Sandvig manages our customer service operations supervising over 35 customer service representatives who assist our residential and commercial customers. Kim works from our Orange and Los Angeles office.

Experience

Kim joined UWS in 2017 with over 7 years' solid waste experience. Prior to joining UWS, she was employed by Crown Disposal and then Recology after it acquired Crown.

Kim's prior experience includes 10 years working with special-needs children.

Contact me:
562-941-4900
kim@
uwscompany.com

*Public Education and Outreach***Shelley Billik**

Zero Waste Outreach & Education Manager

25 years solid waste industry experience

Shelley Billik manages our Zero Waste services unit supervising 15 Zero Waste field representatives. This unit is responsible for face-to-face contact with customers to introduce them to diversion opportunities and obligations, engage customers in programs, monitor participation, and report outcomes.

Experience

Shelley began her affiliation with UWS in 2015 first designing and then directing the effort to enroll customers in recycling and organic recycling services in the newly awarded City of Los Angeles Commercial Solid Waste Franchise Northeast Zone.

Shelley has 25+ years' experience in sustainability and environmental programs. Prior to joining Clements Environmental (a UWS subcontractor), she served as Vice President of Environmental Initiatives for Warner Bros. Studios, Burbank, where she launched programs for waste prevention, reuse and recycling, supply chain management, energy efficiency, water conservation, green building, solar energy, and alternative fuels.

Contact me:
562-941-4900
shelley@
uwscompany.com



2601

Support Services Team

Michelle Newsham

Reporting Manager

26 years solid waste industry experience

Michelle Newsham is responsible for jurisdiction reporting (disposal & diversion tonnage and city fee payments), administrative services, and customer billing and collections.

She will be a key member of our transition team.

Experience

Michelle is a 26-year employee of UWS. She has extensive experience with transitioning several service areas to UWS service including the City of Los Angeles, Maywood and Los Angeles County areas of Malibu, Mesa Heights, NW & NE Mountain & Bays, West Whittier, Citrus, Pioneer/Carson, and South San Gabriel. She also was integrally involved in several business acquisitions by UWS.

Michelle began her career at UWS as a customer service representative and has managed the customer service function and dispatch operations.

Michelle attended Mount San Antonio College, Walnut, and Chaffey College, Rancho Cucamonga.

Contact me:
562-941-4900
michelle@
uwscompany.com

Melissa Heitz

Human Resources Manager and Safety Coordinator

7 years solid waste industry experience

Melissa is responsible for our human resources function and our safety program.

Experience

Melissa joined UWS in 2017. Prior to joining UWS, she worked in human resources and safety for the State of California, Alameda County, and Recology, Inc.

Melissa is a graduate of San Jose State University with a B. S. degree in public relations.

Contact me:
562-941-4900
melissa@
uwscompany.com

5e. Financial Information

UWS has provided the required Financial Information as noted in this Section in a sealed envelope marked "Confidential – Financial Statements". UWS has provided reviewed Financial Statements for 2020 and a progress statement for 2021. We request that the Financial Statements remain confidential and only available to the review committee and not released to the Public. At the conclusion of the review period, we ask they be returned in their entirety.

5f. Insurance

Proof of insurance is attached to the response to the RFP with the required coverages in the Draft Franchise Agreement. Below is a list of the policies and policy numbers as requested in the RFP for your reference.

<u>Type of Insurance</u>	<u>Firm</u>	<u>Policy Number</u>	<u>Contact</u>
General Liability	Crum & Forster	EPK-136137	Erin Viker (208) 577-6769
Automotive	National Interstate	WAR8310012-04	Same
Workers Compensation	National Interstate	WAR8310012-02	Same
Environmental	Crum & Forster	EPK136137	Same

5g. Workers Compensation Experience Modification Rate

- Workers Compensation Experience Modification (Exmod) for the business, and or all rated subsidiaries operating in California (if the business has not operated in California, please provide all data for the business in other States)

Experience Mod currently is .98

- Total Recordable Injury Rates (TRIR) for past 5 years, for each establishment working in California

2020

- Santa Fe Springs facility: 4
- South Gate facility: 7
- Los Angeles facility: 4
- Costa Mesa facility: 6
- Perris facility: 3

2019

- Santa Fe Springs facility: 0
- South Gate facility: 7
- Los Angeles facility: 4
- Costa Mesa facility: 2
- Perris facility: 1

2018

- Santa Fe Springs facility: 5
- South Gate facility: 6
- Los Angeles facility: 8
- Costa Mesa facility: 0
- Perris facility: 2

3. Included is a copy of our Safety Plan and/or Documents including but not limited to Injury and Illness Prevention Plan (IIPP), Code of Safety Practices and other Safety Plans

See attached documents labeled:

- Injury and Illness Prevention Program (IIPP)
- Code of Safe Practices
- Hearing Conservation Program
- Hot Work Program
- Covid Infectious Disease Preparedness and Response Plan
- Contractor Safety Program
-

Company's Safety Program

Accidents are caused, they do not just happen. Therefore, we believe that nearly all accidents are preventable. Accidents destroy manpower and material resources. They are a waste of assets that we cannot afford to waste. Because accidents are both preventable and wasteful, we want all employees to join with us and participate in an aggressive, effective and continuing accident prevention and control program.

To the best of our ability, we provide the best equipment, the safest facilities, and necessary people to accomplish all our tasks safely and economically.

The real power behind production without accidents is personal concern and motivation. We expect each supervisor and every single employee to participate in the program. The prevention of accidents is not someone else's concern, it is our concern and our employees' concern. We expect supervisors to provide for the prompt and aggressive investigation of accidents and near misses, to determine their causes. We expect personal and prompt corrective action to be taken after each accident. Further, periodic safety inspections are performed of each work area to determine what corrective actions must be taken to insure a safe and healthful working environment.

Each employee is, to a large degree, directly responsible for, and in control of, his personal safety both on and off the job. To promote the individual safety of each of us and those with whom we come in contact with, rules and regulations must be adhered to.

We expect each employee, from our most senior to our newest trainee, to comply with these regulations at all times. These safety regulations are designed with but one objective in mind, to keep from getting hurt and to avoid hurting others.

The price of accidents and injuries in human suffering and in dollars and cents is high, and rising. It can only be stopped and reduced if everyone knows, accepts and fully carries out accident prevention as his/her own personal responsibility. In order to reach the goal of having an accident free work environment, UWS has created its workplace safety program. The program is comprised of many parts. These parts include:

- The pre-hire process
- The new hire process/safety orientation
- New hire mentoring
- Safety program implementation
- Personal Protective Equipment
- Training
- Evaluation/Observations
- Inspections
- Accident Investigations and Corrective Actions
- Record Keeping

Pre-hire Process

Before someone is hired as a team member at UWS, they are interviewed and evaluated by experienced staff members to assure that they are not just technically qualified for the position they are applying for, but that they also have the proper mindset to want to work safely and professionally. This creates the base for a safe employee.

New Hire Process

All new UWS employees undergo a New Hire Safety Orientation on their first day of employment, regardless of their position in our organization. Any position in any workplace has inherent hazards and therefore a new hire orientation prepares new employees with the knowledge to recognize work related hazards of all types, as well as how to mitigate or eliminate them. Knowledge is a powerful tool in injury prevention, therefore learning about our safe practices, policies and programs is important. The safety orientation is normally performed by a member of the Safety Department and covers various topics, such as our Injury & Illness Prevention Program, Lockout/Tagout, First Aid basics, Fire Prevention and Extinguisher use, Heat Illness Prevention, Personal Protective Equipment, etc.

New Hire Mentoring

New hires also go through some level of mentoring by other skilled and experienced employees in their departments. Not only do they first get to observe and acclimate to their positions, but they are also mentored on how to perform their duties safely. This is an important stage for all new hires because they get the opportunity to learn how to perform their duties safely from someone else who has performed similar duties for years. For example, for drivers, the mentoring involves a period of ride-a-longs with an experienced driver that will observe driving skills, vehicle inspections and overall job performance. It also helps remove some of the anxiety of working in a new position, which allows the individual to better concentrate on his/her tasks.



Safety Program Implementation

In order to develop a safe work environment, UWS has created safety programs to help set the structure for developing safe work practices and also for complying with OSHA standards. Safety programs are living documents and must not only be developed and implemented, but also modified from time to time to remain current with regulations or to adjust to changes in work related hazards. Typical safety programs at UWS include:

- IIPP
- Heat Illness Prevention
- Emergency Action Plan/Fire Prevention Plan
- Hazard Communication
- Hazardous Waste Identification
- Infectious Disease & Response Plan
- Hearing Conservation Program
- Energy Control (lockout/tagout)
- Code of Safe Practices
- Hot work Program

Personal Protective Equipment

Whenever administrative controls or engineering controls are not enough to eliminate a hazard, then we must consider personal protective equipment (PPE) to further protect our employees. Typical considerations for protecting our employees are the nature of the hazard, such as dust or abrasion hazards, as well as the part of the body that may be affected. PPE is carefully selected for our employees in order to provide them a product that will offer them the appropriate level of protection, while also offering comfort and mobility. Examples of PPE used at UWS for certain parts of the body are as follows:

- Head Protection: Hard hats, Welding caps
- Face and Eye Protection: Faceshields, Safety Glasses, Goggles, Cutting Glasses, Welding Hoods
- Respiratory Protection: Cloth masks, KN95s, N95s
- Hearing Protection: Ear Plugs, Earmuffs
- Body Protection: Uniforms, Welding Leathers, Tyvek Suits, Denim Sleeves
- Hand Protection: Leather gloves, Nitrile Disposable Gloves, Nitrile Coated and Rubber Coated Abrasion Resistant Gloves
- Foot Protection: PVC boots, Safety Toe Boots

The aforementioned PPE is provided at no cost to our employees and is replaced as necessary to keep our team injury free while working with various commodities, surfaces and environments.

Training

As mentioned previously, the more knowledgeable an employee is regarding how to perform his/her job safely, the less likely it will be that he/she will suffer a work related injury. Our employees therefore receive new hire safety training on their first day of employment, on-the-job training and regular safety training in the form of weekly safety meetings. The safety meetings not only cover regulatory topics such as Heat Illness Prevention or PPE, but cover function specific



topics such as proper lifting techniques or distracted driving. In the following list are examples of other topics covered during the safety training sessions:

- Slips and Falls
- Driving in the Rain
- Blind Spot Awareness
- Covid Prevention
- How to Inspect a Fire Extinguisher
- Emergency Procedures for Load Fires
- Backing Safely
- Staying Hydrated
- Rodent, Snakes and Insects
- Lithium Battery Fire Safety
- Cell Phone Distractions

As you can see from this small sampling of topics, the variety spans the safety spectrum. Additionally, certain employee groups also receive specialized training such as forklift and aerial lift certification training and our drivers attend Smith System Defensive Driving training.

Evaluation/Observations

Informal safety and performance evaluations are performed on a daily basis by supervisors and lead employees while their team members are in the field, servicing customers or while working within our facilities. This allows for lead and supervisory personnel to evaluate the safe work habits of their peers. If areas of improvement are observed, they bring them to the individual's attention right away in order to prevent an injury. Additionally, our management team may also select certain individuals for more formalized observations either for random assessments or for post incident reviews. These observations are documented on a specific safety observation form. Individuals are observed for safe work habits and are then provided with feedback on both positive actions as well as areas for improvement. This type of activity helps to strengthen the concept that workplace safety is always an important consideration in any task and promotes discussion of safe work concepts.

Inspections

Safety inspections are part of a regular process to look for safety hazards and if found, to develop corrective actions to mitigate or eliminate them promptly. On the day to day level, drivers and equipment operators perform daily vehicle and equipment inspections to assure that prior to using these units, that they are safe for operation. If they discover an out of service safety item such as a non-functioning backup alarm, the unit is taken out of service until repaired. Additionally, facility personnel perform daily informal walkthrough inspections of their work areas to address hazards prior to the start of their work day. On a monthly basis, a member of the Safety Department also performs a documented safety inspection and prepares a report with his/her findings and distributes it to the facility manager for the correction of any noted deficiencies.



Accident Investigations and Corrective Actions

On occasion, a situation may arise which leads to the undesirable consequence of an incident, such as an auto accident or of an injury. Since most incidents and injuries are preventable because they are caused by an unsafe act or unsafe condition, whenever such an occurrence takes place, it is important to investigate its cause. It is the UWS practice to have a supervisor investigate an injury or incident immediately. If the incident occurs offsite, the supervisor will drive to the scene to assure that any injured parties are taken care of and to gather as much evidence as possible before the scene is disturbed. All incidents undergo a root cause investigation to determine to true cause and therefore to determine the appropriate corrective action. Investigations are documented initially via the UWS 6 Hour Report and documented further as deemed necessary.

Recordkeeping

Records that document the implementation of our safety programs will be maintained by the Safety Department. These records will be maintained for the appropriate time frames and consist of:

- OSHA Logs
- Inspection Reports
- Investigation Files
- Safety Training Records
- Medical Surveillance Records
- Exposure Records

These records are typically confidential in nature and maintained for in-house use and only released to appropriate authorized personnel or authorized agencies.

Currently UWS follows any/all inspection requirements (pertaining to our business type) set forth by both the California CHP BIT program as well as the Department of Transportation CFR (Code of Federal Regulations) sections 396.11 through 396.25 Regarding Inspections and record keeping. (see below for reference).

Out of Service Criteria:

UWS adheres to FMCSA/CVSA North American Standard of out of Service Criteria. In the event that a defect is discovered/reported and is identified as an Out of Service defect based on the North American Standard of out of Service Criteria, the unit is placed Out of Service until safely repaired.

Fleetio Maintenance software

Universal waste Systems utilizes an app based Maintenance Software system named Fleetio to track and monitor vehicle inspections performed by both drivers and inspector qualified maintenance personal.

Driver vehicle inspection report(s).

Driver pre and post trip Inspections are submitted digitally twice a day through Fleetio. Drivers have the ability to comment as well as photograph any defect found on their inspection form at the time of inspection. Following the completion of a drivers pre/post trip inspection, Fleetio notifies, via email, multiple maintenance personnel of any reported defect, providing maintenance staff the ability to see reported defects in real time. (See sample form below)

Maintenance Vehicle Inspections:

Vehicle Maintenance inspections are performed every ninety days in accordance with the California BIT program set forth and monitored by the California Highway Patrol. Maintenance inspections are performed digitally using Fleetio and defects are emailed in real time to multiple Maintenance staff. Technicians have the ability to comment, and/or submit a photograph of any defect discovered at the time of inspection. If a discovered defect falls under the Out of service Criteria the vehicle is placed Out of Service until safely repaired. (See sample form below)



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SECTION 6 – DESIGNATED FACILITY DESCRIPTION REQUIRED

6a. Transfer Facilities



UWS' Santa Fe Springs Material Recovery and Transfer Facility (MRF) is designed for 3,000 tons per day and currently operating at about 1,500 tons per day. This facility has a full solid waste facility permit capable of processing all types of waste streams.

UWS is proposing to use this facility as the main hub for waste and recyclable materials to be delivered. This facility currently has enough capacity to accommodate the tonnage from the City of South Gate without the need to re-permit or make any modifications to the operation. This facility will also be used for process of various other waste stream which will provide for

more efficient routing and program management. UWS has deployed this program design in other jurisdictions with a high degree of success and will work with the City staff to make this available to the South Gate customer base.

In addition to the Santa Fe Springs transfer Facility, UWS has a contractual relationship with the transfer stations owned by Republic Services in the Cities of Long Beach, Vernon and East Los Angeles which will be available to UWS if necessary.

UWS Transfer Facility

i. Facility name & address	Universal Waste Systems, Inc. 9010 and 9016 Norwalk Blvd. Santa Fe Springs, CA 90670
ii. Owner / Operator	Universal Waste Systems, Inc. 9010 and 9016 Norwalk Blvd. Santa Fe Springs, CA 90670
iii. Relationship with Proposer	Proposer owned
iv. CalRecycle SWIS #	19-AA-1140
v. Material processed	Municipal Solid Waste (MSW), Source-Separated and Commingled Recyclables and Transfer of material.
vi. Price per ton	Available upon request
vii. Capacity guarantee	UWS will guarantee adequate tonnage capacity for the City of South Gate to service the proposed franchise agreement.
viii. Estimated diversion rate	(a) Residential source-separated mixed recyclables (85%) (b) Commercial source-separated mixed recyclables (85%) (c) Commercial source-separated OCC (98%) (d) Mixed Waste Processing (25 to 35%)



6b. Processing Facilities

Source-Separated Recyclable Processing

The source separate or commingled recyclable materials collected in the BLUE Container from Residential, Multi-Family and Commercial sources will be delivered to the UWS-owned and operated material recovery facility (MRF) in Santa Fe Springs. Here recyclables are sorted, consolidated and shipped to market through our state-of-the-art MRF complete with optical sorters, robotic arms and mechanical separation.

Residuals

Residual waste from the recyclable processing operation at the MRF will be shipped Sunshine Canyon or Chiquita Canyon landfill for disposal. As mentioned above, these are long-term relationships with guaranteed capacity for the UWS waste stream.

Mixed Waste Processing



UWS' Santa Fe Springs Material Recovery and Transfer Facility (MRF) is designed for 3,000 tons per day and currently operating at about 1,500 tons per day. This facility has a full solid waste facility permit capable of processing all types of waste streams.

UWS is proposing to process select commercial loads ("A" route) with high levels of recyclables at this facility for the recovery of recyclable materials. This program will be deployed to any customer that does not generate food waste or is not participating in the source separated commingled recycling program. The benefit of this type of additional processing

program is the ability to ensure that 100% of the commercial customers are participating in some form of recycling program.

UWS has deployed this program in other jurisdictions with a high degree of success and will work with the City staff to make this available to the Los Alamitos customer base.

Source-Separated Recyclable and Mixed Waste Processing

i. Facility name & address	Universal Waste Systems, Inc. 9010 and 9016 Norwalk Blvd. Santa Fe Springs, CA 90670
ii. Owner / Operator	Universal Waste Systems, Inc. 9010 and 9016 Norwalk Blvd. Santa Fe Springs, CA 90670
iii. Relationship with Proposer	Proposer owned
iv. CalRecycle SWIS #	19-AA-1140



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v. <i>Material processed</i>	Municipal Solid Waste (MSW), Source-Separated and Commingled Recyclables and Transfer of material.
vi. <i>Price per ton</i>	Available upon request
vii. <i>Capacity guarantee</i>	UWS will guarantee adequate tonnage capacity for the City of South Gate to service the proposed franchise agreement.
viii. <i>Estimated diversion rate</i>	(a) Residential source-separated mixed recyclables (85%) (b) Commercial source-separated mixed recyclables (85%) (c) Commercial source-separated OCC (98%) (d) Mixed Waste Processing (25 to 35%)

Green Waste Processing

The source separated green and wood waste collected in the GREEN Container from Residential, Multi-Family and Commercial generators will be delivered to the UWS-owned Greenwise Soil Technologies compost facility in South Gate. The facility has a maximum permitted capacity of 250 tons per day and provides a local in town outlet for the organic green waste from the City.

Material delivered to Greenwise will be screened through a series of devices, size reduced, composted and blended in order to make a rich soil amendment available for the commercial market. UWS through its many end-use markets (Moon Valley Nursery, Kellogg's and Bandini) to name a few will use our long relationships to ensure that the material coming from the City of South Gate always has a home and will not be landfilled or used as alternative daily cover (ADC).



The residuals and small fractions from the compost process will be returned to the one of the landfills for disposal.

Green Material Processing

i. <i>Facility name & address</i>	Greenwise Soil Technologies 10120 Miller Way South Gate, CA 90280
ii. <i>Owner / Operator</i>	(a) Landowner: City of South Gate 8650 California Ave. South Gate, CA 90280 (213) 563-9531 (b) Facility owner/operator: Greenwise Soil Technologies 9016 Norwalk Blvd. Santa Fe Springs, CA 90670 (562) 806-6366
iii. <i>Relationship to Proposer</i>	Proposer owned
iv. <i>CalRecycle SWIS #</i>	19-AA-1064



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<i>v. Material processed</i>	Green material, wood waste
<i>vi. Price per ton</i>	Available upon request
<i>vii. Capacity guarantee</i>	UWS will reserve capacity at this facility to process 100% of source-separated green material collected in the City of South Gate during the proposed franchise agreement.
<i>viii. Estimated diversion rate</i>	Residential GREEN Container diversion (98%). Commercial GREEN Container diversion (98%).

Organic Waste Processing

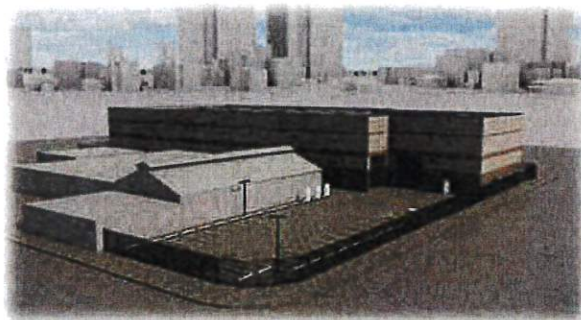
UWS is proposing multiple options for the processing of the organic waste from the City of South Gate to meet the compliance requirements in SB1383. Because this area of diversion and recovery is still developing and there is no clear-cut favorite, we believe it is beneficial to have multiple options available to the City to meet the new legislation and diversion requirements. Therefore, we have prepared a menu of options that are priced into our rate structure and will be available to the customers.

Source-Separated Commercial Food Waste and Scraps (Large Generators)

The source separated Organic Container (brown) collected from Commercial customers that meet the minimum threshold as outlined in SB1383 will be provided with a separate container for the separation and collection of food waste and scraps. This material will be transferred through the SFS MRF or delivered directly to the 24th Street High Diversion Facility located in Los Angeles for processing. At the 24th Street facility, the source separated organic material will be processed through the OREX-500 for separation of the organic material from the non-organic waste. Once the organic fraction is separated, it will be delivered to the Anaergia Bio-Energy facility in Rialto for further conversion into renewable natural gas (RNG) and as well as an organic rich fertilizer. This proposed program will yield a diversion rate of approximately 85 to 90% of the organic material.

Co-collected Waste and Organics (food) Container from Residential Customers

UWS proposes a co-collection of waste and organics (grey cart) from the residential customers for delivery to our 24th Street High Diversion Facility. This co-collection program allows for the existing three (3) cart residential program to remain in place without contaminating the green waste by adding food scraps. As mentioned above, our existing green waste processing technology allows for the processing and marketing of the source-separated green waste material to many high quality vendors.



The food waste and scraps would be placed in the waste cart (grey) where most of this material is going today in order to ensure a high level of participation and the best opportunity to recover the organic material. This material will be transferred through the SFS MRF or delivered directly to the 24th Street High

Diversion Facility located in Los Angeles for processing. At the 24th street facility, the waste with the organic material will be processed through the OREX-500 for separation of the organic fraction from the non-organic waste. Once the organic fraction is separated, it will be delivered to the Anaergia Bio-Energy facility in Rialto for further conversion into renewable natural gas (RNG) and as well as an organic rich fertilizer. This proposed program will yield a diversion rate of approximately 50 to 60% of the organic material.

Co-collected Waste and Organics (food) Container from Multi-family and Commercial Customers

UWS proposes a co-collection of waste and organics from the multi-family and commercial customers for delivery to our 24th Street High Diversion Facility. This co-collection program allows for the existing collection of waste from multi-family customers to remain in place and not require these customers to subscribe to a separate program for the collection of organics. As you know, multi-family customers and

some of the commercial customers are traditionally transient in nature and education is difficult and the programs are thus tough to manage. With this proposed program, the food waste and scraps would be placed in the waste cart where most of this material is going today in order to ensure a high level of participation and the best opportunity to recover the organic material. This



material will be transferred through the SFS MRF or delivered directly to the 24th Street High Diversion Facility located in Los Angeles for processing. At the 24th street facility, the waste with the organic material will be processed through the OREX-500 for separation of the organic fraction from the non-organic waste. Once the organic fraction is separated, it will be delivered to the Anaergia Bio-Energy facility in Rialto for further conversion into renewable natural gas (RNG) and as well as an organic rich fertilizer. This proposed program will yield a diversion rate of approximately 35 to 50% of the organic material.

Conversion to Renewable Natural Gas (RNG) and High Quality Fertilizer – Anaergia Energy

With mixed collection to AD, organics can be separated from MSW using Anaergia's Organics Extrusion Press (OREX) and fed to an anaerobic digester to generate renewable energy. This approach utilizes existing infrastructure within the community to generate energy and fertilizer. In contrast, collecting organics in source separated bins is more costly, adds trucks to the road, and sending organics to compost facilities generates fertilizer that is volatile in value and thus causes capacity and tip fees to fluctuate unpredictably. Mixed waste collection and processing at the High Diversion Facility leverages local and existing anaerobic digestion infrastructure. This strategy avoids additional collection cost, new truck routes, and reliance on human separation. This strategy also provides certainty in processing all organics with reliable and long term fixed price capacity at Anaergia Energy Facility.

High Diversion Organic Processing

i. Facility name & address	UWS 24 th Street Facility 2460 E. 24 th Street Los Angeles, CA 90016	Rialto BioEnergy Facility 503 E. Santa Ana Ave. Rialto, CA 92376
ii. Owner / Operator	UWS	(a) Landowner: City of Rialto 150 S. Palm Ave. Rialto, CA 92376 (909) 820-2525 (b) Owner / Operator Anaergia, Inc. 5780 Fleet Street, Suite 310 Carlsbad, CA 92008 (760) 436-8870
iii. Relationship to Proposer	Proposer owned	Contractual relationship
iv. CalRecycle SWIS #	19-AA-1251	36-AA-0446
v. Material processed	Food Waste and Scraps	Food Waste and Scraps
vi. Price per ton	Available upon request	
vii. Capacity guarantee	UWS will guarantee adequate tonnage capacity for the City of South Gate to service the proposed franchise agreement.	
viii. Estimated diversion rate	See percentages list above	

6c. Operating Facilities

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City of South Gate Operating Facility

UWS - South Gate Truck Terminal and Compost Facility

10120 Miller Way

South Gate, CA 90280

Santa Fe Springs Operating Facility

UWS Truck Terminal, Material Recovery and Transfer Facility

9016-9030 Norwalk Blvd.

Santa Fe Springs, CA 90670

Customer Service Center

UWS Truck Terminal and Customer Service Facility

1645 N. Main Street

Los Angeles, CA 90012

Billing/ Franchise Administration/ Public Relations

Corporate Office

9010-9030 Norwalk Blvd.

Santa Fe Springs, CA 90670

6d. Disposal Facilities

The GREY Container for waste collected from Residential, Multi-family and Commercial sources once all recyclables and organics have been recovered will be delivered to the Sunshine Canyon Landfill owned by Republic Services or Chiquita Canyon Landfill owned by Waste Connections. UWS has been utilizing these facilities over the past 10 plus years and we anticipate that this relationship will continue for the foreseeable future.



6e. Capacity Guarantee

Universal Waste Systems Inc., agrees to provide our commitment to reserve tonnage for the City of South Gate at our company owned facilities listed below:

- **Universal Resource Recovery**, located in the City of Santa Fe Springs, operates 6 days per week with a 1,500 ton daily capacity processing recyclable materials, and operating as a solid waste transfer station.
- **Universal Resource Recovery Pico Rivera**, located in the City of Pico Rivera, operates 6 days per week with a 350 ton daily capacity processing mixed recyclables, and processing residual from our Santa Fe Springs MRF as a secondary sort to increase overall blue bin diversion.
- **Universal Resource Recovery and Organics Recycling**, located in the City of Los Angeles, operates 7 days per week with a 1,000 ton daily capacity processing solid waste and source separated organics. The facility will qualify as a high diversion organics processing facility use the Orex. UWS has a long term commitment with Anaergera to accept the slurry produces at this site at their Rialto facility. This facility will be online and operational by July 1, 2022 currently under construction.
- **Green Wise Soil Technologies**, located in the City of South Gate, operates 6 days per week with a permit to process green waste and wood waste. The facility is currently meeting an over 95% diversion rate, and makes reusable products from all of the green waste that crosses the scale. This facility will serve as a the green waste processing site, after the food waste is screened out of the residential green bins and processed at our Los Angeles facility. To insure long term outlets for our compost products
- **Greenwise Soil Technologies Organic Sustainability Farm**, UWS is under development of an additional facility in the County of Riverside with 80 acres of farmland to insure long term disposal for our organic products. This facility is being planned and should be operational in 2022.



SECTION 7 – SERVICE IMPLEMENTATION PLAN

Introduction

This Service Implementation Plan will ensure an efficient and orderly transition of integrated solid waste management services for the residents and businesses in the City of South Gate by January 1, 2023. As noted previously in the proposal, UWS has extensive experience with service transition most recently in the City of Los Angeles and Maywood.

UWS will assign a City Liaison which will be Matt Blackburn and he will be the primary contact for implementation and will personally oversee the transition. Matt coordinated the transition in the City of Los Angeles, Maywood and Los Alamitos.

For purposes of the Timeline, it is assumed that the City Council will award the Franchise Agreement in July of 2022 and that service will commence on January 1, 2023.

Pre-Award Activities

Proposal Clarification

At the convenience of the City's evaluation team, UWS will respond to questions about our Proposal and provide supplemental information in a timely manner to ensure that the City can meet the timeline established in the RFP.

Facilities Tour

We invite the evaluation team to a guided in-person or virtual tour of our headquarters, transfer, material recovery and processing facilities. We believe the closer you look at the UWS team and facilities the better. We believe our team and facilities are a perfect fit for the City of South Gate as we are the only hauler currently located in the City limits.

Presentation

We are available to deliver a virtual summary presentation of our Proposal to the City's evaluation team or other designated parties and respond to their questions in a timely manner.

Negotiation

UWS has reviewed the proposed franchise agreement for the City of South Gate and our exceptions to the agreement are listed in Section 4. We will negotiate the final terms and conditions of the Franchise Agreement in good faith and in a timely manner.

Award Activities

Contract Award

Our executive team will be present in-person (or virtually as conditions may dictate) to ensure that we meet the timeline established in the RFP. Our Executive Management team includes the Owners and Senior Management personnel.

Execution of Agreement

Within five (5) calendar days following award of the contract, our executive team will be prepared to execute the Agreement, and provide all supplemental exhibits and forms.



Certificates of insurance

Upon execution of the Agreement, we will file with the City Clerk copies of the certificates of liability policy forms and required endorsements evidencing the insurance required in Franchise Agreement.

Performance Bond and/or Letter of Credit

Within five (5) calendar days following execution of the Agreement, we will provide a Performance Bond and/or Letter of Credit described in Franchise Agreement in the amount of one million dollars (\$1,000,000.00).

*Recruiting*Job Announcement

Following the award of the franchise agreement by the City Council, our representatives will post, and distribute an Employment Announcement for employees of the current service provider who may be displaced due to the change in contractors. The announcement will provide details on a proposed job fair where UWS representatives will be available to answer questions, describe pay and benefits and offer employment. Our goal would be to employ any and all displaced workers from the current service provider.

One-On-One Visit

Prospective employees are also invited to meet individually by appointment with a representative of our Human Resources Department to hear more about the benefits of working for UWS.

New Employee Orientation

We will host a mandatory New Employee Orientation for each prospective qualified individual that joins our team. The Orientation will be held approximately 60 to 90 days before we commence services in order to ensure a safe and smooth transition. Employees will be compensated for attending the orientation.

Transition Activities*Customer Support Activities*Customer Service Representative Training

In the weeks leading up to the start of service, reference materials for use by our Customer Service Representatives will be prepared and the Customer Service Representatives will undergo training before education and outreach activities commence so that they are prepared to receive and respond to Customer inquiries. This is an area that UWS has developed over the past few transitions and has been the key to a smooth and seamless transition. We will work diligently with our CSR's to make sure that are ready to address question during and after the transition.

Customer Record Management

We will solicit customer information from the outgoing contractor and the City in order to maximize the accuracy. If we can start with an accurate data base of information, we will have a successful transition. UWS has worked successfully with many haulers during their transition so we are confident that we can safely assume the experience would be similar with Waste Management.



Subscriptions

We will mail subscription reservation forms to each Residential Customer to determine the Customer's preference of cart size and quantity and confirm billing information. Customers who do not respond with their subscription preferences will be assigned three 95 - gallon carts (GREY, BLUE and GREEN).

Outreach Activities

We will employ a multi-faceted approach to our public outreach campaign to help residents and businesses comply with the new program requirements, mandates and gain the most from our services. Below is a list of media we will use to provide for a successful implementation.

Website

As the recommended service provider, we will prepare a web page to illustrate our approach to public outreach. This web page will initially be available for private review by City officials and will go public after the City Council approves the Agreement. This will be a place where residents and business can go to receive update to date information in real time.

Social Media

After award of the agreement, we will initiate and continually utilize traditional social media outlets to inform our followers about our services and educate them regarding policies, procedures, and local and State mandates. We have found this type of communication is very effective and provides excellent data for the residents and businesses.

Brochures

For service roll-out, we will distribute professionally-prepared literature designed to: welcome customers, explain our services, announce service and holiday schedules, and describe local and state requirements. This brochure will be tailored to the City, the programs and provide detailed information on all ancillary services.

Town Hall Meeting

Prior to the start of service, we will host a multiple town hall meetings to introduce ourselves to the community and describe services and local and state requirements. UWS believes this is a good way to get out in front of the community so they can but face with the name of the company. UWS is prepared to provide for multiple town hall meetings in necessary.

Neighborhood Organizations

Prior to the start of service, we will seek out neighborhood organizations to arrange to meet with residents in a more intimate multi-lingual setting to explain our services and local and state requirements.

A special emphasis of this outreach will be directed to owners and managers of multi-family complexes.

Business Organizations

We will arrange to meet with members of business organizations to explain our services and local and state requirements. A special focus of this outreach will be directed owners and managers of eating and drinking establishments to help them understand their recycling and organic waste recycling obligations.

Public Facility Managers

We will reach out to individual public agency facility managers in an effort to establish model programs that maximize diversion.

Mandatory Recycling Program Outreach

As described in the Mandatory Recycling Programs Implementation Plan Section, our Zero Waste Account Representatives will make in-person contact with the representatives of each business establishment and each Multi-Family complex to confirm account information, explain service options and requirements, and arrange for service subscriptions.

Operational Activities and Equipment

Training

In the weeks leading up to starting service, we will conduct mandatory off-hour training sessions to familiarize transitioning employees with our procedures and technologies. Transitioning employees will be compensated for attending training sessions. This early activity with the personnel assigned to the City of Los Alamitos will again provide for a seamless transition with minimal disruption to the services.

Routing

We will optimize our collection routes with a computerized routing system and onboard devices that provide each driver all needed information for each stop including turn-by-turn directions. These data-driven driver assists will enable our drivers to complete routes error free. We will work to match the existing routes deployed by your current service provider in order to minimize the disruption to the customers.

Collection Vehicles



We currently have a sufficient number of new Renewable Natural Gas (RNG) powered collection vehicles to fulfill the requirements of the Agreement. We will not need to procure any additional equipment to meet the service requirements in the agreement.

Collection vehicles used in the City of South Gate will be equipped with 3rd Eye Systems fleet management and recording mobile camera systems. This latest technology provides us with turn by turn

review of the driver's activities as well as a camera system that provides documentation of our services and records the driver's daily performance.

Carts

Following execution of the agreement, we will place the order for the carts to be distributed to Residential and Commercial customers receiving individual cart collection. We have currently have stock of carts with our manufacture that could fulfill the cart requirements for the City of South Gate.

Each residential and commercial customer utilizing cart service will receive a new set of carts one-week prior to their collection day at the latest in order to prepare for commencement of service on January 1, 2023. For most customers, that delivery schedule should synchronize with the last scheduled collection day performed by the outgoing service provider.

Each set of new carts distributed curbside will include a securely attached welcome packet in a weather-resistant pouch providing the customer with details on the upcoming program.

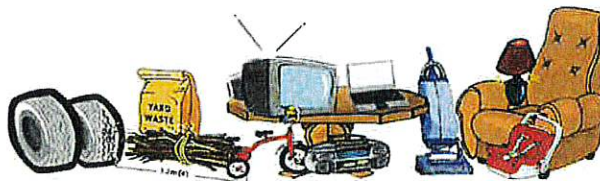
Commercial Bins & Roll-Off Containers

We currently maintain a working inventory of commercial bins and roll-off containers to meet the needs of our existing Customers. Following execution of the agreement, we will place orders for additional commercial bins and roll-off boxes if necessary so that we have a sufficient number of containers to satisfy the needs of the customers.

UWS will procure additional containers if necessary and coordinate delivery of our containers with the remove of the current contractor's containers at one time. This approach eases the coordination of container removals and deliveries, works best with limited enclosure space and makes for a seamless transition for the Customer.

The implementation timeline assumes that container assets will be acquired from the outgoing service provider.

BULKY ITEM COLLECTION



After reviewing the draft agreement, UWS proposes to handle the bulky-item collection as required in the RFP as well as provide an on-call service if a resident or multi-family residents is in need of additional service.

UWS proposes to use a flatbed collection vehicle to complete the bulky item collection program. Using a flatbed for collection will allow us to bring the items back to our fleet yard to determine the best use for the items prior to disposal.

UWS will use best management practices to follow the hierarchy of reuse, disassemble for reuse or recycling, recycle, and disposal. UWS will encourage customers to provide accurate information of the items that are being collected. UWS will encourage customers to donate to Goodwill or Salvation Army similar programs as much as possible.

Monthly Abandoned Item Sweep and Clean-up

UWS proposes to meet the requirements in the RFP and Franchise Agreement related to the monthly abandon item sweep service. UWS will provide a monthly collection of abandon items in the public right of way. In addition, UWS will also survey the areas on a weekly basis during residential collection to ensure that abandon items are not accumulating on a weekly basis. UWS drivers will document where items are located and provide that information to dispatch to have a bulky-item collection truck collect them in order to try and minimize the accumulation of these types of items. This additional service is included in the proposed rate structure.

E-Waste Collection

Included as part of the bulky-item collection, UWS will collect e-waste items (televisions, and computer monitors and other electronic equipment) that fall under the definition of e-waste. These items will be collected from single and multi-family residents on their normal collection day prior advanced notice has been made. The items will be disposed of in accordance with proper guidelines.

Sharps Collection Program

UWS has developed and will implement a Sharps Collection program for the single and multi-family residents of the City. The program will be a mail-back sharps program and will be available to any residents who makes the request for the service at no additional charge. Disposal of the sharps will be handled as required by law in order to ensure proper disposal.

Holiday Tree Collection and Recycling

UWS will collect Christmas trees immediately following Christmas Day and for the first two weeks of January to ensure that all trees are collected and recycled. Once the trees are collect, they will be transported to the UWS owned Green Wise Compost facility for processing and mulching. The trees will be separated and have all contaminates removed prior to processing. Once mulched, the ground up trees will be blended with the other compost at the facility for delivery to a secondary market.

Sub-Contractors

Southland Disposal

Southland Disposal Company is family owned and operated with located in close proximity to South Gate with over 100 years of experience in the waste and recycling industry. The company was started when the Arsenian family emigrated from Armenia to the Los Angeles area in the early 1900's. Robert Arsenian's grandfather Aram Zakaroff began as a scavenger collecting and reselling items to save enough money to send for his family from Armenia.

After many years of hard work, the scavenging business evolved into the rubbish business and ultimately today we are operating as a full service waste and recycling company. As the industry changed, the family business ventured into the hog raising business as an extension of collecting garbage from the commercial accounts to be processed and fed to the hogs.

Robert Arsenian has been the sole proprietor of Southland since 1971 and his company today has multiple franchise agreements, he owns and operator the City Terrance Material Recovery and transfer Station and they were just recently awarded a new exclusive franchise agreement with the City of Glendale.

Fleet Genius

On January 1, 2021, CDSRVS, LLC and Container Management Group, LLC (collectively, CanDO!®) rebranded as "FleetGenius". This rebranding is tied to the value proposition sought by our customers: improved customer experience and increased sustainable logistics and asset management services utilizing our proprietary cutting-edge technology platform.

We are very proud to build upon our heritage and to keep the same CanDO!® attitude and customer-centric culture that our clients have known for over 20 years as their trusted partner, while growing our team and executing extensive internal development of new technologies and refined processes focusing on sustainability.

Bins are some of your most valuable assets. Most companies do not have the resources to effectively and efficiently manage their container inventories. This often leads to skyrocketing yearly capital equipment expenses, workers comp injuries, and poor customer service. FleetGenius eliminates the headache of managing your containers and helps provide significant cost savings for your operations. FleetGenius helps you focus on critical revenue-generating activities and provides you with peace of mind knowing that your valuable assets and customers are in capable hands.

SECTION 8 – AB341 and SB1383 IMPLEMENTATION

Background

AB 341 (Mandatory Commercial Recycling) – Requires commercial establishments (i.e., businesses including public entities that generate 4 cubic yards or more of solid waste per week, and multi-family complexes of 5 or more dwelling units) to arrange for recycling services (i.e., recycling of containers and fiber products).

AB 827 (Recycling Containers) – Requires that businesses subject to AB 341 and AB 1826 and that are frequented by the public must provide recycling containers for public use.

AB 1826 (Mandatory Commercial Organic Waste Recycling) – Requires businesses that generate 2 cubic yards or more of commercial solid waste per week to arrange for organic waste recycling services.

SB 1383 (Organic Waste Methane Emissions Reduction) – Requires a 75% reduction in the 2014 disposal of organic waste including a 20% recovery edible food waste for human consumption.

Three key dates established by SB 1383 will occur during the term of the Franchise Agreement:

January 1, 2022. CalRecycle's regulations to meet the organic waste reduction and the edible food recovery targets take effect. Also, on this date, the enforcement provisions, including penalties for noncompliance issued by the State, take effect. Legislation (SB619 Laird) passed in 2021 has made some changes to the potential penalties and fines associated with the bill, however Cities are still required to move forward with implementation and compliance.

January 1, 2024. CalRecycle's regulations may require local jurisdictions to impose penalties for noncompliance on regulated entities subject to their authority.

January 1, 2025. The State (and presumably each jurisdiction) must achieve 75% reduction in the disposal of organic waste (from 2104 levels); and, not less than 20% of currently disposed edible food must be recovered for human consumption.

Experience

RecycleLA, the City of Los Angeles' Zero Waste program, was designed before SB 1383 was adopted and yet the program anticipated what would become the State recycling and organic waste recycling mandate.

As a Contractor for RecyLA servicing the North East zone, we have been able to perfect our diversion implementation plan, recruit and train our team, and hone our customer education and outreach skills. Our Zero Waste team has extensive experience in assessing our customer needs, personalizing programs and getting results. This implementation plan is a product of that experience.

Staffing

Our Zero Waste Team is made up of fourteen Zero Waste Account Representatives with public relations skills and special training and expertise to personally assist Customers with tailoring solid waste services that maximize the recovery of recyclable material and organics.

Some of the UWS Zero Waste Team.



Hear our Zero Waste Account Representatives speak RecyclA:

<https://youtu.be/vgfa-g1j870>

Identification & Outreach

The first step in compliance begins with identifying the customer and assessing their waste and recycling needs. We accomplish this by following the steps listed below.

Introductory Mailing

Sixty (60) days before the start of service, we will introduce the Recyclable and Organic Waste Recycling Program to Commercial and Multi-family Customers with a direct mailing to each Customer.

Initial Visit

Thirty (30) days following the introductory mailing, members of our Zero Waste Team will begin making personal visits with each account to introduce UWS services, confirm account information, perform a waste assessment, and create a service order with new service recommendations. The initial visit is a very important part of our outreach and education process.

Outreach & Education

In the initial visit, Zero Waste Account Representatives will provide Customers with literature introducing UWS and explaining Recycling, Organic Recycling, and Food Donation opportunities.

Confirm Account Information

Zero Waste account Representatives will verify the service and billing address, contact information, and service levels.

Waste Assessment

In the waste assessment portion of the initial visit, Zero Waste Account Representatives will make determinations about container location, container fullness on service days, use of recycling containers, willingness to donate edible food (if applicable), and issues that might impede collections.

Another objective of the initial visit will be to explain ways that the Customer can reduce costs while complying with diversion mandates.

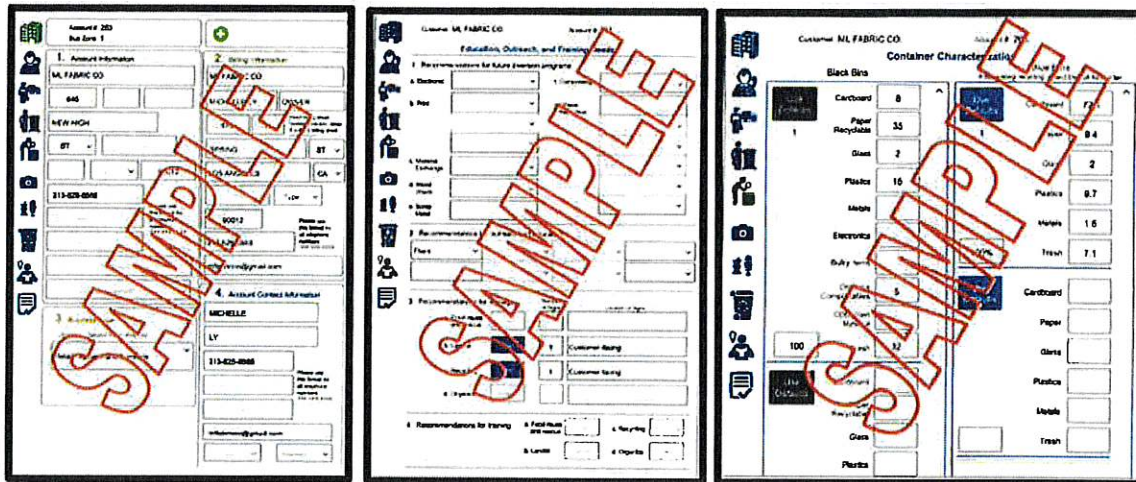
During the initial visit, our Zero Waste Account Representatives will also make a determination regarding the Customer's compliance with AB341, AB1826 and AB827. When compiled, these individual determinations will become the City's database for compliance monitoring, enforcement, and reporting to CalRecycle.

When a Customer performs Recyclable or Organic Waste Recycling by self-hauling or through another authorized provider (e.g., yard waste removal by a landscape maintenance contractor), this information will be recorded.

Technology

Each member of our Zero Waste Account Team uses a Zero Waste Compliance Tool tablet application that guides the account representative through the initial visit process. It will also be used for follow-ups, monitoring, and enforcement procedures. The app allows the representative to attach photographs to the Customer record. Sample screenshots of the app are provided.

Zero Waste Compliance Tool tablet sample screenshots



Monitoring

Compliance monitoring will be an ongoing procedure conducted by our Zero Waste Team. The monitoring process will consist of two elements: (1) Enrollment monitoring; and, (2) Contamination monitoring.

Enrollment Monitoring

Accounts that do not enroll in the appropriate diversion services will be identified in monthly exception reports generated for Zero Waste Team members to revisit the account and attempt to arrange services. A listing of accounts that fail to enroll in required diversion services will that will be provided to the City monthly for enforcement action.

Participation Monitoring

Accounts that are enrolled in recyclable and Organic Waste recycling services will be inspected on a periodic basis to confirm their participation and inspect for container contamination in a procedure referred to as *lid flipping*.

Customers not utilizing BLUE, GREEN or BROWN containers as intended will be personally contacted by a Zero Waste Account Representative as an outreach and education measure. Customers who do not make themselves available or who refuse to comply will be documented and the information will be shared with the City.

If contamination of BLUE, GREEN or BROWN containers is found to be an issue, the Zero Waste Account Representative will arrange a training session with the Customer to rectify the issues. Ongoing contamination issues will incur extra charges and potential removal of containers resulting in the Customer being reported to the City as not being in compliance.

All monitoring inspections and their outcomes are recorded in the Zero Waste Compliance Tool.

Zero Waste Account Representatives documenting BLUE bin contentsReporting

Within 30-days following the start of service and monthly thereafter, UWS will transmit a report to the City identifying the following:

- AB 341
 - Total number of covered businesses
 - Total number of exempt businesses
 - Listing of exempt businesses
 - Total number of covered businesses recycling
 - Total number of covered businesses not recycling
 - Listing of each business not recycling
 - Total number of covered multi-family complexes
 - Total number of exempt multi-family complexes
 - Listing of exempt multi-family complexes
 - Total number of covered multi-family complexes recycling

- Total number of covered multi-family complexes not recycling
 - Listing of each multi-family complex not recycling
- AB 1826
 - Total number of covered businesses
 - Total number of exempt businesses
 - Listing of exempt businesses
 - Total number of covered businesses recycling organic waste
 - Total number of covered businesses not recycling organic waste
 - Listing of each business not recycling organic waste
 - Total number of covered multi-family complexes
 - Total number of exempt multi-family complexes
 - Listing of exempt multi-family complexes
 - Total number of covered multi-family complexes recycling organic waste
 - Total number of covered multi-family complexes not recycling organic waste
 - Listing of each multi-family complex not recycling organic waste
- AB 827
 - Total number of businesses
 - Total number of exempt businesses
 - Total number of businesses in compliance
 - Total number of businesses not in compliance
 - Listing of each business not in compliance

Enforcement

UWS will support City's enforcement efforts and assist with follow-up outreach and education efforts as necessary.

SECTION 9 – CUSTOMER SERVICE / CUSTOMER CARE

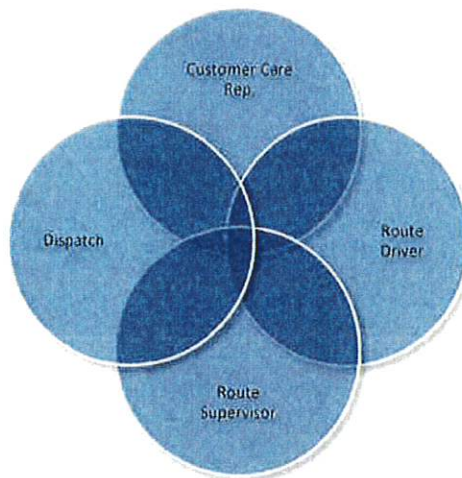
UWS roots are in the highly competitive nonexclusive franchise environment where customers are free to change providers if service quality is not maintained. Quality customer service always has been and continues to be of utmost importance to the Blackburn Family. Here the power of the personal guarantee, a UWS Core Value, is exemplified by the hands-on involvement of the key management team members to ensure that every single Customer complaint or simple inquiry is resolved to the complete satisfaction of the Customer.

Our Customer Care Model

Customer-Initiated Contacts

At UWS, Customer service is a team effort. The 'Customer service team' consists of our Customer Care Representatives, our Dispatchers, our Route Supervisors, and Route Drivers.

UWS Customer Care Team



Our **Customer Care Representatives** receive Customer calls, message chats, and emails. They are well versed in policies and procedures and able to answer questions. If a Customer contact involves a service issue, a Service Order is generated through the Customer Record Management (CRM) system.

A central figure of the Customer care team is our **Dispatch Office**. Dispatch assigns service orders to the appropriate route, monitors the status of open orders, and closes them out when completed.

Route Drivers receive service orders on their on-board screen, perform the work, and log the Service Order action taken.

Route Supervisors are our quality control inspectors. They follow-up to see that service orders are fulfilled in a timely and quality manner. If warranted by the nature of the contact, the Route Supervisor will make in-person contact with the Customer to ensure satisfaction.

Driver-Initiated Reports

Our Customer care model works in reverse as well.

Drivers report to Dispatch when there is an issue with service such as an inaccessible bin and then either the Dispatcher or the Customer Care Representative will initiate contact with the Customer.

Documentation

Whether the Customer or our Driver initiates the contact, notes are added to the account so that any Customer Care Representative accessing the account in the future has full access to the account history.

Fulfillment Policy

Our goal is to complete all service orders the same day that are received by 1:00 P.M.

If a Customer Care Representative cannot complete a Customer request during the call, the caller will be advised that they can expect follow-up either before the end of that day or no later than the next business day.

Jurisdiction Specific Information

Customer Care Representatives receive continuing education regarding the service, programs and policies of the jurisdictions that we serve. Weekly briefings keep our representatives abreast of events and changes upcoming in jurisdictions. In addition to the jurisdiction-specific information that appears on the Customer record, each Customer Care Representative has at hand a database of common services, rates & policies, and even the franchise agreement/contract, for each jurisdiction. These procedures will ensure that the calling customer receives timely and accurate information from our Customer Care Representative, ideally in one call.

Customer Care Center

Staffing

We operate a stand-alone Customer care center in our Orange and Los Angeles Counties offices staffed by over twenty-five (25) representatives. The center operates Monday through Friday from 7:00 A.M. to 5:00 P.M. and 8:00 A.M. to 12:00 P.M. on Saturday. Peak staffing is provided Monday through Friday between the hours of 8:00 A.M. and 4:00 P.M.

Hiring & Training

Hiring

We select Customer Care Representatives based on their positive attitude and their desire to help others.

One-Stop-Shop

Our goal is for our Customer Care Center to be a 'One-Stop-Shop'. Besides addressing service questions and issues, our Customer Care Representatives are trained to handle credits, adjustments, billing disputes, opening and closing of accounts, service level changes, management or ownership changes, processing

payments and enrolling the Customer in auto pay. They can also walk the Customer through the pay online feature if assistance is needed.

Complaint Resolution Protocol

Customer Care Representatives are trained to follow our Customer Service Protocol:

- The Customer Is Always Right
- Every Customer inquiry or complaint is deemed urgent and legitimate until proven otherwise
- Company resources should immediately be redirected to achieve an expedient resolution of the matter
- Some matters need to be moved to a more senior member if needed to expedite resolution
- Relentless follow-up is expected to ensure resolution is achieved within 24 hours
- Post resolution Customer feedback is crucial to constantly improving service quality

Customer Record Management System

We utilize the AMCS Tower Customer service software system for Customer record management.

Telephone System

We utilize the NEC9300 telephone communications platform.

The telephone system gives our Customer Care Team the ability to see the hold queue and respond access the next up call. If all

The system is scalable and adaptable to the changes and growth of our business.

System Metrics

We are able to monitor call metrics system-wide and for individual jurisdictions. *Telephony Metrics table below* is a real example of telephony metrics from our system.

Telephony Metrics

Metric	Value	Unit
Monthly average percent of calls answered within 60 seconds	99	%
Abandoned calls	1	%
Abandoned call rate, peak hours	1	%
Abandoned call rate, off-peak hours	0	%
Average amount of time it takes call center staff to complete a customer support call/session, including documentation (inbound)	3:14	Minutes
Average amount of time it takes call center staff to complete a customer support call/session, including documentation (outbound)	1:28	Minutes
Number of calls (inbound)	2,199	Number
Number of calls (outbound)	1,567	Number
Average call wait time	34	Seconds



Average amount of time to respond to Customer inquiry via the web, email, mobile app, etc.	7	Minutes
Average amount of time callers spend in agent-induced hold	3:48	Minutes
Percent of logged-in time spent in a 'work' state (for calls, a work state is generally talk and after call work time)	8.4	%
Total number of contacts received for processing per day	2,219	Number



SECTION 10 – AUTOMATED CART DESCRIPTION

The following is a description of the carts that we propose for the City of South Gate.

Manufacturer

Carts provided by UWS will be two-wheeled industry standard carts manufactured by Toter, a Wastequip brand (<https://www.toter.com/waste-haulers>) or equivalent.

Carts will be manufactured of medium density polyethylene (MDPE) using a stress-free rotational molding process.

All carts shall be equipped with 2 wheels mounted on a steel axle, handles integrally molded as part of the cart body, and permanently attached lids.

Toter brand carts are manufactured of up to 50% recycled plastic and steel parts contain up to 80% recycled steel.



Cart Sizes

Subscribers utilizing cart service will have a choice of three (3) cart sizes for each material:

- 32-gallon (70-pound minimum load capacity);
- 64-gallon (130-pound minimum load capacity; and,
- 96-gallon (200-pound minimum load capacity.

SB 1383 Compliance

The carts described herein comply with SB 1383 requirements for purpose, color, identification and labeling.

Color

See below.

Identification

The top of each cart lid will be hot stamped denoting the acceptable material type for that cart (e.g., 'Refuse', 'Recyclable Materials', 'Organic Waste') in English, Spanish, and Mandarin.

Labels

An adhesive label will be affixed to the underside of the lid of each cart indicating the primary materials accepted and the primary materials prohibited for each container. We intend to utilize the model labeling provided by CalRecycle if available.

*Colors**Residential Service*

In our residential collection system, we will provide subscribers with uniform black carts equipped with lids of different colors to distinguish acceptable materials (with City approval):

- GREY lid for nonorganic and non-recyclable waste;
- BLUE lid for nonorganic mixed recyclables, and paper, wood & lumber; and,
- GREEN lid for green and food waste.

*Commercial Food Waste*

When volumes or storage space warrant, generators of commercial food waste will be provided a cart with a BROWN lid for depositing source-separated food waste for collection.

Cart Condition

All carts provided to customers at the inception of service will be newly manufactured and unused.

Subsequently, carts provided to customers as additions or replacements may be refurbished carts in good serviceable condition and steam cleaned so as to be free of debris and contaminants.

SECTION 11 – COLLECTION VEHICLE DESCRIPTION

Collection Vehicles

UWS will deploy a compliment of new vehicles to perform the collection work in the Franchise Agreement.

Delivery of new collection vehicles requires a lead-time of approximately twelve to eighteen months however, we currently have the vehicles for the City of South Gate in our possession and ready for service. Those vehicle groupings depicted as 'New' are new vehicles in our possession that are reserved to be deployed in the City of South Gate.

Residential (Cart Service) Collection Vehicles

Qty	Make	Area #	Body	Model Year	Fuel Type
10	Mack LEU	South Gate	Automated side loader	2020 or 21	RNG

Commercial (Bin Service) Collection Vehicles

Qty	Make	Area #	Body	Model Year	Fuel Type
6	Mack MR	South Gate	Front loader	2020 Or 21	RNG

Roll-Off Collection Vehicles

Qty	Make	Area #	Body	Model Year	Fuel Type
3	Mack MR	South Gate	Roll-Off	2019	RNG

Qty	Make	Area #	Body	Model Year	Fuel Type
3	Ford or GMC	South Gate	Scout and Bin Trucks	2021	Gas



SECTION 12: MINIMUM RECYCLING REQUIREMENTS

Please see Exhibit 4-C for the proposed minimum recycling requirements.



SECTION 13 AND 14: RECYCLABLE AND ORGANIC WASTE RECYCLING PROGRAM

Our preferred collection system is a hybrid, Two-Container AND Three-Container Collection System:

Three-Container Collection System (SB1383 Compliant)

Subscribers

The three-container collection system will be used for collections from:

- Residential premises,
- Multi-Family dwellings that do not have bin collection, and
- Commercial premises that are NOT food preparation or eating establishments that generate large volumes or organics.

Containers

(Note: All references to a container of a particular color means the color of lid.)

In the Three-Container Collection System, waste generators will be provided three collection containers:

1. A GREY container for the disposal of refuse including organic waste including food and food scraps;
2. A BLUE container for diversion of commingled recyclables including paper products; and,
3. A GREEN container for diversion of yard and wood waste

In the Three-Container Collection System, 'containers' will be industry-standard Carts, Bins, Roll-Off Boxes, or Stationary Compactors appropriate for the subscriber.

- Waste generators receiving collections from Carts will generally be:
 - Residential premises subscribing to individual collection,
 - Multi-Family dwellings, generally with fewer than five dwellings and subscribing to individual collection, and
 - Commercial premises generating low volumes or that are unable to subscribe to bin service due to a lack of bin enclosure space.
- Waste generators receiving collections from Bins will generally be:
 - Multi-Family complexes generally with five or more dwellings, and
 - Commercial and Industrial premises

- Waste generators receiving collections from Roll-Off Boxes and Stationary Compactors will generally be Commercial establishments generating large volumes of Solid Waste destined for disposal, source-separated Recyclables, including paper products, and/or source-separated Yard and Organic Waste.

Comprehensive List of Acceptable Waste

Three-Container Organic Waste Recycling

<u>ACCEPTED MATERIAL</u>	<u>PROHIBITED MATERIAL</u>
GREY Container	
General Solid Waste including organic waste containing food and food scraps	All recyclable materials
BLUE Container	
All paper products, cardboard, hard recyclables including glass, tin cans, aluminum cans, plastics 1-7, film plastic etc.	All refuse and organic waste
GREEN Container	
Yard and wood waste including trimmings and grass clippings	All recyclable materials and organic waste

Customer In-House Preparation of Organic Waste

Customers disposing of Organic Waste in the Three-Container Collection System will be required to adhere to the following in-house preparations:

- GREY container:
 - General solid waste including organic waste such as food and food scraps that are not accepted in the blue or green containers.
- BLUE container:
 - Source-separated Commingled Recyclables including paper products, cardboard, glass, aluminum and tin cans, plastics 1-7 and other recyclable materials
- GREEN container:
 - Yard, Green and wood waste must be placed in the container un-bagged and untied free of contamination

Two-Container Collection System (SB1383 Compliant)

Subscribers

UWS is offering a Two-Container Collection System for the collection from Commercial and Multi-family premises that are not food preparation or eating establishments that generate significant volumes of Food Waste or Food Scraps. This system will rely on the Organic Processing system that is described in Section 6 Facility Description.

As mentioned in the facility section, we will utilize the OREX-500 to press the organic fraction from the mixed solid waste stream and ship it to the Anaergia AD facility located in Rialto where it will be made into Renewable Natural Gas (RNG) and high quality soil amendment. This proposed system will allow businesses and multi-family complexes with limited space for containers to have a compliant system that only requires two containers.

Containers

In the Two-Container Collection System, waste generators will be provided two collection containers:

1. A GREY container for disposed Refuse, Food Waste and Scraps;
2. A BLUE container for source-separated commingled Recyclable Materials

As previously stated, 'containers' will be industry-standard Carts, Bins, Roll-Off Boxes, or Stationary Compactors as appropriate for the subscriber.

Comprehensive List of Organic Waste

The chart on the following page identifies the Organic Waste 'Accepted' and 'NOT Accepted' in the Two-Container Collection System.

ACCEPTED MATERIAL	PROHIBITED MATERIAL
GREY Container	
General refuse including all food waste and food scraps as well as other organic materials	All recyclable materials
BLUE Container	
All paper products, cardboard, hard recyclables including glass, tin cans, aluminum cans, plastics 1-7, film plastic etc.	All refuse and organic waste

Source Separated Collection of Organic Waste (SB1383 Compliant)

UWS is proposing source separated collection of organics (food waste and scraps) from customers that generate amounts sufficient to support separate collection and have adequate space for a separate container. In these cases, UWS will provide various carts and/or bins for the collection of organic material including food waste and scraps. As noted, this material would be collected and shipped to our Organic Processing facility for processing of the material to be shipped to the Anaergia AD facility.

Proposed Container Sizes

32 gallon automated organic cart

64 gallon automated organic cart

2 yard front loader organic bin

All carts and containers are available to be collected on multiple days per week.

RECYCLABLES AND ORGANIC MATERIALS

ACCEPTED MATERIAL	PROHIBITED MATERIAL
Plastic Recycling	Appliances
Milk jugs	Batteries
Water & soda containers	Bubble wrap
Shampoo, soap, detergent bottles	Christmas lights
Metal Recycling	Coat hangers
Aluminum beverage cans	Diapers
Food cans	Electrical cords
Aerosol cans, completely empty	Facial tissue
Glass Recycling	Food stained pizza boxes
Beverage containers	Food waste
Food jars	Food wrap
Paper Product Recycling	Garden hoses
Printing & writing paper	Napkins
Newspaper	Padded envelopes
Egg cartons	Paper towel
Envelopes	Pet waste
Junk mail	Plastic bags
Phone books	Polystyrene
Brochures	Receipts
Magazines	Rubber balls
Ream wrapping paper	Sports equipment
Cardboard Recycling	Sticker-backed paper
Cardboard boxes (flattened)	Stuffed animals
Cereal boxes	Syringes/razor blades
Frozen food boxes	Tires
Poster board	Toys
File folders	Waxed cartons
Paper towel roll core tubes	Yard waste
Shoe boxes	
Toilet paper roll core tubes	
Wood Recycling	
Clean lumber	

ACCEPTED MATERIAL	PROHIBITED MATERIAL
Green Waste/Landscaping	Painted or composite Wood
Grass clippings	Palm Fronds
Leaves	All food containers
Branches/twigs	Plastic packaging
Clean lumber (untreated, unpainted, in small pieces only)	Polystyrene
Food Discards	All Bioplastics (cutlery, cups, bags)
All vegetables	Grease
All fruit	Pet waste
Egg shells	Human waste
Coffee grounds (paper filters ok)	Feminine Products
Tea Bags (paper only)	Waxed cardboard
Meat, bones	Plastic lined paperboard containers
All bread products	
All grains	
Food soiled napkins, paper towels	



SECTION 15: COMMERCIAL EDIBLE FOOD GENERATORS

Identification and Outreach

Introductory Mailing

Our introductory mailing to all Commercial Customers about the transition to UWS services will include information about food recovery and the requirements for covered Commercial Customers.

Initial Visit

When our Zero Waste Account Representatives conduct their initial site visits to arrange service with UWS, they will categorize customers that generate food waste as 'Covered' or 'Not Covered' by the Regulations.

Covered establishments will be further categorized as 'Tier One' or 'Tier Two' food establishments.

- Tier One Commercial Edible Food Generators (supermarkets, grocery stores $\geq 10,000$ sq. ft., food service providers, food distributors, wholesale food vendors); and,
- Tier Two Commercial Edible Food Generators (restaurants ≥ 250 seats or $\geq 5,000$ sq. ft., Hotels with an on-site food facility and ≥ 200 rooms, health facilities with an on-site food facility and ≥ 100 beds, large venues, large events, state agencies ≥ 250 seats or $\geq 5,000$ sq. ft., local education agencies with an on-site food facility.

During the initial visit, covered Tier One Customers will be provided a handout explaining food recovery requirements and opportunities.

Follow-Up Visits

During the calendar quarter January through March 2023 and annually thereafter, our Zero Waste Account representatives will perform follow-up visits with Covered Tier One Edible Food Generators (to again disseminate a food recovery brochure and assist establishments not yet connected with food recovery outlets with making those connections).

Beginning with the calendar quarter July through September 2023 and annually thereafter, Covered Tier Two Edible Food Generators will be added to the follow-up visits.

Ongoing Outreach

Commencing January 1, 2023, and annually thereafter, we will provide Tier One Commercial Edible Food Generators with:

- Information about the Edible Food Recovery Program;
- Information about requirements of generators under 14 CCR Chapter 12 article 10;
- Information about Food Recovery organizations and services; and,
- Information about actions that generators can take to prevent Food waste.

Commencing January 1, 2024, the above distribution will be expanded to include Tier Two Commercial Edible Food Generators

This information will be distributed as billing inserts or with other regularly disseminated information.

Food Recovery Network

As a result of our work in other jurisdictions, we have on-going working relationships with a network of food rescue and recovery organizations who are expert in the laws, logistics, and recipient matching necessary for successful programs.

Compliance Reviews & Reporting

By January 1, 2024, and annually thereafter, our Zero Waste Account Representatives will conduct compliance reviews of each covered Tier One Commercial Edible Food Generator.

Our annual report to the City of the annual compliance reviews will include:

- Total number of covered establishments, by type;
- Total number of covered establishments in compliance, by type;
- Total number of covered establishments not in compliance, by type;
- Listing of covered establishments not in compliance, by type; and,
- Barriers to compliance as reported by covered establishments.

Commencing January 1, 2024, and annually thereafter, we will complete a report to the City the compliance status of Tier Two Commercial Edible Food Generators as follows:

- Total number of covered establishments, by type;
- Total number of covered establishments in compliance, by type;
- Total number of covered establishments not in compliance, by type;
- Listing of covered establishments not in compliance, by type; and,
- Barriers to compliance as reported by covered establishments.

Enforcement

We will support the City of South Gate with enforcement of its Food Recovery regulations by conducting investigations of individual edible food generator's compliance upon written direction by the County. Such investigations will be completed within ninety (90) days of receipt of the complaint or request.



SECTION 16: PROVISIONS OF ORGANIC WASTE PRODUCTS

SB 1383 Requirement

Article 12 of the proposed Short-Lived Climate Pollutants regulations requires a jurisdiction to procure organic waste products directly, or through a service provider (Contractor), at or above the target established by CalRecycle.

Procurement Target

The CalRecycle-proposed procurement target is 0.08 tons (160 pounds) per resident per year, adjusted annually based upon the California Department of Finance published population estimate for the cities or counties, and is recalculated annually. [18993.1]

Programs

Compost Giveaway Program

In accordance with Agreement, we will deliver 40-cubic yard Roll-Off loads of finished compost to a site specified by the county for residents to fill their own containers on a first -come, first-served basis at no additional cost.

City Facilities Program

We will deliver, at no cost to City or customers, bulk recovered organic waste product of the type and volume to any county Facility(ies) directed by City for its own use or for giveaway. The City shall be responsible for the cost of storing, distributing, and applying the recovered organic waste product.

Assumptions

Density Conversion

One ton of bulk compost or bulk mulch equals 1.45 cubic yards [18993.1].

Product Application

Finished compost is typically used as an amendment tilled into the soil for enhancing soil structure, preventing soil compaction, and building organic matter, and applied 2 to 3 inches and worked into the soil at a depth of about 6 inches.

(An application of 3 inches of bulk compost per acre equals approximately 403.3 cubic yards.)

Mulch is typically used as a soil covering to control weeds and retain moisture in non-turf areas and applied over bare spoil at a depth of 3 to 4 inches.

(An application of 4 inches of bulk mulch per acre equals approximately 532.4 cubic yards.)

Record Keeping

We will maintain a record of recovered organic products provided to the City through the above described programs, including the delivery dates, delivery locations, number of loads, cubic yards, and tons of recovered organic product.

SECTION 17: EMPLOYMENT OF PRIOR EMPLOYEES

We recognize that the employees of the current contractor possess unique knowledge of the City and the customers therefore we believe they would be beneficial to join our team.

We will offer employment opportunities for available positions to existing employees of the current contractor that would otherwise be displaced.

(a) Non-Discrimination Policy

Our owners, management and employees treat each other equally and fairly and will not engage in discrimination against anyone because of their actual or perceived race, color, religion, ancestry, national origin, disability, medical condition, marital status, domestic partner status, sex, gender, gender identity, gender expression, or sexual orientation or as a member of any other protected class.

(b) Procedures

Offer of Employment

Following the award of the Franchise Agreement to UWS, we will post an opportunity to employ individuals currently employed by existing service provider and deployed to service the City of Los Alamitos. Any offer of employment will be subject to the potential employee meeting the company's pre-employment and screening requirements.

One-On-One Visit

Prospective employees are also invited to meet individually by appointment with a representative of our Human Resources Department.

New Employee Orientation

We will host a mandatory New Employee Orientation for each qualified individual that joins our team. The Orientation will be held approximately 15-30 days before we commence service. Employees will be compensated for attending the orientation.

Training

In the week leading up to our commencing service, we will conduct mandatory off-hour training sessions to familiarize transitioning employees with our procedures and technologies. Transitioning employees will be compensated for attending training sessions.

(c) Limitations

The following are the only conditions to employment that will apply.

Available Positions

Employees of the prior contractor will be given hiring priority to fill available positions for City of Los Alamitos. If sufficient positions are not available, we reserve the right to assign employees to a different position or to another jurisdiction. If assigned to another jurisdiction, every attempt will be made for the assignment to be within the same general area.

Full-time Employees

To be considered for employment by us as a displaced worker, individuals must have been employed by the current contractor and assigned full-time to the City of Los Alamitos for a minimum of ninety (90) consecutive days.

Criminal Background & Driving Record Check

Offers of employment are conditioned upon our conducting a pre-employment background screening investigation, which includes criminal and driving record history. Prospective employees must also prove insurable by our provider.

Post Offer Physical Exam

Each prospective employee must pass a pre-employment physical examination, at our cost, to determine fitness to perform the assigned work.

Drug Screening

For the safety of our employees and the public, it is important that we maintain a drug-free work environment. Each prospective employee must pass a drug-screening test prior to employment. All safety-sensitive positions are also subject to random drug screening while employed. Drivers of our equipment are subject to post-accident drug testing in accordance with Department of Transportation guidelines.

Continued Employment

With good job performance, a job with UWS can become a career. Continued employment is conditioned upon adherence to UWS policies and satisfactory job performance.

Seniority

When employed by UWS, employees will retain their years of service seniority as their original date of employment by the previous contractor (subject to verification).

Wages & Benefits

When employed by UWS, employees will be offered the same wages and benefits as regular UWS employees.

SECTION 18 - PROPOSAL ENHANCEMENTS

1. If awarded the franchise agreement for the City of South Gate, UWS will immediately increase its current per ton fee for the compost facility located at 10120 Miller Way by an additional \$1.00 per ton. This increase will generate approximately **\$100,000 to \$150,000** dollars of additional revenue for the City. UWS is the only contract that can offer this as we currently hold a lease on the property with the City.
2. UWS will provide portable restrooms to all City events free of charge in addition to providing the waste and recycling collection.
3. UWS will provide \$5,000 per year in scholarships to local high school students that have an interest in environmental studies and work. This money can be divided into multiple scholarships as can be determined at a later date.
4. UWS will have a fully staffed office for customers to visit to learn about recycling, make payments, and inquire on services, in the City of South Gate.
5. UWS will provide compost and mulch to all residents in the City of South Gate at our South Gate compost facility free of charge one time per quarter or 4 times per year.
6. UWS will continue to provide unlimited mulch, compost, and wood chips for all City of South Gate facilities, parks, and City projects.
7. UWS will provide a minimum of \$20,000 per year in sponsorships and donations to City of South Gate events.
8. UWS will provide 2 full time zero waste recycling representative to the City of South Gate.
9. UWS will establish a bi-annual job fair in conjunction with the City of South Gate to hire local in the City of South Gate. UWS will pay for truck driving school for any residents in the City of South Gate that want to be part of our team. All South Gate residents that become drivers at UWS will be eligible to receive our full benefits package, including 401K retirement, full benefits for them and their family, an estimated \$100K per year compensation, life insurance, and will be eligible for a \$2,000.00 signing bonus upon receiving their commercial class B license.



1 | GENERAL REQUIREMENTS

- a) Title page
- b) Transmittal letter
- c) Completed Desired Experience Requirements Checklist (Attachment 8)
- d) Table of Contents
- e) Executed Anti-Collusion Affidavit (Attachment 5)
- f) Executed Signature Page of RFP Addenda



WMA