

Request For Proposal

RFP #09-1418



ALLIED WASTE

A REPUBLIC SERVICES COMPANY



Proposal to Operate the Metro South Transfer Station

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Section A | Transmittal Letter

September 14, 2009

Metro Council President David Bragdon and
Members of the Metro Council
Metro Regional Center
600 NE Grand Avenue
Portland, OR 97232-2736

Dear Council President Bragdon:

Allied Waste (AW) has prepared this proposal with a renewed commitment to our longstanding relationship with Metro. As you know, AW was selected as the operator for MSS 12 years ago, successfully competing against an incumbent operator. In 2004, AW again successfully competed against several companies to continue this role over the past five years.

EXECUTIVE SUMMARY

Staffing | AW's combined 32 years of experience working with Metro's transfer stations' management team attests to the ability of our employees to be proactive in our interactions with Metro's managers. We pride ourselves on operating to the highest standards of the solid waste industry.

This staffing excellence is acknowledged by Metro in the current Request for Proposal by urging the successful vendor to retain AW's current employees, including supervisory personnel, since they possess valuable insights into the operation of Metro's facilities. Five letters are enclosed from two Mayors and a County Commission Chair, (all regulators of AW's hauling and transfer/ recycling station operations); Metro's largest single user of MSS; and Metro's Transportation Services contractor. They attest to the capabilities and quality of the performance of our employees.

Cost | AW proposes an annual fixed payment at 55 percent below Metro's current annual fixed payment. This payment covers the cost for AW to "open the doors" of MSS.

We have developed an innovative approach for Metro to compensate AW for processing all dry waste. This approach is AW's acknowledgement of Metro's fiduciary responsibility to the general public to avoid undue financial risk. Hence, Metro will pay AW for achieving material recovery goals, transferring from Metro to AW nearly all financial risk caused by declining levels of inbound tonnage and the volatility of commodity prices in recycling markets.

AW is proposing a modest price increase of \$0.70/ton to process wet waste. We propose a \$0.62/ton increase to process dry waste. AW is proposing different rates for each tier of dry waste recovery: Tier 1 - \$35/ton; Tier 2 - \$47.00/ton; and, Tier 3 - \$57.00/ton. This pricing reflects the aggressive recovery approach we intend to take in response to Metro's desire to double the current material recovery rate at the station.

Section A | *Transmittal Letter*

AW proposes to reduce the price it is now charging to process source-separated wood and yard debris from \$39.42/ton to \$32.00/ton.

Operations and Maintenance | AW has an outstanding record of operating Metro's transfer stations in a safe and effective manner. Our operating plan for MSS is designed to meet or exceed the highest level of operating efficiency for customer satisfaction, and the health and safety of our employees and customers.

AW shares Metro's commitment to minimize equipment downtime so Metro's customers receive uninterrupted service. Furthermore, our maintenance plan is focused on keeping Metro satisfied and confident with the performance and longevity of its facilities and equipment.

Material Recovery - Aggressive Approach | AW will respond, as it always has, to the challenge to double material recovery at MSS. We will achieve this higher recovery rate with bold and non-traditional processes without increasing Metro's ratepayers' current costs.

Sustainability | AW has a nationally recognized program - Sustainable/Environment Initiatives Program - to reach sustainable operations in both external and internal operations. AW's sustainability proposal covers all phases of the operation at Metro's transfer stations.

Overall efficiencies from AW's improved sustainable practices at MSS are expected to provide an annual offset of 1,083 metric tons of CO₂.

OVERVIEW

Staffing | AW knows and understands the success of its operation for the past 12 years at MSS is due to the quality of the people we employ. AW will retain all of our employees at MSS.

The leadership team has 57 years' combined hands-on experience managing solid waste operations.

- Carol Dion, General Manager, AW's Portland Operations. Carol has 10 years of senior management experience in Oregon. Carol has directed development of most of AW's operational policies in Oregon, dealing with waste collection, curbside recycling, curbside collection of food waste, food waste/yard debris composting, sustainable operation practices, and operations at AW's transfer/material recovery facilities in Oregon.

Carol has provided AW's policy oversight at MSS since early 2009. She will continue to do so to ensure Metro is satisfied at all times with the performance of AW's employees. Carol will represent AW at most, if not all, site meetings of Metro and AW management teams.

- Todd Irvine has, for more than 25 years, worked and managed all phases of operations dealing with solid waste handling - waste collection, transfer station and material recovery operations, waste transport to landfills, and marketing recovered materials.

Todd's experience has enabled AW's transfer and recycling facility in Wilsonville, Willamette Resources, Inc. (WRI), to set the standard for material recovery in the Portland metro area. Todd will continue applying his solid waste experience to operations at MSS.

WRI's 12-month material recovery rate as of July 31, 2009 was 33.1 percent. As Metro knows, WRI consistently recovers more material from the dry waste stream than any other privately owned transfer and recycling facility in the metro region.

The Association of Oregon Recyclers recognized WRI as Recycler of the Year - Processor in 2005.

- Kelly Herrod will continue as Facility Manager at MSS. Kelly has managed operations at MSS for 10 years. Prior to accepting his present position, Kelly started working for our company in 1991 at Metro Central Station. Kelly oversees day-to-day operations at MSS.

TONNAGE | AW is projecting no increase in inbound tons of wet and dry waste during the first two years of operation. AW assumes in this proposal that wet waste is two-thirds of total inbound waste. Starting in year three, and for the remainder of the agreement, we estimate inbound tonnage will increase two percent annually.

OPERATIONS AND MAINTENANCE

AW has a strong history of operating MSS in a safe and effective manner, and with this proposal, we renew this commitment. Our operating plan is designed to meet or exceed the highest level of operating efficiency for customer satisfaction, the health and safety of our employees and customers, and to ensure unimpeded traffic flow. We also commit to making the financial investment in human resources and facility and equipment improvements/upgrades to assure long-term performance and the value of this facility.

The experience and quality of our employees is vital to the success of our operation at MSS. AW's ability to attract and retain first-rate employees is proven testimony to the caliber of our operation. AW believes quality service begins with the employees who perform traffic control and spotting, greeting both public and commercial customers. This service excellence continues in our recovery efforts, in the expeditious and organized traffic flow through the entire facility, and in the relationship we have established and continue to maintain with Metro's transportation services contractor.

Our goal is to minimize equipment downtime to ensure continuous operation and longevity of the facilities and equipment. Don Jones will lead AW's maintenance effort to achieve this goal. Don started working in the solid waste industry in 1986, joining AW in 2001. Don is a very proactive manager with strong communication skills, and exceptional knowledge of equipment and its operation. Don's knowledge of every type of machinery used in solid waste operations, coupled with his ability to instruct people in a positive manner, has earned the respect of his peers, the Operations Managers he partners with, and his employees. He has completed years of education in diesel engines, hydraulics, transmissions and welding. This theoretical knowledge, along with his experience, makes him an ideal partner to achieve Metro's goal of excellent equipment and facility maintenance.

Material Recovery - Aggressive Approach | AW has considered and evaluated many alternatives to increase material recovery at MSS during the 12 years we have managed the operation at this station. Space constraints of the facility, which significantly impede traffic flow in and out of the facility and on Washington Street, have prevented implementation of programs to increase material recovery beyond the current 15 percent recovery rate. We are confident our proposal will at least double this rate of recovery within four years of the start of a new Agreement.

AW believes the only way to reach this aggressive goal, at a cost ratepayers of the metro region can afford, is to process the incoming dry waste at Willamette Resources, Inc. (WRI). This will lead to a significant increase in floor space for public self-haul customers.

We believe the following long-term benefits for Metro will result from this proposal:

Section A | *Transmittal Letter*

- The use of WRI has the immediate effect of adding 65,000 square feet of processing capacity for incoming dry waste at MSS. The addition of a \$10-\$12 million dollar facility, with no capital cost impact on Metro's ratepayer, is significant to holding tip fee increases to a minimum, while attaining substantial annual increases in material recovery.
- Utilizing the capacity of WRI will more than satisfy the recommendation URS made in the 2008 Metro Facilities Master Plan (Plan) (pp.26-32), to expand the facility to allow for additional recovery operations. This proposal allows for additional processing capacity, frees up valuable floor space, and moves material quickly through the building.
- The City of Oregon City plans to make extensive traffic flow changes on Washington Street, starting at the street's intersection at Highway 213. The city anticipates engineering plans for this project should be completed and bidding start early in 2010, with construction beginning in mid-2010 and continuing for two and one-half years. This proposal will accommodate the disruption in traffic flow patterns, reducing wait times that may result for our customers.
- WRI uses a mechanical sorting line to remove recoverable materials from dry waste. This processing technique, as compared to floor sorting inbound dry waste, assures a higher material recovery rate. WRI substantially exceeds, and will continue to do so, the requirements of Metro's Enhanced Dry Waste Recovery Program (EDWRP).

WRI has assigned two persons to supervise all waste recovery operations - Armando Arellano and Silverio Martinez. Armando and Silverio have direct authority over all sort and recovery personnel.

Armando Arellano now works at WRI with LEED project teams seeking documentation of track waste generated by the project and diverted from landfills to reuse/recycling markets. Armando has attended class for this assignment and is now in the process of receiving certification from the U.S. Green Building Certification Institute as an Accredited Professional.

- AW proposes to transport to WRI, at its expense, 65 to 70 percent of inbound dry waste tons delivered to MSS. Based on AW's estimate of inbound dry waste (93,922 tons) received at MSS in the first year of operation, 61,050 to 65,750 tons of dry waste will be reloaded at MSS and transported to WRI for material recovery. We anticipate Walsh Trucking, Metro's long-haul Transportation Services contractor, will haul this waste.

Residual dry waste tons will be transported from WRI at its cost to Coffin Butte Landfill (CBL) for disposal. Again, we anticipate Walsh Trucking, Metro's long-haul Transportation Services contractor, will haul this waste.

- Incidental wet waste and waste delivered by public self-haul customers, representing approximately 30- to 35 percent of the inbound dry waste delivered to MSS, will be processed at MSS. Also, inbound source-separated material will be handled at MSS.

MSS and WRI will retain all recoverable materials, marketing the materials as it does today.

AW does not propose handling organic waste at MSS due to the lack of space.

- The cost to transport inbound dry waste tons under this new recycling process can be absorbed in Metro's current tip fee Tonnage Charge component. In fact, Metro will not need all of the revenue it receives through the Tonnage Charge for AW's increased recycling effort.

AW's recycling proposal also enables Metro's ratepayers to benefit financially (without any financial risk) from AW's recycling efforts. Expenses for AW's proposed recycling effort will reduce the overall costs Metro's ratepayers now pay for waste recovery, transport and disposal of dry waste residual.

- This process significantly reduces the carbon foot print Metro now makes in the Columbia Gorge, a federal scenic area. Transporting waste generated in the metro region from MSS to WRI, and then transporting the residual of this waste from WRI to CBL, reduces vehicle miles travelled (vmt) annually in the Gorge by approximately 700,000 miles.

Alternatively, AW estimates it would require approximately 265,000 vehicle miles to transport 65 to 70 percent of MSS' dry waste to WRI, and to transport this waste's residual to Coffin Butte Landfill. This is a net annual reduction of approximately 435,000 vmt for disposal of waste generated in the metro region, providing an annual offset of approximately 917 metric tons of CO₂.

The landfill Metro uses for waste disposal in eastern Oregon, Columbia Ridge Landfill and Recycling Center, is located 150 miles from the metro region. In comparison, Coffin Butte Landfill is located near Corvallis, Oregon and is 55 miles from the metro region.

SUSTAINABILITY

We share Metro's commitment to leadership in sustainable practices within the solid waste industry.

AW's sustainability proposal covers all phases of the operation at MSS. Specifically, the equipment used to process waste, the use of biofuels and wind power as the primary source of energy, following best practices for customer and employee health and safety, and providing industry competitive wages and benefits for all employees.

This summer, AW had Christianson Electric, Inc. conduct an energy audit at MSS. This audit enables AW to propose specific recommendations for increasing energy efficiencies at MSS. AW's approach, detailed in our attached response, provides in part: retrofitting lighting fixtures, installation of new electronic energy saving fixtures, installation of occupancy sensors or timers in various locations where people only use an area for a specific period of time, for example conference room, break room and installation of translucent panels to provide natural lighting in specific areas of MSS.

DESIGNATED AW PERSONNEL

- Tim Stuart, Area President NW Republic Services, is authorized to sign on behalf of AW the agreement to operate Metro South Transfer Station. Mr. Stuart's address is 1600 127th Avenue NE, Bellevue, WA 98005. His telephone numbers are: office (425) 646-2430; cell (321) 229-9686; email tstuart@republicservices.com.
- Carol Dion, General Manager of AW Services of Portland, is AW's contact person for this proposal. Ms. Dion's address is 10295 SW Ridder Road, Wilsonville, OR 97070. Her telephone numbers are: office (503) 570-0626, ext. 228; cell (541) 231-7414; fax (503) 582-9307; email cdion@republicservices.com.

AW will not require the services of any other firm(s) to accomplish the services it intends to provide at MSS as discussed in the attached proposal. AW's proposal is valid for a minimum of one hundred eighty (180) days.

Section A | *Transmittal Letter*

We appreciate this opportunity to maintain the proactive and longstanding relationship our company has developed with Metro to continually improve and enrich both of our operations.

Best Regards,

Carol Dion, General Manager
AW Transfer Services of Oregon, LLC

Section B | Proposal Questionnaire



PROPOSAL QUESTIONNAIRE

The following questionnaire asks for information concerning the Proposer's organization, cost proposal, operations and maintenance plans, sustainable operational practices, and materials recovery approach. The Proposer should submit responses to the questionnaire (do not use the one below) in the exact order as listed below, with the same headings and numbering system. Please list the question or information request contained in the questionnaire before your response.

Generally, the Proposer shall include information for the specific single business organization or entity that is submitting a Proposal and which would be the signatory on the contract for the work described in the RFP. If the information being submitted is not for the specific proposing entity, please note such in the response. If a major portion of the work is being subcontracted, information for that subcontractor should be submitted and specifically referenced.

All answers must be specific and complete in detail. Metro reserves the right to make independent inquiries concerning the information submitted herein, to conduct any additional investigation necessary to determine the Proposer's qualifications, and to require the Proposer to supply additional information. Information submitted in response to this questionnaire will be considered binding on the successful Proposer; any substitutions or deviations shall be allowed only if approved by Metro.

Use of Attachments

Schedules, resumes, reports, diagrams, and other forms of information may be used as attachments, provided that the information provided by the Proposer in response to this questionnaire clearly references the attachments. The purpose of this questionnaire and any attachments is to supply information about the Proposer to Metro so that Metro may evaluate the proposal.

Please list the station for which the proposal is being submitted: **Metro South Station**

B.1 Organizational Information



B.1 Organizational Information

Allied Waste – A Republic Services Company

1. Name of firm that will enter into an agreement, type of firm (corporation, partnership, individual, LLC, or other; if “other”, please describe):

AW Transfer Services of Oregon, LLC (AW)
A wholly owned subsidiary of Republic Services, Inc.
Type of Firm: Corporation

2. Please provide the following information for the Firm

- Address, phone number, email address and website

AW Transfer Services of Oregon, LLC (AW)
2001 Washington St
Oregon City, Oregon 97045
(503) 722-4656
cdion@republicservices.com
www.republicservices.com



- Federal Tax ID#: 65-0716904

- Project Manager for the proposal and direct contact information

Carol Dion
General Manager
Office: (503) 570-0626 Ext 561
Cell: (541) 231-7414

Allied knows and understands the success of its operation for the past 12 years is due to the quality people we employ.

3. How many years has your firm used its present name? 4 years

4. List all names your firm has used to conduct business (include dates and states of incorporation for each corporate name).

Browning Ferris Industries incorporated in Delaware in 1970
AW Services, Inc. incorporated in Delaware in 1989
Republic Industries, Inc. incorporated in Delaware in 1996

5. Please submit an organizational chart showing ownership percentages and management arrangements between the firm that would enter into an agreement, and any other entities participating in the execution of this proposal.

AW is 100% owned by Republic Services. Republic Services merged with AW in December 2008. There are no other firms or entities that would be entering into this agreement.

B.1 Organizational Information

Please refer to the organizational chart on page 17 for the management structure between AW and Republic Services.

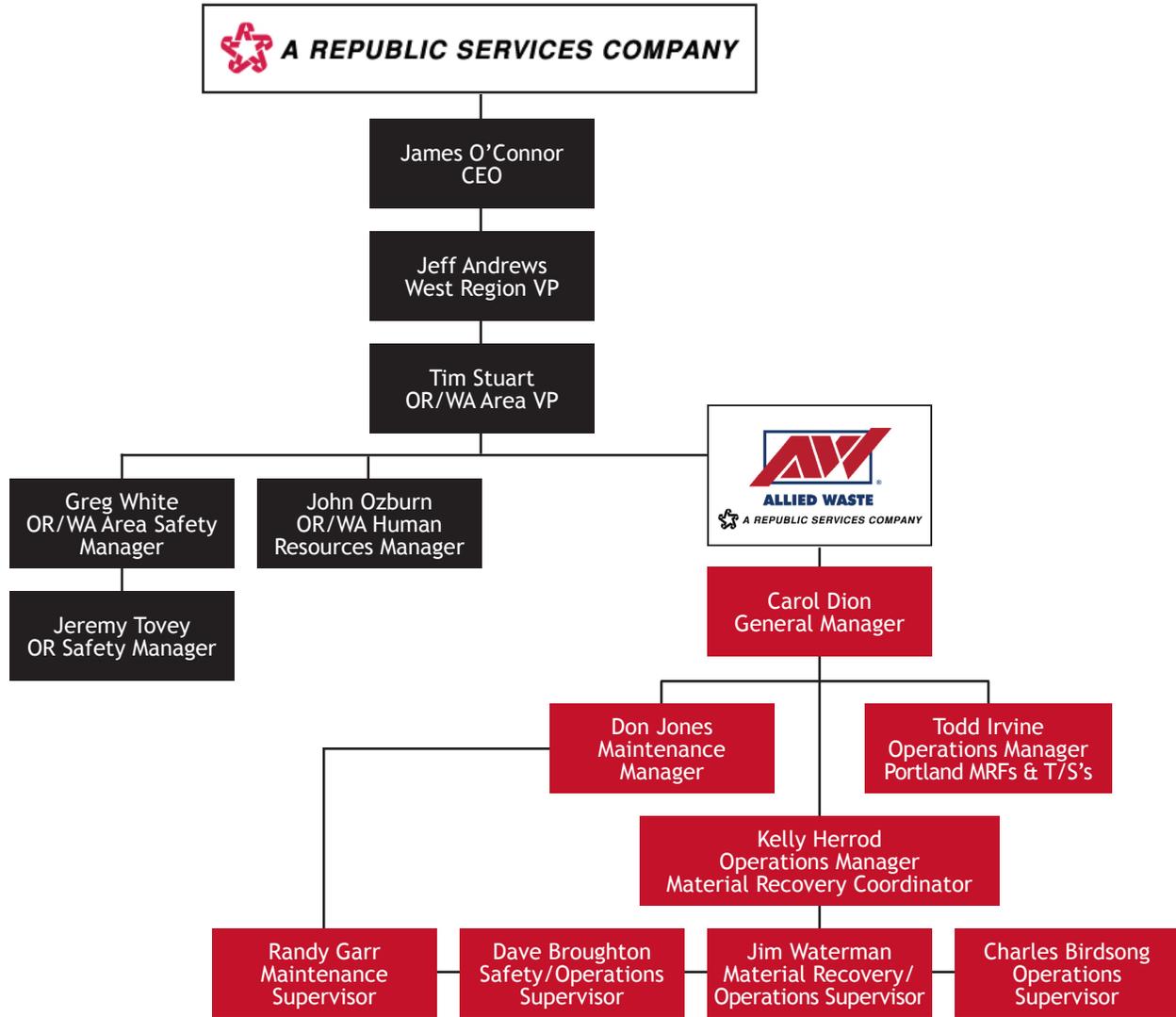
6. Describe the supervisory structure that will be used to perform the work. List the names of the supervisory personnel if available, and where their offices will be located.

Please refer to the organizational chart on page 17 for the supervisor's name, office location(s) and supervisory roles.

7. Please list and explain the status of any lawsuit(s) material to your ability to carry out the functions outlined in this RFP# 09-1418, and in which you or a company affiliated with you (i.e., a parent corporation, a corporation in which you own an interest, or a corporation in which your parent corporation owns an interest, as applicable) are a party.

AW and its parent company, Republic Services, or affiliated companies do not have any lawsuits pending that would affect our ability to carry out the functions outlined in this RFP.

Metro South Organizational Chart



SUPERVISORY STRUCTURE

Resumes are provided in the Operations and Maintenance Plan.

SUPERVISOR NAME/TITLE	LOCATION OF OFFICE	SUPERVISORY ROLE
Carol Dion General Manager	AW of Washington and Clackamas Counties 10295 SW Ridder Rd, Wilsonville, OR 97070	Provide oversight of day to day operations
Todd Irvine Operations Manager	Allied Waste 20765 SW Gerda Ln, Sherwood, OR 97140	Provide oversight of day to day operations
Kelly Herrod Operations Manager	Metro South 2001 Washington Street, Oregon City, Oregon 97045	On-site manager and facility manager, and material recovery coordinator
Dave Broughton Safety/Operations Supervisor	Metro South 2001 Washington Street, Oregon City, Oregon 97045	Provide coverage for all hours of operation, and oversee specific aspects of the operation
Charles Birdsong Operations Supervisor	Metro South 2001 Washington Street, Oregon City, Oregon 97045	Provide coverage for all hours of operation, and oversee specific aspects of the operation
Jim Waterman Material Recovery/ Operations Supervisor	Metro South 2001 Washington Street, Oregon City, Oregon 97045	Provide coverage for all hours of operation, and oversee specific aspects of the operation
Donald Jones Maintenance Manager	Metro South 2001 Washington Street, Oregon City, Oregon 97040	Oversees the maintenance operation
Randy Garr Maintenance Supervisor	Metro South 2001 Washington Street, Oregon City, Oregon 97045	Provides on the ground supervision and oversight

B.2 Experience / Qualifications



B.2 Experience / Qualifications

Please list projects you have undertaken that are similar to the work for which the proposal is being submitted. Include contacts and phone numbers, a description of your role (i.e., prime or subcontractor, or owner) and how the project was similar to the work called for in this RFP. If you have not had similar experience, include experience from affiliated entities and indicate how the proposer would access this expertise. Include enough information to, at a minimum, satisfy the Experience requirements in Section VI of the RFP.

In addition to operating the Metro Central Transfer Station since 1991, and the Metro South Transfer Station since 1997, AW (formally BFI) either owns, operates or provides management oversight for the following similar facilities in the West.



“For me personally, I consider Allied Waste one of the leading corporate citizens in our community. The company’s employees are clearly committed to providing the highest level of environmental stewardship in waste collection and recycling practices”

– Lynn Peterson, Chair Clackamas County Board of Commissioners

WILLAMETTE RESOURCES, INC. MATERIAL RECOVERY FACILITY (WRI)

Armando Arellano, Operations Manager
10295 S.W. Ridder Road, Wilsonville, OR 97070
Telephone No. 503-570-0626
AW Role: Owner

AW owns this facility and the operation is franchised by Metro. The facility started operation in September 1995 as a Material Recovery Facility. Willamette Resources, Inc. was authorized to receive putrescible (wet) waste in 1998. Willamette Resources, Inc. is a privately owned solid waste operation that receives solid waste generated in the Portland metropolitan area. Over 100,000 tons of putrescible and dry waste is received and processed annually by Willamette Resources, Inc. An average of 33 percent of the dry commercial, industrial, construction and demolition material is recovered and recycled annually. Willamette Resources specializes in providing LEED documentation to it’s customers at their request, in an effort to promote LEED certification. The facility also receives and recycles commingled materials, metal, commercial mixed paper, cardboard, glass, plastics and other source-separated recyclables. An area at the facility is provided for the general public to drop off specific recyclable materials at no charge.

B.2 Experience / Qualifications cont.

Willamette Resources, Inc. sets the standard for material recovery and recovers more material from the waste stream than any other privately owned solid waste facility operator in the Portland metropolitan area. In 2005, Willamette Resources received the Association of Oregon Recycler's Recycler of the Year □ Processors Award. WRI has made a commitment to environmental stewardship by recovering as much material as possible from the waste delivered to its transfer station and material recovery facility. It approaches dry waste recovery with a floor sort and the use of an elevated sorting system that includes automated and manual sorting capabilities. WRI has plans to invest in a new sorting system in 2010 that will increase recovery and material throughput. After pre-sorting dry waste on the floor the mixed dry waste is pushed onto a conveyor belt where recyclable material is both mechanically and manually sorted. Material recovered generally consists of wood, metal, cardboard, paper, plastics and inert material. Other types of source-separated recoverable material are tipped directly from collection vehicles in an area designated for such material. All recovered materials are placed either in containers or baled for delivery to the appropriate markets.

MARION RESOURCE AND RECOVERY FACILITY (MRRF)

Dan Dudley, Operations Manager
3680 Brooklake Road NE, Salem, OR 97303
Telephone No. 503-393-5522
AW Role: Part Owner, Management Oversight

Eight privately owned hauling companies collecting solid waste in Marion County own MRRF in equal share. This group of haulers formed the Mid Valley Garbage and Recycling Association for this purpose. The facility is franchised by Marion County. Willamette Resources, Inc. provides management-consulting services to the owners of MRRF and was instrumental in the design of the facility and equipment. AW Industries, Inc owns WRI.

The MRRF was constructed in 2000 to handle excess waste materials beyond the incineration capacity of the county's Waste-To-Energy Facility and to address total removal of commercial sheet rock prior to incineration. The first loads of material sorted at MRRF came from the new facility's construction itself. Approximately 31,000 tons of wood, cardboard, metal and sheet rock were pulled from the waste stream generated by the construction of MRRF. Approximately 40,000 tons of dry waste material is received annually at the facility. The facility receives dry commercial, industrial, construction and demolition debris for processing. In addition, the facility accepts source-separated materials such as newspaper, corrugated cardboard, mixed scrap paper and gray board, tin and aluminum cans, mixed plastics, magazines, catalogs and glass. The general public may drop-off recyclable materials at no charge in a depot area that has been designated for this purpose on the MRRF property. MRRF's average recovery rate of the solid waste received at the facility is approximately 30 percent. The residue, approximately 70 percent, is hauled to the county's Waste To-Energy Facility for energy recovery. In some cases, when the Waste-To-Energy is operating at capacity, the residue waste is delivered to a DEQ approved landfill. The material-recovery process provides for materials to be loaded onto an elevated sorting system that includes automated and manual sorting capabilities designed by Willamette Resources. All recovered materials are then shipped to Northwest markets.

WEST COUNTY INTEGRATED RESOURCES RECOVERY FACILITY (IRRF)

Peter Nuti, General Manager
101 Pittsburg Avenue, Richmond, CA 94804
Telephone No. 510-412-4500
AW/Republic Role: West County Resource Recovery, Inc:
Operator, as a subsidiary of Republic/AW

The West County Integrated Resource Recovery Facility (IRRF) is located in Richmond, California. The facility is a fully permitted, large volume transfer station and material-recovery facility (SWIS No. 07-AA-0034) permitted to accept 1,200 tons per day of solid waste and recyclables. It operates as a regional materials recovery facility. This IRRF has a 60,000-square-foot material-recovery facility, which processes approximately 45,000 tons of curbside and commercial recycling each year. In addition, the IRRF operates a permanent Household Hazardous Waste facility, a Door-to-Door HHW collection service, and a California-certified buyback center. The IRRF currently processes all commercial and residential recyclables collected by Republic from the member cities of the West Contra Costa Integrated Waste Management Authority (a JPA), which include the cities of Richmond, San Pablo, Pinole, Hercules and unincorporated West Contra Costa County. It also processes recycling material from other jurisdictions by contract. The IRRF oversees and manages the JPA waste stream. The IRRF directly handles the recyclables and HHW material. It also coordinates and manages the MSW through our Golden Bear Transfer Station and landfills. WCRR/IRRF has an approved JPA budget with transfer, transport and disposal for JPA controlled waste through the Golden Bear Transfer Station (GBTS) under the terms of the GBTS agreement. West County Resource Recovery is the point of contact for the local Waste Authority. WCRR provides transfer, transport and disposal of approximately 100,600 tons of JPA municipal solid waste, single-stream recyclables processing of approximately 40,200 tons, and green-waste processing of approximately 22,000 tons annually. The above is in addition to tonnage received at our Buy-Back & Drop-off recycling operations and on-site permanent HHW facility. In total, the operation manages approximately 163,200 tons annually.

DEL NORTE REGIONAL TRANSFER AND RECYCLING STATION OXNARD, CA

Rick Elgueseba, General Manager
111 S. Del Norte Blvd
Oxnard, CA 93030
Telephone No. 805-278-8228
AW/Republic Role: BLT Enterprises of Oxnard, Inc:
Operator, as a subsidiary of Republic

The Del Norte Regional Recycling and Transfer Station is owned by the City of Oxnard and operated by Republic through its operating subsidiary BLT Enterprises of Oxnard, Inc. The facility is located on 16 acres and is permitted as a large volume transfer station and materials recovery facility (SWIS No. 56-AA-0128), permitted to accept 2,779 tons of solid waste and recyclable materials per day. The Del Norte Facility processes and transfers approximately 300,000 tons of refuse and recyclables per year. In addition to its transfer and recovery operations, the Del Norte facility is equipped with processing systems for the recycling and end market distribution of residential, commercial and industrial recyclable materials including metals, paper, C & D, carpet, tires, wood, green waste and #1 thru #7 plastics.

B.2 Experience / Qualifications cont.

RABANCO RECYCLING COMPANY - SEATTLE, WA

Pete Keller, General Manager
2733 - 3rd Avenue South, Seattle, WA 98134
Telephone No. 206-652-8828
AW Role: Owner

Operating since 1988, AW's Rabanco Recycling Company, is a material recovery facility in Seattle that handles more material than any other sorting facility west of the Mississippi.

It is capable of processing more than 17,000 tons of commingled residential and commercial recyclables per month, utilizing state-of-the-art equipment. Additionally, the facility has the capacity to process more than 6,000 tons of commingled construction and demolition materials per month. We market a wide range of commodities to end markets such as newsprint, cardboard, mixed paper, plastics, glass, aluminum, metals, concrete, wood, rock and brick.

Our single-stream system was most recently updated in July 2008, providing high capacity processing capabilities to many of our municipal customers. Our commingled CDL (C&D) line represents an enhanced offering to many of our existing private customers, enabling many to meet LEED project requirements. This facility also provides an intermodal facility for moving containers from trucks to rail for shipment to a disposal facility, and moving empty containers from rail to truck. Containers loaded with waste are transported via rail to a designated disposal facility

PEBBLY BEACH MATERIALS RECOVERY FACILITY, DISPOSAL AND COMPOSTING FACILITY

Bill Stansberry, General Manager
1 Dump Road, Avalon, CA 90704
Telephone No. 310-510-0675
AW/Republic Role: Consolidated Disposal Services LLC;
Operator, as a subsidiary of Republic/AW

The Pebbly Beach Materials Recovery Facility (SWIS No. 19-AA-0061) has been operated by Republic since July 2003, through its wholly owned subsidiary Consolidated Disposal Service, LLC (dba Seagull Sanitation Systems). It is a fully permitted medium volume transfer and processing facility. The owner of the site and facility is the City of Avalon and Republic operates this site pursuant to a contract with the city of Avalon. This facility is permitted for 49 tons per day, and includes separate units for materials recovery, the transfer of mixed MSW, solid waste land filling of residual waste and composting of green waste. The permit is in the name of Consolidated Disposal Services (dba Seagull Sanitation Systems) and the site is in full regulatory compliance with AW's Solid Waste Facilities permit, Use Permits, LEA requirements, and all other regulatory requirements. The Los Angeles County Department of Health Services is the LEA for the facility. The issuer of the CUP related to this site is the Los Angeles County Department of Regional Planning. In 2008, the facility received a total of 7,873 tons of material, including MSW, green waste, dirt/sludge, recyclables, C&D and E-Waste. Of this amount, 800 tons of green material were composted; 980 tons of sludge/dirt were used as ADC at the adjacent Pebbly Beach Landfill; 1,235 tons of C&D were shipped to market; 1,270 tons of recyclables were processed, recovered and shipped to market; 325 tons of E-Waste were received and transported to the city's processing site; and 3,263 tons were baled at the MRF and disposed of in the adjacent Pebbly Beach Landfill.

CHICAGO MATERIALS RESOURCE RECOVERY FACILITIES (MEDILL, NORTHWEST, and 34th St)

Bob Kalebick, General Manager
Medill MRRF
1633 West Medill Avenue, Chicago, IL 60614
Telephone No. 312-492-0014
AW/Republic Role: AW Transportation:
Operator, as a subsidiary of Republic/AW

Bob Kalebick, General Manager
34th Street MRRF
3757 West 34th Street, Chicago, IL 60623
Telephone No. 312-492-0014
AW/Republic Role: AW Transportation:
Operator, as a subsidiary of Republic/AW

Bob Kalebick, General Manager
Northwest MRRF
750 North Kilbourn Ave Chicago, IL 60624
Telephone No. 312-492-0014
AW/Republic Role: AW Transportation:
Operator, as a subsidiary of Republic/AW

Republic, through its subsidiary AW Transportation, Inc. operates three (3) city-owned Materials Recovery Facilities under contract with the city of Chicago. The three city-owned facilities operated by AW are the Medill MRRF, the 34th Street MRRF and the Northwest MRRF. The contract for these facilities covers their operation and maintenance, receiving and processing of MSW, marketing of recovered materials, and hauling to and disposal of end-waste at city-authorized landfills. All recovered materials emanating from the processing of MSW at the MRRFs, and bulk recyclables delivered to the MRRFs, are transferred to city-authorized recovered-materials delivery locations. There are certain materials-recovery guarantees and commodity-recovery guarantees set forth in the contract. AW is under a separate contract with the city for the processing and marketing of recyclable materials delivered to AW's facilities from Chicago Department of Streets and Sanitation under their single-stream program. These facilities must process the single-stream recyclables or deliver the recyclables to a facility that processes single stream. The total aggregate incoming tonnage at the MRRFs is approximately 630,000 tons a year and the total recyclables processed at the AW facilities is approximately 32,680 tons a year.

PLANO MATERIALS PROCESSING FACILITY

Phil Miesner, General Manager
4200 E. 14th Street, Plano, TX 75074
Telephone No. 972-422-2341
AW/Republic Role: AW Systems Inc:
Owner/Operator, as a subsidiary of Republic/AW

Republic, through its subsidiary AW Systems, Inc. (dba Trinity Waste Systems), provides recyclable-materials processing and marketing services under contract with the city of Plano, Texas. AW owns and operates the materials-recovery facility, which is located at 4200 E. 14th Street, Plano Texas 75074. The contract covers the processing of residential, single-stream recyclables delivered to the facility by the city, Monday through Friday. Over 5,000 tons per month are processed at the facility, approximately 1,800 tons per month of which relate to the city of Plano's contract.

B.3 Cost Proposal



B.3 Cost Proposal

Proposers Cost Sheet

Metro Central Station

Metro South Station

(Circle one)

(all prices effective April 1, 2010)

- 1. Annual fixed charge (payable monthly) \$ 902,167.50 per year
- 2. Price inflation factor (a percentage of the CPI) 75 %
- 3. Recovery guarantees (as a percentage of all dry waste)
 - Tier 1 (years 1 & 2) 24 %
 - Tier 2 (years 3 & 4) 26 %
 - Tier 3 (after year 4) 30 %

UNIT CHARGES

Mixed Waste

- 4. Wet waste (Acceptable Waste, less Recoverable Waste) \$ 10.06 per ton
- 5. Dry Waste (“Recoverable Waste” in Agreement) \$ 31.00 per ton
- 6. Recyclable material incentives
 - Tier 1 \$ 35.00 per ton
 - Tier 2 \$ 47.00 per ton
 - Tier 3 \$ 57.00 per ton

Source-separated Recyclables

- 7. Yard debris/wood* \$ 32.00 per ton
 *This rate assumes market availability for recovered wood.
- 8. Organic food waste _____ per ton
- 9. Additional organics services (specify): _____ per ton

Other source-separated material:

- 10. _____ _____ per ton

Expected annual tonnage: 243,965

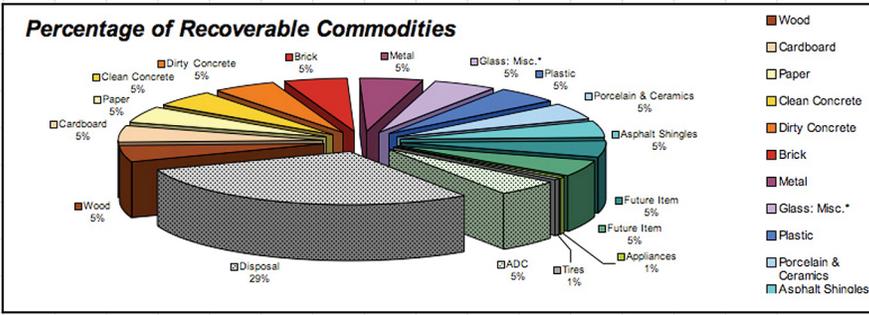
(See next page to propose additional services)

B.3 Cost Proposal

11. Specify any other entrepreneurial activities that you propose, and the cost or revenue to Metro, such as for certification of LEED loads:

AW will offer LEED certification data to commercial haulers who wish to tip Loads originating from LEED projects. To encourage more loads with greater recoverable value, this service will be offered at no additional cost to Metro or the Hauler.

Haulers will provide notification of the scheduled arrival of LEED loads. Upon arrival these loads will be tipped in a location near the sort line yet isolated enough to prevent contamination by other materials on site. The Material Recovery Coordinator or their trained designee will spread out, if necessary, and visually evaluate the contents of the load. The evaluation will be documented, indicating the percent of recoverable materials by type contained in the load. When the load is sorted the Material Recovery Coordinator will check and confirm the data from the prior evaluation and make adjustment as necessary. The LEED data will be certified by AW and provided to the customer through e-mail or whatever means of communications is agreed upon. *See sheet below.*

LEED LOAD RECOVERY SHEET																												
																												
Company	ABC BUILDERS																											
Inspector	Pablo Campos																											
Customer	ENTER CUSTOMER OR PO #																											
Address Phone	503.555.1234																											
STREET ADDRESS	CITY, TOWN AND ZIP																											
Project	PROJECT OR JOB #																											
<table border="1"> <tr> <th colspan="3">Load Identity</th> </tr> <tr> <th>Date</th> <th>Time</th> <th>Trk #</th> </tr> <tr> <td>1/2/08</td> <td>12:00</td> <td>5</td> </tr> <tr> <th>Ticket #</th> <th colspan="2">Load #</th> </tr> <tr> <td>12346</td> <td colspan="2">1</td> </tr> <tr> <th>Gross</th> <td colspan="2">45430</td> </tr> <tr> <th>Tare</th> <td colspan="2">27520</td> </tr> <tr> <th>Net</th> <td colspan="2">17910</td> </tr> <tr> <th>Tons</th> <td colspan="2">8.96</td> </tr> </table>		Load Identity			Date	Time	Trk #	1/2/08	12:00	5	Ticket #	Load #		12346	1		Gross	45430		Tare	27520		Net	17910		Tons	8.96	
Load Identity																												
Date	Time	Trk #																										
1/2/08	12:00	5																										
Ticket #	Load #																											
12346	1																											
Gross	45430																											
Tare	27520																											
Net	17910																											
Tons	8.96																											
<p>Percentage of Recoverable Commodities</p> 																												
Commodity	Wood	Cardboard	Paper	Clean Concrete	Dirty Concrete	Brick	Metal	Glass: Misc.*	Plastic	Porcelain & Ceramics	Asphalt Shingles	Future Item	Future Item	Appliances	Tires	ADC	Disposal	Total Percentage Recycled										
Percentage	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	1%	1%	5%	29%	71%										
Weight Percentage in lbs.	895.5	895.5	895.5	895.5	895.5	895.5	895.5	895.5	895.5	895.5	895.5	895.5	895.5	100	100	895.5	5173	12737										
COMMENTS	* Glass includes: Bottles, Windows, Mirrors																											

12. Revenue or risk-sharing: Describe clearly the benefits/costs to Metro of any cost/revenue sharing arrangement you wish to propose (use additional pages as needed).

AW proposes to share with Metro a portion of its commodity revenue when the market for various commodities becomes robust enough to bring pricing to levels at or near the historical highs of 2007 and 2008. AW proposes the pricing and criteria below, based on tiers that increase as price levels grow.

SCRAP METAL AT METRO SOUTH:

AW proposes to share with Metro a portion of revenue from the sale of Scrap Metal when the market price per ton is in excess of \$190.00/ton. When pricing is between \$190.00 and \$210.00/ton, AW will share with Metro 25% of the revenues in excess of \$190.00/ton.

When metal pricing exceeds \$210.00/ton, AW will share with Metro 50% of the revenues in excess of \$210.00/ ton in addition to the portion shared with Metro for pricing between \$190.00 and \$210.00. Within the past two years, scrap metal rates have been as high as \$200.00 per ton.

If prices were to return to this level and at an annual volume of 5,000 tons, this would equate to an additional \$12,500 in annual revenue to Metro. If prices were to reach the \$225 per ton level, this would equate to an additional \$62,500 in annual revenue to Metro.

FINANCIAL CAPABILITY

For the purpose of determining proposers' financial ability to provide undiminished service over the entire term of the contract, Metro will conduct an assessment of the financial capability of proposing companies, including, but not limited to, an assessment of each company's recent performance, short term liquidity, and long-term solvency.

13. Please provide the three most recent years' financial statements for the entity or entities who will guarantee execution of the services outlined in this RFP. In the case of a joint venture or general partnership of more than one company, please submit such statements for each joint venture party or general partner. Financial statements should be audited or, if audited financials are not available, then independently reviewed by a certified public accountant. You may submit such additional information and supporting documentation as you deem adequate to demonstrate the financial capability of your company.

The completeness of the information you submit, its veracity, and the extent to which it has been independently verified will impact Metro's judgment of financial risk.

In addition to the following Audited Financial Statements for the past three years that are located in Appendix D, the Company's entire 10K Annual Filings to the SEC from which these financial statements are derived, can be viewed by the following link:

http://phx.corporate-ir.net/phoenix.zhtml?c=82381&p=irol-sec&secCat01.1_rs=51&secCat01.1_rc=10

14. Pursuant to the Agreement, the successful proposer will be required to supply Metro with a Performance and Labor and Materials Bond or Letter of Credit. Please submit a letter from your surety company or bank indicating its assurance that if you are awarded the contract, your surety company or bank will provide the necessary bonding. A sample letter is attached.

Please refer to Appendix D for the letter requested by Metro

B.4 Operations and Maintenance Plan



B.4 Operations and Maintenance Plan

1. Please prepare an operations and maintenance plan that describes the elements below. Provide enough detailed information of personnel, practices/procedures and equipment for Metro to determine how you will accomplish the work for which a proposal is being submitted. Divide the operations plan being submitted into the sections as presented below.

Mobilization Plan

- Provide a time line with critical path items described, beginning with contract award.

METRO SOUTH STATION - MOBILIZATION/WASTE ACCEPTANCE TIMELINE													
	Dec-2009 estimated	Jan-2010	Feb-2010	Mar-2010	April-2010	May-2010	Jun-2010	Jul-2010	Aug-2010	Sep-2010	Oct-2010	Nov-2010	Dec-2010
Contract Award													
Order rolling stock & equipment per bid proposal													
Conduct Facility Inspection													
Recruit & Train Employees on contract requirements, duties and responsibilities													
Receive Rolling Stock, Put Into Operation													
Delivery & Installation of Bins & Containers													
Sort Line relocated/put into operation (MSS)													
Sort Line throughput Testing (MSS)													
Initiate Operations													
Sort Line relocated/put into operation (WRI)													
Sort Line Throughput Testing													

- Provide the name and title of the contact for the contract during mobilization and the key personnel and their roles.

SUPERVISOR NAME/TITLE	LOCATION OF OFFICE	SUPERVISORY ROLE
Carol Dion General Manager	AW of Washington and Clackamas Counties 10295 SW Ridder Rd, Wilsonville, OR 97070 CDion@Republicservices.com Office: (503) 570-0626 Ext 228 Cell: (541) 231-7414	Provide oversight of day to day operations *Contact for Contract
Todd Irvine Operations Manager	AW 20765 SW Gerda Ln, Sherwood, OR 97140 Tlrvine@Republicservices.com Office: (503) 636-3011 Ext 561 Cell: (503) 572-6339	Provide oversight of day to day operations
Kelly Herrod Operations Manager	Metro South 2001 Washington Street, Oregon City, Oregon 97045 KHerrod@Republicservices.com Office: (503) 722-4656 Ext 233 Cell: (503) 849-0926	On-site manager and facility manager, and material recovery coordinator
Donald Jones Maintenance Manager	AW 2001 Washington Street, Oregon City, Oregon 97045 DJones@Republicservices.com Office: (503) 636-3011 Ext 566 Cell: (503) 519-1278	Oversees the maintenance operation

**Resumés are provided in the Operations and Maintenance Plan.*

B.4 Operations and Maintenance Plan cont.

- Describe when and how you propose to inspect the facility and assess its condition as part of the transition.

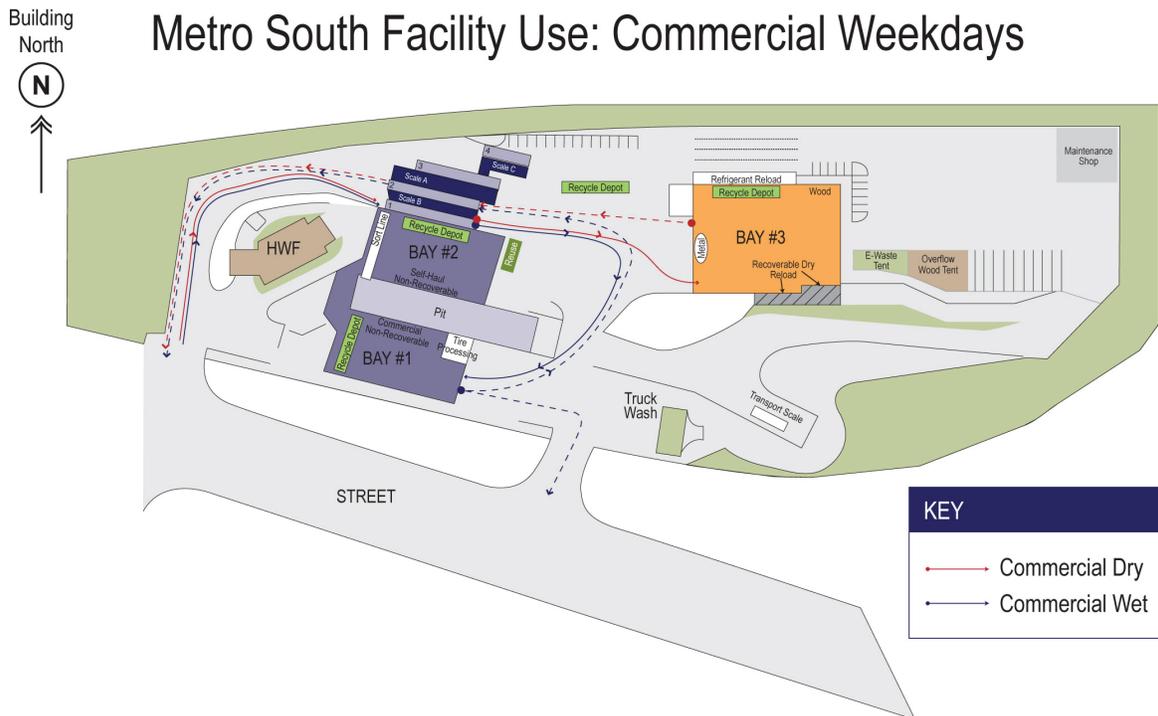
We propose a formal facility inspection be conducted during the last week of March 2010. The purpose of this inspection is to establish and document the current condition of the facility as close to the time of transition as possible. This inspection will be conducted jointly between Metro and both the incoming and outgoing facility contractors. Based on the results the parties will mutually agree as to what condition the facility and various equipment are in, and determine what may need repair, what is fair wear and tear and the responsible party for the repairs and maintenance. This agreement shall be binding between the contractors and Metro.

Waste Acceptance

- Show/describe your proposed flow of traffic to and from tipping areas.

WEEKDAYS

Customers entering the facility first proceed through the appropriate scale (automated or non-automated), and are directed to the appropriate tipping location by an AW Traffic Controller. The route through the facility and the tipping/unloading location are determined both by the type of hauler (commercial or self-haul) vehicle size and tipping ability and the load composition (recoverable or non-recoverable).





Metro South Facility Use: Self-Haul Weekdays



COMMERCIAL AUTOMATED

Commercial customers with automated tags weigh in at Scale 1. Traffic Control directs customers to the appropriate location for tipping, based on the load composition. Recoverable waste will be directed to Bay #3 and non-recoverable waste will be directed to Bay #1. Commercial automated customers will weigh out at Scale 2. Commercial automated customers with tare weights (typically non-roll off) will exit the facility directly out the East (back) gate.

COMMERCIAL NON-AUTOMATED

All commercial vehicles that are not in the Metro automated system enter the facility using Scale 3, and are directed to the appropriate tipping location based on vehicle size and load composition. Prior to exiting the facility these vehicles must weigh out at Scale 4.

SELF-HAUL (PUBLIC)

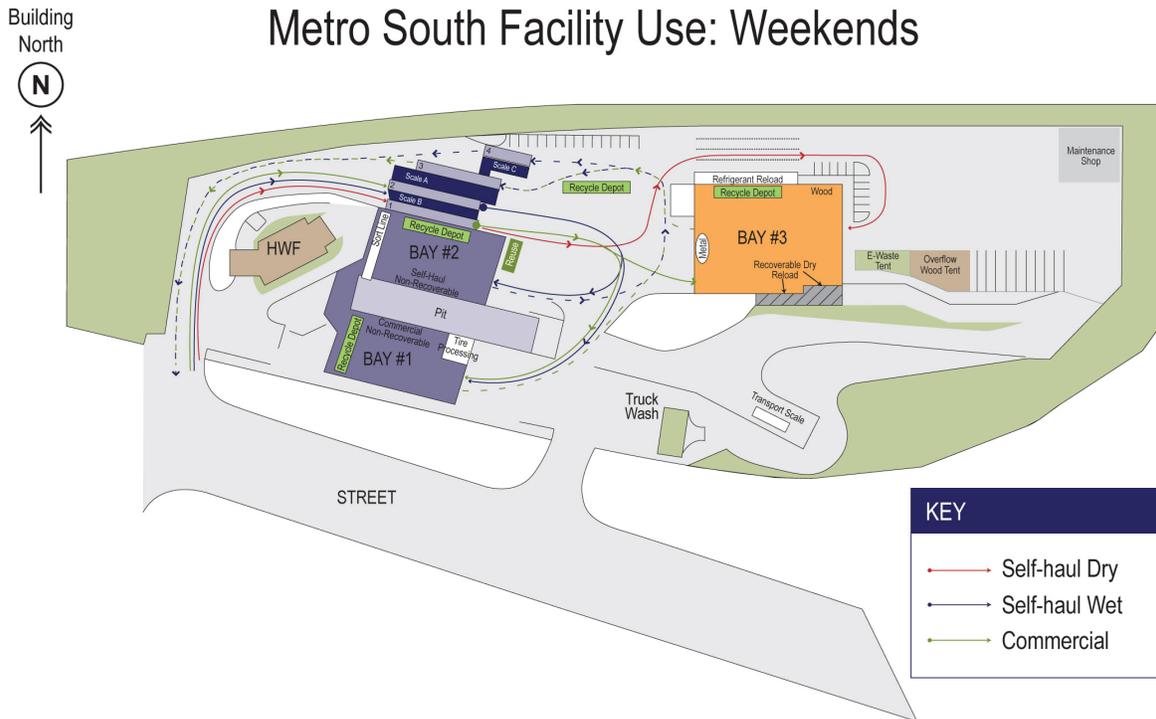
Self-haul customers will usually weigh in at Scale 3. Traffic Control directs customers to the appropriate location for tipping based on the load composition. Recoverable waste will be directed to either Bay #2 or Bay #3 and Non-recoverable waste will be directed to Bay #2. Self-haul customers will weigh out at Scale 4.

B.4 Operations and Maintenance Plan cont.

WEEKENDS

COMMERCIAL AUTOMATED, NON-AUTOMATED, SELF-HAUL (PUBLIC)

Self-haul vehicle volumes increase substantially on weekends while commercial volumes are comparatively less than weekdays. Due to these volume fluctuations, the scales are designed with versatility in mind, to accommodate variations. During early morning acceptance hours, vehicle traffic patterns are similar to weekdays but are re-directed as self-haul volumes increase.



COMMERCIAL AUTOMATED

Commercial customers with automated tags weigh in at Scale 1 from opening until Metro scale technicians open scale houses A & B, at which time commercial automated may be directed to either Scale 1 or 2. Traffic Control directs customers to the appropriate location for tipping, based on the load composition. Recoverable waste will be directed to Bay #3 and non-recoverable waste will be directed to Bay #1. Commercial automated customers will weigh out at Scale 2, or scale 3 & 4 when directed by Metro scale house staff. Commercial automated customers with tare weights (typically non-roll off) will exit the facility directly out the east (back) gate.

COMMERCIAL NON-AUTOMATED

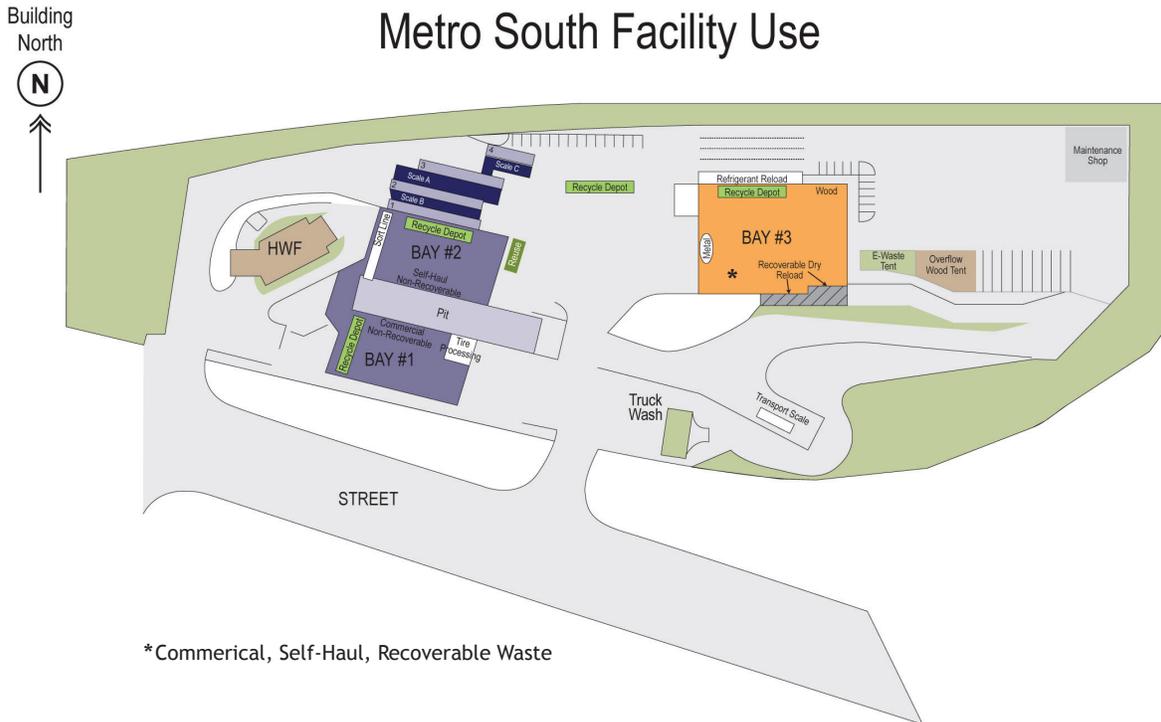
All commercial vehicles that are not in the Metro automated system enter the facility using Scale 3 from 7:00 AM until Metro scale technicians open scale house A & B, at which time commercial non-automated customers may be directed to either Scale 1 or 2. After weighing they are directed to the appropriate tipping location based on vehicle size and load composition. Recoverable waste will be directed to Bay #3 and non-recoverable waste will be directed to Bay #1. Prior to exiting the facility these vehicles must weigh out at Scale 4, or scale 3 & 4 when directed by Metro scale house staff.

SELF-HAUL (PUBLIC)

Self-haul customers will usually weigh in at Scale 3 from 7:00 AM until Metro scale technicians open scale houses A & B, at which time self-haul may be directed to either Scale 1 or 2. Traffic Control will direct customers to the appropriate location for tipping based on the load composition.

Recoverable waste will be directed to either Bay #2 or Bay #3 and non-recoverable waste will be directed to Bay #1 or #2. Self-haul customers will weigh out at Scale 3 or 4.

- Show/describe the intended use of each area within and around the facility and which customer types will utilize a particular area for a particular activity.



BAY #1

Weekdays - 100% of all commercial non-recoverable loads will be tipped in Bay #1, either directly into the pit for disposal or onto the floor for load inspections. During the summer months when self-haul volumes are high, select self-haul loads containing non-recoverable waste will also be directed to Bay #1 when it is safe to do so and it will not impede commercial access to the bay. Any vehicle that does not have self-tipping capabilities will be directed to unload directly onto the floor a safe distance of at least 10 ft. from the pit edge.

Weekends - All commercial non-recoverable loads will tip in Bay #1. As commercial volumes decline in the morning, public non-recoverable loads will be directed to Bay #1. For safety purposes, a safety berm of trash will be maintained at the pit edge to dissuade customers from approaching the edge. Two to three stalls will remain clear of a trash berm for vehicles with self-tipping capabilities.

BAY #2

Weekdays and Weekends - Bay #2 will primarily be used for receiving non-recoverable public loads and some commodities staging. During public receiving hours, this bay is limited to public tipping, recycling, material recovery, and re-use collection.

Loads entering Bay #2 that contain a high percentage of recoverable material requiring minimal effort to remove contaminants will be processed immediately and staged in a storage bunker containing clean marketable material. An example would be a load containing 90%-95% wood with

B.4 Operations and Maintenance Plan cont.

some trash that can be quickly and easily removed by AW staff. These materials will be reloaded and shipped directly to market later the same day.

Loads entering Bay #2 that contain a moderate percentage of recoverable material but require extensive sorting will be tipped at the west end of Bay #2, near the recovery staging pile. If there is insufficient room to park vehicles at the recovery staging pile to unload, these vehicles will be directed to a regular tipping stall. Equipment operators using loaders with grapple attachments will make every effort to extract recoverable loads from the waste pile and divert it to the recovery staging pile prior to pushing the residual waste into the pit. The recovery staging pile is feed stock for the Sorting Conveyor System. All excess recoverable dry waste is transferred daily to Bay #3 and reloaded into transfer trailers destined for shipment to the materials recovery facility, Willamette Resources Inc., for sorting.

Loads containing minimal recovery will be tipped directly in front of the push wall along the pit. Additional staffing will concentrate on recovering material from these loads and assisting customers with unloading when needed. They will also be available to provide customers with recycle carts for source separation of materials as they are unloading, divert items to the re-use and recycle depots, and assist with the processing of recovered materials for shipping to market.

Mixed loads that do not contain trash will be directed to the appropriate areas within the bay to unload at the recycling, re-use depots, wood, and metal staging piles.

BAY #3

Weekdays - Most dry recoverable loads will be directed to Bay #3 for tipping. Spotters will conduct a final screening of each load to determine its recoverability as well as look for unacceptable waste.

Loads entering Bay #3 that contain a high percentage of recoverable material requiring minimal effort to remove contaminants will be processed immediately and staged in designated storage bunkers containing clean marketable material. An example would be a load containing 90%-95% wood with some trash that can be quickly and easily removed by AW staff. These materials will be reloaded and shipped directly to market later the same day.

Loads entering Bay #3 that contain a moderate percentage of recoverable material but require extensive sorting will be tipped near the recovery staging pile. The recovery staging pile is feed stock that is reloaded into transfer trailers throughout each day and shipped to the materials recovery facility, Willamette Resources Inc., for sorting.

Loads containing minimal recovery will be tipped directly onto the floor and away from the recovery staging pile. Additional staffing will concentrate on recovering material from these loads and assisting customers with unloading when needed. They will also be available to provide customers with recycle carts for source separation of materials as they are unloading, divert items to the re-use and recycle depots, and assist with the processing of recovered materials for shipping to market.

Mixed loads that do not contain trash will be directed to the appropriate areas within the bay to unload at the recycling, re-use depots, wood, and metal staging piles.

Weekends - All commercial recoverable loads will tip in Bay #3. As self-haul volumes increase, this bay will open to select recoverable self-haul loads.

WOOD STAGING AREA

Whenever possible, wood and yard debris loads will be directed to unload at staging areas designated inside of Bay #2 and Bay #3. This is dependent on vehicle and load size as well as customer volumes. During peak hours, wood and yard debris loads will be directed to unload outside and just east of Bay #3. This material will be temporarily staged under a large 35 ft. long x 40 ft. wide x 17 ft. high tent to minimize storm water runoff. Each day the staging pile will be removed and reloaded for shipment to market. The area will also be swept daily to remove dirt and debris from the floor surface.

TIRE STORAGE AREAS

Tires will be collected throughout the facility each day and will be staged for processing inside of Bay #1 at the “extension area.” Tires will be de-rimmed in this area and then reloaded via Compactor #1. Should operations of Compactor #1 be impeded due to service, repair or high trash volumes, a trailer will also be staged outside of Bay #1 for hand loading. The wheels collected from the de-rimming process will be reloaded into scrap metal boxes and shipped to market. Oversize semi tires on wheels will be loaded directly into a covered drop box in preparation for shipment to market.

FREON RECOVERY AREA

All refrigerants requiring evacuation of coolant will be loaded directly into a semi-trailer for shipment to St. Vincent de Paul where certified technicians will restore units that are in good condition and recycle damaged or outdated units in compliance with EPA regulations.

- [What are your proposed waste screening routines to prevent unacceptable waste from being received? Include the number and type of personnel proposed.](#)

AW Traffic Control meets customers entering the facility. Upon greeting each customer, Traffic Control will direct the customer’s attention to the unacceptable waste sign posted near the traffic entry lanes, which displays photos and a brief description of general items that are unacceptable. During this time, Traffic Control quickly surveys the customer’s load. Based on this inspection, the customer will be directed to the appropriate tipping floor. When unacceptable waste is detected, the customer is instructed on proper disposal procedures, and this information is forwarded by radio to the Spotter who will receive the customer.

Spotters observe the unloading of waste and segregate suspicious wastes from the other wastes. These wastes are staged in approved plastic tubs or left on the tipping floor and isolated. Medical (red-bag) wastes are also segregated and staged separately. The spotters maintain a written daily logbook of activity and of suspicious wastes and associated haulers and vehicles. *See Incoming Load Log, Spotter Report and Safety Incident Report in Appendix A.* Date, time, vehicle identification, individual’s name, company name and address, conversation regarding waste, and approximate volume of waste are all recorded. This information is available if needed in the future to track down repeat problem waste generators.

An additional waste screening asset is the AW Hazardous Waste Technician. This employee inspects all loads generated by hospitals (these loads have the potential to contain hazardous waste) and other randomly selected loads. A minimum of 1% of vehicles (or at least four vehicles per day) are also randomly selected for inspection. Hazardous Waste Technicians maintains various reports as a part of their duties. *See Random Load Inspection Log, Hospital Inspection Log, and Hazardous Load Inspection form in Appendix A.*

Equipment operators are also trained to look for and recognize unacceptable waste that may be hidden in loads and discovered when the waste is being manipulated while pushing and/or during

B.4 Operations and Maintenance Plan cont.

sorting operations. In these cases the Spotter is called over to record the incident and the material is treated in the same manner as above.

AW will have the following personnel on staff to conduct waste screening.

- 2 (min) Traffic Control employees during all hours of self-haul waste acceptance.
- 1 Hazardous Waste Technician during all hours of self-haul waste acceptance.
- 1 (min) Spotter per tipping area during all hours of waste acceptance.

- **How will the spotting of loads/traffic control be conducted? Include the number of personnel, training and procedures.**

The Spotter and Traffic Controller are visible to the customers at all times. Their primary functions are: safely guide vehicles and pedestrians through the facility; inform and/or communicate with customers and scale staff as needed; make every effort to avoid placing self-haul customers among commercial customers; inspect loads being tipped; and perform other functions as directed by management.

Spotters and Traffic Controllers receive specific training, including identification of unacceptable waste, Spotter and safety training, and OSHA 40-hour Hazardous Materials Certification. The Spotter's waste screening procedures are described in the previous subsection.

TRAINING REQUIREMENTS:

- 40 Hour Hazardous Materials Training
- Hazardous Waste Identification
- Spotter Standard Operating Procedures
- Safety Work Rules
- Customer/Employee Safety
- Hazards of the Work Place

TYPE OF PERSONNEL	NUMBER OF PERSONNEL
Spotters	10
Traffic Controllers	4
Hazardous Materials Technicians	2

During all hours of public self-haul waste acceptance there will be two employees who greet and control vehicle traffic at the facility (Traffic Control). Traffic Control staff will be stationed before and after the scale houses to direct all vehicles to the appropriate scale(s) and tipping locations. Each tipping bay that is open for waste acceptance will have at least one Spotter assigned. The self-haul tipping bays will have an additional support employee to assist the assigned Spotter. During peak hours of waste acceptance, there will be at least twice the number of staff assigned to control traffic and assist customers in the bays that are open for public self-haul. AW will maintain a staff of 14 Traffic Control/Spotters trained in, and scheduled in accordance with, the staffing plan of this proposal.

SELF-HAUL

During hours of self-haul acceptance an employee with the primary duty of controlling and directing traffic to the appropriate tipping area will be stationed just past Scale #3. This employee is the first contact of customers entering the facility after they have completed their scale house transaction. Upon greeting each customer, Traffic Control quickly surveys the customer's load. Based on this, the customer will be directed to the appropriate tipping floor. Traffic control will advise the Spotter in the specified tipping area of the customer coming and the general composition of the load. When the customers arrive at the tipping area they will be met by a Spotter assigned to that area. The Spotter will verify the load composition with the customers and direct them to the appropriate location to off-load. Should a customer require assistance in off-loading due to physical disabilities or because an item for disposal or recycling is cumbersome and hard for one person to manage, the Spotter will provide assistance to the best of his or her ability. We will provide equipment to assist in off-loading as long as it does not pose a risk of damage to the

customer's property. For customer and employee safety, Spotters will make their best efforts to insure vehicles are spaced in a manner that avoids vehicle collisions and provides customers with adequate space to off-load. In the self-haul tipping area there will be another employee to assist the Spotter in controlling traffic, checking loads, answering customer questions and housekeeping. The Spotter maintains a written log of activity and of suspicious wastes and associated vehicles. Date, time, vehicle identification, individual's name, company name and address, conversation regarding waste, and approximate volume of waste are all recorded. When customers are finished off-loading and are prepared to exit, the Spotter or the assistant will direct them to the exit.

COMMERCIAL

An employee with the primary duty of controlling and directing traffic to the appropriate tipping area will be stationed just before Scale #1. This employee is the first contact of customers entering the facility. Traffic Control quickly survey the customers' vehicle type and communicates to the hauler the appropriate tipping floor. Traffic Control will advise the Spotter in the specified tipping area of the customer coming and the general composition of the load. When the customer arrives at the tipping area they will be met by a Spotter assigned to that area. The Spotter will verify the load composition and direct the hauler to a location to off-load. For customer and employee safety, Spotters will make their best efforts to insure vehicles are spaced in a manner that avoids vehicle collisions and provides customers with adequate space to off-load. In the self-haul tipping area there will be another employee to assist the Spotter in controlling traffic, checking loads, answering customer questions and housekeeping. The Spotter maintains a written log of activity and of suspicious wastes and associated vehicles. Date, time, vehicle identification, individual's name, company name and address, conversation regarding waste, and approximate volume of waste are all recorded. When customers are finished off-loading and are prepared to exit, the Spotter or the assistant will direct them to the exit.

- **How will the tipping of waste be conducted/monitored?**

Waste will be tipped in designated areas based on type and whether or not it is deemed to have recoverable value. As waste enters the facility staff will assess the type of vehicle and the load composition to the best of their ability. Based on this evaluation, the waste will be directed and tipped in designated areas with a like composition. Spotters are trained to observe the off-loading of waste and will insure waste is tipped in the appropriate area. The Spotter maintains a written log of activity and of suspicious wastes and associated vehicles. Date, time, vehicle identification, individual's name, company name and address, conversation regarding waste, and approximate volume of waste are all recorded. When waste of the incorrect composition is detected the Spotter may request that the customer move to the appropriate tipping area. When this is not possible the waste will be isolated and moved by on site staff to the correct location.

- **Show/describe the flow of material through the facility by type of material (i.e., public/commercial, dry/wet, recoverable/non-recoverable or however you plan to designate material to operate the facility).**

BAY #1 - COMMERCIAL WET/DRY NON-RECOVERABLE

Commercial vehicles with loads that are identified by AW staff as wet/dry non-recoverable and have self-dumping capability are tipped into the pit or on the floor for load inspections, then pushed in to the pit and reloaded through the compactors and into transport trailers destined for the landfill.

BAY #2 - SELF-HAUL WET/DRY NON RECOVERABLE

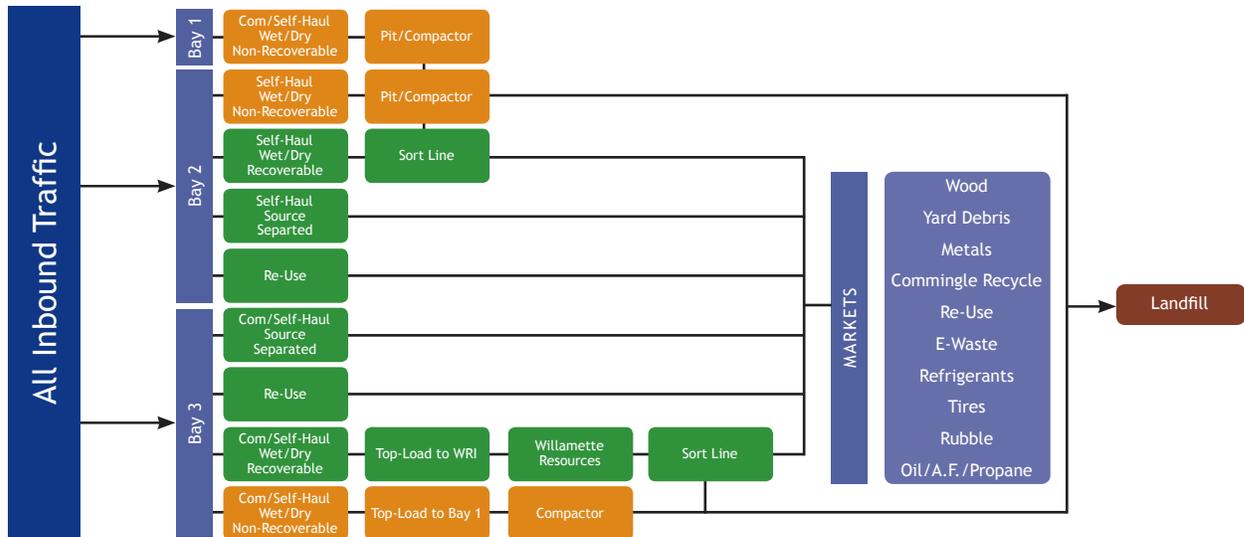
Self-haul vehicles with loads that are identified by AW staff as wet/dry non-recoverable, or with minimal recovery value, are tipped onto the floor. A pre-sort of each load will occur and portions of loads with recoverable material will be separated and staged near the sorting conveyor. Non-

B.4 Operations and Maintenance Plan cont.

recoverable material will be pushed into the pit and reloaded through the compactors and into transport trailers destined for the landfill.

BAY #3 - COMMERCIAL AND SELF-HAUL RECOVERABLE

Commercial Roll-Off, Commercial Self-haul and Public Self-haul vehicles with loads that are identified by AW staff as wet/dry recoverable are tipped on the floor and inspected. A pre-sort of each load will occur and portions of the loads with recoverable material will be separated and reloaded into an open top semi-trailer at one of the two top load stalls and transported to Willamette Resources Inc. Non-recoverable and bulky material that is pre-sorted from the loads will be reloaded into an open top trailer at one of the two top load stalls and transported to the Bay #1 pit to be reloaded through the compactors and into transport trailers destined for the landfill.



Reload Plan for Waste

- Staging of material for reload (for both the residual from recovery and waste directly unloaded for disposal).

Staging of material for reload takes place in the following manner, maintaining AW's goal to aggressively improve recovery results and to keep the amount of staged waste at a minimum, while improving customer throughput. Standard waste reload operations will be conducted M-F, 8-10 hours per day depending on volumes. The facility staff works to achieve the dual goal of materials recovery and the efficient movement of waste. This requires mixing of wet waste and dry waste residual to maximize payloads for transport to the landfill.

During peak delivery times waste arrives faster than it can be reloaded. During these periods (generally 9:00 AM–2:00PM, M–F), the loader operators push/move the waste towards reload staging areas (Bay #3 top-load stalls, Bay #1 & #2 pit edge). Once deliveries slow down, the staged material is moved and mixed with other materials for loading or during the next compaction cycle.

Unless extreme conditions exist (whether causing transport disruptions or equipment malfunction), the building is emptied of all wet waste received by the end of compaction activities on Friday. If weather or equipment conditions prevent loading, staffing and operating hours are changed to accommodate startup once the conditions clear to ensure the waste moves out as quickly as possible.

The recoverable waste area may hold a surge pile of materials from the end of a sorting shift

based on the inbound volumes and the amount of material that was able to be processed. When this occurs, care is taken to ensure the oldest materials are sorted first to allow for residuals to be pushed as quickly as possible.

STAGING OF MATERIAL FOR RELOAD

BAY #1

Typically, most loads directed to this bay are tipped directly into the pit and processed for reloading. There are, however, exceptions. Loads reserved for random inspection include:

- Hospital loads
- Suspect loads
- Self-haul loads without self-tipping capabilities
- Loads selected at random for inspection

These loads are tipped onto the floor, inspected, and pushed into the pit using a front-end loader.

BAY #2

Loads that are considered low in recovery value are placed on the tipping floor. When traffic flow allows, support staff attempt to recover items that can be easily removed. In order to maintain adequate floor space for customer tipping, the residual waste is pushed into the pit regularly throughout the day. Residual waste from the sort line operation will be discharged directly into the pit. The residual waste is eventually compacted and loaded into a transport trailer and shipped to the landfill.

BAY #3

Loads tipped in this bay are screened for recovery. All recoverable loads are reloaded into transfer trailers throughout each day and shipped to the material recovery facility, Willamette Resources Inc. for sorting. Loads containing no recovery value are reloaded and transported to the Bay #1 pit where they are compacted and loaded into a transport trailer and shipped to the landfill.

- [Conveyor or hopper loading procedures, including personnel roles and responsibilities.](#)

CONVEYOR OR HOPPER LOADING PROCEDURES

Incoming waste and recovery residual waste are distributed among the compactors in service. SSI Compactor #1 and SSI Compactor #2 are used equally for reloading processed solid waste residual from the pit. The Track Loader Operators must load the compactor infeed charge hopper so that it will function properly without jamming, puncturing the compactor or transfer trailer walls, or causing fire, explosion, or other damage. In general, materials of concern should both make up a minimal portion and be placed in the middle of the load or be excluded or removed to avoid problems. The following is a partial list of materials the operator should exclude, remove, or exercise appropriate caution with during the loading procedure. Materials listed in Item (a) should be excluded from the compactor. Materials listed in Item (b) may be accepted and should be managed with appropriate caution during the loading procedure.

- (a) Construction debris (large structural timber or steel), engine parts, car axles, and other materials that may puncture the walls of the transfer trailer, container, or compactor; concrete or rock (greater than 3 ft. in diameter), and large stumps.
- (b) Materials that could potentially combust, causing fire damage to the compactor(s) or transport trailer(s). Such items could be demolition debris from a building fire, self-striking matches, batteries or metal objects that have been skidded along the floor to cause them to combust or heat to an amber glow igniting other material. Such material will be inspected to insure it is not a fire hazard. When in question the material will be isolated and wetted down until it is no longer deemed a hazard.

B.4 Operations and Maintenance Plan cont.

- **Compaction procedures, including personnel roles and responsibilities.**

COMPACTION PROCEDURES

The compactors are high-density compactor/truck loaders that operate semi-automatically. The compactors are controlled by a touch screen control panel located at each compactor, as well as a remote control located in the track-loader and front-loader. The Track-loader Operator feeds the charge hopper on an even basis, maintaining a steady flow of refuse. The Track-loader loads the charge hopper until it is filled to a point near the knife shear plates. The material drops into the compactor chamber, and the compaction ram extends to compact the waste into a bale. After the ram has retracted, the hopper is ready for another charge of material. This procedure is repeated until a bale is completed. The cycles continue automatically until the unit has reached its predetermined weight. At that time, the load is ready for extrusion into the transfer trailers, and the Track-loader Operator discontinues feeding the hopper until the bale is unloaded into a transfer trailer. Each compactor produces a single 35 ft. bale.

- **Trailer inspection procedures and forms.**

The transportation contractor brings empty transfer trailers to the compactors via a yard goat. Trailers are backed into position and parked ahead of the compactors. The Compactor Operator inspects the trailer interior and exterior and records the trailer condition on the *Transport Trailer Inspection Report form*, which can be found in Appendix A. The report includes the following criteria:

GENERAL INFORMATION

- Compactor number
- Date
- Operator name
- Trailer number

INSPECTION CHECK POINTS

- Bows (interior)
- Upright ribs (exterior)
- Interior panels
- Floor
- Rear deck
- Comment section

Detected damage, which may deem the trailer unsafe to load is reported to the transport contractors' driver and the AW supervisor during the inspection. At this point, the supervisor will evaluate the damage and converse with the transport contractors' driver to determine if damage is sufficient to deem the trailer unsafe for loading. The information and decision is passed onto AW, the transport contractor, and Metro management. The trailer may be rejected for loading.

- **Trailer loading procedures including load extrusion, monitoring, cleanup, seal installation and log procedures.**

COMPACTOR TRAILER LOADING

After the inspection is completed and the trailer is deemed safe for loading, the trailer is positioned at the compactor. The Compactor Operator prepares a load ticket for every load. The load ticket records the date, time in, time and weight of each bale prepared, time out, trailer number, and number of the tag that seals the trailer door, and notes any exceptions regarding trailer condition. Both the Compactor Operator and the transport driver initial the load ticket. This information is also recorded onto the Compactor Daily Log sheet.

Once the trailer is parked at the compactor and the brakes are applied, the Compactor Operator

will switch the control panel to the local manual mode and raise the trailer latch. The trailer latch marries the compactor and trailer to prevent the trailer from separating during the loading. Using the control panel joystick, the operator raises the compactor gate and begins loading the bale into the trailer.

During the loading process the transport driver assists in monitoring the trailer and the distance as the bale is traveling into the trailer. The Compactor Operator also monitors the trailer, and particular attention is given to unusual noises or trailer movement during loading. If potential damage is detected during the loading process, the Compactor Operator will stop the loading process and the operator and driver will investigate the problem. Problems are immediately reported to the AW supervisor, who will assess the damage and determine if it is safe to resume loading.

When the trailer is fully loaded, the driver pulls in front of the compactor and applies the tractor-trailer brakes. The Compactor Operator then removes any waste residual, including sweeping any moisture from the trailer deck, and seals the door with a metal tag. If the load appears to be leaking water from the back doors, the shuttle driver lifts the front of the trailer in an attempt to drain any free liquid from the trailer before moving out of the building. The deck is swept again and then the driver proceeds to the scale to check the load weight and log into the Metro system. In the event of an overweight load, the seal is cut and the load is adjusted. A new seal is issued, and the new seal number and adjusted weight information is written on the original ticket.

Throughout the compaction shift, as each load is prepared, the Compactor Operator is responsible for monitoring and inspecting each machine that is operating to detect problems that may occur. Any problems found are reported immediately to the Supervisor and Mechanics, and are logged onto the Operator-Maintenance Correspondence Log.

Housekeeping occurs during each compaction shift. The Compactor Operator is responsible for maintaining a clean work area, which includes removing debris from on top of and around each compactor, control room area, walkways, and trailer chutes.

RECOVERABLE DRY WASTE TRAILER LOADING

After the inspection is completed and the trailer is deemed safe for loading, the trailer is positioned in one of two top load stalls in Bay #3.

The Shuttle Truck Operator prepares a load ticket for every load. The load ticket records the date, time in, time and weight of each load prepared, time out, trailer number, and number of the tag that seals the trailer door, and notes any exceptions regarding trailer condition. The Shuttle Truck Operator initials the load ticket. This information is also recorded onto the Recoverable Waste Reload Log sheet.

Once the trailer is parked at a Bay #3 top-load stall, the brakes are applied. A Loader Operator pushes waste from the tipping floor into the top of the trailer. When waste has neared the top of the trailer, an excavator with a grapple attachment is used to tamp the waste and reposition any debris that may be protruding above the trailer. This process is repeated until the trailer is fully loaded.

During the top-loading process the Loader Operator monitors the trailer. If potential damage is detected during top-loading, the Loader Operator will stop the loading process and the operator will investigate the problem. Problems are immediately reported to the AW supervisor, who will assess the damage and determine if it is safe to resume loading.

B.4 Operations and Maintenance Plan cont.

When the trailer is fully loaded, the driver then inspects the trailer for any damage that may have occurred during loading and ensures that no debris or liquid is exiting the trailer. Following this inspection the driver then proceeds to the transport scale to check the load weight and log into the Metro system. If a load weight is not legal for transport the driver will back the trailer off of the scale and adjust the load by operating the walking floor forward or backward as needed. Loads that exceed the legal gross weight will be partially off-loaded in Bay#3 and the weighing process will be repeated until the load is legal for transport. After ensuring that the trailer's weight is legal for transport, weight tickets are generated, a seal is placed on the trailer doors and the load is covered with a tarp and staged for transport. Copies of all weight tickets, bill of lading and reload logs are routed to the Metro scale house and AW office at the end of each day.

NON RECOVERABLE WASTE TRAILER LOADING

Once the trailer is parked at a Bay #3 top-load stall, the brakes are applied. A Loader Operator pushes waste from the tipping floor into the top of the trailer until the trailer is approximately $\frac{3}{4}$ full. An excavator with a grapple attachment is used to tamp the waste and reposition any debris that may be protruding above the trailer. This process is repeated until the trailer is fully loaded.

During the top-loading process the Loader Operator monitors the trailer. If potential damage is detected during top-loading, the Loader Operator will stop the loading process and the operator will investigate the problem. Problems are immediately reported to the AW supervisor, who will assess the damage and determine if it is safe to resume loading.

When the trailer is fully loaded, the driver then inspects the trailer for any damage that may have occurred during loading and ensures that no debris or liquid is exiting the trailer. Following this inspection the driver then proceeds to Bay #1 to off-load into the pit. A daily Shuttle Log of all loads transported to Bay#1 is maintained by the Shuttle Truck Operator and routed to the AW office at the end of each day.

Housekeeping occurs during each reload shift. The Loader Operator is responsible for maintaining a clean work area, which includes removing debris from around the loading area, walkways, and trailer loading chutes.

Management of Special, Hazardous and Unacceptable Wastes

The Metro South Station will not knowingly handle waste types that are prohibited by federal, state, or local regulations and policies for disposal in a transfer station or standard sanitary land-fill. These wastes include:

- Bio-hazardous medical waste
- Covered Electronic Devices (CED)
- Liquid wastes of any type
- Sludges and septic tank pumping
- Explosives
- Hazardous or dangerous wastes
- Asbestos

AW follows Metro procedures for identification and handling of hazardous and unacceptable wastes to meet regulatory requirements and protect the safety of employees.

- **Load check program.**

LOAD CHECK PROGRAM

During waste acceptance, haulers must inform the scale house technician of the type of load. The load check program focuses on inspecting commercial and household generated loads, especially loads from certain generators, such as medical facilities.

All loads are visually inspected during tipping. Spotters and Loader Operators are trained to observe tipping operations and identify potentially hazardous and unacceptable wastes by their appearance, packaging, odor, or other characteristics.

AW Hazardous Materials Technicians inspect all loads generated by hospitals (these loads have the potential to contain hazardous waste), and other randomly selected loads. One percent of vehicles (or at least four vehicles per transfer station per day) are also randomly selected for inspection.

Inspections are performed according to the following protocol:

- AW's Hazardous Materials Technician directs the vehicle to a designated area, where the load is tipped for inspection. At the Metro South Station, the designated areas are in Bay #1 for non-recoverable loads, and Bay #3 for recoverable loads, and off to the side for public loads using bay #2 or #3.
- Using required personal protective equipment and required tools, an AW Hazardous Materials Technician examines representative portions of the load.
- The Hazardous Materials Technician pulls bags or material from all four sides of the load for inspection. At a minimum, 20 bags or 4 yards are inspected.
- The Hazardous Materials Technician removes any unacceptable waste found and documents it on a Metro Unacceptable Waste Report Form located in section 8 of the "Contractors Procedures Manual." If unacceptable waste is found, AW's Hazardous Materials Technician notifies Metro and follows the waste isolation and holding procedures outlined below.
- If a vehicle driver fails to cooperate with the Hazardous Materials Technician, AW notifies Metro.
- All load check activities (inspections, refusal of waste, suspicious odors, etc.) are entered into the Access/CEG database that is managed by Metro.

- **Special waste documentation procedures.**

Special waste acceptance is requested and coordinated from the generator or hauler through Metro. Should a special waste load be approved for disposal at the facility, Metro will inform AW ahead of time. AW will be informed via Metro's Special Approval form of the type of waste, its containment requirements, and the method, time and date of the delivery. The hauler or generator delivering the special waste must possess the form granting approval from Metro at the time of arrival and show this form to the scale attendant and the Spotter in the tipping area. Prior to tipping the material the Spotter will inspect the load to insure it is in compliance with the criteria on the approval form. Should the load be of a different nature or not contained in accordance with the approval it will be rejected. AW will notify Metro and complete an Unacceptable Waste form.

- **Rejection notification to haulers and Metro.**

Haulers are required to inform scale house technicians about the generator and type of waste in their loads. In addition, AW Spotters visually inspect loads before they are tipped on the tipping floor. If AW refuses to accept any load, either because the facility permit does not allow acceptance of the waste or because it is unacceptable waste, AW will notify Metro's Operations Supervisor by completing an Unacceptable Waste form, through a phone call, or via e-mail; written justification for refusing the load will also be provided.

- **Waste isolation or holding plan.**

AW will move potentially hazardous waste (in accordance with safety procedures) to a hazardous waste storage area. At the Metro South Station, this location is Bay #1, Stall #10. AW will then contact Metro, if this notification has not yet taken place.

The handling of unacceptable waste depends on the quantity found:

B.4 Operations and Maintenance Plan cont.

- For amounts less than seven gallons, AW staff will attempt to identify the generator and will document the waste, sort it into appropriate bins, and take it directly to the hazardous waste holding area.
 - If larger amounts of unacceptable waste (greater than seven gallons) are found, or smaller amounts of particularly serious types of waste, AW will contact Metro’s hazardous waste staff, who will contact the generator to document the waste and arrange cleanup. AW will preserve associated material that Metro may need to identify the generator. Metro will attempt to identify the generator, possibly by examining the waste.
- **Cleanup activities.**

Metro’s load check lead person is responsible for the initial determination of contamination within the load.

Metro’s hazardous waste staff first contacts the generator to provide notification that remediation is necessary. The generator may choose to perform remediation or to have Metro perform the remediation at the generator’s expense. The generator must notify Metro of its selected method to remediate the waste within one hour, and remediation crews must be on site within two hours. If the generator requests it, or if the generator does not provide a timely response, Metro will commence cleanup as necessary and bill the generator.

During the cleanup, Metro’s load check lead person will use the Unacceptable Waste Report form located in section 8 of the “Contractors Procedures Manual” to document (in writing and with photographs) the quantities and types of waste found. Once remediation is complete, the generator representative onsite should verify and sign the form. Copies of the form go to AW and to Metro’s Operations Supervisor and hazardous waste staff. Metro’s Operations Supervisor will determine what if any follow up will be necessary with the generator.

Permit Compliance

AW strives to provide a comprehensive approach to managing permit compliance and reducing discharge contaminants. The facilities permits, which are provided below, will be regulated throughout the life of the contract.

PERMIT	PERMIT NUMBER	EXPIRATION DATE
NPDES 1200-Z Industrial Stormwater Discharge Permit	#ORR507035	June 30, 2012
Tri-City Service District Wastewater Discharge Permit	#02T-004-0	May 31, 2014
DEQ Solid Waste Disposal Site Permit	#350	April 22, 2019
FCC Radio Station Authorization Permit	#692789	February 21, 2012
Oregon City Business License	# 3218	December 31, 2009
Security Alarm Permit	#1489	December 31, 2009
Boiler & Pressure Vessel Permit	#73884, 73884, 73885, 52115	December 31, 2009

- **Testing procedures and schedule for permit compliance.**

Testing procedures for both storm and waste water sampling will be contracted through Test America in accordance with the requirements of the permits.

There are six storm water outfall Points of Compliance (POC) around the site perimeter. The outfalls are identified in the Storm Water Pollution Control Plan (SWPCP). The monitoring period is from July 1 to June 30. Two samples must be collected before December 31 and two samples must be collected after January 1. Grab samples are representative of the discharge and must be taken at least 14 calendar days apart. Visual monitoring also occurs at each outfall.

The point of compliance for waste water sampling is the POC manhole located 20 ft. west of the truck wash oil-water separator. Compliance samples are taken quarterly. Each sample period consists of a grab sample and a composite sample taken over a 24 hour period.

- **Describe in detail your plan to prevent storm water discharge contamination.**

Consistent with our current practice as the operator of Metro South Station, AW plans to ensure that all storm water maintenance procedures and Best Management Practices are implemented and followed in accordance with the SWPCP plan currently on file at the Metro South Station.

INSPECTIONS

Inspection of the facility pavements, driveways and Storm Water Catch Basins and Storm Water Point of Compliance out-falls are conducted by the AW Operations Supervisors, Facility Manager, and maintenance personnel:

- Daily, weekly, and monthly

MAINTENANCE

To comply with its storm water discharge permit, AW will purchase a new Regenerative Sweeper Truck and will sweep paves and drives daily and more often as needed. Additionally, maintenance activities are performed by contracted vacuum truck vendor, an AW sweeper broom attachment and housekeeping personnel. Other maintenance activities include:

- Daily on site litter patrol and housekeeping of all surface pavements, driveways and curb lines.
- Daily inspection, cleaning and replacement of all Storm Water Catch Basin filter systems.
- Bi-weekly pumping and rinsing of all storm water oil-water separators and lift station vaults.
- Twice annual (or more often as needed) pumping and rinsing of Storm Water Catch Basins and scale pits.
- Daily sweeping of all paved surfaces, driveways and curb lines using a Regenerative Sweeper Truck.
- Daily sweeping of all tipping floors using a 930 loader with a sweeper broom attachment to minimize track out of debris onto facility driveways.
- Weekly inspection, cleaning and removal of debris from POC out-falls.

EMPLOYEE TRAINING

- Annual employee training and review of the SWPCP facility Best Management Practices.
- Annual employee training and review of the SPCC spill prevention/response procedures and facility Best Management Practices.

- **Describe in detail your plan to prevent waste water discharge contamination.**

Consistent with our current practices as the operator of Metro South Station, AW plans to ensure that all waste water discharge maintenance procedures and Best Management Practices are implemented and followed in accordance with the Accidental Spill Prevention Plan currently on file at the Metro South Station.

B.4 Operations and Maintenance Plan cont.

INSPECTIONS

Inspection of the Truck Wash Surfaces and Basins are conducted by the AW Operations Supervisors. Random grab samples are taken from the Point of Compliance and are tested to measure and ensure water pH compliance.

- Daily, weekly, and monthly

MAINTENANCE

To comply with its waste water discharge permit, the following maintenance activities are performed by a contracted vacuum/pump truck company and AW housekeeping personnel:

- Daily removal of solids from the truck wash surface, troughs and basin.
- Bi-weekly pumping and rinsing of waste water lift station vaults.
- Bi-weekly pumping and rinsing of the truck wash, oil/water separator.
- Monthly cleaning of grates and replacement of absorbent towels at the compactor floor drains.

EMPLOYEE TRAINING

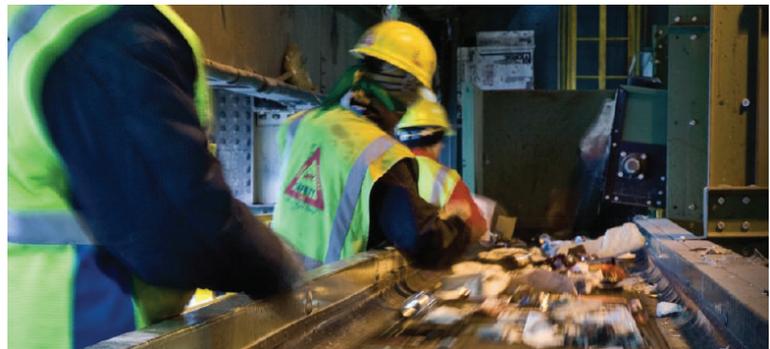
- Annual employee training and review of the ASPP spill prevention/response procedures and facility Best Management Practices.
- Annual employee training and review of the SPCC spill prevention/response procedures and facility Best Management Practices.

- Describe the steps you will take to monitor compliance and improve ongoing results.

AW will review all storm and waste water sampling results to determine the nature of contaminants. This information will be used to determine the possible contributors and locations of the contamination source. Based on the analysis, plans will be developed to mitigate the contaminations. These may include new engineering controls and/or changes in housekeeping procedures and frequencies. AW continuously explores and implements new technologies and methods to mitigate intrusion of contaminants in the storm and waste water systems.

“The most critical need Allied provides my company is safe and prompt turn-around time at the transfer station.”

*— Pamela Bloom, Owner,
B & B Leasing*



-
- Communications/reporting between regulators, Metro and on site personnel.

Compliance reporting of storm and waste water sampling data is submitted to, and is conducted in accordance with, the permit requirements. Waste water compliance data is reported to Tri County Service District Industrial Source Control Division and Metro. Storm water compliance data is routed through Metro who, in turn, reports to the Department of Environment Quality. Should a compliance issue arise, the regulatory agency will correspond with Metro as the permit holder. Metro will then forward the correspondence to AW to take appropriate action.

Facility Cleaning Activities

- Describe building interior cleaning procedures and their schedule.

Interior building cleaning is a combination of routine housekeeping activities and regular scheduled sweeping and building wash. Supervisors are responsible to insure that employee work and processing areas are kept swept and free of accumulated debris on a continuous and daily basis; in addition a Truck Wash/Litter Patrol is a full time position listed on the Staffing Plan, which will be provided later in the section.

Routine housekeeping includes keeping recyclables and waste debris picked up and in the appropriate staging location; sweeping in and around storage bins, boxes and containers and moving them as needed to clear hard to reach debris; dragging mobile and hand drawn magnets to clear nails and screws from trafficable areas. Daily, and as operations permit, a mobile sweeper will sweep the entire tipping bay floors directing the debris towards the waste staging areas. Annually all interior wall beams and columns will be power washed with high pressure water.

- Building exterior procedures and schedule.

The exterior of the building walls and bollards will be power washed along with the interior on a bi annual frequency. Facility signage will be monitored and hand cleaned to insure a professional appearance. Gutters will be inspected semi-annually and cleared of debris as needed. A building washing is also listed on the Maintenance Schedule, which will be found later in this section.

- Wash rack procedures and schedules.

The surface of the wash rack will be cleaned a minimum of twice daily and more frequently as needed. Drains and pumps will be inspected daily and snaked or pumped as needed to insure proper waste water flow and drainage. The oil-water separator will be inspected weekly and the catch basket will be cleared. Monthly the oil-water separator will be pumped clean of all accumulated sludge and debris. This procedure is completed by a Truck Wash/Litter Patrol, which is a full time position listed on the Staffing Plan. Pump service is also listed on the Maintenance Schedule.

- Driveways, pavement, and other litter and cleaning activities.

AW will procure a new Regenerative Sweeper Truck to sweep drives and paves daily. The tipping floors will be swept daily after closing. One full-time employee, whose primary duty is janitorial, will inspect and clear landscape areas of debris blowing into or coming from the facility. Metro's landscape contractor is responsible for weeding, mowing and all other general landscaping responsibilities.

Hazard or Nuisance Mitigation

Describe how you plan to minimize the following nuisances and achieve compliance with regulatory requirements.

- Dust.

In order to minimize the nuisance of dust and achieve compliance with regulatory requirements, AW uses an overhead water misting system which provides fugitive dust control in the commercial-public self-haul receiving facility bay #1 & #2. These units control the dust generated and accumulated over the pit area. The system is used as required. Six ceiling-mounted fans control fugitive dust. These fans each exhaust at 26,500 cfm, providing more than six complete air changes per hour. The fans are used continuously during regular operating hours. These units are reached via the roof-access ladder located inside the process building.

B.4 Operations and Maintenance Plan cont.

Fugitive dust in the dry waste receiving area Bay #3 is controlled by six ceiling-mounted fans. These fans each exhaust at 22,000 cfm. These fans are used as needed and are accessible for service and repair using a portable high reach man lift. Maintenance procedures for this equipment are contained in the Maintenance Manual.

Monitoring is conducted annually during drier months to determine dust levels in the work areas and ensure compliance with OSHA standards. Reports are reviewed by AW operations and safety managers and are available for Metro review.

In addition, sweeping and hose work will be conducted daily (and/or as needed) in work and vehicle traffic areas. The interior of the entire structure will be pressure washed annually.

- **Odor.**

Five separate strategies for odor control are used to minimize this nuisance and achieve compliance in areas surrounding the site:

- All waste operations are required to take place within the process buildings.
- Putrescible waste is not stored on site for any longer than 72 hours, reducing the opportunity for the waste to produce odor. A select number of loads are isolated for processing of recyclable materials and may be on site for more than 24 hours.
- The dust control system reduces irrespirable particulate matter.
- The ceiling-mounted roof fans also reduce irrespirable particulate matter and ground-level odors because of their elevated exit vent locations.
- Isolated material determined to have extremely foul odor will be prioritized for processing and removed from the facility as soon as possible.

- **Pests.**

Pest control for insects, birds, rodents, and/or any other animals that become a health or safety hazard are controlled in accordance with executive order number 60 - Integrated Pest Management Policy. This program involves routine maintenance and consulting sessions with an outside contractor. The contractor sets and maintains bait stations throughout the facility to reduce the propagation of pests.

- **Noise.**

If noise complaints are received, the supervisors will evaluate the sources of the noise and develop mitigating measures through consultation with the Operations Manager and shift supervisors.

- **Litter.**

On site litter control is performed by AW personnel during every shift. Regular inspections are performed with particular attention to windblown material near perimeter areas. Litter is collected and disposed of every day as a part of this on site activity.

AW conducts a daily litter cleanup of the following public streets:

Washington Street from Abernathy Lane to Cascade Highway (Hwy 213). Both curbs along Cascade Highway (213) from Washington Street to the I-205 interchange. This cleaning ensures that:

- All visible, unconcealed litter greater than one square inch in size is collected and bagged.
- AW provides other litter and illegal dumping pick-up on call in the immediate area.
- Bulky items are separately set along the roadside for collection and picked up the same day.
- Work crews are properly supervised to reduce chances of accidents.
- Full litterbags are transported from the roadside to the station (there is no disposal charge

- for this litter).
- All required permits are secured and coordinated with local jurisdictions and agencies.
- Workers do not obstruct traffic.

Staffing Plan

Provide a staffing plan that shows the following elements and contains the following information:

- Staffing plan showing what and how many positions will be where and at what time of day/week.

AW strives to offer the highest level of customer service desired by Metro, and to accomplish our operational plan we employ the highest quality personnel and staffing to accomplish these goals. *Please refer to the Staffing Plan located in Appendix A.*

- Management resumés of key personnel.

CAROL DION

Title	General Manager
Responsibility	Responsible for all AW Operations and Oversight for Metro Central Station and Metro South Station. Additional responsibilities are for financial performance, establishing and maintaining a strong safety culture, building and maintaining strong employee relations, mentor and develop strong managers/supervisors, building and maintaining excellent customer relationships, including government agencies and volunteer committees.
Related Experience	13+ years experience in waste industry, all with AW. 10 years experience as General Manager. Oversaw transfer stations, hauling operations, and material recovery facilities.
Benefit to Metro	Mrs. Dion has demonstrated the capacity to effectively manage transfer stations, material recovery and hauling operation. Her strong relationship with city and county government is a valuable resource to AW and its partners.

TODD IRVINE

Title	Operations Manager, Allied Waste
Responsibility	Responsible for the design of that Material Recovery Facility. In this capacity he is accountable for budgeting, safety, compliance with all local, state and federal rules and regulations, maintenance, material marketing, training and oversight of all other operational functions. Mr. Irvine is also responsible for the MRF & Transfer Station Operations Manager, and oversees all AW Material Recovery Facilities and Transfer Stations in the Portland Metro Area.
Related Experience	Mr. Irvine has more than 25 years of experience in solid waste transfer, collection and recycling services in the Portland Metro area and is currently the Operations Manager for the Portland area MRF and Transfer Stations. He started his career at Oregon's first MRF in 1984 and has been involved in the design and management of other MRF's in Oregon since that time. Mr. Irvine has an excellent reputation in the industry as one of the leading MRF operators in the region.
Benefit to Metro	Mr. Irvine is the recipient of Association of Oregon Recycler's "Recycler of the Year Award - Processor" in 2005. Mr. Irvine is most notably instrumental in the design and management of four Material Recovery Facilities in the state of Oregon.

B.4 Operations and Maintenance Plan cont. – Resumés

KELLY HERROD

Title	Operations Manager, Allied Waste - Metro South
Responsibility	Responsible for the operation of the Metro South Transfer Station and management of all written and required safety programs, compliance of various operating permits, environmental compliance, and maintaining compliance of all content described in the facility operating contract. He oversees all areas of the waste receiving, transfer, and materials recovery operations, directs the supervisors in day-to-day activities of the facility, personnel training, and facility inspections. He coordinates with the Maintenance Manager and mechanics on scheduled equipment, facility repairs, and status. Mr. Herrod communicates regularly with Metro, and is responsible for submitting all required reporting to them.
Related Experience	Mr. Herrod has over 28 years experience in the recycling, solid waste, and materials recovery industry including ten years as the Operations Manager at the Metro South Station and nine years experience working at the Metro Central Station. He was promoted from Heavy Equipment Operator to Operations Supervisor in 1993 and was charged with overseeing the Metro Central material recovery and waste transfer operations until he accepted the position of Operations Manger.
Benefit to Metro	During this tenure Mr. Herrod developed the knowledge and experience necessary to organize and successfully manage an operation of this scope. This experience includes oversight of day-to-day operations, directing supervisory staff to ensure contract and regulatory compliance, fostering positive and productive relations between AW and Metro, and promoting and ensuring a healthy and productive work environment.

CHARLES BIRDSONG

Title	Operations Supervisor, Metro South - Allied Waste
Responsibility	Mr. Birdsong supervises and assists in directing the waste transfer and material recovery operations. Responsibilities include coordinating staff schedules to ensure customer service and contract compliance, conducting employee safety training, orientation, safety observations and coaching. He also works directly with AW staff overseeing productivity, safe work practices, and ensures safety program and environmental compliance. Additional responsibilities include communication with on site Metro staff to coordinate facility operational needs and the Transport Contractors to coordinate reload operations.
Related Experience	Mr. Birdsong has more than 18 years of experience in waste reclamation, disposal, and maintenance. Mr. Birdsong has a wealth of experience working at several transfer stations and Materials Recovery Facilities for both Waste Management and AW, operating all rolling and stationary equipment, and assisting with equipment and facility maintenance. He is experienced in managing and administering the safety and personnel training programs, enforcing company policies and ensuring a safe work environment. He is charged with the responsibility of completing regular facility inspections and assisting the Operations Manager in maintaining contractual compliance.
Benefit to Metro	Mr. Birdsong has served Metro for seven years. He is knowledgeable in all aspects of transfer station and material recovery operations, in addition to working knowledge of all types of machinery and vehicles used in solid waste reclamation and disposal operations.

DAVID BROUGHTON

Title	Safety and Operations Supervisor, Metro South - Allied Waste
Responsibility	Mr. Broughton supervises and assists in directing the waste transfer and material recovery operations. Responsibilities include coordinating staff schedules to ensure customer service and contract compliance, conducting employee safety training, orientation, safety observations and coaching. He also works directly with AW staff overseeing productivity, safe work practices, and ensures safety program and environmental compliance. Additional responsibilities include communication with on site Metro staff to coordinate facility operational needs and the Transport Contractors to coordinate reload operations.
Related Experience	Mr. Broughton began his carrier in equipment operation, recycling, waste reclamation and disposal over seven years ago. Since joining the AW team, he has quickly excelled as a heavy equipment operator, back up hazardous materials technician and ERT responder. He was elevated to Operations Supervisor at the Metro South Station.
Benefit to Metro	Mr. Broughton is trained and adept in the operations of all equipment used at the transfer stations and has proven to be an excellent leader. He is instrumental in managing safety programs, enforcing company policies, and ensuring a safe work environment for employees. He has a proven history of sound management practices and organizing efficient day-to-day operations. He is customer service oriented and responds professionally to developing situations. Mr. Broughton has proudly served Metro for six years.

JAMES WATERMAN

Title	Operations Supervisor/Material Recovery Coordinator, Allied Waste
Responsibility	Mr. Waterman supervises and assists in directing the waste transfer and material recovery operations. Responsibilities include coordinating staff schedules to ensure customer service and contract compliance, conducting employee safety training, orientation, safety observations and coaching. He also works directly with AW staff overseeing productivity, safe work practices, and ensures safety program and environmental compliance. Additional responsibilities include communication with on site Metro staff to coordinate facility operational needs and the Transport Contractors to coordinate reload operations.
Related Experience	Mr. Waterman has more than 20 years experience in the solid waste and hazardous waste industries. He has served in many different positions including operations supervisor at the Metro South Station, overseeing the material recovery operations. His experience operating equipment at the St. Johns landfill handling high volumes of MSW in a safe and efficient manner prepared him for the fast pace work of the transfer stations. Mr. Waterman is very familiar with the operations of both Metro South and Central Stations and is a valuable asset to the company. He is an experienced Material Recovery Supervisor, directing all aspects of material recovery, preparation and coordination of materials for market. He is also proficient in the safe handling and management of hazardous waste, and enjoys sharing his expertise by training other employees.
Benefit to Metro	Mr. Waterman has proudly served Metro for 20+ years. Some of his distinguishing qualifications include his vast knowledge of emergency response to chemical spills and daily disposal and maintenance of hazardous waste. Mr Waterman is First Aid and CPR certified. He is well versed in all aspects of solid waste disposal, including transfer station and material recovery operations and has working knowledge of all types of machinery and vehicles used in solid waste reclamation and disposal operations. Mr. Waterman has continuously demonstrated his abilities to lead and supervise employees when needed and assist with maintenance as needed.

B.4 Operations and Maintenance Plan cont.

- Hierarchy/organizational chart.

Please refer to the Organization Chart on page 17.

- Describe how fluctuations in activity/waste flow will be accommodated.

The number and type of employees indicated on the Staffing Plan will fully accommodate current waste flows. Volumes would need to increase nearly 30% to outgrow the proposed staffing levels. Should volume increase staffing would be amplified to keep with the pace necessary, to ensure there is no negative impact to customers. In the event additional compaction hours are required, due to mechanical failures or weather conditions, the contracted transporter would coordinate changes and adjust the internal schedules to determine additional staff and/or overtime needed to move the waste from the facility. In the event volumes drop dramatically AW would approach Metro to mutually agree on reasonable staffing levels and hours of operation to continue waste transfer and material recovery while maintaining quality customer service.

- Schedules by position.

Schedules by position are found in the Staffing Plan in Appendix A.

- FTEs.

Metro South Station operates with various work shifts. On average we will have 55 full-time employees, including management and office staff.

POSITION	# OF PERSONNEL
Operations Manager	1
Maintenance Manager	1
Operations Supervisor/ Materials Recovery Coordinator	3
Hazardous-Materials Technician	2
Spotter/Traffic Controller	14
Laborer/Support	9
Equipment Operators	10
Material Sorter	10
Litter Patrol	1
Security (Contracted after hours)	
Mechanic	3
Administrative Assistant/Receptionist	1
Total Personnel	55

- Position descriptions.

POSITION	DESCRIPTION
Operations Manager	Responsible for the coordination and integration of the field activities, administrative functions, and financial management. Provides direction, leadership and training to transfer station personnel. Acts as both the contractors' representative and spokesperson with Metro.
Maintenance Manager	Responsible for directly supervising day-to-day maintenance of station equipment. Establish work schedules, train and assist subordinates in proper procedure, and monitor the work of subordinates to ensure compliance with established maintenance procedures.
Operations Supervisor/ Materials Recovery Coordinator	Responsible for planning and directing the work of a group of equipment operators, Spotters and laborers. Schedule employees and equipment to ensure full coverage seven days a week. Develop new and improved methods of handling, recycling, and compacting acceptable wastes. Ensure all safety programs are followed in accordance with AW corporate standards. Responsible for training related to employee and equipment safety. Responsible for compliance with all permits relating to facility operations. Provide technical as well as functional assistance and guidance to subordinates, other divisions, and interested government and private parties. Daily monitoring of recovery levels to meet or exceed benchmarks set by management. Adjust staffing levels and recovery processes as needed to ensure maximum recovery to meet/exceed these benchmarks. Will perform all duties of an Operation Supervisor.
Hazardous Materials Technician	Conduct load inspections. Complete required documentation. Sort and classify materials. Assist in spill clean up. Operates equipment in and around the transfer station supporting each bay as needed to transport hazardous materials and process load inspections.
Spotter/ Traffic Controller	Greet incoming customers and inquire about customers' load content. Direct customers to appropriate location for waste deposit. Direct customer vehicles to appropriate tipping location. Conduct load inspection and classification. Communicate by 2-way radio. Record information. Maintain a clean work area as required. When time permits, sort/segregate recoverable materials (i.e., wood, metal, aluminum, card board, plastic, glass, paper, etc.) from waste that is brought to the facility. Can perform all duties of a Traffic Controller.
Laborer/Support	Assist in the control of traffic, recovery of recyclable materials from loads, the processing of recovered materials for shipment to markets, stripping of appliances, high grading and processing of loads.
Materials Sorter	Sort/segregate recoverable materials (i.e., wood, metal, aluminum, card board, plastic, glass, paper, etc.) from waste that is brought to the facility.
Litter Patrol	Responsible for litter control of the entire site including: Washington Streets and Hwy 213 from Washington St. to the I-205 interchange, operations building, and the parking lots at Metro South Station, Transporter trailer lot, around HHW facilities, and employee parking lot. Cleans wash rack, lunchroom, locker room and appliances. Empties all recycling containers in the AW building and Metro buildings, as well as any containers outside of buildings.
Security	Trained to react appropriately to intruders, fire alarm, security alarm. Trained to call appropriate personnel in the AW and/or Metro chain of command. Responsible for securing the entire facility and conducting security rounds hourly. Complete a security log and open all gates at the end of their shift.
Equipment Operator	Inspects equipment at start of shift and on each start-up during the shift. Records on daily inspection form. Operates equipment in and around the transfer station including: pushing/stacking solid waste. Moving and handling recovered materials, loading conveyors, compactors, trailers and drop boxes. Monitors equipment continuously to ensure proper operation and minimum down time. Performs basic trouble-shooting and notifies supervisor of any equipment problems. Coordinates with supervisor on daily assignments and operations. Ensures that equipment is cleaned at the end of each work shift. Alerts Supervisor of any inappropriate/hazardous materials brought into the transfer station.
Mechanic	Performs repairs and maintenance on front loader, skid loader, forklift, compactor, and other division vehicles and facility to maximize safe and productive operations. Typical repairs include, but are not limited to: routine maintenance and repairing engines, chassis and body components, hydraulic cylinders, brake systems, suspension systems, wheels and tires. Operates vehicles and equipment to troubleshoot problems and/or test repairs to ensure proper and safe completion. Reads and interprets VCRs (vehicle condition reports) and/or repair orders, communicates with supervisor and/or driver for clarification of problems. May discuss preventative techniques with drivers to minimize future repairs. On call to make emergency repairs on equipment during all hours of operation.
Administrative Assistant/ Receptionist	Responsible for varied administrative work, supporting the Operations Manager and the Staff Accountant. Duties include: accounts payable, preparing reports, record keeping, data entry, ordering supplies and performing reception and telephone operator functions.

B.4 Operations and Maintenance Plan cont.

- **Training Operational Requirements for each position.**

All new hires complete our Operations and Safety Orientation. Signed acknowledgements of the training will be in each employee's personnel file. AW exceeds industry standards in operational training and workplace safety. This is demonstrated and accomplished through continuous training, and retraining where necessary, on job specific skills. Management and supervisory staff hold employees accountable to safety work rule standards as well as customer service standards. Formal job observations are conducted at a minimum of once a month on all employees. When employees fail to meet our high standards, corrective action is taken to improve the employees' skills or change the behavior of the employee. AW has not had a safety incident resulting in a worker injury or damage to a customer's person or property in over two years at MSS (*See Safety Orientation checklists in Appendix A of this section for specific training requirements.*) See note in Road Map Detail for O & M. In addition to basic training, there are additional training requirements specific to each position. Also see note in Road Map Detail. A list of these job specific duties and responsibilities are the form of standard operating procedures (SOPs) listed below.

METRO SOUTH STATION

- Asbestos (Metro) SOP
- Backhoe Operator SOP
- Compactor Operator SOP
- Dozer Operator SOP
- Emergency Action Plan SOP
- Emergency Response SOP
- Excavator Operator SOP
- Fire Prevention SOP
- Forklift Operator SOP
- Grapple Operator SOP
- Haz Mat Load Inspector SOP
- Hospital Load Inspection SOP
- Front-end Loader Operator SOP
- Refrigerant Handling SOP
- Roll-Off Truck Operator SOP
- Shuttle Truck Operator SOP
- Skid Loader Operator SOP
- Sorter SOP
- Spotter SOP/Traffic Control SOP
- Tire/Wheel Crusher Operator SOP
- Litter Patrol SOP

HAZARDOUS MATERIALS TECHNICIAN

Each Hazardous Materials Technician will receive the Hazardous Materials Technician Standard Operating Procedure (SOP) and Hospital Load Inspection SOP and review them with the trainer. A signed acknowledgement of the training will be in the employee's personnel file. During the first 90 days of employment, the employee's supervisor will submit a Hazardous Materials Technician "Jobobservation" Report once every two weeks. The supervisor and employee will sign the report. During the first 90 days, the supervisor and employee will meet monthly to review items on the "Jobobservation" Report. Documentation of the meeting will be in the employee's personnel file.

The Safety Supervisor administers safety Orientation and Core Training. The supervisor will ensure all items in the core training are clearly understood by the employee and will document training within the first 90 days of employment. The Safety Supervisor can certify the employee as an authorized Hazardous Materials Technician upon completion of 90 days in current position by the employee and if the following requirements have been completed and documented.

- OSHA 1910.120 40-hour Certification
- Site Emergency Action Plan Training
- Reporting Requirement Training
- Eight Hour Asbestos Awareness Training
- Four satisfactory "Jobobservation" Reports
- Hazardous Materials Technician SOP
- Eight Hour HHW Facility Training
- Safety Training
- Metro ERT Technician Training
- PPE Selection and Use Training
- Respirator Selection and Use Training
- Operational Training
- Hazards Communication (includes hazard recognition training)

SPOTTER/TRAFFIC CONTROL AND LABORERS

Spotter will receive the Spotter SOP and review it with the trainer. A signed acknowledgement of

the training will be in the employee's personnel file. New hires are partnered with an experienced Spotter for 24 hours before working alone. During the first 90 days of employment, the employee's supervisor will submit a Spotter "Jobobservation" Report once every two weeks. The supervisor and employee will sign the report. During the first 90 days, the supervisor and employee will meet monthly to review items on the "Jobobservation" Report. Documentation of the meeting will be in the employee's personnel file.

Safety Orientation and Core Training are administered by the Safety Supervisor. The supervisor will ensure all items in the core training are clearly understood by the employee and will document training within the first 90 days of employment. The Operations Supervisor can certify the employee as a Spotter upon completion of 90 days in current position by the employee and if the following requirements have been completed and documented.

- Completion of Safety Orientation
- Four satisfactory "Jobobservation" Reports
- Spotter SOP
- Safety Training
- Completion of Core Training
- OSHA 1910.120 40-hour Certification
- Eight Hour Asbestos Awareness Training

FORKLIFT OPERATOR

Forklift Operator will receive the Forklift Operator SOP and review it with the trainer. The procedure includes OSHA Operating Rules for Industrial Trucks. A signed acknowledgement of the training will be in the employee's personnel file. During the first 90 days of employment, the employee's supervisor will submit an Equipment Operator "Jobobservation" Report once every two weeks. The supervisor and employee will sign the report. During the first 90 days, the supervisor and employee will meet monthly to review items on the "Jobobservation" Report. Documentation of the meeting will be in the employee's personnel file.

Safety Orientation and Core Training are administered by the Safety Supervisor. The supervisor will ensure all items in the core training are clearly understood by the employee and will document training within the first 90 days of employment. The Safety Supervisor can certify the employee as an authorized Forklift Operator upon completion of 90 days in current position by the employee and if the following requirements have been completed and documented.

- Completion of Safety Orientation
- Four satisfactory "Jobobservation" Reports
- Eight Hour Asbestos Awareness Training
- Completion of Core Training
- Forklift Operator SOP
- Safety Training

COMPACTOR OPERATOR

Compactor Operator will receive the Compactor Operator SOP and review it with the trainer. A signed acknowledgement of the training will be in the employee's personnel file. During the first 90 days of employment, the employee's supervisor will submit a Compactor Operator "Jobobservation" Report once every two weeks. The supervisor and employee will sign the report. During the first 90 days, the supervisor and employee will meet monthly to review items on the "Jobobservation" Report. Documentation of the meeting will be in the employee's personnel file.

Safety Orientation and Core Training are administered by the Safety Supervisor. The supervisor will ensure all items in the core training are clearly understood by the employee and will document training within the first 90 days of employment. The Safety Supervisor can certify the employee as an authorized Compactor Operator upon completion of 90 days in current position by the employee and if the following requirements have been completed and documented.

- Completion of Safety Orientation
- Four satisfactory "Jobobservation" Reports
- OSHA 1910.120 40-hour Certification
- Safety Training
- Completion of Core Training
- Compactor Operator SOP
- Eight Hour Asbestos Awareness Training

B.4 Operations and Maintenance Plan cont.

SKID LOADER OPERATOR

Skid Loader Operator will receive the Skid Loader Operator SOP and review it with the trainer. A signed acknowledgement of the training will be in the employee's personnel file. During the first 90 days of employment, the employee's supervisor will submit a Skid Loader Operator "Jobobservation" Report once every two weeks. The supervisor and employee will sign the report. During the first 90 days, the supervisor and employee will meet monthly to review items on the "Jobobservation" Report. Documentation of the meeting will be in the employee's personnel file.

Safety Orientation and Core Training are administered by the Safety Supervisor. The supervisor will ensure all items in the core training are clearly understood by the employee and will document training within the first 90 days of employment. The Safety Supervisor can certify the employee as an authorized Skid Loader Operator upon completion of 90 days in current position by the employee and if the following requirements have been completed and documented.

- Completion of Safety Orientation
- Four satisfactory "Jobobservation" Reports
- Eight Hour Asbestos Awareness Training
- Completion of Core Training
- Skid Loader Operator SOP
- Safety Training

LOADER OPERATOR

Loader Operator will receive the Loader Operator SOP and review it with the trainer. A signed acknowledgement of the training will be in the employee's personnel file. During the first 90 days of employment, the employee's supervisor will submit a Loader "Jobobservation" Report once every two weeks. The supervisor and employee will sign the report. During the first 90 days, the supervisor and employee will meet monthly to review items on the "Jobobservation" Report. Documentation of the meeting will be in the employee's personnel file.

Safety Orientation and Core Training are administered by the Safety Supervisor. The supervisor will ensure all items in the core training are clearly understood by the employee and will document training within the first 90 days of employment. The Safety Supervisor can certify the employee as an authorized Loader Operator upon completion of 90 days in current position by the employee and if the following requirements have been completed and documented.

- Completion of Safety Orientation
- Four satisfactory "Jobobservation" Reports
- Eight Hour Asbestos Awareness Training
- Completion of Core Training
- Load Operator SOP
- Safety Training

GRAPPLE OPERATOR

Grapple Operator will receive the Grapple SOP and review it with the trainer. A signed acknowledgement of the training will be in the employee's personnel file. During the first 90 days of employment, the employee's supervisor will submit an Equipment Operator "Jobobservation" Report once every two weeks. The supervisor and employee will sign the report. During the first 90 days, the supervisor and employee will meet monthly to review items on the "Jobobservation" Report. Documentation of the meeting will be in the employee's personnel file.

Safety Orientation and Core Training are administered by the Safety Supervisor. The supervisor will ensure all items in the core training are clearly understood by the employee and will document training within the first 90 days of employment. The Safety Supervisor can certify the employee as an authorized Grapple Operator upon completion of 90 days in current position by the employee and if the following requirements have been completed and documented.

- Completion of Safety Orientation
- Four satisfactory "Jobobservation" Reports
- Eight Hour Asbestos Awareness Training
- Completion of Core Training
- Grapple SOP
- Safety Training

SHUTTLE/YARD TRUCK OPERATOR

Shuttle/Yard Truck Operator will receive the Shuttle/Tractor-Trailer SOP and review them with the trainer. A signed acknowledgement of the training will be in the employee's personnel file. During the first 90 days of employment, the employee's supervisor will submit an Equipment Operator "Jobobservation" Report once every two weeks. The supervisor and employee will sign the report. During the first 90 days, the supervisor and employee will meet monthly to review items on the "Jobobservation" Report. Documentation of the meeting will be in the employee's personnel file.

Safety Orientation and Core Training are administered by the Safety Supervisor. The supervisor will ensure all items in the core training are clearly understood by the employee and will document training within the first 90 days of employment. The Safety Supervisor can certify the employee as an authorized Shuttle/Yard Truck Operator upon completion of 90 days in current position by the employee and if the following requirements have been completed and documented.

- Completion of Safety Orientation
- Four satisfactory Jobobservation Reports
- Eight Hour Asbestos Awareness Training
- Completion of Core Training
- Shuttle/Tractor-Trailer SOP Training
- Safety Training

SECURITY

AW will contract with AW Barton to provide on site security during the hours the facility is closed with no AW staff on site. Security personnel are trained to react appropriately to intruders, fire alarm, and security alarm. They are trained to call appropriate people in the AW and/or Metro chain of command. Security personnel are responsible for securing the entire facility, and conducting security rounds hourly. They complete a security log and open all gates at the end of their shift.

- [Express discussion concerning dedicated positions vs. dual role positions.](#)

Personnel are cross-trained in many areas of the facility, thus enabling AW to maintain a multifaceted workforce. All personnel are given a primary work position and are thoroughly trained in this dedicated position. Additional skills are developed through on the job training. Personnel with additional skills may be assigned dual role positions. An example of a dual role position is a Spotter, who is cross-trained in equipment operation and can fill in for a full time equipment operator that is on vacation, or assist in waste and materials handling when needed. In such an event, qualified staff will be assigned to provide sufficient coverage for the Spotter who is reassigned to equipment. AW's goal is to promote from within the company, thus providing personnel the opportunity to advance in position and providing the company with a highly skilled work force with the ability to perform a variety of assigned tasks.

- [Location of support activities and supporting documentation.](#)

SUPPORTING ACTIVITIES AND FUNCTIONS

The company enjoys a variety of support functions as a part of AW. Primary accounting functions and staff are shared by the AW Portland business unit headquartered at Willamette Resources, Inc. in Wilsonville, OR. We also have experts in functional fields at the area and regional levels to help, work with and advise divisions in many fields to include recovery operations and markets, maintenance operations, safety operations, human resource operations, etc.

PERSONNEL RECORDS

Employee information is kept in two files and secured inside the AW operations office on site. One file contains employment history, change forms/wage reviews, training, policies, certificates, performance reviews, disciplinary actions, and attendance records. The other file contains confidential records such as medical, benefit and garnishment information, as well as any other material that may be considered confidential.

B.4 Operations and Maintenance Plan cont.

PAYABLES

Purchase orders are generated, approved and archived using E-Pro, an automated on-line purchasing system. Purchase orders, packing slips, and invoices are matched in preparation for entry into AW's corporate payable system. The invoices are entered by staff at Willamette Resources, Inc.'s, A/P Center where they are filed in the general office area.

RECEIVABLES

As marketable goods are shipped, information including weight, commodity type and destination is entered into TRUX, the company's automated weighing system. When the checks are received for payment of these goods, they are matched to outbound bills of loading and entered into the TRUX system. Receivables information is filed by Willamette Resources, Inc.'s A/P Center.

METRO BILLING

At the close of the month, information is received from the Metro scale house and used to prepare the Metro bill. Information received includes MSW tonnage, yard debris and recycled material. Work orders are prepared, and any item that is a Metro charge is included on the bill. The bill also includes any base tonnage bonus on outbound tonnage loads that exceed the required load average. Copies of the Metro bill and supporting documentation are filed at Willamette Resources, Inc.'s A/P Center

- **Replacements for vacations/illness/trainings.**

In the event of vacation or illness, having a diverse workforce that is cross-trained in many aspects of transfer station operations allows AW to provide high quality uninterrupted service. Operations Supervisors are responsible for coordinating employee scheduled and unscheduled time off and ensuring adequate coverage of each required position is maintained. A call-in sick time policy is in place, and employees are required to give sufficient notice of two hours or more prior to their scheduled start time when unable to report to work. In addition, employees must call in before 5:00 PM of the same day to notify management if they are able to return to work on the following day. Upon return, employees must complete a Time Off Request Form, which their supervisors must sign.

When scheduling time off for vacation, employees must submit a Time Off Request Form to their supervisors at least two weeks in advance. Approval for time off requests is handled on a first-come, first-serve basis and is determined by the date the form is submitted, and/or the number of employees requesting time off for that period. Priority is given by length of service, in the event two or more employees request the same time off. The final decision for scheduling vacation will be made by the employee's supervisor. Unless coverage is available, only one employee from each department is permitted to schedule time off at any given time.

Equipment and Equipment Maintenance

Describe in detail your approach to maintenance on the equipment, buildings, and grounds during the life of the contract. Please distinguish between Contractor-supplied and Metro-supplied items as appropriate. Also address the following detailed items:

Maintenance Staffing

- **Number of FTEs, by job title.**

A Maintenance Manager will oversee a Maintenance Supervisor and two mechanics who will be working to provide preventative and routine maintenance to prevent equipment failure, eliminate any avoidable disruption to the facility operations and avoid negative impacts to the vendors and

customers, and the facility itself. The breakdown of staff includes one Maintenance Manager and three FTE mechanics. One mechanic will be titled Lead Mechanic and will have oversight of daily maintenance operations to include prioritizing work, coordinating outside repairs, parts ordering, inventory control and records retention. The other two will be titled Mechanic, Heavy Equipment. One will have primary responsibility for the on site rolling stock insuring PMs and repairs are completed in accordance with established standards. The other will have primary responsibility for fixed equipment on site (i.e. compactors, conveyors, recovery systems, etc.).

- **Schedules and a description of how the maintenance program will fit into the organization schedules of waste recovery and processing.**

The Maintenance Manager, Lead Mechanics and Assistant Mechanic are scheduled to work Monday through Friday, and an on call schedule will be developed for after hours emergency repairs and service. In the event that equipment or facility repair needs to occur during off-hours, the Maintenance Manager is notified immediately. If immediate repairs are needed, the manager will coordinate with the mechanics and/or sub-contractor to report to the facility and complete repairs in a timely manner, in order to avoid impeding or interrupting facility operations in any way. Schedules by position are also depicted in the Staffing Plan.

Schedules by position are depicted in the Staffing Plan as previously noted in Appendix A.

- **Experience of key personnel.**

The AW Mechanics at MSS have a total of 30 years combined experience maintaining the Metro South transfer stations and equipment. Each of the Mechanics possesses special skill sets for either Heavy Equipment service and repair, Compactor and Conveyor service and repair, Process Equipment service and repair, Welding and Fabrication. Each Mechanic is cross-trained and capable of completing general service and repairs in all areas of facility and equipment maintenance. The maintenance department functions as a team; depending on the nature of repairs needed, the Mechanic who specializes in a particular field (i.e., heavy equipment, compactors) will be the Lead Mechanic on the repair, and will be assisted by fellow mechanics as needed. This method insures continued development and cross training of Mechanics. The Maintenance Manager ultimately oversees all service and repair projects carried out at the transfer stations. AW's maintenance staff has invaluable knowledge of the facility's systems and infrastructure. They have adapted and evolved with the site and its systems from the time the facility opened. This staff has protected Metro's interests and have never allowed a disruption in service to customers as a result of a maintenance issue. *See resumés on the following pages.*

B.4 Operations and Maintenance Plan cont.

DONALD D. JONES

Title	Maintenance Manager, Allied Waste - Metro Central/South and Portland Hauling
Responsibility	Responsible for managing maintenance for AW hauling divisions and transfer station within and around the Portland Metro.
Related Experience	Mr. Jones has more than 24 years of mechanical background in refuse and recycling hauling and post collection truck and equipment repairs. Mr. Jones has been a maintenance manager for hauling division fleets and recycling facilities for the past 13 years. He has formal education in diesel engines, hydraulics and transmission.
Benefit to Metro	Mr. Jones' experience in managing cost and repairs to equipment and facilities make him instrumental to AW and Metro. The ability to quickly implement new technology will both benefit the company and the environment.

RANDY GARR

Title	Maintenance Supervisor, Allied Waste - Metro Central and Metro South
Responsibility	Responsible for completing regular facility inspections and coordinating with the Operations Managers in maintaining contractual compliance.
Related Experience	Mr. Garr has more than 29 years mechanical background in welding, metals fabrications, hydraulic repair, and electrical trouble-shooting and repair. He has expert knowledge of SSI Densifier operations and repair, and advises the manufacturer on equipment upgrades and diagnostics. He completed a four-year apprenticeship in semi-trailer and heavy equipment repair and maintenance. He applies this experience daily, while directing the maintenance crews. Mr. Garr's four years of experience in custom home construction is beneficial in directing routine building and facility maintenance and repairs at both MCS and MSS. Mr. Garr has been with AW since 1991.
Benefit to Metro	Mr. Garr is a very proactive manager with good communication skills. His expertise is instrumental in initiating and following through with many special projects relating to all equipment at the transfer stations.

RICHARD L. MARTIN

Title	Heavy Equipment Mechanic, Allied Waste - Metro South
Responsibility	Responsible for the preventative maintenance and repair of all the heavy equipment, such as dozers, front-end loaders, skid loaders, trucks, and compactors and assists in building and facility maintenance.
Related Experience	Mr. Martin has over ten years experience in maintaining equipment at Metro South Station. During his enlistment with the military Mr. Martin operated and maintained twenty ton cranes and other lift/loading machinery. He also attended a one-year college course in welding and fabrication.
Benefit to Metro	Mr. Martin has 11 plus years working with Metro, in all phases of equipment and facility maintenance. Mr. Martin has excellent knowledge of operations and repair of all heavy equipment including: loaders, backhoes, dozers, forklifts, skid-loaders, compactors, processing lines, and combination tractor/trailer. He demonstrates quality craftsmanship in the field of welding and fabrication, and always completes project and assignments on time. Mr. Martin also possesses a working knowledge in all aspects of solid waste disposal, including transfer station, and recycle operations.

KEITH TAYLOR, JR

Title	Heavy Equipment Mechanic, Allied Waste - Metro South
Responsibility	Mr. Taylor is responsible for maintaining strict service and repair schedules for all heavy and stationary equipment and is responsible for the preventative maintenance and repair of all the heavy equipment, such as dozers, front-end loaders, skid loaders, trucks, and compactors and assists in building and facility maintenance and welding/fabrication.
Related Experience	Mr. Taylor has over 12 years experience in the solid waste industry and 21 years experience operating and maintaining trucks and heavy equipment. Mr. Taylor joined the AW team in 2004 and has served as Heavy Equipment Mechanic at the Metro South Station since May 2008. During his 20 years of enlistment in the military, Mr. Taylor attended various schools and received training certifications in truck and equipment maintenance and repair.
Benefit to Metro	Serving Metro for over a year and a half, Mr. Taylor brings 21 years experience in all phases of truck and equipment maintenance. Mr. Taylor has excellent knowledge of operations and repair of all heavy equipment including: loaders, backhoes, dozers, forklifts, skid-loaders, compactors, processing lines, and combination tractor/trailer. In addition, he demonstrates quality craftsmanship in the field of welding and fabrication. He manages service and repair schedules while completing project and assignments on time. Mr. Taylor also brings a working knowledge of all aspects of solid waste disposal, including transfer station and recycle operations.

- Skill sets required by job title.

MAINTENANCE MANAGER

- Project management
- Accurate record keeping
- Ability to communicate effectively with vendors and customers/internal and external
- Strong written and verbal communication skills
- Inventory management
- Ability to see the 'big picture' on all maintenance and operations functions
- Supervisory/management skills

MAINTENANCE SUPERVISOR/LEAD MECHANIC

- Working knowledge of all aspects of heavy equipment maintenance
- Working knowledge of facility maintenance and facility equipment/systems
- Verbal communication skills
- Welding/fabrication skills
- Supervisory skills

MECHANIC/HEAVY EQUIPMENT

- Strong knowledge (5+years) of all functions/operation/maintenance of heavy equipment
- Strong knowledge (3+years) of compactor maintenance/operation/functions
- Ability to manage inventory control
- Welding/fabrication
- Facilities maintenance/equipment/systems

- A description of when and how the proposer intends to use external service providers to handle preventative or repair-related maintenance.

Externally contracted services will be used exclusively for plumbing, electrical (including lighting), HVAC, paves and striping, building washing and paint, siding repair, compactor cylinder rebuild and repair, gates and fencing, emergency generator and fire suppression systems. AW maintenance staff will conduct PMs and routine repairs on other facility equipment and rolling stock. When it is identified that similar repairs are being done repeatedly on single items an external service will be contracted to further diagnose the problem and recommend what action is needed. This may include other repairs or system replacement.

B.4 Operations and Maintenance Plan cont.

- Indicate any positions and equipment that will be shared with the proposer's other facilities or activities that may reduce the time working under this contract.

Should AW retain the operations of both Metro South and Metro Central the position of Maintenance Manager and Supervisor will be a shared position between the two stations and the Genie man lift will move to either site as needed to complete this high level work.

Maintenance Plan - General

- Forms.

A sample selection of the maintenance forms and information is located in Appendix A.

COMPACTOR

- Daily Inspection Form
- Monthly Inspection Form
- Work Orders

METRO FIRE SPRINKLER SYSTEM

- Weekly Inspection Form
- Annual System Test and Inspection (certified contractor form)

ROLLING STOCK

- Vehicle Condition Reports (operators)
- Daily Consumables Report
- Work Orders

PROCESS EQUIPMENT

- Sort Line Daily Inspection Form (mechanics)
- Work Orders

EMERGENCY BACKUP GENERATOR

- Weekly Inspection Form
- Work Orders

EXHAUST VENTILATION FANS

- Monthly Inspection Form
- Work Orders

STORM WATER & SEWER LIFT SYSTEMS

- Daily Hour Meter Reading Log
- Weekly Inspection/Testing Log
- Bi-Monthly Pumping/Cleaning Log
- Work Order

- Schedule. Please provide a complete annual schedule of preventative maintenance activities, including Metro fixed and mobile equipment. The schedule should include a simple description of each piece of equipment, description of the maintenance task, anticipated time for the task (man hours) and the milestone by which the work will be determined (such as run time hours), and the date the work will occur. This description should be thorough enough for the evaluator to be able to determine whether the proposer has sufficient understanding of maintenance (planned and non-planned) to ensure Metro's interests are maintained.

See schedule on the next page.

FACILITY MAINTENANCE SCHEDULE - METRO SOUTH STATION

EQUIPMENT	TASK	PERIOD PROJECTED	TIME OF TASK	DATE	COMMENTS
Compactors	Inspection and Service	daily	1 hour		
	Filter Change	750 hrs	2 hours		
	Inspect Brass & Wear Strips	daily			As specified in the SSI O&M manual
	Replace Brass & Wear Strips	as needed	8 hours		As specified in the SSI O&M manual
	E-Ram Cylinder Repacking	378 Miles	16 hours		As specified in the SSI O&M manual
	C-Ram Cylinder Repacking	378 Miles	8 hours		As specified in the SSI O&M manual
	Replacement of Hydraulic Components	as needed			As needed. Replace every 2 to 3 years
	Oil Sampling	750 hrs	.25 hours		As specified in the SSI O&M manual
	Oil Changes	3000 hrs	10 hours		
Emergency Backup Generator	Inspection and Hour Meter Readings	weekly			Check fuel, engine oil, batteries, charging system, record hour meter reading Replace as needed Automatic start, runs 10 minutes, checked by hour meter readings Testing completed by outside vendor
	Oil and Filter Change	annual			
	Service Air Cleaner	annual			
	Test	weekly			
	Test Fuel Quality	annual			
Air Compressor	Inspection and Hour Meter Readings	monthly	.25 hours		Above O&M specifications
	Oil and Filter Change	1000 hrs	1 hour		Or yearly which ever comes first
	Service Oil Cooler	semi-annually	1 hour		Power wash
	Service Air Cleaner	monthly	.5 hour		
	Clean Radiator	monthly	.5 hour		
	Clean Wall Filter	monthly	.5 hour		
Sort Line Conveyors	Inspection and Service	daily	.5 hour		
	Inspect Paddles, Bars and Belts	daily	.25 hour		Service as needed. Replace every 2 to 3 years
	Repair Wear Pans and Wear strips	as needed	10 hours		As needed. Replace every 2 to 3 years
	Motors, Gear Boxes and Drive Chains	daily	.5 hour		Inspection and service
Process Building	Power Wash Interior	bi-annually	100 hours	July 2011	Outside Contract
	Power Wash Exterior	bi-annually	80 hours	July 2011	Outside Contract
	Clean Rain Gutters	bi-annually	40 hours		
	Visual ground Roof Fan Inspection	monthly	2 hours		Repair as needed
	Manual High reach Fan Inspection	semi annual	8 hours		Repair as needed
	Roof fan belt replacement	annual	40 hours	March	
	Inspect Lighting	monthly			Outside Contract repair as needed
	Inspect Plumbing	monthly			Outside Contract repair as needed
	Inspect Electrical	monthly			Outside Contract repair as needed
Maintenance Building	Power Wash Interior	bi-annually	100 hours	July 2011	Outside contract
	Power Wash Exterior	bi-annually	80 hours	July 2011	Outside Contract
	Clean Rain Gutters	bi-annually	40 hours		
	Visual ground Roof Fan Inspection	monthly	2 hours		Repair as needed
	Manual High reach Fan inspection	semi annual	8 hours		Repair as needed
	Roof fan belt replacement	Annual	40 hours	March	
	Inspect Lighting	monthly			Outside Contract repair as needed
	Inspect Plumbing	monthly			Outside Contract repair as needed
	Inspect Electrical	monthly			Outside Contract repair as needed
Scale Houses	Power Wash Exterior	bi-annually	10 hours	July	Outside Contract
	Paint	bi-annually	30 hours	July	Outside Contract
315D Excavator	Inspection and Service	daily	.25 hour		
	Engine Oil & Filter Changes	250 hrs	1 hour		
	Full Service of All Oil & Filters	1000 hrs	3 hours		
	Rebuild Under Carriage		10 hours		As needed
Skid Steer Loaders	Inspection and Service	daily	.25		
	Oil & Filter Changes	250 hrs	1 hour		
	Full Service of All Oil & Filters	1000 hrs	3 hours		
	Tire Replacement	3-4 months			Or as needed
420B Backhoe	Inspection and Service	daily	.25		
	Oil & Filter Changes	250 hrs	1 hour		
	Full Service of All Oil & Filters	1000 hrs	3 hours		
	Tire Replacement				Or as needed
D7R Ser.II	Inspection and Service	daily	.25 hour		
	Engine Oil & Filter Changes	250 hrs	1 hour		
	Full Service of All Oil & Filters	1000 hrs	3 hours		
	Rebuild Under Carriage				As needed
Forklifts	Inspection and Service	daily	.25 hour		
	Oil & Filter Changes	500 hrs	1 hour		
	Full Service of All Oil & Filters	1000 hrs	3 hours		
	Tire Replacement				As needed
Front End Loaders	Inspection and Service	daily	.25 hour		
	Engine Oil & Filter Changes	250 hrs	1 hour		
	Full Service of All Oil & Filters	1000 hrs	3 hours		
	Tire Replacement				As needed
Sweeper	Inspection and Service	daily	.25 hour		
	Replace Broom				As needed
Transfer Truck	Inspection and Service	daily	.25 hour		
	Oil & Filter Changes	500 hrs	1 hour		
	Full Service of All Oil & Filters	1000 hrs	3 hours		
	Tire Replacement				As needed

Continues on the next page.

B.4 Operations and Maintenance Plan cont.

FACILITY MAINTENANCE SCHEDULE - METRO SOUTH STATION

EQUIPMENT	TASK	PERIOD PROJECTED	TIME OF TASK	DATE	COMMENTS
Transfer Trailer	Inspection and Service Floor Slats Tires	daily	.25 hour 24 hours		As needed As needed
Pickup Trucks	Full Service of All Oil & Filters	3,000 miles	1 hour		
Cushman	Oil & Filter changes Full Service of All Oil & Filters Tire Replacement	500 hrs 1000 hrs 3-4 months	1 hour 3 hours		Or as needed
Wheel Crusher	Oil & Filter Changes Full Service of All Oil & Filters	500 hrs 1000 hrs	1 hour 2 hours		
Metro Scales	Clean Scale Surfaces Clean Scale Pits	monthly monthly	1 hour 5 hours		Degrease surface using pressure washer Pressure wash load cells, remove residual from pits
Truck Wash	Surface Cleaning Snake Drains Pump Basins & Oil Separators Inspect Oil Separators Inspect Catch Basin Filters	daily monthly monthly daily weekly	.5 hour 1 hour 1 hour .25 hour 1 hour		Minimum 2x daily or as needed As needed Or as needed Pump x2 monthly Replace as needed
Drives & Pavements	Repairs, Patching, Sealing and Remarking Painting/Striping Sweeping Pull Magnet	annually daily daily	TBD 3 hours 1 hour		As needed or directed by Metro Or as needed More often as needed More often as needed
Signs	Add/Replace	as needed	TBD		As needed or directed by Metro
SW Compost Filter	Add/Replace Compost	annually	5 hours	September	Inspect monthly
Storm Water Basins	Pump Out inspect service filters	monthly daily	3.5 hours 3 hours		More often as needed
Exterior Lighting	Service and Repairs				As needed
Gates	Service and Repairs				As needed



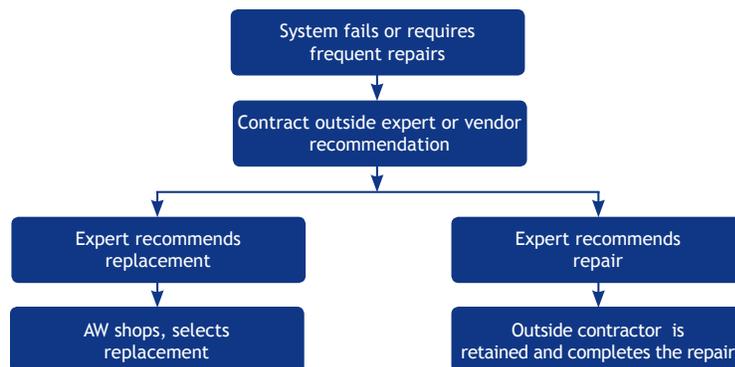
- **Reporting.** Propose a reporting method under which the proposer will monitor its internal activities for expenses, and successes during the course of the contract.

All facility and equipment maintenance activities will be tracked through an automated system which is capable of generating reports demonstrating various R&M and costs. These can be queried by equipment type, date range or type of repair or service. The system is capable of reporting fuel efficiencies, run time and cost by unit. From these baselines, goals can be established for internal use, to ensure AW is maintaining equipment and its long term viability.

- **Documentation.** Provide specific examples for a piece of rolling stock, HVAC unit, and building structure using the system(s) you intend to use during the course of this contract (including Metro-owned equipment and buildings, as well as contractor provided equipment/rolling stock). The system must be readily available to query by piece of equipment, building, and/or location to provide proof of proper preventative maintenance sufficient to cover potential warranty disputes, and readily available to Metro for cost sharing/reimbursement requests.

AW will be using Dossier Fleet Maintenance software to track and report on preventative maintenance activity. This program is fully customizable to fit any kind of building, HVAC, rolling stock, etc. belonging to either AW or Metro. This system can easily be queried by piece of equipment, building, and/or location to produce reports that can be used to provide proof of proper preventative maintenance to use for warranty disputes as well as cost sharing/reimbursement requests. The example documentation provided is from a sister company currently using Dossier showing reports for a Dozer, a roll off truck, and a building (an example of an HVAC report was not available from this sister company). Our location will be converted from CFA to Dossier later this year. *Please see Appendix A for the sample Dossier Reports.*

- **Provide an evaluation decision/flow chart indicating when a piece of equipment would be replaced vs. repaired, and how it will be used during the course of the contract.**



- **Describe your commitment to keep Metro facilities and equipment in proper working condition and coordinating that effort with Metro.**

AW will continue to provide a progressive maintenance program, ensuring that all equipment will be kept in proper working condition throughout the duration of the contract. AW considers preventative maintenance to be the most important aspect of preserving Metro and AW's investment in equipment and property. For this reason, AW plans to continue to eliminate unnecessary downtime by providing frequent inspection and service of all equipment. Additionally, our maintenance program includes further preventative measures to minimize repair costs, through the preventative maintenance measures described below.

B.4 Operations and Maintenance Plan cont.

AW provides detailed facility and equipment inspections that are thoroughly conducted by AW mechanics, operators, and management. Machinery requiring repair is immediately taken out of service to prevent irreparable damage, serious injury or accident. AW's frequent servicing of Metro compactors, processing equipment and AW rolling stock consistently meets or exceeds manufacturer's recommendations.

Completion of repairs of Metro and AW equipment in a timely manner is vital to preventing major breakdowns and/or irreversible damage. AW proactively schedules repairs to ensure downtime is minimized. Even in a harsh working environment, such as the Transfer Station, this aggressive inspection, service, and repair schedule significantly reduces the need to replace equipment.

AW values customer and public perception of the Metro Transfer Station. We believe customers visiting the facilities deserve a safe experience, which we provide to customers by offering a clean, organized, and well-maintained facility.

Preventative maintenance plan (equipment, facility, grounds)

- Provide a complete schedule that includes preventative maintenance for each major piece of equipment, and sub systems (such as roof fans) and whether the work will be provided by your staff or a sub-contractor.

Please refer to pages 63-64 for the MSS Maintenance Schedule.

- Describe your testing regimen that ensures the critical facility will remain operational during the course of this contract.

With the exception of the emergency back-up generator all critical facility equipment is operated on a daily basis and therefore tested for functionality. The emergency back-up generator is started weekly and tested for functionality. Oil and fluid sampling is conducted on all critical equipment and measured against manufacturer and industry standards to identify potential wear issues in advance.

Rolling stock

- Proposed equipment and its intended use; include year, make/model and whether new or used.

USE	YEAR	MAKE	MODEL	TYPE	NEW/USED
Waste Transfer	2010	Caterpillar	D7R Srs. II	Tractor	New
Waste Transfer	2010	Caterpillar	950H	Wheeled Loader	New
Waste Transfer	2010	Alloy	TBD	Transfer Trailer	New
Waste Transfer	1995	Volvo/White	64T	Truck	Used
Material Recovery	2010	Caterpillar	930H	Wheeled Loader	New
Material Recovery	2010	Caterpillar	315D	Excavator/Grapple	New
Material Recovery	2010	Caterpillar	246C	Skid Steer Loader	New
Material Recovery	2010	Caterpillar	246C	Skid Steer Loader	New
Material Recovery	2010	Nissan	P5000	Forklift	New
Material Recovery	2010	Nissan	P5000	Forklift	New
Material Recovery	2005	Caterpillar	420B	Backhoe	Used
Material Recovery	1984	Mack	RO	Truck	Used
Maintenance	2010	Chevrolet, Hybrid	1500	Service Truck	New
Maintenance	2010	Isuzu/Tymco	210	Regenerative Sweeper	New
Maintenance	2005	Caterpillar	GP25K-LP	Forklift	Used
Spare	2005	Caterpillar	973	Track Loader	Used
Spare	2005	Caterpillar	930G	Wheeled Loader	Used
Spare	2005	Case	85XT	Skid Steer Loader	Used
Spare	2005	Case	85XT	Skid Steer Loader	Used

- **Replacement or backup equipment plan and onsite time lags.**

In the event any rolling stock needs be replaced or be off site for excessive periods of time for repair purpose AW will either use spare equipment already on site, draw needed equipment from other divisions within the company or rent. AW will commit to having operations essential equipment on site within 24 hours from the time the need is identified.

Coordination and business accounts with select heavy equipment vendors within the region will be established to ensure that adequate rental equipment is available within 24 hours if needed. These arrangements will ensure that waste acceptance and reloading operations are not interrupted, should the primary and backup tractors that operate in the pit fail.

Miscellaneous

Describe how the following elements will be accomplished, what resources will be subcontracted, and when:

General Contingency Plans:

Describe how you plan to deal with the following:

- **Site communications.**

AW and Metro have developed a communication and alarm system capable of initiating the emergency response procedures and of enabling rapid evacuation of affected areas. The internal communication and alarm system consists of:

- Telephones
- Alarms
- Three channel two way radios

Two way radios are monitored by AW operations staff and by Metro supervisory and hazardous materials personnel. Transport personnel are also in radio contact with both scale house and plant personnel.

- **External communications.**

In a major emergency, defined as any situation that endangers life and/or property, or is a threat to adjoining properties, the Emergency Coordinator or a designee will call 911. All telephones at the station have the capability for off site communications and have an up-to-date emergency phone list posted for prompt access.

- **Work stoppages.**

The station is a non-union operation. However, if any or all of the work force should voluntarily stop work, this portion of the contingency plan will be invoked. AW is committed to providing uninterrupted waste processing and transfer services. In the event of a work stoppage, continual services will be maintained through the use of management personnel and importation of personnel from other AW operations, and/or the hiring of temporary (or permanent) replacement personnel. AW Industries corporate office maintains an up-to-date list of qualified personnel within the Northwest and other regions, who are available on short notice to substitute in the event of an employee walkout.

B.4 Operations and Maintenance Plan cont.

- **Inclement weather.**

In the Portland area, potential types of bad weather that could affect operations include:

- “Black ice” caused by freezing rain
- Excessive rain or snow
- Excessive wind

These conditions could cause some or all waste deliveries to stop temporarily, and could also prevent transfer vehicles from traveling to the landfill. The number of staff available could also be limited because of travel conditions. The Operations Manager or his designee would assess the situation, and staff assignments would be adjusted accordingly. It is likely that waste volumes would increase in the period following such weather. Special arrangements, including extended working hours, are expected to be necessary in such cases. AW is prepared to stockpile waste for a period of 24 to 48 hours if adverse conditions force such a situation.

- **Equipment failure.**

The waste handling and processing system has been designed with redundant features that provide for continued operation at the same waste throughput or at some reduced rate. In the event of equipment failure, the Operations Manager will decide the best means of maintaining operations while repair or replacement is made. Examples of these redundant features are:

- One compactor has sufficient capacity to process the entire station design capacity of waste throughput if worked continuously. Therefore, the second and third compactors are not always necessary.
- AW will supply on site a backup front-loader, in the event the primary front-loader needs repair. In the unlikely event both the primary and backup front-loaders need repair, arrangements will be made with local equipment suppliers to provide a replacement front-loader. AW also uses front-loaders and yard trucks at several other locations in the Northwest and, if necessary, will request the use of the equipment until the primary equipment is returned to service.

- **Power failure.**

The Metro South Station is supplied with a standby generator, which automatically tests itself weekly. In the event of a power failure, the process building is supplied with one-third of the interior lights and pumps, and freeze protection mechanisms remain operational. All exterior lights remain operational and power is supplied to the scale houses, operations buildings, and household hazardous waste building.

- **Earthquake.**

The buildings are designed to withstand considerable seismic activity, although a significant earthquake could cause damage to any of the buildings on site. Following an earthquake, the following actions will occur:

- Full site evacuation
- Account for all personnel
- Implementation of the Emergency Response Team (ERT) plan
- Off site notifications
- Damage assessment
- Coordination of Metro, AW and Walsh Trucking management

This occurrence could cause some or all of the waste deliveries to stop temporarily, and could prevent transfer vehicles from traveling to the landfill. The number of staff available could also

be affected, due to travel conditions. The Operations Manager or his designee would assess the situation, and staff assignments would be adjusted accordingly. It is likely that waste volumes would increase in the periods following such an occurrence. Special arrangements, including extended work hours, alternate disposal sites and staffing would be coordinated through Metro. As demonstrated with Hurricane Katrina in the Gulf region AW is willing and fully capable of mobilizing large numbers of staff and equipment from across the nation to assist and restore order in the event of a natural disaster.

- **On site security.**

The station has established 24-hour security measures to prevent entry of unauthorized persons, and to secure hazardous waste staging areas and hazardous material storage facilities.

After hours security personnel are required to conduct mobile/foot patrol of the facility and inspect for suspicious activity. A list of appropriate emergency contact personnel is contained in their instruction packet. Security personnel can communicate with emergency contacts by way of a cellular phone and/or land line telephone. Any activity that takes place during a shift is documented and kept on file.

All employees are instructed/required not to be at the plant when off duty. If it is necessary for an employee to be at the plant when off duty, the employee must report to the AW office and sign in, and follow standard procedures while on site, which include evacuation procedures, location of hazardous wastes, restricted areas, PPE requirements and having an escort at all times. Guests are required to sign in at the AW office, and follow all standard procedures while at the facility.

Emergency Action Plan/Safety

Describe how you will comply with the requirements of Specification:

- **Load Check Program.**

During waste acceptance, haulers must inform the scale house technician of the type of load. The load check program focuses on inspecting commercial and household generated loads, especially loads from certain generators, such as medical facilities.

All loads are visually inspected during tipping. Spotters and Loader Operators are trained to observe tipping operations and identify potentially hazardous and unacceptable wastes by their appearance, packaging, odor, or other characteristics.

AW Hazardous Materials Technicians inspect all loads generated by hospitals (these loads have the potential to contain hazardous waste), and other randomly selected loads. One percent of vehicles (or at least four vehicles per day) are also randomly selected for inspection.

Inspections are performed according to the following protocol:

- Trained AW Hazardous Materials Technician directs the vehicle to a designated area, where the load is tipped for inspection. At the Metro South Station, the designated areas are in Bay #1 for non-recoverable loads, Bay #3 for recoverable loads, and off to the side for public loads using bay #2 or #3.
- Using required personal protective equipment and required tools, an AW Hazardous Materials Technician examines representative portions of the load.
- The Hazardous Materials Technician pulls bags or material from all four sides of the load for inspection. At a minimum, 20 bags or four yards are inspected.
- The Hazardous Materials Technician removes any unacceptable waste found and documents it on a Metro Unacceptable Waste Report Form located in section 8 of the "Contractors

B.4 Operations and Maintenance Plan cont.

Procedures Manual.” If unacceptable waste is found, AW Hazardous Materials Technician notifies Metro and follows the waste isolation and holding procedures outlined below.

- If a vehicle driver fails to cooperate with the Hazardous Materials Technician, AW notifies Metro.
- All load check activities (inspections, refusal of waste, suspicious odors, etc.) are entered into the Access/CEG database that is managed by Metro.

- **Management of Special, Hazardous and Unacceptable Waste (including Medical Waste Acceptance Procedures).**

The Metro South Station will not knowingly handle waste types that are prohibited by federal, state, or local regulations and policies for disposal in a transfer station or standard sanitary landfill.

These wastes include:

- Bio-hazardous medical waste
- Covered Electronic Devices (CED)
- Liquid wastes of any type
- Sludges and septic tank pumping
- Explosives
- Hazardous or dangerous wastes
- Asbestos

AW follows Metro procedures for identification and handling of hazardous and unacceptable wastes to meet regulatory requirements and protect the safety of employees.

- **Role of the contractor during an emergency.**

- Provide an Incident Commander in all potential emergency situations, and initiate evacuation procedures according to Metro’s Incident Response Levels chart contained in the Contractors Procedures Manual.
- Secure site entrances during an evacuation and keep additional traffic from entering the site.
- Maintain order and professionalism at assembly points during an evacuation and keep people at the assembly points informed of the situation and the status of the incident.
- Provide traffic control and direct emergency vehicles to correct location, as needed.
- Unify or transfer command to Metro and/or emergency response agencies as appropriate once evacuation procedures are completed.
- Immediately notify Metro’s Operations Supervisor in the event of fire, injuries, or exposures that require immediate medical care; releases inside the transfer station; hazardous materials in the waste stream; releases that are not “incidental” or which require emergency response; releases into the air, soil, water, storm drain, or sewer; explosions, potential explosives, or bomb threats; violent customers; asbestos releases; radioactive materials; infectious materials incidents; or any situations that interrupt transfer station operations or require full site evacuation or hazardous waste facility closure.
- Document and report the incident to Metro.
- Notify agencies (including OR-OSHA, OEM, and DEQ) as required by law.

- **Evacuation plan**

AW has established evacuation procedures for the Metro South Transfer Station. The AW Supervisor assumes the role of Incident Commander and implements AW’s response according to Metro’s Incident Response Levels chart contained in the Contractors Procedures Manual.

Evacuation procedures are focused on protecting lives, the environment, and property by:

- Initiating on site notification

- Notifying emergency responders immediately
- Sending people to a safe assembly point
- Restricting entry into any hazardous area

- **Initial assessment**

In an emergency, AW’s Incident Commander and/or Hazardous Materials Technician, along with Metro’s Operations Supervisor, will assess the situation and direct the response according to Metro’s Response Levels Chart. Based on the type of incident or quantity of material involved, the Response Levels Chart identifies the appropriate level of response, including:

- Required notification (e.g., people in the area, entire facility, Metro, 911);
- The size of the response team (e.g, individual Hazardous Materials Technician, small or large response team, fire department);
- Required action before a cleanup or response (e.g. alarm/evacuation, monitoring, written operations plan); and
- Reporting after the fact (include in monthly report, debrief report, spill summary report, written operations plan).

- **Spill response/control procedures.**

In the event of a hazardous material spill, AW’s procedures first call for an assessment of the severity of the incident by a Hazardous Materials Technician. If the spill is more severe than an “incidental” spill, according to Metro’s Incidental Spill Guide, then AW’s emergency procedures take effect, including notification of the Incident Commander who will direct the evacuation and other response as described above. If the spill is determined to be “incidental,” AW’s Hazardous Materials Technician will clean up the spill according to Metro procedures. These procedures call for notification of Metro Hazardous Materials staff, use of personal protective equipment and proper equipment and supplies depending on the spilled material, and decontamination. The spill incident is reported to Metro on a Spill Summary Form contained in the Contractors Procedures Manual.

- **Training.**

AW provides the following safety and hazardous material training to employees, in accordance with Metro’s requirements.

COURSE	TEMP	OFFICE STAFF	SORTER	TRAFFIC CONTROL & SPOTTER	COMPACTOR & EQUIPMENT OPERATOR	HAZARDOUS MATERIALS TECHNICIAN	SUPERVISOR
2 hr Haz Comm/ SEAP Awareness	X	X	X	X	X	X	Trainer
First Aid/CPR	X	X	X	X	X	X	X
Fire Extinguishers	X	X	X	X	X	X	X
Fire System Information							X
8 hr Hazwoper Awareness Level			X				
40 hr Hazwoper Operations Level				X	X		
40 hr Hazwoper Technician Level						X	X
IC/ SO / Ops Training						X	X
8 hr HWF sorting						X	X
8 hr Site Specific and Load check						X	X
8 hr HWF sorting						X	X
8 hr Site Specific and Load Check						X	X

B.4 Operations and Maintenance Plan cont.

- **Emergency call list/reporting.**

In an emergency, the scale house technician makes off site contacts by placing calls down the Metro emergency call list. An up-to-date call list is maintained at each transfer station, and copies are kept in the scale house. In addition, AW maintains a company emergency phone list, and a copy is kept at every phone. The call list includes Metro personnel, alarm monitoring companies, neighboring facilities, hospitals, fire and emergency service providers, and Oregon Emergency Management Systems (OEM). *Please refer to Emergency Call sheet located in Appendix A.*

ACCIDENT/INCIDENT PREVENTION

- AW has comprehensive safety programs that are primarily aimed at preventing accidents and injury at the transfer station. The program has the following elements:
- A formal Safety Program for employees and supervisors
- Documentation of safety activities (trainings, etc.)
- Prompt response to hazard reports, complaints, and accidents (described below under “Accident/Incident Investigation”)
- Site-specific safety manuals
- Compliance with Metro’s Contractor Procedures Manual, Emergency Action Plan
- Emergency Response Plan

AW COMPLIES WITH APPLICABLE OREGON OSHA STANDARDS, INCLUDING:

- Providing proper safety and job-related training, appropriate tools and protective equipment, and standard operating procedures
- Respiratory protection
- Lock-out tag-out
- Asbestos
- Fire prevention
- Machine guarding
- Hazardous Waste Operations and Emergency Response
- Blood borne pathogens
- Hazard communication
- Confined spaces
- Personal protective equipment
- Hearing protection
- Medical surveillance
- Radiation
- Vehicle and equipment operations
- Fall protection
- Accident prevention
- Safety committees

AW ENSURES COMPLIANCE WITH THE FOLLOWING REQUIREMENTS OUTLINED IN METRO’S CONTRACTOR’S PROCEDURES MANUAL:

- Routine inspection and testing of all safety and emergency related equipment and protective devices
- Inspection, maintenance, and inventory of all safety equipment and supplies used for operations at the facility
- Walk-through inspections through all areas of the facility at least once per month to identify potential or current safety hazards. A Metro representative accompanies AW staff on this walk-through at least once per quarter
- Facility and equipment warning signs
- Testing for dust, noise and hazardous gases (VOCs, carbon monoxide) to obtain an accurate representation of employee exposure in the transfer station
- Ensuring that employees assigned to hazardous duties are qualified by an Occupational Health Physician to perform work in hazardous conditions using personal protective equipment
- Notification to subcontractors of any known hazards at the site, and of emergency evacuation procedures
- Cooperation with any formal inspections such as fire, insurance, OR-OSHA, or EPA inspections

- **Safety committee.**

AW has a safety committee that meets monthly to evaluate existing safety policies and establish new policies as required to ensure the safety and health of all employees and customers at the transfer stations. Specific activities include the following:

- Submit written recommendation for safety/health improvements/changes/response;
- Respond in writing to safety committee recommendations;
- Review corrective action taken by management;
- Establish procedures for employee input (i.e., to receive suggestions, report hazards and other pertinent safety/health information);
- Make a meeting agenda available for each meeting;
- Document meeting minutes and distribute them to management and safety committee members. Meeting minutes for three years prior are to be made available to OR-OSHA on inspection;
- Establish procedures for workplace inspections to identify safety and health hazards;
- Assist employer in evaluating the accident and illness prevention program;
- Appoint an inspection team of at least one employee representative and one employer representative;
- Conduct workplace inspections at least quarterly;
- Make written report of hazard location discovered during quarterly inspection;
- Review corrective measures for adequacy. Make written recommendation to correct hazard; and submit to management for timely response;
- Establish procedures to review inspection report and make appropriate implementation of new safety/health rules and work practices;
- Develop procedures to conduct annual review of employer's accident prevention program;
- Evaluate safety/health accountability systems;
- Make recommendations to implement supervisor and employee accountability for safety and health;
- Establish procedures for reviewing reports generated by all safety incidents, including injury accidents, illness and death, so that recommendations can be made for appropriate corrective action to prevent recurrence;
- Discuss with all safety committee members the safety committee purpose and operation, Rules 437 001-0760 through 437-001-0765 and their application, and method of conducting safety committee meetings;
- Have accessible all applicable OR-OSHA safety/health standards that apply to our industry;
- Provide instruction on how to use OR-OSHA standards; and
- Provide training based on our type of business activity. Minimum requirements are hazard identification in the workplace and principles regarding effective accident and incident investigation.

- **Accident/Incident investigation.**

AW's Supervisors for each transfer station investigate all accidents, incidents, reports of hazards, and near misses at the facility to determine their cause and develop methods to prevent the reoccurrence of similar accidents. Every injury, exposure, release, or other emergency incident is investigated. All of AW's findings are reviewed in the monthly site coordination meetings with Metro.

The AW Supervisor's investigation includes the following actions:

- Promptly reporting all accidents to Metro in writing, giving full details and statements of witnesses;
- Submitting a written accident investigation report (AW Employee Injury Report, and Metro Vehicle Accident Report, Metro Accident Report, and Metro Accident Investigation Report)

B.4 Operations and Maintenance Plan cont.

contained in the Contractors Procedures Manual) to Metro which focuses on determining the cause of the accident and methods to prevent reoccurrence of the accident; and

- Obtaining names, contact information, address and phone number of any person who is injured or who witnesses any accident, including injury or property damage, at the site and including this information in reports submitted to Metro.

- **Reporting.**

Incidents are documented and reported to Metro in the following manner:

- Hazardous Materials Technicians log every incident of unacceptable waste on an Incident Log;
- Spills and releases are reported on Metro's Spill Summary Form;
- Unacceptable wastes are documented on an Unacceptable Waste Form;
- Accident forms and Incident Investigation forms are used to report injuries, hazards, and near-miss situations;
- Operations and Safety Plans are completed for every Level 1, 2, and 3 incident;
- Photos, statements from witnesses, and a log of actions taken are submitted to the Facilities Supervisor as soon as possible after each incident;
- Any claim made against AW or any subcontractor related to an accident will be promptly reported to Metro; and
- Accident reports, investigation reports, and any other findings are reviewed monthly in the site coordination meeting between Metro and AW.

AW also complies with OR-OSHA record keeping requirements to record and report work-related fatalities, injuries, and illnesses. AW keeps a log and prepares a summary of work-related injuries and illnesses (OSHA Forms 300 and 300A, respectively). These forms are available to Metro on request.

2. What performance measures would you implement to ensure efficient operations, quality customer service, an effective maintenance program, and optimal recovery levels?

AW measures operational efficiency by compiling information gathered from a variety of daily reports. These reports are generated by each department, and include compaction and weight logs, maintenance and repair logs, inbound, disposal, recovery and recycling, and shipping reports that are generated by AW and Metro. Data is extrapolated from these reports and compiled daily into a tracking format that is made available for management's review.

- **What would you measure, and how?**

EFFICIENT OPERATIONS MEASUREMENTS:

OPERATIONAL EFFICIENCY - COMPACTIONS OPERATIONS

Load Time - Measure the amount of time that elapses during the process of building a trash bale. The load time for each bale made is recorded on the Compactor Load Log. Load times for each load can be totaled and a load time average per compactor, per day calculated. Additional information and clarification of excessive load times are recorded on the same form. The information listed includes the Loader Operator, Compactor Operator, and any problems or events that may have occurred during the compaction process.

Trailer Time - Measures the amount of time that elapses from the time a trailer pulls away from the compactor to the time an empty trailer arrives back at the compactor. This information is also recorded on the Compactor Load Log and is useful in tracking efficiency of the transport contractor and to determine if an adequate number of trailers are provided during compaction hours.

Loads per Hour - Measure the number of loads compacted in the compactor and loaded into trans-

port trailers. Data gleaned from the load time and trailer time are used to determine the number of loads per hour, per compactor.

Load Averages - Measure the average number of tons per compacted trash load that are loaded into the transport trailers. The number of loads and tons shipped per day are calculated by the Metro scale house staff and recorded on the Disposal Report. This information is used to calculate the daily and monthly load averages.

CUSTOMER SERVICE

Wait Times - The time of day and other specific information about each commercial vehicle is recorded on the Incoming Load Log by the Spotters. This information can be compared to the scale house transaction records to determine the amount of time a specific commercial vehicle spent on site. Information regarding wait times for self-haul customers can also be obtained from the scale house records.

Employee Courtesy - Each employee's approach to interacting with customers is measured by the Supervisors and Operations Manager on a regular basis. Employee "Jobobservation" Reports are performed and any deficiencies are noted on the report, and then reviewed with the employee. Corrective action to be taken by the employee is also noted, and a follow-up of the review is conducted.

Employee Knowledge - The knowledge each employee has of the operations, as well as the established safety programs, are tested during the Employee "Jobobservation" Reports. Notations, review of corrective measures and follow-up actions are also completed by the supervisors.

Quality of Service - Comment Cards given to customers by the scale house technicians are used to collect feedback from the customers on the quality of service received while visiting the station. This information is passed on to the appropriate departments, regardless of the information being positive or negative.

MAINTENANCE PROGRAM

R & M information is recorded and tracked through an internal company database. This database is capable of producing various efficiency reports as well as PM schedules. The information is reviewed at various levels of management throughout the company to insure standard industrial and company standards are maintained.

Fuel Efficiency - The amount of fuel per day, per piece of equipment is displayed on a key-lock fuel meter. Each meter is recorded daily and entered into a fuel use log.

Operating Hours - The run time for equipment is tracked by the hour meter that is mounted on each machine. This hour meter records the actual number of hours and minutes that the machine has operated for the duration of the equipment's life.

Cost per Hour - The operating cost per hour to operate a specific machine is measured by calculating the fuel use, lubricant and fluid use, equipment run time, operator's hours, and mechanic's service time.

Equipment Down-Time - The amount of time that it takes for repairs to be completed are measured by reviewing the equipment run time, recorded from the hour meter, the Vehicle Condition Reports, which document the date last operated and the run time, and by reviewing the Maintenance Work Orders, which record preventive maintenance hours versus repair hours. Details described on the work orders, such as delays in repair due to the availability of parts, are also taken into account when calculating down-time.

B.4 Operations and Maintenance Plan cont.

Preventative Maintenance - The scheduled intervals for specific services and maintenance of the equipment and facility are compared to the actual times completed.

Employee Performance - The level of performance of each Mechanic is measured by Employee “Jobobservation” Reports, annual Employee Performance Reviews, and review of each Mechanic’s completed work orders, which detail the work performed each day and the amount of time to complete each project.

RECOVERY LEVELS

Percent of Dry Waste recovered - Number of tons recovered from the waste stream compared to the inbound tons.

EDWRP sampling - Random sampling of the residual waste from recovery operations to measure the percent of qualifying recoverable materials remaining in the residual.

Tons per Hour - Recovery tons per hour are measured using information received from the Metro scale house Recovery Report. The total number of tons recovered are divided by the number of hours the recovery crew worked during a five day work week (typically forty hours).

Tons per Day - Recovery tons per day are totaled and recorded on the Metro scale house Recovery Report.

Tons per Month - Recovery tons per month are totaled and recorded on the Metro scale house Recovery Report.

Tons per Person - Recovery tons per person are measured using information received from the Metro scale house Recovery Report, divided by the number of personnel involved in the recovery operations. This can be calculated per hour, day, week and month.

Employee Performance - The level of performance of materials recovery personnel is measured using Employee “Jobobservation” Reports and annual Employee Performance Reviews. Goals set for each employee encompass employee development. A list of these goals is available to the supervisors, who are required to assist employees in obtaining the set goals before the next annual review.

- [How would you establish baselines?](#)

OPERATIONAL EFFICIENCY - COMPACTION OPERATIONS

Combined data collected from the Compactor Load Logs and Metro Disposal Reports are used to establish the baseline for operator and compaction efficiency. The load times and trailer times could be calculated to establish a baseline for loading efficiency as well. New baselines will be developed when Walsh Trucking brings the new trailers on-line.

CUSTOMER SERVICE

Customer Satisfaction Surveys have been previously commissioned by AW and Metro, and have revealed useful information. Operational changes and facility additions tend to have an impact on the outcome of the surveys. Establishing an accurate baseline for the Metro transfer stations would require conducting a survey that would reflect the recent facility additions and operational changes.

MAINTENANCE PROGRAM

Baselines for equipment preventive maintenance and repairs are usually established by the manufacturers. The manufacturer repair manual for each machine will generally list the estimated time for completing a specific service or repair. Historical data is the most accurate information available when determining a reasonable length of time required to perform a major repair. Review of past Maintenance Work Orders for a similar type of repair(s) provides the Maintenance Manager with information to determine a reasonable turn-around time for a specific repair.

A baseline for equipment longevity is established by testing different machines in an identical environment and determining which application is most durable.

RECOVERY LEVELS

The baseline for material recovery is our Recovery Guarantee. As new recovery equipment is brought on-line refined baselines and goals will be established. The monthly Metro Recovery Reports provide accurate information that allows AW to monitor current recovery levels, analyze prior year(s) recovery levels, establish benchmarks and set “daily” recovery level goals.

- **How would you use this information to improve?**

AW establishes daily, monthly, quarterly and annual goals for all staff members to continuously push for new levels of success. This allows AW to continuously ensure we are aggressively improving recycling and recovery results, monitoring our methods, and stating milestones to capture progress and achievement of set goals. Actual levels of operational performance for each department are tracked and compared to the prior year and month. Daily Recovery Goals are posted on a display board for employees to review. This display is updated regularly and compares actual year-over-year recovery levels, current benchmarks and current actual recovery levels. Load Averages for compaction and materials bulk loading are updated and posted daily for employee and management review. The posting compares actual prior year daily load averages to current daily averages, and intended to motivate personnel involved in the compaction operations to improve performance.

This is a continuous process of measurement that challenges and involves our employees and ensures our goals are being met; it also provides a guideline if corrective measures are needed. Management shares this information with the supervisors and employees, and solicits from them ideas on the type of adjustments and operating methods that will result in increased performance. This is an excellent way of improving our efficiencies and keeping employees interested in their work.

- **How often would you calculate or measure the activity?**

OPERATIONAL EFFICIENCY - COMPACTION OPERATIONS

Monitoring of operational efficiency occurs daily. Management checks and compares compactions and materials bulk load averages and compares them with the scale house recovery and disposal reports. The Operations Manager reviews the compaction logs at least monthly, more often when inefficiencies become apparent.

CUSTOMER SERVICE

Quality of Service - AW management plans to introduce an employee Customer Service Training Program and will develop a plan to measure the effectiveness of employee training.

Employee Knowledge - Each of the three Operations Supervisors are required to complete two Employee “Jobobservation” Reports per month. Formal Employee Performance Reviews are completed annually. These reviews focus on job knowledge and customer service, and are a useful tool for improving customer service.

B.4 Operations and Maintenance Plan cont.

Customer Satisfaction - AW welcomes the opportunity to team with Metro to commission a customer satisfaction survey to establish a current baseline. Once this is completed, scaled down, in-house surveys can be conducted quarterly or semi-annually to measure improvement of customer satisfaction and service.

MAINTENANCE PROGRAM

Fuel Efficiency - Fuel readings are carried out daily and reported to the division controller. This data is entered into the company statistical data bank and reviewed by management monthly.

Operating Hours - Operating hours are tracked and made available as needed for determining service schedules and planning rebuild schedules for major components.

Cost per Hour - The information for determining the operating cost per hour for each machine is calculated on an as-needed basis. It is generally used for determining operating efficiency and equipment rebuild or replacement schedules.

Equipment Down-Time - The scheduled and unscheduled down-time hours of equipment is used, as needed, to determine the impact that a downed machine has on recovery and operations, and is part of the information used in determining an equipment rebuild or replacement schedule.

Scheduled Repairs - Scheduling of repairs is tracked and adjusted regularly, based on current work loads and equipment and facility priority.

Employee Performance - The Maintenance Manager and Operations Manager Conduct monthly Employee "Jobobservation" Reports to determine employee efficiency. Formal Employee Performance Reviews are completed annually. These reviews focus on job skills, knowledge and employee development. Maintenance and equipment activities are documented daily through the use of work orders and vehicle condition reports.

RECOVERY LEVELS

Statistical data regarding recovery, performance, tons per hour, tons per person, etc., is updated daily and monthly. Reports are reviewed by the division's management, as well as the district and regional management. The Operations Managers are required to summarize and report improvement status each month.

3. Please provide the safety information on the following pages.

CONTRACTOR SAFETY QUALIFICATION QUESTIONNAIRE

Company Name: Allied Waste Transfer Services of Oregon, LLC	
Mailing Address: 2001 Washington St. Oregon City, OR 97045	
Name & Title of Highest Ranking Safety Professional: Jim Olson, Director of Safety	
Telephone: 503-722-4656	Fax: 503-722-4671
Total # of full time employees: 31	Total # of part time employees: 16
Who maintains the OSHA 300 log?	Kelly Herrod

OSHA 300 SAFETY INFORMATION [HTTP://WWW.OSHA.GOV/RECORDKEEPING/INDEX.HTML](http://www.osha.gov/recordkeeping/index.html)

ENTIRE COMPANY	2006	2007	2008
Recordable Injury/Illness Cases (TCIR) (total of columns G through J on 300 log)	1,227	1,550	1,313
Days Away Injury/Illness Cases (DAFWII) (total of column H on 300 log)	479	500	579
Days Away, Restricted & Transfer Cases (DART) (total of columns H & I on 300 log)	837	806	966
Number of Fatalities (total of column G on 300 log)	3	3	1
Days away from work (total of column K on 300 log)	479	500	579
Days on job transfer or restriction (total of column L on 300 log)	837	806	966
1Total Case Incident Rate (use formula below)	8.2	10.7	10.4
1DAFWII Rate (use formula below)	1.3	1.5	1.8
1DART Rate (use formula below)	2.3	2.4	3.1
Total Hours Worked by All Employees	70,806,951	66,804,043	61,662,315
BRANCH/LOCAL OFFICE (to perform work for Metro)	2006	2007	2008
Recordable Injury/Illness Cases (TCIR) (total of columns G through J on 300 log)	7	5	1
Days Away Injury/Illness Cases (DAFWII) (total of column H on 300 log)	0	1	1
Days Away, Restricted & Transfer Cases (DART) (total of columns H & I on 300 log)	0	2	1
Number of Fatalities (total of column G on 300 log)	0	0	0
Days away from work (total of column K on 300 log)	0	5	36
Days on job transfer or restriction (total of column L on 300 log)	0	62	0
1Total Case Incident Rate (use formula below)	15.7	11.0	2.2
1DAFWII Rate (use formula below)	0	2.2	2.2
1DART Rate (use formula below)	0	4.4	2.2
Total Hours Worked by All Employees	88,709	90,533	90,533

1 Formula: # of cases x 200,000 / Total Hours Worked by all employees

DAFWII - Days Away From Work Injury and Illness Rate (formerly called Lost Time Incident Rate)

DART - Days Away Restricted Transfer Time Rate (all cases except medical only)

B.4 Operations and Maintenance Plan cont.

EXPERIENCE MODIFICATION RATE (EMR)

List workers' compensation Experience Modification Rate for the most recent 3 years and include documentation.

Corporate: 2006 = .87 2007 = .85 2008 = .86

OSHA CITATIONS

Has your company received any OSHA citations in the last 3 years?

If yes, please attach copies.

Yes No

SAFETY GOALS AND OBJECTIVES

Do you have corporate safety goals and objectives? Please provide as attachment.

Yes No

Do you have a written occupational safety and health program/manual?

Please attach only the Table of Contents indicating section titles and page numbers.

Yes No

Do you have a written Hazard Communication Program?

Please provide as attachment.

Yes No

B.5 Sustainable Operations Questions



B.5 Sustainable Operations Questions

Please describe the specific programs and practices your firm would propose to achieve Metro’s goals for sustainable operations of its transfer stations. If equipment or facility modifications are proposed, please describe your expectations regarding Metro’s financial contribution.

AW has a nationally recognized company-wide program for reaching sustainable operations for both our external and internal operations and functions. As community and corporate members of the greater Portland Region, we believe environmental responsibility is our business. We are committed to leading by example, as demonstrated by the following information/responses.

1. Reduce greenhouse gas emissions from the transfer station.

Please describe how you will help Metro to achieve its goal of zero net greenhouse gas emissions from the transfer station by 2025. Note that the winning proposer will be required to purchase renewable electricity from the utility, as well as utilize a minimum of B5 biodiesel for diesel equipment. Include in your description:

a. Your approach for preparation of an energy efficiency plan for the transfer station and an estimate of potential energy savings (by kWh) that would result. Please include:

- Specific actions that would reduce consumption of electricity at the facility.

As a result of an energy audit conducted by Christianson Electric, an energy efficiency plan was developed with specific recommendations that will provide increased energy efficiencies at Metro South. Results include a lighting retrofit project that is estimated to save 168,573 kWh and offset 64 tons of CO₂ annually. This project will replace the existing HID and magnetic T12 fixtures, lamps and ballast and install new electronic energy saving fixtures, lamps and ballasts. In addition, occupancy sensors or timers will be installed in the conference room, break room and rest rooms, office, maintenance tool room, electrical rooms, and all valve houses. Translucent panels will be installed on the end wall of bay one to provide natural lighting thereby reducing electricity use. As a check on our electrical connections, Christianson Electric will conduct Electrical System Infrared and Ultrasonic testing to determine if any electrical equipment or electrical spaces show above normal temperature or sound indicating that energy is being wasted. We acknowledge our responsibility that electrical purchases for operations shall be from wind sources of generation.

- Operational and/or schedule changes proposed, including whether such changes would require exceptions to requirements or affect the loading of waste.

We propose diverting approximately 64,703 dry waste tons annually from Metro South Transfer Station to Willamette Resources (an AW facility) for processing to enable us to recover a high percentage of material for recycling. Residual waste would then be taken to Coffin Butte Land Fill (an AW land fill) located north of Corvallis, Oregon. The transportation vehicle miles traveled using this method to dispose of residual (including the miles from Metro South to Willamette Resources) would result in a reduction of approximately 435,000 miles annually over the current method of disposal at Columbia Ridge Land fill, off setting approximately 917 metric tons of CO₂.

B.5 Sustainable Operations Questions cont.

- Suggested changes to existing stationary equipment or electrical systems.
As electric motors are installed or replaced, energy conserving soft start motors will be installed.

b. Any plans to install onsite renewable power.

- Provide a physical description of the proposed installation and power type.
- Provide an estimate of the amount of energy that would be generated.
- Proposed financial arrangements, including how the Oregon Business Energy Tax Credit would be utilized, as well as any third-party investments proposed.

Christianson Electric provided recommendations and cost estimates for the installation of solar panels. Total cost is estimated at \$2,479,200. Credits and incentives (ETO incentive, Federal Tax Credit, BETC) are estimated at \$561,403. Annual energy production estimate: 297,494 kWh with an annual energy cost savings estimate of \$17,849. We propose a mutually agreed upon shared cost of installation and associated savings of reduced electricity usage with Metro.

c. Estimate the anticipated reduction in greenhouse gas emissions that would result from proposed sustainable practices. You may include emissions reductions from other operations described below.

Energy efficiency measures will reduce CO2 emissions by approximately 603 metric tons annually. Transportation of residual dry waste from Willamette Resources to Coffin Butte Land fill will reduce CO2 emissions by approximately 917 metric tons annually. Use of alternative fuel vehicles will reduce CO2 emissions by approximately 102 metric tons annually.

d. The extent of the use of biofuels and/or alternative fuel vehicles (AFV's) to be used on site.

Please specify:

- The percentage of biofuel to traditional fuel mix ratio.

Our proposal includes the use of B20 biodiesel. The only exception may be in very cold weather conditions in which anti-gel agents are not sufficient and clog the equipment's fuel filters. In the unlikely event this becomes an issue and in an effort to provide continuous material movement throughout the facility, we may choose to purchase B5 until warmer weather occurs or the issue can be resolved with the fuel supplier.

- The source of the biofuels (e.g., soy, corn, waste oil, etc.).

Depending on fuel supplier, either corn or soy biofuels.

- A detailed description of any AFVs proposed for use on site.

A Chevrolet Silverado Hybrid pick up truck will be purchased for use as a shop truck on site and used for in town pick up of necessary repair parts. The Chevrolet Silverado Hybrid can deliver 40% better city and 25% better overall fuel economy compared to its conventional counterparts. With a Two-Mode Hybrid system and a 332-horsepower aluminum 6.0-liter gasoline V8, it can operate battery-only up to 30 mph. With an EPA economy rating of 21/22 city/highway mpg, its 26-gallon fuel tank can deliver a range of 500 miles or more. Also, a new liquefied petroleum gas forklift will be purchased for use on site. We chose the Nissan Platinum II Nomad, in part because a recent study by the Minnesota Center of Automotive Research showed it consumed between 8% and

11% less fuel than competitive models.

2. Reduce diesel particulate matter (PM) and nitrous oxide (NOx) air pollution emissions. Please describe how you would minimize these pollutants by implementing the following measures:

a. What practices and policies do you propose to reduce engine idling for diesel rolling stock?

Our company currently has a plan in place in which all equipment operators are trained in fuel conservation including shutting down their machines when not in use to prevent excess engine idling. This is monitored by supervisors to ensure equipment is turned off after the engine cool down period has expired.

b. What diesel emission control technology will be used to meet the Tier 4 compliance for rolling stock?

- Specify the new and backup equipment to be used and the compliance level each achieves at the start of the contract.

See equipment list below for entire list of equipment. Once contract is awarded, the plan is to immediately place the orders for new equipment as specified in the contract. However, Tier 4 emissions are not available at this time for rolling stock that will be utilized at this facility. The manufacturer estimates that this will become available toward the end of 2010. In an effort to promote sustainability and if Metro so desires, we would be willing to utilize existing equipment during the first few months of the new contract until Tier 4 becomes available and then purchase Tier 4 compliant equipment. We can assure Metro that prior to purchasing Tier 4 compliant equipment that AW will supply equipment sufficient enough to provide uninterrupted and exceptional customer service to Metro and its customers.

USE	YEAR	MAKE	MODEL	TYPE	NEW/USED
Waste Transfer	2010	Caterpillar	D7R Srs. II	Tractor	New
Waste Transfer	2010	Caterpillar	950H	Wheeled Loader	New
Waste Transfer	2010	Alloy	TBD	Transfer Trailer	New
Waste Transfer	1995	Volvo/White	64T	Truck	Used
Material Recovery	2010	Caterpillar	930H	Wheeled Loader	New
Material Recovery	2010	Caterpillar	315D	Excavator/Grapple	New
Material Recovery	2010	Caterpillar	246C	Skid Steer Loader	New
Material Recovery	2010	Caterpillar	246C	Skid Steer Loader	New
Material Recovery	2010	Nissan	P5000	Forklift	New
Material Recovery	2010	Nissan	P5000	Forklift	New
Material Recovery	2005	Caterpillar	420B	Backhoe	Used
Material Recovery	1984	Mack	RO	Truck	Used
Maintenance	2010	Chevrolet, Hybrid	1500	Service Truck	New
Maintenance	2010	Isuzu/Tymco	210	Regenerative Sweeper	New
Maintenance	2005	Caterpillar	GP25K-LP	Forklift	Used
Spare	2005	Caterpillar	973	Track Loader	Used
Spare	2005	Caterpillar	930G	Wheeled Loader	Used
Spare	2005	Case	85XT	Skid Steer Loader	Used
Spare	2005	Case	85XT	Skid Steer Loader	Used

METRO SOUTH EQUIPMENT LIST

- If equipment is not Tier 4 compliant, what actions will be taken to achieve compliance over the life of the contract?

B.5 Sustainable Operations Questions cont.

See also above. We believe that in an effort to promote sustainability it is not prudent to purchase new equipment that is not Tier 4 compliant only to replace the engine, etc., a few months later. Any new equipment purchased after Tier 4 becomes available will have such technology installed on it.

- c. If any stationary diesel equipment will be used, provide information for this equipment regarding idling practices and the level of compliance.

Any stationary diesel equipment that may be purchased in the future will meet Tier 4 compliance if the technology is available for such equipment at the time of purchase. All equipment operators of such equipment will undergo the same training as our existing staff on fuel conservation, pollution control and engine idling practices as outlined in our engine no-idling policy.

3. Reduce use of water and other natural resources.

Metro values the wise use of natural resources while ensuring efficient operations and presentable facilities. Please address your resource conservation plans in the following areas:

- a. What practices do you propose to minimize the consumption of water and the quantity of storm water runoff from the site?

To minimize treated water usage, a rainwater harvesting system will be installed at the truck wash and drought resistant landscaping will be installed as plants are replaced. We will also identify a wash rack timer that is heavy duty enough to withstand public use to limit over-usage, and install water conservation signs in employee lunchroom and restrooms. Internally, low-flow toilets were previously installed and are currently in use.

- b. Describe proposed storm water mitigation practices, including changes proposed to equipment, water systems or operations.

Currently the changes that will be made to the sites are stated above in Section 3a (i.e. rainwater harvesting, pursue a heavy duty wash rack timer, decrease the current hose diameter to restrict water flow, install drought resistant landscaping as plants are replaced, install water conservation signage, etc). The storm water & spill prevention plans are available upon request.

- AW will purchase and employ a regenerative sweeper truck on site
- Diversion of dry waste and conducting the majority of recovery operations off site will greatly reduce the amount of debris tracked out of the bays
- All recovered materials and source-separated materials will be stored under cover or in lidded boxes
- Catch basin filters and maintenance will be inspected and serviced daily
- Collaborate with Metro on the further development of the bio-swale along Washington Street

- c. What recycling programs will be implemented to comply with/exceed Metro business recycling requirements (www.recycleatwork.com/whatsrequired)?

To meet Metro's business recycling requirements, we will continue to recycle paper, cardboard and containers (aluminum cans, plastic bottles and glass). We will ensure there are containers for collection of these recyclables and post signs at collection areas including all offices, break rooms and meeting rooms, indicating which materials should be recycled.

To exceed Metro's business recycling requirements we will provide containers for and necessary education about food waste recycling in our break room. We believe that food waste is the next "frontier" that will become part of our every day recycling habits at an individual level at home and at work. Consistent with our corporate policy of community leadership, we expect our company and employees to be able to be on the leading edge of this new effort.

AW also employs a full-time waste reduction coordinator in Portland, Colleen Wellnitz, who assists schools and businesses and provides community education about recycling, waste reduction, and other sustainability practices. Ms. Wellnitz will apply her expertise and guide our transfer station employees to exceed Metro's business recycling requirements.

d. Which level of LEED certification will be attained for construction projects and renovations over 10,000 square feet?

For any construction projects or renovations over 10,000 square feet we will seek out qualified professionals to incorporate green building and sustainable construction standards that meet Gold or Platinum LEED certification.

4. Reduce use and discharge of toxic materials.

Please describe how you would create and implement a plan for toxics-reduction, including:

a. Elimination of Persistent Bioaccumulative Toxics (PBTs)¹⁵ from operations and from manufacture of products used onsite;

There will be no identified PBTs used in the operation of the facility and there will be no manufacturing of products on site. A Hazardous Waste Technician will complete an inventory of toxic materials used in our operation and determine if there are any nontoxic substitutes available. A list of phased out toxins and their replacements will be posted in the break room and will be discussed during staff meetings.

Should PBTs be delivered accidentally and identified in a load, AW would treat the incident in accordance with established hazardous waste protocols.

b. Use cleaning supplies that are certified by Green Seal under the standard for Industrial and Institutional Cleaners, (GS-37).

As is our current policy, our janitorial company will continue to be required to use Green Seal certified cleaning products.

c. Utilization of least-toxic maintenance products, including solvents and solvent recycling, less toxic and/or biodegradable lubricants and hydraulic oils.

Traditional solvents will be eliminated from our parts washing process by using the Cintas Safe-Washer which uses an EPA recognized technology that uses microorganisms to consume toxic compounds and transform them into carbon dioxide and water. Biodegradable oils and lubricants will be used in all cases where it does not void manufacturer's warranty.

We will complete an inventory of toxic materials used in our operation and determine if there are any nontoxic substitutes available. A list of phased out toxins and their replacements will be posted in the break room and will be discussed during staff meetings.

5. Adopt best practices for customer and employee health and safety.

a. Does your firm have a zero tolerance safety policy? If so, please attach. If not, describe alternative policy.

Yes, however, our company no longer uses the term "zero tolerance." Our alternative policy may be found within our safety policy within the General Policy and Employee Responsibilities, and our Safe Actions For Excellence guide. The specific language covering employee behavior is as follows:

B.5 Sustainable Operations Questions cont.

“The following activities and/or behaviors are considered contrary to the best interests of the Company and its employees. Depending on the severity of any single offense or the frequency of unrelated offenses, the Company will initiate disciplinary action up to and including immediate discharge for any of the following:...” (A list of 31 actions/activities follows and can be found on pages 4 - 6 of the Safe Actions for Excellence guide, located in Appendix B).

- b. Please describe how respirable and non-respirable dust will be monitored and managed. Are there goals established for this pollutant other than those required by law?

In order to minimize the nuisance of dust and achieve compliance with regulatory requirements, AW uses an overhead water misting system which provides fugitive dust control in the commercial / public self-haul receiving facility bay #1 & #2. These units control the dust generated and accumulated over the pit area. The system is used as required. Six ceiling-mounted fans control fugitive dust. These fans each exhaust at 26,500 cfm, providing more than six complete air changes per hour. The fans are used continuously during regular operating hours. These units are reached via the roof-access ladder located inside the process building.

Fugitive dust in the dry waste receiving area Bay #3 is controlled by six ceiling-mounted fans. These fans each exhaust at 22,000 cfm. These fans are used as needed and are accessible for service and repair using a portable high reach man lift. Maintenance procedures for this equipment are contained in the Maintenance Manual. Monitoring is conducted annually during drier months to determine dust levels in the work areas and ensure compliance with OSHA standards. Reports are reviewed by AW operations and safety managers and are available for Metro review. In addition, sweeping and hose work will be conducted daily (and/or as needed) in work and vehicle traffic areas. We intend to purchase a regenerative air sweeper for facility cleaning. The interior of the entire structure will be pressure washed annually.

- c. What other aspects of facility operations will you monitor to determine environmental impacts and how will they be managed?
- Please list the specific pollutant.
 - The standard or goal you wish to achieve.
 - The management practice to achieve the goal.

POLLUTANT: ODOR

GOAL: No odor complaints by neighbors or customers

MANAGEMENT PRACTICE: Four separate strategies for odor control are used to minimize impacts in areas surrounding the site:

- All waste operations are required to take place within the building.
- Putrescible waste is not stored on site for any longer than 72 hours, reducing the opportunity for the waste to produce odor. A select number of loads are isolated for processing of recyclable materials and may be on site for more than 24 hours.
- The 35 ceiling-mounted roof fans also reduce irrespirable particulate matter and ground-level odors because of their elevated exit vent locations.
- Isolated material determined to have extremely foul odor will be prioritized for processing and removed from the facility as soon as possible.

POLLUTANT: PESTS

GOAL: Control and minimize the presence of pests

MANAGEMENT PRACTICES: Pest control for insects, birds, rodents, and/or any other animals that become a health or safety hazard are controlled in accordance with executive order number 60 - Integrated Pest Management Policy. This program involves routine maintenance and consulting sessions with an outside contractor. The contractor sets and maintains bait stations throughout

the facility to reduce the propagation of pests.

POLLUTANT: NOISE

GOAL: 85db or lower exposure to workers, no noise complaints by neighbors

MANAGEMENT PRACTICE: Will be monitored annually to achieve a goal of 85db or lower exposure to workers. On an annual basis an outside company will be hired to monitor noise levels throughout our operation. During this testing employees will wear monitoring devices as they work. This will enable us to know where hearing protection will be required. Annually we will have our employees' hearing tested to determine if there has been any deterioration. We also strive to be good neighbors and not subject others to noise pollution, especially at night. Our operating hours will limit most noise to the hours of 7:00AM-7:00PM. Activity outside of those hours will be contained to inside the building.

d. Will you utilize an environmental management system such as ISO 14000 to track progress, and how will results be reported to Metro?

Our current environmental management system is a product of an analysis and recommendations by Axis Performance Advisors. Engaged to assess our current sustainable business practices at the transfer stations and to help us plan future actions, their report commends us on management commitment to sustainability (educating employees in the culture of sustainability, resource conservation (including a smaller footprint relative to other businesses), energy use, and toxins reductions. It also identified opportunities for improvement and recommendations for measuring this improvement. To the extent that we continue to utilize this management system, we will share our "scoreboard" with Metro on a regular basis.

Our Metro Transfer Station sustainability team will evaluate the use of an environmental management system such as ISO 14000 and if it is adopted we will track our progress and report our results to Metro on an appropriate basis.

6. Provide training and education on implementing sustainability practices.

Describe how you will educate your staff on implementing sustainable practices, how they will be engaged in sustainable operations implementation and the method by which potential improvements would be invited from non-supervisory staff.

Sustainable concepts are communicated during staff meetings and during new employee "on-boarding." Our Northwest Area Sustainability Team publishes quarterly newsletters to educate and inform our employees about the sustainable practices employed in the Northwest Area of AW and to introduce them to sustainability terms such as Carbon Footprint and Greenhouse Gases. See *Newsletter examples below.*



B.5 Sustainable Operations Questions cont.

A metro area AW representative is attending the University of Oregon's Sustainability Leadership workshop and certificate program this fall. Two other metro area representatives are completing course work in the Sustainable Building Advisor program through Mt. Hood Community College. This program establishes competencies in applying LEED, earth advantage and other relevant criteria and established guidelines.

Our Sustainability team, comprised predominantly of non-supervisory personnel, will be soliciting ideas from all employees in evaluating current practices and identifying and implementing improvements. Employees are rewarded should their suggestions be implemented as a means of encouraging new and bold ideas from the operational level.

7. Support a Quality Work Life for Employees.

a. Describe the wage and benefits package that will be offered to employees. Please include:

- Wage scales for all employees, including trainee and probationary, entry level, journey level, and supervisory. Wages can be listed either as hourly or as a monthly salary. Please show the range of wages for each position and any time frame necessary for advancement in wages. Also include your practices and policies regarding annual cost of living adjustments (COLA) to employee wages.

JOB CLASSIFICATION	HOURLY RATE	RANGE
Environmental Technician	\$16.39	\$15.99 - \$16.78
Shop Manager		\$55,000 - 80,000
Mechanic	\$20.80	\$20.25 - \$21.35
Operations Supervisor		\$49,557 - \$60,996
Equipment Operators	\$17.90	\$15.02 - \$23.32
Spotter/Sorter*	\$11.00	\$11.00 - \$14.36
Operations Clerk	\$15.50	

*starting rate of \$11.00/ hour a \$2.00/hr increase over current rate

COLA adjustments historically range from 2% - 5%. We do not have a trainee, probationary, or journey level wage rate. The wage ranges listed above represent current employees who have had COLA increases over time. The lowest end of the range represents the entry level wage.

We will decrease the use of temporary workers and increase the number of AW employees so that minimum staffing levels are maintained using AW employees. This will benefit us because it should reduce turnover but it will particularly benefit these workers who will now be eligible for our generous benefits package and receive a living wage.

- Details of the healthcare program available to employees. All services covered are to be included (medical, dental, prescriptions, emergency, preventive care, etc.), as well as the out-of-pocket and deductible amounts. Employee contribution amounts (if any) for themselves and family members and/or partners must be included.

AW is committed to providing employees with quality and choice in health care benefits. To provide maximum flexibility to meet individual needs, employees have the ability to create their own medical plan based on a list of choices. Called the "Build Your Own Medical Plan," it allows employees to customize their medical plan to best suit the needs of themselves and family.

AW Healthcare Program available to employees, spouse/partners and their dependents:

- Medical - A variety of policies are offered to AW employees and their dependents through Blue Cross and Blue Shield. Services covered include: ambulance services, birth control, durable medical equipment, emergency services, hearing care, home health care, hospice care, hospitalization, infertility services, prenatal care, birthing, post natal care, mental health care, substance abuse treatment, nutrition counseling, obesity surgery, outpatient surgery, preventative care, prosthetic devices, reconstructive procedures, inpatient and outpatient rehabilitation services, spinal treatments, urgent care center services, and well woman care. Copayment for office visits varies with the plan, running from \$20 for a primary care physician/\$30 for a specialist, to \$40 for a primary care physician/\$50 for a specialist. Deductibles for individuals vary from \$100 to \$1,600 per year (the last figure is for out-of-network services). Out-of-pocket varies from \$100 to \$6,000 per individual and \$300 to \$12,000 per family. The amount insurance pays for qualified services after the annual deductible is met varies from 100% to 10%. Lowest Employee weekly premium for an individual is \$6, for an employee and family \$23. Highest weekly premium for an individual employee is \$32, for employee and family \$132.
 - Dental - Cigna PPO is available for both employees and their families/partners. Employee cost for a single enrollee is \$1.21 per week, employee and spouse/partner \$2.58, employee and family \$3.78.
 - Vision - Vision Service Plan is offered for eye care. Cost per week is \$3.22 for employee only, \$5.78 for employee and spouse/partner, and \$8.68 for employee and family.
 - Healthcare Spending Accounts are also available so that employees may use pre-tax earnings to meet any co-pay, deductibles, and/or out-of-pocket expenses.
- All other employee benefits are to be included. These include, but are not limited to, policies on vacation/sick leave in days per year, pension (include company contribution), life/short and long term disability insurance, profit sharing, childcare, health club membership, use of company vehicle, public transportation passes, etc.
 - Vacation/sick leave: All employees working 30 hours or more per week earn 3.33 hours/month as “personal time off” (covering sick leave and other personal employee needs). Vacation time is earned based on number of years of service on the following basis:

Years of Service	Vacation Hours Earned
1 Year	40 hours
2 - 5 Years	80 hours
6 - 10 Years	120 hours
11+ Years	160 hours

- Pension: A 401(k) Plan is available, allowing employees to contribute from 1% to 25% of eligible earnings on a pre-tax basis. AW matches up to 100% of the first 3% of eligible compensation and 50% of the next 2% of eligible compensation.
- Long Term Disability: Provides a LTD benefit paying 60% of pay if employee is on disability for more than 26 weeks. AW pays 100% of cost.
- Short Term Disability: Provides a STD benefit paying 60% of pay if employee is on disability for more than 26 weeks. AW pays 100% of cost.
- Life Insurance: Employees receive a basic policy in the amount of \$50,000. AW pays 100% of cost. Additional life insurance may be purchased by the employee for themselves, their spouse/partner and/or children.
- Dependent Care Spending Account: Permits employees to put aside pre-tax money in a special account to help pay out-of-pocket expenses associated with dependent care.

B.5 Sustainable Operations Questions cont.

- Public Transportation Passes: Consistent with our commitment to community health and sustainability goals, employees will have access to free public transportation passes.

b. Describe training and educational opportunities available to employees, such as ESL or life skills classes that will be made available. Please include:

- Whether training and education would be available during the workday.

All entry level employees receive either eight or 40 hour hazardous waste recognition/identification certification. Entry level employees are encouraged and given the opportunity to learn new job skills such as welding, fork lift certification, machine operation and maintenance. Training is provided during the workday. These skills enable those persons to qualify for opportunities that may arise within our company or with other companies. If scheduling allows, employees who are taking GED classes, ESL classes, and lifeskills classes will be able to participate during work hours.

- How such programs would be provided and paid for.

Ongoing on the job career training will be provided and paid for by us. Tuition reimbursement will be available to employees who wish to take GED, ESL and life skills classes.

c. What community services would be offered by the firm and employees?

The following local organizations are supported through our Managers' and employees' paid time or through our company's financial support:

Tualatin Chamber of Commerce
Oregon Green Schools
Tualatin Boy Scouts
Rebuilding Together Project
Tualatin School District
Envision Tualatin Tomorrow
Wilsonville Chamber of Commerce

Tualatin River Keepers
SOLV
Tualatin Girl Scouts
Kruse Way Rotary
Crawfish Festival
Lake Oswego High School

We will participate in the Adopt a Road program in an area near Metro South to keep our Oregon roads clean and beautiful.

- What measurements will be used to gauge effectiveness?

Effectiveness will be measured by employee hours contributed and dollars donated. Though difficult to measure, we will use public feedback and employee fulfillment to gauge the effectiveness of our efforts and contributions.

- Will employees be able to participate during work hours?

As scheduling allows, employees will be able to participate during work hours.

8. Support Sustainability Values in Seeking Vendors and Contractors.

a. Describe how you will craft a sustainable procurement policy for supply and material purchases.

Please include:

- Plan for purchase of post-consumer recycled content products such as paper products, tires, and motor oil

Those employees with purchasing responsibilities will be tasked with purchasing recycled content products whenever possible using networks such as the Sustainable Business Network. Quarterly goals will be set with results reported to their manager and discussed during regular staff meetings.

- How you will track and report such purchases to Metro

Using baseline data from the past year of procurement practices we will compare future purchases and report our progress internally and to Metro annually using dollars spent as a measurement. Review of actual purchases to goals will be tracked.

b. How will you support vendors and contractors who employ sustainability practices?

We will support with our purchases and contracts vendors and contractors who employ sustainability practices and whose products and services are consistent with our Sustainable Operations Plan and Metro's Sustainable Operations Work Plan. We will also recommend and refer compliant vendors and contractors to other affiliated AW companies.

B.6 Support Diversity in Employment and Contracting



B.6 Support Diversity in Employment and Contracting

1. Provide Description of your firms experience in promoting participation on the part of MWESB firms as subcontractors, consultants, or suppliers. Describe innovative or successful measures your firm has employed on prior projects and how MWESB firms will be used on this project.

AW'S COMMITMENT TO DIVERSITY WITH CONSULTANTS, SUPPLIERS AND SUBCONTRACTORS

As a company, AW believes that MWESB firms represent the foundation of the American private enterprise system. Furthermore, AW believes that it is in the best interest of everyone for AW to work with customers, municipalities, consultants, suppliers, investors and others to stimulate the growth of MWESB firms. AW will continue to work to encourage the growth of such businesses through its full participation in all phases of the company's procurement process and subcontractor selection process. The following is AW's Business Outreach Plan for MWESB firms, which will also be used on this project to ensure that such businesses are informed and engaged in current, and future purchasing and subcontracting activities. For a list of MWESB firms that will be used on this project, please refer to Question #2.

BUSINESS OUTREACH PLAN FOR MWESB FIRMS

OBJECTIVES

AW will use its best efforts to ensure that MWESB firms are informed of current and future purchasing and subcontracting activities, by using its statewide directory to research and retain local firms meeting these criteria.

Nothing herein shall be construed to authorize or require expenditure of capital for goods and services apart from normal purchasing and subcontracting processes.

PROCUREMENT PROCESS

As the need arises for vendors and subcontractors, AW will solicit procurement items and services from MWESB vendors. Phone quotes will be used to solicit competitive bidding. Whenever available at least four (4) vendors will be called. Whenever possible a minimum of two MWESB firms will be contacted for quotes for those that do not require the competitive bid process. All quotes and bids received will be documented.

The intent of the procurement process shall also include the acquisition of property, banking services, advertising, legal services, insurance, architectural services, engineering services, transportation services, training, workforce development and consultant services.

IMPLEMENTATION/ADMINISTRATION

AW will continue to work to:

1. Increase the awareness and sensitivity of employees with regard to MWESB firms.
2. Maintain a database of vendors, suppliers, professionals and contractors, which includes MWESB firms.
3. When pre-bid meetings are held, information will be provided and questions will be answered for all vendors, with information explaining how to do business with AW.

B.6 Support Diversity in Employment and Contracting cont.

4. Participate in meetings with MWESB firms when appropriate.
5. Structure bid specifications and quotes, where possible and when financially beneficial to AW, to allow opportunities for firms of varying sizes to participate in the procurement process of AW.
6. Assist MWESB-contracted firms in obtaining bonding, lines of credit or insurance through referrals to the appropriate agencies when necessary.
7. When seeking vendors AW will search the MWESB listings and give preference to qualifying firms to complete work at the site.

AN EXAMPLE OF A RECENT INNOVATIVE MWESB PARTNERSHIP

AW has partnered with an emerging small business, EcNow Tech, a new Corvallis company that markets compostable restaurant place settings, to-go containers and related products. We have worked with this ESB to tailor products to fit the sustainability goals and customer needs of a local restaurant. In addition, AW has promoted EcNow Tech's compostable packaging during its community events and outreach.

2. Include certification numbers for MBE, WBE, or ESB certifications by prime contractor and any subcontractor or suppliers.

The following is a list of MWESB firms used by AW's Oregon companies over the past two years. Firms that will be utilized on this project are noted with an X.

MWESB FIRM NAME AND CERTIFICATION NUMBER	SERVICE PERFORMED	TO BE UTILIZED ON THIS CONTRACT
City Delivery # 3614	Daily courier service	
Wise Steps # 1520	Noise and Dust Monitoring	X
A Worksafe Service # 1268	DOT file maintenance	
Elite Signs # 562	Sign construction	X
Steve Weeks Concrete and Construction #6723	Concrete pouring <u>and repair</u>	X
Storie and Associates # 1288	Site plans	X
Teleco Telephone # 1388	Communication	X
Ruffin Construction *1215	Building repairs systems repair	X

3. Provide a description of your policies, practices and plans to employ and maintain a diverse workforce. This would include workforce numbers reported of ethnic minorities and women. Also, written policies on recruitment and retention of a diverse workforce.

AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY

Part of AW's mission is to provide a great place to work that fosters an entrepreneurial spirit for all members of the AW Team. By utilizing progressive employment practices that conform to the letter and spirit of federal, state and local laws regarding equal employment opportunities, we assure full opportunity for all employees so they may achieve their highest potential.

It has been, and will continue to be, the policy of AW to provide equal opportunity to all applicants for employment and to administer all personnel practices such as recruiting, hiring, promotions and disciplinary actions - and other terms, conditions and privileges of employment in a manner that does not discriminate on the basis of race, color, religion, sex, sexual orientation, national origin, age, disability or veteran status.

AW provides reasonable accommodations to disabled applicants and employees to enable them to be considered for and perform in those positions for which they are qualified.

Discrimination and harassment of any person, including employees, customers and independent contractors, is not tolerated from any employees, including supervisors or managers, or from any outsider or independent contractor dealing with AW.

AW encourages and expects reporting of all instances of harassment or discrimination. Retaliation against anyone who, in good faith, reports discrimination is a serious violation of company policy and will result in discipline up to and including termination. It is AW's policy to investigate any complaint of discrimination or harassment and to take the necessary corrective action, up to and including termination. Our company has set up the AWARE LINE for employees to report issues they do not feel comfortable going to their supervisor with.

The company's policy applies to every AW employee, including employees in the corporate offices, employees in any company subsidiary and independent contractors retained by the company.

RECRUITMENT OF A DIVERSE WORKFORCE

AW hiring managers use Career One-Stop, an employment resource network, sponsored through a partnership between the U.S. Department of Labor, state governments and local agencies. We also list open positions with local career service departments and veterans groups, as well as with community-based organizations. These sources are able to provide us a diverse pool of candidates.

AW also uses the Oregon Employment Department, career builder and labor ready for temporary and permanent positions.

COMMITMENT TO DIVERSITY IN OUR WORKFORCE

AW is proud to have an excellent history of valuing cultural diversity among team members. This culture stems from a corporate policy in which the company pledges equal opportunities for employment and to administer all personnel practices such as recruiting, hiring, promotions and disciplinary actions and other terms, conditions and privileges of employment in a manner that does not discriminate on the basis of race, color, religion, sex, national origin, age, disability or veteran status.

AW believes that a culture of understanding, education and outreach ensures that employees may achieve their highest potential, and ensures progressive employment practices. AW's history of supporting this commitment to diversity in its workforce has proven successful as AW has successfully retained as employees 20,550 ethnic minorities and women in AW nationwide, and 77 in the Portland, Oregon area divisions. *Please find further information about our Affirmative Action/ Equal Opportunity Policies in Appendix B.*

B.7 Material Recovery Questions



B.7 Material Recovery Questions

The recovery of materials is extremely important to Metro. Proposers are required to state guaranteed levels of recovery for the incoming dry waste, the source-separated materials they wish to accept (wood and organics - at least at Metro South Station - must also be received), as well as “other recovery services” they wish to provide. Please describe in detail your approach to materials recovery for the areas presented below.

Dry Waste Recovery

Metro desires RFP results in new contracts that guarantee at least twice the current recovery levels (15% at MSS and 17% at MCS) from the incoming dry waste stream, as that term is defined in the agreement. Metro is encouraging progressively increasing achievement of this goal (and hopefully beyond) through a tiered approach. Please describe your approach to recovery from incoming dry waste, and how it changes from tier to tier to achieve the recovery guarantee for that tier. Include in your description at least the following information:

At Metro South Station, AW offers the following aggressive approach, represented tier to tier, to achieve guaranteed recovery levels at twice the current levels. In addition, AW offers a commitment to maintaining compliance with Metro’s Enhanced Dry Waste Recovery Program and providing the highest level of customer service for customers and Transport Contractors.

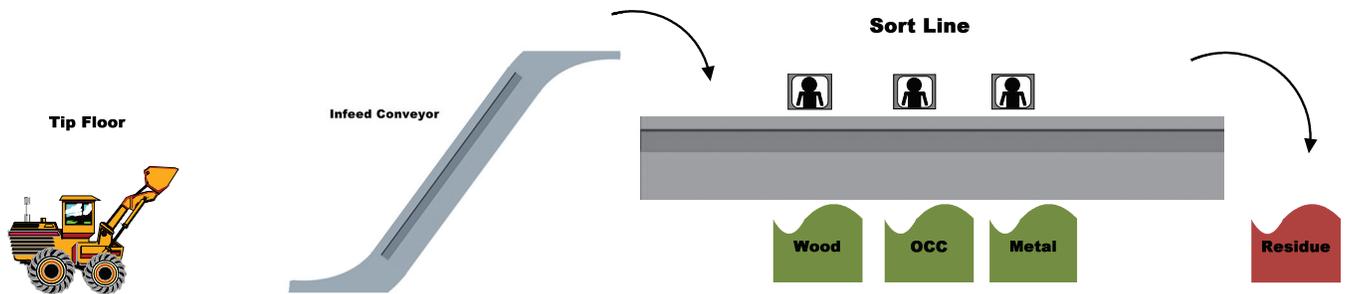
OUR TIER TO TIER APPROACH

TIER1

Reload and transfer of recoverable waste from Metro South to Willamette Resources Inc. (WRI) will commence at the start of Tier 1 and be processed using the existing sorting system at WRI. Anticipated relocation and modifications of the existing sorting system at Metro South is March 2010. During this period, floor sorting of targeted material will occur during non-acceptance hours.



**Allied Waste
Portland, OR
South - Process Flow Chart
BHS C&D // Dry Recoverable System
P-7672-50A1D**



* See additional Facility Sort Line Diagrams in Appendix C.

B.7 Material Recovery Questions

WRI will install an additional sorting system which will enable AW to achieve its stated recovery goals. Completed installation is anticipated to be on or before June 2010.

Recruiting material sorters will be accomplished concurrently with the equipment delivery and build phase of Tier 1. Upon completion of the build phase AW will begin acceptance testing of the sort line and operational methods to refine the recovery operations going forward. It is projected that AW will begin achieving the Tier 1 goals by the end of 2010. During the second year of Tier 1 AW will make operational decisions and adjustments to reach the Tier 2 goals.

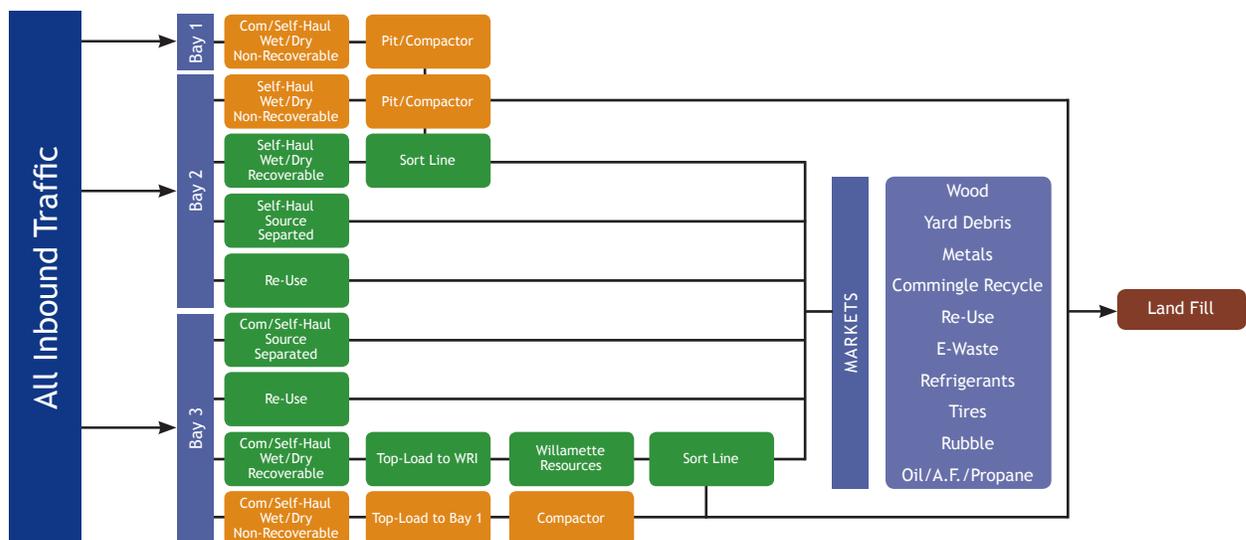
TIER 2

AW anticipates that two parallel sorting systems at WRI will allow us to achieve the stated Tier 2 recovery goals. We do not anticipate needing to add additional infrastructure to the recovery system. However, during Tier 2, we will evaluate the success of reaching the Tier 3 threshold and determine if any additional equipment or changes to the sort line are needed to achieve the set goals.

TIER 3

AW will posture in Tier 2 with regards to equipment and operational techniques to meet Tier 3 goals and beyond.

1. Provide an overview of the recovery approach that includes:
 - a. A flow diagram or other visual depiction of how materials will move through the facility.



- b. Types of equipment (both stationary and rolling stock) and its purpose (include catalogue cuts or other technical descriptions as an appendix).

The primary piece of equipment AW will install to attain the recovery goal is a Ptarmigan Elevated Sorting Conveyor System consisting of eight sorting stations with six depository chutes leading to three drop boxes positioned directly below the sorting platforms.

Supporting equipment that AW will purchase and employ in recovery operations will include an excavator grapple for presorting bulky materials and feeding the system, a quick coupler front end loader with a bucket attachment for moving feed stock to the grapple and residual to the compactors, a hook for removing/replacing boxes under the sort line and staging materials from recovery operations and a broom attachment for facility maintenance. Skid steer(s) will be used

to presort public dry waste for the sort line and augment the grapple operator by moving the bulky recoverable material direct to the staging areas. Skid steer(s) and forklift(s) will be used to load boxes and move materials within the facility for staging and to load out transport boxes and trailers for market.

Metro provided equipment utilized in material recovery processing at the facility includes the SSI Compactors. *Please see the table provided on the form at the end of this section for a list of equipment. In addition, catalogue cuts with technical descriptions for equipment are provided in Appendix C.*

c. **Operational procedures, including a description of staffing (number and type) and expected recovery rate by position as well as thresholds for the addition of staffing and equipment.**

AW places special emphasis on maximizing material recovery without compromising safety, customer service, and operational efficiency. With twelve years of experience operating the Metro South Station, we believe the site infrastructure and space available are not adequate to attain Metro's recovery goals while continuing to provide quality customer service and maintaining permit compliance standards.

AW's innovative approach is to reload a portion of inbound recoverable waste and conduct material recovery operations at Willamette Resources Inc. in order to increase recovery percentages. Material recovery will continue to take place at Metro South Station, under current levels. The primary focus, however, will be on non-commercial self-haul containing recoverability at lower concentrations than commercial generated waste.

Metro South Station will accept both self-haul customers comprised of various vehicle types and trailers and commercial waste hauling customers. Load screening is the first critical step in material recovery. This insures loads containing recoverable material are tipped in the correct locations for further processing and not routed for waste transfer to the landfill.

Load screening is first conducted by the traffic control employee(s) that is(are) stationed outside the facility directing all inbound traffic at the site. This person verbally communicates with all self-haul customers to determine basic waste composition and relays that information to the Spotter inside the facility who will direct the customer to the appropriate tipping location. Traffic control evaluates commercial customers based on vehicle type and historical knowledge of the hauler and the basic material composition that arrives in various loads. They then signal the driver to the appropriate tipping area.

All inbound customers will have contact with a minimum of two AW staff members, one traffic control employee and one vehicle spotter.

When traffic control identifies a vehicle as a recycle customer they will direct them to one of the four recycle depots. The depots will consist of plastic lidded six yard containers designated as Commingle which will receive all fibers and plastics and container designated as Glass. As recycle depot containers become full, they will be emptied into covered drop boxes for temporary storage until shipped to market. This method will reduce the number of drop boxes occupying valuable space on site. AW is confident that the general public is accustomed to commingle recycling; therefore encouraging them to recycle more. This will also reduce customer wait times, and enhance stormwater controls.

B.7 Material Recovery Questions

SELF-HAUL

Once inside the tipping area, Spotters again communicate with the customers and evaluate the load composition prior to directing them to the tipping location(s). Staff is instructed to look for loads that contain recoverable materials, and to direct these loads to tip near the recovery feed stockpile. Spotters and support staff observe the loads as they are being tipped. To prevent contamination of the recovery feed stockpile, loads that are deemed non-recoverable are directed to tip away from the recovery pile whenever possible. AW Staff will provide customers with a variety custom built Recycle Carts specifically designed to move various types of Recoverable, Re-Use, and Commingle materials safely from the tipping areas to the recycle depots and staging bunkers.

COMMERCIAL

Once inside the tipping area a Spotter greets the driver. Before a truck enters the bay, the Spotter may visually inspect the top of the load using an inspection mirror. If the load appears good for recovery, the driver is directed to the tipping area and the load is again inspected once the driver has opened the door(s). A final determination is made after the load is tipped, and the entire load is visible.

WHERE LOADS ARE TIPPED			
WEEKDAYS			
COMMERCIAL		SELF-HAUL	
Non-recoverable	Bay #1	Non-recoverable	Bay #2
Recoverable	Bay #3	Recoverable	Bay #3
Re-use	Bay #3	Wood/yard debris	Bay #2 & 3
		Re-use	Bay #2 & 3
SOURCE SEPARATED		SOURCE SEPARATED	
Wood/yard debris	Bay #3	Wood/yard debris	Bay #2 & 3
		Recycle	Bay #1,2 ,3 & traffic
WEEKENDS			
COMMERCIAL		SELF-HAUL	
Non-recoverable	Bay #1	Non-recoverable	Bay #1 & 2
Recoverable	Bay #3	Recoverable	Bay #3
Re-use	Bay #3	Re-use	Bay #3
SOURCE SEPARATED		SOURCE SEPARATED	
Wood/yard debris	Bay #3	Wood/yard debris	Bay #3
		Recycle	Bay #1,2 ,3 & traffic

MOVEMENT OF LOADS BY TYPE AFTER TIPPING

COMMERCIAL

Non-Recoverable | Bay #1

- Loads are tipped into the pit and preloaded into the compactors.

Recoverable | Bay #3

- Loads are tipped onto the floor, inspected, reloaded into transfer trailers and shipped to WRI for sorting.

Wood/YD (source separated) | Bay #3

- Clean source separated wood/yard debris is tipped, inspected, reloaded and shipped to market.

Re-Use | Bay #3

- Commercial loads containing re-usable materials are tipped and inspected. Selected

re-use items are staged in bunkers. The items are then reloaded into trailers and shipped to market.

SELF-HAUL

Non-recoverable | Bay #2

- Loads are tipped onto the floor, inspected and directed to the pit for reload and transport to the landfill.

Recoverable | Bay #2

- Loads are tipped onto the floor, inspected, and staged at the west end of Bay #2 as feedstock for the sorting conveyor.

Wood/YD (source separated) | Bay #2

- Clean source separated wood/yard debris is tipped, inspected, staged in bunkers, then transported to Bay #3 where it is reloaded and shipped to market.

Recycle (source separated) | Bay #2

- Self-haul customers with source separated recycling are provided with carts to load and move materials to the Recycle Depot where they can deposit it into the commingle drop boxes. The boxes are transported to Bay #3 and material reloaded into trailers for transport to market.

Re-Use | Bay #2

- Self-haul loads containing re-usable materials are tipped and inspected. Selected re-use items are staged in bunkers. The items are then reloaded into trailers for transport to market.

Non-Recoverable | Bay #3

- Loads are tipped onto the floor, inspected, reloaded into a shuttle trailer and directed to the pit for reload and transport to the landfill.

Recoverable | Bay #3

- Loads are tipped onto the floor, inspected, reloaded into transfer trailers and shipped to WRI for sorting.

Wood/YD (source separated) | Bay #3

- Clean source separated wood/yard debris is tipped, inspected, reloaded and shipped to market.

Recycle (source separated) | Bay #3

- Self-haul customers with source separated recycling are provided with carts to load and move materials to the Recycle Depot where they can deposit it into the commingle drop boxes. The material is reloaded into trailers for transport to market.

Re-Use | Bay #3

- Self-haul loads containing re-usable materials are tipped and inspected. Selected re-use items are staged in bunkers. The items are then reloaded into trailers for transport to market.

RECOVERY ACTIVITY

MATERIAL PRESORT

All recoverable material whether it is tipped in Bay #2 or Bay #3 will be presorted. Presorting is conducted both manually and mechanically with the objective of removing both recoverable and non recoverable large bulky items that will not travel the conveyors of the sort lines well and also to recover material that may arrive in a mixed load that is easy to pull large volumes of pre sorted materials from. An example would be a mixed load that contains a large vein of Cardboard that can be removed and staged without going through a processing line.

In the public tipping area presorting is usually conducted by the Spotters and helpers that are observing the waste being tipped. They remove the larger recoverable items and encourage customers to utilize the recycle/re-use depots for other miscellaneous recyclable materials.

In the commercial tipping area presorting is usually conducted mechanically utilizing a skid steer or front end loader. The Spotter will identify loads or portions of loads that can be easily recovered without having to run through the processing line. These materials will be moved directly to

B.7 Material Recovery Questions

the recovered material staging areas.

The final presort is conducted by the grapple operator whose primary function is feeding material to the processing line. Stationed around the grapple are bins in which larger volumes of separated materials can be placed along with bulky items that may have been missed earlier.

MATERIAL PROCESSING LINE

Our plan is to maximize recovery of material currently un-mined in the public waste. Public waste with low recoverable value typically consists of smaller materials difficult to recover from the ground. A close examination of our public residual waste identifies significant amounts of material that can only be recovered with a sort line. The system will consist of a horizontal conveyor belt and work platform that is elevated to 11 ft. above the floor and will allow for placement of 30 yard drop boxes under the picking station for separation of materials such as wood, metal, cardboard and inert material such as concrete, brick, porcelain, etc.

Loads containing minimal recovery will be tipped directly in front of the push wall along the pit. Additional staffing will concentrate on recovering material from these loads and assisting customers with unloading when needed. They will also be available to provide customers with recycle carts for source separated materials as they are unloading, divert items to the re-use & recycle depots, and assist with the processing of recovered materials for shipping to market.

Throughout the sorting shift, a front end loader will routinely push feed stock material close to the in-feed conveyor. An excavator/grapple will be used to load and meter material onto the sort line in-feed conveyor. To prevent damage to the sorting conveyors, the excavator/grapple will place oversized recoverable items discovered in the feedstock to the side and the loader will move them to the appropriate shipment staging pile. As material moves past the sorters they will conduct a positive sort of materials and drop them into the appropriate drop box below their work stations. The discharge material will fall directly onto the floor and the front end loader will routinely remove it and place it in the pit where it will be loaded into transport trailers destined for the landfill. Drop boxes under the sorting stations that contain recovered materials will be removed as needed and tipped at the appropriate staging piles, which will then be loaded into semi trailers, weighed and shipped to market.

Loads that do not contain trash will be directed to the appropriate areas within the bay to unload at the recycling, re-use depots, wood, and metal staging piles.

STAFFING OF RECOVERY OPERATIONS:

TITLE	# EMPLOYEES	ROLE	SHIFT
Operations Supervisor	1	Manages routine daily operations	Varies M-F
Lead Equipment Operator	1 per shift	Move material and boxes supporting recovery. Stage materials and pre-sort.	7:00PM-3:30AM M-F
Sort Line Grapple Operator	1 per shift	Feed sort line and presort.	7:00PM-3:30AM M-F
Lead Sorter	1 per shift	Control processing sort line and sort.	2:00AM-10:30AM & 10:00AM-6:00PM M-F
Sorter	5 per shift	Sort on processing line.	2:00AM-10:30AM & 10:00AM-6:00PM M-F
Equipment Operator	1 per shift	Top load recoverable waste trailers. Stage materials and pre-sort.	2:00AM-10:30AM & 10AM-6PM M-Su
Equipment Operator	1 per shift	Top load recoverable waste trailers. Stage materials and pre-sort. Tarp & weigh for transport to WRI.	2:00AM-10:30AM & 10:00AM-6:00PM M-Su

* Table reflects MSS staff only.

EXPECTED RECOVERY RATES BY POSITION:

TIER	%	RECOVERED TONS / DAY	TONS / HOUR @ 16 HOURS M-F	TONS / HOUR PER MATERIAL RECOVERY STAFF*
1	24%	80	4	.27
2	26%	99	5	.33
3	30%	114	6	.4

* based on projected inbound tons and averaged equally over material recovery staff at MSS and WRI

Average recovery rates by position will be analyzed and calculated in Tier 1 to determine what can reasonably be expected from the operation by position type. It is expected that approximately 20% of recovery will be gained in the pre-sort with the remaining accomplished through processing. Once these benchmarks are established AW will then be able to adjust staffing and/or hours of processing to balance with the inbound volumes. Initially AW's plan for staffing and hours of operations should more than adequately accommodate the inbound volumes.

d. What sort of incentives will be provided to the workers to encourage recovery improvement/efficiencies throughout the term of the contract?

AW is developing a monetary incentive program that will pay additional income to employees working in material recovery. The plan is to reward achieving recovery goals with incremental increases for exceeding recovery goals. AW will continue to host BBQs and catered meal events for employees who achieve the recovery goals in a safe and efficient manner.

e. Describe who will be directing the recovery operation and their level of authority to make changes, add staffing, etc.

The site manager will have the authority for directing the day to day recovery operations and will have the ultimate responsibility of making operational changes and adjusting staffing levels in accordance with the operation. The site manager will constantly evaluate the recovery operation and give direction and guidance to shift leads and supervisors as adjustments and/or changes are needed.

f. Throughput levels.

Average industry standard for the system described is 20 tons per hour. This should double once the parallel sort line is installed at WRI. This average varies based on the composition of the waste being fed into the system. The speed of the line can be changed when there is waste high in recoverable content. This gives the sorters greater opportunity to pull material from the stream. Conversely it can be sped up to rapidly process waste that may be low in recoverable content. For example, waste that contains one or two recoverable material types with multiple sorters pulling the same items allows for faster recovery.

2. What is the expected transition timeline (including tasks such as equipment purchase, installation etc.) from the start of operations (April 1, 2010) to achievement of each tier guarantee?

TIER TO TIER TRANSITION TIMELINE

TIER1

Reload and transfer of recoverable waste from Metro South to Willamette Resources Inc. will commence at the start of Tier 1 and be processed using the existing sorting system at WRI.

Anticipated relocation and modification of the existing sorting system at Metro South is March 2010. During this period, floor sorting of targeted material will occur during non-acceptance hours.

B.7 Material Recovery Questions

Willamette Resources Inc. will install an additional sorting system which will enable AW to achieve its stated recovery goals. Completed installation is anticipated to be in or before July 2010.

Recruiting material sorters will be accomplished concurrently with the equipment delivery and build phase of Tier 1. Upon completion of the build phase AW will begin acceptance testing of the sort line and operational methods to refine the recovery operations going forward. It is projected that AW will begin achieving the Tier 1 goals by the end of 2010. During the second year of Tier 1 AW will make operational decisions and adjustments to reach the Tier 2 goals.

TIER 2

AW anticipates that two parallel sorting systems at WRI will allow us to achieve the stated Tier 2 recovery goals. We do not anticipate needing to add additional infrastructure to the recovery system. However, during Tier 2, we will evaluate the success of reaching the Tier 3 threshold and determine if any additional equipment or changes to the sort line are needed to achieve the set goals.

TIER 3

AW will posture in Tier 2 with regards to equipment and operational techniques to meet Tier 3 goals and beyond. This includes evaluation of the sorting lines and systems at both Metro South and Willamette Resources, Inc, with changes and/or additions to the existing systems, adjusting compensation. We will also evaluate and adjust training and retention strategies to assure well trained and motivated sort crew and equipment operators, and identifying any opportunities in customer education, pre-sorting, and traffic/spotter training to assure continued success in meeting/exceeding recovery levels.

EQUIPMENT TIMELINE

Based on Metro's current timeline AW would complete and place orders for all rolling stock and the material sorting line at WRI, and coordinate re-location and design of the existing material sorting system at Metro South in January of 2010. The anticipated time to receive equipment is as follows:

<u>EQUIPMENT</u>	<u>ANTICIPATED DELIVERY DATE</u>	<u>COMMENT</u>
Forklifts	3/1/2010	Liquid Propane Powered
Skid Steers	3/1/2010	Tier 3 or 4 emissions standard*
Grapple	8/1/2010	Tier 3 or 4 emissions standard*
Loaders	12/1/2010	Tier 3 or 4 emissions standard *
Dozer	12/1/2010	Tier 3 or 4 emissions standard *
Shuttle Trailer	03/1/2010	Tier 3 or 4 emissions standard *
Sort Line MSS	3/1/2010	Installed and operational
Sort Line WRI	7/1/2010	Installed and operational

*New equipment will be purchased with the highest emissions standard at time of purchase

STAFFING RECRUITMENT/TRAINING AND LEVELS TIMELINE

Staffing is a critical component of achieving and maintaining the recovery goals we will guarantee over the duration of this contract. To achieve these goals we propose the following:

- Recruit and train an additional six sorters to staff the sort line. Recruitment starting 1/1/10, training to begin 2/1/10 and anticipated start date for the sort line of 3/1/10. All of these employees will be AW employees, with temporary employees used to cover vacations/illness, and/or volume changes.
- Presorts will be accomplished with the skid steer, grapple and loader operators. Training will be completed by 3/1/10.

3. What materials are targeted for recovery and their expected volumes in the waste stream?

Please refer to the table in Question #4 for the list of targeted materials and their expected volumes in the waste stream.

4. Expected markets for the recovered materials.

TARGETED MATERIAL	TYPE	PROJECTED ANNUAL TONS	MARKET
Paper Fiber	News Print Magazines Cardboard Paper Board Scrap Board	188	International Paper International Paper International Paper International Paper International Paper
Metal	Steel Cans Aluminum Misc. Non Ferrous Ferrous Scrap White Goods	25,234	Metro Metals Metro Metals Metro Metals Metro Metals Metro Metals
Wood	Painted Lumber Unpainted Lumber Yard Debris Pallets	25,234	SP News SP News SP News / McFarlands SP News
Plastic	Bottles Plastic Film Hard Plastics	152	Garten Service International Paper International Paper
Rubble	Concrete Brick	904	East County Recycling Rebuild/East County
Miscellaneous	Tires Bottles Window Glass Car Batteries Carpet Padding/foam Motor Oil Oil Filters Anti Freeze Freon Gas Lawn Mowers Fire Extinguishers Latex Paint Cans Aerosol Cans Electronics CED	1275	RB Recycling Owens Brockway/Strategic Strategic NW Battery Consolidated Pad Safety Kleen Safety Kleen Safety Kleen CFC Metro Metals Metro Metals Metro Metals Metro Metals MRM/CRT Processing MRM/CRT Processing
Re-Use	Total Miscellaneous	180	St. Vincent/ReBuilding Center

5. How, where, when and by whom will recovered materials be prepared and transported to markets?

HOW WILL RECOVERED MATERIALS BE PREPARED AND TRANSPORTED TO MARKETS?

AW personnel will prepare and load all recovered materials at the site. The preparation and reloading process for recovered material is carried out using methods that are the most suitable based on staging location, quantity, type of material, and distance to market. Most materials are bulk loaded using various techniques.

- The top load method will be for various materials recovered including commingle source separated, waste wood, yard debris, and scrap metals that are bulk loaded into semi trailers.
- A facility compactor will be used to load tires into transport trailers after they are de-rimmed.
- The loading dock will be used for end loading refrigerants.

The ability to load recovered materials using various methods ensures that material will flow off the site regularly and will not prevent a backlog of staged material.

B.7 Material Recovery Questions

All commodities are recorded on a bill of loading entered into the Metro weighing system and an internal commodity tracking system. Any discrepancies in number of loads, type of load or weights are reported to Metro Scale House staff as soon as possible.

Recovered material is staged under cover and in a location that will reduce the possibility of its contamination. Materials recovered in large volumes are generally staged in bunkers on the ground. The materials are loaded into semi trailers and shipped to market. The staging piles are reduced regularly to minimize backlog of materials.

Quality control occurs during the sorting process in order to minimize the need for material re-handling; however, further preparation may become necessary if contamination occurs. This preparation takes place indoors and is scheduled during hours that will not interfere with customer or transport contractor vehicle traffic.

WHEN WILL RECOVERED MATERIALS BE PREPARED AND TRANSPORTED TO MARKETS?

Preloading of recovered materials generally occurs during hours the facility is closed to the public. This gives the operators full use of the loading areas without the interruption of customer vehicles. Transportation contractors operate during the day and are scheduled to minimize operational disruption or customer service.

WHERE ARE RECOVERED MATERIALS PREPARED AND TRANSPORTED TO MARKETS?

MATERIALS ARE STORED IN THE FOLLOWING LOCATIONS:

Commingle boxes	Recycle Depot	Bay #1, 2, 3 and Traffic #2
Antifreeze	Bulk Containers	Bay #3
Motor Oil	Bulk Containers	Bay #3
Car Batteries	Pallets	Bay #2, 3
Ferrous Metal	Floor	Bay #3
Oil Filters	Drum	Bay #2, 3
Tires (Off Rim)	Trailer	Bay #1
Propane	Cages	East Lot
Freon Trailer	Bay #3 (loading dock)	
Wood/Yard Debris	Floor	Bay #3
Non-Ferrous Metal	Drop Box	West Lot
Re-Use Bunker	Bay #2	
Rubble Drop Box	West Lot	
Plate Glass	Drop Box	East Lot
E-waste	Gaylords	East Lot

BY WHOM WILL RECOVERED MATERIALS BE TRANSPORTED TO MARKETS?

MATERIAL TRANSPORT CONTRACTORS

COMMODITIES	HAULER
Aluminum	Allied Waste
Anti-Freeze	Safety Kleen
Motor Oil	Safety Kleen
Batteries	NW Batteries
Concrete	Allied Waste
Copper Brass Rad	Allied Waste
Corrugated	Walsh Trucking
Glass	Walsh Trucking
Waste Wood	Walsh Trucking
Magazines	Walsh Trucking
Metal	Walsh Trucking
Mixed Paper	Walsh Trucking
Newspaper	Walsh Trucking

COMMODITIES	HAULER
E-Waste	MRM/CRT
Oil Filter	Thermo Fluids
Other Paper	Walsh Trucking
Phonebooks	Walsh Trucking
Plastic Film	Walsh Trucking
Plastic Jugs	Walsh Trucking
Propane Tanks	St. Vincent de Paul / UCE
Stainless Steel	Allied Waste
Tires	R.B. Recycling
Re-Use	St. Vincent de Paul
Re-Use	ReBUILDING Center

6. Are you proposing any conditions to achievement of the guarantees?

Yes, AW is proposing the following conditions to achievement of the guarantees:

- Current markets for recovered material remain available throughout the term of the contract.
- Metro and AW agree upon a method to exclude certain loads.

7. What physical changes to the existing facility, if any, are you proposing? (Pits, electrical, pillars, etc.).

We are not proposing any physical changes to the facility. We are proposing changes to the usage of areas within the existing facility as depicted in the Operations and Maintenance portion of this proposal, the bulk of which is modifying and re-locating the existing material recovery sort line to Bay #2.

Source-separated Recovery

Proposers are required to accept source-separated wood and, at Metro Central Station, organics.

1. If proposers wish to solicit other source-separated materials (for which per ton prices must be provided in the Cost section of proposals) please provide the following information:

- a. Description of the material.
- b. Parameters for accepting the material as source-separated (i.e., acceptable levels of contamination or other conditions that would warrant rejection as a source-separated material).
- c. Expected markets for the recovered materials.
- d. How, where and by whom will recovered materials be prepared and transported to markets?

AW will be happy to negotiate with Metro other source-separated materials at the facility. We do wish to explore the addition of these services to further encourage customer use of the site. AW recognizes the volatility of recycle markets and feels this option be negotiated separately based on the type of material and the market forecast.

2. If proposers wish to expand services for source-separated organics (for which a per ton price must be provided in the Cost section of proposals) please provide the following information:

- a. A description of the service, including if applicable:
 - The location of any processing or receiving sites if other than the station.
 - If applicable, a description of transport logistics and equipment/personnel, including any reloading.
 - If applicable, a description of any composting process.
 - If applicable, markets for the end product.
 - The amount of material that can be accepted.
 - The maximum amount of material that will be stored or staged on the site.
 - Where will the material be stored or staged.
- b. Any station modifications that are required, including utility requirements.
- c. Implementation timeline.
- d. Any conditions attached to providing the service.

No expanded services for source-separated organics are proposed.

B.7 Material Recovery Questions

3. How will your approach to materials recovery respond to a changing waste stream?

AW has extensive knowledge of the evolution of the changing waste stream in our Metro region from the continuous operation of the Metro South facility and other similar local operations. AW also has a variety of material recovery facilities across the nation that currently work with greatly varied waste streams. These operations can be tapped into for advice and technological innovations.

Our proposal to reload material out of Metro South enables the facility to continue to provide quality service to a large volume of self-haul customers while adapting to changing waste streams off site. The proposed additional sorting system at Willamette Resources Inc. is designed to allow room to grow the recovery operation both through staffing of the line and the flexibility to expand the line with emerging technologies in the material recovery industry. The initial size of the sorting system will allow AW to conduct trials and experiments with new and emerging recovery markets.

4. Provide a list of other locations where this approach to material recovery has been used or is currently being used. List a contact person and phone number for each location referenced.

Willamette Resources, Inc. Material Recovery Facility
Armando Arellano, Operations Manager
Wilsonville, OR 97070
503-570-0626

Rabanco Recycling Company MRF
Pete Keller, General Manager
2733 3rd Avenue South
Seattle, WA 98134
206-652-8828

Additional locations can be provided upon request.

5. Metro's Regional Solid Waste Management Plan (RSWMP), as well as the state recycling hierarchy [ORS 459.015(a)] places a priority on reuse and recycling over energy recovery or disposal.

Please describe:

a. What reusables you will target for recovery.

AW targets two basic types of material for re-use: Building supplies and household goods. The following table illustrates many of these items, but it is not all inclusive.

BUILDING SUPPLIES

Wood
Lighting & Electrical fixtures
Plumbing fixtures
Windows, Doors, Frames
Carpet and Pad
Cabinets
PVC Pipe
Cabinets
Mattresses
Hand Tools

HOUSEHOLD GOODS

Textiles
Furniture
Electronics
Sporting Goods
Refrigerators
Air Conditioners
Appliances
Games and Books

b. How you will remove items from the waste stream for reuse by a third party.

Reusable items are identified and removed by Spotters in the tipping areas. This action is a part of the pre sort operation. Smaller reuse items such as hand tools will be pulled from sorting operations on the processing line.

c. Expected markets for the recovered materials.

AW proposes to continue and strengthen its current relationship with both St. Vincent de Paul and the Re BUILDING Center as this provides customers and AW a reuse outlet for almost all reusable items encountered in the waste stream. These organizations transport and either donate or resell the items recovered for the waste.

The Re BUILDING Center is a for profit organization focused on building sustainability. The Center markets used building materials to both private and commercial customers, who believe and practice sustainable building solutions. St. Vincent de Paul is a non profit charity that donates reusable items to less fortunate individuals, families and other non profits, and also retails items in support of their operation.

d. How, where and by whom recovered materials will be prepared and transported to markets.

AW employees initially presort and stage the reusable materials in the appropriate depot. Members from St. Vincent de Paul and the Re BUILDING Center come to the facility and load reusable items into trailers and complete the weighing out procedures in the same manner as any other outbound load from the facility.

6. Are there any services, such as documenting individual loads for LEED certification that you plan to offer? If so, please provide details.

We will offer LEED certification data to commercial haulers who wish to tip loads originating from LEED projects. To encourage more loads with greater recoverable value, this service will be offered at no additional cost to Metro or the hauler.

Haulers will provide notification of the scheduled arrival of LEED loads. Upon arrival these loads will be tipped in a location near the sort line that is isolated enough to prevent contamination by other materials on site. The Material Recovery Coordinator or a trained designee will spread out, if necessary, and visually evaluate the contents of the load. The evaluation will be documented, indicating the percent of recoverable materials by type contained in the load. When the load is sorted the Material Recovery Coordinator will check and confirm the data from the prior evaluation and make adjustment as necessary. The LEED data will be certified by AW and provided to the customer through e-mail or whatever means of communication is agreed upon. *Please see LEED Certification Sheet on page 26.*

B.7 Material Recovery Questions

Name of Proposer: ALLIED WASTE TRANSFER SERVICES OF OR, LLC.

For each proposed level of material recovery from dry waste, please fill in the table below clearly indicating the number of FTEs involved in operating equipment primarily used for material recovery operations as well as the type and number of equipment used for the specific task. You should expand the table as needed to accommodate different types of equipment.

Metro would also like to know the number of FTEs as well as the number and type of equipment used primarily for waste transfer activities. The number of equipment should exclude equipment designated as “backup equipment.”

Definitions for the tasks are provided at the bottom of the page.

Proposed Recovery Level (%): AW has projected and frontloaded our equipment purchases and staffing plan to take us from Tier 1 to Tier 3.

TASK	NO OF FTEs	TYPE OF EQUIPMENT*	NO. OF EQUIPMENT**
	MSS		
Equipment Operators for Material Recovery	1	Sort Line belt, three bunker system with eight sorter stations	1
Equipment Operators for Material Recovery	1	Sort Line Grapple CAT 315DL CR Excavator	1
Equipment Operators for Material Recovery	1	Front End Loader, CAT 950 H with Bucket and Hook Quick Coupler Attachment	1
Equipment Operators for Material Recovery	1	Shuttle Truck/Trailer Volvo	1
Equipment Operators for Material Recovery	1	Fork Lift, Skid Steer, CAT 256 C Skid Steer Nissan CS 50LT Fork Lift	1
Equipment Operators for Transfer Operations	2	Dozer-CAT D7, Track Loader-CAT 973 Front End Loader-950 H	2
Equipment Operators for Transfer Operations	2	Compactors SSI 4500	2

In addition, please provide Metro with the number of sorters (laborers) primarily involved in material recovery activities at each of the stations. Sorters sharing other tasks will be accounted for in your entries to the table through the use of FTEs.

<u>TASK</u>	<u>NO. OF FTES</u>
Laborers/sorters	MSS
100% Dedicated	6
Fractional (weekdays)	11
Fractional (Saturday)	13
Fractional (Sunday)	13

Definitions:

Equipment primarily used for material recovery is defined as that equipment which is exclusively or mainly used for the removal of recoverable materials from mixed waste.

Laborers/sorters are those persons who are exclusively or primarily used for removing recoverable materials from the waste stream.

Section C | Proposal Improvements for Both

PROPOSAL IMPROVEMENTS FOR BOTH

Pursuant to the instructions in the RFP, please find Section C in a separate envelope. We have identified the additional benefits to Metro if AW is awarded contracts to both stations.

**Section D | Exceptions and Alternative
Proposal Conditions**

EXCEPTIONS AND ALTERNATIVE PROPOSAL CONDITIONS

AW proposes neither exceptions nor alternative proposal conditions to any proposed terms with this RFP.

Section E | Confidentiality

CONFIDENTIALITY

The AW RFP submittal contains nothing considered proprietary or confidential with regard to public disclosure.

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Appendix A: Spotter Report

Spotter Report



Name: _____

Date: _____

*Loads containing under 7 gallons of unacceptable waste. 1) Hauler Name. 2) Metro #. 3) Time. 4) Bay #. 5) Quantity/Type (description.)

*Loads containing over 7 gallons of unacceptable waste. 1) Hauler Name. 2) Metro #. 3) Time. 4) Bay #. 5) Quantity/Type (description.)

6) Report to Allied Waste Haz-tech. 7) Obtain generator name, address and phone # from driver.

	Time	Door #	Hauler	Metro #	Quantity and Description	Reported to
Report over 15 tires						
Freon Units						
Medical Waste Disposal (Hospital loads)						
Hazardous Waste Examples are: paint, oil, propane, batteries, monitors and TV's.						

Generator Name: _____

Generator Name: _____

Generator Address: _____

Generator Address: _____

Generator Phone #: _____

Generator Phone #: _____

Note: All hospital loads will be coned off and a Allied Waste Haz-tech will be notified.

Allied Waste Haz-tech will remove cones after load check is completed.

Appendix A: Safety Violation Report



Metro South Station

SAFETY VIOLATION REPORT

TO BE COMPLETED BY ALLIED WASTE EMPLOYEE AND TURNED INTO OFFICE

Date: _____ Time: _____
Hauler: _____ Metro#: _____

VIOLATIONS: (check all that applies)

- IMPROPER PPE - Hi Viz Vest/clothes, Hard Hat, Shoes
- FAILURE TO FOLLOW TRAFFIC SIGNS AND DIRECTIONS FROM SPOTTER
- NO AUDIBLE BACK-UP ALARM
- MISSING OR BROKEN TAILGATE SAFETY CHAINS and/or LATCH
- EXCESSIVE SPEED ON SITE
- OBSERVED SCAVENGING
- OBSERVED SMOKING IN TIPPING AREA
- PASSENGER OR HELPER OUTSIDE OF VEHICLE
- OBSERVED STANDING UNDER RAISED TAILGATE
- FAILURE TO CLEAN DEBRIS AFTER USE OF THE TRUCK WASH
- FAILURE TO LOCKOUT TRUCK PRIOR TO ENTERING BODY
- TRUCK FLUID SPILL AND NO SPILL KIT ON BOARD TRUCK
- ENTERING CONTROLLED ACCESS ZONE and/or STANDING ON STOP RAIL
- OTHER INCIDENTS / COMMENTS _____

Name of Person Observing Violation: _____

Appendix A: Hazardous Waste Load Inspection Form



LOAD INSPECTION FORM

TIPPING LOCATION:

DATE:

TIME COMMENCED:

TIME COMPLETED:

COMPANY NAME:

DRIVER NAME:

METRO NUMBER:

VEHICLE TYPE:

PICKUP LOCATION:

COMMERCIAL/RESIDENTIAL:

PICTURE #:

MATERIALS: THIS SECTION TO BE COMPLETED BY AW LOAD INSPECTOR ONLY

HAZARDOUS WASTES:

FLAMMABLE:

CORROSIVE:

REACTIVE:

TOXIC:

SPECIAL WASTES:

UNTREATED MED WASTES:

UNACCEPTABLE WASTES:

OTHER:

COMMENTS:

DRIVER SIGNATURE: _____

HHW SIGNATURE: _____

AW INPSECTOR: _____

Appendix A: Operator Maintenance Correspondence Log



OPERATOR AND MAINTENANCE CORRESPONDENCE

DATE:

Appendix A: Recoverable Waste Reload Log Sheet



RECOVERABLE WASTE DAILY RE-LOAD LOG

	DATE	TIME IN	TIME OUT	DRIVER	TRAILER #	COMMENTS
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Appendix A: Shuttle Log



SHUTTLE TRUCK DAILY LOAD LOG

	DATE	TIME IN	TIME OUT	DRIVER	TRAILER #	COMMODITY
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Appendix A: Compactor Weight Log



Compactor Log - Oregon City

Date: September 15, 2009

Start Time: 4:30am

1st Operator: John Q Operator

Compactor # 2

Start Time:

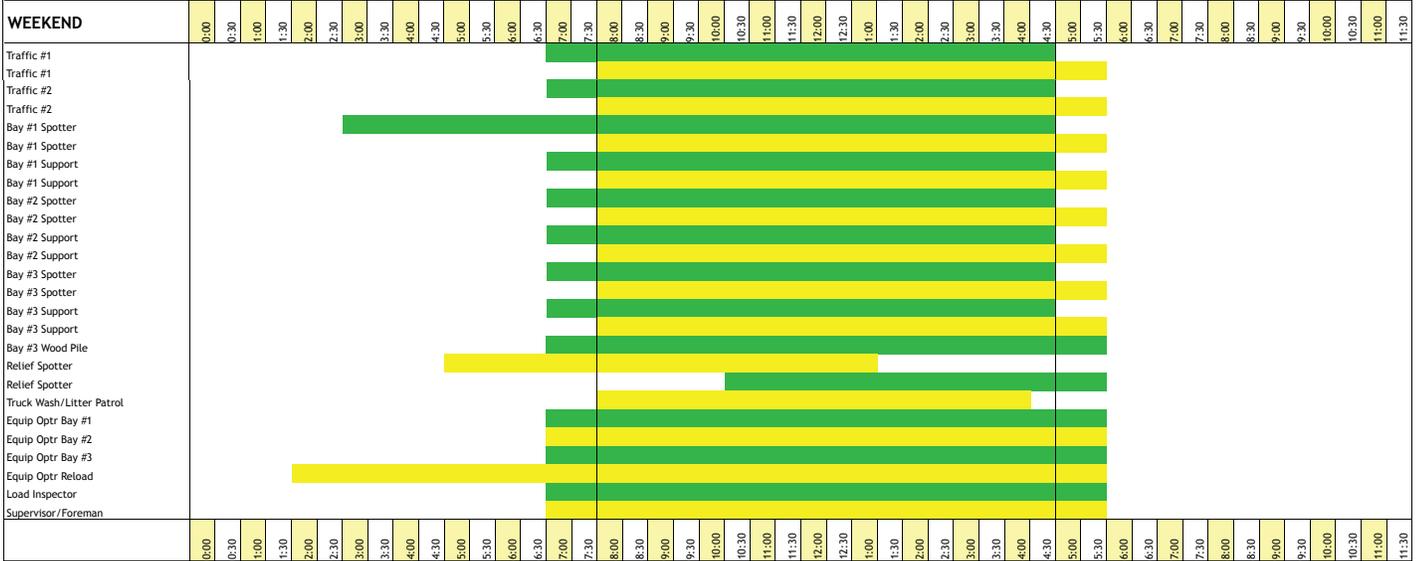
2nd Operator:

Trailer Number	Time In	Load Time	Time Out	Travel Time	Compactor Weight	Scale Weight	Difference	Comments	
1	238	5:00a	10 min	5:12a	15 min	61,840	61,452	-388	Kaiser Sunnyside Hosp paper trail
2									
3									
4									
5									
6									
7									
8									
9									
10									
11									
12									
13									
14									
15									
16									
17									
18									
19									
20									
21									
22									
23									
24									
25									

Appendix A: Staffing Plan cont.

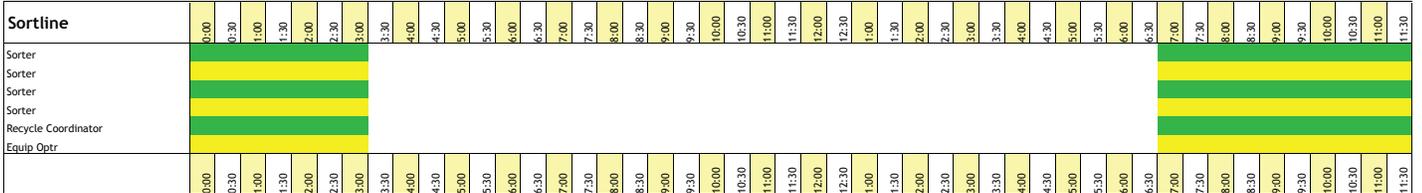
2010 WINTER

Metro South Schedule



2010 WINTER

Metro South Schedule



Appendix A: Safety Orientation Checklist



NEW EMPLOYEE SAFETY ORIENTATION

**Supervisor's
Initials**

SAFETY POLICIES / RULES (* denotes signed acknowledgement required)

- _____ *Corporate Safety and Health Policy SFT-102
- _____ *District Safety and Health Policy
- _____ *Operations Safety / Work Rules
- _____ *Receipt of Personal Protective Equipment
- _____ *Hazards In The Workplace
- _____ *Customer / Employee Safety
- _____ * Spill Prevention, Control and Countermeasures Plan (SPCC)

SPECIFIC OSHA TRAINING PROGRAMS

- _____ *Lockout / Tagout Procedures and Policy
- _____ *Permit Required Confined Space
- _____ *Blood Borne Pathogens
- _____ *Personal Protective Equipment (PPE)
- _____ *Hazard Communication "Employee Right to Know"
- _____ *Hearing Conservation
- _____ *Proper Lifting Techniques
- _____ *Emergency Evacuation Procedures
- _____ *Hazardous Materials Identification

TOUR OF FACILITY

- _____ Location of all Compliance Safety Programs
- _____ Location of Alarm Pull Stations
- _____ Location of Evacuation Assembly Points
- _____ Location of Fire Extinguishers
- _____ Location of Emergency Eye Wash / Shower Stations
- _____ Location of First Aid Stations
- _____ Emergency Stop Buttons

I have received instructions and understand all information contained in the New Employee Safety Orientation package. I understand that I may ask any questions pertaining to this orientation at anytime.

Print Name

Employee Signature

Date

Appendix A | Sample of Forms Under Maintenance Plan

Daily Inspection Form

SSI/ COMPACTOR - DAILY PREVENTIVE MAINTNANCE CHECK LIST

Compactor No. _____

Performed by: _____

Week Ending: _____

Hour Meter Dates Performed	/ / / / / /					

1	Read operators daily inspection report					
2	Check machine and valves for leaks, loose fittings & bolts, frayed wires worn hoses and malfunctioning components					
3	Inspect and clean power unit. Remove trash from motors, valves, & oil cooler					
4	Check oil level (with cylinder fully retracted) and filter indicator					
5	Remove trash from behind platen and carriage					
6	Check for trash on lazer reflector. Remove and clean with soft damp cloth					
7	Inspect hose track for wear & damage. Replace damaged sections					
8	Observe operations of compactor for unusual noises or vibration					
9	Inspect load cells for damage. Inspectr load cell cables for stretching					
10	Inspect platten, platen knife & chamber knife for damage					
11	Inspect knives for looseness, hold down bolts are tight					
12	Inspect side walls of compaction chamber for damage					
13	Measure knife gap, should be 1/16" or less, adjust as required					
14	Inspect the carriage height and adjust if required					
15	Inspect platen bottom face to floor distance, if larger then 1/4" weld on a shim					
16	Inspect carriage side bearings, adjust if required					
17	Inspect gate & gate wear bearings, replace bearings if excessive wear is noted					
18	Inspect trailer latch for damage, leaks, worn or loose hoses/fittings, or loose bolts					
19	Inspect all proximity switches throughout the machine					
20	Check control panel, lights, screen operations, reader board & status lights					
21	Check and clean oil heat exchanger					
22	Inspect the Cylinders for any nicks or abrasions on the surface of the rod: Compaction cylinder _____ Ejection Cylinders _____ Gate Cylinders _____					
23	Inspect the trunnion for loose fittings trunnion pins and bolts					
24	Inspect the ERAM and CRAM cylinder trunnion super nuts for 40/ft-lbs torque					
25	Inspect the ERAM rod end coupling for damage and bolts for 410/ft-lbs torque					
26	Inspect the CRAM rod end coupling for damage and bolts for 680/ft-lbs torque					
27	Inspect the platen and carriage for cracks and cracked welds					
28	Inspect filter condition indicators. Replace any in the red					
29	Check and record pilot pressure _____					
30	Inspect and record platen wear bearing thickness: RF _____ RR _____ LF _____ LR _____					
31	Inspect and record carriage bearing thickness 1 _____ 2 _____ 3 _____ 4 _____ 5 _____ 6 _____ 7 _____ 8 _____					

Appendix A | Sample of Forms Under Maintenance Plan

Monthly Inspection Form

SSI COMPACTOR - MONTHLY PREVENTIVE MAINTNANCE CHECK LIST

Compactor No. _____ Performed by: _____	Hour Meter					
	Date Performed					
1 Inspect and change / hardface platen and chamber knife						
2 Inspect and adjust carriage height (as required)						
3 Inspect and adjust carriage side brass (as required)						
4 Inspect and record gate track wear strip thickness						
5 Inspect trunnion mount for loose fitting trunnion pins and bolts						
6 Record mileage						
7 Grease zerts						

Appendix A | Sample of Forms Under Maintenance Plan

Vehicle Condition Reports (operators)



Daily Pre-/Post-Operation Machine Inspection

**Complete each day for each machine on site.
Submit to Maintenance or Site Manager at shift end.
Verbally notify Site Manager of ANY safety concern.**

Site Name:			Site Number:		
Unit Number:			Machine Serial No.:		
Date:			Hour meter start of day:		
			Hour meter end of day:		
PRE/POST-OPERATION INSPECTION	Pre	Post	PRE/POST-OPERATION INSPECTION	Pre	Post
Steps/handrails functional and in place			Check back-up alarm and camera <i>(if applicable)</i>		
Inspect all caps, secure and locked			Parking brake and service brake functional		
Inspect hoses, fittings, cylinders for wear and leaks			Perform field brake test <i>(before starting work)</i>		
Inspect belly pan <i>(secure)</i> no bolts missing			Seat and seat belt in good condition		
Inspect cutting edge <i>(worn)</i>			Blow out radiator and engine compartment		
Drain water off air tanks			Check A/C – heat <i>(clean condenser & evap)</i>		
Inspect for any equipment damage			Clean tracks / wheels of debris and wire wrap		
Gauges and monitoring system working			Strobe light working		
Check horn			Check tires <i>(psi)</i> and wheels		
Inspect fire extinguisher			Windows in good condition		
Check fire suppression system -- green light on?			Clean windows and cab		
Check mirrors			Feel idlers/finals for excessive heat <i>(post)</i>		
FLUID, FILTER, LUBE CHECK	Pre	Post	AMOUNT ADDED (OIL, FUEL, COOLANT)	Pre	Post
Check and fuel machine					
Check engine/crank case oil level					
Check transmission fluid level					
Check hydraulic oil level					
Check coolant level <i>(when engine is cold)</i>					
8 hour lube points (grease unit daily)					
Check air filter <i>(replace/clean as needed)</i>					
Check cab air filter <i>(clean as needed)</i>					

* Main Disconnect must be turned off at end of shift or when machine is not in service.

Repair Notes *(describe any necessary repairs or problems for the mechanic to address):* _____

Operator Signature: _____

Appendix A | *Sample of Forms Under Maintenance Plan*

Daily Consumables Report (p. 1)



Daily Consumables Report

Daily Consumables Report Instructions

1. Collect the Daily Pre/Post-Operation Inspection Forms at end of day from equipment operators
2. List all of the equipment numbers in the first column.
3. For each machine
 - a. List the meter reading at start of day
 - b. List the meter reading at end of day
 - c. Record the amount of each fluid added
 - d. If a scheduled service is performed for a unit, note the interval of service performed (if none was performed during the day, record an N/A for the unit)
4. Use the report to update the Preventive Maintenance Schedule

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Appendix A | Sample of Forms Under Maintenance Plan

Daily Consumables Report (p. 2)



Daily Consumables Report

Site No.: _____
 Site Name: _____
 District: _____

Report Date: _____

MACHINE INFORMATION			FUEL AND FLUIDS										Preventative Maintenance
Equipment #	Hours at Start of Day	Hours at End of Day	Fuel		Fluid_01	Fluid_02	Fluid_03	Fluid_04	Fluid_05	Fluid_06	Other		Scheduled Service
			Gasoline	Diesel	Engine	Transmission	Hydraulic	Final Drive/Planetary	Differential	Coolant	Type	Amt	

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Appendix A | Sample of Forms Under Maintenance Plan

Sort Line Daily Inspection Form (mechanics)

SORTLINE - DAILY PREVENTIVE MAINTNANCE CHECK LIST

Performed by: _____	Hour Meter	/ / / / / /					
	Dates Performed						
Grease all head and tail pulleys							
Clean all bearing, shafts, and tail pulleys							
Clean out build up under belts							
Inspect condition of all conveyor belts							
Inspect conveyor belt tracking, adjust as needed.							
Inspect Emergency Stop controls							
Lube infeed conveyor chain and chain drag							
Blow off electric motors and gear boxes							
Inspect paddles on infeed conveyor for possible replacement							

Comments: _____

Appendix A | Sample of Forms Under Maintenance Plan

Daily Hour Meter Log



Allied Waste Transfer Services of Oregon LLC
 2001 Washington Street
 Oregon City, OR 97045 (503) 722-4656

September-09 Lift Systems Daily Hour Meter Log

DATE	TESTED BY	TIME	PUMP HRS 1	RUNNING TIME P#1	PUMP HRS 2	RUNNING TIME P#2	TOTAL HOURS	TOTAL GALLONS
01-Sep-09				0.00		0.00	0.00	0.00
02-Sep-09				0.00		0.00	0.00	0.00
03-Sep-09				0.00		0.00	0.00	0.00
04-Sep-09				0.00		0.00	0.00	0.00
05-Sep-09				0.00		0.00	0.00	0.00
06-Sep-09				0.00		0.00	0.00	0.00
07-Sep-09				0.00		0.00	0.00	0.00
08-Sep-09				0.00		0.00	0.00	0.00
09-Sep-09				0.00		0.00	0.00	0.00
10-Sep-09				0.00		0.00	0.00	0.00
11-Sep-09				0.00		0.00	0.00	0.00
12-Sep-09				0.00		0.00	0.00	0.00
13-Sep-09				0.00		0.00	0.00	0.00
14-Sep-09				0.00		0.00	0.00	0.00
15-Sep-09				0.00		0.00	0.00	0.00
16-Sep-09				0.00		0.00	0.00	0.00
17-Sep-09				0.00		0.00	0.00	0.00
18-Sep-09				0.00		0.00	0.00	0.00
19-Sep-09				0.00		0.00	0.00	0.00
20-Sep-09				0.00		0.00	0.00	0.00
21-Sep-09				0.00		0.00	0.00	0.00
22-Sep-09				0.00		0.00	0.00	0.00
23-Sep-09				0.00		0.00	0.00	0.00
24-Sep-09				0.00		0.00	0.00	0.00
25-Sep-09				0.00		0.00	0.00	0.00
26-Sep-09				0.00		0.00	0.00	0.00
27-Sep-09				0.00		0.00	0.00	0.00
28-Sep-09				0.00		0.00	0.00	0.00
29-Sep-09				0.00		0.00	0.00	0.00
30-Sep-09				0.00		0.00	0.00	0.00
01-Oct-09				0.00		0.00	0.00	0.00
02-Oct-09								

** Average of day before and day after

Daily flow average per gallons	-
Total monthly flow per gallons	0.00

Total pump hours x 60 x 90

0.00	0.00	0.00	0.00
------	------	------	------



Appendix A | Sample of Forms Under Maintenance Plan

Weekly Inspection / Testing Log

WEEKLY LIFT STATION PUMP TEST / INSPECTION FORM

Vault Description _____

Performed by _____ Dates Performed

--	--	--	--	--	--

Control Switch Lights (pump #1)

--	--	--	--	--	--

Control Switch Lights (pump #2)

--	--	--	--	--	--

Pump Test - Hand Mode (pump #1)

--	--	--	--	--	--

Pump Test - Hand Mode (pump #2)

--	--	--	--	--	--

Float Condition (visual inspection)

--	--	--	--	--	--

Lift Station Vault (visual inspection)

--	--	--	--	--	--

Comments:

Appendix A: Sample Dossier Report

Dozer Hours

Republic Services Inc.

Unit Report

Selected System Code Spreadsheet as of 9/30/2009

Page: 1 of 1

Date: 09/09/09 at 9:27 AM Pacific

Sorted by: Unit Number

R/O Codes Unit # - Category	Month Cost			Month			Year Cost			Year			Life Cost		
	Parts	Labor	Total	CPH	Parts	Labor	Total	CPH	Parts	Labor	Total	CPH			
TDF041043-3820 - Trac	0.00	228.12	228.12	16.29	18,140	13,312	31,452	15.90	496,457	261,644	758,101	40.03			
TDF060679-3820 - Trac	0.00	318.32	318.32	13.84	150,763	10,898	161,660	85.17	289,539	42,693	332,231	34.92			
TDF070990-3820 - Trac	0.00	265.27	265.27	53.05	106,692	12,471	119,163	62.65	181,837	24,429	206,266	37.05			
Selected Subtotal	0.00	811.71	811.71	19.33	275,595	36,681	312,276	54.05	967,833	328,766	1,296,599	38.12			
Selected Total	0.00	811.71	811.71	19.33	275,595	36,681	312,276	54.05	967,833	328,766	1,296,599	38.12			
Selected Cost/Unit	0.00	270.57	270.57	91.865	12,227	104,092	322,611	109.589	432,200						
Hours Run		42				5,778					34,018				
Number of Units	3														

Dossier Maintenance Software

DWR9011A-090909

Appendix A: Sample Dossier Report

MRF Building Hours

Republic Services Inc.

Unit Report

Selected System Code Spreadsheet as of 8/31/2009

Page: 1 of 1

Date: 09/09/09 at 9:34 AM Pacific

Sorted by: Unit Number

R/O Codes	Month				Year Cost			Year			Life Cost			Life
	Unit # - Category	Parts	Labor	Total	CPH	Parts	Labor	Total	CPH	Parts	Labor	Total	CPH	
R206-3831 - Build...	0.00	74.40	74.40	0.00	5,374	2,035	7,409	0.00	6,496	17,224	23,720	0.00		
R207-3831 - Build...	0.00	0.00	0.00	0.00	41	0	41	0.00	1,558	8,002	9,561	0.00		
R208-3831 - Build...	0.00	0.00	0.00	0.00	41	94	135	0.00	288	1,345	1,633	0.00		
R210-3831 - Build...	0.00	214.80	214.80	0.00	48	2,270	2,318	0.00	4,216	4,320	8,537	0.00		
R211-3831 - Build...	0.00	222.00	222.00	0.00	1,192	1,194	2,386	0.00	1,524	8,633	10,157	0.00		
R212-3831 - Build...	0.00	0.00	0.00	0.00	41	54	95	0.00	1,585	1,781	3,366	0.00		
R215-3831 - Build...	0.00	0.00	0.00	0.00	41	96	137	0.00	288	379	667	0.00		
R217-3831 - Build...	0.00	0.00	0.00	0.00	41	178	219	0.00	763	3,320	4,083	0.00		
R217A-3831 - Build...	0.00	0.00	0.00	0.00	41	0	41	0.00	288	29	317	0.00		
R221-3831 - Build...	0.00	0.00	0.00	0.00	41	250	291	0.00	288	20,240	20,528	0.00		
R222-3831 - Build...	0.00	0.00	0.00	0.00	41	164	206	0.00	294	4,498	4,792	0.00		
R223-3831 - Build...	0.00	81.60	81.60	0.00	41	587	628	0.00	1,005	13,960	14,965	0.00		
R224-3831 - Build...	0.00	2,611.20	2,611.20	0.00	3,539	15,454	18,992	0.00	5,398	21,673	27,070	0.00		
R225-3831 - Build...	0.00	26.40	26.40	0.00	314	1,471	1,785	0.00	1,020	5,919	6,939	0.00		
R226-3831 - Build...	0.00	0.00	0.00	0.00	41	70	111	0.00	288	657	945	0.00		
R227-3831 - Build...	0.00	0.00	0.00	0.00	41	127	168	0.00	23,662	1,270	24,932	0.00		
R230-3831 - Build...	0.00	39.60	39.60	0.00	55	942	997	0.00	521	3,948	4,469	0.00		
R231-3831 - Build...	0.00	18.00	18.00	0.00	41	18	59	0.00	323	3,733	4,056	0.00		
R232-3831 - Build...	0.00	0.00	0.00	0.00	41	0	41	0.00	288	3,795	4,083	0.00		
R233-3831 - Build...	0.00	0.00	0.00	0.00	41	82	123	0.00	729	2,519	3,249	0.00		
R234-3831 - Build...	0.00	0.00	0.00	0.00	41	84	125	0.00	2,063	778	2,840	0.00		
R237-3831 - Build...	0.00	12.00	12.00	0.00	41	402	444	0.00	3,490	6,810	10,300	0.00		
R238-3831 - Build...	0.00	0.00	0.00	0.00	41	220	261	0.00	3,056	5,739	8,795	0.00		
R240-3831 - Build...	0.00	0.00	0.00	0.00	41	16	57	0.00	288	389	677	0.00		
R252-3831 - Build...	1,466.50	570.00	2,036.50	0.00	2,681	3,772	6,453	0.00	12,070	23,466	35,536	0.00		
R254-3831 - Build...	0.00	2,864.40	2,864.40	0.00	725	20,070	20,795	0.00	5,369	93,354	98,723	0.00		
R257-3831 - Build...	0.00	0.00	0.00	0.00	41	0	41	0.00	305	260	565	0.00		
R258-3831 - Build...	0.00	0.00	0.00	0.00	41	91	132	0.00	569	1,901	2,469	0.00		
R263-3831 - Build...	0.00	0.00	0.00	0.00	41	6	47	0.00	288	148	436	0.00		
R264-3831 - Build...	0.00	392.40	392.40	0.00	41	1,798	1,839	0.00	1,214	7,561	8,775	0.00		
R910-3831 - Build...	0.00	0.00	0.00	0.00	41	6	47	0.00	288	295	583	0.00		
Selected Subtotal	1,466.50	7,126.80	8,593.30	0.00	14,877	51,549	66,426	0.00	79,821	267,946	347,767	0.00		
Selected Total	1,466.50	7,126.80	8,593.30	0.00	14,877	51,549	66,426	0.00	79,821	267,946	347,767	0.00		
Selected Cost/Unit	47.31	229.90	277.20	479.90	1,662.87	2,142.77	2,575	8,643	11,218					
Hours Run		0				0								
Number of Units	31													

Dossier Maintenance Software

DWR9011A-090909

Appendix A: Sample Dossier Report

Roll Off Hours (p 1)

Republic Services Inc.

Unit Report

Selected System Code Spreadsheet as of 9/30/2009

Page: 1 of 1

Date: 09/09/09 at 10:16 AM Pacific

Sorted by: Unit Number

R/O Codes Unit # - Category	Month			Year Cost			Year			Life Cost			Life Total	CPH
	Month Cost Parts	Labor	Total	CPH	Parts	Labor	Total	CPH	Parts	Labor				
6033-3820 - R.O...	0	13	13	0.00	3,133	5,847	8,980	21.74	80,800	125,639	206,439	10.60		
6036-3820 - R.O...	0	101	101	3.25	2,622	5,092	7,714	7.47	90,186	115,751	205,938	11.68		
6038-3820 - R.O...	0	0	0	0.00	4,972	8,917	13,890	9.86	90,794	135,318	226,112	10.06		
6039-3820 - R.O...	0	0	0	0.00	3,468	7,361	10,829	10.79	92,285	124,937	217,223	11.05		
6042-3820 - R.O...	0	594	594	12.92	4,444	10,498	14,942	7.97	81,410	246,433	327,843	12.20		
6048-3820 - R.O...	0	0	0	0.00	8,910	12,735	21,644	22.93	92,347	106,581	198,928	13.05		
6071-3820 - R.O...	0	13	13	0.00	6,493	7,805	14,298	13.99	102,709	141,465	244,175	8.51		
6072-3820 - R.O...	0	631	631	10.18	7,560	9,998	17,559	12.26	116,616	153,135	269,751	9.61		
6073-3820 - R.O...	0	212	212	15.16	5,286	12,029	17,315	10.52	114,197	167,396	281,593	9.96		
6074-3820 - R.O...	0	0	0	0.00	4,766	7,739	12,506	20.77	102,323	134,397	236,720	9.08		
6075-3820 - R.O...	0	143	143	2.02	7,334	13,310	20,644	10.84	131,948	166,526	298,474	10.38		
6076-3820 - R.O...	0	90	90	0.91	7,086	12,953	20,039	8.23	124,129	163,556	287,685	9.58		
6078-3820 - R.O...	0	409	409	4.59	14,904	16,602	31,506	14.19	109,469	168,556	278,025	9.08		
6084-3820 - R.O...	0	170	170	7.72	2,263	5,314	7,577	14.57	52,083	98,893	150,976	9.18		
6085-3820 - R.O...	0	5	5	0.12	4,701	5,921	10,622	35.52	93,398	122,153	215,551	9.62		
6086-3820 - R.O...	0	127	127	12.73	3,074	4,994	8,068	25.45	80,115	107,273	187,388	10.48		
6095-3820 - R.O...	0	541	541	12.30	11,156	15,085	26,241	11.09	90,547	110,614	201,161	10.63		
6101-3820 - R.O...	0	260	260	3.82	21,627	11,112	32,739	16.58	87,848	81,630	169,478	9.19		
6102-3820 - R.O...	0	186	186	2.06	9,166	14,667	23,833	8.74	62,310	92,451	154,761	8.51		
6103-3820 - R.O...	0	605	605	7.96	7,533	7,954	15,486	17.46	53,903	70,068	123,970	7.15		
6104-3820 - R.O...	0	1,220	1,220	22.60	14,926	11,990	26,916	15.00	63,965	80,174	144,139	8.01		

Appendix A: Emergency Call List

ALLIED WASTE EMERGENCY PHONE LIST					
AW - Central 6161 NW 61st Ave Portland, OR 97210		AW - South 2001 Washington St Oregon City, OR 97045			
(503) 226-6161 (503) 226-4902 Fax		(503) 722-4656 (503) 722-4671			
AW CONTACTS					
CENTRAL	HOME	OFFICE	MOBILE	PAGER	
Operations Manager	Craig Holmes	503-226-6161	503-793-6833		
Maintenance Manager	Randy Garr	503-226-6161	503-849-4209		
Allied Safety Manager	Jeromy Tovey		503-969-5748		
Recycling Supervisor	Frank Ramos	503-226-6161	503-849-4217		
Safety Supervisor	Bob Brandenburg	503-226-6161	503-849-4213		
Supervisor	Mike Carney	503-226-6161	503-849-4225		
Haz Mat Technician	Romero Perez	503-226-6161			
Site Security			503-437-1382		
Sprinkler Line Problems (Damage)	Marc Comstock	1-360-573-5973			
Medical Waste Pickup	Bio Med	1-800-622-1378			
Fire Alarm Company	Security Systems	800-722-0364	Panel #		
	T & L Communications	360-737-9725	0011-0424	0114-1207	0114-1134
SOUTH	HOME	OFFICE	MOBILE	PAGER	
Operation Manager	Kelly Herrod	503-722-4656	503-849-0926	503-938-0330	
Maintenance Manager	Randy Garr	503-722-4656	503-849-4209		
Allied Safety Manager	Jeromy Tovey		503-969-5748		
Supervisor	Dave Broughton	503-722-4656	503-849-0890		
Supervisor	Chuck Birdsong	503-722-4656	503-849-4207		
Recycling Supervisor	Jim Waterman	503-722-4656	503-849-4222		
Haz Mat Technician	Randy Swick	503-722-4656 x236			
Site Security			503-849-2562		
Medical Waste Pickup	Bio Med	1-800-622-1378			
Fire Alarm Company	Alarm Central Station	1800-452-3555			
	T & L Communications	360-737-9725			
METRO CONTACTS		OFFICE	MOBILE	PAGER	
Site Supervisor	Penny Erickson	503-797-1659	503-819-2040		
Scale House Supervisor	Jen High	503-223-8714			
Central Haz Mat Supervisor	Rory Greenfield	503-223-5920		503-301-0004	
South Haz Mat Supervisor	Andrew Staab	503-655-0750		503-301-4860	
Health & Safety Officer		503-797-1853		503-301-4861	
WALSH CONTACTS		OFFICE	MOBILE		
Lead Driver	Jim Brogan	503-223-0119	503-805-2765		
Walsh Trucking	Dan Walsh	503-667-1912	503-807-2263		
BFI MISC. CONTACTS		OFFICE	MOBILE		
Workman's Comp					
Medical Clinic (Mon. - Fri.)	Providence Occupational Health NW	503-227-7562			
	1750 NW Naito Parkway, STE 100				
Medical Clinic (Mon. - Fri.)	Providence Occupational Health Clackamas				
	9290 SE Sunnybrook Blvd. Suite 210	503-216-7960			
*****When paging, enter the phone number you are calling from +811 (non emergency), +911 (emergency)					

Appendix B | Diversity in Employment & Sustainability

Appendix B: Non Discrimination and Equal Employment Opportunity Policies and Procedures (p 1 of 4)



Policy No.: HRS-113
Initial Release Date: 04/14/2009
Revision Date: N/A

Policies and Procedures Manual (“PPM”)

Non-Discrimination and Equal Employment Opportunity

1.	Purpose	2
2.	Applicability	2
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Note: The information in this Manual is the property of Republic Services, Inc. (“Republic”) and is to be used in connection with the conduct of the business of Republic and/or its subsidiaries (being collectively referred to in the policies as the “Company” or “Republic”). These policies are not intended to and do not constitute or create contractual terms of employment.

Appendix B: Non Discrimination and Equal Employment Opportunity Policies and Procedures (p 2 of 4)



Policy No.: HRS-113

Initial Release Date: 04/14/2009

Revision Date: N/A

1. Purpose

The purpose of this section of the Policies and Procedures Manual ("PPM") is to describe Republic Services, Inc.'s and its subsidiaries ("Republic" or the "Company") approved policies and procedures for non-discrimination and equal employment opportunity ("EEO").

2. Applicability

This policy applies to all applicants, employees, contractors, vendors and those doing business with the Company and its affiliates.

3. Policy Effective Date

This policy is effective as of April 14, 2009.

As Company policies may be modified or updated from time to time, employees always should refer to the Company's corporate website for the most current version of the policy.

4. General Policy

The Company has established this policy to ensure that all applicants and employees are provided equal opportunity without regard to their physical appearance, personal beliefs, veteran status or any other classification protected by law.

It is the policy of the Company to treat all applicants and employees as individuals without regard to their race, color, religion, sex, sexual orientation, national origin, age, disability, veteran status or any other classification protected by law. This means that the Company will not tolerate discrimination with respect to any employment-related decision or practice, including, but not limited to, advertising, benefits, compensation, hiring, promotion, demotion, transfer, discipline (including probation, suspension and/or termination), availability of Company facilities, performance evaluation, recruitment, social/recreational programs and training.

5. Employee Responsibilities

All supervisors and managers are responsible for ensuring that all procedures and practices at each Company location are in full compliance with all applicable federal, state and local EEO statutes, rules and regulations, and the provisions of this policy.

All supervisors and managers are responsible for implementing this policy and their performance will be judged, in part, on how they implement this policy. The Company requires all supervisors and managers to attend appropriate training and briefings on the Company's EEO policies and procedures in order to assist in their implementation.

6. Recruitment

Each Company location will maintain contact with recruitment sources approved by Regional or Corporate Human Resources specifically selected by such location in order to provide maximum access to a broad base of applicants, including individuals who are members of groups protected by law.

Appendix B: Non Discrimination and Equal Employment Opportunity Policies and Procedures (p 3 of 4)



Policy No.: HRS-113
Initial Release Date: 04/14/2009
Revision Date: N/A

All employment decisions will be based on an individual's qualifications, such as skill, knowledge and/or the ability to perform the position being filled (e.g., education, experience, demonstrated competence, etc.). When appropriate, Government security requirements also must be satisfied.

The Company will ensure that all employment advertising and all employment orders placed with employment agencies clearly indicate the Company's EEO policy with the following statement: An Equal Opportunity Employer M/F/D/V. The Company also will ensure that all employment selection procedures are job-related and consistent with all applicable federal, state and local requirements.

7. Compliance with this Policy

Failure to comply with this policy will result in disciplinary action, including in appropriate circumstances termination of employment.

8. Policy Contact(s)

If you have specific questions or concerns relating to this policy, please contact your local Human Resources Manager, your Local, Divisional, Area or Regional Supervisor or Manager, or Corporate Human Resources.

Appendix B: Non Discrimination and Equal Employment Opportunity Policies and Procedures (p 4 of 4)



Policy No.: HRS-113
Initial Release Date: 04/14/2009
Revision Date: N/A

9. Policies and Procedures Manual – Appendices

Note: The links listed below will be activated only after final approval of each document. Until such approval, please refer to your current policy, procedure, guideline, etc.

A. Related Documents

- 1) [Americans with Disabilities Act](#)
- 2) [Sexual and Other Harassment Policy](#)

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For Excellence

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11/07-COM000257

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ALLIED WASTE POLICIES AND PROCEDURES

Allied Waste and its subsidiaries are committed to providing outstanding customer service in a safe, efficient and cost-effective manner. We are dedicated to providing our employees with a work environment that operates in a responsible manner, consistent with the high business and ethical standards we have established for Allied Waste.

Specific Company policies can be obtained on the *Inside Allied* intranet site, in the Allied Waste Employee Handbook, or from your supervisor or Human Resources representative. The following activities and/or behaviors are considered contrary to the best interests of the Company and its employees. Depending on the severity of any single offense or the frequency of unrelated offenses, the Company will initiate disciplinary action up to and including immediate discharge for any of the following:

1. Failure to comply with any safe work/driving practice or standard of the Company.
2. Reporting to work under the influence of alcohol or drugs or consuming alcohol or drugs at any time during the workday.
3. The use, possession or distribution of alcohol or drugs on, in or around Company property.
4. Noncompliance with Company substance abuse testing policy, including refusing to take or altering any aspect of the test. Such activity will be considered a failure to pass the test in accordance with federal, state and local laws.
5. Possessing, using or storing weapons of any kind, such as firearms, knives or explosives, on Company or customer property.
6. Defrauding the Company in any manner, including the misuse, abuse or unauthorized use of Company property.
7. Dishonesty, including the falsification of any Company record or document.
8. Making false or malicious statements that may reflect negatively on the Company, another employee or a customer.
9. Fighting, assaulting or otherwise endangering any employee, customer or member of the public while on duty.
10. The use of threatening or abusive language, any type of harassment or discourteous, indecent or immoral conduct directed toward an employee, customer or member of the public.
11. Engaging in any form of disruptive conduct during work hours or at any time while on Company property.
12. Loitering on Company property or entering office areas other than for Company business.

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Revised November 2007

13. Insubordination by refusal or failure to follow Company procedures or perform an assignment given by your supervisor or a Company official, including work assignments outside your normal duties.
14. Leaving work prior to completion of your work assignment without the permission of your supervisor or an authorized Company official.
15. Failure to report to work for your scheduled shift, resulting in absences with a frequency that exceeds Company standards.
16. Failure to report to work on time for your scheduled work shift, resulting in tardiness with a frequency that exceeds Company standards.
17. Failure to notify your supervisor or a Company official of your absence at least one hour prior to the start of your shift.
18. Failure to punch your timecard at the start and end of each workday. Employees shall not punch another employee's timecard or falsify time records or time sheets. If a timecard is not punched in or out on the clock as required, your supervisor or a Company official must complete and initial the timecard to authorize payment for the hours in question.
19. Failure to promptly report all personal injuries and accidents to your supervisor or a Company official, including damage to Company, personal or public property, regardless of who is responsible for the damage.
20. Failure to observe traffic laws or report traffic violations involving Company vehicles.
21. Being responsible for an accident that is determined to be preventable under Company safety standards.
22. Misusing, damaging or tampering with Company, employee or customer property.
23. Using Company property without proper authorization, including permitting unauthorized persons to operate or board a Company vehicle or enter Company property.
24. Unauthorized use of Company or customer records or failure to properly prepare any required report before leaving Company or a customer's premises, including failure to obtain signatures as required.
25. Failure to properly check Company equipment according to prescribed standards.
26. Scavenging or personally acquiring material intended for disposal by the Company or customer.
27. Failure to comply with applicable Department of Transportation regulations.
28. Failure to comply with Company and OSHA regulations, including the proper use of personal protective equipment.
29. Operating Company equipment in a careless or unsafe manner, including failure to observe warning signs.

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Revised November 2007

BEFORE YOUR ROUTE

VEHICLE CONDITION REPORT

It is the responsibility of every driver to conduct a daily vehicle check and complete a Vehicle Condition Report (VCR) at the beginning and end of each work shift.

- Complete the reports whether repairs are noted during the visual inspection or not.
- Review each item on the VCR individually. Do not draw a line through the boxes. Check only the boxes that need attention.
- Write all needed repairs on the condition report. Verbal repair requests should not be given to maintenance.
- Turn all VCRs in daily for maintenance review.

DRIVER'S VEHICLE CHECK

To be done daily before leaving yard and at completion of shift. (DOT Reg. Sec. 396.11)

- Check the fluid levels of fuel, engine oil, coolant, hydraulic oil and automatic transmission fluid.
- Start engine and check all instruments, air pressure buildup and cut off (110-120 PSI).
- Check all cab controls—horn, wipers, heater, defroster, etc.
- Check safety equipment—fire extinguisher, reflector set, camera, forks/hoist up alarm, backup alarm, interlock switches, spill kits, seatbelt, etc.
- Check steering play—2 inches (or 10% play) is ideal (should not exceed 4 inches).
- Check emergency parking brake system.
 - Low warning should come on between 60-70 PSI.
 - Dash valve should "pop" out between 25-40 PSI or manufacturer's specifications.
 - Spring brakes should lock wheels.
- Check clutch adjustment.
 - Free play $\frac{1}{2}$ - 1"
 - Clutch brake $\frac{3}{4}$ " from floor
- Check/clean windows, mirrors, lights, cameras and reflectors.
- Check tires. Also visually check for cuts, loose rims, adequate pressure, cracked wheels or loose/missing lug nuts.
- Inspect for body damage/wear.
- Inspect for fluid leaks, loose bolts, broken springs and debris on radiator, engine, transmission or in front of blade.
- Check operation of hydraulics and cycle all blades, arms and hoists.
- Inspect winch cable, spool, chains and hooks.
- If using a trailer unit, check coupling device, hitches, dollies, air line and electrical connections.

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- Smoking in non-smoking areas.
- Failure to report defective equipment or unsafe conditions of any truck or facility that may endanger an employee, customer or member of the public.

In addition, all employees who drive or operate a Company vehicle, truck or heavy equipment, are responsible for:

- Ensuring the care and safety of the vehicle during their shift, which includes performing a pre-trip and post-trip inspection according to Company standards using the required Vehicle Condition Report.
- Securing necessary equipment and supplies for proper job performance before leaving the Company or customer's facility.
- Not tampering with tachometers, governors, pressure valves, camera's, GPS or other safety devices.
- Checking the vehicle's tires before leaving a disposal facility and/or customer facility.
- Keeping the cab of the vehicle clean at all times.
- Draining air tanks (if required) and shutting off the battery disconnect switch upon parking the vehicle.
- Not allowing the vehicle to be pushed by any other vehicle.
- Securing and covering all loads properly before leaving the Company or customer facility while being careful to avoid overhead hazards.
- Notify dispatch or a Company official before leaving the Company or customer facility, according to Company standard.
- Not driving the vehicle in convoy fashion.
- Using radios in compliance with Company standards and federal regulations.
- Not using any radar detector or similar device in the vehicle.
- Shutting off the vehicle and taking the keys with you when away from the truck.
- Notifying dispatch or a Company official when leaving the vehicle for more than 30 minutes or for any reason other than Company business.
- Not knowingly exceeding the vehicles lawful weight limit.
- Utilizing defensive driving techniques and wearing seatbelts as required.

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15. Check operation of all safety systems, including:
 - a. Backup alarm
 - b. Backup safety system (camera)
 - c. Top door or boom safety system
 - d. Boom hoist-up alarm
 - e. Body access door interlock
 - f. Reflective tape
 - g. Battery disconnect switch
16. Check service brakes.
 - a. Apply full pressure (air loss not to exceed 3-4 PSI in 1 minute)
 - b. Conduct low speed stop test: note wheel pull.
17. Note any unusual conditions—noise, smoke, loss of performance, etc.
18. Check operation of 2-way radio/communication system.
19. **Drain air tanks at end of shift (if required).**
20. **Turn off battery disconnect at end of shift.**
 - a. **Secure truck**
 - b. **Turn in keys**



DRIVERS VEHICLE CONDITION REPORT

Date: _____ Unit: _____ Driver: _____
 Location: _____ Ending Engine Hrs.: _____
 Start Time: _____ Finish Time: _____ Ending Mileage: _____

FLUID LEVELS					
PRE	POST	Amount Added	PRE	POST	Amount Added
<input type="checkbox"/>	<input type="checkbox"/>	Engine Oil	<input type="checkbox"/>	<input type="checkbox"/>	Oil
<input type="checkbox"/>	<input type="checkbox"/>	Hydraulic Oil	<input type="checkbox"/>	<input type="checkbox"/>	Gal.
<input type="checkbox"/>	<input type="checkbox"/>	Coolant	<input type="checkbox"/>	<input type="checkbox"/>	Gal.
<input type="checkbox"/>	<input type="checkbox"/>	Fuel	<input type="checkbox"/>	<input type="checkbox"/>	Gal.
<input type="checkbox"/>	<input type="checkbox"/>	Transmission	<input type="checkbox"/>	<input type="checkbox"/>	Qt.
<input type="checkbox"/>	<input type="checkbox"/>	Water	<input type="checkbox"/>	<input type="checkbox"/>	Gal.

No Defects - Vehicle Condition Satisfactory

CAB INSPECTION

If items need repair, check below and describe.

PRE	POST	Amount Added	PRE	POST	Amount Added
<input type="checkbox"/>	<input type="checkbox"/>	All gauges/gauge lights	<input type="checkbox"/>	<input type="checkbox"/>	Cab horn
<input type="checkbox"/>	<input type="checkbox"/>	Low oil pressure	<input type="checkbox"/>	<input type="checkbox"/>	Windshield cracks
<input type="checkbox"/>	<input type="checkbox"/>	Low oil warning light/buzzer	<input type="checkbox"/>	<input type="checkbox"/>	Windshield wipers
<input type="checkbox"/>	<input type="checkbox"/>	License/registration papers	<input type="checkbox"/>	<input type="checkbox"/>	Windshield/clean
<input type="checkbox"/>	<input type="checkbox"/>	Low air warning light/buzzer	<input type="checkbox"/>	<input type="checkbox"/>	Heat/delrost/AC
<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	Radio

SAFETY INSPECTION

If items need repair, check below and describe.

PRE	POST	Amount Added	PRE	POST	Amount Added
<input type="checkbox"/>	<input type="checkbox"/>	Reflective triangles	<input type="checkbox"/>	<input type="checkbox"/>	Fire extinguisher
<input type="checkbox"/>	<input type="checkbox"/>	Rear vision monitor	<input type="checkbox"/>	<input type="checkbox"/>	Camera/clean
<input type="checkbox"/>	<input type="checkbox"/>	Safety interlock switches	<input type="checkbox"/>	<input type="checkbox"/>	Safety devices

MECHANICAL INSPECTION

If items need repair, check below and describe.

PRE	POST	Amount Added	PRE	POST	Amount Added
<input type="checkbox"/>	<input type="checkbox"/>	Service brakes adjusted	<input type="checkbox"/>	<input type="checkbox"/>	Marker lights/clean
<input type="checkbox"/>	<input type="checkbox"/>	Parking brakes operational	<input type="checkbox"/>	<input type="checkbox"/>	Brake lights/clean
<input type="checkbox"/>	<input type="checkbox"/>	Battery disconnect	<input type="checkbox"/>	<input type="checkbox"/>	Turn signal/clean
<input type="checkbox"/>	<input type="checkbox"/>	Body damage	<input type="checkbox"/>	<input type="checkbox"/>	Suspension
<input type="checkbox"/>	<input type="checkbox"/>	Cab damage	<input type="checkbox"/>	<input type="checkbox"/>	Steering play
<input type="checkbox"/>	<input type="checkbox"/>	Air lines	<input type="checkbox"/>	<input type="checkbox"/>	Fuel tank/lines
<input type="checkbox"/>	<input type="checkbox"/>	Drain air tank	<input type="checkbox"/>	<input type="checkbox"/>	Exhaust
<input type="checkbox"/>	<input type="checkbox"/>	Air dryer	<input type="checkbox"/>	<input type="checkbox"/>	Engine
<input type="checkbox"/>	<input type="checkbox"/>	Head lights/clean	<input type="checkbox"/>	<input type="checkbox"/>	Starter

DEFECT DESCRIPTION

TIRES	FRONT	REAR	RIGHT	LEFT
Indicate tire pressure and any defects				

Above defects corrected.
 Above defects need not be corrected for the safe operation of vehicle.

DRIVERS SIGNATURE _____ DATE _____
 MECHANIC'S SIGNATURE _____ DATE _____
 DRIVERS REVIEW SIGNATURE _____ DATE _____
RECORD ONLY THROUGH STANDARD REGISTER 713-661-0200

Mechanic's Comments: _____
 Work Order No. _____
White Copy-Maintenance-Retain for 90 Days Yellow Copy-Operations 1001 10/04

Appendix C | Material Recovery

NISSAN
FORKLIFT

Platinum II Nomad Series

Compact Solid Pneumatic Tire / Engine Powered Models



3,000 / 3,500 / 5,000 LB. CAPACITY MODELS

LPG, DUAL FUEL

Appendix C: Material Recovery

Catalogue Cuts: Forklift (p 2 of 3)

Nissan Forklift Corporation

NISSAN FORKLIFT



Platinum II Series - Fuel Efficiency & Productivity Results

December 5, 2008

Nissan's Platinum II: What drives you?

Better fuel economy? Greater productivity? How about lower maintenance costs?

Regardless of what drives your decision to select one brand of lift truck over another, Nissan's Platinum II Series has what your operation needs.

According to a recent test conducted by the Minnesota Center for Automotive Research (MnCAR), Nissan's Platinum II Series using our K21 engine outperformed both Toyota and Yale, offering savings in fuel costs and delivering opportunities to realize greater productivity.

Having gained recognition for applied research in vehicle systems development, MnCAR is a nationally accredited program, and run by the professor of Automotive Engineering Technology, currently serving as Director for the Minnesota Center of Automotive Research. To learn more about MnCAR, go to <http://cset.mnsu.edu/arc/mncar.html>

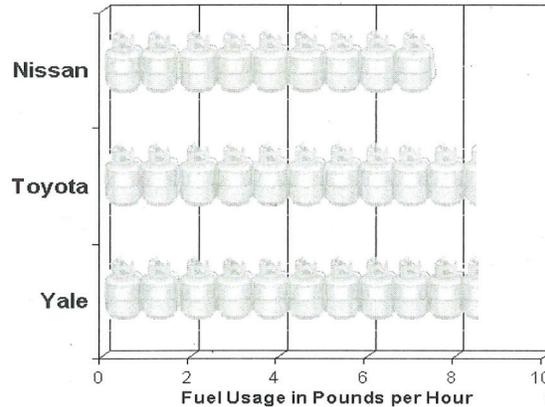
Unlike similar studies performed by other OEMs, Nissan relied on an unbiased, independent source to obtain certified proof of what Nissan has known for many years about its low ownership costs.

Choose Platinum II for Fuel Savings

Nissan's Platinum II Series offers users the ability to choose between its **Power** mode (for faster speeds and greater productivity) or its **Economy** setting, ensuring the best possible fuel savings, while still maintaining excellent operator efficiency.

For those customers whose operations are less demanding and rely upon the value the Platinum II's Economy setting offers, results prove the Platinum's K21 provides them with the greatest fuel efficiency.

Test findings (above, right) illustrate Nissan's K21 used 9.5% to nearly 11% **less fuel** than competitive models under unloaded conditions. And under



Note: Results certified by MnCAR 2008

loaded conditions, results were similar - up to 8% fuel savings were realized.

To calculate the impact of this data, consider savings based on the truck's annual usage rate. Using

conservative factors of 1200 hours actual drive time per year, and a cost of 55 cents per lb. of LPG, the amount of money to be saved can really add up. (next pg)

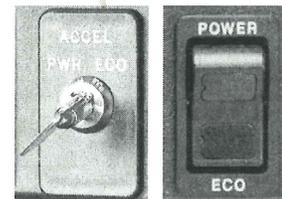
Choose Platinum II for Productivity

Several factors converge to produce a truly productive forklift, capable of completing more work in less time by offering a desirable combination of **power** (torque), **speed**, and **ergonomic** features to reduce driver fatigue, all the while keeping them alert and comfortable throughout the shift.

The **workhorse of most warehouses**, forklifts must be capable of keeping up with the demands of a fast

moving operation, leaving the natural ebb and flow of production undisturbed. In some instances, they need to actually set the pace, pushing productivity limits whenever possible.

With the Power/Economy switch, Nissan's Platinum II Series offers its users the ability to choose a setting on the fly that's most appropriate to the situation, delivering greater power and performance in areas exactly where and when



needed.

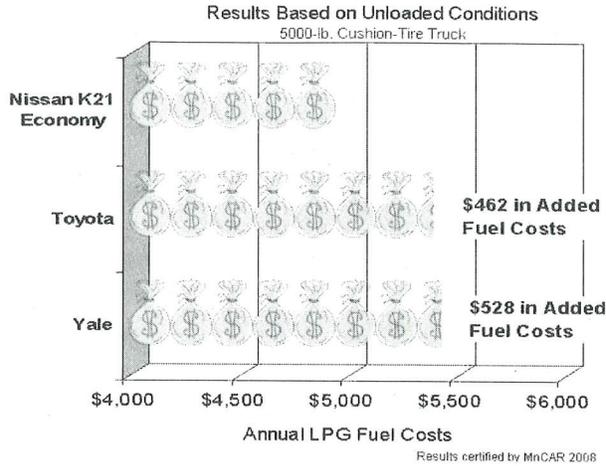
This option is available on all K21 & K25 engine powered trucks, and was included among the many tests performed by MnCAR. (See next pg)

This confidential document is intended ONLY for the internal use of Nissan Forklift Corporation, its employees and national Dealer network. All data contained in this bulletin was based on the most current information available at the time of printing, and subject to change without notice.

Appendix C: Material Recovery

Catalogue Cuts: Forklift (p 3 of 3)

Choose Platinum II for Fuel Savings



According to the results of MnCAR's tests, based on a 1200-hour annual usage rate and cost of \$0.55 per pound of LPG, over \$460 to nearly \$530 per truck can be saved when purchasing a Nissan instead of a Toyota or Yale standard 5000-lb. cushion tire truck, respectively. Over a five-year lease, this amounts to an average savings - in fuel costs alone for just one forklift - of \$2500.

To calculate the impact of this fuel savings across a larger fleet, refer to the charts developed (right). For example, by deciding to enter into a 5-year lease for 10 new Nissan's (instead of Toyota trucks), you'd realize a savings of \$23,100. Comparatively, by choosing Nissan Platinum over Yale (same terms) you'll be spending \$26,400 less in LP!

Careful evaluation across forklifts in your decision making process includes review of costs beyond initial purchase price.

To gain a greater understanding of your total ownership costs, additional factors must be considered, including fuel consumption, maintenance expenses and the reliability of design and manufacture.

Nissan holds to extremely tight specifications in the engineering and production of its equipment, even including extra safeguards - such as an engine/transmission protection system - for free, while other brands require such items be purchased at an additional cost.

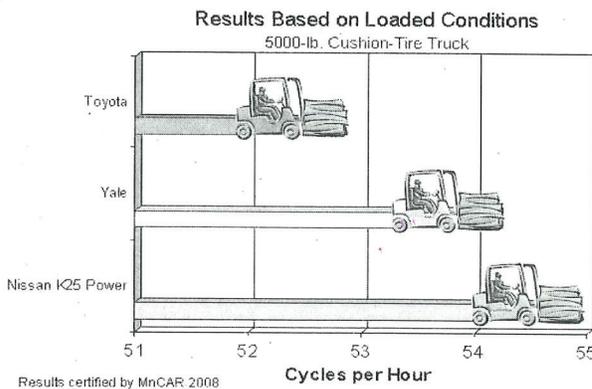
Fuel Savings: Nissan vs. Toyota

No. of Years	Fleet Size			
	1 truck	5 trucks	10 trucks	15 trucks
1	\$ 462	\$ 2,310	\$ 4,620	\$ 6,930
2	\$ 924	\$ 4,620	\$ 9,240	\$ 13,860
3	\$ 1,386	\$ 6,930	\$ 13,860	\$ 20,790
4	\$ 1,848	\$ 9,240	\$ 18,480	\$ 27,720
5	\$ 2,310	\$ 11,550	\$ 23,100	\$ 34,650

Fuel Savings: Nissan vs. Yale

No. of Years	Fleet Size			
	1 truck	5 trucks	10 trucks	15 trucks
1	\$ 528	\$ 2,640	\$ 5,280	\$ 7,920
2	\$ 1,056	\$ 5,280	\$ 10,560	\$ 15,840
3	\$ 1,584	\$ 7,920	\$ 15,840	\$ 23,760
4	\$ 2,112	\$ 10,560	\$ 21,120	\$ 31,680
5	\$ 2,640	\$ 13,200	\$ 26,400	\$ 39,600

Choose Platinum II for Productivity



Only Nissan's Platinum II Series can offer its customer such a variety of engine and power options within one product family. Flip the switch from the K21's Economy to Power

Mode, and instantly you have the power to match Toyota's 8-Series trucks, with just a fraction (0.5%) of a difference in productivity, measured in cycles completed per hour.

For even greater output, choose Nissan's powerful K25 engine, available in Platinum's 4-8,000 lb. cushion and 4-7,000 lb. pneumatic models.

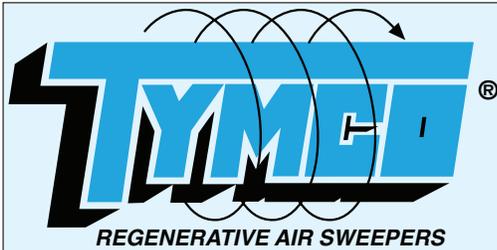
Do various power needs exist within your operation? Could you save on fuel costs by switching to an Economy setting in some areas?

Nissan's K25, using the optional Power Mode, is designed to deliver maximum performance. Using this combination, the Platinum II realized a significant advantage over the other models, according to MnCAR's findings. Based on a 1200 hour usage, this results in an annual productivity increase of nearly 850 to over 2500 cycles per truck.

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Appendix C: Material Recovery

Catalogue Cuts: Sweeper Truck (p 1 of 1)



Cabover Chassis

MODEL 210® REGENERATIVE AIR SWEEPER® / GENERAL SPECIFICATIONS

SWEeper AUXILIARY ENGINE

EngineKubota V2003M, 4 cyl. (Tier 4i)
 Displacement 122.0 cubic inches (1.99 L)
 Horsepower40 @ 2,800 RPM (30 kW)
 Net torque..... 92.8 ft-lb @ 1600 RPM (126 Nm)
 Air cleaner, heavy duty Dry type
 Oil filter, spin on Full flow
 Cooling Liquid
 Auxiliary engine shutdown system

SWEeper AUXILIARY ENGINE, GASOLINE (Consult Factory)

BLOWER

Aluminum alloy high volume open face turbine
 PurposeCreates blast and suction
 BearingsAnti-friction
 HousingAbrasion resistant, replaceable liner
 DriveHeavy duty power band

DUST SEPARATOR

TypeCyclonic, multipass, centrifugal separation
 Size 20" x 22.5" cylindrical area (508mm x 1549mm)
 Location Adjacent to hopper
 Particulate removalThrough 22.5" x .5" (572 mm x 13 mm) skimmer slot into hopper
 Inspection Access port for cleaning

HOPPER

Capacity (volumetric)2.4 cubic yards (1.83 m³)
 Capacity (volumetric)2 cubic yards (1.52 m³)
 ConstructionWelded steel plate
 Dump door size 52" x 23" (1321 mm x 584 mm)
 Dumping methodHydraulic with tilt up
 Dumping height 60" (1524 mm)

PICK-UP HEAD

Function Air blast and suction chamber
 Width78" I.D. (1981 mm)
 Head area..... 2,028 sq. inches (1.31 m²)
 Suspension4 springs, 2 drag links
 Skids..... DUO-SKIDS®
 Suction & pressure hose 12" diameter (305 mm)
 Pressure bleederIntegral for leaf/light material pickup

HYDRAULIC SYSTEM

Operates gutter broom(s), dump and pick-up head
 Drive Belt driven from auxiliary engine
 Capacity.....5 GPM (18.925 LPM)
 Reservoir 8 gal. (30.3 L) with 80 mesh suction, sight / temperature gauge
 Filter..... 10 micron in-line

CONTROLS

Inside cab (lighted) Pick-up head, gutter broom(s), ignition and tachometer (auxiliary engine), voltmeter, low water warning system (for optional dust control system), all safety lights, hour meter, pressure bleeder
Outside cabDump

OPTIONAL EQUIPMENT

Abrasion protection package
 Auxiliary engine, turbocharged diesel
 Auxiliary fuse panel
 Auxiliary hand hose 6" dia. (152 mm)
 Cabover extra water capacity
 Cabover storage box
 Dust control system
 Gutter broom (s)(Left, right or dual)
 Drive Constant speed non-reversible hydraulic motor
 Adjustment..... Adjustable for down pressure, pattern and wear
 Down pressure..... Automatically adjusts to requirement
 Flexibility All directions. Integral anti-damage "swing away" relief valve
 Broom Polypropylene wafer 36" (914 mm) or steel wire digger 32" (812.8 mm)
 Hopper drain system
 Hopper slide out screens
 Hopper up alarm
 Light bar - Cab mounted
 Low emissions package
 Sound Reduction Engineering (SRE™)
 Stainless Steel Hopper
 Color (other than TYMCO standard white)
Special options are available for your individual requirements. Contact your local dealer or TYMCO.

CAB/CHASSIS

Minimum Requirements

Model Isuzu NPR
 GVW 12,000 lbs. (5,448 kg)
 Engine, turbo diesel5.19 L
 Transmission..... Automatic
 Alternator 110 amp
 Battery Dual (2) 750 CCA
 Wheelbase..... 132.5" (3365 mm)
 Fuel tank, rear mounted 30 gal. (113 L)
 Tires (2-front, 4-rear)..... 215/85R 16E all season
 Steering Power
 Brakes Vacuum assisted hydraulic brakes w/anti-lock
 Instruments & lights Full package as required
 Back-up alarm
 Power windows and door locks
 Air conditioned cab
 AM / FM CD radio
 Consult factory for sweeper specifications and other available truck chassis.

GENERAL SWEEPING WIDTH

Pick-up head only78" (1981 mm)
 With 1 gutter broom98" (2489 mm)
 With 2 gutter brooms118" (2997 mm)

OVERALL DIMENSIONS (Approximate)

Length223" (5664 mm)
 Width87.25" (2216 mm)
 Height @ truck*90" (2286 mm)
 Height with light bar 97" (2464 mm)
 Empty weight* 9,739 lbs (4421 kg)
 Weight (sweeper)* 3,980 lbs (1807 kg)

**Dimensions and weight may vary with equipment.*

AQMD PM₁₀ Certified



MODEL 600®
Conventional Cab



MODEL DST-6®
Dustless Sweeping Technology



MODEL 435®



MODEL DST-4®
Dustless Sweeping Technology

1-800-258-9626
www.tymco.com

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Specifications subject to change without notice.

Appendix C: Material Recovery

Catalogue Cuts: Skid Steer Loader (p 1 of 2)



Cat[®] 246C

SKID STEER LOADER

FEATURES:

The Cat[®] 246C Skid Steer Loader, with its radial lift design, delivers excellent digging performance with outstanding drawbar power. The 246C features the following:

- **Sealed and pressurized cab option** provides a cleaner and quieter operating environment.
- **Seat mounted adjustable joystick controls and available air ride seat** make the C-Series the industry leader in operator comfort.
- **High performance power train** provides high engine horsepower and torque. Electronic Torque Management and standard foot throttle allow the machine to be operated at part throttle for lower sound levels and fuel consumption.

- **High Flow XPS hydraulic system** is available for applications that demand maximum hydraulic work tool performance.
- **Easy routine maintenance** helps reduce machine downtime for greater productivity.
- **Caterpillar's broad range of performance matched work tools** make the Cat Skid Steer Loader the most versatile machine on the jobsite.

Specifications

Engine

Engine Model	Cat [®] C3.4 DIT	
Gross Power SAE J1995	56 kW	75 hp
Net Power SAE 1349	54 kW	73 hp
Displacement	3.3 L	201 in ³
Stroke	120 mm	4.7 in
Bore	94 mm	3.7 in

Weights

Operating Weight	3393 kg	7,480 lb
------------------	---------	----------

Power Train

Travel Speed (Forward or Reverse):		
One Speed	12.5 kph	7.7 mph
Two Speed Option	19.3 kph	12.0 mph
XDP Option Speed (with tires)	10.4 kph	6.5 mph
XDP Option Speed (with VTS tracks)	7.8 kph	4.8 mph

Hydraulic System

Hydraulic Flow – Standard:		
Loader Hydraulic Pressure	23 000 kPa	3,335 psi
Loader Hydraulic Flow	84 L/min	22 gal/min
Hydraulic Power	31.9 kW	42.8 hp
Hydraulic Flow – High Flow XPS:		
Max. Loader Hydraulic Pressure	28 000 kPa	4,061 psi
Max. Loader Hydraulic Flow	125 L/min	33 gal/min

Operating Specifications

Rated Operating Capacity	975 kg	2,150 lb
Rated Operating Capacity with Optional Counterweight	1066 kg	2,350 lb
Tipping Load	1950 kg	4,300 lb
Breakout Force, Tilt Cylinder	3324 kg	7,328 lb

Cab

ROPS	SAE J1040 MAY94, ISO 3471:1994
FOPS	SAE J1043 SEPT87, ISO 3449:1992 Level I
FOPS Level II	SAE J231 JAN81, ISO 3449:1992 Level II

Service Refill Capacities

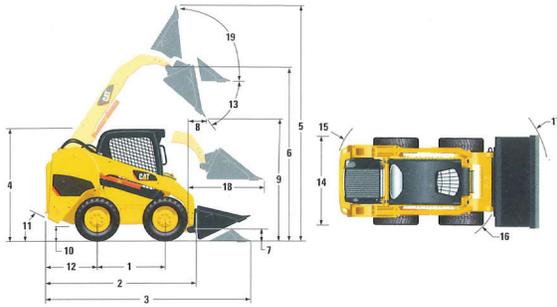
Chain Box, each side	10 L	2.6 gal
Cooling System	14 L	3.7 gal
Engine Crankcase	10 L	2.6 gal
Fuel Tank	98 L	26 gal
Hydraulic System	57 L	15 gal
Hydraulic Tank	42 L	11 gal

CATERPILLAR[®]

Appendix C: Material Recovery

Catalogue Cuts: Skid Steer Loader (p 2 of 2)

246C Skid Steer Loader



Dimensions

1 Wheelbase	1240 mm	48.8 in
2 Length w/o Bucket	2979 mm	117.2 in
3 Length w/Bucket on Ground	3692 mm	145.3 in
4 Height to Top of Cab	2104 mm	82.8 in
5 Max. Overall Height	3998 mm	157.4 in
6 Bucket Pin Height at Max. Lift	3122 mm	122.9 in
7 Bucket Pin Height at Carry Position	200 mm	7.8 in
8 Reach at Max. Lift and Dump	600 mm	23.6 in
9 Clearance at Max. Lift and Dump	2425 mm	95.4 in
10 Ground Clearance	225 mm	8.8 in
11 Departure Angle	26°	
12 Bumper Overhang Behind Rear Axle	1089 mm	42.8 in
13 Maximum Dump Angle	40°	
14 Vehicle Width over Tires	1676 mm	66 in
15 Turning Radius from Center – Machine Rear	1730 mm	68.1 in
16 Turning Radius from Center – Coupler	1386 mm	54.6 in
17 Turning Radius from Center – Bucket	2167 mm	85.3 in
18 Max. Reach w/Arms Parallel to Ground	1388 mm	54.6 in
19 Rack Back Angle at Max. Height	85°	

MANDATORY EQUIPMENT

- Hydraulics, Standard or High Flow XPS
- Quick Coupler, Mechanical or Hydraulic
- Seat Belt, 50 mm (2 in) or 75 mm (3 in)

COMFORT PACKAGE (must select one of the following)

- Open ROPS (C1): *Cup Holder, Radio Ready, Suspension Seat, (No Heater or Door)*
- Enclosed ROPS with Heat (C2): *Cup Holder, Radio Ready, Seat (choice of Suspension or Air Ride), Heater and Defroster, Side Windows, Door (either Glass or Polycarbonate)*
- Enclosed ROPS with A/C (C3): *C2 + Air Conditioner*

PERFORMANCE PACKAGE (must select one of the following)

- Performance Package 1: *One Speed*
- Performance Package 2: *One Speed, Self Level*
- Performance Package 3: *Two Speed, Self Level*
- Performance Package 4: *Two Speed, Self Level, Ride Control, Advanced Machine Information and Control System (AMICS)*

STANDARD EQUIPMENT

ELECTRICAL

- 12 volt Electrical System
- 90 ampere Alternator
- Ignition Key Start/Stop Switch
- Lights: *Gauge Backlighting, Two Rear Tail Lights, Two Rear Working Lights, Two Adjustable Front Halogen Lights, Dome Light*
- Backup Alarm
- Heavy Duty Battery, 850 CCA

OPERATOR ENVIRONMENT

- Gauges: *Fuel Level, Hour Meter*
- Operator Warning System Indicators: *Air Filter Restriction, Alternator Output, Armrest Raised/Operator Out of Seat, Engine Coolant Temperature, Engine Oil Pressure, Glow Plug Activation, Hydraulic Filter Restriction, Hydraulic Oil Temperature, Park Brake Engages*
- Vinyl Seat
- Fold in Ergonomic Contoured Armrest
- Control Interlock System, when operator leaves seat or armrest raised: *Hydraulic System Disables, Hydrostatic Transmission Disables, Parking Brake Engages*
- ROPS Cab, Open, Tilt Up
- FOPS, Level I
- Top and Rear Windows
- Headliner, Deluxe
- Floor Mat
- Interior Rear View Mirror
- 12 volt Electric Socket
- Horn

POWER TRAIN

- Cat® C3.4 DIT Interim Tier 4 Compliant Diesel Engine
- Air Cleaner, Dual Element, Radial Seal
- S-O-S™ Sampling Valves, Engine Oil and Hydraulic Oil
- Filters, Spin-on, Hydraulic
- Filters, Bayonet-type, Fuel and Water Separator
- Tilt Up Radiator/Hydraulic Oil Cooler
- Spring Applied, Hydraulically Released, Wet Multi Disc Parking Brakes
- Hydrostatic Transmission
- Four Wheel Chain Drive

OTHER

- Engine Enclosure, Lockable
- Extended Life Antifreeze, -37° C (-34° F)
- Machine Tie Down Points (4)
- Support, Lift Arm
- Hydraulic Oil Level Sight Gauge
- Radiator Coolant Level Sight Gauge
- Radiator, Expansion Bottle
- Caterpillar ToughGuard™ Hose
- Auxiliary, Hydraulics, Continuous Flow
- Heavy Duty, Flat Faced Quick Disconnects
- Split D-Ring to Route Work Tool Hoses Along Side of Left Lift Arm
- Electrical Outlet, Beacon
- Belly Pan Cleanout

OPTIONAL ATTACHMENTS

- Counterweight
- Beacon, Rotating
- Engine Block Heater – 120V or 240V
- Oil, Hydraulic, Cold Operation
- Paint, Custom
- Extreme Duty Power Train (XDP)

For more complete information on Cat products, dealer services, and industry solutions, visit us on the web at www.cat.com

AEHQ5858-01 (5-08)

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CATERPILLAR®

Appendix C: Material Recovery

Catalogue Cuts: Track Type Loader (p 1 of 5)

D7R Series II Track-Type Tractor



Engine

Engine Model	Cat® 3176C	
Gross Power	192 kW	258 hp
Flywheel Power	179 kW	240 hp

Weights – Standard

Operating Weight	25 304 kg	55,786 lb
Shipping Weight	20 630 kg	45,479 lb

Appendix C: Material Recovery

Catalogue Cuts: Track Type Loader (p 2 of 5)

Engine

Engine Model	Cat 3176C	
Gross Power	192 kW	258 hp
Flywheel Power	179 kW	240 hp
Net Power - Caterpillar	179 kW	240 hp
Net Power - ISO 9249	179 kW	240 hp
Net Power - SAE J1349	177 kW	238 hp
Net Power - EU 80/1269	179 kW	240 hp
Net Power - DIN 70020	248 PS	
Bore	125 mm	4.9 in
Stroke	140 mm	5.5 in
Displacement	10.3 L	629 in ³

- Engine Ratings at 2100 RPM
- Net power advertised is the power available at the flywheel when the engine is equipped with fan, air cleaner, muffler and alternator.
- No derating required up to 2286 m (7500 ft) altitude, beyond 2286 m (7500 ft) automatic derating occurs.

Transmission

1 Forward	3.52 kph	2.19 mph
2 Forward	6.10 kph	3.79 mph
3 Forward	10.54 kph	6.55 mph
1 Reverse	4.54 kph	2.82 mph
2 Reverse	7.85 kph	4.88 mph
3 Reverse	13.58 kph	8.44 mph

Weights

Operating Weight - Std.	25 304 kg	55,786 lb
Shipping Weight - Std.	20 630 kg	45,479 lb
Operating Weight - XR	25 880 kg	57,056 lb
Shipping Weight - XR	21 206 kg	46,752 lb
Operating Weight - LGP	27 443 kg	60,503 lb
Shipping Weight - LGP	22 722 kg	50,094 lb

- Shipping Weight
(Includes lubricants, coolant, cab, hydraulic controls, Standard Track and 10% fuel.)
- Operating weight
(Includes lubricants, coolant, full fuel tank, SU blade with tilt cylinder, shoes, cab, hydraulic controls, drawbar and operator.)

Service Refill Capacities

Fuel Tank	479 L	126.5 gal
Cooling System	77.4 L	20.4 gal
Engine Crankcase	31 L	8.2 gal
Power Train	178 L	47 gal
Final Drives (each)	13 L	3.4 gal
Roller Frames (each)	24.6 L	6.5 gal
Attachment Hydraulic System Tank Only	54 L	14.3 gal
Pivot Shaft Compartment	1.9 L	0.5 gal

Hydraulic Controls - Pump

Pump Capacity	7000 kPa	1,015 psi
Pump Output (Differential Steering)	295 L/min	77.9 gal/min
Lift Cylinder Flow	180 L/min	47.6 gal/min
Tilt Cylinder Flow	80 L/min	21.1 gal/min
Ripper Cylinder Flow	180 L/min	47.6 gal/min

- Pump speed at 2231 RPM
- Pump specifications at rated engine speed

Hydraulic Controls - Main Relief Valve Settings

Differential Steering Models	42 000 kPa	6,092 psi
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Hydraulic Controls - Maximum Operating Pressure

Bulldozer	22 800 kPa	3,307 psi
Tilt Cylinder	17 225 kPa	2,498 psi
Ripper (Lift)	22 750 kPa	3,300 psi
Ripper (Pitch)	22 750 kPa	3,300 psi
Steering	38 000 kPa	5,511 psi

Appendix C: Material Recovery

Catalogue Cuts: Track Type Loader (p 3 of 5)

Blades

Blade Type		
U Blade Capacity	8.34 m ³	10.91 yd ³
U Blade Width	3988 mm	13.08 ft
SU Blade Capacity	6.86 m ³	8.98 yd ³
SU Blade Width	3693 mm	12.12 ft
S Blade Capacity	5.16 m ³	6.75 yd ³
S Blade Width	3904 mm	12.81 ft
LGP S Blade Capacity	5.89 m ³	7.70 yd ³
LGP S Blade Width	4545 mm	14.91 ft
A Blade Capacity	3.89 m ³	5.08 yd ³
A Blade Width	4503 mm	14.77 ft

Multi-Shank Ripper

Type	Adjustable Parallelogram	
Beam width	2210 mm	87 in
Beam cross section	343 x 279 mm	13.5 x 11 in
Maximum penetration	748 mm	29.4 in
Maximum clearance raised (shank tip)	757 mm	29.8 in
Number of pockets	3	
Maximum penetration force	8664 kg	19,100 lb
Maximum pryout force	17 138 kg	38,513 lb
Weight - with one shank	3307 kg	7,431 lb
Weight - each additional shank	150 kg	330 lb

Winch Specifications

Winch Model	PA110VS Variable Speed	
Weight	1894 kg	4,176 lb
Winch and Bracket Length	1461 mm	57.5 in
Winch Case Width	1171 mm	46.1 in
Increased Tractor Length - STD	742 mm	29.2 in
Increased Tractor Length - XR	587 mm	23.1 in
Increased Tractor Length - LGP	742 mm	29.2 in
Flange Diameter	610 mm	24 in
Drum Width	337 mm	13.3 in
Drum Diameter	318 mm	12.5 in
Drum Capacity - 24 mm (1 in)	127.41 m	418 ft
Drum Capacity - 29 mm (1.13 in)	84.12 m	276 ft
Drum Capacity - 32 mm (1.25 in)	58.83 m	193 ft
Ferrule Size (O.D. x Length)	2.38 in x 2.56 in / 60 mm x 65 mm	
Oil Capacity	15.1 L	4 gal

Standards

ROPS/FOPS

- ROPS (Rollover Protective Structure) offered by Caterpillar for the machine meets ROPS criteria SAE J395, SAE 1040 MAY94, AND ISO 3471-1994.
- FOPS (Falling Object Protective Structure) meets ISO 3449-1992 Level II.

Cab

- The operator sound exposure Leq (equivalent sound pressure level) measured according to the work cycle procedures specified in ANSI/SAE J1166 OCT 98 is 83 dB(A), for cab offered by Caterpillar, when properly installed and maintained and tested with the doors and windows closed.
- Hearing protection may be needed when operating with an open operator station and cab (when not properly maintained or doors/windows open) for extended periods or in noisy environment.
- The exterior sound pressure level for the standard machine measured at a distance of 15 meters according to the test procedures specified in SAE J88 APR 95, mid-gear-moving operation, is 86 dB(A).

Brakes

- Brakes meet the standard SAE J/ISO 10265 MARCH99.

Appendix C: Material Recovery

Catalogue Cuts: Track Type Loader (p 4 of 5)

Bulldozer Specifications

Blade		7S	7SU	7U	7A		7S LGP
					Straight	Angled 25°	
Blade Capacity (SAE J1265)	m ³	5.16	6.86	8.34	3.89	—	5.89
	yd ³	6.75	8.98	10.91	5.08	—	7.70
Width (over end bits)	mm	3904	3693	3988	4503	4120	4545
	ft/in	12'10"	12'1"	13'1"	14'9"	13'6"	14'11"
Height	mm	1363	1524	1553	1111	1111	1343
	ft/in	4'5.7"	5'0"	5'3"	3'7.7"	3'7.7"	4'5"
Digging Depth	mm	527	527	527	669	669	668
	in	20.7"	20.7"	20.7"	26.3"	26.3"	26.3"
Ground Clearance	mm	1145	1145	1145	1115	1115	1153
	in	45"	45"	45"	44"	44"	45"
Maximum Tilt	mm	845	799	861	627	627	686
	in	33.3"	31.4"	33.9"	24.7"	24.7"	27"
Weight (without hyd. controls)	kg	3465	3593	3926	3523	3523	3732
	lb	7640	7923	8657	7768	7768	8229
Total Operating Weight* (with blade)	kg	27 277	27 413	27 731	27 323	27 323	29 500
	lb	60,136	60,436	61,136	60,236	60,236	65,036

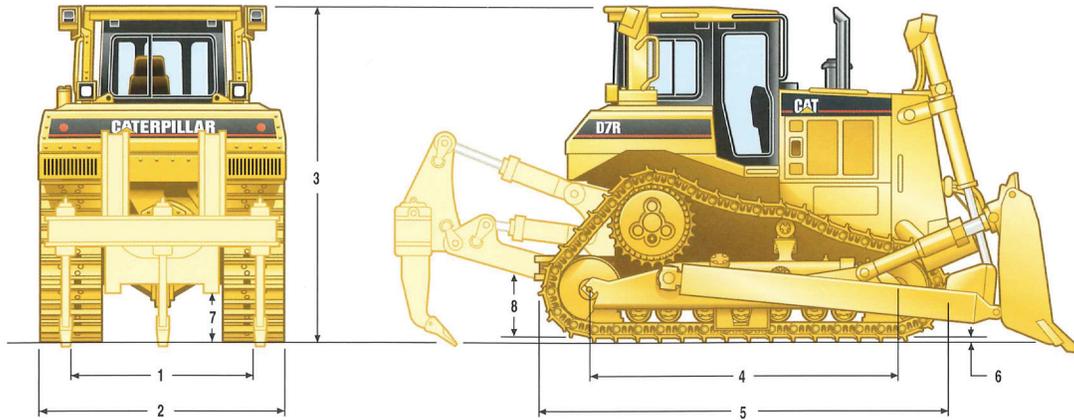
* Operating weight includes power shift arrangement, lubricants, coolant, full fuel tank, hydraulic controls, blade tilt cylinder, ROPS canopy, multi shank ripper (one shank), 560 mm (22") shoes for standard, 914 mm (36") shoes for LGP and operator. (Width with C-frame only is 3085 mm (10'1.5")) includes C-frame assembly.

Appendix C: Material Recovery

Catalogue Cuts: Track Type Loader (p 5 of 5)

Dimensions

(approximate)



Tractor Dimensions

	Standard		XR		LGP	
1. Track Gauge	1981 mm	78"	1981 mm	78"	2235 mm	88"
2. Width of Tractor						
Over Trunnions	2869 mm	9'5"	2869 mm	9'5"	3371 mm	11'1"
Without Trunnions (std. shoe width)	2540 mm	8'4"	2590 mm	8'6"	3150 mm	10'4"
3. Machine Height from tip of Grouser:						
Stack	3353 mm	11'0"	3353 mm	11'0"	3435 mm	11'3"
OROPS	3372 mm	11'1"	3372 mm	11'1"	3454 mm	11'4"
EROPS	3359 mm	11'2"	3359 mm	11'2"	3441 mm	11'3"
From Ground Face of Shoe	563 mm	22.2"	563 mm	22.2"	642 mm	25.3"
4. Length of Track on Ground	2878 mm	114"	3050 mm	120"	3167 mm	125"
5. Length of Basic Tractor (with drawbar)	4736 mm	15'6"	4736 mm	15'6"	4736 mm	15'6"
With the following attachments add to basic tractor length:						
Ripper (with tip at ground line)	1196 mm	3'11.1"	1196 mm	3'11.1"	—	—
Ripper (with tip fully raised)	992 mm	3'3.1"	992 mm	3'3.1"	—	—
Winch	77 mm	3"	77 mm	3"	77 mm	3"
S Blade	1081 mm	3'6.6"	1081 mm	3'6.6"	1071 mm	3'6"
SU Blade	1301 mm	4'3"	1301 mm	4'3"	—	—
U Blade	1541 mm	5'7"	1541 mm	5'7"	—	—
A Blade	1301 mm	4'6.4"	1301 mm	4'6.4"	—	—
6. Height of Grouser	71 mm	2.8"	71 mm	2.8"	71 mm	2.8"
Ground Contact Area (std. shoe)	3.22 m ²	5016 in ²	3.72 m ²	5760 in ²	5.79 m ²	9000 in ²
Number of Shoes per side		40		41		43
7. Ground Clearance						
Standard Shoe Width and Type*	416 mm	16.4"	416 mm	16.4"	496 mm	19.5"
Ground Pressure	560 mm	22" ES	610 mm	24" ES	914 mm	36" MS
	0.766 kg/cm ²	10.9 psi	0.690 kg/cm ²	9.8 psi	0.464 kg/cm ²	6.6 psi
8. Drawbar Height (grouser tip to center of clevis)	634 mm	24.9"	634 mm	24.9"	713.4 mm	28.1"
Pitch	216 mm	8.5"	216 mm	8.5"	216 mm	8.5"
Track Rollers/Side		7		8		7
Number of Carrier Rollers (optional)		1 per side		1 per side		1 per side

* ES – Extreme Service
MS – Moderate Service

Appendix C: Material Recovery

Catalogue Cuts: Wheel Loader (p 1 of 3)

950H

Wheel Loader




Engine		Weights	
Engine Model	Cat® C7 ACERT™	Operating Weight	18 338 kg 40,435 lb
Gross Power - SAE J1995	162 kW 217 hp	• For 3.1 m ³ (4.0 yd ³) general purpose bucket with BOCE	
Net Power - ISO 9249	147 kW 197 hp	Operating Specifications	
• Caterpillar engine with ACERT™ Technology - EPA Tier III, EU Stage III Compliant		Static Tipping Load,	10 915 kg 24,068 lb
Buckets		Full Turn - Bucket	
Bucket Capacities	2.5-3.5 m ³ 3.25-4.5 yd ³	• For 3.1 m ³ (4.0 yd ³) general purpose bucket with BOCE	

Appendix C: Material Recovery

Catalogue Cuts: Wheel Loader (p 2 of 3)

Engine

Engine Model	Cat® C7 ACERT™	
Gross Power - SAE J1995	162 kW	217 hp
Net Power - ISO 9249	147 kW	197 hp
Net Power - SAE J1349	145 kW	195 hp
Net Power - 80/1269/EEC	147 kW	197 hp
Peak Torque (Net) @ 1,400 RPM	907 N·m	669 ft·lb
Bore	110 mm	4.33 in
Stroke	127 mm	5 in
Displacement	7.2 L	439 in ³

- Caterpillar engine with ACERT™ Technology - EPA Tier III, EU Stage III Compliant
- These ratings apply at 1,800 rpm when tested under the specified standard conditions.
- Rating for net power advertised based on power available when the engine is equipped with alternator, air cleaner, muffler and on-demand hydraulic fan drive at maximum fan speed.

Weights

Operating Weight	18,338 kg	40,435 lb
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- For 3.1 m³ (4.0 yd³) general purpose bucket with BOCE

Buckets

Bucket Capacities	2.5-3.5 m ³	3.25-4.5 yd ³
Max Bucket Capacity	3.5 m ³	4.5 yd ³

Operating Specifications

Breakout Force	165 kN	37,125 lb
Static Tipping Load, Full Turn - Bucket	10,915 kg	24,068 lb
Static Tipping Load, Full Turn - Forks	4,273 kg	9,421 lb

- For 3.1 m³ (4.0 yd³) general purpose bucket with BOCE
- For 1829 mm (72 in) quick coupler pallet forks

Transmission

Forward 1	6.9 km/h	4.3 mph
Forward 2	12.7 km/h	7.9 mph
Forward 3	22.3 km/h	13.9 mph
Forward 4	37 km/h	23.0 mph
Reverse 1	7.6 km/h	4.7 mph
Reverse 2	13.9 km/h	8.6 mph
Reverse 3	24.5 km/h	15.2 mph
Reverse 4	40 km/h	24.9 mph

- Maximum travel speeds (23.5-25 tires).

Hydraulic System

Bucket/Work Tool System - Pump Output	270 L/min	71 gal/min
Steering System Pump Type	Piston	
Hydraulic Cycle Time - Raise	6.2 Seconds	
Hydraulic Cycle Time - Dump	1.3 Seconds	
Hydraulic Cycle Time - Lower, Empty, Float Down	2.5 Seconds	
Hydraulic Cycle Time - Total	10 Seconds	

- Implement System (Standard), Piston Pump - Rated at 2,100 rpm and 1,000 psi (6900 kPa).
- Cycle time with rated payload

Brakes

Brakes	Meets required standards.
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- Meet OSHA, SAE J1473 OCT90 and ISO 3450-1985 standards.

Axles

Front	Fixed front	
Rear	Oscillating +/- 13°	
Maximum Single-Wheel Rise and Fall	470 mm	18.5 in

Appendix C: Material Recovery

Catalogue Cuts: Wheel Loader (p 3 of 3)

Tires

Tires Choose from a variety of tires to match your application.

- Choice of:
- 23.5R25, L2, VSW
- 23.5R25, L2, VUT D2A
- 23.5R25, L2, XTLA
- 23.5R25, L3, VMT
- 23.5R25, L3, XHA
- 23.5R25, L5, XMINE
- 750/65R25, L3, XLD
- 23.5-25, L2, SGG

- NOTE: In certain applications (such as load and carry) the loader's productive capabilities might exceed the tires' tonnes-km/h (ton-mph) capabilities. Caterpillar recommends that you consult a tire supplier to evaluate all conditions before selecting a tire model. The 23.5-25 size range and other special tires are available on request.

Cab

ROPS/FOPS Meets SAE and ISO standards.

- Caterpillar cab with integrated Rollover Protective Structure (ROPS) are standard in North America and Europe.
- ROPS meets SAE J1040 APR88 and ISO 3471:1994 criteria.
- Falling Objects Protective Structure (FOPS) meets SAE J231 JAN81 and ISO 3449:1992 Level II criteria.
- The operator sound pressure level measured according to the procedures specified in ISO 6394:1998 is 72 dB(A) for the cab offered by Caterpillar, when properly installed and maintained and tested with the doors and windows closed.
- Hearing protection may be needed when operating with an open operator station and cab (when not properly maintained or doors/windows open) for extended periods or in noisy environments.
- The sound pressure level is 111 dB(A) measured according to the static test procedure and conditions specified in ISO 6395:1998 for a standard machine configuration.

Service Refill Capacities

Fuel Tank - Standard	314 L	83 gal
Cooling System	42 L	11 gal
Crankcase	30 L	7.9 gal
Transmission	34 L	9 gal
Differentials and Final Drives - Front	36 L	9.5 gal
Differentials and Final Drives - Rear	36 L	9.5 gal
Hydraulic Tank	110 L	29 gal

Appendix C: Material Recovery

Catalogue Cuts: Wheel Excavator (p 1 of 3)



M315
Wheel Excavator

CAT[®]

CAT M 315

Cat [®] 3054 TA Engine	85.2kW	114.2HP
Operating Weight	15 910 to 16 430 kg	35,082 to 36,228 lb
Bucket Capacities	0.24 to 0.86 m ³	0.31 to 1.12 yd ³
Maximum		
Reach at Ground Level	9530 mm	31'3"
Digging Depth	6270 mm	20'7"
Travel Speed	34 km/h	21 mph

Appendix C: Material Recovery

Catalogue Cuts: Wheel Excavator (p 2 of 3)

Engine

Caterpillar four-stroke-cycle, four cylinder 3054 TA turbocharged aftercooled diesel engine.

Ratings at 2300 rpm	kW	HP
Gross power	91	121.9
Net power	85.2	114.2

The following ratings apply at 2300 rpm when tested under the conditions for the specified standard:

Net power	kW	HP
Caterpillar	85.2	114.2
ISO 9249	87.0	116.6
DIN 6271/6272	89.0	119.3
EEC 80/1269	87.0	116.6

Dimensions

Bore	100 mm	3.94"
Stroke	127 mm	5.0"
Displacement	4.0 litres	244 in ³
Maximum torque	450 Nm	333 lb ft
Torque rise	18% at 1600 rpm	

- An emission controlled engine. Complies with the 97/68/EC Non-Road Mobile Machinery Engine Emission Directive and the US EPA Non-Road Regulation.
- Longitudinal mounting on the right for easy ground access for service/maintenance of: oil filter, oil filler, oil drain valve, fuel filter, V-belt tightener, dipstick.
- Electric 24-volt starting system with a 55 amp alternator and two, 12-volt, 100 amp hour Caterpillar Maintenance Free batteries.
- Air cleaner, dry type with radial seal primary and secondary element. Easy and rapid to service and replace.
- Maximum altitude at full power: 2300 meters (7544 ft.)

Swing mechanism

Dedicated variable displacement axial-piston pump and fixed-displacement axial-piston motor powers the swing mechanism

- Closed hydraulic circuit, flow and torque controlled with pressure cut-off for maximum swing performance and control. Swing output is power mode influenced.
- Double-reduction, planetary swing drive.
- Splash lubricated.
- Maintenance free gear mechanism.
- Adjustable constant brake torque while coasting when swing control is released.
- Maximum holding torque at operating pressure in standstill position.
- Standard manual emergency swing brake.
- Standard manual swing lock pin actuated from cab for machine transportation.

Swing system

Maximum flow	80 l/min	21 gpm
Maximum pressure	355 bar	5148 psi
Swing torque	36.5 kNm	27,000 lb ft
Max. swing speed	11 rpm	

Brakes

Maintenance free wet-disc service brakes on the front and rear axles are standard.

- Fully hydraulic service brake system. Braking system is supplied with hydraulic oil from a separate gear pump mounted on the engine.
- Dual-circuit braking system. Independent front and rear axle service brake circuits for maximum safety.
- Two separate pre-charged hydraulic accumulators, one per circuit, for maximum safety.
- Disc brake parking brake located in the transmission housing. Spring applied and hydraulically released.

Axles and final drives

Planetary axles with planetary gear reduction final drives located in the axle hubs.

- All-wheel drive.
- High quality graphite iron axle housings for maximum strength and durability.
- Front steering axle oscillates 9° for improved stability and manoeuvrability in rough terrain.
- Front axle can be locked from operator station in any position of oscillation for maximum working stability.

Ground clearance (with standard tires)	375 mm	15"
Axle static load capacity	30 000 kg	66,150 lb

Appendix C: Material Recovery

Catalogue Cuts: Wheel Excavator (p 3 of 3)

Microprocessor electronic control system

The microprocessor monitors and controls the engine and hydraulic interface.

- Automatically goes into power mode III for maximum power when travel is activated.
- Balances pump output and engine power in power modes I and II for maximum efficiency.
- Automatic Engine Control (AEC) provides automatic engine low idle for noise and fuel reduction and operator comfort.
- 3 power modes: travel mode, standard mode, economy mode. Travel mode is engaged automatically.
- Back-up system for the microprocessor is standard. The switch is in the cab.
- Central diagnostic function records system parameters or faults. Can be read by dealer technicians with portable diagnostic tools for fast analysis and troubleshooting.

Steering

Fully hydraulic, powered by a separate gear pump mounted on the engine.

- Maintenance-free steering system.
- Synchronised steering cylinder integrated in the steering axle housing for maximum protection.
- Steering angle of 35° for reduced turning circle and maximum mobility.
- Optional battery-powered supplemental steering system.

Outer turning circle diameter	12.4 m	40'8"
Vehicle clearance turning circle		
one-piece boom	16.4 m	53'9"
VA boom	14.2 m	46'7"

Transmission

2-gear power-shift transmission. Permanent all wheel drive.

- Forward, reverse travel and speed controlled by single foot pedal on the right side of the steering column.
- Transmission protected by downshift governor to prevent high-to-low shift until pre-set slower ground speed is reached.
- Overspeed valve limits downhill travel speed in forward and reverse gear.
- Optional two-piece drive shaft with an intermediate bearing for maximized ground clearance.
- Transmission is flanged to the differential housing of the rear axle for maximum protection by axle and base frame, and improved ground clearance.
- Standard creeper speed.
- Optional travel speed lock for maximum operator comfort. Locks maximum travel speed for long distance travel.

Speeds

1st gear, forward/reverse	9 km/h	5.6 mph
2nd gear, forward	34 km/h	21.1 mph
2nd gear, reverse	20 km/h	12.4 mph
Creeper speed		
First gear	4 km/h	2.5 mph
Second gear	16 km/h	9.9 mph
Drawbar pull	86 kN	19,350 lb
Gradeability	65%	65%

Hydraulic system

Main Hydraulic System

Maximum flow	220 l/min	58.1 gpm
Maximum pressure		
Implements	315 bar	4567 psi
Travel	315 bar	4567 psi
Optional heavy lift circuit	360 bar	5220 ps

Pilot System

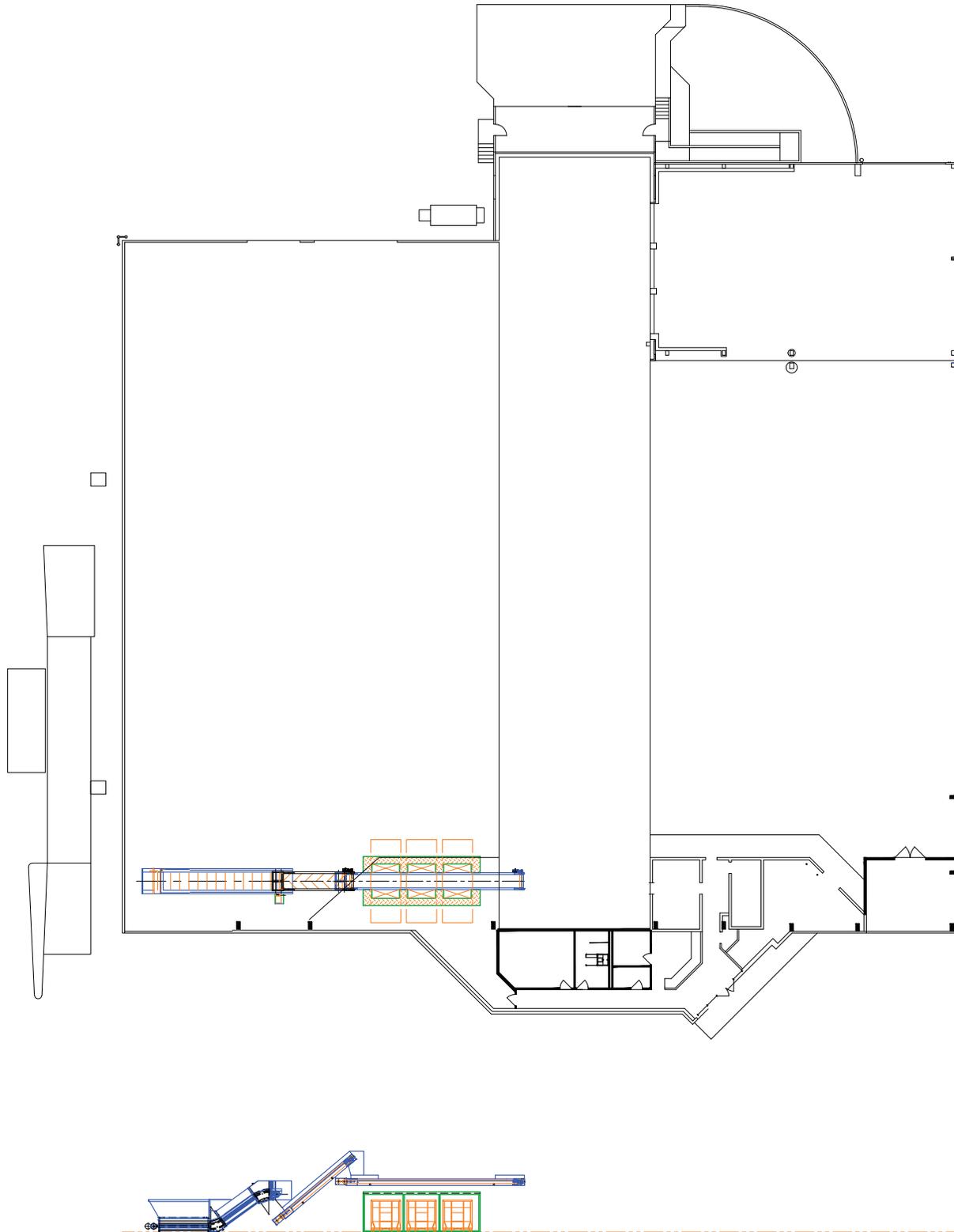
Maximum flow	15 l/min	4.0 gpm
Maximum pressure	32 bar	464 psi

Service refill capacities

	Liters	Gallons
Fuel Tank	240	63.4
Cooling	30	7.9
Lubrication,		
Engine	8.5	2.2
Rear axle housing, differential	11	2.9
Front steering axle, differential	8.5	2.2
Final drives, front (each)	2	0.5
Final drives, rear (each)	2	0.5
Powershift transmission	3	0.8
Hydraulic system (including tank)	210	55.5
Hydraulic tank	115	30.4

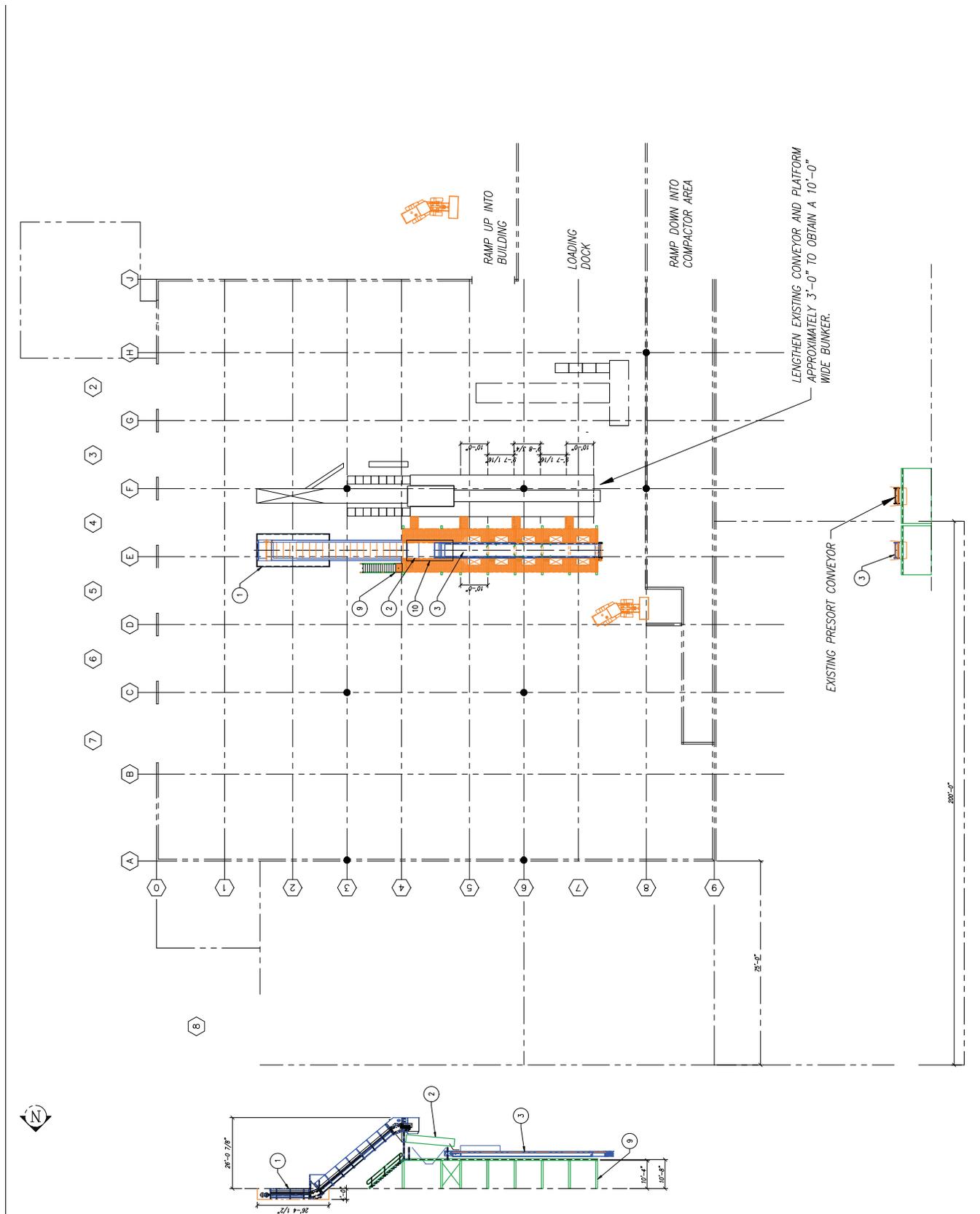
Appendix C: Facility Sort Line Diagrams

Metro South Sort Line



Appendix C: Facility Sort Line Diagrams

Willamette Resources Sort Line



Appendix D | Financial Statements/Letters

Appendix D: Financial Statements/Letters

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REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

The Board of Directors and Stockholders of Republic Services, Inc.:

We have audited the accompanying consolidated balance sheets of Republic Services, Inc. and subsidiaries as of December 31, 2006 and 2005, and the related consolidated statements of income, stockholders' equity, and cash flows for each of the three years in the period ended December 31, 2006. Our audits also included the financial statement schedule listed in the Index at Item 15(a). These financial statements and schedule are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements and schedule based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Republic Services, Inc. and subsidiaries at December 31, 2006 and 2005, and the consolidated results of their operations and their cash flows for each of the three years in the period ended December 31, 2006 in conformity with U.S. generally accepted accounting principles. Also, in our opinion, the related financial statement schedule, when considered in relation to the basic financial statements taken as a whole, presents fairly in all material respects the information set forth therein.

As discussed in Note 1 to the consolidated financial statements, effective January 1, 2006, the Company adopted Statement of Financial Accounting Standards No. 123(R), "Share-Based Payment."

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the effectiveness of Republic Services, Inc.'s internal control over financial reporting as of December 31, 2006, based on criteria established in Internal Control — Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated February 21, 2007 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP
Certified Public Accountants

Fort Lauderdale, Florida
February 21, 2007

Appendix D: Financial Statements/Letters

AW Financials 2006 (p 2 of 7)

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM ON INTERNAL CONTROL OVER FINANCIAL REPORTING

The Board of Directors and Stockholders of Republic Services, Inc.:

We have audited management's assessment, included in the accompanying Report of Management on Republic Services, Inc.'s Internal Control Over Financial Reporting, that Republic Services, Inc. and subsidiaries maintained effective internal control over financial reporting as of December 31, 2006, based on criteria established in Internal Control — Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (the COSO criteria). Republic Services, Inc.'s management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting. Our responsibility is to express an opinion on management's assessment and an opinion on the effectiveness of the company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, evaluating management's assessment, testing and evaluating the design and operating effectiveness of internal control, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies and procedures may deteriorate.

In our opinion, management's assessment that Republic Services, Inc. maintained effective internal control over financial reporting as of December 31, 2006, is fairly stated, in all material respects, based on the COSO criteria. Also, in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2006, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of Republic Services, Inc. and subsidiaries as of December 31, 2006 and 2005, and the related consolidated statements of income, stockholders' equity, and cash flows for each of the three years in the period ended December 31, 2006 and our report dated February 21, 2007 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP
Certified Public Accountants

Fort Lauderdale, Florida
February 21, 2007

Appendix D: Financial Statements/Letters

AW Financials 2006 (p 3 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEETS (in millions, except share data)

	December 31,	
	2006	2005
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 29.1	\$ 131.8
Accounts receivable, less allowance for doubtful accounts of \$18.8 and \$17.3, respectively	293.8	280.0
Prepaid expenses and other current assets	60.5	61.6
Deferred tax assets	10.0	8.9
Total Current Assets	393.4	482.3
RESTRICTED CASH	153.3	255.3
PROPERTY AND EQUIPMENT, NET	2,163.8	2,115.3
GOODWILL, NET	1,562.9	1,563.8
INTANGIBLE ASSETS, NET	31.0	27.0
OTHER ASSETS	125.0	106.8
	\$ 4,429.4	\$ 4,550.5
LIABILITIES AND STOCKHOLDERS' EQUITY		
CURRENT LIABILITIES:		
Accounts payable	\$ 161.5	\$ 176.1
Accrued liabilities	188.2	165.7
Deferred revenue	107.0	99.3
Notes payable and current maturities of long-term debt	2.6	3.0
Federal income taxes payable	23.5	113.4
Other current liabilities	119.4	109.5
Total Current Liabilities	602.2	667.0
LONG-TERM DEBT, NET OF CURRENT MATURITIES	1,544.6	1,472.1
ACCRUED LANDFILL AND ENVIRONMENTAL COSTS	260.7	259.7
DEFERRED INCOME TAXES	419.7	390.0
OTHER LIABILITIES	180.1	155.9
COMMITMENTS AND CONTINGENCIES		
STOCKHOLDERS' EQUITY:		
Preferred stock, par value \$.01 per share; 50,000,000 shares authorized; none issued	—	—
Common stock, par value \$.01 per share; 750,000,000 shares authorized, 193,711,579 and 190,119,521 issued, including shares held in treasury, respectively	1.9	1.9
Additional paid-in capital	1,617.5	1,509.1
Deferred compensation	—	(1.1)
Retained earnings	1,602.6	1,402.8
Treasury stock, at cost (63,714,284 and 51,516,900 shares, respectively)	(1,800.8)	(1,308.8)
Accumulated other comprehensive income, net of tax	.9	1.9
Total Stockholders' Equity	1,422.1	1,605.8
	\$ 4,429.4	\$ 4,550.5

The accompanying notes are an integral part of these statements.

Appendix D: Financial Statements/Letters

AW Financials 2006 (p 4 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME

(in millions, except earnings per share data)

	Years Ended December 31,		
	2006	2005	2004
REVENUE	\$ 3,070.6	\$ 2,863.9	\$ 2,708.1
EXPENSES:			
Cost of operations	1,924.4	1,803.9	1,714.4
Depreciation, amortization and depletion	296.0	278.8	259.4
Accretion	15.7	14.5	13.7
Selling, general and administrative	315.0	289.5	268.3
OPERATING INCOME	519.5	477.2	452.3
INTEREST EXPENSE	(95.8)	(81.0)	(76.7)
INTEREST INCOME	15.8	11.4	6.9
OTHER INCOME (EXPENSE), NET	4.2	1.6	1.2
INCOME BEFORE INCOME TAXES	443.7	409.2	383.7
PROVISION FOR INCOME TAXES	164.1	155.5	145.8
NET INCOME	\$ 279.6	\$ 253.7	\$ 237.9
BASIC EARNINGS PER SHARE:			
Basic earnings per share	\$ 2.09	\$ 1.78	\$ 1.56
Weighted average common shares outstanding	133.6	142.4	152.8
DILUTED EARNINGS PER SHARE:			
Diluted earnings per share	\$ 2.07	\$ 1.75	\$ 1.53
Weighted average common and common equivalent shares outstanding	135.2	145.0	155.3
CASH DIVIDENDS PER COMMON SHARE	\$.60	\$.52	\$.36

The accompanying notes are an integral part of these statements.

Appendix D: Financial Statements/Letters

AW Financials 2006 (p 5 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY AND COMPREHENSIVE INCOME (in millions)

	Common Stock		Additional	Deferred	Retained	Treasury	Accumulated	Comprehensive
	Shares, Net	Par Value	Paid-In Capital	Compensation	Earnings	Stock	Other Comprehensive Income (Loss)	Income
BALANCE AT DECEMBER 31, 2003								
Net income	157.8	\$ 1.8	\$ 1,347.8	\$ —	\$ 1,039.3	\$ (484.3)	\$ (1)	\$ 237.9
Cash dividends declared	—	—	—	—	(54.6)	—	—	—
Issuances of common stock	2.3	.1	48.8	—	—	—	—	—
Issuances of restricted stock and deferred stock units	1	—	2.8	(2.8)	—	—	—	—
Amortization of deferred compensation	—	—	—	1.8	—	—	—	—
Purchases of common stock for treasury	(9.6)	—	—	—	—	(266.1)	—	—
Change in value of investments, net of tax	—	—	—	—	—	—	.1	.1
Total comprehensive income								\$ 238.0
BALANCE AT DECEMBER 31, 2004								
Net income	150.6	1.9	1,399.4	(1.0)	1,222.6	(750.4)	—	\$ 253.7
Cash dividends declared	—	—	—	—	(73.5)	—	—	—
Issuances of common stock	4.2	—	104.4	—	—	—	—	—
Issuances of restricted stock and deferred stock units	1	—	3.2	(3.2)	—	—	—	—
Amortization of deferred compensation	—	—	—	3.1	—	—	—	—
Acceleration of vesting for stock options	—	—	2.1	—	—	—	—	—
Purchases of common stock for treasury	(16.3)	—	—	—	—	(558.4)	—	—
Change in value of derivative instruments, net of tax	—	—	—	—	—	—	1.9	1.9
Total comprehensive income								\$ 255.6
BALANCE AT DECEMBER 31, 2005								
Net income	138.6	1.9	1,509.1	(1.1)	1,402.8	(1,308.8)	1.9	\$ 279.6
Cash dividends declared	—	—	—	—	(79.8)	—	—	—
Adoption of SFAS 123(R)	—	—	(1.1)	1.1	—	—	—	—
Issuances of common stock	3.5	—	100.5	—	—	—	—	—
Issuances of restricted stock and deferred stock units	1	—	—	—	—	—	—	—

Appendix D: Financial Statements/Letters

AW Financials 2006 (p 6 of 7)

stock options								
Purchases of common stock for treasury	(12.2)	—	—	—	—	(492.0)	—	—
Change in value of derivative instruments, net of tax	—	—	—	—	—	—	(1.0)	(1.0)
Total comprehensive income	—	—	—	—	—	—	—	\$ 278.6
BALANCE AT DECEMBER 31, 2006	<u>130.0</u>	<u>\$ 1.9</u>	<u>\$ 1,617.5</u>	<u>\$ —</u>	<u>\$ 1,602.6</u>	<u>\$ (1,800.8)</u>	<u>\$.9</u>	

The accompanying notes are an integral part of these statements.

Appendix D: Financial Statements/Letters

AW Financials 2006 (p 7 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF CASH FLOWS (in millions)

	Years Ended December 31,		
	2006	2005	2004
CASH PROVIDED BY OPERATING ACTIVITIES:			
Net income	\$ 279.6	\$ 253.7	\$ 237.9
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization of property and equipment	180.9	167.5	154.0
Landfill depletion and amortization	108.1	104.2	98.4
Amortization of intangible and other assets	7.0	7.1	7.0
Accretion	15.7	14.5	13.7
Restricted stock and deferred stock unit compensation expense	4.9	3.2	1.8
Stock option compensation expense	4.1	1.3	—
Deferred tax provision	29.9	27.5	57.6
Provision for doubtful accounts	8.4	6.5	8.0
Income tax benefit from stock option exercises	11.4	29.4	10.6
(Gains) losses, net on sales of businesses	(4.5)	(1.4)	—
Other non-cash items	(3.7)	4	3
Changes in assets and liabilities, net of effects from business acquisitions and dispositions:			
Accounts receivable	(22.0)	(17.7)	(27.5)
Prepaid expenses and other assets	(25.7)	(4)	21.8
Accounts payable and accrued liabilities	4.0	76.6	15.3
Federal income taxes payable	(89.9)	120.6	70.0
Other liabilities	13.9	(25.5)	(2.6)
	<u>522.1</u>	<u>767.5</u>	<u>666.3</u>
CASH USED IN INVESTING ACTIVITIES:			
Purchases of property and equipment	(337.6)	(328.7)	(283.8)
Proceeds from sales of property and equipment	18.5	10.1	5.7
Cash used in business acquisitions, net of cash acquired	(4.9)	(26.7)	(47.3)
Cash proceeds from business dispositions, net of cash disposed	7.1	30.6	—
Change in amounts due and contingent payments to former owners	(.5)	(2.9)	(3.7)
Change in restricted cash	102.0	(18.3)	(21.4)
Change in restricted marketable securities	—	38.7	143.8
	<u>(215.4)</u>	<u>(297.2)</u>	<u>(206.7)</u>
CASH USED IN FINANCING ACTIVITIES:			
Proceeds from notes payable and long-term debt	327.0	148.1	88.8
Payment of premium to exchange notes payable	—	(27.6)	—
Payments of notes payable and long-term debt	(255.0)	(44.9)	(252.2)
Issuances of common stock	75.3	75.0	38.2
Excess income tax benefit from stock option exercises	13.8	—	—
Purchases of common stock for treasury	(492.0)	(558.4)	(266.1)
Cash dividends	(78.5)	(72.2)	(46.0)
	<u>(409.4)</u>	<u>(480.0)</u>	<u>(437.3)</u>
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(102.7)	(9.7)	22.3
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	<u>131.8</u>	<u>141.5</u>	<u>119.2</u>
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u>\$ 29.1</u>	<u>\$ 131.8</u>	<u>\$ 141.5</u>

The accompanying notes are an integral part of these statements.

Appendix D: Financial Statements/Letters

AW Financials 2007 (p 1 of 7)

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

The Board of Directors and Stockholders of Republic Services, Inc.:

We have audited the accompanying consolidated balance sheets of Republic Services, Inc. and subsidiaries as of December 31, 2007 and 2006, and the related consolidated statements of income, stockholders' equity and comprehensive income, and cash flows for each of the three years in the period ended December 31, 2007. Our audits also included the financial statement schedule listed in the Index at Item 15(a). These financial statements and schedule are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements and schedule based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Republic Services, Inc. and subsidiaries at December 31, 2007 and 2006, and the consolidated results of their operations and their cash flows for each of the three years in the period ended December 31, 2007, in conformity with U.S. generally accepted accounting principles. Also, in our opinion, the related financial statement schedule, when considered in relation to the basic financial statements taken as a whole, presents fairly in all material respects the information set forth therein.

As discussed in Note 1 to the consolidated financial statements, effective January 1, 2007, the Company adopted Financial Accounting Standards Board (FASB) Interpretation No. 48, "Accounting for Uncertainty in Income Taxes." Additionally, effective January 1, 2006, the Company adopted Statement of Financial Accounting Standards No. 123(R), "Share-Based Payment."

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), Republic Services, Inc.'s internal control over financial reporting as of December 31, 2007, based on criteria established in Internal Control — Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated February 20, 2008 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP
Certified Public Accountants

Fort Lauderdale, Florida
February 20, 2008

Appendix D: Financial Statements/Letters

AW Financials 2007 (p 2 of 7)

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM ON INTERNAL CONTROL OVER FINANCIAL REPORTING

The Board of Directors and Stockholders of Republic Services, Inc.:

We have audited Republic Services, Inc.'s internal control over financial reporting as of December 31, 2007, based on criteria established in Internal Control — Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (the COSO criteria). Republic Services, Inc.'s management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Report of Management on Republic Services, Inc.'s Internal Control over Financial Reporting. Our responsibility is to express an opinion on the company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, Republic Services, Inc. maintained, in all material respects, effective internal control over financial reporting as of December 31, 2007, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of Republic Services, Inc. and subsidiaries as of December 31, 2007 and 2006, and the related consolidated statements of income, stockholders' equity and comprehensive income, and cash flows for each of the three years in the period ended December 31, 2007 of Republic Services, Inc. and our report dated February 20, 2008 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP
Certified Public Accountants

Fort Lauderdale, Florida
February 20, 2008

Appendix D: Financial Statements/Letters

AW Financials 2007 (p 3 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES

CONSOLIDATED BALANCE SHEETS (in millions, except share data)

	December 31,	
	2007	2006
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	\$ 21.8	\$ 29.1
Accounts receivable, less allowance for doubtful accounts of \$14.7 and \$18.8, respectively	298.2	293.8
Prepaid expenses and other current assets	68.5	60.5
Deferred tax assets	25.3	10.0
Total Current Assets	413.8	393.4
RESTRICTED CASH	165.0	153.3
PROPERTY AND EQUIPMENT, NET	2,164.3	2,163.8
GOODWILL, NET	1,555.7	1,562.9
INTANGIBLE ASSETS, NET	26.5	31.0
OTHER ASSETS	142.5	125.0
	\$ 4,467.8	\$ 4,429.4
LIABILITIES AND STOCKHOLDERS' EQUITY		
CURRENT LIABILITIES:		
Accounts payable	\$ 160.8	\$ 161.5
Accrued liabilities	201.2	188.2
Deferred revenue	121.9	107.0
Notes payable and current maturities of long-term debt	2.3	2.6
Federal income taxes payable	—	23.5
Other current liabilities	142.5	119.4
Total Current Liabilities	628.7	602.2
LONG-TERM DEBT, NET OF CURRENT MATURITIES	1,565.5	1,544.6
ACCRUED LANDFILL AND ENVIRONMENTAL COSTS	279.2	260.7
DEFERRED INCOME TAXES AND OTHER LONG-TERM TAX LIABILITIES	489.4	419.7
OTHER LIABILITIES	201.2	180.1
COMMITMENTS AND CONTINGENCIES		
STOCKHOLDERS' EQUITY:		
Preferred stock, par value \$.01 per share; 50,000,000 shares authorized; none issued	—	—
Common stock, par value \$.01 per share; 750,000,000 shares authorized, 195,761,969 and 193,711,579 issued, including shares held in treasury, respectively	2.0	1.9
Additional paid-in capital	38.7	1,617.5
Retained earnings	1,572.3	1,602.6
Treasury stock, at cost (10,338,970 and 0 shares, respectively)	(318.3)	(1,800.8)
Accumulated other comprehensive income, net of tax	9.1	9
Total Stockholders' Equity	1,303.8	1,422.1
	\$ 4,467.8	\$ 4,429.4

The accompanying notes are an integral part of these statements.

Appendix D: Financial Statements/Letters

AW Financials 2007 (p 4 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME

(in millions, except per share data)

	Years Ended December 31,		
	2007	2006	2005
REVENUE	\$ 3,176.2	\$ 3,070.6	\$ 2,863.9
EXPENSES:			
Cost of operations	1,997.3	1,924.4	1,803.9
Depreciation, amortization and depletion	305.5	296.0	278.8
Accretion	17.1	15.7	14.5
Selling, general and administrative	320.3	315.0	289.5
OPERATING INCOME	536.0	519.5	477.2
INTEREST EXPENSE	(94.8)	(95.8)	(81.0)
INTEREST INCOME	12.8	15.8	11.4
OTHER INCOME (EXPENSE), NET	14.1	4.2	1.6
INCOME BEFORE INCOME TAXES	468.1	443.7	409.2
PROVISION FOR INCOME TAXES	177.9	164.1	155.5
NET INCOME	\$ 290.2	\$ 279.6	\$ 253.7
BASIC EARNINGS PER SHARE:			
Basic earnings per share	\$ 1.53	\$ 1.41	\$ 1.23
Weighted average common shares outstanding	190.1	198.2	207.0
DILUTED EARNINGS PER SHARE:			
Diluted earnings per share	\$ 1.51	\$ 1.39	\$ 1.20
Weighted average common and common equivalent shares outstanding	192.0	200.6	210.8
CASH DIVIDENDS PER COMMON SHARE	\$.5534	\$.4000	\$.3466

The accompanying notes are an integral part of these statements.

Appendix D: Financial Statements/Letters

AW Financials 2007 (p 5 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY AND COMPREHENSIVE INCOME

(in millions)

	Common Stock		Additional Paid-In Capital	Deferred Compensation	Retained Earnings	Treasury Stock	Accumulated Other Comprehensive Income (Loss)	Comprehensive Income
	Shares, Net	Par Value						
BALANCE AT DECEMBER 31, 2004	225.3	\$ 1.9	\$ 1,399.4	\$ (1.0)	\$ 1,222.6	\$ (750.4)	\$ —	\$ —
Net income	—	—	—	—	253.7	—	—	\$ 253.7
Cash dividends declared	—	—	—	—	(73.5)	—	—	—
Issuances of common stock	6.3	—	104.4	—	—	—	—	—
Issuances of restricted stock and deferred stock units	2	—	3.2	(3.2)	—	—	—	—
Amortization of deferred compensation	—	—	—	3.1	—	—	—	—
Acceleration of vesting for stock options	—	—	2.1	—	—	—	—	—
Purchases of common stock for treasury	(24.5)	—	—	—	—	(558.4)	—	—
Change in value of derivative instruments, net of tax	—	—	—	—	—	—	1.9	1.9
Total comprehensive income	—	—	—	—	—	—	—	\$ 255.6
BALANCE AT DECEMBER 31, 2005	207.3	1.9	1,509.1	(1.1)	1,402.8	(1,308.8)	1.9	\$ —
Net income	—	—	—	—	279.6	—	—	\$ 279.6
Cash dividends declared	—	—	—	—	(79.8)	—	—	—
Adoption of SFAS 123(R)	—	—	(1.1)	1.1	—	—	—	—
Issuances of common stock	5.3	—	100.5	—	—	—	—	—
Issuances of restricted stock and deferred stock units	2	—	—	—	—	—	—	—
Compensation expense for restricted stock and deferred stock units	—	—	4.9	—	—	—	—	—
Compensation expense for stock options	—	—	4.1	—	—	—	—	—
Purchases of common stock for treasury	(18.3)	—	—	—	—	(492.0)	—	—
Change in value of derivative instruments, net of tax	—	—	—	—	—	—	(1.0)	(1.0)
Total comprehensive income	—	—	—	—	—	—	—	\$ 278.6
BALANCE AT DECEMBER 31, 2006	194.5	1.9	1,617.5	—	1,602.6	(1,800.8)	9	\$ —
Net income	—	—	—	—	290.2	—	—	\$ 290.2
Adoption of FIN 48	—	—	—	—	(5.6)	—	—	—
Stock split	—	—	(1,635.0)	—	(210.3)	1,845.3	—	—
Cash dividends declared	—	—	—	—	(104.6)	—	—	—

Appendix D: Financial Statements/Letters

AW Financials 2007 (p 6 of 7)

Compensation expense for stock options	—	—	6.3	—	—	—	—	—	—
Purchases of common stock for treasury	(11.1)	—	—	—	—	(362.8)	—	—	—
Change in value of derivative instruments, net of tax	—	—	—	—	—	—	—	8.2	8.2
Total comprehensive income	—	—	—	—	—	—	—	—	\$ 298.4
BALANCE AT DECEMBER 31, 2007	185.4	\$ 2.0	\$ 38.7	\$ —	\$ 1,572.3	\$ (318.3)	\$ 9.1		

The accompanying notes are an integral part of these statements.

Appendix D: Financial Statements/Letters

AW Financials 2007 (p 7 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF CASH FLOWS (in millions)

	Years Ended December 31,		
	2007	2006	2005
CASH PROVIDED BY OPERATING ACTIVITIES:			
Net income	\$ 290.2	\$ 279.6	\$ 253.7
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization of property and equipment	188.9	180.9	167.5
Landfill depletion and amortization	110.1	108.1	104.2
Amortization of intangible and other assets	6.5	7.0	7.1
Accretion	17.1	15.7	14.5
Restricted stock and deferred stock unit compensation expense	4.6	4.9	3.2
Stock option compensation expense	6.3	4.1	1.3
Deferred tax provision	27.8	29.9	27.5
Provision for doubtful accounts, net of adjustments	3.9	8.4	6.5
Income tax benefit from stock option exercises	7.9	11.4	29.4
(Gains) losses, net on sales of businesses	(13.8)	(4.5)	(1.4)
Other non-cash items	1.7	(3.7)	.4
Changes in assets and liabilities, net of effects from business acquisitions and dispositions:			
Accounts receivable	(13.6)	(22.0)	(17.7)
Prepaid expenses and other assets	(17.3)	(25.7)	(.4)
Accounts payable and accrued liabilities	2.9	(6.9)	56.9
Federal income taxes payable	(22.9)	(89.9)	120.6
Other liabilities	61.0	13.9	(25.5)
	<u>661.3</u>	<u>511.2</u>	<u>747.8</u>
CASH USED IN INVESTING ACTIVITIES:			
Purchases of property and equipment	(292.5)	(326.7)	(309.0)
Proceeds from sales of property and equipment	6.1	18.5	10.1
Cash used in business acquisitions, net of cash acquired	(4.4)	(4.9)	(26.7)
Cash proceeds from business dispositions, net of cash disposed	42.1	7.1	30.6
Change in amounts due and contingent payments to former owners	—	(.5)	(2.9)
Change in restricted cash	(11.6)	102.0	(18.3)
Change in restricted marketable securities	—	—	38.7
	<u>(260.3)</u>	<u>(204.5)</u>	<u>(277.5)</u>
CASH USED IN FINANCING ACTIVITIES:			
Proceeds from notes payable and long-term debt	313.5	327.0	148.1
Payment of premium to exchange notes payable	—	—	(27.6)
Payments of notes payable and long-term debt	(302.4)	(255.0)	(44.9)
Issuances of common stock	31.3	75.3	75.0
Excess income tax benefit from stock option exercises	6.0	13.8	—
Purchases of common stock for treasury	(362.8)	(492.0)	(558.4)
Cash dividends paid	(93.9)	(78.5)	(72.2)
	<u>(408.3)</u>	<u>(409.4)</u>	<u>(480.0)</u>
DECREASE IN CASH AND CASH EQUIVALENTS	(7.3)	(102.7)	(9.7)
CASH AND CASH EQUIVALENTS AT BEGINNING OF PERIOD	29.1	131.8	141.5
CASH AND CASH EQUIVALENTS AT END OF PERIOD	<u>\$ 21.8</u>	<u>\$ 29.1</u>	<u>\$ 131.8</u>

The accompanying notes are an integral part of these statements.

Appendix D: Financial Statements/Letters

AW Financials 2008 (p 1 of 7)

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

The Board of Directors and Stockholders of Republic Services, Inc.:

We have audited the accompanying consolidated balance sheets of Republic Services, Inc. and subsidiaries as of December 31, 2008 and 2007, and the related consolidated statements of income, stockholders' equity and comprehensive income, and cash flows for each of the three years in the period ended December 31, 2008. Our audits also included the financial statement schedule listed in the Index at Item 15(a). These financial statements and schedule are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements and schedule based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Republic Services, Inc. and subsidiaries at December 31, 2008 and 2007, and the consolidated results of their operations and their cash flows for each of the three years in the period ended December 31, 2008, in conformity with U.S. generally accepted accounting principles. Also, in our opinion, the related financial statement schedule, when considered in relation to the basic financial statements taken as a whole, presents fairly in all material respects the information set forth therein.

As discussed in Note 2 to the consolidated financial statements, effective January 1, 2007, the Company adopted Financial Accounting Standards Board (FASB) Interpretation No. 48, "Accounting for Uncertainty in Income Taxes."

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), Republic Services, Inc.'s internal control over financial reporting as of December 31, 2008, based on criteria established in Internal Control - Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated March 2, 2009 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP

Phoenix, Arizona
March 2, 2009

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Appendix D: Financial Statements/Letters

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REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM ON INTERNAL CONTROL OVER FINANCIAL REPORTING

The Board of Directors and Stockholders of Republic Services, Inc.:

We have audited Republic Services, Inc.'s internal control over financial reporting as of December 31, 2008, based on criteria established in Internal Control - Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (the COSO criteria). Republic Services, Inc.'s management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Report of Management on Republic Services, Inc.'s Internal Control over Financial Reporting. Our responsibility is to express an opinion on the company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

As indicated in the accompanying Report of Management on Republic Services, Inc.'s Internal Control over Financial Reporting, management's assessment of and conclusion on the effectiveness of internal control over financial reporting did not include the internal controls of Allied Waste Industries, Inc., which is included in the 2008 consolidated financial statements of Republic Services, Inc. and constituted \$15,460.7 million and \$(14.9) million of total and net assets, respectively, as of December 31, 2008 and \$463.7 million and \$(11.3) million of revenue and net income, respectively, for the year then ended. Our audit of internal control over financial reporting of Republic Services, Inc. also did not include an evaluation of the internal control over financial reporting of Allied Waste Industries, Inc.

In our opinion, Republic Services, Inc. maintained, in all material respects, effective internal control over financial reporting as of December 31, 2008, based on the COSO criteria.

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We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of Republic Services, Inc. and subsidiaries as of December 31, 2008 and 2007, and the related consolidated statements of income, stockholders' equity and comprehensive income, and cash flows for each of the three years in the period ended December 31, 2008 of Republic Services, Inc. and our report dated March 2, 2009 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP

Phoenix, Arizona
March 2, 2009

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Appendix D: Financial Statements/Letters

AW Financials 2008 (p 4 of 7)

REPUBLIC SERVICES, INC. CONSOLIDATED BALANCE SHEETS (in millions, except per share amounts)

	December 31,	
	2008	2007
ASSETS		
Current Assets –		
Cash and cash equivalents	\$ 68.7	\$ 21.8
Accounts receivable, net of allowance for doubtful accounts of \$65.7 and \$14.7, respectively	945.5	298.2
Prepaid expenses and other current assets	174.7	68.5
Deferred tax assets	136.8	25.3
Total Current Assets	1,325.7	413.8
Restricted cash	281.9	165.0
Property and equipment, net	6,738.2	2,164.3
Goodwill, net	10,521.5	1,555.7
Other intangible assets, net	564.1	26.5
Other assets	490.0	142.5
Total Assets	\$ 19,921.4	\$ 4,467.8
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities –		
Accounts payable	\$ 564.0	\$ 160.8
Notes payable and current maturities of long-term debt	504.0	2.3
Deferred revenue	359.9	121.9
Accrued landfill and environmental costs, current portion	233.4	66.0
Accrued interest	107.7	21.3
Other accrued liabilities	796.8	256.4
Total Current Liabilities	2,565.8	628.7
Long-term debt, net of current maturities	7,198.5	1,565.5
Accrued landfill and environmental costs, net of current portion	1,197.1	279.2
Deferred income taxes and other long-term tax liabilities	1,239.9	489.4
Self-insurance reserves, net of current portion	211.7	118.5
Other long-term liabilities	225.9	82.7
Minority interests	1.1	—
Commitments and Contingencies		
Stockholders' Equity –		
Preferred stock, par value \$.01 per share; 50.0 shares authorized; none issued	—	—
Common stock, par value \$.01 per share; 750.0 shares authorized; 393.4 and 195.7 shares issued, including shares held in treasury, respectively	3.9	2.0
Additional paid-in capital	6,260.1	38.7
Retained earnings	1,477.2	1,572.3
Treasury stock, at cost (14.9 and 10.3 shares, respectively)	(456.7)	(318.3)
Accumulated other comprehensive income (loss), net of tax	(3.1)	9.1
Total Stockholders' Equity	7,281.4	1,303.8
Total Liabilities and Stockholders' Equity	\$ 19,921.4	\$ 4,467.8

The accompanying notes are an integral part of these financial statements.

Appendix D: Financial Statements/Letters

AW Financials 2008 (p 5 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF INCOME (in millions, except per share amounts)

	Years Ended December 31,		
	2008	2007	2006
Revenue	\$ 3,685.1	\$ 3,176.2	\$ 3,070.6
Expenses:			
Cost of operations	2,416.7	2,003.9	1,924.4
Depreciation, amortization and depletion	354.1	305.5	296.0
Accretion	23.9	17.1	15.7
Selling, general and administrative	434.7	313.7	315.0
Asset impairments	89.8	—	—
Restructuring charges	82.7	—	—
Operating Income	283.2	536.0	519.5
Interest expense	(131.9)	(94.8)	(95.8)
Interest income	9.6	12.8	15.8
Other income (expense), net	(1.6)	14.1	4.2
Income Before Income Taxes	159.3	468.1	443.7
Provision for income taxes	85.4	177.9	164.1
Minority interests	.1	—	—
Net Income	\$ 73.8	\$ 290.2	\$ 279.6
Basic Earnings Per Share:			
Basic earnings per share	\$.38	\$ 1.53	\$ 1.41
Weighted average common shares outstanding	196.7	190.1	198.2
Diluted Earnings Per Share:			
Diluted earnings per share	\$.37	\$ 1.51	\$ 1.39
Weighted average common and common equivalent shares outstanding	198.4	192.0	200.6
Cash dividends per common share	\$.7200	\$.5534	\$.4000

The accompanying notes are an integral part of these financial statements.

Appendix D: Financial Statements/Letters

AW Financials 2008 (p 6 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES

CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY AND COMPREHENSIVE INCOME (in millions)

	Common Stock Shares, Net	Common Stock Par Value	Additional Paid-In Capital	Deferred Compensation	Retained Earnings	Treasury Stock	Accumulated Other Comprehensive Income (Loss), Net of Tax
Balance as of December 31, 2005	207.3	\$ 1.9	\$ 1,509.1	\$ (1.1)	\$ 1,402.8	\$ (1,308.8)	\$ 1.9
Net income	—	—	—	—	279.6	—	—
Cash dividends declared	—	—	—	—	(79.8)	—	—
Adoption of SFAS 123(R)	—	—	(1.1)	1.1	—	—	—
Issuances of common stock	5.3	—	100.5	—	—	—	—
Issuances of restricted stock and deferred stock units	.2	—	—	—	—	—	—
Compensation expense for restricted stock and deferred stock units	—	—	4.9	—	—	—	—
Compensation expense for stock options	—	—	4.1	—	—	—	—
Purchases of common stock for treasury	(18.3)	—	—	—	—	(492.0)	—
Change in value of derivative instruments, net of tax	—	—	—	—	—	—	(1.0)
Balance as of December 31, 2006	194.5	1.9	1,617.5	—	1,602.6	(1,800.8)	.9
Net income	—	—	—	—	290.2	—	—
Adoption of FIN 48	—	—	—	—	(5.6)	—	—
Stock split	—	—	(1,635.0)	—	(210.3)	1,845.3	—
Cash dividends declared	—	—	—	—	(104.6)	—	—
Issuances of common stock	1.9	.1	45.3	—	—	—	—
Issuances of restricted stock and deferred stock units	.1	—	—	—	—	—	—
Compensation expense for restricted stock and deferred stock units	—	—	4.6	—	—	—	—
Compensation expense for stock options	—	—	6.3	—	—	—	—
Purchases of common stock for treasury	(11.1)	—	—	—	—	(362.8)	—
Change in value of derivative instruments, net of tax	—	—	—	—	—	—	8.2
Balance as of December 31, 2007	185.4	2.0	38.7	—	1,572.3	(318.3)	9.1
Net income	—	—	—	—	73.8	—	—
Cash dividends declared	—	—	—	—	(168.9)	—	—
Issuances of common stock other	1.5	—	27.7	—	—	—	—
Issuances of common stock due to acquisition of Allied	195.8	1.9	6,111.8	—	—	—	—
Equity issuance costs due to acquisition of Allied	—	—	(1.8)	—	—	—	—
Value of stock options issued to replace Allied stock options	—	—	61.2	—	—	—	—
Issuances of restricted stock and deferred stock units	.4	—	—	—	—	—	—
Compensation expense for restricted stock and deferred stock units	—	—	10.0	—	—	—	—
Adjustment to deferred tax benefits for deferred stock units	—	—	(1.5)	—	—	—	—
Compensation expense for stock options	—	—	14.0	—	—	—	—
Purchases of common stock for treasury	(4.6)	—	—	—	—	(138.4)	—
Change in value of derivative instruments, net of tax	—	—	—	—	—	—	(8.6)
Employee benefit plan liability adjustments, net of tax	—	—	—	—	—	—	(3.6)
Balance as of December 31, 2008	378.5	\$ 3.9	\$ 6,260.1	\$ —	\$ 1,477.2	\$ (456.7)	\$ (3.1)

Comprehensive Income –

	Year ended December 31,		
	2008	2007	2006
Net income	\$ 73.8	\$ 290.2	\$ 279.6
Change in value of derivative instruments, net of tax	(8.6)	8.2	(1.0)
Employee benefit plan liability adjustments, net of tax	(3.6)	—	—
Comprehensive income	\$ 61.6	\$ 298.4	\$ 278.6

The accompanying notes are an integral part of these financial statements.

Appendix D: Financial Statements/Letters

AW Financials 2008 (p 7 of 7)

REPUBLIC SERVICES, INC. AND SUBSIDIARIES CONSOLIDATED STATEMENTS OF CASH FLOWS (in millions)

	Years Ended December 31,		
	2008	2007	2006
Cash Provided by Operating Activities:			
Net income	\$ 73.8	\$ 290.2	\$ 279.6
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization of property and equipment	222.6	188.9	180.9
Landfill depletion and amortization	119.7	110.1	108.1
Amortization of intangible and other assets	11.8	6.5	7.0
Accretion	23.9	17.1	15.7
Non-cash interest expense	10.6	.5	.5
Asset impairments	89.8	—	—
Restricted stock and deferred stock unit compensation expense	10.0	4.6	4.9
Stock option compensation expense	14.0	6.3	4.1
Deferred tax provision	(30.4)	27.8	29.9
Provision for doubtful accounts, net of adjustments	36.5	3.9	8.4
Income tax benefit from stock option exercises	2.8	7.9	11.4
(Gains) losses, net from divestitures of businesses	—	(13.8)	(4.5)
Other non-cash items	5.9	1.2	(4.2)
Change in assets and liabilities, net of effects from business acquisitions and divestitures:			
Accounts receivable	21.1	(13.6)	(22.0)
Prepaid expenses and other assets	15.8	(17.3)	(25.7)
Accounts payable and accrued liabilities	(198.2)	2.9	(6.9)
Other liabilities	82.5	38.1	(76.0)
Cash Provided by Operating Activities	512.2	661.3	511.2
Cash Used in Investing Activities:			
Purchases of property and equipment	(386.9)	(292.5)	(326.7)
Proceeds from sales of property and equipment	8.2	6.1	18.5
Cash used in business acquisitions, net of cash acquired	(553.8)	(4.4)	(4.9)
Cash proceeds from business divestitures, net of cash divested	3.3	42.1	7.1
Change in amounts due and contingent payments to former owners	(.2)	—	(.5)
Change in restricted cash	(5.3)	(11.6)	102.0
Cash Used in Investing Activities	(934.7)	(260.3)	(204.5)
Cash Provided by (Used in) Financing Activities:			
Proceeds from notes payable and long-term debt	1,453.4	313.5	327.0
Payments of notes payable and long-term debt	(740.6)	(302.4)	(255.0)
Issuances of common stock	24.6	31.3	75.3
Excess income tax benefit from stock option exercises	4.5	6.0	13.8
Payment for deferred stock units	(4.0)	—	—
Equity issuance costs	(1.8)	—	—
Purchases of common stock for treasury	(138.4)	(362.8)	(492.0)
Cash dividends paid	(128.3)	(93.9)	(78.5)
Cash Provided by (Used in) Financing Activities	469.4	(408.3)	(409.4)
Increase (Decrease) in Cash and Cash Equivalents	46.9	(7.3)	(102.7)
Cash and Cash Equivalents at Beginning of Period	21.8	29.1	131.8
Cash and Cash Equivalents at End of Period	\$ 68.7	\$ 21.8	\$ 29.1

The accompanying notes are an integral part of these financial statements.

Appendix D: Financial Statements/Letters

Bond Letter



P. O. Box 10269 (28212)
8601 McAlpine Park Drive Suite 100B Charlotte, NC 28211

John E. Estes

Underwriting Consultant
Telephone 704-409-3348 x140

Facsimile 704-409-3349
Internet john.estes@cnasurety.com

September 3, 2009

Metro
Parks and Environmental Services Department
600 NE Grand Avenue
Portland, OR 97232-2736

RE: RFP 09-1418
Transfer Station Operations - Metro South Transfer Station

Date: September 3, 2009

We, Western Surety Company, as the surety company for Allied Waste Services, a division of Republic Services, Inc., are familiar with the scope and terms of the above referenced RFP as provided by our Principal. Having reviewed these terms and conditions we could provide the indicated option for Allied Waste Services should they be offered a contract with similar scope and terms for this project:

 X 1. Performance and Labor and Materials Payment bond in the amount of \$1,000,000 on the required forms

- a. Bond limits for single projects: \$40,000,000.00
- b. Aggregate bond program: \$200,000,000.00
- c. Surety AM Best Rating: A "Excellent"
- d. Broker contact information: Wells Fargo Insurance Services, Inc. Attn: Sarabeth Scott, 300 E McBee Ave Ste 303, Greenville SC 29601
- e. Length of time with this surety company: 1998

 _ 2. ILOC in the amount of \$1,000,000 in an acceptable format

- a. Length of time with financial institution:
- b. Banker contact information:

Final decision to provide above security is conditioned upon review of offered contract and is a matter between us and our client.

Sincerely,

John E. Estes, Underwriting Consultant, September 3, 2009

Appendix E | Letters of Reference



City of Tualatin
www.ci.tualatin.or.us

July 20, 2009

Metro Council President David Bragdon and
Members of Metro Council
Metro Regional Center
600 NE Grand Avenue
Portland, OR 97232-2736

Re: Allied Waste Services

Allied Waste Services has demonstrated outstanding performance for the nearly 25 years of providing waste collection services in the City of Tualatin. During my 17 years as mayor and as a member of the City Council prior to becoming mayor, the City and Allied has formed a valuable friendship that greatly benefits the citizens of our community.

I am proud Allied and the City started two environmentally beneficial programs in our community. These programs provided weekly yard debris collection service and office paper recycling for businesses operating in Tualatin. These programs were firsts in the metropolitan region and are now the standard throughout.

The most significant asset Allied brings to our community is its people. Allied's employees work tirelessly to ensure our citizens receive the best service possible for one of the lowest collection rates anywhere in the metropolitan region. Furthermore, several Allied employees are active in various community organizations working to improve the quality of life in the City of Tualatin.

I cannot think of a company more qualified than Allied Waste Services to continue operating Metro's two transfer stations.

Sincerely,

A handwritten signature in black ink, appearing to read "Lou Ogden".

Lou Ogden
Mayor

18880 SW Martinazzi Avenue | Tualatin, Oregon 97062-7092 | 503.692.2000

Appendix E: Letters of Reference (p 2 of 5)



29799 SW Town Center Loop East
Wilsonville, OR 97070
Phone 503-682-0411
Fax 503-682-1015
TDD 503-682-0843
Web www.ci.wilsonville.or.us

July 21, 2009

The Honorable David Bragdon, President
Metro Council
600 NE Grand Ave.
Portland, OR 97232

RE: Allied Waste Services, Inc.

Dear Council President Bragdon:

I have been asked to comment on the performance of Allied Waste Services, Inc., as a service provider and corporate citizen of the City of Wilsonville. I have been a resident and business owner in the city for over 20 years, and have served since 2003 on the Wilsonville City Council, having been elected in 2008 to a four-year term as Mayor.

Unlike most communities in the metro region, our City has a unique relationship with Allied. The company is both the City's waste-collection service-provider and operator of a business performing waste transfer and material recovery in the south metro area.

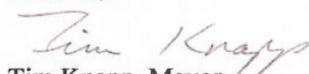
My measurement of any business operation is how well the employees of the business perform their job and how well the company contributes to the community. I am continually impressed with the work ethic of Allied's employees, who demonstrate excellent environmental stewardship beneficial to the quality of life in our community. This work performance is reflected in the city's collection rates, which are among the lowest rates in the metro area. The company also contributes services to local community events such as the Art Fair & Festival and clean-up/beautification efforts.

The City of Wilsonville was the only city in the area willing to allow Allied to locate a waste-transfer and material-recovery facility in the community. While there was some apprehension at the time of this decision in 1995, the City's acceptance of this facility has not been disappointing, as evidenced by a lack of citizen complaints and no violations or fines pertaining to environmental laws or regulations.

A major environmental success for our community is the level of material recovery accomplished by Allied at the reclamation facility. I understand that the city's material recovery rate is consistently between mid-50 percent to 60 percent. Furthermore, Allied's material recovery rate from material delivered to its facility by other waste haulers is the highest of any material-recovery facility in the metro area, averaging 30-plus percent annually.

I am pleased that Allied Waste Services, Inc., is a responsible, contributing corporate citizen of the City of Wilsonville.

Sincerely,


Tim Knapp, Mayor

Appendix E: Letters of Reference (p 3 of 5)



WALSH
TRUCKING CO., LTD.

July 16, 2009

Metro
Metro Parks and Environmental Services
600 NE Grand Ave.
Portland, OR 97232

RE: Metro's Transfer Station Operations RFP #09-1418-SWR

To Whom It May Concern,

We have been transporting recyclables and solid waste from Allied's WRI facility and recyclables from Metro South and Central since July of 2006 and solid waste from Metro South and Central since March of 2009.

Allied's management has worked closely with us refining schedules for efficiency, and Allied has shown flexibility regarding volume and market fluctuations. Their operators are well trained and extremely safety conscious. They walk the fine line of preparing a maximum load without abusing equipment. They treat our equipment like it is their own equipment.

Allied runs a very professional operation and has been very approachable during our association with them as a sub contractor. Both of our companies have a good working relationship and I anticipate a long and mutually beneficial relationship for many years to come.

Allied has fully demonstrated their ability to operate transfer stations and MRFs efficiently and professionally.

Sincerely,

Dan Walsh

1650 N.W. SUNRIAL ROAD

TROUTDALE, OREGON 97060

(503) 667-1912

Appendix E: Letters of Reference (p 4 of 5)



Lynn Peterson
Chair
Commissioners
Bob Austin
Jim Bernard
Charlotte Lehan
Ann Lininger

BOARD OF COUNTY COMMISSIONERS

PUBLIC SERVICES BUILDING

2051 KAEN ROAD | OREGON CITY, OR 97045

July 24, 2009

Metro Council President David Bragdon and
Members of Metro Council
Metro Regional Center
600 NE Grand Avenue
Portland, OR 97232-2736

I have been a resident of the City of Lake Oswego and Clackamas County for many years. As you know, I served on Lake Oswego's City Council and now Chair Clackamas County's Board of Commission. Allied Waste Services has been my waste collection provider during this time.

Allied Waste Services is an excellent company whose performance I heartily endorse as a provider of waste collection, transfer and disposal services. This endorsement is based on my personal experiences as a residential customer of Allied and as a regulator of Allied's services and collection rates at the city and county level.

As Allied's regulator I am impressed in the thoroughness and accuracy of the company's financial information regarding cost of service. Our review of the services provided citizens in our jurisdiction left no doubt in my mind the company was charging a fair price to recover the company's cost of service and earn a fair rate of return. It was a very rare occurrence when I received a complaint from a citizen pertaining to the services provided by Allied or the cost for these services.

In fact I was not surprised last year when *Forbes* recognized Allied Waste Services as one of America's most trustworthy companies based on its transparent accounting statements and conservative accounting procedures. Allied was one of only 33 companies named to both the 2007 and 2006 rankings and remains the only company listed from the waste services industry.

For me personally, I consider Allied Waste one of the leading corporate citizens in our community. The company's employees are clearly committed to providing the highest level of environmental stewardship in waste collection and recycling practices. Furthermore, Allied supports with donations and active involvement of employees various organizations in our community dedicated to maintaining and improving our quality of life.

I recommend Allied Waste Services to you without qualification since I know from first-hand experience the company will perform at the highest level whatever task you ask of the company.

Sincerely,

Lynn Peterson
Chair

LAP/rp/kjb

Appendix E: Letters of Reference (p 5 of 5)

Post Office Box 191
Oregon City, OR 97045
503-656-8403
Fax: 503-656-0320
www.bbleasingco.com



B&B
Leasing
Company, Inc.

September 1, 2009

Metro Council President David Bragdon and
Members of the Metro Council
Metro Regional Center
600 NE Grand Avenue
Portland, OR 97232-2736

RE: Allied Waste Services

Dear Council President Bragdon:

I am owner/operator of B&B Leasing Co., Inc. Our company owns three waste collection companies operating in Clackamas County: Oregon City Garbage, Gladstone Disposal and Molalla Sanitary Service. I believe our company is annually the largest single user of Metro South transfer station.

Allied Waste has asked me to share with you my experience with the company's operation of Metro South transfer station. The most critical need Allied provides my company is safe and prompt turn-around time at the transfer station. As you know, the rates our customers pay for waste collection services include the time our drivers spend off-route unloading waste at Metro South. Obviously, the less time a driver spends off-route the more financially beneficial it is for our customers.

Allied's efficiency in moving our company's collection trucks through Metro South is outstanding. Allied's employees handle our collection vehicles with dispatch without jeopardizing the safety of my employees or damaging my company's equipment.

Furthermore, Allied's employees are courteous and helpful when our drivers have questions or need assistance. Allied's personnel are knowledgeable of proper waste handling procedures that enable our employees to correctly dispose of waste in an environmentally responsible manner.

I am very satisfied with all aspects of Allied's performance and recommend to you that Allied be allowed to continue operating Metro South transfer station.

Sincerely,

Pamela J. Bloom
President

