

Recology Oregon Inc.
METRO SOUTH STATION
Table of Contents

Organizational Information	1
Experience / Qualifications	5
Comparable MRF And Transfer Station Operations	5
Recycle Central®	6
San Francisco iMRF	7
San Francisco Transfer Station	8
Additional MRF And Transfer Station Operations.....	8
Vallejo Garbage Service, Inc. iMRF	9
Yuba-Sutter Disposal Inc. MRF And Transfer Station	10
Cost Proposal.....	13
Total Costs	13
Financial Capability	19
Financial Statements	19
Surety Letter	21
Operations And Maintenance Plan.....	23
Mobilization Plan.....	23
Mobilization Timeline.....	23
Mobilization Personnel.....	27
Facility Inspection And Assessment	28
Waste Acceptance	28
Tipping Area Traffic Flow	29
Intended Use Of Facility Areas.....	36
Waste Screening Routines.....	38
Spotting And Traffic Control.....	40
Tipping Procedures.....	42
Material Flow	44
Reload Plan For Waste	45
Material Staging.....	45
Loading Procedures	47
Compaction Procedures.....	48
Trailer Inspection	48
Trailer Loading.....	49
Management Of Special, Hazardous And Unacceptable Wastes	49
Load Check Program	50
Special Waste Documentation Procedures	52

Recology Oregon Inc.
METRO SOUTH STATION
Table of Contents

Rejection Notification	54
Waste Isolation	54
Cleanup Activities	55
Permit Compliance	56
Testing Procedures And Schedule.....	57
Storm Water Discharge Contamination	58
Waste Water Discharge Contamination	61
Compliance Monitoring	62
Communications	65
Facility Cleaning Activities	66
Building Interior Procedures And Schedules	66
Building Exterior Procedures And Schedules.....	66
Wash Rack Procedures And Schedules	67
Driveways And Pavement	67
Hazard Or Nuisance Mitigation.....	67
Dust.....	68
Odor	68
Pests.....	69
Noise	69
Litter	70
Staffing Plan	70
Scheduled Positions	71
Management Resumes	72
Organization Chart	74
Fluctuations In Activity/Waste Flow	75
Schedules And Full-Time Equivalents	76
Position Descriptions.....	76
Training Requirements	78
Dual-Role Positions	79
Location Of Support Activities And Documentation	79
Replacements.....	79
Equipment And Equipment Maintenance	80
Maintenance Staffing	80
Maintenance Plan – General.....	82
Preventative Maintenance Plan.....	90
Rolling Stock.....	101
Replacement / Backup Plan	103
General Contingency Plans	103

METRO SOUTH STATION

Table of Contents

Site Communications	103
External Communications.....	104
Work Stoppages	104
Inclement Weather	104
Equipment Failure	104
Power Failure	104
Earthquake.....	105
Onsite Security	105
Emergency Action Plan/Safety	106
Load Check Program	106
Management Of Special, Hazardous And Unacceptable Waste.....	108
Contractor Emergency Role	109
Evacuation Plan	109
Initial Assessment.....	110
Spill Response And Control.....	111
Training	111
Emergency Call List.....	112
Accident/Incident Prevention	113
Safety Committee	113
Accident/Incident Investigation	114
Reporting	114
Performance Measures	115
Measurement Methodology	116
Establishment Of Baselines	117
Use Of Information.....	119
Measurement Frequency.....	119
Contractor Safety Qualification Questionnaire	121
Sustainable Operations Questions.....	125
1. Reduce Greenhouse Gas Emissions.....	127
A. Approach For An Energy Efficiency Plan.....	130
B. Onsite Renewable Power	135
C. Greenhouse Gas Reduction From Sustainable Practices.....	138
D. Use Of Biofuel And Alternative Fuel Vehicles.....	144
2. Reduce Diesel Particulate Matter	149
A. Rolling Stock Engine Idling Policies And Practices	150
B. Tier 4 Diesel Emission Control Technology	151
C. Stationary Engine Idling Policies And Practices	152

METRO SOUTH STATION

Table of Contents

3. Reduce Use Of Water And Other Natural Resources	153
A. Minimize Consumption Of Water And Stormwater Runoff.....	153
B. Storm Water Mitigation Practices.....	154
C. Metro Business Recycling Requirements	155
D. Leed Certification For Construction And Renovation	156
4. Reduce Use And Discharge Of Toxic Materials	156
A. Elimination Of Persistent Bioaccumulative Toxics	157
B. Cleaning Supplies	158
C. Least-Toxic Maintenance Products	159
5. Adopt Best Practices For Health And Safety	162
A. Zero-Tolerance Safety Policy	162
B. Dust Monitoring.....	163
C. Monitoring Other Environmental Impacts	165
D. Environmental Management System.....	166
6. Provide Training / Education On Sustainable Practices	170
Sustainability Education And Communications	171
Sustainability Education Opportunities	171
Experience With Sustainability Education	172
7. Support A Quality Work Life For Employees	173
A. Wage And Benefit Package.....	173
B. Training And Educational Opportunities	185
C. Community Service.....	189
8. Support Sustainability Values In Seeking Vendors And Contractors.....	192
A. Sustainable Procurement Policy For Supply And Material Purchases	194
B. Support Vendors And Contractors	196
Summary Of Recology’s Sustainability Recommendations	204
Support Diversity In Employment And Contracting.....	219
1. Contract Participation With Mvesb Firms.....	219
2. Mbe, Wbe, And Esb Certifications.....	220
3. Diverse Workforce Policies, Practices, And Plans.....	222
Material Recovery Questions.....	227
Dry Waste Recovery.....	227
1. Recovery Approach Overview.....	227
2. Transition Timeline.....	235
3. Targeted Materials	236
4. Expected Markets.....	237
5. Material Preparation And Transportation	238

Recology Oregon Inc.
METRO SOUTH STATION
Table of Contents

6. Guarantee Achievement Conditions	238
7. Facility Changes	238
Source Separated Recovery	239
1. Source Separated Materials	240
2. Expand Services For Source Separated Organics.....	242
3. Responding To A Changing Waste Stream.....	247
4. Material Recovery Experience.....	247
5. Reuse And Recycling	248
6. Lead Certification Services.....	250
Proposal Improvements For Operation Of Both Transfer Stations.	253
Exceptions And Alternative Proposal Conditions.....	255
Confidentiality	257

Recology Oregon Inc.
METRO SOUTH STATION
Table of Contents

[THIS PAGE INTENTIONALLY LEFT BLANK]

Organizational Information

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

Recology Oregon Inc.

- 2. Please provide the following information for the firm:***

- **Address**

9570 NW 307th Avenue, North Plains, Oregon 97133

- **Telephone**

(503) 774-1021

- **E-mail**

ddutra@recology.com

- **Website**

Recology.com

- **Federal Tax ID#**

27-0659646

- **Project Manager for the proposal and direct contact information**

Name: David Dutra

Mailing Address: 9570 NW 307th Avenue
North Plains, Oregon 97133

Telephone: (503) 774-1021

Cell: (415) 378-6448

E-mail: ddutra@recology.com

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

The bidding entity is a newly formed Oregon corporation. The Company is a wholly owned subsidiary of Recology Inc., a 100% employee owned Company formerly known as Norcal Waste Systems, Inc., that has been in existence in its

Recology Oregon Inc.
METRO SOUTH STATION
Organizational Information

current forms since 1986 and has been providing service in San Francisco since the 1920s.

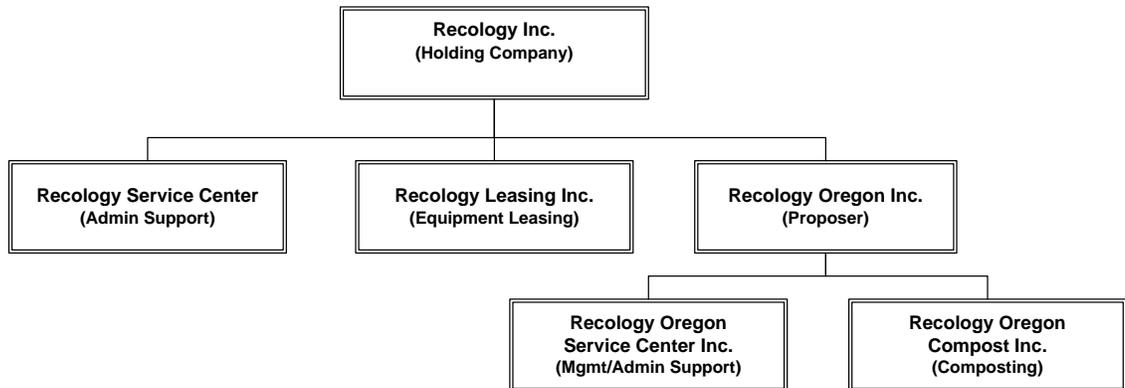
4. *List all names your firm has used to conduct business (include dates and states of incorporation for each corporate name).*

See response to number 3 above.

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.*

The following organizational chart shows the relationship between the bidding entity and the parent corporation, along with affiliates that would be providing support for the operation. The activity or support function provided by each identified affiliate is delineated in the chart.

Recology Inc.



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

There will be supervisory personnel available at all times during operations. Employees will be drawn from a variety of sources, including existing Recology operations, current employees of the operator and the operator's contractors and Metro contractors and the local labor pool. At present, there are no specific supervisory personnel identified. Supervisory personnel will be located at both

Recology Oregon Inc.
METRO SOUTH STATION
Organizational Information

Metro operating facilities as provided for, in addition to existing offices as required.

- 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.***

There are no lawsuits pending against Recology Oregon Inc., its corporate parent or any affiliate that would impact its ability to carry out the functions outlined in this RFP.

Recology Oregon Inc.
METRO SOUTH STATION
Organizational Information

[THIS PAGE INTENTIONALLY LEFT BLANK]

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.

Recology is a pioneer in the recycling industry, with a recycling history that dates back to 1920, and now is one of the largest recyclers in Northern California. Recology was one of the first companies in Northern California to implement curbside recycling, in the 1970s, as well as household hazardous waste collection for residential customers. Recology also has the distinction of permitting the first composting facility in California able to accept and process post-consumer food waste as part of its feedstock. Our curbside collection program for food waste recycling for the City of San Francisco is renowned internationally, as are many other of our progressive recycling and diversion programs.

COMPARABLE MRF AND TRANSFER STATION OPERATIONS

Among the sixteen MRF and transfer station facilities that are owned and/or operated by subsidiaries of Recology, the three that are most comparable to the scope of operations of the Metro South Station are owned and operated by SF Recycling & Disposal, Inc. (SFR&D) in San Francisco. These major facilities process organics, recyclables and C&D materials, and solid waste generated by the residents and businesses of San Francisco:

- ❑ Recycle Central® MRF
- ❑ San Francisco iMRF
- ❑ San Francisco Transfer Station

The operation of each of these three facilities, which process a total of 3,460 tons per day (tpd) of materials and recover 1,636 tpd of recyclables, is described below.

Recology Oregon Inc.
METRO SOUTH STATION
Experience / Qualifications

Recycle Central®

The Recycle Central® MRF is located at the Port of San Francisco’s Pier 96. The facility is currently permitted as a large-volume transfer/processing facility for the recovery and processing of regulated and non-regulated recyclable materials. The facility serves as a processing, recycling, and transfer point for recyclable materials collected from residences and businesses in San Francisco. The 10-acre site and MRF building are leased by SFR&D from the Port of San Francisco. Roof-mounted solar collector panels produce up 33% of the facility’s total energy requirement.



Recycle Central® is capable of processing dry, mixed grades of recyclable materials, including fiber (mixed waste paper), containers (aluminum beverage cans, tin cans, glass bottles, and plastic bottles) and other scrap metals and wood. The main sources of these materials are commercial recycling collection programs, residential single-stream recycling collection programs, and Public Buyback Centers. The facility is designed for a maximum daily throughput of 2,100 tons tpd, with an average daily throughput of 1,400 tpd. Currently 720 tpd are processed at this facility. The majority of the recyclable materials recovered at Recycle Central® are baled and shipped to domestic and foreign markets via ocean-borne transportation and/or truck.

Processing operations are conducted in two shifts. An early shift operates from 5:30 A.M. to 2:30 P.M., and a late shift operates from 2:30 P.M. to 11:30 P.M. A third, equipment maintenance shift operates from 9:30 P.M. to 6:30 A.M. The Public Buyback Center of the MRF is open six days per week, Monday through Saturday, from 6:00 A.M. to 4:30 P.M.

SF Recycling & Disposal, Inc. Recycle Central® MRF				
Operational Data				
2008 Tons/Day Processed	2008 Tons/Day Recovered	First Year of Operation	Construction Cost	Facility Footprint
720	590	1998	\$36,000,000	185,000 sq. ft.
Reference				
Jared Blumenfeld, Director		11 Grove Street		
Department of the Environment		San Francisco, CA 94102		
City and County of San Francisco		415.355.3701		

San Francisco iMRF

SFR&D's, integrated Material Recovery Facility (iMRF) is located near San Francisco's Candlestick Point, and exclusively processes construction and demolition (C&D) materials.



Because the iMRF is fully enclosed, it is permitted to operate 24 hours a day, and currently operates up to 24 hours per day, seven days per week, as needed. The iMRF sort line operations are split into three shifts. The wood processing system operations are split into two shifts.

This facility was designed to accommodate the processing of all C&D waste generated within San Francisco, playing a key role in achieving San Francisco's goal of 75% diversion rate citywide by 2010.

Following load-checker inspection at the facility entrance, incoming material is tipped and inspected again for unacceptable material, which is immediately removed. The acceptable material is then lifted onto inclined conveyors by a loader and screened to remove fines. Once screened, the material proceeds down the sort line, where material handlers manually remove and separate all paper, unpainted wood, metal, unpainted sheetrock, concrete, brick, and other materials. Residuals from the sort line are transported by conveyor directly to the adjacent transfer station, described below.

The iMRF was designed with the tipping floor and processing line on the upper level, from which the outfeed line drops into waiting transfer trailers on the lower level.

SF Recycling & Disposal, Inc. iMRF Operational Data				
2008 Tons/Day Processed	2008 Tons/Day Recovered	First Year of Operation	Construction Cost	Facility Footprint
469	254	2003	\$14,400,000	46,000 sq. ft.
Reference				
Jared Blumenfeld, Director		11 Grove Street		
Department of the Environment		San Francisco, CA 94102		
City and County of San Francisco		415.355.3701		

San Francisco Transfer Station

The San Francisco Transfer Station is adjacent to the iMRF described above, and receives all non-recyclable residential and commercial MSW collected within San Francisco. Here it is loaded into large transfer trailers and transported to a landfill for environmentally safe disposal.



This facility is designed with grade separation of commercial haulers and public self-haulers from the tipping floor, facilitating continuous operation. The MSW, once deposited on the tipping floor, is maneuvered by bulldozers through a slot in the floor into waiting transfer trailers on the lower level of the facility, where trailer loads are redistributed and compacted by crane prior to transport to the landfill.

Food scraps and other organic waste, collected from commercial generators and through a residential curbside collection program, are also processed at this facility, and are then transported to other Recology facilities for composting, and to an East Bay public utility for use as feedstock for electric power generation by anaerobic digestion.

Approximately 80 transfer trailer loads per day are transported to the landfill (MSW) and to composting and power-generating facilities (organics).

SF Recycling & Disposal, Inc. Transfer Station				
Operational Data				
2008 Tons/Day Processed	2008 Tons/Day Recovered	First Year of Operation	Construction Cost	Facility Footprint
2,271	792	1970	\$22,200,000	44,000 sq. ft.
Reference				
Jared Blumenfeld, Director		11 Grove Street		
Department of the Environment		San Francisco, CA 94102		
City and County of San Francisco		415.355.3701		

ADDITIONAL MRF AND TRANSFER STATION OPERATIONS

Among the additional MRF/transfer station facilities that are owned and operated by subsidiaries of Recology are:

Recology Oregon Inc.
METRO SOUTH STATION
Experience / Qualifications

- ❑ Vallejo Garbage Service, Inc. iMRF
- ❑ Yuba-Sutter Disposal, Inc. MRF and Transfer Station

The operation of each of these facilities is described below.

Vallejo Garbage Service, Inc. iMRF

Vallejo Garbage Service, Inc, a wholly owned subsidiary of Recology, owns and operates an iMRF in the City of Vallejo, California. This facility was originally equipped as a “dirty” MRF, processing an incoming waste stream of MSW. The facility was later refitted to accommodate a source-separated recyclables waste stream, and was recently further refitted to accommodate a cart-based commingled recyclables waste stream.



Prior to tipping, routine load checking of inbound waste-hauling vehicles is conducted, as part of a hazardous waste exclusion process, to prevent hazardous wastes from entering the incoming waste stream. The iMRF uses a conveyor belt that passes through a series of manual and mechanical processes, with an average of 10-12 sorters per 8-hour shift, sorting recyclable materials from commercial and single-stream curbside residential recyclables.

The facility includes recovery methods for salvaging ferrous and non-ferrous metals, corrugated cardboard, plastic, aluminum, glass, newspaper, high-grade ledger paper, mixed paper, wood waste, and white goods. Recology sells all recovered materials to markets for manufacturing into new products, and reusable items are given to local non-profit organizations. In addition, approximately 75 tpd of collected organic materials are tipped at this facility; of which four transfer trailer loads are transported daily to another Recology facility for composting.

The iMRF serves the Cities of Vallejo, Vacaville, and American Canyon, as well as unincorporated Solano County. Recovery rates are approximately 95 percent, with 5% residuals remaining. Other facilities on site include an HHW drop-off facility.

Vallejo Garbage Service, Inc. Inc. iMRF				
Operational Data				
2008 Tons/Day	2008 Tons/Day	First Year of	Construction	Facility

Recology Oregon Inc.

METRO SOUTH STATION

Experience / Qualifications

Processed	Recovered	Operation	Cost	Footprint
150	142	1990	\$5,350,000	35,000 sq. ft.
Reference				
Gary Leach, Director Department of Public Works City of Vallejo		555 Santa Clara Street Vallejo, CA 94590 707.648.4316		

Yuba-Sutter Disposal Inc. MRF and Transfer Station

This MRF and transfer station facility is located in Marysville, California, and began operation in 1990. Like our Vallejo iMRF, described above, this MRF facility was originally equipped as a “dirty” MRF, processing an incoming waste stream of MSW. In 2006 the facility was refitted to accommodate a cart-based commingled recyclables waste stream. The MRF and transfer station process all waste collected in Yuba and Sutter Counties, California.



The MRF has the capacity to divert 150 tons of recyclables per eight-hour shift. The MRF consists of a processing building surrounded by approximately four acres of paved parking and temporary storage areas. 30 full-time personnel are employed at the facility.

Prior to tipping, routine load checking of waste-hauling vehicles is conducted, as part of a hazardous waste exclusion process, to prevent hazardous wastes from contaminating the incoming waste stream. The tipped material is then characterized for its recycling content, and a “spotter” or loader operator directs the material to the appropriate processing area.

The MRF has two separate sort lines with a total of 20 sorters. On both lines, waste travels along a feed conveyor, a picking conveyor, and a baler feed conveyor. An electromagnet, a shaker screen, a baler, a rotary air separator, and glass conveyor/crusher process the recyclable materials. The Mixed Recycling line began processing source-separated recyclables in October 2001 and began processing single-stream recyclables in 2006. The MRF processes approximately 90 tpd of recyclables. The C&D line has been in operation since October of 2001 and processes up to 90 tpd. In addition, approximately 90 tpd of organic materials are tipped at this facility, for onsite processing into a finished compost

Recology Oregon Inc.
METRO SOUTH STATION
Experience / Qualifications

product. The balance of materials processed at this site, 490 tpd, is the MSW handled in the transfer station.

A Public Buyback Center is in operation at the MRF, as well as operation of an offsite HHW depository. Resource recovery at the MRF includes salvaging wood waste, white goods, ferrous and non-ferrous metals, corrugated cardboard, plastic, aluminum, glass, newspaper and high-grade ledger paper, as well as C&D and organic materials.

Approximately 25 transfer trailer loads of MSW are transported daily to the landfill. Most processed recyclables are transported from the site by their buyers.

Yuba-Sutter Disposal Inc. MRF/Transfer Station				
Operational Data				
2008 Tons/Day Processed	2008 Tons/Day Recovered	First Year of Operation	Construction Cost	Facility Footprint
741	256	1990	\$6,400,000	50,000 sq. ft.
Reference				
Keith Martin, Director		2100 B Street		
Regional Waste Management Authority		Marysville, CA 95901		
		530.634.6890		

Recology Oregon Inc.
METRO SOUTH STATION
Experience / Qualifications

[THIS PAGE INTENTIONALLY LEFT BLANK]

Cost Proposal

TOTAL COSTS

PROPOSER'S COST SHEET

Metro Central Station Metro South Station *(Circle one)*

(All prices effective April 1, 2010)

- | | |
|---|----------------------|
| 1. Annual fixed charge
<i>(payable monthly)</i> | \$2,343,184 per year |
| 2. Price inflation factor (a percentage of the CPI) | 87 % |
| 3. Recovery guarantees (as a percentage of all dry waste) | |
| Tier 1 (years 1 & 2) | 30 % |
| Tier 2 (years 3 & 4) | 34 % |
| Tier 3 (after year 4) | 38 % |

Unit Charges

Mixed Waste

- | | |
|--|------------------|
| 4. Wet waste (Acceptable Waste, less Recoverable Waste) | \$ 9.53 per ton |
| 5. Dry Waste ("Recoverable Waste" in General Conditions) | \$ 49.63 per ton |
| 6. Recyclable material incentives | |
| Tier 1 | \$ 35.86 per ton |
| Tier 2 | \$ 47.51 per ton |
| Tier 3 | \$ 47.79 per ton |

Source-separated Recyclables

- | | |
|---|------------------|
| 7. Yard debris/wood | \$ 44.50 per ton |
| 8. Organic food waste*
<i>(*loading only; Metro currently delivers organics to market)</i> | N/A per ton |

Recology Oregon Inc.
METRO SOUTH STATION
Cost Proposal

9. Additional organics services (specify): N/A per ton

Recology will be offering an organics program in the near future as soon as permits and facilities are available. Please refer to the organics information contained within the material recovery section of the proposal.

10. Other source-separated material:

Source separated asphalt roofing material	\$	87.00 per ton
---	----	---------------

Expected annual tonnage: 55

Source separated clean drywall	\$	64.00 per ton
--------------------------------	----	---------------

Expected annual tonnage: 250

Source separated inert/rubble	\$	25.00 per ton
-------------------------------	----	---------------

Expected annual tonnage: 550

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

Recology has included several innovative programs in the operations and sustainability sections of the proposal. Costs associated with any specific program or combination of programs can be determined based on scope and implementation plans.

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).

Recology is prepared to accept all market related risks during the operating term on our customer's behalf. Benefit for the expected monetary value of the recyclable materials is built into the anticipated revenue stream and therefore accrues to Metro at its full expected value. All risk associated with the volatility of recycling prices is borne by Recology.

Recology Oregon Inc.
METRO SOUTH STATION
Cost Proposal

The following information provides details applicable to each element in the above Proposer’s Cost Sheet for Metro South Station.

1. The annual fixed charges for Metro South Station are based on costs associated with the general support and recovery activities for both facility operations and administration. Costs specifically associated with the processing of both wet and dry waste volumes are included in the variable cost component of the Proposed Cost Sheet above. The fixed costs include general and administrative costs (supervisory and administrative labor and benefits, insurance, licenses and permits, supplies and outside administrative support), maintenance costs (labor and benefits, equipment parts and supplies, facility repairs and supplies and utilities) and equipment lease and fixed costs associated with material handling activities. In addition, there is an allocation of fixed costs associated with the offsite MRF operations, proportional to the anticipated Metro tonnage as a percentage of the total tonnage expected to be processed through the facility.

A summary breakdown of fixed costs is as follows:

General and administrative costs:	\$ 859,150
General and required maintenance costs	795,947
Equipment and capital lease costs:	328,167
Offsite MRF operations fixed charge	<u>359,920</u>
Total Annual Fixed Charge	\$2,343,184

2. The price inflation factor is proposed at 87% of the All Urban – West Size Class A consumer price index.
3. Recology understands it is making a commitment to achieving the three tiers of diversion within the milestone dates set for each tier. Recology is committing to achieve diversion rates as follows:

Tier 1	30%
Tier 2	34%
Tier 3	38%

Recology Oregon Inc.
METRO SOUTH STATION
Cost Proposal

The Company has experience operating in San Francisco with diversion goals and incentives which have been achieved. Recology will work diligently with Metro to achieve the stated diversion requirements cited within this proposal. Recology's success in developing cooperative partnerships and efficient operations, in addition to our extensive industry knowledge will enable our company to achieve and exceed the stated tier recovery goals.

4. Recology is proposing a charge of \$9.53 per ton for the acceptance and handling of all Acceptable Waste that is not Recoverable Waste as defined in the General Conditions (Wet Waste). The proposed charge to handle the Wet Waste is based on the estimated cost associated primarily with the direct labor and related costs required. The cost is based on the Wet Waste projected tonnages provided through Metro's posted database, estimated at 146,339 tons in the first year of the agreement.
5. Recology is proposing a charge of \$49.63 per ton for the acceptance and handling (including processing) of Recoverable Waste as defined in the General Conditions (Dry Waste). The proposed cost to handle the Recoverable Waste is based on the estimated cost associated primarily with the direct labor and related costs required, along with the costs of operating the processing equipment associated with sorting the Dry Waste. The cost is based on Dry Waste projected tonnages using Metro's posted database in the RFP, estimated at 101,028 tons in the first year of the agreement. Costs in the base rate include costs associated with improvements in the operation necessary to increase recycling and diversion levels as required.
6. The recyclable material incentive payments represent increased compensation to Recology for achievement of various diversion and recovery milestones. The incentive payments related to each tier are designed to allow Recology to recover the additional costs incurred while meeting each of the required tier goals, in addition to providing the financial incentives for the diversion requirements. The recyclable material incentive payments increase significantly from tier 1 through tier 3 due primarily to the fact that the total tonnage associated with tier 1 represents 30% (30,308) of the incoming Dry Waste, tier 2 (4,792) represents an additional 4% of the Dry waste, and tier 3 represents an additional 4% (5,802) of the total Dry Waste coming into the facility.

The total proposed payment provides an overall cost structure designed to promote diversion and achieve the ambitious goals set forth in this

Recology Oregon Inc.
METRO SOUTH STATION
Cost Proposal

8. See item 7 above
9. See item 7 above
10. See item 7 above
11. Recology has included several additional innovative programs within the operations and sustainability sections of the proposal. Costs associated with any specific program or combination of programs can be determined based on the scope and implementation plans desired by Metro.
Programs include:
 - a. Zero net greenhouse gas emissions and associated carbon credits
 - b. Sustainable practices for energy reduction, water conservation and increased efficiencies
12. Recology is prepared to accept all market related risks during the operating term on our customers' behalf. Benefit for the expected monetary value of the recyclable materials is built into the anticipated revenue stream and therefore accrues to Metro at its full expected value. All risk associated with the volatility of recycling prices is borne by Recology.

FINANCIAL CAPABILITY

Financial Statements

Recology Oregon Inc. is a wholly-owned subsidiary of Recology, Inc. On the following pages are the audited financial statements of Recology, Inc., formerly known as Norcal Waste Systems, Inc., for the fiscal years ending September 30, 2008, 2007, 2006, and 2005. Recology Inc. is a privately held, 100% employee-owned company. As such, the audited financial statements are not filed publicly and are not provided for public use. Disclosure of the financial information contained in the audited financial statements is generally limited to creditors and other users relying on the financial statements as a way to evaluate Recology's financial condition. Public disclosure of the audited financial statements and the information contained therein may put Recology at a competitive disadvantage. We ask that Metro please make every effort to treat the audited financial statements as confidential. The pages containing the audited financial statements are identified as "Confidential", and are not numbered within the overall sequence of pagination of this proposal.

Recology Oregon Inc.
METRO SOUTH STATION
Cost Proposal

[THIS PAGE INTENTIONALLY LEFT BLANK]

Recology Oregon Inc.
METRO SOUTH STATION
Cost Proposal

[THIS PAGE INTENTIONALLY LEFT BLANK]

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.*
- Provide the name and title of the contact for the contract during mobilization and the key personnel and their roles.*
- Describe when and how you propose to inspect the facility and assess its condition as part of the transition.*

Mobilization Timeline

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

The following is a summary of the events, tasks, and dates that will be associated with transition of facility operations services under the proposed Operations Agreement for the Metro South Station. These events and tasks are described below:

1 — Proposal Due - September 15, 2009

***2 —Approval of final Agreement for Operation of the Metro South Station
January 1, 2010***

***3 — Recology Executes Agreement for Operation of the Metro South Station;
Obtains Required Bonds, Insurance, Etc.***

We will promptly execute the Agreement for Operation of the Metro south Station and obtain the required bonding, insurance and other details.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

4 – Transition Coordination Meetings

January 1, 2010 to March 31, 2010

We propose that transition coordination meetings are scheduled beginning immediately following the execution of the Agreement for Operation of the Metro South Station. Recology believes it will be invaluable to continue coordination meetings from the award of the contract through the beginning of the operation, to maintain clarity regarding the transition status among all parties, including Metro, Recology, equipment vendors, and the current operator to the extent necessary.

5 – Order Trucks, Trailers and Mobile Equipment

January 1, 2010

Recology will order equipment immediately upon execution of the Operations Agreement. Once received, equipment will be tested to assure readiness for service.

6 – Equipment Ordering and Installation

January 1, 2010

Equipment Item	Delivery	Operational
1 each – CAT 914G Loader	20 weeks	upon delivery
1 each – GMC 3500 HD Shop Truck	20 weeks	upon delivery
1 each – CAT 938H Loader	18 weeks	upon delivery
2 each – CAT D6TXW Dozers	16 weeks	upon delivery
1 each – 3,000 gallon Diesel Tank	16 weeks	2 weeks after delivery
1 each – CAT 226B Skid Steer Loader	8 weeks	upon delivery
2 each – Hyster 60 FT Fork Lifts	6 weeks	upon delivery
1 each – GEM ELXD Electric Car	4 weeks	upon delivery

7 – Human Resources Recruiting and Processing

January 1, 2010 through March 31, 2010

Ensuring a seamless transfer of contractor services on April 1, 2010 is our top priority. We have lengthy experience with successful transitions due in part to our philosophy of making an effort to retain qualified employees of the current contractor. In addition, the current employees' knowledge of the facilities and operations will be an invaluable asset and will assist in the success of a minimally disruptive service transfer.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Recology intends to focus its recruitment efforts first on the employees of the current contractor. All current employees will be invited to a job fair in January of 2010 to meet with the Recology management team, learn about our company, and to start the recruitment process (e.g., complete employment applications and related forms). Understanding that employees of the current contractor are uncertain of how the change will impact them, the job fair will also allow individuals to ask questions directly of our management team regarding the transition process.

At Recology, we focus on creating a workplace with qualified employees and a safe work environment. Our recruiting process is reflective of the same. Our applicants undergo a background check and following its successful completion, are offered positions and asked to undergo and pass a pre-employment exam prior to their first day of work.

In the event that our staffing needs are not met through the current employment pool, we will aim our recruiting efforts as described at question 9c, "Support Diversity in Employment and Contracting".

Our intent is to hire and orient employees with our CORE program during March 2010, as described in the Sustainable Operations Questions section at Training and Educational Opportunities, in order to expedite applicable new hire paperwork, provide advanced training, and introduce the employees to Recology so that when we commence service on April 1, 2010 employees will be 100% focused on our customers. Although there is a small overlap in employment between the current contractor and Recology, we believe this step will allow for the least disruption to Metro, the customers, the current contractor, and the employees.

8 — Facility Systems Installation
January 1, 2010 through March 31, 2010

Recology will coordinate with Metro and the existing contractor to schedule system installations including computers and networking software and hardware. In addition, telephone systems, and other general systems will be installed to enable Recology to begin operations on April 1, 2010.

9 — Employee Training
March 1, 2010 to March 31, 2010

Each employee will be trained according to comprehensive Recology standards, with particular emphasis on customer service, and health and

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

safety issues. Experienced personnel from other Recology subsidiaries will join our corporate training staff to make certain that all staffing preparations are finalized.

Recology is committed to maintaining a safe work environment for all of our employees. Recology will develop and implement safety-training programs with adherence to OSHA standards and procedures for their employees including, but not limited to an Injury, Illness, and Prevention Program (IIPP), Emergency Response Program, Hazardous Communication Program, identification of hazardous waste, hearing protection, personal protective equipment, radiation, fire prevention, vehicle and equipment operations, first-aid instruction for all managers and supervisors, proper signage of safety hazards, blood borne pathogens, confined spaces, asbestos, respirator protection, welding and machine guarding, and fall protection.

Recology will develop a successful, multi-faceted employee training program that stresses safety, operations, and customer service.

Recology and its subsidiaries are proud of our safety record and reputation for superior service. In conjunction and as part of the CORE program, we will orient our new employees through an operational orientation, which familiarizes the employees with the company, operations, equipment, vehicles, and the importance of providing outstanding customer service.

We will begin a training program in March 2010, designed to qualify all drivers, equipment operators, and personnel in the performance of their specific job functions. Specific areas covered include:

- ❑ Facility layout, function, and traffic flow
- ❑ Equipment familiarity
- ❑ Personal protective equipment
- ❑ Sorting procedures and safety with moving loaders and vehicles
- ❑ Defensive driving techniques (drivers and equipment operators)
- ❑ Spill response procedures
- ❑ Hazardous materials recognition
- ❑ Injury and illness prevention

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- Customer service orientation

This training will be conducted on every weekend in March.

10 — Begin Operation!

April 1, 2010

Recology will begin operation under the new Agreement for Operation of the Metro South Station on April 1, 2010.

Mobilization Personnel

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

Recology's contact for the contract during mobilization will be Dave Dutra, General Manager, who will be responsible for mobilization and integration activities, including:

- Ensuring continual and open communications with Metro's Principal Planner, Operations Manager, and others
- Coordinating all activities concerning the pre-mobilization inspection of the facility
- Ensuring permit and operating procedures are in compliance
- Maintaining public and governmental liaison
- Managing the completion of all planned facility improvement projects
- Implementing Recology's integration (training and skills assessments tests) and operation plans.

Additional Recology principals who will be actively engaged in the mobilization process include:

- Bennie Anselmo, Vice President, Equipment Procurement & Maintenance, and Facilities Development, who will be responsible for:
 - Selection, receipt, acceptance, and installation of all rolling stock and stationary equipment.
 - Establishing initial local vendor relationships
 - Inventories and technician training and skills assessments tests.

METRO SOUTH STATION

Operations and Maintenance Plan

- Julie Bertani-Kiser, Vice President, Director of Human Resources, who will be responsible for Recology’s Employee Development and Integration Team, working to receive and integrate existing and new employees.
- Julie Wolff, Regional Controller, who will be responsible for all administrative and operational reporting systems, working directly with the current transfer station operator in redeveloping all reporting programs, forms, reports, and other documents associated with operating the facility and complying with Metro and regulatory agency requirements.

These individuals will dedicate the time required to ensure the transition to Recology’s operation of the transfer station and related transitions are conducted smoothly and successfully, and that all interfacing with Metro and other agencies is seamless during the execution of the Mobilization Plan.

Recology, Inc. has extensive support resources in our corporate office, which will be available to our Mobilization Team and Metro during this transition period. These resources, in addition to those individuals identified above, include our Finance Department, Information Technology Department, and Safety and Health Department.

Facility Inspection and Assessment

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

As soon as an Operations Agreement has been executed, Recology management and an outside consultant will conduct a detailed assessment of the building structures and floors, exhaust fans, HVAC equipment, lighting, electrical power, plumbing, and overall building condition. In addition, our consultant can provide recommendations to reduce energy consumption and a schedule for all future maintenance requirements.

WASTE ACCEPTANCE

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

METRO SOUTH STATION

Operations and Maintenance Plan

- *What are your proposed waste screening routines to prevent unacceptable waste from being received? Include the number and type of personnel proposed.*
- *How will the spotting of loads/traffic control be conducted? Include the number of personnel, training and procedures.*
- *How will the tipping of waste be conducted/monitored?*
- *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).*

Tipping Area Traffic Flow

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

Recology has analyzed the current site, operations, and processing practices at Metro South Station (MSS) in order to develop the most effective and safe traffic flow patterns and vehicle management plan. The ever-increasing number of self-haul customers at MSS is putting pressure on the facility's current waste management and recovery systems. Recology's engineered approach is designed to (a) remediate current traffic-related concerns as described in Metro's January 2009 report, "*Impact of Self-Haul Customers on the Regional Solid Waste System*", and (b) facilitate the redesigned operations plan we propose for MSS. Our approach strives to ensure that the traffic management and facility operating plans developed by Recology are congruent and managed in an efficient and effective manner.

Our plan will reduce the number of crossings that currently occur between the self-haul customers and the commercial haulers, which currently requires a dedicated staff member to continuously direct traffic in this highly congested area.

For purposes of this discussion, "self-haul customers" are residents and small businesses such as contractors, landscapers, and small manufacturers, while "commercial haulers" are contracted or licensed organics and solid waste collection enterprises.

The traffic patterns discussed below have been reviewed by PBS Engineering + Environmental, a qualified engineering firm familiar with MSS, including the roadways, lanes, and turning radiuses. In our design of the roadways, lanes, and turning radii, depicted in our Proposed Traffic Flow Plan on the following page, we take into account:

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- ❑ Customer frequency
- ❑ Time of day
- ❑ Driver site familiarity
- ❑ Vehicle type and size

In this section of our proposal we discuss:

- ❑ Public and commercial self-haul customer traffic flow
- ❑ Commercial hauler traffic flow
- ❑ Commercial transfer truck traffic flow

In summary, Recology's Proposed Traffic Flow Plan reflects the following proposed site modifications:

- ❑ Improve the in-bound lanes for all customers, to include additional striping, signage and concrete curbing.
- ❑ Adding additional traffic lanes for self-haul customers, with a dedicated exit lane
- ❑ Dedicated off-site staging/parking area for residual and acceptable dry waste transport trailers
- ❑ Dedicated on-site staging area for roll-off boxes and material transport trailers
- ❑ Surface striping for crosswalks and safety "No Parking", "Do Not Block" zones
- ❑ Handicap parking, additional employee parking, and additional customer parking for services proposed

Public and Commercial Self-Haul Customer Traffic Flow

Generally, self-haul customers deliver loads in pickup trucks (59%) and pickup trucks towing a trailer (14%). Other self-haul vehicles include passenger vehicles (12%) and passenger vehicles towing small trailers (7%), with the remainder using box vans, flatbed trucks, or other types of trucks.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Entering the Transfer Station

From the existing MSS entrance, self-haul customers, identified by green arrows on the Proposed Traffic Flow Plan, may either (a) enter the inbound “Public” scale traffic lane to the left or (b) proceed to the right to the Hazardous Waste Facility receiving area, from which the customer is then directed to turn right to enter the “Public” scale traffic lane or to turn left to exit MSS.

Recology proposes to add a “Keep Clear – Do Not Block” zone in the entrance roadway, at the intersection of the HHW facility access road and the inbound/outbound scalehouse lanes, to provide unobstructed access to all exiting and emergency response vehicles. During the initial months of our operation, we will observe the relative safety of vehicle traffic departing the HHW facility and make additional roadway improvements as necessary to facilitate vehicle departure by either turning right to enter the inbound “Public” scale traffic lane, or turning left to exit MSS.

Proceeding to the In-bound “Public” Scalehouse

Self-haul customers proceeding to the in-bound “Public” scalehouse begin by queuing up in the designated “Public” Lane #1, before driving onto the scale. We propose to add painted lane markings, such as “Public Vehicles”, and improved directional signage at the MSS entrance and along the routes to the Household Hazardous Waste receiving area and to the “Public” scale, to provide clear direction to all self-haul customers accessing the site.

A self-haul customer will drive onto the “Public” scale when directed by the scalehouse attendant, further controlled by a proposed “Stop/Go” traffic signal. When the customer’s load is weighed the attendant will provide the customer further direction to the appropriate tipping bay.

Proceeding to the Tipping Bays

The self-haul customer will drive off the scale and proceed forward to the stop sign. When cross-traffic is clear the self-haul customer, as directed by the scalehouse attendant, will either (a) turn right to Bay 2 to tip wood material, yard debris, and sheetrock, or (b) turn left and proceed via Lane #4, routed around the northwest side of Bay 3, to our proposed Recycle Depot and/or to Bay 3 to tip dry waste. Proposed signage will direct self-haul customers with recyclables in their load to proceed first to the

METRO SOUTH STATION

Operations and Maintenance Plan

Recycling Depot, which we propose to occupy a portion of the existing Maintenance Building, as depicted in our Proposed Traffic Flow Plan.

Bay 2 Entry – Approaching the entrance to Bay 2, self-haul customers will receive additional instruction pertaining to facility operations via proposed brightly colored signs. Customers approaching the building will receive direction from a Spotter through the use of hand signals and sound signals such as horn or whistle.

Bay 3 Entry – Approaching the self-haul entrance to Bay 3, self-haul customers will receive additional instruction pertaining to facility operations via proposed brightly colored signs. Customers approaching the building will receive direction from a Spotter through the use of hand signals and sound signals such as horn or whistle, and will be assigned to self-haul tipping stalls in which to back and tip waste.

Recycle Depot Entry – Prior to entering Bay 3 self-haul customers may access the Recycling Depot, proposed to occupy a portion of the Maintenance Building, to deposit designated source-separated recyclables that require processing by Recology personnel. Should the customer have additional recyclables that do not require on-site processing, they will be directed to proceed in the traffic lane leading to Bay 3 and deposit those items in the recycling drop-off station to the right before entering Bay 3, as shown on the Proposed Traffic Site Plan.

Exiting the Tipping Bays

Bay 2 Exit – Self-haul customers will be directed by a Spotter to exit the building, asking the customer to comply with all instructional and directional signs. The customer will proceed to the first stop sign, turn left, and proceed to the stop sign at the intersection with the scale lanes and Bay 3 exit. When the intersection is clear of cross-traffic, self-haul customers who have concluded their business at MSS will turn left and proceed to the out-bound “Public” scalehouse, as discussed below. Self-haul customers who also have recyclables and/or dry waste to unload will proceed, from the stop sign, straight and then to the right via Lane #4 to the entrance to the Recycling Depot or to Bay 3.

Bay 3 Exit – When the customer has finished unloading, a Spotter will then direct the customer to the self-haul/commercial exit, as indicated on the Proposed Traffic Flow Plan, asking the customer to comply with all instructional and directional signs.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

When the intersection with the Bay 1/Bay 2 access lane is clear of cross-traffic, the customer will cross to enter the lane leading to the out-bound “Public” scalehouse, as discussed below.

Recycling Depot Exit – Self-haul customers who have concluded their business at MSS will be directed by a Spotter, assisted by others directing traffic, to proceed via Lane #5 to the lane leading to the outbound “Public” scalehouse, as discussed below. In the likely event the customer also has dry waste to tip, the Spotter will direct the customer to proceed to the self-haul entrance to Bay 3.

Proceeding to the Out-bound “Public” Scalehouse

Self-haul customers proceeding to the out-bound “Public” scalehouse begin by queuing up in the out-bound “Public” scale lane before driving onto the scale. We propose to add painted lane markings, such as “Exit Public Vehicles”, and improved directional signage along the routes from the tipping bays to provide clear direction to all self-haul customers exiting the site.

A self-haul customer will drive onto the outbound “Public” scale when directed by the scalehouse attendant, further controlled by a proposed “Stop/Go” traffic signal. When the customer’s vehicle has been weighed the scalehouse attendant will provide the customer further direction regarding exiting the site.

Exiting the Transfer Station

Self-haul customers exiting the outbound “Public” scalehouse will proceed to a proposed “Yield” sign where the outbound “Public” and “Commercial” lanes merge. When the merge point is clear of all commercial traffic, the self-haul customer will exit MSS in the exit lane.

Commercial Hauler Traffic Flow

Entering the Transfer Station

From the existing MSS entrance, commercial haulers, identified by red arrows on the Proposed Traffic Flow Plan will enter the in-bound “Commercial” scale traffic lane.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Proceeding to the In-Bound “Commercial” Scalehouse

Commercial haulers proceeding to the in-bound “Commercial” scalehouse begin by queuing up in the in-bound “Commercial” Lane #2, before driving onto the scale. We propose to add painted lane markings, such as “Commercial Vehicles”, and improved directional signage at the MSS entrance and along the route to the in-bound “Commercial” scale, to provide clear direction to all commercial haulers accessing the site.

A commercial hauler will drive onto the “Commercial” scale when directed by the scalehouse attendant, further controlled by a proposed “Stop/Go” traffic signal. When the customer’s load is weighed the scalehouse attendant will provide the customer further direction to the appropriate tipping bay, which will depend on the nature of the load and the volume of traffic. The scalehouse attendant will then direct the commercial haulers to proceed off the scale and straight to the stop sign.

Proceeding to the Tipping Bays

The commercial haulers will drive off the scale and proceed to the stop sign. When traffic is clear the commercial haulers, as directed by the scalehouse attendant, will either (a) turn right and proceed to Bay 1 (wet waste) or Bay 2 (clean segregated wood material and yard debris) or (b) cross to the commercial entrance to Bay 3 (dry waste).

Bay 1 Entry – Commercial haulers entering Bay 1 will tip where directed by a Spotter, and then exit.

Bay 2 Entry – Commercial haulers entering Bay 2 will tip where directed by a Spotter, and then exit.

Bay 3 Entry – Commercial haulers entering Bay 3 will be directed by a Spotter to either (a) turn around outside the commercial entrance, where we propose to maintain a large area designated as a “Keep Clear” zone, and back into the building for tipping in a commercial stall or (b) drive directly into Bay 3, where a Spotter will direct the hauler to tip in a commercial stall.

The determination to direct a driver to turn their vehicle around prior to entering Bay 3 will depend on the current volume of dry waste accumulated on the tip floor and other aspects of Bay 3 operations.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Exiting the Tipping Bays

Bay 1 Exit – Commercial haulers will exit Bay 1 through the entrance, as indicated on the Proposed Traffic Flow Plan, proceed to the stop sign, turn left, and proceed to the out-bound “Commercial” scalehouse, as discussed below.

Bay 2 Exit – Commercial haulers will exit Bay 2 through the entrance, as indicated on the Proposed Traffic Flow Plan, proceed to the stop sign, turn left, and proceed to the out-bound “Commercial” scalehouse, as discussed below.

Bay 3 Exit – Commercial haulers will exit Bay 3 through the self-haul/commercial exit, proceed to the stop sign, and cross to proceed to the out-bound “Commercial: scalehouse, as discussed below.

Proceeding to the Out-Bound “Commercial” Scalehouse

Commercial haulers proceeding to the out-bound “Commercial” scalehouse begin by queuing up in the out-bound commercial scale lane before driving onto the scale. We propose to add painted lane markings, such as “Exit Commercial Vehicles”, and improved directional signage along the routes from the tipping bays to provide clear direction to all commercial haulers exiting the site.

A commercial hauler will drive onto the outbound “Commercial” scale when directed by the scalehouse attendant, further controlled by a proposed “Stop/Go” traffic signal. When the customer’s vehicle is weighed the scalehouse attendant will provide the customer further direction regarding exiting the site.

Exiting the Transfer Station

Commercial haulers exiting the outbound “Commercial” scalehouse will proceed to the exit lane.

Commercial Transfer Truck Traffic Flow

Commercial transfer trucks, operated by the Transport Contractor, will continue accessing the MSS facility in the current manner within the designated entrance lanes provided. The site’s planned traffic pattern for commercial transfer trucks is depicted by blue arrows on the Proposed Traffic Flow Plan, following Page 30.

Intended Use of Facility Areas

- *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*

Recology strongly believes that the cycle time at MSS can be greatly improved with the introduction of changes in the way selected areas of the facility are used. We believe that these proposed changes will greatly decrease congestion

Hazardous Waste Facility

Self-haul customers can access the Hazardous Waste Facility (HWF) at any time MSS is open to the public, for the drop-off of small quantities of hazardous waste.

Bay 1

Bay 1 will be used for tipping commercial wet waste seven days a week. Commercial haulers will be directed by a Spotter to tip all incoming loads into the pit between Bay 1 and Bay 2.

We propose that during peak weekend days, April through August, the inbound commercial scalehouse attendant will direct commercial haulers of dry waste to tip in Bay 1, in order to free up the Bay 3 commercial tipping stalls for use by self-haul customers exclusively. Bay 1, which would be divided into two designated commercial tipping areas: one at the west end of the pit for “wet” waste, and one at the east end of the pit for “dry” waste.

We propose that the current practice of staging old corrugated cardboard (OCC) in Bay 1 be discontinued, in order to reduce tipping congestion in Bay 1. We propose, instead, that OCC will be separated from loads tipped in Bay 3 and reloaded into trailers, awaiting transfer to Recology’s MRF for processing, as discussed in the Materials Recovery section of this proposal.

Bay 2

Bay 2 will be used by both self-haul customers and commercial haulers for tipping clean source-separated loads of wood material or yard debris. When feasible, after all wet waste has been cleared from the pit floor, all yard debris will be pushed into the pit for compaction and transport to a composting facility. In the event inbound material volumes prohibit yard debris compaction during peak seasons, both yard debris and wood material will be top-loaded into high-capacity walking floor trailers for transport to processing facilities.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Bay 3

Bay 3 will be used for the tipping of dry waste by self-haul customers and commercial haulers.

Items in the dry waste stream that are candidates for reuse, such as doors, furniture, bicycles and other sporting equipment, toys, lawn and garden tools, and clothing and other textiles, will be removed from the tipping floor by Sorters in Bay 3 and loaded directly into a trailer parked in the load-out bay on the north wall of Bay 3, to be transported off-site through partnerships we have established with local non-profit organizations.

Recycling Depot

We propose to modify the existing Maintenance Building and its access to accommodate a centralized MSS drop-off location for all self-haul customers' recyclable materials. We believe that approximately 35% of the floor area of this building, located at its northwest corner, can be isolated for recyclables acceptance and processing, without diminishing the efficiency of the maintenance operation in the remainder of the building. These proposed modifications are reflected on the Proposed Operations Site Plan, on the following page.

This enclosed portion of the Recycling Depot will be used for acceptance of recyclables that require on-site processing. An adjacent uncovered area between the Maintenance Building and the self-haul entrance to Bay 3 is proposed to be developed for the deposit of additional recyclables that do not require on-site processing.

Bins and trailers for the staging of recyclable materials will be located in the area south of the Maintenance Building.

Maintenance Shop

Certain modifications are planned to accommodate the processing of recyclables and materials off-loaded by self-haul customers at the Recycling Depot, within the facility, as discussed above. Modifications include dividing the building into two sections to accommodate both maintenance and recyclables processing activities. Additionally, areas nearby, as shown on the Proposed Operations Site Plan, will be designated for the staging of storage trailers, containers and bins, as required

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Wash Rack

The wash rack will be used by commercial haulers and the Transport Contractor for cleaning the exterior of their vehicles and trailers. We propose to replace the existing wash water equipment with a Landa Pressure Washer, to improve the efficiency of the facility and to prevent customer modification of the equipment.

Waste Screening Routines

- *What are your proposed waste screening routines to prevent unacceptable waste from being received, include the number and type of personnel proposed*

As noted in our discussion of load checking, Metro's transfer stations are neither permitted nor designed to accept hazardous and other Unacceptable wastes. Waste screening is a responsibility of all Recology operations employees. That all Recology employees share responsibility for waste screening provides for an effective and efficient program. Waste screening protects customers, employees, the Metro waste facilities, and the environment from potentially hazardous situations.

Waste screening involves more than the physical act of inspecting waste loads and identifying unacceptable materials. It also involves a significant amount of social interaction and communication directed at the people (generators) who deliver waste. These interactions are an integral part of a well-run operation and an essential function because of the tangible, potentially serious results for operators, facility clients, emergency responders and the generators who improperly handle hazardous wastes.

The waste screening program has the following goals:

- ❑ To prevent the improper disposal of prohibited wastes by waste generators
- ❑ Getting generators to manage prohibited wastes safely and legally is the best outcome of an effective screening process
- ❑ Reduce the quantity of unacceptable wastes entering the municipal solid waste stream
- ❑ Identify actual generators of unacceptable wastes in the municipal solid waste stream so they to assume responsibility for the proper management of their wastes.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- ❑ Ensure proper management of unacceptable wastes delivered to the Transfer Stations

Recology's approach to waste screening includes the following key elements:

- ❑ Employee training
- ❑ Public communication and training
- ❑ Waste screening activities by Recology operators and management

All Recology operations employees will be trained to recognize wastes prohibited in the transfer station permits and the Metro Load Check Program. The identification of prohibited wastes, the understanding of relevant regulations, and ways to handle these wastes can be complex and require a higher level of training than general awareness. Floor operators and supervisors will receive additional training to enable them to serve as specialists supporting waste acceptance and screening activities.

Encouraging customers to manage prohibited wastes properly helps reduce the amount of inappropriate waste received. The goal is to clearly explain Transfer Station waste acceptance policy and encourage proper disposal of prohibited wastes by:

- ❑ Strategic placement of highly visible and simply expressed signage
- ❑ Verbal notice to customers during greeting, traffic direction, or waste screening
- ❑ Written and phone responses to customer and public inquiries
- ❑ Waste acceptance presentations offered to community groups and commercial customers

Solid waste is received from public and commercial haulers in separate designated locations at each transfer station. Public waste is typically loose, uncompacted and easier to inspect. Commercial waste may arrive uncompacted or heavily compacted. Our screening procedures differentiate between public and commercial and uncompacted and compacted. Site surveillance allows a high degree of visual inspection of incoming wastes by both the work crews, equipment operators, and the Haz Mat Technician. Surveillance serves as a deterrent for customers who may attempt to deliver prohibited waste to the transfer stations

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Finally, the tractor loading waste into a compactor or long haul vehicles is the final opportunity to identify and remove prohibited waste at the transfer station. Loader operators may be able to observe and segregate larger prohibited wastes such as appliances, tires, drums, compressed gas cylinders, etc. Prohibited wastes found during load-out will be segregated and the Haz Mat Technician notified to follow up and manage the waste.

Random inspections will be conducted as specified in Metro's published load check plan. Since random inspections take longer than the customer will typically wait (and have unacceptable waste returned to them), it is essential that generator information such as license plate, company name, phone number, etc. be recorded before the inspection begins in case follow-up is required. If prohibited waste is found during a random inspection, the screener will look for envelopes, shipping labels, and other information that positively links the waste with the generator. This identifying material may be used during the follow-up process to require the generator take responsibility for their waste. Each waste inspection is documented by the Haz Mat Technician. A record of each inspection includes the following types of information: (1) date; (2) time of inspection; (3) location; (4) name of hauling firm or vehicle identification; (5) address and phone number of source, if known; (6) type of business, if known; and (7) type of prohibited waste identified.

Spotting and Traffic Control

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

Spotter Responsibilities

Transfer station customers enter the site guided by signage, scalehouse attendant direction, and strategically placed Spotters, who will be located on the traffic lanes, at bay doorways, and within the tipping bays.

Spotters will provide traffic control and direction to Self-haul customers and commercial haulers while on-site, assist Equipment Operators in loading transfer trailers, monitor the tipping of loads, monitor for hazardous waste materials, and provide support to sort materials for diversion. Specific assignments will be scheduled daily by the Operations Supervisor or the Operations Manager.

Spotter visibility is critical to the safe operation of the transfer station, so that they can be easily recognized while performing their functions. All Spotters, as

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

well as all other employees working in outside the transfer station, will wear approved, high-visibility safety vests or uniforms with retro-reflective trim.

Communication

Spotters will have several means to maintain communication with customers, Spotters rely on verbal communications skills to affectively direct and assist all customers and visitors at the transfer station. In addition, non-verbal means of directing traffic include traffic safety flags or flashlights during customer travel and tipping. Standard hand signals are also used, for vehicular tipping maneuvers such as distance remaining to back up, stop, move to the right, move to the left, back, and proceed forward.

For communication with Equipment Operators and Supervisors, among themselves, and with the scalehouse attendants, in addition to the above means of communication each Spotter will be equipped with a two-way radio.

Number of Spotters

There are seven Spotters in our proposed Staffing Plan for MSS.

Employee Training

Recology recognizes the importance of customer service and satisfaction. Beyond the scalehouse, a Spotter is likely to shape the customer's first impression of the transfer station operation. In keeping with our high standard of professionalism, as a critical element of employment all Spotters will receive training in customer relations and effective communications. In addition, Spotters will be trained and have knowledge of the following:

- ❑ Traffic safety and control requirements
- ❑ Emergency response and evacuation procedures
- ❑ Load screening and load check procedures
- ❑ Effective way of controlling traffic through the use of hand signals
- ❑ Radio communication protocols
- ❑ The Recology Safety and Health Manual
- ❑ The Contractor's Safety Procedures Manual
- ❑ Other required regulatory trainings

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- ❑ Required vehicle or equipment certifications
- ❑ Required reporting and data gathering procedures

Tipping Procedures

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

Recology will work to ensure that all tipping of waste, source-separated materials, and recyclables is done in a safe manner according to all applicable procedures and laws. Spotters will screen all loads tipped for acceptance, investigating and reporting any irregularities or unacceptable activities and occurrences. Should it become necessary to refuse a load for tipping, the Spotter will immediately notify the Operations Supervisor, who will in turn provide Metro’s management with a written report citing the justification.

Bay 1

Bay 1 will continue to receive commercial haulers for the tipping of wet waste. Wet waste tipped directly into the 200’ pit between Bay 1 and Bay 2, will be staged prior to compaction. All wet waste received will be “walked down” or pre-compacted within the bay to assist the compaction operation and equipment. The loaded of waste and compaction operation will be on going and continual as volumes increase during peak operating hours to minimize nuisances such as odors and vectors.

During weekend operations, when volumes are at their highest, Recology proposes to redirect, as may be necessary, commercial customers hauling dry waste to Bay 1 as described above at “Intended Use of Facility Areas – Bay 1”.

Recology’s proposed operations plan eliminates the need to redirect self-haul customers into Bay 1 during weekends, eliminates the procedure of tipping waste onto the floor and creating a “waste berm”, to prevent customers from falling into the pit, reduces associated operating costs, and improves customer relations and satisfaction.

Bay 2

Bay 2 will receive segregated loads of yard debris and wood materials from both commercial and self-haul customers. Material will be tipped onto the bay floor where it will be consolidated and staged using a 938 Cat Loader. The Equipment Operator will screen the load for unacceptable materials, removing all oversize

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

items such as stumps, power poles, and ties. Assigned Spotters and Equipment Operators observe and screen loads as they are tipped for acceptability.

All customers requesting or requiring assistance tipping waste will receive assistance by the Spotter assigned to the floor area and others as maybe required.

Recology will work with customers in order to ensure that all materials rejected are managed safely and in accordance to all applicable laws. The hauler will be provided written and verbal information on the safe handling and disposal of unacceptable waste materials brought to the station.

Bay 3

Key modifications and features proposed by Recology to improve tipping in Bay 3 include:

- ❑ Installing vehicle wheel stops to clearly delineate self-haul customer parking stalls and the tipping floors providing increased safety and efficiencies
- ❑ Dedicated area for the recovery, staging, and loading of reusable materials/items
- ❑ Larger safer opening for commercial and self-haulers accessing Bay #3

Bay 3 will continue to receive dry waste from commercial haulers and self-haul customers through the newly designed and proposed access lanes. Upon entering Bay 3, each load will be inspected for acceptability. Should the Spotter determine that a commercial load is unacceptable, the driver will receive direction to exit Bay 3 and tip within Bay 1.

Based on statistical data contained in Section 2 of *Impact of Self-Haul Customers of the Regional Solid Waste System - January 2009*, approximately 25% of all self-haul customers tip household waste. A self-haul customer with a load of non-dry, or household, waste, which is unacceptable for sorting at Recology's proposed off-site MRF operation, will be directed to tip the load nearest the Bay 3 self-haul entrance door, where the waste will be loaded into an awaiting open-top walking-floor trailer, staged and/or redirected and tipped within Bay 1 when practical to do so.

All customers requesting or requiring assistance tipping waste will receive assistance by the Spotter assigned to the floor area and others as maybe required.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Recology will work with customers in order to ensure that all materials rejected are managed safely and in accordance to all applicable laws. The hauler will be provided written and verbal information on the safe handling and disposal of unacceptable waste materials brought to the station.

Recycling Depot

Key modifications and features proposed by Recology include:

- ❑ Installing a new maintenance bay door to provide access for larger units of equipment
- ❑ Utilizing a portable loading ramp, Recology will stage trailers nearby, as shown within the Proposed Traffic Flow Plan, for transport of recyclables to market
- ❑ Recology is proposing to improve the area on the east side of Bay 3 to include a parking lot and area for depositing recyclables that do not require on-site processing at the Recycling Depot

Designated source-separated materials requiring on-site processing, such as tires, white goods, lawnmowers, propane cylinders, e-waste, car batteries, and other materials will be received at the proposed Recycling Depot. All recyclables that do not require on-site processing will be deposited by self-haul customers in the proposed recycling drop-off parking lot between the Recycling Depot and the self-haul entrance to Bay 3.

Two or more Spotter/Sorters will be assigned to the facility to assist with the loading and unloading of recyclable materials on weekends and at other peak times.

Material Flow

- *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)*

Please Refer to the Proposed Operations Site Plan following Page 38, which highlights Recology's proposed use of the station including:

- ❑ The flow of dry waste, wet waste, wood material, and yard debris
- ❑ The flow of reusable and recyclable materials

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- ❑ Receiving and processing facilities and/or designated processing areas
- ❑ Re-loading facilities and equipment, including designated equipment storage and staging areas.

RELOAD PLAN FOR WASTE

- *Staging of material for reload (for both the residual from recovery and waste directly unloaded for disposal).*
- *Conveyor or hopper loading procedures, including personnel roles and responsibilities.*
- *Compaction procedures, including personnel roles and responsibilities.*
- *Trailer inspection procedures and forms.*
- *Trailer loading procedures, including load extrusion, monitoring, cleanup, seal installation and log procedures.*

Material Staging

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

Bay 1

Recology's proposed operating plan revised the current operations of Bay 1 as follows:

- ❑ Old corrugated cardboard (OCC) will no longer be staged within the bay for compaction. The processing of OCC will be managed off-site at Recology's MRF operation.
- ❑ During weekends and/or peak operating volumes Bay 1 will be cleared of wet waste at the end of the pit floor, closest to the SSI Compactor loading pit, to allow for commercial loads of acceptable dry waste to be tipped. After compaction the loads of dry waste are transported using MSS' current transporter, to Recology's MRF operation for processing and recovery activities as defined in this proposal.
- ❑ Loads of wet waste received and tipped in Bay 1 will be staged opposite where dry waste may be temporally tipped, until such time as the traffic/waste volumes within Bay 3 have decreased to allow commercial

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

loads to resume tipping in Bay 3. Wet waste will be compacted and reloaded according to the compaction procedures discussed herein.

The operational use of Bay 1 in this manner allows for the full use of Bay 3 to be dedicated to the self-haul customers accessing MSS, thus, reducing cycle times for all customers.

Loaded trailers containing wet and/or dry waste, acceptable for processing off site at Recology's MRF operation, may be staged off-site at Recology's proposed 1.25-acre parking lot facility, located 700' east of MSS at 16020 Park Place Court, Oregon City. Attachment A – Operations/Maintenance includes a copy of an engineer's feasibility report, cost analysis, and plan sheet associated with this proposed parking facility.

Bay 2

Segregated loads of yard debris and wood waste will be directed to Bay 2 where the materials are off-loaded onto the tipping floor and consolidated/staged within the bay at either end of the tip floor, as shown in the Proposed Operations Site Plan, following Page 38 of this proposal. The materials are loaded into an open-top walking floor trailer provided by the Transport Contractor and hauled off-site for processing and recovery.

Bay 3

Recology is pleased to propose a highly beneficial and effective approach which maximizes the recovery of reusable and recyclable dry waste. The proposed operation within Bay 3 includes the direct reloading and transfer of acceptable dry waste to an off-site MRF operation, as discussed in the Materials Recovery section of this proposal, in order to maximize operational efficiencies, increase recovery levels, increase safety and customer satisfaction, and lower customer cycle times while on site.

Recology proposes to reload acceptable dry waste from Bay 3 directly into an awaiting open-top walking-floor semi-trailer staged along the existing tipping wall, or "Z-wall", on the south side of Bay 3. Trailers will be provided to Recology by Metro's Transport Contractor or another approved transport company, and replaced when full with an empty trailer staged nearby.

During weekends Recology's proposed operations offers the transporter uninterrupted access to the off-site MRF, allowing trailers to be exchanged at a rate best serving the operations needs of the MSS. No longer will MSS miss

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

opportunities to recover dry waste for reuse and recycling due to the consolidation and staging of dry waste within Bay 3.

Unacceptable waste and/or wet waste will continue to be loaded into awaiting open-top walking floor trailers provided by the transporter and staged along side the Z-wall for loading. When full, a full trailer containing wet waste will be exchanged for an empty trailer and staged along the load-out roadway below Bay 3 to be emptied in Bay 1 by the transporter during non-peak operating hours. If required, the trailers may be staged at the proposed off-site parking lot and returned for tipping during convenient operating hours.

Recology's planned approach to reload and process acceptable and select loads of dry waste materials at its MRF operation significantly increases the MSS traffic and waste through-put and number of tipping stalls as designed. The increased through-put allows for a smaller, more efficient tipping floor operation. Dry waste will no longer migrate out onto the parking surfaces, maximizing the number of tipping stalls at all times.

Recycling Depot

A three (3) yard bin will be available and used by both the proposed Recycling Depot operation and the Maintenance Facility for all non-recyclable waste. Reusable and/or recyclable designated waste materials such as e-waste, refrigerators, and tires delivered to the receiving door will be processed within the Recycling Depot and prepared for shipping as discussed within the Proposed Recovery section of this proposal.

Loading Procedures

- ***Conveyor or hopper loading procedures, including personnel roles and responsibilities***

At Metro South Station wet waste and dry waste low in recyclables is tipped into the in-floor pit between the Bay 1 and Bay 2. Recology will utilize two pieces of equipment in the pit, an enclosed-cab Cat D-6 with bucket and an enclosed-cab Cat D-6 with a blade. The most important responsibility of the Equipment Operator is to attend to unloaded material that is piling too high against the wall of the pit and to maintain the pit at a relatively even depth throughout.

The Equipment Operator pushes the waste in the pit toward and into an in-floor chute and into the receiving chamber of the compactor. Spotters on the tip floor are utilized to observe for unacceptable material and bulky items and remove them before they are pushed into the pit. Recology's Dozer Operators will be

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

responsible for conveyor/hopper loading operations. Operation Supervisors will be responsible for overseeing the loading operation.

Compaction Procedures

- *Compaction procedures, including personnel roles and responsibilities*

Recology has extensive experience operating and maintaining SSI compactors similar to the models located at MSS. Equipment Operators and Mechanics are trained in the proper operations and maintenance of the SSI compactors. Equipment Operators assigned to operate the compactors will receive the manufacture's recommended training, including but not limited to execution of bale compaction and bale ejection into the trailer.

Recology will follow the procedure for compacting mixed wet/dry waste in accordance with the specifications of SSI Compaction Systems, the compactor manufacturer, and to achieve the maximum allowable load (33.5 tons) for the Transport Contractor.

Trailer Inspection

- *Trailer inspection procedures and forms*

The Compactor Operator will inspect the trailer prior to being interfaced with the compactor. Our Daily Operator's Inspection & Trailer Condition Report form will provide for the recording of the items listed below:

- Trailer Number
- Date and time of inspection
- Compactor operator's name
- Exterior visual damage.
- Door functionality, closure and sealing.
- Interior visual damage or obstructions.
- Structural defects including damaged lights.

Trailer inspection forms will be printed in triplicate, with one copy for Operations, one copy for the Lead Mechanic and one copy remaining in the form book.

Trailer Loading

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

As stated above Recology's Equipment Operators will receive the manufacture's recommended training, including but not limited to execution of the following steps in the operation of the compactor to produce and eject a finished bale of waste into a transfer trailer:

- ❑ Visually confirm position of trailer latch
- ❑ Confirm status of the trailer
- ❑ Pack the bale/load
- ❑ Release the gate
- ❑ Eject the bale
- ❑ Clear the gate chamber
- ❑ Lower the gate
- ❑ Reset unit to automatic
- ❑ Visually confirm position of trailer latch
- ❑ Inform supervisor when trailer exchange is required.

Recology will maintain a daily log recording the time, the trailer number and weight. Recology will insure that the trailer is loaded properly and the rear doors are sealed with the proper code for each site.

MANAGEMENT OF SPECIAL, HAZARDOUS AND UNACCEPTABLE WASTES

- *Load check program*
- *Special waste documentation procedures*
- *Rejection notification to haulers and Metro*
- *Waste isolation or holding plan*
- *Cleanup activities*

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

As the operator of numerous transfer stations and waste processing facilities, Recology routinely manages waste streams that are classified generally as unacceptable wastes (hazardous, non-processable, etc). This includes materials that require special handling due to their characteristics (size, hardness, etc), chemical constituents, infectious nature, or challenges meeting other regulatory criteria.

Recology understands that the transfer stations are neither designed for nor permitted to accept or process regulated quantities of hazardous waste. We have reviewed the Operations Plans for both facilities in detail and concur with the procedures for the management of special, hazardous and unacceptable waste, as defined. Recology also recognizes that federal regulations at 40 CFR Part 261.5 includes specific requirements for the acceptance and processing of exempt quantities of household hazardous waste. The Metro-operated on-site hazardous waste facility (HWF) is permitted to take in up to regulated quantities of conditionally exempt generator (CEG) hazardous waste.

By virtue of the quantity of internally generated wastes that are considered hazardous, Metro South Station is considered to be a CEG. It is our understanding that these materials will be disposed of through the on-site HWF, except for those materials such as antifreeze, used oil, lead acid batteries, etc. that the operator will collect, process and recycle.

Through the waste screening/load check process, Recology personnel will segregate and handle special and unacceptable waste in accordance with established procedures. With this waste screening program in place at the transfer stations (signage, visual screening and load check, etc), Recology is ensuring that the transfer stations are in compliance with USEPA regulations at 40 CFR 261.4(b)(1)(ii) known as the RCRA “household hazardous waste” exemption.

Should any bona fide hazardous waste be identified, operations in this portion of the tip floor or facility will cease immediately, the wastes will be cordoned off, and the Hazardous Materials handler contacted to identify the wastes and arrange for appropriate removal, storage and disposal in consultation with Metro.

Load Check Program

- ***Load check program***

Recology operates load check programs at each of its transfer stations, recycling, composting, and disposal facilities. We also operate four household hazardous waste facilities. Our load checking programs establish procedures to identify and remove hazardous and otherwise prohibited wastes which are delivered to our facilities commingled with the waste stream and recyclables. Our spotters, sort line

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

operators, and equipment operators are well trained in what constitutes unacceptable and acceptable waste.

We are also aware of the need to handle any materials that are “abandoned” on the property, whether it is at the transfer station’s hazardous waste facilities (HWF) or other location at the property. It is our understanding from a review of ODEQ records (per October 23, 2008 memo from Metro to ODEQ) that the “HWF staff will do a perimeter check prior to and after each operating day” and that the transfer station operator is required to provide after hours security. Recology will do perimeter checks of the facility and call a supervisor if something is found – which will trigger the load check procedure, including all necessary documentation.

Recology has reviewed and agrees to maintain a load check program that is no less stringent than the program set forth in the approved September 2008 Operating Plans of the current operator. We will comply with the programs for the screening and management of hazardous and unacceptable waste

With this baseline, we offer the following regarding our experience with load check programs at similar transfer station operations and observations based on site walkthroughs of the Metro facilities.

The current Operations Plan states that Metro transfer stations are neither designed nor permitted for the receipt and disposal of:

- Regulated quantities of hazardous waste
- Liquid waste,
- Sludges
- Septic tank pumpings
- Explosives
- Hazardous or dangerous waste
- Asbestos

By its very nature, the delivery/offloading and transfer processes are highly visible. Multiple sets of trained employees including spotters, front-end loader operators, and sort line personnel are trained to screen incoming materials and segregate unacceptable materials, including e-waste and universal waste (fluorescent bulbs, light ballasts, etc.). We will continue the screening and load check process as outlined; however the current procedure calls for the current

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

operator to “move potentially hazardous waste (in accordance with safety procedures) to a designated hazardous waste storage area,” then contact Metro if notification has not been done.

Based on our operating experience, we would recommend that, depending on labeling, odors or other visual or olfactory indicators of bona fide hazardous waste, that suspect material immediately be cordoned off and operations ceased in that area until either an appropriately trained hazardous waste technician or licensed hazardous waste contractor is called to identify and manage the suspect waste.

We concur with the targeting of commercial haulers and those with a record of past violations.

It was noted during an August 2009 walk through at MSS that there is not a “prohibited waste” sign visible at the scale for public/commercial haulers. Recology would systematically evaluate all signage to ensure that appropriate and highly visible notices are placed at incoming scales and other drop-off locations as needed.

It was observed that Ludlum® radiation detectors are in place to alert Metro scalehouse attendants of any loads that trigger radiation alarms. Our review of the September 2008 operations plan indicates that it does not appear to address responses to radiation alarms. Experience has shown that these alarms can generate numerous false positives (e.g. when the vehicle driver has recently had medical tests with radioactive isotopes), or incidental quantities of patient wastes (e.g., post-treatment diapers).

Recology would propose to review any existing procedures to assure that these false incidents are minimized and that appropriate arrangements are made in consultation with Metro and with local Health Department and Transportation officials to ensure that rejected loads are not sent back out on the road without appropriate notice. In general, “hot” loads are isolated, public health officials called in, a hand-held radiation monitor is used to isolate the location of the suspect material, and a licensed radiation specialist retained to handle removal and disposal of any isolated waste.

Special Waste Documentation Procedures

- *Special waste documentation procedures*

The solid waste permits for the Metro transfer stations require each to have individual special waste management plans (SWMP) for “certain waste materials

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

that because of their nature can be potentially hazardous to human health or the environmental and require careful handling at transfer facilities” This includes but is not limited to the following. As noted below (in parentheses) a review of ODEQ records shows the status of each of the referenced SWMP’s as documented in a June 19, 2009 e-mail from ODEQ to Metro.

- ❑ Fluorescent Bulbs and lamps (April 2009 submittal approved by ODEQ)
- ❑ Used oil (April 2009 submittal approved by ODEQ)
- ❑ CFC containing appliances (e.g. refrigerators) (Pending ODEQ approval - June 19, 2009)
- ❑ Electronic waste (March 2009 submittal approved by ODEQ)
- ❑ Friable and nonfriable asbestos containing materials (receipt prohibited by ODEQ per Feb. 4, 2009 ODEQ memo, except for inadvertent acceptance, which triggers SWMP)
- ❑ Infectious waste other than sharps, including septage (infectious waste is prohibited)
- ❑ Liquid waste (Pending ODEQ approval - June 19, 2009)
- ❑ Large dead animals[animals larger than dogs; March 2009 submittal approved by ODEQ)

As noted in the RFP, the contractor recognizes its responsibility to handle all approved special wastes in accordance with approved procedures, including those submitted on April 2, 2009 by Metro, as amended, and is committed to doing so. Through its various operations, Recology is very familiar with the segregation and handling both of materials removed through the load check/screening program, as well as handling dedicated, source-separated loads of special wastes.

We are also informed of the prohibition, as of January 1, 2010, on the disposal of computers, monitors and televisions. We recognize that the referenced electronics SWMP/operations plan cited herein contains details on procedures for signage, inspection procedures, handling, storage and disposal of these items – and that these procedures are an enforceable part of the transfer station permits.

Recology is committed to ensuring full compliance with any and all documentation requirements in the referenced SWMP’s, full compliance with the permitted special waste conditions, and full compliance with the special waste handling methods in the Contractor Procedures manual.

Rejection Notification

- *Rejection notification to haulers and Metro*

As incoming loads arrive, haulers are required to identify the generator to the scale house and indicate the type of waste in their loads. Recology's floor spotters will visually inspect loads before they are tipped from the incoming vehicle where practicable and after they are tipped on the tipping floor. If Recology determines that a load cannot be accepted, either because the facility permit does not allow the waste to be accepted or because it unacceptable waste, we will notify Metro's Operations Supervisor. It is our understanding that the Metro Operations Supervisor will complete an Unacceptable Waste Form. Recology will provide Metro with written justification for refusing the load will also be provided.

While identification and elimination of unacceptable waste is of paramount concern, at times it is necessary to reject all or part of a load or loads. Based on extensive operating experience, Recology is also sensitive to the need to maintain a solid working relationship with both public and commercial the customers regarding rejection of wastes. We will evaluate the extent and nature of the unacceptable waste to ensure that these matters are handled in a timely and professional manner. We also understand that proper documentation and recordkeeping for these events (date, time, vehicle number, quantity and nature of rejected material, labor hours, direct and indirect expenses, etc.) is an integral part of the cost recovery effort.

Waste Isolation

- *Waste isolation or holding plan*

When a potentially hazardous waste is identified in the operations area, the current Operating Plan calls for the operator to move potentially hazardous waste, in accordance with applicable safety procedures, to a hazardous waste storage area. The operator is then charged to contact Metro, if this notification has not yet taken place. Recology will follow specifications regarding the handling of the unacceptable waste based on the quantity (i.e., more or less than 7 gallons) and nature of the material. Procedures state that if more than 7 gallons are found, or if there is particularly serious types of waste, the operator is to contact Metro's hazardous waste staff, who will contact the generator to document the waste and arrange cleanup. Per procedure, Recology will preserve material that Metro may need to identify the generator and Metro will attempt to identify the generator, possibly by examining the waste.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Recognizing that a primary goal of a waste isolation and holding plan is to protect human health and safety and to prevent any possible release to the environment, Recology's experience suggests that consideration of the following amendment to the current procedure. Typically, when a suspect waste is visually identified in a vehicle, the vehicle is not allowed to dump. It is directed to the administration area (Metro office in this case) for follow up action. If the suspect material is already on the tip floor, that portion of the tip floor is cordoned off with safety cones and/or caution tape and operations are stopped in that area until the issue is resolved. Whenever possible, the outbound scale is notified before the hauler leaves the site so that the hauler is part of the remedial action from the outset. If the hauler has already left, and with human health and safety in mind, every effort is made to document the event and to identify the generator of the waste as well as the hauler so that the appropriate parties assume logistical and financial responsibility for the cleanup.

Cleanup Activities

- *Cleanup activities*

According to existing procedures, Metro has the lead for the initial determination of contamination within a load. Metro's hazardous waste staff will first contact the generator to notify them that remediation is necessary. Either the generator performs the necessary remediation or Metro will perform the remediation at the generator's expense. The generator has one hour to notify Metro of its selected method to remediate the waste, and remediation crews must be onsite within two hours. The generator may ask Metro to do the cleanup, or if the generator does not provide a timely response, Metro will do the necessary cleanup and bill the generator.

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 the operator 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

- *Testing procedures and schedule for permit compliance.*
- *Describe in detail your plan to prevent stormwater discharge contamination.*
- *Describe in detail your plan to prevent waste water discharge contamination.*
- *Describe the steps you will take to monitor compliance and improve ongoing results.*
- *Communications/reporting between regulators, Metro and onsite personnel.*

With more than 80 years of experience in operating diverse transfer, recycling, composting, landfill, and waste diversion operations, Recology has a corporate commitment to operate in full compliance with all applicable environmental permits, laws, codes and regulations. We strive for continuous improvement in compliance efforts covering a wide range of requirements, including solid waste, air, water, wastewater, stormwater, and land use. Recology has a well-established and dedicated network of trained environmental health and safety personnel directly responsible via their performance standards to track and maintain full compliance with all permit and regulatory requirements.

Since Metro is the permittee in most key environmental permits (e.g., solid waste, stormwater, etc), Recology will work with Metro to provide the required information in support of notices of a new operator to Oregon Department of Environmental Quality and other entities. Where the current operator is the permittee, such as for city business licenses and radio frequency permits, Recology will see that permits are obtained and/or transferred in a timely manner. Recology will work with Metro and the current operator to see that there is an orderly transition of permit obligations.

Over time, Recology will be responsible for ensuring that any improvements or modifications in operating procedures are in compliance with site permits. We acknowledge and accept our responsibility to pay any penalties levied by regulatory agencies for permit non-compliance due to operation or omission. We will perform any permit related testing (except scale permits) and pay for all associated costs. We acknowledge Metro's role as the point of contact for all regulatory contacts for permits.

Testing Procedures and Schedule

- *Testing procedures and schedule for permit compliance*

Recology has extensive experience in the sampling, analysis, and reporting associated with both routine and complex regulatory testing programs. We will conduct timely, complete, and accurate testing of all required environmental media (e.g., waste water, stormwater) in accordance with applicable permits and regulations.

Trained sampling personnel and certified laboratories will be used in all Metro facility testing programs. We recognize that all sampling requirements, such as sample representativeness and using the appropriate sample bottles and chain of custody documentation, must be fulfilled in order for sample collection to be deemed valid. Analytical test methods will be as specified by permit or regulation and are generally USEPA methods or equivalent. Where necessary or appropriate, test protocols will be developed in consultation with regulatory agencies.

Recology views environmental testing as a diagnostic tool as well as well as a permit requirement. With a commitment to full compliance, any testing that identifies a deviation from permit limits or benchmarks will trigger communication with Metro staff and internal Recology analyses to identify and remedy the root cause of the deviation.

An overview of the testing and reporting requirements for the Metro facility permits and other regulatory requirements is provided below. These are baseline requirements as specified in the permit and regulatory documents. Changes to the baseline requirements that may have been made after issuance of the permits and documents will be researched, and the testing program updated as appropriate. It should be noted that the summaries below focus on the routine testing requirements. Additional testing may be required in other instances, for example, an upset condition or hazardous materials release.

Enhanced Dry Waste Recovery Program (EDWRP) - EDWRP requires that all Metro-authorized MRFs conduct quarterly self-sampling of dry waste processing residual that is subject to the EDWRP processing residual standard. Processing residual that is sampled should be representative of a MRF's operation. The results of quarterly self-sampling are required to be reported to Metro by the fifteenth day of each month following the end of each quarter.

Solid Waste Disposal Site Permit 350 - The permit includes several data collection and reporting requirements associated with transfer station operations; however, it does not specify regular sampling for chemical analysis.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Nevertheless, unusual conditions may arise when testing is appropriate, for example, to characterize abandoned, suspected prohibited wastes. Under these conditions, Metro staff will be notified immediately, and we will implement and document an appropriate response plan.

General Permit NPDES 1200-Z - The general stormwater permit requires outfall testing four times per year during the monitoring period from July 1 to June 30. Two samples are to be collected before December 31, and two samples are to be collected after January 1. Samples are to be tested for total copper, total lead, total zinc, pH, total suspended solids, and total oil and grease. Visual monitoring is to be performed monthly during discharges. An annual monitoring report is to be submitted by July 31 of each year. At Metro South Station, six outfalls are sampled as part of the stormwater monitoring program.

Wastewater Discharge Permit 02T-004-O – The wastewater discharge permit requires monthly monitoring for average flow. It also requires monthly effluent testing for pH. The permit requires quarterly effluent testing for total oil and grease, non polar oil and grease, polar oil and grease, copper, lead, zinc, mercury, BOD, and TSS. Grab samples are specified for pH and the oil and grease tests, while composite samples are required for the remaining parameters. Compliance reports are to be submitted to the regulatory agency by the last day following the month samples were collected.

Storm Water Discharge Contamination

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

Preventing contamination from entering stormwater is an ongoing priority at solid waste facilities. As we have done at more than 25 other waste collection transfer, processing, and disposal operations, Recology will contract with an independent stormwater engineering consultant to evaluate the physical plant and operations, potential sources of stormwater contamination, existing stormwater system and best management practices (BMPs), proposed BMPs, stormwater pollution control plan (SWPCP), and monitoring data. A perimeter survey to evaluate potential off-site run on from neighboring properties will also be performed. Based on the results of this work, we will make recommendations for stormwater pollution prevention and work with Metro to update the SWPCP.

Recent site walkthroughs at the transfer station confirms implementation of several BMPs, including storm drain inserts to capture particulates in highly trafficked areas. Nonetheless, a review of ODEQ's files shows that certain stormwater benchmarks under the Industrial Stormwater 1200 Z Permit have

METRO SOUTH STATION

Operations and Maintenance Plan

been exceeded on an ongoing basis. Documents from the current operator indicate that they have made several BMP modifications in response to benchmark exceedances. Still, a more detailed re-analysis of stormwater systems and BMPs appears appropriate to determine if other practical changes can be implemented to address the root cause of these recurring exceedances.

Observations regarding current and potential future stormwater pollution control practices are provided below. Intended as an overview, each of the areas discussed will be addressed in detail during the transition period for transfer station operations.

Structural BMPs

Covered Activities

Operations at the Metro facility largely take place under roof, which minimizes stormwater exposure to operational and process related contaminants. Potential stormwater contamination that can occur outside includes tracking waste- contaminated water and debris from in-building operations and truck wash facilities onto roadways, oil and grease leaks, leaky trucks, and supplies and fuel storage and handling. Recology will ensure that materials stored outside buildings are in approved containers with lids or tarps to prevent contamination of stormwater.

Sediment and Oil Absorption Control

Recology will inspect and replace all non-functioning drain filters and establish an ongoing inspection and maintenance program to ensure that the filters are operating and maintained correctly.

Stormwater Reuse

Where practicable, the viability of reusing clean rainwater to control process dusts will be examined, or where that reuse already exists, re-examined, to see if it is working effectively as designed and implemented. Drive in sumps and passive design features such as negative slopes in the truck washes, which use large quantities clean water and generate large quantities of trash contaminated leachate, will be evaluated.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Power Washers

Reduced flow systems such as power washers will be installed in truck wash stations where practicable to reduce generation of trash-contaminated leachate water. We propose to replace the existing wash water equipment with a Landa Pressure Washer, to improve the efficiency of the facility.

Nonstructural BMPs

Good Housekeeping

Recology will subcontract for street sweepers for facility cleaning. Street sweepers will be equipped with dual features that include water sprays as well as vacuum removal. The current reliance on hand sweeping will be examined to ensure that only targeted cleaning is done by hand and at appropriate times.

Preventative Maintenance

Recology will conduct regular preventative maintenance of site equipment. Preventative maintenance activities include regular vehicle inspections by drivers and certified mechanics. Inspections include visual review of all hydraulic and fuel hoses and hydraulic cylinders. Any leaks or conditions of disrepair are promptly addressed.

Spill Prevention and Response

Recology operators will prevent and respond to spill incidents so as to minimize potential carry over to stormwater conveyances. These activities will be performed consistent with wastewater and stormwater permits, and the facility's SPCC plan and Accidental Spill Prevention Plan.

Employee Education

In addition to the annual training and new employee training required by the permit, Recology will conduct an expanded, in depth stormwater training for key employees who implement the SWPCP. The expanded training is designed to increase the depth of understanding of why stormwater pollution prevention is important. The training includes discussions of regulatory requirements, permit requirements, and

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

information and activities covered by the site SWPCP. Emphasis is placed on BMPs – how they work and why it is critical that they be implemented fully. Stormwater monitoring data is also reviewed. The training is especially timely because of the upcoming reporting requirement to ODEQ that entails comparing the stormwater benchmarks to the geometric means of site chemical constituent concentrations.

Facility Inspections

Monthly inspections and visual monitoring will be conducted. Monthly inspections will include areas where significant materials could be spilled. Visual monitoring will be conducted at each outfall during discharge.

Waste Water Discharge Contamination

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

The Metro South Station is served by the local publically owned treatment works (POTW) and discharges wastewater under an industrial wastewater discharge permit issued by the POTW. To prevent wastewater discharge contamination, Recology will initially review site conditions and existing information regarding past and current wastewater management. This will include inspecting the facility's existing wastewater collection and conveyance system, paying particular attention to the management of truck wash water.

We will also review past discharge monitoring reports to evaluate historical wastewater quality and permit compliance. If there has been any permit noncompliance, we will evaluate the information to determine whether potential root causes for the noncompliance have been identified. As appropriate, we will recommend cost-effective physical and operational changes to improve wastewater quality and maintain permit compliance. Additional considerations in preventing wastewater discharge contamination are discussed below.

Spill Prevention and Response

Recology operators will prevent and respond to spill incidents so as to minimize potential carry over to wastewater conveyances. These activities will be conducted on an ongoing basis consistent with the wastewater permit, stormwater BMPs, SPCC, and Accidental Spill Prevention Plan. We will notify Metro immediately of any known slug of contaminants that might be released into the sanitary sewer. This will allow pertinent pump station and/or manhole

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

shutoffs to be isolated so that the offending material can be removed and disposed by appropriate emergency responders to prevent wastewater facility upset.

Truck Wash

It is our understanding that the truck wash facilities are tied into the sanitary sewer through an oil/water separator. We plan to use a power washer system not only to reduce the volume of wastewater, but to reduce the carry over of solids and truck leachate into the sanitary sewer. Passive dewatering of the collected truck cleanout by drainage in an inclined sump before disposal will both reduce the amount of moisture in the truck cleanout. Generating less truck water and dewatering will reduce potential tracking out both when truck leave and when cleanout material is removed for disposal.

Floor Drains

We understand that all, or most, sumps and drains within the transfer station building are sealed. Recology will conduct a systematic review to determine which sumps and floor drains, if any, are connected to the sewer system, if they need to continue in operation, and how they can be eliminated as potential sources of contamination. Internal floor drains are often a source of diverse contaminants such as dirt, oil and grease, and metals. Both routine operations and non-routine events such as spills, equipment and area washdown operations, and fires can lead to sewer discharges.

Water Usage

If not already installed, low flow shower heads, water free urinals, and water reducing fittings in sinks in the wash rooms will reduce the quantity of wastewater. Systematically segregating rainwater to prevent interconnection to sewer will also reduce flows and the potential for wastewater contamination.

Compliance Monitoring

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

Recology will monitor permit compliance and facilitate operational and environmental improvements through its environmental management system (EMS). Described in more detail later in this proposal, our EMS provides a structure within which compliance activities are planned and conducted in a forward looking, systematic manner. The EMS is used to aid in managing not

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

only environmental-related activities, but other important requirements such as operational specifications and reporting that are set forth in facility permits. An overview of the EMS is provided below with emphasis on EMS components that enable compliance monitoring and continuous improvement.

The EMS comprises several elements organized into planning, implementation, and checking/corrective action activities which are conducted so that permit requirements are systematically identified, controlled, and monitored. Using this approach helps ensure that requirements are met and that the results improve over time.

Planning

Effective planning entails identifying how Metro transfer station activities can interact with the environment and determining and understanding the legal requirements associated with those activities. Requirements will stem from facility permits as well as other sources such as state regulations (e.g., ODEQ solid waste facility regulations), federal regulations (e.g., SPCC rules), and site operational plans (e.g., SWPCP and SPCC plan).

Implementation

Implementing the EMS requires that lines of responsibility be defined and that systems are in place to comply with permit and other requirements. The sections below outline the structure and responsibilities of Recology personnel with key environmental tasks and describe the implementation tools used in maintaining and improving compliance.

Staff Structure

The structure and system of accountability for implementing the EMS depends on each participant knowing what their responsibilities are and the authority they are empowered with to carry out those responsibilities. The responsibilities of Recology personnel will be communicated so that they will have a clear understanding of their compliance obligations.

Compliance Meetings

We believe that maintaining a high level of effective communication is important to the success of the EMS. Regular meetings provide a forum for communicating permit issues among the general manager, key operations personnel, and site and corporate environmental managers. In the compliance meetings, staff discusses compliance status, identify

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

emerging trends, and address negative trends and issues before non-compliance occurs.

Recology Environmental and Safety Tracking (REST) System

REST is a custom software application developed to support Recology staff in identifying, completing, documenting, and reporting required permit and regulatory tasks in a timely and accountable manner. REST plays a key role in allowing Recology to assess the effectiveness of its EMS.

REST is a database of compliance activities and the results of those activities. It provides the company with a task management tool that maps activities to environmental media (air, land, and water), public health, Recology policy, or sustainability..

Metro permit and regulatory requirements will be entered into REST together with the associated personnel assignments and activity due dates. Completion (or non completion) of each requirement is documented in REST. A real-time application, facility and corporate managers can monitor completion of Metro permit and regulatory requirements on an ongoing basis, thereby maintaining up-to-date knowledge of permit compliance.

Reporting

Regular compliance reporting is an important component of the EMS. Compliance status is reported during compliance meetings. Permit requirements are also reported through the REST system, which features several report formats. Significant environmental incidents are reported promptly to site management and Metro so that the facility's reporting requirements are met and that adequate resources are made available to address the incident. Incidents may include spills, releases, inspections, violations, and accidents.

Training

All employees at all levels, from laborers to general managers, will be trained in accordance with Recology's position-specific environmental training matrix. Recology is firmly committed to providing all necessary training to employees so that staff members are aware of permit and regulatory issues and have adequate training to deal with the responsibilities they are given.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Checking and Corrective Action

Periodic reviews of the EMS are used to evaluate permit compliance and identify whether company activities are controlling environmental impacts and leading to progress toward environmental objectives and targets. These activities are essential to the continuous improvement of the program.

Swift action is taken if a permit or regulatory threshold value is exceeded. If an adverse inspection report (e.g. leaking collection vehicles) or trend towards non-compliance is identified, these issues will be flagged by Recology, and Metro staff will be contacted to determine the appropriate corrective action.

With the exception of events with immediate notice requirements (e.g. for spills in excess of reportable quantities), Recology will notify the appropriate Metro liaison prior to sending in any report of non compliance to regulatory agencies. This will keep Metro informed on a real-time basis of any concerns and also ensure that appropriate corrective actions are developed and implemented in a timely manner by the responsible party or parties so as to improve ongoing results.

Communications

- *Communications/reporting between regulators, Metro and onsite personnel*

Maintaining an ongoing dialogue with regulatory agency personnel occurs both on and off site, both verbally and in writing. Part of this communications program is the various environmental and operations reports that are submitted to the regulators (i.e. monthly, quarterly and annual testing and operations reports).

As noted elsewhere in this proposal, Recology uses its proprietary permit and compliance tracking system to flag its facility managers and environmental compliance personnel of all required testing and reporting. In addition, where Recology has the lead for conduct of testing, our managers will immediately inform Metro staff when any adverse environmental trends or results come up.

When a regulatory agency comes on site for a permit or compliance inspection, and whether they check in with Metro or with the contractor, it is anticipated that the contacted entity person will reach out to the other so that both are in the communications loop with the regulators to the extent practicable.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Recology also participates in ongoing regulatory development processes through active participation in agency workgroups, professional waste management organizations (e.g. SWANA and the Oregon Compost Council)

FACILITY CLEANING ACTIVITIES

- *Describe building interior cleaning procedures and their schedule.*
- *Building exterior procedures and schedule.*
- *Wash rack procedures and schedules.*
- *Driveways, pavement, and other litter and cleaning activities.*

Building Interior Procedures and Schedules

- *Describe building interior cleaning procedures and their schedule*

Building interior floors are to be cleaned daily. The floors of wet waste tipping areas are to be washed down and swept with a power sweeper daily, at the end of the work day. The floors of the dry waste tipping areas will be swept daily, and will be washed down and swept weekly or more often if deemed necessary. For interior building walls and ceilings where dust, bird droppings, and soot accumulate, Recology staff will utilize both a pressure washer and high reach scissor lift for cleaning on a monthly schedule. Recology staff will receive specific training to prevent the pressure washer from causing damage to the surfaces and to be particularly attentive to minimizing water use while doing a thorough cleaning.

Building Exterior Procedures and Schedules

- *Building exterior procedures and schedule*

Building exteriors will be washed down annually or more often if deemed necessary. Recology staff will utilize and operate both a pressure washer and a high-reach scissor lift to clean the exterior of the buildings. Recology staff will receive specific training to prevent the pressure washer from causing damage to building surfaces.

Wash Rack Procedures and Schedules

- *Wash rack procedures and schedules*

The wash rack is scheduled, cleaned and monitored throughout each shift. The condition of the wash rack will be monitored regularly, and additional cleaning will occur as needed. Cleaning will consist of Recology staff using a broom and shovel to remove all debris from the bay surfaces and depositing it into a trash container located in each wash bay. It will include the inspection of the truck wash sump, and cleaning as needed, no less than once weekly. Staff will remove all accumulated solids from catch basins no less than once weekly. Any remaining debris will be pressure-washed into the collection trough. All of the debris collected in the troughs and catch basins will be removed using a scoop and is deposited into trash containers. On a routine basis throughout each shift, Recology staff will empty the trash containers as needed.

Driveways and Pavement

- *Driveways, pavement*

Litter patrol of all driveways and other paved areas will be conducted continually throughout each day. A magnet will be pulled over these surfaces no less than three times per day, or more often if deemed necessary, to remove ferrous materials. A subcontracted street sweeper will daily sweep the entire paved area of MSS, including the entrance, HWF area, and tipping floors. Twice daily litter patrol will occur along both sides of Hwy 213 between the I-205 interchange and Washington St., and both sides of Washington St. between Hwy 213 and the Abernethy Creek Bridge.

Recology staff will clean the scale pits and decks no less than monthly. The cleaning process will be scheduled at times that will not disrupt traffic flow or transfer station operations.

HAZARD OR NUISANCE MITIGATION

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

- *Dust*
- *Odor*
- *Pests*

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- *Noise*
- *Litter*

Dust

- *Dust*

Oregon solid waste regulations and the Metro solid waste permits state that dust will be controlled so as to prevent emissions of greater than 250 microns in size and in sufficient duration or quantity so as to cause observable deposition on real property. If testing is needed to document compliance, Recology will use USEPA Method 9 to evaluate fugitive dust levels and take corrective action as appropriate to ensure that dust levels do not exceed 5 percent opacity.

Dust levels in customer areas will not exceed 2.0 mg/m³ at any time. Dust suppression systems must be used anytime a visible cloud of dust is present in the work areas and waste handling shall be done so as to prevent customers' exposure to dust while using the facility.

Any new sorting or processing equipment for material recovery will include a dust collection or mitigation system.

Odor

- *Odor*

Recology understands that odor and vector control are two of the most important negative features that the public associates with any recycling or waste handling operation. A key to odor control is not allowing waste to remain at the transfer station for long periods of time. Using a first in, first out method of handling loads containing putrescible waste is the best way to stop odors from being generated. Odors will also be controlled by maintaining and using the existing ventilation systems ; building louvers and vent fans will be kept in good repair and operational.

Regarding odor control from organics-rich loads, Recology has over a decade of experience managing the range of green and non green feedstocks. Limiting the time of on-site storage (less than 24 hours is best), keeping the inventory down to a manageable size, and immediately covering up bad-smelling loads with fresh green waste are simple ways of managing odors from organic waste. Daily reloading of organic material into drop boxes is provided by Metro's organics processor, including the staging of boxes to and from any storage area for pick up by a transporter.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Finally, Recology also employs independent composting and odor control consultants to assist in the development of site specific odor control implementation plans.

Pests

- *Pests*

A primary way to control pests and vectors (breeding rodents, birds, and insects) is to eliminate conditions that attract and harbor them. As done for odor control, Recology uses a first in, first out method of operation which inherently minimizes the residence time for any incoming materials thereby minimizing the opportunity for the harboring of pests, vectors, and animals. This includes the including removal of dead animals. Keeping safe and well organized work and storage areas also reduces habitat for vectors; this includes regular cleaning of the transfer station tipping floors, recycling areas, and transfer truck load-out bays, as well as daily litter control as outlined herein.

No vector control materials containing USEPA priority persistent and bioaccumulative toxics (PBT) (i.e., no aldrin/dieldrin, cholordane, mirex, etc.) will be used. Only cleaning materials approved under the revised edition of GS-37, Green Seal's Environmental Standard for industrial and institutional cleaners will be used at the transfer station.

In addition, vectors are controlled by the following methods:

- Rodents: Rats and other mammals are controlled through the use of traps and bait set at various locations throughout the property on a regular basis. Typically, a vector control contractor is used; this contractor is required to keep records of all site visits, traps replaced, etc.
- Insects: Indoor locations are sprayed for ants and other insects on an as-needed basis. Mosquitoes are controlled by minimizing the presence of standing water to prevent mosquito breeding.

Recology will provide Metro with an annual report that details pest related activity, action taken, and results experienced.

Noise

- *Noise*

Recology will comply with all local and state noise ordinances, particularly at the property line of neighboring land owners.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Noise sources are associated primarily with vehicle traffic, waste unloading and loading, and sorting operations. Most fixed equipment is located inside the transfer station, and this enclosure provides sound-deadening benefits. Mobile equipment, including front-end loaders and street legal trucks, are equipped with mufflers to reduce the noise level. All employees who work on the respective sort lines or operate heavy equipment are trained in the use and need for ear protective equipment, which is made available to all affected employees.

All operating and mobile equipment will be specified to comply with applicable USEPA standards (inside and outside the cab of mobile equipment) and operated so as to stay within limits of ambient noise applicable regulations. Similarly, any fixed outdoor equipment will be specified so as to comply with applicable USEPA noise standards, and local noise at site boundary requirements.

Litter

- *Litter*

Litter patrol of all driveways and other paved areas will be conducted continually throughout each day. A magnet will be pulled over these surfaces no less than three times per day, or more often if deemed necessary, to remove ferrous materials. Twice daily litter patrol will occur along both sides of Hwy 213 between the I-205 interchange and Washington St., and both sides of Washington St. between Hwy 213 and the Abernathy Creek Bridge.

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*
- *Management resumes of key personnel.*
- *Hierarchy/organizational chart.*
- *Describe how fluctuations in activity/waste flow will be accommodated.*
- *Schedules by position.*
- *FTEs.*
- *Position descriptions.*

METRO SOUTH STATION

Operations and Maintenance Plan

- *Training Operational Requirements for each position.*
- *Express discussion concerning dedicated positions vs. dual role positions.*
- *Location of support activities and supporting documentation.*
- *Replacements for vacations/illness/trainings.*

Scheduled Positions

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

The following table presents our proposed staffing plan for Metro South Station, and reflects the proposed number of employees by position title, work location, and operation shift.

Employee Description	Time Slot	No. Empl. Tier 1-3	Wet /Dry/ Maint/G&A
Operations Manager	Salary	1	G&A
Supervisor	3:00 am to 11:30 am	1	Wet and Dry Area
Supervisor	12:00 pm to 8:30 pm	1	Wet and Dry Area
Compliance/Safety Tech	8:00 am to 5:00 pm	1	G&A
Accounting Clerk	8:00 am to 5:00 pm	1	G&A
Equipment Operator	3:00 am to 11:30 am	2	Dry Area
Equipment Operator	7:00 am to 3:30 pm	2	Dry Area
Equipment Operator	12:00 pm to 8:30 pm	1	Dry Area
Dozer Operator	3:00 am to 11:30 am	1	Wet Area
Dozer Operator	7:00 am to 3:30 am	1	Wet Area
Spotters	3:00 am to 11:30 pm	2	Wet and Dry Area
Spotters	7:00 am to 3:30 pm	4	Wet and Dry Area
Spotters	12:00 pm to 8:30 pm	1	Wet and Dry Area
Clean-up/Sorter	12:00 pm to 8:30 pm	1	Dry Area
Clean-up/Sorter	12:00 pm to 8:30 pm	1	Dry Area
Sorter	7:00 am to 3:30 pm	5	Dry Area
Sorter	3:00 am to 11:30 pm	5	Dry Area
Lead Mechanic	3:00 am to 11:30 am	1	Maintenance
Mechanic	7:00 am to 3:30 pm	1	Maintenance
General Laborer	7:00 am to 3:30 pm	1	Maintenance
Driver	7:00 am to 3:30 pm	1	Dry Area
Total Staff		35	

Management Resumes

- *Management resumes of key personnel*

We introduce below principal Recology officers and management personnel who would be directly involved in planning for the assumption of operation of the transfer station.

MICHAEL J. SANGIACOMO
President and Chief Executive Officer

Mike Sangiacomo has served as a director of Recology since November 1990 and as Chief Executive Officer and President since January 1991. From November 1990 to January 1991 Mike served as Acting Chief Executive Officer and President of the company, and from August 1988 until November 1990, he served as Chief Financial Officer, holding the additional title of Senior Vice President from January to November 1990. Mike serves as a director and an executive officer of all of Recology's subsidiaries. He also serves as an executive officer of Nortech Waste LLC, a joint venture in which the company is a minority investor.



Mike is also a director of the San Francisco Planning and Urban Research Association, director of the San Francisco 49ers Foundation, and a member of the University of San Francisco School of Business and Management Advisory Council. Mike was a Director of the San Francisco Chamber of Commerce from 1999 through 2004, where he served as Chair in 2002. Mike holds a B.S. in Business Administration from the University of San Francisco and practiced as a certified public accountant from 1971 to 1978.

GEORGE P. MCGRATH
Executive Vice President and
Chief Operating Officer

George McGrath was recently appointed Chief Operating Officer of Recology, responsible for all collection, processing, and disposal subsidiary operations. Prior to that appointment George served as Senior Vice President and Chief Information Officer of the company from October 1998, responsible for the strategy and



Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

management of the company's information systems. From July 1996 to June 1997 George served as Vice President and General Manager of Alta Environmental Services, Inc., a Recology subsidiary that markets certain types of landfill space to third parties and contract landfill operations with municipalities.

Prior to joining Recology in October 1995, George served as Vice President and Area General Manager for Chemical Waste Management in the Western Region of the United States from October 1990 to February 1995.

George holds a B.S. degree in Psychology from Western Michigan University.

MARK R. LOMELE
Senior Vice President, Chief Financial Officer, and Treasurer

Mark Lomele has served as Senior Vice President, Chief Financial Officer, and Treasurer of Recology since January 1997 and as a Vice President since November 1990. From September 1988 to July 1996, Mark served as the company's Corporate Controller and from July 1996 to January 1997 as Acting Chief Financial Officer. Mark serves as a director and an executive officer of all of Recology's subsidiaries. He also serves as an executive officer of Nortech Waste, LLC. From April 1996 to September 1996 he also served as General Manager of Nortech. Mark has been a member of the ESOP's Administrative Committee since 1991 and has served as its Chair since February 1, 1995. He is a board member of the ESOP Association and of the Employee Ownership Foundation. Mark holds a B.S. in Business Administration from the University of San Francisco.



DAVE DUTRA
General Manager

Dave Dutra has over twenty years of experience in the waste and recycling industry. Dave first joined Recology in 1987 as a Collection Driver at Auburn Placer Disposal Service and was promoted into operations. In 1991, Dave expanded his reach in the industry by leaving Recology to work for El Dorado Disposal Service as a Chief Financial Officer and District Manager. Between 2000 and 2009, Dave worked for Waste Connections as a District Manager and provided solid waste consulting services through independent consulting work and ownership with Global West Industries, Inc. and IntelliWaste, Inc. We are

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

pleased that Dave rejoined Recology in 2009 as General Manager to oversee various of Recology's Oregon operations.

Dave holds a Bachelor of General Studies degree from the University of Nevada, Reno.

BENNIE ANSELMO

**Vice President – Equipment Procurement & Maintenance,
and Facilities Development**

Bennie Anselmo has served as Vice President, Equipment Procurement & Maintenance and Facilities Development since 1981. His principal responsibilities include procurement and maintenance of a fleet of more than 1,600 vehicles and equipment including, truck bodies and chassis, trailers, landfill equipment, debris boxes and containers. He is the responsible managing officer for contractor licenses held in California (Class A & B), Arizona, Nevada and Oregon. In addition he is responsible for the design and construction of offices, maintenance, transfer and recycling facilities including sorting equipment for all Recology operating companies. Bennie leads the environmental efforts for new technologies related to alternative fuel programs and vehicle emission reduction.

In his 47 years of service at Recology and prior to his current position, he served as a member of the Board of Directors for Norcal Solid Waste Systems, Inc. from 1980 until 1986, and held various other positions including mechanic, assistant shop foreman, and shop superintendent at Golden Gate Disposal & Recycling Co. in San Francisco.

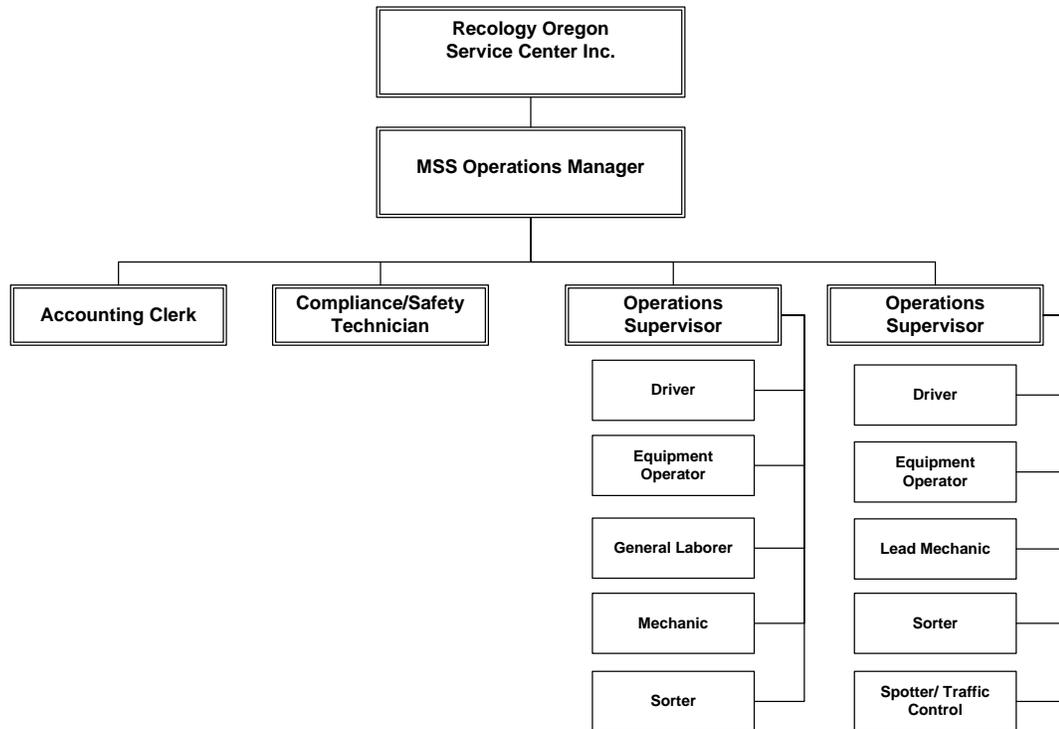
Organization Chart

- *Hierarchy/organizational chart*

The following chart reflects the organization structure of our proposed staffing for the transfer station:

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Metro South Station



Fluctuations in Activity/Waste Flow

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

Recology has more than eighty (80) years of experience in the recycling industry, including the knowledge to manage a changing waste stream whether the change is in volume or characterization. Should a significant change occur in the volume of waste received at MSS, Recology will adjust the sorting and spotter/traffic control staffing to the increase or decrease in workload. A significant change in waste characterization could prompt a revised operational plan and how we deploy our equipment and personnel resources.

Substantial volume or characterization changes could also potentially result in adjustments in our handling operations and result in adjustments to material recovery sorting shifts. Recology will closely monitor the sort line out-throws to detect changes in the waste stream that may require adjustments to material

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

recovery sorting. In the event a material change occurs, Recology would submit a revised operational plan and work with Metro to ensure that high-quality customer service is maintained.

Schedules and Full-Time Equivalents

- *Schedules by position*
- *FTEs*

The work schedules by position and the full-time equivalencies for these positions are reflected in the staffing table presented above at Scheduled Positions, beginning on Page 71, above.

Position Descriptions

- *Position descriptions*

The following are summary description of the staffing positions Recology proposes to provide for operation of Metro South Station.

<p>Accounting Clerk Performs accounting functions ensuring compliance with policies and procedures and standard accounting practices. Receives, verifies and processes invoices for payment. Prepares analysis and reconciliation of individual accounts as requested.</p>
<p>Compliance/Safety Technician Inspects loads for regulatory compliance. Samples water, soil, air, and waste material for analysis. Reports deviations of potential compliance problems to supervisor. Assists in investigations of injuries and hazardous waste procedures. Maintains compliance management database (REST).</p>
<p>Driver Operates roll-off truck in a safe and efficient manner to sort and load waste and recyclable materials for removal from the transfer station. Performs pre and post trip equipment and truck inspections. Reports equipment malfunctions to lead mechanic for correction. Reports all hazardous materials to Operations Supervisor for proper documentation and disposal.</p>

METRO SOUTH STATION

Operations and Maintenance Plan

<p>Equipment Operator</p> <p>Operates heavy equipment such as a CAT front loader/dozer or compactor in a safe and efficient manner to sort and load waste and recyclable materials for removal from the transfer station.</p> <p>Performs pre and post shift equipment and truck inspections. Reports equipment malfunctions to maintenance for correction.</p> <p>Reports all hazardous materials to Operations Supervisor for proper documentation and disposal.</p>
<p>General Laborer (Maintenance)</p> <p>Cleans maintenance yard area and parking lot including wash rack and sumps.</p>
<p>Mechanic</p> <p>Services, maintains, inspects and repairs compactor, loader, forklift and other vehicles and equipment to ensure the safety of, and continuous operation at, transfer station.</p> <p>Completes appropriate paperwork, such as Vehicle and Equipment Condition Report (VCR) for equipment repaired. On-call for any service disruptions outside of normal work hours.</p>
<p>Mechanic (Lead)</p> <p>Oversees all preventative maintenance and repairs to equipment and buildings. Inventories parts/supplies, and performs maintenance and repair duties, as needed. Issues parts and company tools to mechanics. Maintains parts room inventory. Writes repair orders from driver's vehicle or equipment condition reports and distributes to mechanics. Enters repair orders and parts purchases on computerized fleet maintenance system.</p>
<p>Operations Manager</p> <p>Oversees transfer station operations, ensuring that all facets are running smoothly and efficiently. Works with Operations Supervisors and lead mechanic to ensure that issues are resolved quickly and with minimal disruption to service. Keeps records of operations and submits reports as directed.</p>
<p>Operations Supervisor</p> <p>Oversees day-to-day operations, monitors workflow and rebalances workload when necessary to ensure efficient and effective operations. Identifies potential safety hazards and makes appropriate decisions to ensure safety. Investigates and resolves customer inquiries and complaints. Audits material inflow and outflow to ensure minimization of unacceptable waste.</p>
<p>Sorter</p> <p>Responsible for sorting mixed recyclable materials by type from waste materials in compliance with laws regulations and policies. Identifies and distinguishes recyclables (wood, cardboard, plastic, paper, glass, etc.) from non-recyclables (garbage, etc.).</p> <p>Keeps property clean and litter free (e.g., picking up blown litter, hosing down tipping areas). Keeps tipping table clear of large debris.</p> <p>Reports all hazardous materials to Supervisor for proper documentation and disposal.</p>

METRO SOUTH STATION

Operations and Maintenance Plan

Spotter/Traffic Control

Greets customers, inspects loads, and directs traffic to appropriate tipping location. Ensures both incoming and outgoing traffic are handled in a safe and efficient manner.

Reports all hazardous materials to Operations Supervisor for proper documentation and disposal.

Training Requirements

- *Training Operational Requirements for each position*

The following table shows the training operational requirements for each position to be filled at MSS:

Position	Site Safety/Work Rules (1,3)	Haz. Materials Recognition (1,3)	Right-to-Know MSDS (1,3)	Spill Response/Fire Ext. (2)	Bloodborne Pathogens (1)	Lockout/Tagout (2)	Evacuation Training (1,3)	Respiratory Protection (1,3)	Customer Service (1,3)	PPE (1,3)	Hearing Conservation (1)	Traffic Control (1,3)	Process Equipment (1,3)	Powered Industrial Trucks (1,3)	Confined Space (1,3)	Emergency Management Training (1,3)	Injury/Illness Prevention (1)	Routes of Exposure (2)	Basic First Aid/CPR (3)
Sorter	X	X	R	X	X	AA	X	X	X	X	X	X	X	AA	AA	AA	X	X	D
Spotter/Traffic Control	X	X	R	X	X	AA	X	X	X	X	X	X	X	AA	AA	AA	X	X	D
Equipment Operators	X	X	R	X	X	X	X	X	X	X	X	X	X	X	AA	AA	X	X	D
Baler/Compactor Operator	X	X	R	X	X	X	X	X	X	X	X	X	X	X	AA	AA	X	X	D
Ops. Mgr./Ops. Supvr.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	D
Mechanic	X	X	X	X	X	X	X	X	X	X	X	AA	X	X	X	AA	X	X	D
Truck Drivers	X	X	R	X	X	X	X	X	X	X	X	X	AA	X	AA	AA	X	X	D
Contractors	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	AA	D
Compliance/Safety	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Office Personnel	X	AA			X		X		X	AA						AA	X		D

Type of Training: X = Mandatory Training; R = Recognition/Awareness Training Only; D = Designated Employees Only; AA = As Appropriate, based on company's assessment of applicable training.
Frequency of Training: (1) At Initial Placement; (2) Annual Training; (3) Training Repeated As Necessary to Maintain Skills and/or Certification

Dual-Role Positions

- *Express discussion concerning dedicated positions vs. dual role positions*

We anticipate that our MSS employees in the following positions will be trained and well-qualified to perform in the multiple roles identified:

- All Spotters, Sorters, and General Laborer employees will receive cross-training to perform all duties and functions assigned.
- Equipment Operators are cross-trained to operate loaders, dozers, and compactors to optimize operational efficiencies and costs.
- Selected Lead Sorters and Spotters are trained to operate forklifts and provide minimal direction to others as assigned.

Under normal circumstances, each other position listed in the staffing table above will be filled by an employee who will be dedicated fully to the responsibilities associated with their position title.

Location of Support Activities and Documentation

- *Location of support activities and supporting documentation*

Recology proposes to rely on existing local management and operations in Portland, as well as resources at Recology's corporate office, in San Francisco, for all necessary back-office support activities and documentation. In the event professional services are required, Recology will continue to rely on local professionals for such activities.

Replacements

- *Replacements for vacations/illness/trainings*

The staffing schedule shown accounts for replacement personnel for vacation, sick leave and trainings. Cross-functional training will assure that employees are well-versed in multiple job functions and able to fill in for vacancies when needed. In the unlikely event that significant number of employees are off for an extended period, Recology has resources corporate-wide to respond to staffing needs within a 24-hour period.

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

Maintenance Plan – General

Preventative Maintenance Plan

Rolling Stock

Recology's approach to vehicle, equipment and facility maintenance is to develop and monitor standard company procedures that will ensure compliance with all Federal and State D.O.T. safety requirements, to meet and exceed manufacturers recommended service requirements and industry standards, and maintain a clean, safe and efficient facility. Recology has published detailed instructions on maintenance practices that clearly assign responsibilities to operators, maintenance staff and managers. These procedures are followed by all Recology Subsidiaries. They are designed to monitor maintenance status, to guide the actual process and steps related to equipment and vehicle maintenance, from using standard forms for inspections and maintenance, to using Recology's computerized maintenance tracking system, to the use of purchase orders and purchasing approvals. Corporate issued inventory, work order, VCR, purchasing and approval policies are well established, and are followed consistently, and monitored constantly for compliance.

Maintenance Staffing

- *Number of FTEs, by job title.*
- *Schedules and a description of how the maintenance program will fit into the organization schedules of waste recovery and processing.*
- *Experience of key personnel.*
- *Skill sets required by job title.*
- *A description of when and how the proposer intends to use external service providers to handle preventative or repair-related maintenance.*
- *Indicate any positions and equipment that will be shared with the proposers other facilities or activities that may reduce the time working under this contract.*

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Full Time Equivalents

- *Number of FTEs, by job title*

The proposed FTE staffing for the maintenance facility includes one Lead Mechanic, and one Mechanic for lube and general repair

Maintenance Schedules

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

The Lead Mechanic and Mechanic will be scheduled to work Monday through Friday, 8 hours per day, at different time intervals, to be determined as needed. On off-hours, Saturday and Sunday, they will be on-call in the event of a major breakdown, and repairs will be completed in a timely manner by a Mechanic, or sub-contractor if necessary, to avoid any facility interruptions.

Experience of Key Personnel

- *Experience of key personnel*

Bennie Anselmo, Vice President of Equipment Procurement and Maintenance, will oversee the start-up and ongoing efforts of the maintenance operations. Mr. Anselmo began his career in the waste industry over 40 years ago as a mechanic. His knowledge of transfer stations and other facilities is unmatched. Mr. Anselmo will recruit the maintenance staff personally. As discussed elsewhere in this proposal, Recology intends to focus its recruitment efforts first on the employees of the current contractor. The knowledge and experience of current maintenance department employees will be invaluable to Recology's operation of the transfer station.

Skill Sets

- *Skill sets required by job title*

The maintenance department will have a breadth of experience in all facets of building and equipment maintenance. Although not every position is required to have all-encompassing knowledge, the skill sets of the team as a whole will complement the full scope of the skills we require.

Lead Mechanic: detailed knowledge of general repair and maintenance functions for equipment and facilities; knowledge and experience on SSI Compactors and processing equipment; knowledge of job site safety, potential job hazards, and local, state and federal regulations that govern transfer operations;

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

strong foundation in all; strong organizational skills and an ability to prioritize workload; basic computer skills.

Mechanic: detailed knowledge in heavy equipment general repair and maintenance functions for equipment and facilities; knowledge of machinery systems, including engine, transmission, drive train, steering, hydraulics, braking systems, and suspension systems; facilities maintenance knowledge specific to HVAC, basic plumbing, and electrical maintenance; fabrication and welding experience; basic computer skills to use computer-based diagnostic tools to aid in the diagnosis of electrical problems on CAT equipment.

External Service Providers

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

We will use in-house Mechanics to accomplish routine inspections, preventative maintenance, and repairs on the facilities and equipment, both contractor-supplied and Metro-supplied, as appropriate. Third-party service providers will be used whenever a major repair is required, such as replacing an undercarriage on a dozer, or a major overhaul. Most major work will be performed by a local Caterpillar dealer.

On Page 100 is a list of the facility subsystems whose maintenance and repair will be subcontracted by Recology.

Shared Positions and Equipment

- *Indicate any positions and equipment that will be shared with the proposers other facilities or activities that may reduce the time working under this contract*

No maintenance equipment or staff will be shared with any other Recology company.

Maintenance Plan – General

- *Forms.*
- *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*

METRO SOUTH STATION

Operations and Maintenance Plan

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.

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

Forms

- **Forms.**

Below are listed the forms used by Recology to document all equipment inspections, repairs, and maintenance. A copy of each form is included in Attachment A– Operations/Maintenance.

Rolling Stock	Process Equipment
Daily Driver’s VCR 63 Point Safety Inspection Form Lubrication Record Repair Order	Daily Operator’s ECRSE Daily Operator’s Stationary Equipment check list for balers, conveyors and grinders Repair Order
Compactor	Mobile Equipment
CER Daily Check List Weekly Check List	Daily Operator’s ECR PM Inspection Form Lubrication Record

METRO SOUTH STATION

Operations and Maintenance Plan

Repair Order	Repair Order
	Compactor Trailer
	Daily Compactor Trailer Operator

VCR (Vehicle and Equipment Condition Reports) are filled out daily by Equipment Operators. There are five basic forms; (1) Vehicles, (2) Mobile Equipment (3) Stationary Equipment (4) Compactor and (5) Compactor Trailer. The forms include specific inspections by the Equipment Operator to be done prior to, and at the end of each shift, and include safety inspections, fluid inspections, tire inspections, the recording of hours and/or mileage from the day’s activities, and a place to note any conditions that need to be brought to the attention of the maintenance staff. Vehicle and Equipment Condition Report forms etc. are three part forms with the site name and numbered in sequence. VCR/ECR forms are in a book, with 3 pages per inspection. One copy stays in the book, one copy is given to the Mechanic when a safety or operational deficiency is noted, and the last copy is for data entry. The form is attached to the repair order documenting the correction of a safety or operational deficiency and signed by the Mechanic and reviewed by the Lead Mechanic.

Repair order forms are used to document repairs, inspections and services performed on Equipment. The form includes information related to the component serviced, why the service was performed, descriptions of work performed, labor expended, and parts used. Repair Order forms are each three part forms with the site name and numbered in sequence. All forms will be kept in the shop. Three file folders will be maintained for each piece of equipment every year, one folder for Mechanics Inspections, one folder for Preventative Maintenance Records, and one for Corrective Action Repair Orders.

Annual PM Schedule

- ***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.***

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Recology’s proposed preventative maintenance schedules for MSS equipment are presented at “Preventative Maintenance Plan”, beginning on Page 90, below

Reporting

- **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 repair and maintenance data on the forms discussed are input to and accessible for inquiry and reporting through Recology’s software, which integrates equipment maintenance monitoring and updating with general accounting software. The software system we use for this is JD Edwards Enterprise One by Oracle. When an asset is set up in the computer system, it is assigned a unique Unit Number, as well as a designated company location and inventory location. After the Unit Number is assigned, a Preventative Maintenance (PM) Schedule is set up specifically for that unit. A sample PM schedule is provided below.

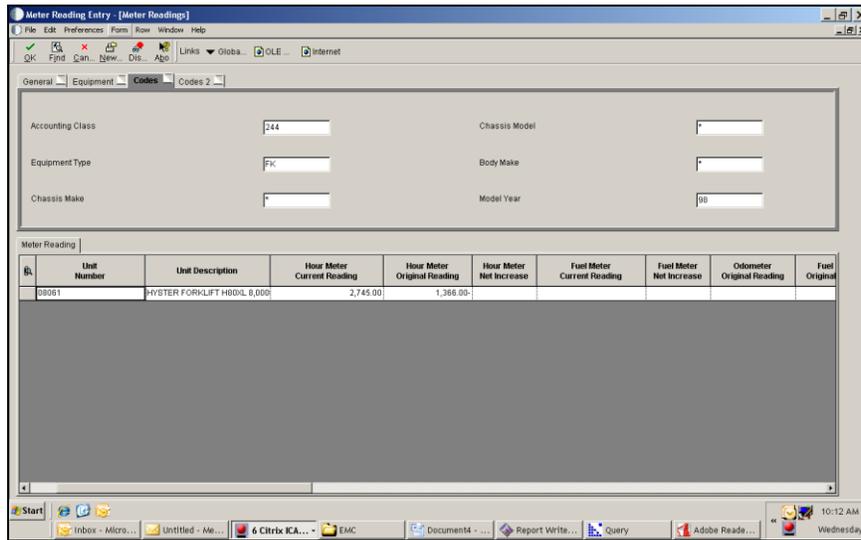
The screenshot shows a software window titled "Equipment PM Schedule: [Work With Equipment - PM Schedule]". The window contains a form with "Unit Number" set to "08061" and "HYSTER FORKLIFT H80XL 8,000#". Below the form is a table with the following data:

Service Type	Service Description	Service Days	Service Hours	Maint. Status	Model WO	WO Description	Service Miles	Service Fuel	Schedule Date
LF 250	250 Hr/90 Day	90	250.00 01		13118	**Landfill 250 Hr**			
LF 500	500 Hr/180 Day	180	500.00 01		13120	**Landfill 500 Hr**			
LF 1000	1000 Hr/365 Day	365	1,000.00 01		13121	**Landfill 1000 Hr**			
LF 2000	2,000 Hr/730 Day	730	2,000.00 01		13122	**Landfill 2000 Hr**			

Service types are set up for all equipment. The Service intervals, either in number of Days, Engine Hours and/or Miles, are set up for each service type for every unit number. These intervals will determine the frequency of PM services to be performed.

On a regular and routing basis, Engine Hour or Odometer readings are updated in the system. These readings are taken from the Vehicle or Equipment Condition Reports filled out daily by Equipment Operators. Below is a sample of the meter reading update screen from our Enterprise One system.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan



Every night the Enterprise One software automatically updates the status for every PM due for every equipment Unit Number , based on elapsed days and/or meter readings from the prior day.

Lead Mechanics run PM status reports to check on the PM status of every Unit in their area of responsibility. These PM status reports are effective tools for a Lead Mechanic to establish a priority lists for PM services for his or her fleet, thus providing a tool to prioritize resources (staffing, maintenance stalls) and prevent downtime during production activities. An example of a PM status report is provided below

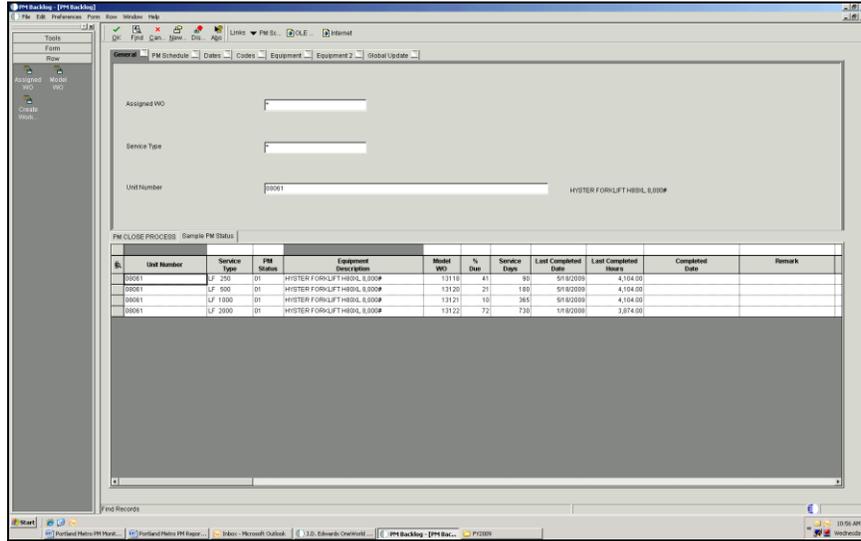
Preventative Maintenance Status for Sample Units											
Unit	Vehicle Description	Serv.Type	Service Description	Last Completed	% Due	SERVICE STATUS	Days	Hours	Comments	Repair Shop	
08061	HYSTER FORKLIFT HD04L 8,000#	LF 250	** Landfill 250 Hr **	5/18/09	102	SERVICE DUE	90	250	0300	1003500	
		LF 500	** Landfill 500 Hr **	5/18/09	52	SERVICE DUE	180	500	0300	1003500	
		LF 1000	** Landfill 1000 Hr **	5/18/09	25	SERVICE DUE	365	1,000	0300	1003500	
		LF 2000	** Landfill 2000 Hr **	1/18/08	79	SERVICE DUE	730	2,000	0300	1003500	
08072	HYSTER FORKLIFT HD04M	LF 250	** Landfill 250 Hr **	5/28/09	90	SERVICE DUE	90	250	0300	1003500	
		LF 500	** Landfill 500 Hr **	5/28/09	46	SERVICE DUE	180	500	0300	1003500	
		LF 1000	** Landfill 1000 Hr **	11/9/08	79	SERVICE DUE	365	1,000	0300	1003500	
		LF 2000	** Landfill 2000 Hr **	11/9/08	40	SERVICE DUE	730	2,000	0300	1003500	
14151	02 FREIGHTLINER FL80	BIT	** 63 Pt SAFETY INSPECTION **	8/1/09	20	SERVICE DUE	45	5100	1051500		
		RS 125	** Rolling Stock 125 Hr **	8/1/09	20	SERVICE DUE	45	5100	1051500		
		RS 250	** Rolling Stock 250 Hr **	7/1/09	44	SERVICE DUE	90	250	5100	1051500	
		RS 500	** Rolling Stock 500 Hr **	6/12/09	38	SERVICE DUE	180	500	5100	1051500	
20044	CAT 588G WHEEL LOADER W/BUCKET	LF 250	** Landfill 250 Hr **	5/25/09	90	SERVICE DUE	90	250	6400	1064500	
		LF 500	** Landfill 500 Hr **	5/25/09	48	SERVICE DUE	180	500	6400	1064500	
		LF 1000	** Landfill 1000 Hr **	5/25/09	24	SERVICE DUE	365	1,000	6400	1064500	
		LF 2000	** Landfill 2000 Hr **	12/17/08	64	SERVICE DUE	730	2,000	6400	1064500	
20064	CAT 528G WHEEL LOADER	LF 250	** Landfill 250 Hr **	8/10/09	17	SERVICE DUE	90	250	6400	1064500	
		LF 500	** Landfill 500 Hr **	7/16/09	35	SERVICE DUE	180	500	6400	1064500	
		LF 1000	** Landfill 1000 Hr **	7/16/09	28	SERVICE DUE	365	1,000	6400	1064500	
		LF 2000	** Landfill 2000 Hr **	7/16/09	14	SERVICE DUE	730	2,000	6400	1064500	

As with all other services, when a PM service is accomplished a Mechanic completes a work order documenting the completion of the service. The work order includes inventory taken out of stock and installed on the equipment, any purchase orders for parts or outside repairs are documented. The work order is signed by the Mechanic and the Lead Mechanic. Then the completion of the PM

METRO SOUTH STATION

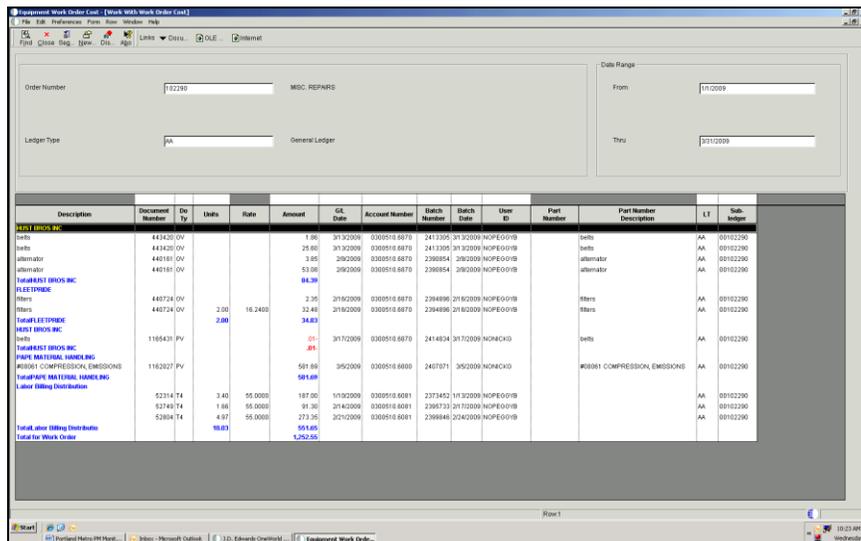
Operations and Maintenance Plan

is entered into the Enterprise One system. The date, engine hours or odometer at the time of the PM completion is entered, thus resetting the “clock” for the PM interval to begin updating again. A sample of the recording of the completion of the PM service is provided below.



In addition, labor, inventory and purchase order transactions are recorded to each unit. That way, Recology can track maintenance costs to each Unit Number in our fleet. A sample of a work order cost inquiry screen is displayed below.

In addition, labor, inventory and purchase order transactions are recorded to each unit. That way, Recology can track maintenance costs to each Unit Number in our fleet. A sample of a work order cost inquiry screen is displayed below.



Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Documentation

- ***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.***

The forms and software system discussed above constitute the core of Recology's maintenance and repair documentation. All equipment, buildings, rolling stock, subsystems, and other assets for whose maintenance, repair, and warranty assurance Recology will be responsible will be assigned specific ID numbers, category codes, and location codes for data entry and querying purposes. Once a Repair Order has been completed and signed by the Lead Mechanic, the data will be entered into our maintenance and repair system, and a copy of the form will be filed and kept in the shop for future reference.

Included in Attachment A – Operations/Maintenance are examples of the following Repair Orders:

- ❑ Repair Order for a piece of rolling stock. (Sweeper)
- ❑ Repair Order for a piece of equipment. (Loader).
- ❑ Repair Order for a building HVAC unit, Scale House.
- ❑ Repair Order for the SSI Compactor.

Evaluation Decision Flowchart

- ***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.***

The proposed equipment or rolling stock for both Metro Central and South will be all new and used according to the schedule on pages 19 and 20.

Every piece of equipment, depending on size, has an extended power train warranty. The larger rolling stock has a 5 year or 7,500 hour and the smaller pieces have a 3 to 4 year or 3,000 to 4,000 hour power train warranty.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

With the PM schedule that Recology will adhere to during the course of the 7 +2 year contract, we anticipate rebuilding, rather than replacing a piece of equipment. With accurate records and oil samples, a decision will be made at the half way time line, 4 1/2 years of the contract, to rebuild as necessary the power train. The estimated hours on the machine would be approximately 8 to 10,000 hours. The power train rebuild would maximize productivity, improve reliability and become cost effective.

All parts used to rebuild the equipment will be new and purchased from the Original Equipment Manufacturer to restore the power train to like new performance.

Maintenance Commitment

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

Recology regards preventative maintenance as a valued element of preserving Metro's and Recology's investment in equipment and property. Proper preventative maintenance, in and of it self, will eliminate unnecessary downtime and the potential for major equipment failures. Proper preventative maintenance is achieved through frequent inspections and scheduled services with qualified personnel, and will minimize unnecessary repair costs.

Qualified Recology staff will perform frequent, thorough, and detailed facility and equipment inspections. All machinery requiring repair is immediately taken out of service to prevent any irreparable damage from occurring, as well as preventing the potential for serious injuries or accidents.

The timely and efficient completion of the repairs to both Metro and Recology equipment is a vital and imperative part of preventing major breakdowns, extensive damage, or unnecessary service delays. Recology's focused, proactive maintenance program schedules repairs and maintenance to reduce the amount of potential downtime to a minimum. Regardless of the challenging working environment, such as a transfer station, Recology's proactive and aggressive inspection, service and repair scheduling will significantly reduce the need to replace equipment unnecessarily or prior to its useful life.

All scheduled and unscheduled maintenance that may affect the operations will be coordinated through the Metro Site Supervisor, Scale House Supervisor, Hazardous Waste Supervisor, Transportation Contractor and/or other affected Metro parties to ensure that there is limited to no impact on service. In addition,

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

all major repairs of Metro equipment and/or facilities will be scheduled through Metro's Engineering Department.

Recology values and appreciates the function, image, and service that the Metro transfer stations provide. We believe that patrons visiting and using Metro South Station deserve a safe and friendly experience. This is achieved by providing a clean, well organized, well maintained, and customer-friendly facility. Recology will achieve this atmosphere by ensuring that all maintenance is performed as scheduled or needed.

Preventative Maintenance Plan

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

Maintenance Schedule

- *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 subcontractor.*

On the following two pages are our proposed preventative maintenance schedules for MSS equipment in the following categories:

- ❑ Mobile Equipment
- ❑ Forklift Equipment
- ❑ Rolling Stock
- ❑ Shop Vehicle
- ❑ Stationary Equipment
- ❑ SSI Compactor

These schedules are followed by charts presenting the details of services performed at each service interval for each equipment unit. The elements of each service chart are referenced by number in the corresponding maintenance schedules for each service interval.

Recology Oregon Inc.

METRO SOUTH STATION

Operations and Maintenance Plan

Preventative maintenance of the equipment identified above will be performed by Recology personnel. On Page 88 is presented the preventative maintenance schedule for MSS facilities whose maintenance will be performed by subcontractors.

METRO SOUTH STATION

Operations and Maintenance Plan

Preventative Maintenance Schedules

METRO SOUTH STATION									
DESCRIPTION	LABOR HOURS	250 HOURS MONTHLY	LABOR HOURS	500 HOURS THREE MONTHS	LABOR HOURS	1,000 HOURS SIX MONTHS	LABOR HOURS	2,000 HOURS ONE YEAR	
CAT 938H LOADER	2	ITEMS FROM MOBILE EQUIP PM SCHEDULE # 7, 8, 9, 13, 14, 15, 16, 24, 25, 26, 34, 36, 37, 38, 39, 40, 42	3	ITEMS FROM MOBILE EQUIP PM SCHEDULE # 17, 18, 27, 35, 41, 47	5	ITEMS FROM MOBILE EQUIP PM SCHEDULE # 24a, 28, 29, 30 31, 32, 51 SERVICE FIRE	6	ITEMS FROM MOBILE EQUIP PM SCHEDULE # 6, 11, 19, 20, 21 22, 50, 51 TIRES IF NEEDED	
CAT 914G LOADER	2	43, 44, 45, 46, 49	3	TIRES IF NEEDED	5	SUPPRESSION SYSTEM	6		
CAT 226B SKID STEER LOADER	1.5		2		3.5		5		
DESCRIPTION	LABOR HOURS	250 HOURS MONTHLY	LABOR HOURS	500 HOURS THREE MONTHS	LABOR HOURS	1,000 HOURS SIX MONTHS	LABOR HOURS	2,000 HOURS ONE YEAR	
CAT D6TXW DOZER	3	ITEMS FROM MOBILE EQUIP PM SCHEDULE # 1, 7, 8, 9, 13, 14, 15, 16, 24, 25, 26, 34, 36, 37, 38, 39, 40, 42	4	ITEMS FROM MOBILE EQUIP PM SCHEDULE # 10, 17, 18, 27, 35, 41, 47	6	ITEMS FROM MOBILE EQUIP PM SCHEDULE # 24a, 28, 29, 30 31, 32, 33, 51, 52 SERVICE FIRE	8	ITEMS FROM MOBILE EQUIP PM SCHEDULE # 6, 19, 20, 21 22, 51, 52	
CAT D6TXW DOZER	3	43, 44, 45, 46, 49	4		6	SUPPRESSION SYSTEM	8		
DESCRIPTION	LABOR HOURS	250 HOURS MONTHLY	LABOR HOURS	500 HOURS THREE MONTHS	LABOR HOURS	1,000 HOURS SIX MONTHS	LABOR HOURS	2,000 HOURS ONE YEAR	
HYSTER H60FT FORK LIFT	1.5	ITEMS FROM FORKLIFT EQUIP PM SCHEDULE # 1, 3, 4, 7, 8, 9, 10	1.5	ITEMS FROM FORKLIFT EQUIP PM SCHEDULE # 1, 3, 4, 7, 8, 9, 10	2	ITEMS FROM FORKLIFT EQUIP PM SCHEDULE # 13	4	ITEMS FROM FORKLIFT EQUIP PM SCHEDULE # 2, 5, 6, 10, 11 TIRES IF NEEDED	
HYSTER H60FT FORK LIFT	1.5		1.5		2		4		
DESCRIPTION	LABOR HOURS	150 / 250 HOURS	LABOR HOURS	500 HOURS THREE MONTHS	LABOR HOURS	1,000 HOURS SIX MONTHS	LABOR HOURS	2,000 HOURS ONE YEAR	
TYMCO 600 STREET SWEEPER	3	ITEMS FROM ROLLING STOCK PM SCHEDULE # 2, 2a, 3, 4, 5, 7, 8, 9 10, 11, 12, 19, 21a, 22	3.5	ITEMS FROM ROLLING STOCK PM SCHEDULE # 13, 20	6.5	ITEMS FROM ROLLING STOCK PM SCHEDULE # 6, 10a, 13a, 15, 17, 23	8	ITEMS FROM ROLLING STOCK PM SCHEDULE # 1, 13a, 16, 18 TIRES IF NEEDED	
WHITE 3-AXLE ROLL OFF TRUCK	3		3.5		6.5		8		
DESCRIPTION	LABOR HOURS	3,000 MILES THREE MONTHS	LABOR HOURS	6,000 MILES SIX MONTHS	LABOR HOURS	12,000 MILES ONE YEAR	LABOR HOURS	24,000 MILES TWO YEARS	
GMC 3500 HD SHOP TRUCK	1	ITEMS FROM SHOP VEHICLE PM SCHEDULE # 1, 2, 4	1	ITEMS FROM SHOP VEHICLE PM SCHEDULE # 1, 2, 4	2	ITEMS FROM SHOP VEHICLE PM SCHEDULE # 3, 5, 6, 7 ROTATE TIRES	3	ITEMS FROM SHOP VEHICLE PM SCHEDULE # 8, 9	

METRO SOUTH STATION

Operations and Maintenance Plan

Preventative Maintenance Schedules

METRO SOUTH STATION		50 HOURS SEVEN DAYS	750 HOURS SIX MONTHS	2,250 HOURS EIGHTEEN MONTHS	3,000 HOURS TWENTY FOUR MONTHS	6,000 HOURS FOUR YEARS
LABOR HOURS	1	2	8	2	8	8
SS1 - 4500 COMPACTOR #1	1	2	8	2	8	8
SS1 - 4500 COMPACTOR #2	1	2	8	2	8	8
		ITEMS - STATIONARY HYDRAULIC SAMPLES WEEKLY PM LIST	ITEMS - STATIONARY COUPLERS REPLACE FILTERS GENERAL INSPECTION HYDRAULIC OIL SAMPLES CHECK COUPLINES, WIRING	ITEMS - STATIONARY COUPLERS NEW SEALS, WIPERS	ITEMS - STATIONARY EQUIPMENT OIL NEW PC BATTERY NEW HYDRAULIC OIL	ITEMS - STATIONARY EQUIPMENT OIL NEW SEALS, WIPERS

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Mobile Equipment Preventative Maintenance Services and Intervals						
Action	No.	Item-Service	Intervals			
		Hours:	250	500	1000	2000
Adjustments	1	Measure track adjustment. Adjust if necessary	X			
	2	Inspect and adjust elevator chain. Check chain rollers to be sure they turn freely by hand		X		
	3	Check articulation pivot bearings for excessive vertical flexing & adjust if necessary			X	
	4	Adjust upper and lower pivot bearings			X	
	5	Adjust wheel bearing preload on all 4 wheels				X
	6	Check engine valve clearance and adjust if necessary				X
Fluids	7	Inspect for any leaks	X			
	8	Check all fluid levels	X			
	9	Check electrolyte level in each battery cell and check terminals & cables	X			
	10	Check recoil spring compartment oil level		X		
	11	Check steering gear housing and shaft lower bearing oil level				X
	12	Check oil level in elevator idler rollers				X
Fluids/Filters	13	Change engine crankcase oil and filter and wash breather. Save used filter for inspection	X			
	14	Inspect/clean primary air filter	X			
	15	Change fuel filters	X			
	16	Clean final drive filters	X			
	17	Change transmission filter element. Save used filter for inspection		X		
	18	Change hydraulic system filter element. Save used filter for inspection		X		
	19	Change transmission oil				X
	20	Change primary and secondary air filter elements				X
	21	Change oil in front and rear differentials and final drives				X
	22	Change hydraulic system oil				X
	23	Change oil in elevator speed reducer				X

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Mobile Equipment Preventative Maintenance Services and Intervals						
Action	No.	Item-Service	Intervals			
		Hours:	250	500	1000	2000
General Maintenance	24	Check ANTIFREEZE. Fill with EG-ES Coolant. (Replacement not required) Test every 250 hours	X			
	24a	With ES filter replace once a year			X	
	25	Drop belly pan and steam clean as necessary	X			
	26	Steam clean radiator	X			
	27	Fuel tank cap and screen. Wash, oil tank cap. Inspect fuel tank cap gasket & replace if necessary		X		
	28	Replace transmission breather			X	
	29	Clean transmission screen and magnets			X	
	30	Check torque on all ROPS mounting bolts			X	
	31	Check tightness on all drive shaft U-joint bolts.			X	
	32	Clean differential and final drives breathers			X	
	33	Check tightness of idler and roller cap bolts			X	
Inspect Filters	34	Cut open engine oil filter element and inspect for foreign material	X			
	35	Cut open trans./hyd. filter elements and inspect for foreign material		X		
Lube/Grease	36	Lubricate all grease fittings-follow lube chart	X			
	37	Lubricate the following with MPFM: drive shaft support bearing, U-joints, and frame pivot bearings	X			
Operational	38	Test operation of air conditioner	X			
	39	Test service and parking/secondary brakes for proper operation. Check brake pads & rotors for wear and excessive scoring. Drain air tanks	X			
S*O*S Samples	40	Take SOS sample from engine oil	X			
	41	Take SOS samples from: transmission, differentials, hydraulic system and final drives		X		
Visual	42	Check exhaust manifolds, exhaust piping, turbocharger, and muffler elbow for cracks, leaks, and adjustment	X			
	43	Inspect fan, alternator, and air conditioner compressor belts. Check condition and adjustment. Check all pulley grooves	X			
	44	Inspect fan blades and hub for cracks	X			

METRO SOUTH STATION

Operations and Maintenance Plan

Mobile Equipment Preventative Maintenance Services and Intervals						
Action	No.	Item-Service	Intervals			
		Hours:	250	500	1000	2000
	45	Check water pump weep hole for seepage or leaks	X			
	46	Fuses and circuit breakers-check/reset. Replace if necessary	X			
	47	Check hydraulic pump to pump drive mounting bolts for tightness		X		
	48	Check that ejector is not rubbing bottom or sides and that ejector rollers are rolling freely		X		
	49	Check condition of the fan blades	X			
	50	Inspect all hitch pins				X
	51	Perform TA Inspection Annually				X
	52	Perform Undercarriage Inspection Annually				X

Forklift Preventative Maintenance Services and Intervals						
Action	No.	Item-Service	Intervals			
		Hours:	250	1000	2000	
Adjustments	1	Check and adjust brakes.	X			
	2	Adjust engine valves				X
Fluids	3	Inspect for any leaks	X			
	4	Check all fluid levels	X			
	5	Change engine coolant.				X
	6	Change drive axle oil				X
Fluids/Filters	7	Change engine oil and filter.	X			
	8	Change fuel filter.	X			
	9	Change air filter.	X			
	10	Change transmission oil and filter.				X
	11	Change hydraulic oil and filter.				X
General Maintenance	12	Blow out radiators with air DAILY or as necessary.				
	13	Tune engine-change plugs, points and condenser.		X		
Lube/Grease	14	Lubricate all grease fittings-follow lube chart	X			

METRO SOUTH STATION

Operations and Maintenance Plan

Rolling Stock Preventative Maintenance Services and Intervals								
Action	No.	Item-Service	Intervals					
			Hours:	150	250	500	1000	2000
			Days:	30	90	180	365	720
Adjustments	1	Adjust Engine Valves						X
Fluids	2	Oil Change: * Note: model 1160, 3116, 3208T Caterpillar engines and model 6BT Cummins engines: every 125 hours. Large bore engines: every 250	X	X				
	2a	Use CJ4 on all 2007 engines with exhaust control technology		X				
	3	Inspect for any leaks		X				
	4	Check all fluid levels		X				
	5	Check Anti-freeze. Fill with EG-ES coolant. (replacement not required) Test every 250 hours.		X				
	6	Change rear axle oil					X	
	6a	Use Synthetic Fluid: 500,000 miles, 5,000 hrs, 5 years						
Fluids/Filters	7	Clean/blow out engine air filters as needed	X					
	8	Check air cleaner, replace if necessary		X				
	9	Change fuel filters		X				
	10	Change water filter		X				
	10a	With ES filter replace once a year					X	
	11	Change engine oil and filters		X				
	12	Change hydraulic oil filter		X				
	13	Change transmission fluid and filter-automatic				X		
	13a	Use Synthetic Fluid: 4000 Series thru 1000 700, 600 and 500 Series 700 and 600 External filter only						X
		700, 600 and 500 Series						X
		700, 600 and 500 series, External filter only					X	
	14	Change transmission oil-manual				X		
	14a	Use Synthetic Fluid: 500,000 miles, 5,000 hrs, 5 years						
	15	Change air compressor filter					X	
16	Change air dryer filter						X	
17	Change power steering filter					X		
18	Change hydraulic oil						X	
Inspect Filters	19	Cut open engine oil filter element and inspect for foreign material		X				
	20	Cut open trans./hyd. filter elements and inspect for foreign material				X		

METRO SOUTH STATION

Operations and Maintenance Plan

Rolling Stock Preventative Maintenance Services and Intervals								
Action	No.	Item-Service	Intervals					
			Hours:	150	250	500	1000	2000
			Days:	30	90	180	365	720
Lube/Grease	21	Lubricate body, follow lubrication chart models	X					
	21a	Lubricate chassis, follow lubrication chart models		X				
Safety Inspection	22	63 Point BIT Inspection. **note: may be done at earlier intervals		X				
Smoke Test	23	Smoke test on all vehicles exceeding 33,000 pounds					X	

Shop Vehicle Preventative Maintenance Services and Intervals						
Action	No.	Item-Service	Intervals			
			Miles:	3000	12000	24000
			Days:	90	365	720
Fluids	1	Check all fluid levels	X			
	2	Lubricate chassis	X			
	3	Change differential oil		X		
Fluids/Filters	4	Change engine oil and filter	X			
	5	Change air filter		X		
	6	Change fuel filter		X		
General Maintenance	7	Check brakes		X		
	8	Service transmission				X
	9	Tune engine				X

Stationary Equipment Preventative Maintenance Services and Intervals							
Types: Balers, Conveyors, Shredders & Vibrator Screens							
Action	No.	Item-Service	Intervals				
			Days:	7	30	90	365
Fluids	1	Check all fluid levels	X				
	2	Sample, hydraulic oil			X		
Fluids/Filters	3	Change hydraulic return filter		X			
	4	Change hydraulic oil filter				X	
General Maintenance	5	Blow out all electrical motors	X				

METRO SOUTH STATION

Operations and Maintenance Plan

Stationary Equipment Preventative Maintenance Services and Intervals Types: Balers, Conveyors, Shredders & Vibrator Screens						
Action	No.	Item-Service	Intervals			
		Days:	7	30	90	365
	6	Clean equipment as required		X		
	7	Clean oil coolers		X		
	8	Clean breather on hydraulic tank			X	
Lube/Grease	9	Lubricate as necessary, follow lubrication chart models	X			
Operational	10	Check of operation of pump motor and coupler		X		
	11	Check operation of all electrical switches. Check operations of all electrical and mechanical functions		X		
Visual	12	Inspect hydraulic hoses, fittings and cylinder		X		
	13	Check all welds		X		
	14	Check all liners for wear		X		
	15	Inspect knives and shear blade. Check gap - 0.010 0.050 clearance		X		
	16	Check all safety devices		X		
	17	Check belt tracking for alignment		X		

SSI Compactor Preventative Maintenance Services and Intervals				
Action	Intervals			
Description	Daily	Weekly	750 Hours	3,000 hours
Daily Check List	X			
Weekly Check List		X		
Replace Filter Elements			X	
Replace PC Battery				X
Replace Hydraulic Oil				X
General Inspection of System			X	
Hose/Pipe Inspection		X		
Take Hydraulic Oil Sample			X	
Check Pump Couplings			X	
Check for Loose Wiring			X	

METRO SOUTH STATION

Operations and Maintenance Plan

The following table presents the preventative maintenance schedule for MSS facility elements whose maintenance will be performed by subcontractors.

Subcontracted Preventative Maintenance		
Description	Task	Frequency
Scale Houses, Contractors Offices, Break Rooms, Rest Rooms	Power Wash Interior Power Wash Exterior Paint Exterior Paint Interior Concrete Walls	Annually Annually Bi-annually Bi-annually
Safety Devices Repainted Transfer Station Bays, Wash Rack, Bollards, Entrances, Exits, Etc.	Repaint Clean Rain Gutters Service HVAC Systems Service Ventilation Systems Repair Lighting Repair Plumbing Repair Electrical	Bi-annually Annually Monthly Monthly As needed As needed As needed
Wash Rack	Pump Basins & Oil Separator	Monthly
Drives & Pavement	Sealing & Repainting Repairs & Patching	As Needed As Needed
Signage	Add or Replace	As Needed
Storm Water Basins	Pump Out	Monthly
Exterior Lighting	Repairs	As Needed
Gates & Fences	Repair & Service	As Needed

Testing Regimen

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

Recology recognizes and values the importance of a well organized testing regimen related to the critical elements of the facility operations. An ongoing and effective testing regimen will ensure that the all related areas of the facility operations will reduce, if not eliminate any untimely or necessary delays in service.

Recology will contract with proven outside professionals, to test on a routine basis, the critical elements of the facility to ensure that it is operational and well-maintained during the course of the contract. Those elements and testing professionals are listed below:

METRO SOUTH STATION

Operations and Maintenance Plan

Facility Element	Testing Company
Densifier Hydraulic Oil	Team Hydraulics 14707 NE 13th Court Blvd. B100 Vancouver, WA 98685 Phone: (360) 571-9322
Equipment Engine Oil	Halton-CAT 4421 NE Columbia Blvd. Portland, OR 97218 Phone: (503) 781- 4070
Pump Testing	Northwest Pumps & Equipment 2800 NW 31st Street Portland, OR 97210 Phone: (503) 277-7866
Emergency Generator Diesel Fuel	Pacific Northern Environmental 1081 Columbia Blvd. Longview, WA 98632 Phone: (800) 533-2867
Fire Sprinkler Systems	Sound Fire 10756 SE Hwy 212 Clackamas, OR 97015 Phone: (503) 655-3775
Fire Extinguishers	United Fire 4611 NE M.L.K. Jr. Blvd. Portland, OR 97211 Phone: (503) 243-0771
Backflow Testing	Columbia Cross Connection PO Box 9217 Portland OR 97207 Phone: (503) 235-6141
Noise & Dust	Wise Steps, Inc. PO Box 3895 Salem OR 97302 Phone: (503) 585-4002
Hearing Conservation	Exemplar International PO Box 802734 Kansas City MO 64180-2734 Phone: (816) 471-3900
Storm Water & Sanitary Sewer System POC	Coffey Laboratories 12423 NE Whitaker Way Portland, OR 97230 Phone: (503) 254-1794

Rolling Stock

- *Proposed equipment and its intended use; include year, make/model and whether new or used*
- *Replacement or backup equipment plan and onsite time lags*

METRO SOUTH STATION

Operations and Maintenance Plan

Proposed Equipment

The following table presents the equipment Recology proposes to use in our operation of Metro South Station:

Qty	New Used	Description	Function	Recovery Tier
2	New	Caterpillar D6TXW with a PAT Dozer blade, Tier 3	Pit operations	1
1	New	Caterpillar 938H Loader with a 4-in-1 bucket and 1 w/ a tink hi lift bucket, Tier 3	Loading operations	1
1	New	Caterpillar 914G Loader with a 4-in-1 bucket., Tier 3	Loading operations	1
1	New	Caterpillar 226B Skid Steer Loader with roll over grapple bucket, Tier 4	Clear out waste and recover recyclable items and materials	1
2	New	Hyster H60FT 6,000lb capacity Fork Lifts with rotator	Material handling and processing	1
4	New	Yard Magnets for Cat Loaders	Collect metal fragments	1
1	New	GMC 3500 HD Shop Truck – Dual Wheels w/11’ Utility body, Air Compressor and Welder	Service equipment within bays as required	1
6	New	40-yd roll-off boxes	Receiving sorted recoverable construction and demolition materials	1
12	New	3-yard bins	Sorted materials	1
1	Used	1990 White 3 Axle Roll-Off Truck with Horizon exhaust after treatment to reduce P.M. 85%	Move/transport roll-off boxes as required	1
1	New	Landa Pressure Washer	Washing vehicles at the wash rack	1
1	New	3,000-gallon vaulted above ground diesel fuel tank with dispenser	Safe storage of fuel within designated area	1
1	New	2009 GEM ELXD Electric Car w/Charging Cord Kit.	On-site supervision mobility, shop and yard maintenance	2
2	Metro	SPH4500 SSI Compactor	Compaction of dry and wet waste	1
3	New	9-YD dirt boxes	Sorted recovered recyclable materials	
1	Used	2004 Caterpillar 938H Loader with a 4-in-1 bucket , Tier 2	Spare	1

Replacement / Backup Plan

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

Recology will replace as necessary any rolling stock equipment in the event of an emergency or major break-down due to a catastrophic mechanical failure.

Backup rental equipment will be available thru the local Peterson Cat Dealer who will inventory loaders or dozers and deliver to Metro South Station within 6 hours if necessary. Other local equipment vendors will also be indentified to provide temporary replacement.

Spare rolling stock back-up equipment will be on site to fill in when repairs are necessary during operation to minimize down time and keep the operation running without any slow down due to an equipment failure. In addition, Recology has back-up equipment in Oregon and California at other subsidiaries.

GENERAL CONTINGENCY PLANS

Describe how you plan to deal with the following:

- *Site communications*
- *External communications*
- *Work stoppages*
- *Inclement weather*
- *Equipment failure*
- *Power failure*
- *Earthquake*
- *Onsite security*

Site Communications

- *Site communications*

All Traffic Control (Spotters) and supervisory personnel will be will be provided with communication equipment including two-way radio for internal communications with other traffic control personnel, the Metro scale house, site supervisors and the office. Recology will maintain close communications with

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Metro staff and will schedule regular and frequent meetings to review operations.

External Communications

- *External communications*

For external communications Recology will purchase computer systems for electronic mail, land line phone service and mobile cellular services.

Work Stoppages

- *Work stoppages*

In the unlikely event of a work stoppage, Recology has will have the personnel resources to staff the facility and continue operations with no disruption of service.

Inclement Weather

- *Inclement weather*

Recology will be prepared to adjust facility operations for inclement weather. Windy conditions may require additional clean-up (litter control) personnel both on and off the site. Regular and frequent maintenance of storm drains will minimize the effect of severe rain events.

Equipment Failure

- *Equipment failure*

Recology will secure local and regional leasing arrangements to temporarily replace any rolling stock equipment that fails. For SSI compactors, balers and conveyors we will have arrangements with vendors to do on-site repairs in a timely manner.

Power Failure

- *Power failure*

In the case of power failure, Recology will use power generator to supply electricity until repairs are made and power is back.

Earthquake

- *Earthquake*

No other company in the waste industry has Recology's experience in responding to earthquake conditions. With facilities and operations in the San Francisco Bay area and elsewhere in northern California the company has experienced and responded to many earthquakes, including Loma Prieta in 1989. Recology played a significant role in the 1989 earthquake aftermath, mobilizing equipment to help in the cleanup efforts in San Francisco..

Recology will train all employees for emergency response procedures and emergency coordinators will be appointed for each shift. In the event of an earthquake, Recology staff will immediately inspect facilities and gather information about possible injuries to employees and/or customers, structural and equipment damage, and dangerous conditions. A headcount of employees will be completed to assure all are safe. If safe to do so, the facility inspection will include building structural integrity, electrical systems, water, and other utilities. A check-off list will be the guide for the items to be inspected. Once all is deemed safe, work may resume.

A full report of the incident will be prepared and submitted to Metro.

Onsite Security

- *Onsite security*

Recology will subcontract for professional 24-hour, seven days per week, on-site mobile/foot patrol security to prevent unauthorized entry and/or facility misuse. The security subcontractor will comply with the Oregon Department of Public Safety Standards and Training Requirements pursuant to ARS 181.870-889. Recology will require these services be performed at the highest industry standards including the professional handling of sensitive public and emergency situations.

The security team will be equipped with emergency communication equipment including two-way radio and cellular services. Recology will require that the subcontractor provide security patrol backup and emergency response, in addition to the on-site patrol, within fifteen minutes of original request. The service provider will perform two unscheduled inspections by security personnel's supervisors each month, at least one of which will be between the hours of 11:00pm and 4:00am. The inspections will be documented and signed by

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

the security supervisor on the shift report kept by the onsite personnel and made available to Metro.

Recology will replace any on-site security personnel at Metro's request.

EMERGENCY ACTION PLAN/SAFETY

Describe how you will comply with the requirements of Specification:

- *Load Check Program*
- *Management of Special, Hazardous and Unacceptable Waste (including Medical Waste Acceptance Procedures)*
- *Role of the contractor during an emergency*
- *Evacuation plan*
- *Initial assessment*
- *Spill response/control procedures*
- *Training*
- *Emergency call list/reporting*
- *Accident/Incident prevention*
- *Safety committee*
- *Accident/Incident investigation*
- *Reporting*

Load Check Program

- *Load Check Program*

Recology operates load check programs at each of its transfer stations, recycling, composting, and disposal facilities. We also operate four household hazardous waste facilities. Our load checking programs establish procedures to identify and remove hazardous and otherwise prohibited wastes which are delivered to our facilities commingled with the waste stream and recyclables. Our spotters, sort line operators, and equipment operators are well trained in what constitutes unacceptable and acceptable waste.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Recology has reviewed and agrees to maintain a load check program that is no less stringent than the program set forth in the approved September 2008 Operating Plans. We will comply with the programs for the screening and management of hazardous and unacceptable waste

With this baseline, we offer the following regarding our experience with load check programs at similar transfer station operations and observations based on site walkthroughs of the Metro facilities.

The current Operations Plan states that Metro transfer stations are neither designed nor permitted for the receipt and disposal of:

- Regulated quantities of hazardous waste
- Liquid waste,
- Sludges
- Septic tank pumpings
- Explosives
- Hazardous or dangerous waste
- Asbestos

By its very nature, the delivery/offloading and transfer processes are highly visible. Multiple sets of trained employees including spotters, front-end loader operators, and sort line personnel are trained to screen incoming materials and segregate unacceptable materials, including e-waste and universal waste (fluorescent bulbs, light ballasts, etc.). We will continue the screening and load check process as outlined; however the current procedure calls for the current operator to “move potentially hazardous waste (in accordance with safety procedures) to a designated hazardous waste storage area,” then contact Metro if notification has not been done.

Based on our operating experience, we would recommend that, depending on labeling, odors or other visual or olfactory indicators of bona fide hazardous waste, that suspect material immediately be cordoned off and operations ceased in that area until either an appropriately trained hazardous waste technician or licensed hazardous waste contractor is called to identify and manage the suspect waste.

We concur with the targeting of commercial haulers and those with a record of past violations.

METRO SOUTH STATION

Operations and Maintenance Plan

During an August 2009 walk through it was noted that there is not a “prohibited waste” sign visible at the scale for public/commercial haulers at Metro South Station. Recology would systematically evaluate all signage to ensure that appropriate and highly visible notices are placed at incoming scales and other drop off locations as needed.

It was observed that Ludlum® radiation detectors are in place to alert Metro scalehouse attendants of any loads that trigger radiation alarms. Our review of the September 2008 operations plan indicates that it does not appear to address responses to radiation alarms. Experience has shown that these alarms can generate numerous false positives (e.g. when the vehicle driver has recently had medical tests with radioactive isotopes), or incidental quantities of patient wastes (e.g., post-treatment diapers).

Recology would propose to review any existing procedures to assure that these false incidents are minimized and that appropriate arrangements are made in consultation with Metro and with local Health Department and Transportation officials to ensure that rejected loads are not sent back out on the road without appropriate notice. In general, “hot” loads are isolated, public health officials called in, a hand-held radiation monitor is used to isolate the location of the suspect material, and a licensed radiation specialist retained to handle removal and disposal of any isolated waste.

Management of Special, Hazardous and Unacceptable Waste

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

In essence, the same standard operating procedures used for the routine management of special, hazardous and unacceptable waste apply when an emergency situation arises, with the exception that in the event of a bona fide release, the emergency response procedure is expedited, up to and including evacuation of the facility to the designated evacuation areas.

The primary procedure is to:

- ❑ Isolate the working area of the tip floor and direct all traffic away from the area,
- ❑ Visibly define the problem area with cones and caution tape,
- ❑ Notify Metro staff immediately after the area is secured, and

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- Bring in appropriately licensed and equipped personnel to conduct the characterization and cleanup.

Regarding medical waste handling, it is our understanding that no infectious or regulated medical wastes are allowed to be accepted at the facility. Therefore, if “red bag” waste or other obvious medical waste, labeled or unlabeled, is found in an incoming load, operations will be ceased in that portion of the tip floor and the above procedure will be followed. There will be an emphasis on determining the source of the medical waste, identifying the hauler that brought in the load, arranging for the generator to accept responsibility, and documenting all of the above steps so that cost recovery can be made. In addition, action letters and site visits to the generator are recommended to ensure that possible reoccurrence is minimized.

Contractor Emergency Role

- *Role of the contractor during an emergency*

During an emergency, Recology’s Operations Manager will assume the role of incident commander and be responsible for the coordination of the initial emergency response until the appropriate professional responders arrive on site. An emergency response team (ERT) will be organized and trained to provide initial emergency assistance in the event of emergencies such as fire, earthquake, hazardous material spills, and evacuations.

Evacuation Plan

- *Evacuation plan*

In the event of fire, earthquake, or other building-related emergency necessitating the evacuation of personnel from the transfer station, audible and distinct alarms will be activated manually or automatically. Supervisors and/or emergency response team members will direct building occupants, employees and visitors from the buildings to an area of safety.

Managers, supervisors and designated emergency response personnel will instruct occupants to proceed to the nearest safe exit in an orderly manner and reassemble in previously designated assembly areas located a safe distance away from the building and clear of all vehicular traffic.

The Evacuation Plan will be reviewed and coordinated with local professional emergency response agencies such as the fire or police department, and/or the emergency community hazardous organizations. Evacuation routes and

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

assembly areas will be posted prominently throughout the transfer station to guide evacuating personnel to safety.

Members of the emergency response team will conduct thorough and timely searches of offices, restrooms, and other locations where occupants may not be able to hear audible alarms or be readily visible to emergency personnel.

Upon arrival at the designated assembly areas, attendance will be taken to ensure a complete evacuation has been accomplished.

Visitors and other non-employee occupants will be required to sign-in providing another way of assuring a complete evacuation has been accomplished.

Manager, supervisors, and emergency response personnel will receive training necessary to safely and competently accomplish their respective emergency response responsibilities.

Drills will be conducted periodically to ensure all affected personnel respond properly to each of the types of emergencies that may warrant evacuation from the transfer station.

As soon as practical, all appropriate outside contacts, including Metro, will be notified of the emergency and a critique of the event will be conducted and documented. Lessons learned from the critique will be used to update the Plan and training as deemed appropriate.

Initial Assessment

- ***Initial assessment***

The first step in an emergency incident response is to assess and evaluate nature and severity of the release. The Emergency Coordinator will visually assess the emergency situation and contact available witnesses to determine whether or not a transfer station evacuation is warranted. If the Emergency Coordinator determines that the situation endangers the safety of the station or personnel, the area immediately affected by the release or an evacuation of the entire station will be evacuated. The transfer station has clearly identified evacuation areas. All employees and site visitors will be informed of the evacuation areas as a matter of course.

Any decision to evacuate all or part of the transfer stations will be made based on the initial assessment of the extent of the danger presented by the emergency. On the later shifts, the Operations manager or Shift Supervisor will immediately contact the Emergency Coordinator, describe the emergency, and follow the

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

Emergency Coordinator's verbal direction until the Emergency Coordinator arrives at the transfer station or until the Emergency Coordinator has delegated this authority to an alternate.

Spill Response and Control

- *Spill response/control procedures*

Metro South Station is subject to federal Spill Prevention, Control and Countermeasure (SPCC) Plan requirements and has an SPCC prepared by Shaw Environmental (dated November 12, 2007) for the current operator. This SPCC outlines in detail the requirements for spill response and control procedures. Recology has numerous operations subject to 40 CFR Part 112 requirements, which specify that SPCC plans be prepared so as to prevent the spill and discharge of oil products into the waterways of the United States.

SPCC plans also address spill response procedures and actions required if or when a spill occurs at the transfer station. Recology is thoroughly familiar with the response and notification procedures and requirements of SPCC plans and will comply with all procedures outlined therein, including five year updates, administrative amendments, and technical amendments under the direction of a licensed Professional Engineer.

Training

- *Training*

All employees will receive general and job-specific safety and health training necessary to perform their respective job assignments correctly and safely. Training will be provided as needed on each unit of stationary and/or mobile equipment, tools, hazardous energy control, PPE, emergency procedures, and all other topics as needed based on a comprehensive training needs assessment.

Following is a partial list of the safety training topics:

- ❑ Site safety orientation/work rules
- ❑ Basic Hazard Communication
- ❑ 40-hour Hazwoper
- ❑ Walking-Working Surfaces
- ❑ Spill Response

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- ❑ Bloodborne Pathogens
- ❑ Hazardous Energy Control
- ❑ Confined Space Entry
- ❑ Ergonomics
- ❑ Heat / Cold Working Conditions
- ❑ Personal Protective Equipment
- ❑ Hearing Conservation
- ❑ Traffic Control
- ❑ Process Equipment
- ❑ Powered Industrial trucks – Forklift Safety
- ❑ Emergency Response Training
- ❑ First Aid / CPR
- ❑ Fire Extinguishers
- ❑ Substance Abuse

Additional topics will be included based on a comprehensive safety training needs assessment of the facility, equipment, vehicles, and other exposures identified during the initial assessment of the facility, premises, and operations.

Emergency Call List

- ***Emergency call list/reporting***

Recology has reviewed the Metro Emergency Response Structure, Incident Command System and the list of emergency and facility contacts. These contacts include:

- ❑ Metro facilities contacts
- ❑ Operator contacts
- ❑ Occupational Hospitals and Medical Care Clinics
- ❑ Fire and Emergency services (Dial 9-1-1)

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- ❑ Metro Support Team and resources
- ❑ Alarm Monitoring Company Information
- ❑ Facilities Neighboring Metro South Stations
- ❑ Technical Assistance Numbers
- ❑ Oregon City Emergency Flood Numbers

Once selected, Recology will verify all contacts with Metro and update them as appropriate. A complete roster of Recology contacts will be developed as part of the implementation plan.

Accident/Incident Prevention

- ***Accident/Incident prevention***

Accidents and other adverse incidents will be prevented by implementing a comprehensive occupational safety and health program designed to recognize, evaluate, and control hazards. The program is based on a principle of accountability wherein personnel at all levels within the company will be held responsible for carrying out specifically assigned tasks related to accident prevention.

Safety committee

- ***Safety committee***

A labor /management safety committee will be organized as required by OAR-437-00100765. The committee will be comprised of employer-selected and employee-elected members, and will conduct mandatory monthly meetings. The Safety committee will be chaired by a qualified supervisor or manager with professional and technical support provided by the site safety manager and/or Recology's corporate safety staff.

The Safety Committee will perform the following general duties

- ❑ Establish procedures for conducting workplace safety and health inspections
- ❑ Monitor the corrective actions taken to abate identified hazards
- ❑ Review and evaluate accident investigation procedures and reports

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- ❑ Make recommendations to strengthen the overall effectiveness of the safety program
- ❑ Communicate issues related to occupational safety and health to all employees
- ❑ Maintain documentation of all safety committee activities

Accident/Incident investigation

- ***Accident/Incident investigation***

All accidents will be thoroughly investigated by trained supervisors, managers, or safety professionals. Root cause analysis and other appropriate methodologies will be taken to prevent recurrences of similar accident types. Each investigation will be documented on forms designed to capture relevant causation factors and other data appropriate for detailed analysis.

If needed, outside experts or investigators will be used to perform investigations of serious accidents or “near-miss” incidents.

Reporting

- ***Reporting***

Reporting of environmental emergency situations must be timely in order to be effective. But first, steps to limit and/or control the emergency must be taken by the first responders. For example, the time to report a release to the sanitary sewer and take steps to isolate manholes is *before* that slug of material reaches the treatment facility; this involves communication both within the on-site operations team and with the wastewater facility managers.

A well-integrated, coordinated response between Metro’s on-site hazardous waste specialists and the contractor includes timely reporting to all applicable regulatory agencies, ensuring that the agencies recognize that transfer station personnel know and adhere to the reporting requirements. Recology’s experience has shown that timely, complete, and accurate reporting of environmental incidents, coupled with a demonstrated commitment to pragmatic, swift, and effective corrective action, reduce the likelihood and/or severity of enforcement, including fines and penalties.

PERFORMANCE MEASURES

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

- *What would you measure, and how?*
- *How would you establish baselines?*
- *How would you use this information to improve?*
- *How often would you calculate of measure the activity*

Recology is committed to continuous improvement in all of its operations, and strives to ensure the highest levels of efficiency and services. As a non landfill-centric company, Recology is clearly focused on sustainable operating models that emphasize source reduction, recovery and re-use. We firmly believe that our obligation to improve our performance is never over, and that the measurement of key performance indicators is essential to our mission as a company. Specifically, Recology recognizes and defines the performance categories at transfer stations as follows:

Operational Efficiency: continuous measurable operational improvement in key areas of cycle time/throughput (from time spent in queue through final transaction time), daily volumes processed and shipped to final destination (landfill, recycling or other processing facility), load weight and volume optimization (compactors and transfer trucks), optimization of site footprints and operating areas (minimize unnecessary storage), traffic flow backlog, site safety performance, employee education and training, maximize recovery efforts through the use of advanced mechanized systems.

Customer Service: meeting or exceeding customer (commercial and the general public) expectations relative to cycle time through the facility (time spent waiting in queue, traffic flow efficiency, off-loading experience, and transaction time), scope of services offered at the facilities, clarity of communication between customers and employees, employee courtesy, general safety standards at the facility and customer/public education.

Quality of Maintenance: maintenance of all equipment and machinery (preventative and other), minimization of machinery and equipment downtime, adequacy of parts inventory, decision process to drive internal versus external maintenance, internal and external building maintenance inspection process

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

(cleaning/power washing, painting, preventative), landscaping, parking lot and traffic flow area maintenance, wash rack maintenance.

Recovery Optimization: implementation of processes and systems to optimize recovery efforts in all phases of the operations without substantially interrupting the ability of the facilities to serve the public, utilization of interim storage and processing areas, recyclables market development, creating new partnerships for alternative uses of material and/or alternative technologies with focus on highest and best use.

Measurement Methodology

- *What would you measure, and how?*

The following are the elements of transfer station operation we would measure, by the methods described:

- ❑ Average cycle time through facility (in-bound versus out-bound time by scale information)
- ❑ Facility throughput (volumes in-bound versus out-bound to various destinations by scale information)
- ❑ Average outbound load by weight (all materials by scale information)
- ❑ Site safety incidents - zero tolerance (incidents, accidents, injuries through logbooks and incident reports)
- ❑ Customer satisfaction (through survey information tabulated after periodic on-site or mail distribution)
- ❑ Preventative maintenance compliance (measured by reviewing service logs against standards)
- ❑ Machinery downtime ratio (calculate total downtime as percentage of normal working hours)
- ❑ Building and grounds maintenance compliance (measured by reviewing service logs against standards)
- ❑ Environmental compliance monitoring (review compliance checklist logs against standards)
- ❑ Environmental performance monitoring - zero tolerance (standard of zero “notices of violation”)

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

- ❑ Recovery rates by service type (commercial, public, construction and demolition, yard debris/wood)
- ❑ Recovery rates by commodity type (all recovery categories including newly developed)
- ❑ Percentage of recovery attributable to new market development or new technology development
- ❑ Employee education and training standards (number of employee hours per month against standard)
- ❑ Community service standards (as a percentage of total employee hours)

Establishment of Baselines

- ***How would you establish baselines?***

Historical data for “*Average Cycle Time*”, “*Facility Throughput*”, and “*Average Outbound Load by Weight*” is tracked by the current operator and available as part of this RFP process. The baseline for these three measures would be set by using the averages for the six month period immediately preceding the commencement of the new contract.

While “*Site Safety Incidents*” information is tracked in some form currently, Recology feels that the amount of information used for reporting is inadequate. Recology is committed to a zero tolerance policy for unsafe acts, and is committed to a standard of no safety incidents of any kind. Thus, the baseline would be an expectation of zero accidents, injuries or safety related incidents of any kind.

The “*Customer Satisfaction Survey*” process suggested by Recology would be implemented in conjunction with Metro and intended to gain valuable information from users of the two facilities. Information gathered from the periodic surveys (which we are proposing be done on a quarterly basis) would assist Metro and the contractor in establishing appropriate baselines in the future.

“*Preventative Maintenance*” would be monitored on a monthly basis against pre-set standards developed internally by Recology’s operations team. The purpose of such a measure is to ensure that all scheduled maintenance is being performed as per standards of the manufacturer (or higher Recology standards), and that any and all contractual obligations are being met or exceeded.

The “*Machinery Downtime*” metric is a simple measurement of the percentage of time a piece of machinery or equipment is not able to be used, as a percentage of

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

the total time it is expected to be operated (usually the facility hours of operation). The baselines will be established utilizing representative data from similar Recology operations.

“Building and Grounds Maintenance” would be monitored on a monthly basis against pre-set standards developed consistent with the Metro contract, with the possibility that Recology may choose to exceed certain standards. The purpose of such a measure is to ensure that all scheduled maintenance is being performed as per standards of the contract with Metro.

The purpose of *“Environmental Compliance Monitoring”* and *“Environmental Performance Monitoring”* is to ensure that Recology, as the operator, is meeting or exceeding the environmental compliance expectations of Metro and is in compliance with all contractual obligations. The baseline for monitoring will be established by developing a monitoring checklist and auditing activities and performance on a monthly basis.

The two measurements related to *“Recovery Rates”* at the facilities are intended to highlight areas of opportunity where Recology may be able to improve over time. The segregation by line of business (or transfer station customer category) and commodity type, allows the contractor to focus on specific areas of improvement taking into account operational capabilities and market development. Since this information is being tracked by the current contractor, the baseline would be formulated using the six month period immediately preceding the commencement of the contract.

Recology is committed to the development of new markets and the potential implementation of alternative technologies as an enhancement to Metro’s recovery efforts. As such, the company intends to reasonably track incremental recovery activity *“Attributable to New Market Development and/or Alternative Technologies”*. Since we would be tracking incremental activity, the baseline is expected to be established as zero.

Committing to a new way of doing business means that there must be “buy-in” from the people who are performing the work. Recology believes very strongly that a company that intends to make a difference must engage their employees to create a consistent and effective environment that achieves success. Recology believes that both education and training and community involvement are essential elements of this effort, and intends to implement monthly *“Employee Education and Training”* and *“Community Volunteerism”* standards, which will be measured as a percentage periodic paid hours.

Use of Information

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

The ability to effectively measure performance against pre-set standards provides valuable insight to any operator motivated to optimize efficiencies and operate at the highest level possible. Recology believes very strongly that operational excellence is the key to both maintaining and growing business into the future. We are never satisfied that we have contemplated every possible opportunity to maximize operating efficiencies, recover all the volumes possible, employ practices that safeguard and protect our employees and equipment, capture the public's attention as an innovate company or engage our employees to the degree that they become ambassadors of what we are striving for – our company credo “Waste Zero”.

A company that is satisfied with their performance is not moving forward. In our nearly one hundred years of providing waste collection and processing services, we have found one constant, and that is that things are constantly changing. The data that Recology intends to collect and use to measure performance will provide us with the detail to identify areas of opportunity and implement changes to our processes and practices that will drive improvement, with the value accruing to the customers we are serving on behalf of Metro.

The information generated to track performance will be reviewed by the Recology management team at regular intervals consistent with the collection of various measures. This information will further be discussed with all levels of employees, who will always be aware of their performance versus the standards or goals clearly articulated by local management. “*Improvement Action Plans*” will be in place and posted regardless of whether the individual site is meeting, exceeding or not meeting their goals. It is important to note that trends and opportunities will change over the life of this contract, and that to truly be effective as a contractor to Metro, Recology must continually evaluate whether we are measuring the right things. We would fully expect to add performance indicators, alter standards of performance and establish new baseline measures in the future that are consistent with the changes we see in the business.

Measurement Frequency

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

The following table summarizes the frequency with which Recology would measure the operational elements discussed above.

METRO SOUTH STATION

Operations and Maintenance Plan

Operational Element	Frequency
Average cycle time through facility	Daily
Facility throughput	Daily
Average outbound load by weight	Daily
Site safety incidents	Daily
Customer satisfaction	Quarterly
Preventative maintenance service logs against standards	Monthly
Machinery downtime as a percentage of available hours	Monthly
Building and grounds maintenance service logs against standards	Monthly
Environmental compliance monitoring	Monthly
Environmental performance monitoring	Monthly
Recovery rates by service type	Daily
Recovery rates by commodity type	Monthly
Percentage of recovery attributed to new market or new technology development	Monthly
Employee education and training standards	Monthly
Community volunteerism	Annual

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

CONTRACTOR SAFETY QUALIFICATION QUESTIONNAIRE

3. Please provide the following safety information.

Because Recology does not currently operate a facility in Oregon comparable to Metro Central Station, the data we provide below at BRANCH/LOCAL OFFICE are for the MRF, iMRF, and transfer station operated by Recology's subsidiary SF Recycling & Disposal, Inc. in San Francisco.

CONTRACTOR SAFETY QUALIFICATION QUESTIONNAIRE

Company Name:

Mailing Address:

Name & Title of Highest Ranking Safety Professional:

Telephone: _____ **Fax:** _____

Total # of full time employees: _____ **Total # of part time employees:** _____

Who maintains the OSHA 300 log?

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

<u>ENTIRE COMPANY</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Recordable Injury/Illness Cases (TCIR) <i>(total of columns G through J on 300 log)</i>	542	507	486
Days Away Injury/Illness Cases (DAFWII) <i>(total of column H on 300 log)</i>	251	201	215
Days Away, Restricted & Transfer Cases (DART) <i>(total of columns H & I on 300 log)</i>	333	265	302
Number of Fatalities <i>(total of column G on 300 log)</i>	0	1	0
Days away from work <i>(total of column K on 300 log)</i>	11,693	10,381	9,400
Days on job transfer or restriction <i>(total of column L on 300 log)</i>	2,418	1,990	2,399
1Total Case Incident Rate <i>(use formula below)</i>	24.70	23.30	24.14

Recology Oregon Inc.

METRO SOUTH STATION

Operations and Maintenance Plan

1DAFWII Rate (use formula below)	11.44	9.24	10.68
1DART Rate (use formula below)	15.17	12.18	15.00
Total Hours Worked by All Employees	4,389,463	4,351,075	4,026,938

<u>BRANCH/LOCAL OFFICE</u> (to perform work for Metro)	<u>2006</u>	<u>2007</u>	<u>2008</u>
Recordable Injury/Illness Cases (TCIR) (total of columns G through J on 300 log)	13	12	11
Days Away Injury/Illness Cases (DAFWII) (total of column H on 300 log)	5	1	5
Days Away, Restricted & Transfer Cases (DART) (total of columns H & I on 300 log)	9	5	7
Number of Fatalities (total of column G on 300 log)	0	0	0
Days away from work (total of column K on 300 log)	216	19	80
Days on job transfer or restriction (total of column L on 300 log)	146	43	19
1Total Case Incident Rate (use formula below)	9.81	9.00	9.49
1DAFWII Rate (use formula below)	3.77	0.75	4.31
1DART Rate (use formula below)	6.79	3.75	6.04
Total Hours Worked by All Employees	264,962	266,707	231,884

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)

EXPERIENCE MODIFICATION RATE (EMR)

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

	<u>2006</u>	<u>2007</u>	<u>2008</u>
Corporate:	NA	NA	NA
Local:	.90	.86	.92

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

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

The above-requested attachments are included as Attachment B – Safety & Health.

Recology Oregon Inc.
METRO SOUTH STATION
Operations and Maintenance Plan

[THIS PAGE INTENTIONALLY LEFT BLANK]

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.

- 1. Reduce greenhouse gas emissions from the transfer station.*
- 2. Reduce diesel particulate matter (PM) and nitrous oxide (NOx) air pollution emissions.*
- 3. Reduce use of water and other natural resources.*
- 4. Reduce use and discharge of toxic materials.*
- 5. Adopt best practices for customer and employee health and safety.*
- 6. Provide training and education on implementing sustainability practices.*
- 7. Support a Quality Work Life for Employees.*
- 8. Support Sustainability Values in Seeking Vendors and Contractors.*

Across the nation, long established waste handling practices are being challenged as communities grow increasingly aware of the environmental costs associated with the solid waste system model that became popular after World War II. We can no longer maintain the status quo related to the economic consumption model of extraction, production, distribution, consumption, and disposal. This challenging transformation, driven by our increasing understanding of climate change and the impact of our respective carbon footprints, have changed the traditional methods of waste handling and dramatically altered the dynamics of the industry. The industry focus, previously committed to the regional landfill concept, has changed course to emphasize greater local recovery efforts and is spurring innovation with an emphasis on waste as a renewable resource.

At Recology, we have a long history of commitment to sustainable practices, beginning with the recovery and reuse methods of one of our predecessor companies in San Francisco, beginning in 1920. While many business conditions have changed in the past one hundred years, as a company we remain focused on waste minimization and the active management of our climate change initiatives, both internally and on behalf of our customers. Our commitment is to *Waste Zero*, as evidenced by the incorporation of this term as our corporate tag line, and we believe that our future lies in our ability to develop strategies to achieve such a goal. We have taken a systematic approach to incorporate sustainability, green chemistry,

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

zero waste, closed loop production, renewable energy, and local living economics into all of our business practices. We take environmental stewardship very seriously. Sustainable practices are more than part of our motto – they reside at the very core of our culture at Recology.

In the greater Portland area, Metro has taken a strong leadership role through the years to emphasize the importance of sustainability and environmental responsibility. The current RFP process encourages proposers to provide creative and practical sustainable solutions to achieve well documented goals and objectives. Recology is tightly aligned with Metro’s goals and objectives, and has endeavored to add value to Metro’s standards that will provide positive community, environmental and economic impact.

As a result of Recology’s commitment to make sustainability the core philosophy of the company’s business strategy, we are in a unique position to offer a well developed menu of services, both directly and through strategic partners. We have a dedicated team of engineers, scientists, and business professionals whose sole focus is to move sustainable projects from the drawing board to reality. Recology was among the first companies in the United States to recognize the importance of sustainable practices by establishing the position of Vice President of Sustainable Development and we continue this recognition and commitment through our Research and Development team that has traveled the globe to assess and evaluate cutting edge sustainable technologies with the idea of incorporating them into our numerous service offerings.

We are particularly proud of our advanced single stream recycling facilities, construction and demolition sorting facilities, green waste, commercial and residential food waste composting facilities, and our significant investment in the research and development of commercial food waste to energy projects. We have invested in research and development at the University of California at Davis and made substantial progress towards finalizing inter-municipal agreements with many California communities to convert food wastes to energy with safely compostable by-products.

As we continue to move toward Zero Waste systems, we propose to bring Metro and the many local communities it serves along on this journey. Recology has developed dynamic measurement tools, and instituted an annual evaluation process focused on continuous improvement in our quest toward a collective carbon neutral operation compared to those who are tied to traditional methods of waste handling and disposal. Our process includes three stages that will be evaluated and reviewed with our business partners each year to report on our progress toward reaching our sustainable system goals.

METRO SOUTH STATION

Sustainable Operations Questions

The first stage, *Quantification*, requires that we establish meaningful and measurable sustainability performance indicators. The baseline measures will be set in cooperation with Metro staff, within the first ninety days of the contract, and we will use these benchmarks to monitor and measure improvement over time. We believe that metrics are a critical part of our efforts to create an impact and will demonstrate that our business practices are driving progress.

The second stage is *Minimization*, which requires us to utilize the quantifiable data from the first stage, and adjust our operations to drive improvement. The focus is on minimizing business and operational practices that have proven to be contrary to our sustainability goals and that have the ability to improve our baseline performance.

The third is *Optimization*, which moves us from making incremental changes to improve our sustainability performance to the stage at which we establish what we are actually capable of achieving, and change our daily business practices to ensure that such optimization becomes the standard business practice.

As a company, we pride ourselves in our ability to deliver what is important to our customers, particularly when it is consistent with our philosophy as environmental stewards. Recology has consistently demonstrated the ability to meet sustainability objectives through innovative programs managed by committed professionals [we refer to them as “Recologists”]. We are pleased to provide the following details of the *Sustainable Operations* program we intend to implement as part of our proposed operation of the Transfer Station.

In the following pages we respond to each of the issues addressed in the “Sustainable Operations Questions” contained in Proposal Questionnaire for Metro’s RFP #09-1418. Each issue addressed in the Questionnaire is repeated in this proposal, in bold italic type, followed by Recology’s response.

1. REDUCE GREENHOUSE GAS EMISSIONS

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 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.*

METRO SOUTH STATION

Sustainable Operations Questions

- b. Any plans to install onsite renewable power*
- 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*
- d. The extent of the use of biofuels and/or alternative fuel vehicles (AFV's) to be used on site*

Recology has partnered with Good Company, a sustainability research and consulting firm, to complete a greenhouse gas inventory of the Metro South Station (MSS) emissions sources related to business operations, the regional waste system, and the landfill. These emissions sources have been grouped into two boundaries based on the transfer station operator's level of control over the emissions: operational emissions that are owned by the operator of the transfer station, and community-owned emissions that are *related* to the operation of the transfer station but are outside of the direct control of the operator of MSS .

For the purposes of this proposal, emissions sources were estimated (from available data and assumptions) to compare the scale of the various sources and to plan Recology's reduction strategies accordingly. To be clear, the emissions presented here are for sense-of-scale understanding and planning purposes only. Collection of the necessary data and completion of a more formal greenhouse gas (GHG) inventory is recommended upon award of the contract.

Recology proposes a two-phase plan with concurrent and complementary strategy development and implementation to support Metro in achieving its goal of zero net greenhouse gas emissions from the transfer station by 2025:

Phase 1: Zero Net GHG Emissions for Metro Transfer Station Operational Emissions By 2015

Operational emissions of Metro South Station are the result of use of electricity and natural gas for facility operations as well as use of other fuels for powering onsite stationary equipment and operations-related transportation activities. These emissions are under the direct control of the transfer station operator and Metro, and will be the first target for achieving zero net GHG emissions at the transfer station.

Recology plans to achieve zero net GHG operational emissions by 2015 through the implementation of an energy efficiency plan, purchasing only 100% wind generated electricity, exploring onsite renewable power generation, reducing operational fuel consumption, increasing the amount of biofuels utilized for

METRO SOUTH STATION

Sustainable Operations Questions

operations-related activities and purchasing carbon offsets, in partnership with Metro, that support local programs for transportation and operations efficiency.

Phase 2: Achieve Target Reductions In Community-Owned Emissions By 2025

Community-owned emissions of Metro South Station are the result of waste system and landfill activities. These include emissions resulting from fuel use for the commercial and residential transportation related to hauling waste in and out of the transfer station, emissions resulting from transfer station waste decomposition at the landfill, employee commute and the embodied emissions of producing products purchased for transfer station operations. Community-owned emissions are outside of the direct control of the transfer station operator and Metro and will be more difficult to target for achieving zero net GHG emissions at the transfer station.

Recology plans to work with Metro staff to better understand our level of influence over these emissions and to set specific reduction targets and strategies to be achieved by 2015, 2020 and 2025. Reduction strategies would include increasing material recovery, re-routing recovered material to reduce haul distance, work with Cascade Sierra Solutions to develop and implement vehicle efficiency and driver education programs, biofuels and efficiency technology requirements for vendors and contractors, streamlined onsite traffic patterns, implementation of sustainable procurement policies and general public and vendor education on waste system related sustainability practices.

Key Strategy for Reducing Greenhouse Gas Emissions
<ul style="list-style-type: none">• Purchase wind power for 100% of electric load.• Implement energy efficiency plans for onsite loads. Implement passive systems first (ex. day lighting), mechanical systems second (ex. ductless heat pumps).• Reduce the number of long haul trips to the landfill by diverting more material to nearby (short haul) buyers and processors.• Re-route food waste compost to a new collection center to reduce the hauling distance.• Implement traffic plans for greater energy movement efficiency onsite.• Reduce direct emissions of greenhouse gases from landfills and other industrial/technical nutrients/commodity production cycles by recovering GHG-intensive materials like organics (methane) and metals (embodied) respectively.• Manage refrigerant capture more carefully for white goods/appliances such as refrigerators, freezers and air conditioning units.• Buy high mileage and low emission vehicles for white fleet. (Hybrids where meaningful mileage improvements exist)• Install anti-idling shut off controls in onsite yellow iron.• Implement a one-minute idling rule for users of the stations.• Improve fuel efficiency and reduce particulate emissions through upgrades in onsite yellow iron and facilitate the upgrades of Metro system wide vendor trucks, barges and rolling stock through best available control technology.

METRO SOUTH STATION

Sustainable Operations Questions

Key Strategy for Reducing Greenhouse Gas Emissions
<ul style="list-style-type: none"> Explore onsite renewable energy generation through solar and wind power technologies.

a. Approach for an Energy Efficiency Plan

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 electricity¹ at the facility*
- Operational and/or schedule changes proposed, including whether such changes would require exceptions to requirements or affect the loading of waste*
- Suggested changes to existing stationary equipment or electrical systems*

Recology partnered with SOLARC Architecture and Engineering firm to create an approach and methodology for the development of an energy efficiency plan for the Metro South Station. SOLARC has also highlighted three main categories including: lighting, process equipment, and the HVAC system for energy reduction. SOLARC reviewed numerous documents including month-by-month energy use records for 2008, 2008 operating plans, site plans, process equipment lists, the detailed operation and maintenance manual for the SSI Compactors (Model 4500-SPH) and specifications for the SSI 4500-SPH.

Summary of Energy End Use

Energy use for MSS is 100% electric. The energy use and cost indices for MSS are 54,400 Btu/SF-year, \$1.35/SF-year. Energy use in the facility is dominated by electric motor-driven compactors or process equipment used to separate, shred, compact and bale refuse that is processed at the transfer station. Lighting is estimated to be the second most significant energy end use. The table below summarizes the initial estimate of energy end uses for MSS.

Energy Consumption by Metro South Station End Use in MMbtu/yr	
HVAC/Other	276.45

¹ Note: The successful proposer will be responsible for electrical purchases that shall be from wind sources of generation.

METRO SOUTH STATION

Sustainable Operations Questions

Energy Consumption by Metro South Station End Use in MMBtu/yr	
Lighting	1,733.80
Process: Compactors	1,989.78
Process: Electronics (Scales)	102.39
Process: Shredder/Crusher/Conveyance	522.19
TOTAL	4,624.61

Opportunities for Energy Efficiency

The most straightforward opportunity to reduce energy use and improve energy efficiency at the transfer station appears to be associated with the lighting system – both interior lighting and site lighting. Opportunities associated with process equipment and operations should also be investigated. Interestingly, the energy cost per ton of material processed increases as the monthly tonnage decreases, indicating that a base load of consequence (fixed cost/threshold) may be associated with the process equipment even if it may not be operating.

Opportunities identified for further investigation include:

- ❑ Improved use of day lighting to offset electric lighting in the processing buildings.
- ❑ Retrofit of interior and site lighting to more efficient sources – fluorescent, pulse start metal halide, and white LED.
- ❑ More extensive use of automatic lighting controls – motion sensing, light level sensing, combination photocell-time clock control.
- ❑ Upgrade to process equipment components and controls to reduce energy use during idling or part-load operation.
- ❑ Upgrade of process equipment components to improve efficiency during loaded operation (premium efficiency AC motors).
- ❑ Review of operations with the goal of reducing part-load operation of process equipment.
- ❑ Upgrade of HVAC equipment and/or controls

Other opportunities may be identified during energy scoping site visits. Based on past experience and the energy use records, it is certain that energy savings opportunities will be identified during the site visits. Savings in the following ranges are possible.

METRO SOUTH STATION

Sustainable Operations Questions

Range of Estimated Energy Savings for Metro South Stationi			
End Use	% Reduction for End Use	Energy Savings (kWh/yr)	Cost Savings
Lighting	20% – 40%	102,000 – 204,000	\$8,000 - \$16,000
Process*	5% - 10%	36,000 – 72,000	\$3,200 – \$6,400
HVAC	10% – 25%	8,000 – 20,000	\$800 – \$1,700

*Process includes compaction, shredding and crushing, sorting and conveyance.

Methodology for An Energy Efficiency Plan

Development of an energy efficiency plan for MSS will involve the following tasks, which build upon the review and overview analysis work already completed:

- ❑ Energy scoping site visits to the transfer station
- ❑ Overview lighting surveys and review of control devices
- ❑ Collection of equipment nameplate information and observation of equipment operation
- ❑ Review of additional drawings, previous energy reports, and other documents related to the energy using systems at the facility
- ❑ Telephone interview with SSI factory representatives in Wilsonville
- ❑ Refinement of the existing energy use characterization presented herein
- ❑ Refinement of opportunities listed for the transfer station (differentiating between Operations & Maintenance Opportunities and Energy Conservation Measures (capital investment)).
- ❑ Refined estimate of savings and first costs associated with opportunities (scoping level precision)
- ❑ Prioritize opportunities
- ❑ Identify “next steps” and external partners
- ❑ Write and distribute scoping report

The energy efficiency plan will include more detailed specific actions, operational and schedule changes and changes to existing stationary equipment and

METRO SOUTH STATION

Sustainable Operations Questions

electrical systems. Some of these energy efficiency strategies will require a capital call from Metro and all will require station staff for their implementation.

Building Staff Support for An Energy Efficiency Plan

Most importantly, Metro South Station employees must be educated about and support an energy efficiency plan in order for it to be successful. Employee training and policies must be provided on the new actions, equipment and behaviors required to achieve maximum efficiency in the largest energy end use categories including lighting, process equipment and the HVAC system. Training and policies may include a no or low-light policy during certain hours to best utilizes day lighting or a daily schedule to minimize partial load processing.

The sustainable procurement policy, discussed in greater detail in the response to Question 8, would also specify that priority would be given to equipment that has full life cycle energy efficiency in order to minimize electricity consumption and reduce operating costs. For example, office equipment and appliances such as refrigerators, microwaves, coffee makers, computers, printers and copiers would require Energy Star certification, guaranteeing that they meet the standards in their product categories for energy efficiency.

Purchasing Electricity from Clean Wind Resources

With the implementation of an energy efficiency plan, Recology would be able to reduce electricity consumption substantially and the remaining electricity consumption could be purchased from renewable energy resources.

Recology will purchase 100% of its electricity from wind sources through the Portland General Electric (PGE) Clean Wind program. The Clean Wind program allows businesses that purchase large quantities of electricity to make large wind energy purchases at a reduced cost. The transfer station is currently a Gold member in this program, which means that a minimum of 104,167 kilowatt-hours of clean wind electricity, or at least 37% of total electricity consumption in green power, is currently being purchased.

Recology proposes that Metro become a Platinum member of the PGE Clean Wind program. This would require the Metro South Station operator to purchase 100% of its electricity from wind sources. Recology received proposals from PGE to estimate the additional annual cost of Platinum membership in the Clean Wind program based on 2008 annual electricity usage. This estimate does not include energy savings as a result of the energy efficiency plan and would be considered a maximum cost estimate. The details are below:

METRO SOUTH STATION

Sustainable Operations Questions

Additional Cost Proposal for Platinum Membership in Clean Wind Program at Metro South Station	
2008 Electricity Consumption	Additional Monthly / Annual Cost
1,354,946 kWh	\$1,242 / \$14,904

Purchasing 100% of electricity from wind sources is a crucial strategy in achieving Metro’s goal of zero net GHG emissions by 2025 and Recology’s proposed goal of achieving zero net GHG emissions for Metro South Station operational emissions by 2015.

Summary of Opportunities – Metro South Station

Operational emissions of Metro South Station result from the use of electricity and natural gas for the facility infrastructure, to power onsite stationary equipment, and transportation-related activities. These emissions are under the direct control of the transfer station operator and Metro, and will be the first target for achieving zero net GHG emissions at the transfer station.

Recology plans to achieve zero net GHG operational emissions by 2015 through the implementation of an energy efficiency plan, purchasing 100% wind electricity, exploring possibilities of onsite renewable power generation, reducing operational fuel consumption, increasing the amount of biofuels utilized for operations-related activities and purchasing carbon offsets that support local programs for transportation and operations efficiency.

Metro South Station can reach total operational greenhouse gas emissions reductions by source to achieve net zero operational emissions by 2015 through:

- ❑ Buying 100% renewable electricity from wind sources would eliminate all emissions related to electricity use
- ❑ Implementing an energy efficiency plan would reduce emissions by 117 – 237 MT CO₂e
- ❑ Using biofuels (B5 and B20, higher blends over time) and reducing idle-time would reduce emissions by 35 – 116 MT CO₂e
- ❑ Installing onsite solar renewable energy generation would reduce emissions by 120 MT CO₂e
- ❑ Purchasing carbon offsets for owned mobile equipment emissions related to fuel use would reduce emissions by 1,100 - 1,162 MT CO₂e and would require Metro’s partnership for achieving this level of zero net GHG emissions

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Recology plans to work with Metro staff to better understand the level of influence over community-owned emissions and to set specific reduction targets and strategies to be achieved by 2015, 2020 and 2025.

Community-owned emissions at MSS result from waste-system and landfill activities. These include emissions resulting from fuel use for the commercial and residential transportation in-hauling waste in and out of the transfer stations, emissions resulting from transfer station waste decomposition at the landfill and the embodied emissions of producing products purchased for transfer station operations. Community-owned emissions are outside of the direct control of the transfer station operator and Metro, and will be more difficult to target for achieving zero net GHG emissions at the transfer stations.

Reduction strategies may include increasing organic food waste and green waste recovery rates, re-routing recovered material to reduce haul distance, partnering with Cascade Sierra Solutions to develop education programs for haulers, recommending biofuels and efficiency technology to vendors and contractors, streamlining onsite traffic patterns, implementation sustainable procurement policies, and educating the general public and vendors on sustainability practices within the waste system.

Although the transfer station operator is not directly responsible for community-owned emissions they have the ability to influence GHG emission reductions through control of the separation of material, specifications, contracts. The transfer stations have a unique opportunity to divert as much reusable or recyclable materials as possible from disposal in the landfill —especially those with high concentrations of embodied carbon.

b. Onsite Renewable Power

b. Any plans to install on-site 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*

In addition to developing and implementing an energy efficiency plan and purchasing 100% renewable energy from clean wind sources, Recology is exploring several opportunities for onsite renewable energy generation. Among these considerations are solar rooftop installations, solar water heaters, low

METRO SOUTH STATION

Sustainable Operations Questions

speed wind turbines and a technology that converts non-recyclable plastics to crude oil. These technologies are not included in Recology's cost proposal and will need to be negotiated separately with Metro.

Metro South Station Solar Rooftop Installations

The flat roof and substantial square footage available at Metro South Station makes it an ideal location for the installation of a solar photovoltaic system. Recology has partnered with Advanced Energy Systems (AES), a local solar installation designer and integrator, to develop a concept and proposal for solar rooftop installations at the Metro South Station. AES proposes a 318 kW solar rooftop photovoltaic system that would produce 316,679 kilowatt-hours per year representing 23% of Metro South's annual electricity load.

AES designed the solar electric systems in order to maximize electricity production as well as opportunities for day lighting. The total installed cost of the system is \$1.9 million and a net cost of \$101,400 if an Oregon-based third-party with adequate tax appetite invests in the project. More details on the Oregon-manufactured Solar World technology, design of the system and pro forma are found in Appendix B of the Good Company *Sustainable Operations Best Practices* report, included in Attachment C - Sustainability. AES also proposes the installation of a two-collector closed-loop solar water heating system at MSS for a total installed cost of \$8,900 and a net cost of \$830 if an Oregon-based third-party with adequate tax appetite invests in the project.

Solar Financing – Third Party Investor with Six-Year Flip

Because neither Recology nor Metro is eligible for these tax benefits, the funding of these projects directly by Metro or Recology is not financially attractive. Other financing alternatives need to be explored. The most likely scenario includes partnership with a third-party investor able to utilize Federal and State of Oregon tax credits from renewable energy generation. This business model would allow Metro and Recology to enjoy the benefits of the system without the capitalization demands.

A power purchase agreement would be negotiated between the investor and Metro to determine a price for Metro to purchase the energy over the 6-year period with the remainder of the useful life's generation open to negotiation. A price would also be determined for the 6-year flip of ownership of the system from the investor to Metro. This price could range from one dollar to hundreds of thousands of dollars depending on the scale of the system and the negotiations.

METRO SOUTH STATION

Sustainable Operations Questions

It also may be equivalent to a discounted value of the future energy to be generated. Energy price terms can be set with fixed or indexed terms.

The value of the buyout does not attempt to recover the original value of the system, as the investor has already received the depreciation and tax credit benefit. For this reason, Metro would receive a fully functioning system with a multiple decade future of energy production. Assuming a 6-year power purchase agreement only with the original investor, the moment that Metro takes ownership of the system, the system would function as a net metering agreement with the utility. The net load that remains to run the facility would be powered through the utility's wind power program.

Low Speed Rooftop Wind Power

A research group at Portland State University is currently studying low speed wind power generation, specifically Oregon Wind Corporation's vertical, propeller-less wind turbine invented by Toby Kinkaid and called the "Helyx Wind Generator". On February 27th, Portland State University became the urban testing ground for this new wind technology with feasibility testing supervised by Dr. Gerald Sheblé at Portland State University's Maseeh College of Engineering and Computer Science. Metro could participate in a similar study. The cost of participation is unclear.

At Metro's request and participation, inquiries could be made for participation in a feasibility study to test the viability of low speed wind (vertical axis) and other types of wind power. Many of these wind turbine systems are bird friendly and can be rooftop mounted. Special attention would be given to avoid cannibalizing the solar benefit through inadvertent shading. A larger traditional wind tower seems less likely to be a real option due to viewshed concerns from citizens. However, this concept would be explored in the feasibility study to determine the potential emission reduction, education and financial benefit to Metro and Recology.

Plas2fuel Plastics Recovery Technology

Plas2Fuel's technology is another option for onsite renewable energy through the recovery of plastics. This technology is currently operating for Agri-Plas mid valley and converts waste plastics to crude oil. The technology has many environmental benefits, including diverting non-recyclable materials (films, bags and errant plastics such as container lids) that would be destined for a landfill or incineration to their highest use of energy recovery. With this technology housed

METRO SOUTH STATION

Sustainable Operations Questions

onsite at the transfer stations, the number of outbound hauls to the landfill and associated emissions would also be reduced.

When the resulting crude oil is refined, it is substantially reduced and the toxins/contaminants are sequestered. The oil is very dense and would be stored onsite until a quantity is produced that warrants shipment to the refinery in Tacoma, Washington. There it displaces virgin crude oil that is brought from places like Alaska's North Slope, Alberta Tar Sands or from as far away as the Middle East. This further reduces greenhouse gas emissions by displacing the front end of the fuel production lifecycle and the suite of associated environmental and social disruptions associated. The technology to process two tons per day of plastics waste is available for approximately \$400,000 and varies with customer interests and site configurations.

c. Greenhouse Gas Reduction from Sustainable Practices

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.

GHG Inventory Boundaries

Recology has partnered with Good Company, a sustainability research and consulting firm, to complete a greenhouse gas inventory of Metro South Station's emissions related to business operations, the regional waste system and the landfill. Good Company calculated or estimated all possible emissions sources using data from the technical documents that accompanied the RFP and made educated assumptions based on protocols and methodologies established by ICLEI and The Climate Registry.

Inventory results rely heavily on educated assumptions and estimates to fill gaps in the available data set. A detail of the assumptions used in this greenhouse gas inventory are included in Appendix D of the Good Company *Sustainable Operations Best Practices* report, included in Attachment C - Sustainability. Good Company acknowledges that these values are estimated to provide a sense-of-scale comparison for as many emissions sources as possible. A formal greenhouse gas inventory will be completed as the first of many steps in supporting Metro in achieving the zero net GHG emissions 2025 goal for MSS.

METRO SOUTH STATION

Sustainable Operations Questions

Good Company set two boundaries for emissions sources: Scopes 1 & 2 operational emissions that are owned by the operator of the transfer station, and Scope 3 community-owned emissions that are related to the operations of the transfer station but outside of the direct control of the operator of Metro South Station.

Metro Transfer Station Greenhouse Gas Emissions Inventory Boundaries

Scopes 1 & 2: Operator-Owned Operational Emissions Sources

- Electricity
- Natural Gas
- Owned-Fleet

Scope 3: Community-Owned Waste System and Landfill Emissions Sources

- Inbound commercial and residential transport of waste
 - Transport to facility
 - Vehicle idling while at facility
- Outbound transport of waste
 - Landfill
 - Composting
 - Recyclables
- Employee commute
- Embodied emissions in purchased goods and services
- Landfill emissions from transfer station waste

GHG Inventory Findings for Metro South Station

Metro South Station has an independent carbon footprint of 129,300 metric tons of carbon dioxide equivalent (MT CO₂e). 1.5% of the full greenhouse gas inventory emissions are operator-owned operational emissions and 98.5% are community-owned. Operator-owned operational greenhouse gas emissions were calculated at 1,988 MT CO₂e with 58% due to fuel use from the operation of owned mobile equipment and 42% due to electricity use. Community-owned emissions were calculated at 127,300 MT CO₂e with 7% due to fuel use from transportation activities related to hauling waste in and out of the facility and 93% due to landfill emissions from Metro South Station's waste.

METRO SOUTH STATION

Sustainable Operations Questions

Two-Phase Plan for Zero Net GHG Emissions by 2025

Recology proposes a two-phase plan with concurrent and complementary strategy development and implementation to support Metro in achieving its goal of zero net greenhouse gas emissions from the transfer station by 2025.

For Phase 1, Recology plans to achieve zero net GHG operational emissions by 2015 through the implementation of an energy efficiency plan, purchasing only 100% wind electricity, exploring possibilities of onsite renewable power generation, reducing operational fuel consumption, increasing the amount of biofuels utilized for operations-related activities and purchasing carbon offsets, in partnership with Metro, that support local programs for transportation and operations efficiency. Good Company suggests purchasing carbon offsets that support a local, Oregon-based organization, Cascade Sierra Solutions (CSS), whose mission is to reduce diesel emissions from the trucking industry.

For Phase 2, Recology plans to work with Metro staff to better understand the level of influence over community-owned emissions and to set specific reduction targets and strategies to be achieved by 2015, 2020 and 2025. Reduction strategies would include increasing material recovery, re-routing recovered material to reduce haul distance, work with Cascade Sierra Solutions to develop and implement vehicle efficiency and driver education programs, biofuels and efficiency technology requirements for vendors and contractors, streamlined onsite traffic patterns, implementation of sustainable procurement policies and general public and vendor education on waste system related sustainability practices.

Although the transfer station operator is not directly responsible for community-owned emissions they do have the ability to influence through operational control of the separation of material, specifications, contracts and incentives. The transfer station has a unique position and responsibility as an intermediary steward of the solid waste to divert as much reusable or recyclable materials as is feasible (specifically those with high embodied GHG emissions) from disposal in the landfill.

Phase 1: Metro South Station Plan for Zero Net Operational GHG Emissions by 2015

Operational emissions of MSS are the result of use of electricity and natural gas for facility operations as well as use of other fuels for powering onsite stationary equipment and operations-related transportation activities. These emissions are under the direct control of the transfer station operator(s) and Metro and will be the first target for achieving zero net GHG emissions at the transfer stations.

METRO SOUTH STATION

Sustainable Operations Questions

Recology plans to achieve zero net GHG operational emissions by 2015 through the implementation of an energy efficiency plan, purchasing only 100% clean wind electricity, exploring possibilities of onsite renewable power generation, reducing operational fuel consumption, increasing the amount of biofuels utilized for operations-related activities and purchasing carbon offsets that support local programs for transportation and operations efficiency. Good Company suggests purchasing carbon offsets that support a local, Oregon-based organization, Cascade Sierra Solutions (CSS), whose mission is to reduce diesel emissions from the trucking industry.

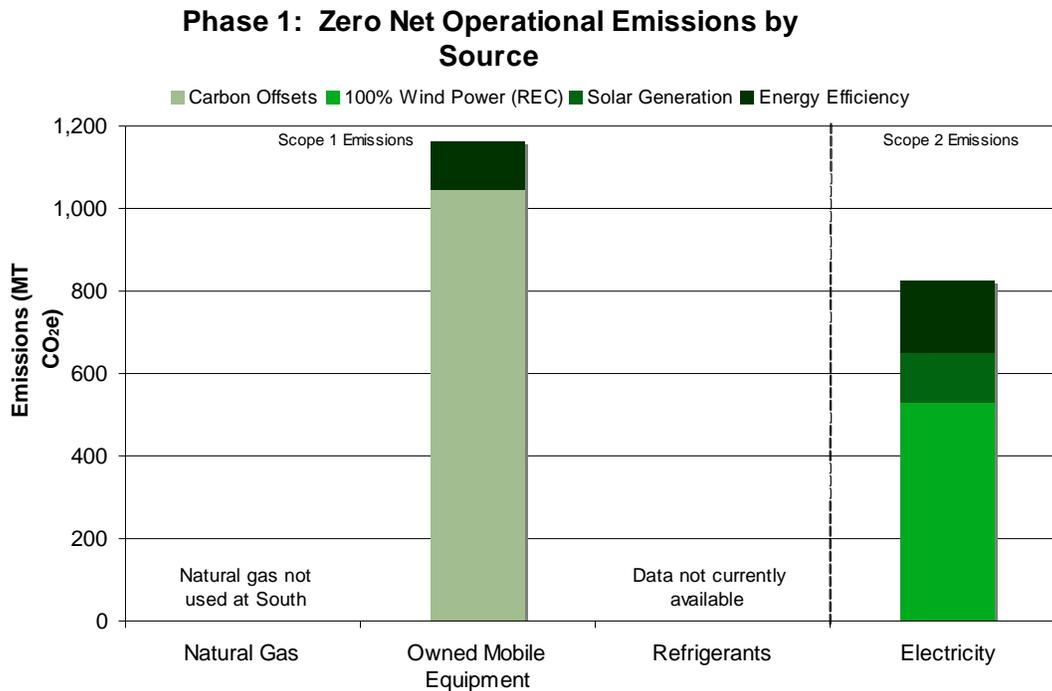
Proposed Reductions and Carbon Offsets for Zero Net Operational Emissions by 2015

We propose:

- ❑ Buying 100% renewable wind electricity would eliminate all emissions related to electricity use
- ❑ Implementing an energy efficiency plan would reduce emissions by 117 – 237 MT CO₂e
- ❑ Using biofuels (B5 and B20, higher blends over time) and reducing idle-time would reduce emissions by 35 – 116 MT CO₂e
- ❑ Installing onsite solar renewable energy generation would reduce emissions by 120 MT CO₂e
- ❑ Purchasing carbon offsets for owned mobile equipment emissions related to fuel use would reduce emissions by 1,100 - 1,162 MT CO₂e and would require Metro's partnership for achieving this level of zero net GHG emissions

The graph below shows Metro South Station's total operational emissions by source and the anticipated greenhouse gas reductions (in green) to achieve net zero operational emissions by 2015:

Recology Oregon Inc.
METRO SOUTH STATION
 Sustainable Operations Questions



Phase 2: Achieving Target Reductions in Community-Owned Emissions by 2025

Community-owned emissions of Metro South Station are the result of waste system and landfill activities. These include emissions resulting from fuel use for the commercial and residential transportation related to hauling waste in and out of the transfer station, emissions resulting from transfer station waste decomposition at the landfill and the embodied emissions of producing products purchased for transfer station operations. Community-owned emissions are outside of the direct control of the transfer station operator and Metro, and will be more difficult to target for achieving zero net GHG emissions at the transfer stations.

Recology plans to work with Metro staff to better understand the level of influence over these emissions and to set specific reduction targets and strategies to be achieved by 2015, 2020 and 2025. Reduction strategies would include increasing material recovery, re-routing recovered material to reduce haul distance, work with Cascade Sierra Solutions to develop and implement vehicle efficiency and driver education programs, biofuels and efficiency technology requirements for vendors and contractors, streamlined onsite traffic patterns,

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

implementation of sustainable procurement policies and general public and vendor education on waste system related sustainability practices.

Proposed Strategies Plan to Reduce Community-Owned Emissions by 6,500 - 15,000 MT CO₂e

The graph on the next page shows the full greenhouse gas emissions inventories by source and by phase. The anticipated greenhouse gas reductions (in green) as a result of the inbound and outbound waste transport strategies and landfill emissions strategies are detailed below:

Inbound waste transport strategies would reduce emissions by 150 - 500 MT CO₂e:

- ❑ Rerouting food waste to Oregon-based facility would reduce emissions by 125 MT CO₂e (Primary Strategy)
- ❑ Partnering with Cascade Sierra Solutions on driver education and vehicle efficiency retrofit programs would reduce emissions by 25 – 375 MT CO₂e (Secondary Strategy)

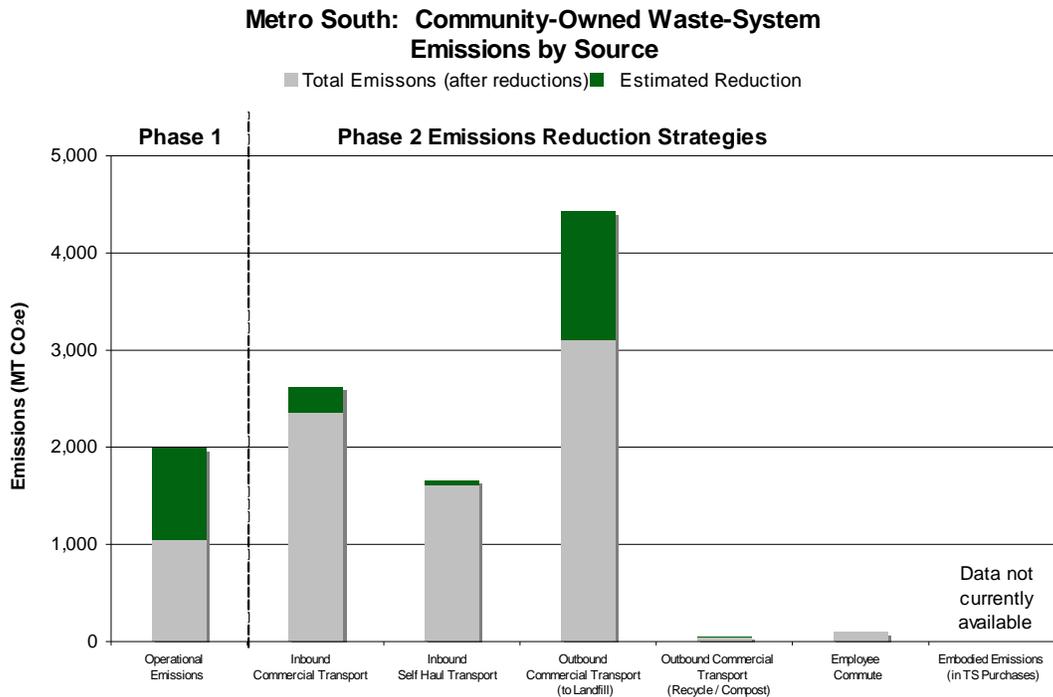
Outbound waste transport strategies would reduce emissions 250 - 1,500 MT CO₂e

- ❑ Increasing the materials diversion rate to reduce waste hauling may reduce emissions by 175 - 350 MT CO₂e (Primary Strategy)
- ❑ Partnering with Cascade Sierra Solutions on driver education and vehicle efficiency retrofit programs would improve vehicle efficiency by 5 – 20% and reduce emissions by 75 – 1,150 MT CO₂e (Secondary Strategy)

Landfill emissions strategies would reduce emissions by 6,500 - 13,000 MT CO₂e

- ❑ Increasing the material recovery of recycling and compost would reduce emissions by 6,500 - 13,000 MT CO₂e (Primary Strategy)

Recology Oregon Inc.
METRO SOUTH STATION
 Sustainable Operations Questions



d. Use of Biofuel and Alternative Fuel Vehicles

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

- *The percentage of biofuel to traditional fuel mix ratio*
- *The source of the biofuels (e.g., soy, corn, waste oil, etc.)*
- *A detailed description of any AFV's proposed for use on site*

Diesel particulate is the number one air quality toxics concern in the state and a contributor to heart disease, cancer and respiratory illness. According to the 2006 Portland Air Toxics Assessment² completed by the Oregon Department of Environmental Quality, the North Portland area has ambient diesel emissions that range from approximately 17 to 40 times the "normal exposure risk" that would result in a 1/1,000,000 chance of getting cancer. According to a study³

² <http://www.deq.state.or.us/air/toxics/pata.htm>

³ <http://content.nejm.org/cgi/content/abstract/351/11/1057>

METRO SOUTH STATION

Sustainable Operations Questions

published in the 2004 issue of the New England Journal of Medicine diesel controls are likely to reduce the risk of heart disease and cancer for truckers and operators. North Portland has been targeted with many diesel emission reduction projects including the Governor designated North Portland Diesel Emission Reduction Project and the Columbia River Clean Diesel Project due to the intensity of the emissions and reported asthma rates that are nearly double that of the national average.

Diesel particulate emissions (black carbon and sulfate particles) are also starting to be considered as potentially powerful greenhouse gases. Although the scientific understanding of the total climate effect of these emissions is still in the early stages it is important to recognize the potential impact and additional benefit of reducing diesel particulate emissions.

Approach

Greenhouse gas emissions and other pollutants are inherent in the solid waste industry. Recology burns fuel to power collection and transfer trucks and continually seeks opportunities to measure and significantly reduce the human health and environmental impacts associated with fuel emissions. For the Metro operations, Recology is proposing to use vehicles with the latest pollution control equipment, powered by low-emission alternative fuels. In other operations, Recology utilizes the latest in route optimization software to minimize trucking miles and therefore use the least amount of fossil fuels in collection operations. Recology would optimize onsite traffic flow to reduce idling time to five minutes and then down to one minute over a series of traffic flow improvements.

Recology in partnership with Cascade Sierra Solutions, an Oregon-based non-profit organization dedicated to saving fuel and reducing emissions from heavy-duty diesel engines, and Good Company (project managers for the two diesel emission reduction projects) to deliver a full service solution of driver behavior education and funding opportunities for fuel emissions reductions technologies for the waste system related diesel equipment operating in the Metro regional area. Recology would focus on reducing their own fuel emissions first, and then work to influence their waste haulers, partners, contractors and vendors. In tandem with these efforts, Recology would focus on material diversion from the landfill to reduce the total number of long-haul and short-haul trips from the transfer station.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Biofuel Requirements

Recology is proposing to utilize a B5 biodiesel requirement for all onsite mobile equipment and a B20 biodiesel requirement for equipment whose warranties will not be voided by this type of fuel use. Recology will also use Ultra-low sulfur or highway grade diesel for the site based equipment as opposed to off-road fuel. B5 contains 5% biodiesel to 95% diesel and B20 contains 20% biodiesel and 80% diesel. Recology adheres to these biofuel requirements in most of their operations already. These fuel blends are consistent with existing warranty terms on the proposed fleet vehicles.

Recology will work with local Metro fleet experts and vehicle suppliers to develop more aggressive specifications for the fleets serving Metro waste operations. Special attention will be paid to the use of biodiesel in heavy equipment, specifically Caterpillar equipment, to track what is compatible and what is not. Some manufactures are less willing to warrant the equipment when it is powered by a biodiesel blend above 5%. The highlighted article on the next page shows the commitment shown by Caterpillar, Recology's largest equipment provider, to producing equipment that is compatible with increasing percentages of biodiesel blends.

Caterpillar Approves Use of B20 Biodiesel for Compact and Industrial Engines⁴

September 16, 2008 – Caterpillar today approved the use of B20 biodiesel -20% dilution of biodiesel with standard diesel - across its range of compact and mid-range engines including the C0.5 through C2.2 Tier 4 Interim (11-66 hp), the C4.4, C4.4 ACERT[®] and C6.6 ACERT[®] (72-275 hp) Tier 3/Stage IIIA compliant engines. Caterpillar believes the growth of biodiesel as a fuel source and the move to higher percentage blends makes approval of this fuel source a strategic market advantage for OEMs and end users.

Addition of these engines to the B20 approved product line follows successful testing of higher percentage blended fuels in a number of installations. Results of those tests indicate trouble-free operation. Biodiesel used in B20 blends must meet the most current version of ASTM D6751 or EN14214. The final B20 blend should meet the minimum requirements of the upcoming ASTM specification for B5-B20 blends.

“This announcement further confirms Cat’s commitment to its industrial customers by bringing the broadest range of biodiesel compatible engines to market.” said Cat industrial engine marketing manager Mike Reinhart. “These engines join the previously B30 approved C7 ACERT[®] through C32 ACERT[®] and our 3400 and 3500 series. Cat industrial engines provide customers who want the flexibility to utilize a wide variety of fuels the confidence to use them in numerous industrial applications,” Reinhart added. “Biodiesel that meets industry quality standards can be good for the environment and for our customers.”

Recology will purchase biofuels from waste feedstocks that are produced within the Willamette Valley at a standard level of B5 and B20. Recology anticipates

⁴ <http://www.cat.com/cda/components/fullArticle?m=37545&x=7&id=1050140>

METRO SOUTH STATION

Sustainable Operations Questions

using lower percentage blends in the winter (though not dropping below B5 or B20 based on the type of equipment) if need be to prevent gelling, although it may not be necessary. The Portland Bureau of Environmental Services runs their fleet on B99 in the warm months and B50 in the cold months. Recology would continue working with local authorities over the term of the contract to develop more aggressive specifications for all fleets serving Metro.

Recology would also address the purchase of biofuels in the sustainable procurement policy. Specifically, the policy would address the specifications for Recology owned equipment in addition to giving preference to vendors who utilize biofuels in their operations and eventually, requiring contracted vendors, such as waste haulers, to meet Recology's biofuels standards.

Alternative Fuel Vehicles

For new fleet, Recology would only purchase high mileage and low emission vehicles. Some of these alternative fuel vehicles would be hybrids and others would be appropriately sized vehicles. Recology is proposing an electrical utility vehicle for transporting small items around MSS, and would gladly partner with Metro for a plug-in fleet if desired.

Driver Behavior Training

Driver behavior is responsible for up to 25% of fuel economy variables⁵. All Recology and contracted waste-hauler drivers would be trained in techniques to improve their fuel efficiency. Each quarter, a prize will be awarded to the driver who achieves the highest fuel economy. This system creates a powerful incentive, boosts morale, and fosters emotional commitment to environmental goals.

Optimizing Traffic Flow to Reduce Idling Time

Recology is recommending a significant change in the layout of the traffic routes to optimize queuing and reduce idling. This reduces each vehicle's time running onsite whether it runs on diesel or gasoline. Prompting will be clear and orderly to decrease visit time and to increase safety for all. This should reduce the per vehicle emissions due to faster throughput resulting in fewer hours of intense emissions onsite. Metro South Station could yield greater improvements upon further inspection.

⁵ <http://www.fueleconomy.gov/feg/driveHabits.shtml>

METRO SOUTH STATION

Sustainable Operations Questions

Recology would also initiate a one-minute idle policy onsite, which is more ambitious than the current operational policy in the state of California. Recology's success with this policy elsewhere will allow quick implementation of the rule at MSS. By limiting idling to 1 minute, and significantly improving the flow of the system, Recology estimates a reduction of onsite emissions by nearly 20%.

Increasing Material Diversion to Reduce Trips

By reconfiguring and optimizing the flow patterns, prompting for consistent behavior, and adding better separation and recovery technologies. Recology will reduce the number of outbound long haul trips. Recology will move much of the material that would be destined for a long haul trip to a landfill, over to shorter trips to local material aggregators and recyclers

Fuel Emissions Reduction Technologies

By working with Cascade Sierra Solutions (CSS), regulatory authorities (specifically the diesel emission reduction program manager, Kevin Downing, of the Oregon Department of Environmental Quality) and other Metro partners, Recology would develop a program for all Metro area waste haulers to upgrade or replace trucks with the most up to date pollution controls, greenhouse gas emissions and fuel-saving technologies. Studies have shown that waste-hauling vehicles upgraded with pollution controls operate at the nearly equivalent emissions performance level as vehicles operating using liquefied natural gas (LNG) or compressed natural gas (CNG).

Some emissions reductions technologies applied include diesel particulate filters, anti-idling equipment, hybrid trucks, singlewide tires and lightweight wheels. These tires and wheels not only save fuel and emissions by reducing rolling resistance, but also reduce vehicle weight, allowing more freight per trip and reducing the overall number of trips. The program would also include new technologies such as advanced oil filtration systems that extend oil change intervals to 100,000 miles and increase engine life.

CSS would provide low-cost financing with grant and incentive support to make the transition more attractive to the waste haulers. For example, CSS can facilitate access to the Oregon Department of Environmental Quality Clean Diesel Tax Credit program, which provides up to a 50% tax credit for the purchase of emission control devices. CSS also works with the Oregon Department of Energy to facilitate Business Energy Tax Credits for projects like this one that save fuel.

METRO SOUTH STATION

Sustainable Operations Questions

Through this partnership, Recology would work to take advantage of the Cascade Sierra Solutions *Bridge to a Better Future* program which provides low-cost leases on recent-model trucks equipped with exhaust filtration retrofits. Short-haul operators are likely to operate older and higher emissions vehicles due to financial constraints. This program takes those trucks off the road and supplies the operator with a newer, cleaner, more reliable vehicle with an affordable monthly payment. The net result of this program would be healthier air, fewer trips, better financial conditions for the haulers and more work for clean technology manufacturers and local installers.

With a full suite of aerodynamics, fuel efficiency and pollution control upgrades, long-haul trucks can reduce their emissions by 5 – 20%. Through this partnership, Recology would initiate a program to upgrade the fleet of long-haul vehicles servicing the transfer station. The upgrades would include simple devices like trailer skirts, gap reducers and tractor dollies, single wide tires and low-weight wheels. This would allow greater miles per gallon and greater loads of material per trip. It could also include new technologies such as automatic tire inflators and diesel particulate filters. A long-haul truck outfitted to the specifications above and traveling round trip between Portland and the Columbia Ridge Landfill 300 times a year would save approximately 3,000 gallons of fuel and associated emissions per year (~30.5 MT CO₂e). CSS will provide low-cost financing with grant and incentive support to make the transition more attractive to the haulers and will likely to be cheaper to the operator than their current older truck maintenance costs.

2. REDUCE DIESEL PARTICULATE MATTER

2. Reduce diesel particulate matter (PM) and nitrous oxide (NO_x) 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?*
- b. What diesel emission control technology will be used to meet the Tier 4 compliance for rolling stock?*
- c. If any stationary diesel equipment will be used, provide information for this equipment regarding idling practices and the level of compliance.*

a. Rolling Stock Engine Idling Policies and Practices

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

Recology employs an anti-idling rule at all subsidiaries. The rule will be rolled out to all operators and haulers visiting the site.

Recology is recommending a significant change in the layout of the traffic routes to reduce cueing and idling. This reduces each vehicle's time running onsite whether it runs on diesel or gasoline. Prompting will be clear and orderly to decrease visit time and to increase safety for all those onsite from a likely reduction in collisions. This should reduce the per vehicle emissions due to faster throughput resulting in fewer hours of intense emissions onsite.

By limiting idling to 5 minutes, and significantly improving the flow of the system, we estimate that we can reduce onsite emissions by nearly 50% and operate a quieter facility.

The in-use off road diesel vehicle regulation contains a limit on unnecessary idling. The regulation states: ***"No vehicle or engines subject to this regulation may idle for more than 5 consecutive minutes"***. This limit applies to all off-road diesel vehicles subject to the regulation, unless the vehicle is idling for specific circumstances defined in the regulation or a waiver has been granted.

I. Off-Road vehicles effected

- Loaders, Compactors.
- Dozer, Scrapers, etc.
- Forklifts (diesel engines)
- Man-lifts

II. When is idling for more than 5 minutes allowed?

- When it is necessary for servicing, testing or maintenance
 - The exemption for servicing includes idling necessary to regenerate exhaust filters which require the engine to be idled periodically to regenerate, or burn off solids collected in the filter
- When it is required for safety reasons

METRO SOUTH STATION

Sustainable Operations Questions

- Provide air conditioning or heat to ensure the health and safety of the operator is allowed
- When warming a vehicle up to operating temperatures, as specified by the equipment manufacturer
- When verifying that the piece of equipment is in safe operating condition

III. Penalties for an idling violation

- “Each first time violation of the idling requirements will be assessed a minimum civil penalty of \$300. Subsequent penalties can range from \$1,000 to \$10,000.” This idling policy will be enforced by ARB staff.

IV. Employees who violate this policy will be subject to company disciplinary actions.

Please contact Operations Manager for more information if this policy is unclear or you have additional questions.

Recology requires all mobile and rolling stock equipment, including forklifts, to have installed within the driver or operator compartments a decal as shown.

Due to a Environmental Regulation and Company Policy, this vehicle cannot idle more the **5 minutes**

b. Tier 4 Diesel Emission Control Technology

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

Recology will purchase diesel-powered equipment with Tier 3 engines. The diesel emission control system that will reduce PM Emissions by 85% will be installed on the proposed Cat equipment rolling stock at the dealer before delivery to Metro for startup. The Best Available Controlled Technology at this time would be a level 3 DPF. The Cleaire Phoenix is an active (diesel burner)

METRO SOUTH STATION

Sustainable Operations Questions

filter and is CARB-verified. Executive Order Ref: 09-661-078, providing this verification, is included in Attachment C – Sustainability.

If a better or more cost effective technology is introduced at the time the equipment is delivered to the Cat Dealer, Recology will research and install on the equipment the Best Available Controlled Technology at that time.

The following table describes the diesel-powered equipment Recology proposes to operate at MSS:

Equipment	Quantity	New	Backup	Tier
Cat D6TXW	2	X		3
Cat 938 H Loader	1	X		3
Cat 914G	1	X		3
Cat 226B	1	X		4 Interim
Fork Lift	2	X		
GMC 3500 HD Shop Truck	1	X		
White Roll-Off	1		X	Level 3 PM Filter
Cat 938 Loader	1		X	2

Recology intends to work with Metro to apply for grants to fund the Best Available Controlled Technology that reduces air emissions. We are very proud of our track record in assisting our municipal customers in winning grants to use new technologies. In the last 3 years, Recology has helped the cities it serves to apply for and receive grants collectively exceeding \$5M dollars. These grants have been issued to test Hybrid Electric Collection Vehicles, Liquefied Natural Gas engines for collection and transfer vehicles, and technologies to reduce emissions related to recycling. Recology also helped 16 of the cities it serves win grants to retrofit vehicles with advanced systems to reduce Diesel emissions in existing Diesel trucks. These advanced filters not only reduce particulate (PM2.5) emissions, but reduce Nitrous Oxide (NOX) emissions.

As a result of Recology’s success in obtaining grants that enable us to comply with stricter air regulations, Recology feels confident that it can be successful in helping Metro receive grants to reduce their PM2.5 and NOX emissions, thereby complying with the new regulation.

c. Stationary Engine Idling Policies and Practices

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

Recology’s operations proposal for MSS does not include stationary diesel equipment.

3. REDUCE USE OF WATER AND OTHER NATURAL RESOURCES

3. Reduce use of water and other natural resources.

Metro values 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 stormwater runoff from the site?*
- b. Describe proposed stormwater mitigation practices, including changes proposed to equipment, water systems or operations.*
- c. What recycling programs will be implemented to comply with/exceed Metro business recycling requirements?*
- d. Which level of LEED certification will be attained for construction projects and renovations over 10,000 square feet?*

a. Minimize Consumption of Water and Stormwater Runoff

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

Minimize Consumption of water

Recology is committed to the deployment of sustainable equipment and fixtures at all of its facilities. Generally, sinks, low flow spray-heads and timed meters are deployed to reduce unnecessary consumption of drinking water. This reduction will also reduce associated natural resource impacts on local ecosystems as well as the impacts from energy production and chemical manufacture to purify the water to drinking standards on the front end and similar processes on the wastewater end. In addition, low flow toilets and waterless urinals will be installed in bathrooms. The toilets generally are low flow/dual flush in design. Recology also believes that hot water solar systems, or on demand water heaters should be installed at the nearest space to the point of use. Dishwashers will be chosen for their energy and water efficiency as well as their ability to clean.

We have narrowed our search to three electricity-powered pressure washers that consume between 4.7 and 8 gallons per minute of water. This equipment provides a 25% reduction in water consumption over a garden hose. See the

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Sustainability Education Training section for the behavior change components of water conservation.

Minimize Stormwater Runoff

Recology will work with Metro staff to restore portions of the landscape that are water intensive or significantly eroded. Our cooperative goal will be to choose native and well adapted plants that are hearty enough to withstand the conditions of a transfer station. Special consideration will be given to weather calibrated irrigation controls, such as Maxicom, for the proper establishment of the root base, but ultimately the landscape should stand on its own and represent the natural ecosystem in which MSS resides.

In addition, we will reduce the impervious surface area on site to promote groundwater infiltration in select areas of the site. These surfaces are the reason for a major portion of the storm water runoff at the site. Most of the surfaces at a transfer station must remain impervious to prevent ground and surface water contamination.

b. Storm Water Mitigation Practices

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

While a bio-swale is often an attractive choice for stormwater management, it may also become a source of contamination over time unless it is placed after the first level of filtration. Therefore, Recology recommends that Metro consider retrofitting the onsite storm-water system. The spoils from the filtration systems should be vactored out periodically and sampled. Assuming the sampling generates no concern, the material can be blended with compost as a soil amendment. After the storm-water has been pre-treated through mechanical separation in the filters, the water could be diverted to a large bioswale onsite. This would require careful planning with Metro's landscape division to ensure a maintenance routine that could be afforded and integrate into the green-space onsite.

The wash rack at Metro South Station will need to be renovated with asphalt paving sloping inward and with a curb set farther out than is currently set up. Presently, the runoff from the wash rack migrates beyond the controlled area and is dispersed as dust or as stormwater runoff. Additionally, many drivers do not wash off thoroughly, if at all.

METRO SOUTH STATION

Sustainable Operations Questions

At Metro South Station, the roof surface area is not great enough to collect rainwater runoff with which to wash vehicles, for meaningful displacement of drinking water.

c. Metro Business Recycling Requirements

c. What recycling programs will be implemented to comply with/exceed Metro business recycling requirements?

Recology supports the efforts of Metro, in partnership with other local governments, to address business recycling. Although many local businesses have successfully implemented recycling and reduction programs in the workplace, we realize that more than half the waste currently transported to landfills is generated by local businesses. In an effort to help promote the business recycling program, Recology will distribute recycling boxes, posters and other promotional information from the transfer station. In addition, we will ensure that Metro South Station is active participant and serves as a model for Portland area businesses. If we are the successful proposer, we intend to participate in the business recycling program in the following areas:

- ❑ Provide on premise collection of paper, cardboard and containers (aluminum, plastic containers and glass);
- ❑ Promote the diversion of food waste and yard debris generated on-site;
- ❑ Offer year-round food donation, including canned and preserved goods;
- ❑ Actively pursue the use of sustainable products through pre-sourced vendors;
- ❑ Provide recycling boxes, posters and other promotional information for interested participants;
- ❑ Expand the types of materials accepted at the facility as dry waste;
- ❑ Aggressively pursuing additional recycling market development opportunities to expand the scope of materials;
- ❑ Develop recycling and reuse educational materials for the construction industry;
- ❑ Provide recycling and reuse strategy and education for interested commercial customers;

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

- Educating transfer station employees to be reuse and recycling “experts” who share their knowledge

Recology has championed creative award-winning recycling programs in all of the communities it serves for many years, and continues to design and implement residential, commercial and industrial recycling programs as a means to reduce the consumption of virgin materials and save landfill space. In 2008 Recology subsidiaries recovered and/or reused more than one million tons of material – a figure that we continue to improve on with our “Waste Zero” commitment.

d. LEED Certification for Construction and Renovation

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

Most of the improvements that Recology will implement will be either upgrading office appliances to the Energy Star level, or making improvements to the traffic flow. These improvements are unlikely to provide the opportunity to seek LEED certification. However, Recology will work with Metro and the design and engineering teams on all material changes to the site over the life of the contract, to determine whether LEED certification is possible to pursue, consistent with Metro’s sustainability goals and/or economically beneficial.

4. REDUCE USE AND DISCHARGE OF TOXIC MATERIALS

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)⁶ from operations and from manufacture of products used onsite;*
- b. Use cleaning supplies that are certified by Green Seal under the standard for Industrial and Institutional Cleaners, (GS-37).⁷*

⁶ Persistent Bioaccumulative Toxics (PBT) website, U.S. Environmental Protection Agency.

<http://www.epa.gov/pbt/>

⁷ Green Seal standard GS-37, www.greenseal.org/findaproduct/i&icleaners.cfm.

METRO SOUTH STATION

Sustainable Operations Questions

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

Recology would reduce use and discharge of toxic materials through utilization of least-toxic maintenance products including solvents and solvent recycling, less toxic and/or biodegradable lubricants and hydraulic oils.

Maintenance products can contain ingredients that are potentially harmful to human health and the environment. According to the Environmental Protection Agency (EPA), human health risks from exposure to toxic materials found in maintenance products include reproduction disorders, eye damage, asthma and respiratory ailments, fatigue, dizziness and headaches. Toxic ingredients may include volatile organic compounds (VOC) and stratospheric ozone-depleting compounds that cause emissions contributing to global warming. The best practices for reducing use and discharge of toxic materials include:

- ❑ Purchasing maintenance products that meet the Green Seal certification standards and/or carry EPA's Design for Environment (DfE) label;
- ❑ Purchasing solvents that meet California's South Coast Air Quality Management District (AQMD) Clean Air Solvent Certification Program standards and/or carries EPA's Design for Environment (DfE) label with preference for vendors that provide a solvent recycling option;
- ❑ Purchasing biodegradable lubricants and hydraulic oils, using biodiesel fuel and sourcing with a vendor that provides re-refined oil services.

a. Elimination of Persistent Bioaccumulative Toxics

- a. Elimination of Persistent Bioaccumulative Toxics (PBTs)⁸ from operations and from manufacture of products used onsite;*

There are nearly 70,000 chemicals on the market today that have not been tested for their impact on human health. The risks of such chemicals have been documented by the Center for Disease Control and Prevention through the testing of "body loads" that provide insight into the most concerning of chemicals to human health – or at least are those that are "bio-accumulating". Other chemicals that are not found to be aggregating in human blood, breast milk and urine may still be aggregating in the soil, water, insects and aquatic species that form the base of many food chains.

⁸ Persistent Bioaccumulative Toxics (PBT) website, U.S. Environmental Protection Agency.

<http://www.epa.gov/pbt/>

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Recology is committed to partnering with Metro in reducing the market demand for products that pose this kind of health risk. Recology will inventory all products purchased and stored onsite for daily or intermittent, but repeat operations. In order for a product to be stored onsite, the following checklist of questions will have to be answered:

- ❑ Is the product necessary?
- ❑ Could the product be replaced with a mechanical process? If not, what product substitutes should be considered?
- ❑ Are any of these products or materials available in a form that is fully disclosed, certified by a qualified body to a credible standard, and is it inherently safe?

Recology will then dispose of, or replace the products and chemicals that pose a health risk to humans, or the local ecosystem, with environmentally benign substitutes. The majority of relevant research information will be readily available in the public domain. In the case of those products and chemicals that are essential, and that are thought to have scale and unknown risk, Recology will retain outside consultants and/or a qualified health service firm as the ultimate provider of advice and counsel. Recology intends to employ an aggressive purchasing policy that includes standards for health and the environment.

b. Cleaning Supplies

b. Use cleaning supplies that are certified by Green Seal under the standard for Industrial and Institutional Cleaners, (GS-37).⁹

Recology proposes to utilize cleaning products designated as *Closed Dilution Control Concentrates (CDCC)* that clearly meet the definition and evaluation requirements of the GS-37 (*Green Seal Environmental Standard for General-Purpose Bathroom, Glass and Carpet Cleaners Used for Industrial and Institutional Purposes*) standard. CDCC products are concentrated at high levels to provide environmental benefits from reduced packing and water distribution.

The intent of Green Seal's environmental requirements is to reduce, to the extent technologically and economically feasible, the environmental impacts associated with the manufacture, use and disposal of products. Set on a category-by-category basis, Environmental Standards focus on significant opportunities to reduce a product's environmental impact.

⁹ Green Seal standard GS-37, www.greenseal.org/findaproduct/i&icleaners.cfm.

METRO SOUTH STATION

Sustainable Operations Questions

c. Least-Toxic Maintenance Products

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

Maintenance Products

There are several well-respected certification standards and labels used to indicate least toxic and sustainably oriented maintenance products. The Responsible Purchasing Network (RPN) is a valuable source that orients purchasers to the best sustainable purchasing practices, including screening for least-toxic products, currently being used.

Oregon-Based Distributors of Least-toxic Maintenance Products				
Company	Products Available	Green Seal	EPA DfE	Other Certification
Coastwide Labs: Sustainable Earth product line (vendor offices in OR)	All purpose cleaner		√	SEGC 114
	Heavy duty cleaner	√	√	SEGC 114
	Speed strip wax stripper	√	√	SEGC 114
	Ultra low odor wax stripper	√	√	SEGC 114
	Dust mop and dust cloth treatment		√	SEGC 114
	Carpet cleaner	√	√	SEGC 114
	Carpet spotter		√	
Dynamic Research Company, Inc.	Water stain breaker		√	
	Quick tire and wheel cleaner		√	
Mt. Hood Solutions	Balance neutral cleaner		√	
	Trust environmentally friendly all-purpose cleaner		√	
	Zing steam carpet cleaner		√	

Recology would use specifications recommended in RPN’s Cleaners Guide, 2nd Edition as a guideline: that all maintenance products would be free of zinc and other heavy metals, would not contain phthalates would not exhibit a VOC limit greater than 1%, and would not contain glycol ethers and/or ammonia. Databases of vendors for these least-toxic products are available through RPN’s cleaning products recommendations, Green Seal’s list of certified products, specifically certified with GS-34 (environmental standards for cleaning and degreasing agents) or GS-37 (environmental standards for industrial and institutional cleaners) standards and/or EPA’s DfE list of partners and recognized products.

METRO SOUTH STATION

Sustainable Operations Questions

Solvents and Solvent Recycling

The California South Coast Air Quality Management District (AQMD) Clean Air Solvent Certification Program defines clean air solvents as a VOC-containing material used to perform solvent cleaning, solvent finishing, or surface preparation operations or activities. Recology would utilize the following guidelines when purchasing solvent cleaners and degreasers: preferred products would meet the AQMD standards and/or carry the EPA’s Design for Environment (DfE) label. Standards and certifications for the solvents industry are still evolving and most solvents products available in Oregon are not certified through AQMD or Green Seal. Most also do not carry the DfE label. Recology would screen solvents using the standards outlined by the following programs.

EPA’s Design for Environment program has a specific solvents screening for carcinogenicity and neurotoxicity in cleaning products. Green Seal has a minimal list of certified products, specifically certified with GS-34 environmental standards (for cleaning and degreasing agents). AQMD’s Clean Air Solvent Certification Program performs a similar screening to ensure that products meet the following standards:

- ❑ VOC concentration is no more than 25 grams of VOC per liter of material, as applied
- ❑ Composite vapor pressure is no more than 5 mm Hg of VOC at 20°C (68°F)
- ❑ Reactivity is not higher than toluene
- ❑ Contains no compounds classified as hazardous air pollutants (HAPs) by the federal Clean Air Act, ozone-depleting compounds (ODCs), or global warming compounds (GWCs).

Recology’s preferred vendors would also provide solvent recycling options. A full service solvent provider fills/refills solvent cleaning equipment and provides collection or pick up of the solvent-related waste stream. Solvent systems are available for purchases that minimize solvent waste by recycling the solvent on site.

Local Solvent Vendors and Certifications				
Company	Type of Vendor	Sustainable Product	Sustainable Practices	EPA DfE
KC Products	Solvent alternative	<ul style="list-style-type: none"> • Biodegradable cleaners 	<ul style="list-style-type: none"> • Goal is to eliminate use of hazardous cleaners 	

METRO SOUTH STATION

Sustainable Operations Questions

Local Solvent Vendors and Certifications				
Company	Type of Vendor	Sustainable Product	Sustainable Practices	EPA DfE
Biokleen	Solvent	<ul style="list-style-type: none"> 3rd party verified products Formulated in-house 	<ul style="list-style-type: none"> Made in the USA EPA's recognition for green chemistry advances 	√
Oregon Environmental Systems	Solvent recycling systems	<ul style="list-style-type: none"> Recovery of waste solvents through distillation 	<ul style="list-style-type: none"> Design safe and easy to use products Reduce use of new solvents 	
Emerald Recycling	Full service solvent provider	<ul style="list-style-type: none"> Sells recycled solvent 	<ul style="list-style-type: none"> Leading solvent recycler in NW Full service –sells and recycles solvents 	

Less Toxic Biodegradable Lubricants and Hydraulic Oils

Biodegradable lubricants, hydraulic, and engine oils, are considered preferable for use around sensitive waterways and other ecosystems, and may be cost-effective when the price of the product and the cost of waste management for non-biodegradable products are considered together. Recology would purchase biodegradable or re-refined lubricants and hydraulic oils from local vendors to be used in onsite process and mobile equipment. Local vendors include StarOilco based in Portland, the Jerry Brown Company, located in Eugene or SeaPort Petroleum, located in Seattle. A comprehensive list of industrial, domestically produced, soy-based hydraulic oils and lubricants is available in the United Soybeans Board's *Soy Products Guide*.¹⁰

Lubrication oil can be re-refined by removing contaminants introduced during their use. The additive packages necessary for specific properties such as viscosity are then replaced in order for the re-refined product to be certified for use by the American Petroleum Institute (API). Two local vendors of re-refined oil are the Oil Re-Refining Company (ORRCO), located in Portland and Nelson Petroleum based in Everett, Washington. Recology would purchase 100% recycled content re-refined oil when possible, though the re-refined products often contain varying percentages of recycled content.

¹⁰ http://www.unitedsoybean.org/filedownload.aspx?file=28450_soy_products_guide_07.pdf

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Another strategy is to deploy in line oil filters. These devices continually filter the engine oil and provide for a cleaner and more efficient power train and reduce a heavy truck's oil change-outs to once every 100,000 miles.

5. ADOPT BEST PRACTICES FOR HEALTH AND SAFETY

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.*
 - 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?*
 - c. *What other aspects facility operations will you monitor to determine environmental impacts and how will they be managed?*
 - d. *Will you utilize an environmental management system such as ISO 14000 to track progress, and how will results be reported to Metro?*

Human behavior is inherently chaotic without systems and processes. The greatest opportunity for safety improvement at the transfer station is to eliminate chaos through systematizing the drop off and sorting of materials. One of the key elements of behavior management is to intervene at the operational systems level so that individuals do not need to rely on improvisation at the decision-making point, or on willpower to overcome old behaviors.

A series of prompts and signaling systems will allow the individual to make unconscious, yet inherently safe choices. Currently, the users of many transfer stations are required to keep actively thinking about their personal safety at the same time as they perform their primary functional task. Statistically speaking, this is the foundation for inevitable risk to human safety. Our primary method of intervention is to introduce new traffic flow and material processing flow to prevent crossing lines and bottlenecking. This allows similar tasks to be performed in adjacent areas, allowing both employees and system users to process their tasks in a more safe and relaxed manner.

a. Zero-Tolerance Safety Policy

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

The health and safety of employees and others on Recology property are of critical concern to Recology. We strive to attain the highest possible level of

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

safety in all activities and operations. Recology is committed to complying with all health and safety laws applicable to our business.

To this end, Recology requires its employees to ensure that work areas are kept safe and free of hazardous conditions. Employees should be conscientious about workplace safety, including proper operating methods and known dangerous conditions or hazards. They are expected to immediately report any unsafe conditions or potential hazards to their Supervisor immediately. If any employee suspects a concealed danger is present on Recology's premises, or in a product, facility, piece of equipment, process, or business practice for which Recology is responsible, the employee is expected to bring it to the attention of their immediate Supervisor or the Safety/Compliance Technician. Local management will arrange for the correction of any unsafe condition or concealed danger immediately and will contact the Safety/Compliance Technician regarding the problem.

Recology will issue rules and guidelines governing workplace safety and health, and will also issue rules and guidelines regarding the handling and disposal of hazardous substances and waste. All employees will be expected to familiarize themselves with these rules and guidelines as strict compliance will be expected. Supervisors and the Safety/Compliance Technician will maintain copies of current rules and guidelines. **Any failure to comply strictly with rules and guidelines regarding health and safety or negligent work performance that endangers health and safety will not be tolerated.** Additionally, Recology has developed a written safety manual (Injury and Illness Prevention Program) as required by law. Certain aspects of this document will be reviewed periodically in group meetings, and it is available in its entirety through the site Safety/Compliance Technician. It is the responsibility of each individual employee to read, understand, and observe the provisions of the program applicable to their jobs.

Any workplace injury, accident, or illness will be reported to the respective Supervisor immediately, regardless of the severity of the injury or accident. If medical attention is required immediately, managers will assist employees in obtaining medical care, after which the details of the injury or accident will be investigated and a report completed.

b. Dust Monitoring

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?

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Fugitive dust is particulate matter--a generic term for a broad class of chemically and physically diverse substances that exist as discrete particles, liquid droplets or solids, over a wide range of sizes--which becomes airborne and contributes to air quality as a nuisance and threat to human health and the environment.

In 1987, the United States Environmental Protection Agency (USEPA) revised the ambient air quality standard for particulates so as to reflect direct impact on human health by setting the standard for particulate matter less than ten microns in diameter (PM₁₀), which includes fugitive dust whether contaminated or not. Acceptable minimum levels of air quality are required and the conservative standard is set requisite to protect public health with an adequate margin of safety. Industrial hygiene air monitoring plays an important role in the evaluation of potential employee exposure to hazardous materials in the workplace. Monitoring can be personal monitoring to measure an employee's exposure to airborne contaminants or area monitoring where exposure is measured not in terms of a particular employee, but rather as ambient air concentration of a substance. Monitoring provides data for a given area at a given period of time. Area monitoring is a useful technique to help evaluate the need to improve contaminant control procedures.

Recology Environmental Compliance and Safety personnel have visited the site and did not observe evidence of elevated dust. However, Recology recognizes that valid samples and observations must be collected over multiple visits. Of moderate concern were operating activities related to the off-loading, pushing, loading and removal of the yard debris and wood material at Metro South Station. In addition, certain loads received and off-loaded in the pit at the MSS, under less than ideal conditions, were a cause of moderate concern. If Recology is the successful proposer, we plan to investigate the installation of an upgraded ventilation system with an enhanced filtration system. Further, the installation of a misting system above the pit and floor would increase worker safety significantly.

Recology is committed to meeting or exceeding the requirements set by law, and to that end, maintains a certified industrial hygienist on staff who will not only be involved in the planning and management of the enhancements proposed at the site, but will periodically conduct various types of sampling to establish empirical data on which decisions for further dust control methods must be made. As an example, air sampling of dust-generating activities will be performed as part of a comprehensive industrial hygiene survey to identify sources of exposure. Dust sampling will also be performed periodically, with the results of such samplings determining future modification of equipment, personal protective equipment required and activities performed.

METRO SOUTH STATION

Sustainable Operations Questions

Metrics to be utilized to ensure compliance with legal standards include the use of real-time particulate monitors, which will monitor particulate matter at less than ten microns (PM₁₀) with the following minimum performance standards:

Size range:	<0.1 to 10 microns
Sensitivity:	0.001 mg/m ³
Range:	0.001 to 10 mg/m ³
Overall Accuracy:	±10% as compared to gravimetric analysis of stearic acid or reference dust

c. Monitoring Other Environmental Impacts

a. What other aspects 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*

In addition to airborne particulates including dust, mists and aerosols, Recology intends to actively monitor occupational noise levels on a periodic basis. While it is not necessary for every employer to measure workplace noise, Recology is committed to conducting periodic sampling to validate compliance. Since it is our belief that the MSS facility is currently operating well below the standard industrial noise threshold of 85 dB, we do not anticipate having to take any remedial actions. However, should certain factors suggest that noise exposures in the workplace may be at this level, including employee complaints about the loudness of noise, indications that employees are losing their hearing, or noisy conditions which make normal conversation difficult, Recology will complete a thorough investigation and take actions necessary to return to acceptable levels. We feel that testing for noise exposure should be completed at the facility on an annual basis.

Although it is rare, unexpected fugitive vapors and fumes can be present at solid waste handling facilities. Typically these issues surface at sites that were previously utilized as landfills, where leaking gases are detected, or are related to abandoned underground storage tanks (UST's). While we are reasonably certain that such conditions do not exist at the transfer station, we maintain a strict protocol for leak detection and immediate mitigation. All management personnel will be trained in leak detection management, and we will work with local professional service technicians until the issue is safely and thoroughly resolved.

d. Environmental Management System

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

Recology uses an environmental management system (EMS) system to track progress in compliance requirements and goals. While Recology has not formally implemented ISO 14000, we have implemented a functionally equivalent EMS. The EMS provides a structure within which compliance activities are planned and conducted in a forward looking, systematic manner. The EMS is used to aid in managing not only environmental-related activities, but other important requirements such as operational specifications and reporting that are set forth in facility permits.

The EMS comprises several elements organized into planning, implementation, and checking/corrective action activities which are conducted so that requirements are systematically identified, controlled, and monitored. Using this approach helps ensure that requirements are met and that the results improve over time. EMS status reports will be submitted to Metro each month.

Planning

Effective planning entails identifying how Metro transfer station activities can interact with the environment and determining and understanding the requirements associated with those activities. Requirements will stem from facility permits as well as other sources such as state regulations (e.g., ODEQ solid waste facility regulations), federal regulations (e.g., SPCC rules), site operational plans (e.g., SWPCP and SPCC plan), and site sustainability policy and goals.

Recology's legislative and regulatory management program plays an important role in identifying future requirements that can impact Recology operations. By maintaining a forward-looking stance with regard to upcoming laws and regulations, we can more effectively plan for their implementation.

Implementation

Implementing the EMS requires that lines of responsibility be defined and that systems are in place to comply with permit and other requirements. The sections below outline the structure and responsibilities of Recology personnel with key environmental tasks and describe the implementation tools used in maintaining and improving compliance.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Staff Structure

The structure and system of accountability for implementing the EMS depends on each participant knowing what their responsibilities are and the authority they are empowered with to carry out those responsibilities. The responsibilities of Recology personnel will be communicated so that they will have a clear understanding of their compliance obligations.

Compliance Meetings

We believe that maintaining a high level of effective communication is important to the success of the EMS. Regular meetings provide a forum for communicating permit issues among the general manager, key operations personnel, and site and corporate environmental managers. In the compliance meetings, staff discusses compliance status, identify emerging trends, and address negative trends and issues before non-compliance occurs.

Recology Environmental and Safety Tracking (REST) System

REST is an innovative web-based database developed to manage and track regulatory, permit, and policy requirements. REST plays a key role in allowing Recology to assess the effectiveness of its EMS. It was developed to support Recology staff in identifying, completing, documenting, and reporting required tasks in a timely and accountable manner. REST provides Recology with an essential self-diagnostic tool to assure the highest level of environmental compliance, to minimize potential environmental impacts, and ensure continual improvement.

Metro permit, regulatory, and policy requirements will be entered into REST together with the associated personnel assignments and requirement due dates. Requirements will be mapped to environmental media (air, land, and water), public health, general policy, or sustainability policy categories. Completion (or non completion) of each requirement is documented in REST. All Recology environmental managers are required to use REST as an integral part of their job duties and they are responsible for maintaining their sites' REST database.

As a real-time application, using the REST system, facility and corporate managers can monitor completion of Metro requirements on an ongoing basis, thereby maintaining up-to-date knowledge of compliance status. Equally important, REST is a planning tool that provides timely advance

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

notification of pending requirements such as testing and reporting requirements.

REST is also used to record regulatory agency inspections. Any inspection violation or area of concern is documented in REST together with a description of how the issue will be addressed to return the site to compliance. Personnel assignments and due dates for each activity are also entered into REST. These data are incorporated into environmental metrics used to measure progress towards Recology's zero violations goal.

Reporting

Regular compliance reporting is an important component of the EMS. Compliance status is reported during compliance meetings. Permit requirements are also reported through the REST system, which features several report formats. Significant environmental incidents are reported promptly to site management and Metro so that the facility's reporting requirements are met and that adequate resources are made available to address the incident. Incidents may include spills, releases, inspections, violations, and accidents.

Accurate reporting is underlain by efficient recordkeeping. Over the past two years the company has retained the services of a professional records retention consultant and has instituted a companywide records retention policy, both at the corporate office and operating facilities. As backup to all files kept at operating facilities, Recology's corporate office has a centralized file system or document control/logging of permit applications and all agency correspondence.

Training

All employees at all levels, from laborers to general managers, will be trained in accordance with Recology's position-specific environmental training matrix. Recology is firmly committed to providing all necessary training to employees so that staff members are aware of permit and regulatory issues and have adequate training to deal with the responsibilities they are given. All trainees are required to sign in for each training program. These records are put into each employee's permanent human resources file by the facility's human resource training representative. Bilingual training is made provided where appropriate.

In addition to regulatory required training, Recology holds quarterly environmental and safety peer group meetings wherein all environmental

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

and safety compliance personnel come to the corporate offices for two day training sessions on environmental and one day on safety (in addition to other safety trainings) to share information on new and existing environmental issues affecting the company.

Checking and Corrective Action

Periodic reviews of the EMS are used to evaluate compliance and identify whether company activities are controlling environmental impacts and leading to progress toward environmental objectives and targets. These activities are essential to the continuous improvement of the program.

Inspections

Recology staff performs regular site inspections to monitor compliance with regulatory requirements and company standard operating procedures and policy.

Audits

Periodic internal and third party audits are conducted to assess compliance with environmental requirements. Past audits have been conducted company wide in the areas of stormwater, spill prevention, and hazardous waste management compliance. Third party EMS auditing also has been conducted by an independent accounting firm.

Excursions

Swift action is taken if a permit or regulatory threshold value is exceeded. If an adverse inspection report (e.g. leaking collection vehicles) or trend towards non-compliance is identified, these issues will be flagged by Recology, and Metro staff will be contacted to determine the appropriate corrective action.

With the exception of events with immediate notice requirements (e.g. for spills in excess of reportable quantities), Recology will notify the appropriate Metro liaison prior to sending in any report of non compliance to regulatory agencies. This will keep Metro informed on a real-time basis of any concerns and also ensure that appropriate corrective actions are developed and implemented in a timely manner by the responsible party or parties so as to improve ongoing results.

METRO SOUTH STATION

Sustainable Operations Questions

6. PROVIDE TRAINING / EDUCATION ON SUSTAINABLE PRACTICES

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.

Key Strategy for Sustainability Best Practices Communications/Education
<ul style="list-style-type: none">• Install prompting signage to encourage behavior shifts• Install interpretive signage illustrating sustainability principles and why they matter• Train key regional waste industry employees, government waste reduction staff and political officials in adopted sustainability practices• Educate contracted waste haulers in driver behavior and biofuel requirement• Educate vendors on Metro Sustainability framework and support them in their operational progress toward sustainability• Educate vendors on purchasing criteria/screening matrix to give them the best opportunity to market themselves based on authentic claims• Volunteer mentorship for generators to reduce their waste and increase recovery.• Volunteer mentorship for institutional generators such as schools to reduce their waste and increase recovery.

Recology has partnered with Good Company to provide education and communications on basic sustainability principles, Metro’s framework and goals, sustainability operations and best practices at the stations, purchasing protocols and the basics of climate change. The education and outreach program that Good Company, Metro and Recology co-create would develop a common understanding and language for discussion of sustainability issues across all waste system responsibilities. This would lead to the greater learning that results from engaging the people working everyday in the system in sustainability issues.

Good Company would create training modules for each audience that Good Company, Recology and / or Metro would deliver to decision makers, employees, vendors/contractors and the community. For example, the team could create a one-hour session for elected officials and senior administrators and a one-day in-service for transfer station employees. Beyond workshops, sustainability education and communications include signage, modeling behavior, policies, requests for qualifications, incentives, committees, suggestion boxes and standing agenda items in supervisor and line staff meetings.

Sustainability Education and Communications

There would be several opportunities to reinforce sustainability communications internally, including Recology's logo and tagline of *Waste Zero*. This would be incorporated in all letterhead and signage for the facility. Recology would display interpretive signs posted throughout the facility and grounds with short descriptions of area specific sustainability practices. For example, Recology will post signs in areas with day lighting describing the function and importance of passive systems. Internal corporate documents related to sustainability, such as memos, plans, policies, and FAQs, will clearly define sustainability practices, goals, and measurements for achievement. Our goals include:

- ❑ Modeling behavior of best sustainability practices
- ❑ Sharing FAQ handouts for frequently asked questions and on the website
- ❑ Providing incentives and awards for sustainability achievements and ideas – bonuses, extra vacation time, etc.
- ❑ Forming task-specific committees or work groups to tackle sustainability issues
- ❑ Placing anonymous suggestion boxes for staff and the public to use
- ❑ Standing sustainability agenda item in all regular staff meetings will be used to aggregate and elevate improvement ideas from the line staff
- ❑ Supporting staff with formal and explicit permission to innovate at the work group level
- ❑ Providing tours for the community to better understand the sustainability aspects of the waste operations

These practices will ensure that constant improvement becomes a regular ethic of the enterprise and will build morale when the success is evident.

Sustainability Education Opportunities

The following are suggested sustainability education opportunities listed by audience: decision makers, employees, vendors / contractors and the community. Good Company would co-create training modules with Metro and Recology staff for each of the topic areas below. Good Company would also deliver or “train the

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

trainers” so that these workshops could be replicated and improved as Recology adopted additional sustainability best practices.

Sustainability Education Recommendations	
Decision Makers	Employees
<p style="text-align: center;"><i>Sustainability Concepts and Communications</i> <i>Sustainability Best Practices for Waste Managers</i> <i>Sustainability Indicators and Assessment</i> <i>Sustainability Decision Tools and Program Development</i> <i>Sustainable Procurement Policymaking</i> <i>Executive Strategies to Reduce Carbon Footprints</i> <i>Public-Private Partnerships for Sustainability</i></p>	<p style="text-align: center;"><i>Metro Station Sustainability Best Practices</i> <i>Supporting the Energy Efficiency Plan</i> <i>Sustainable Purchasing</i> <i>Communicating Sustainability Practices to the Community</i> <i>Driver Behavior and Fuel Economy</i> <i>Equipment and Biofuels Requirements</i> <i>Optimizing Traffic Flow and Idle Reduction</i> <i>Material Recovery Best Practices</i> <i>Community feedback on our performance</i></p>
Vendors and Contractors	Community
<p style="text-align: center;"><i>Equipment and Biofuels Requirements</i> <i>Driver Behavior and Fuel Economy</i> <i>Material Recovery Best Practices</i> <i>Strategies for Sustainable Businesses</i> <i>Sustainable Purchasing Preferred Vendors</i> <i>Sustainable Products and Services Screening Tool</i></p>	<p style="text-align: center;"><i>Sustainability Tours of the Transfer Stations</i> <i>Waste reduction mentoring for commercial and Institutional generators</i> <i>Community Sustainability Best Practices</i> <i>Recycling at Home</i></p>

Experience with Sustainability Education

Good Company has developed and implemented hundreds of sustainability focused workshops in the Pacific Northwest through the University of Oregon Continuing Education Sustainable Leadership Program¹¹, University of Oregon and Lane Community College Climate Masters at Work¹² program, the Northwest Environmental Training Center and many public works and corporate clients.

Good Company would build trainings or workshops based on Metro’s sustainability framework and tailor them to the audience and format requested by Metro and Recology. If the workshops were conducted in partnership with the University of Oregon Sustainability Leadership Program or the Northwest Environmental Training Center, these classes would be eligible for continuing education units. Specifically for the small business vendors and partners, Good

¹¹ <http://sustain.uoregon.edu/>

¹² <http://www.uoregon.edu/~climlead/programs/businessclimatemaster.html>

METRO SOUTH STATION

Sustainable Operations Questions

Company has consulted with nearly 40 companies including recyclers, bike manufacturers, organic food processors, industrial composters and renewable energy technology companies on establishing sustainability indicators and best practices.

7. SUPPORT A QUALITY WORK LIFE FOR EMPLOYEES

7. *Support a Quality Work Life for Employees.*

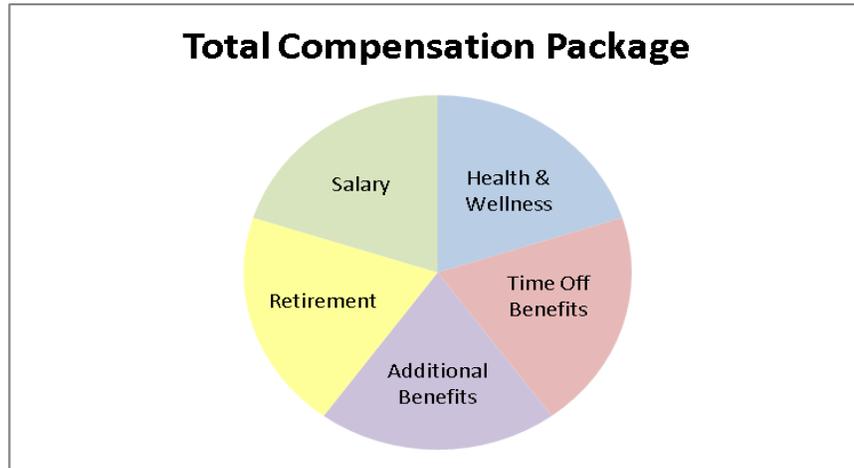
- a. *Describe the wage and benefits package that will be offered to employees.*
- b. *Describe training and educational opportunities available to employees, such as ESL or life skills classes that will be made available.*
- c. *What community services would be offered by the firm and employees?*
 - *What measurements will be used to gauge effectiveness?*
 - *Will employees be able to participate during work hours?*

a. Wage and Benefit Package

- 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.*
 - *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.*
 - *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.*

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

At Recology, we believe an employee's compensation includes more than just a salary. Our benefits package is an important aspect of our employees' total compensation and is intended to help our employees live well - both physically and financially. Below is an illustration of our total compensation package.



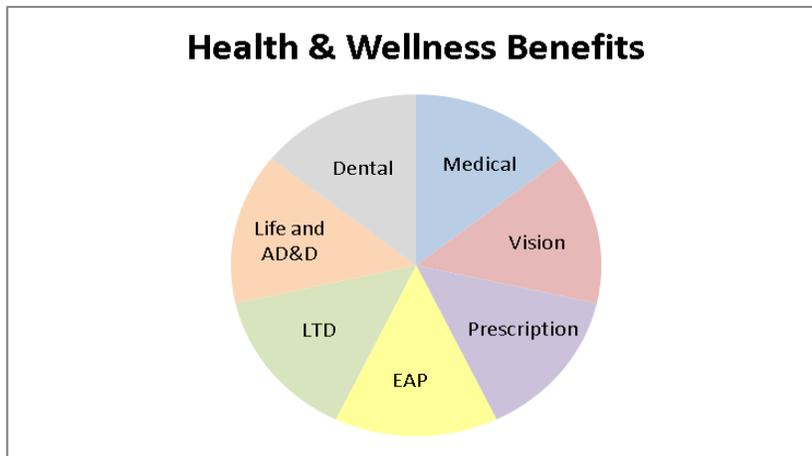
Recology has a *pay for performance* merit salary program where employees' overall performance throughout the year is directly related to the merit increase that an employee may be eligible for. The merit increases are generally administered on a calendar year basis and take into consideration employees' performance for the past fiscal year. Unlike a COLA increase where everyone receives a set amount no matter what their performance, the merit rewards employees for their efforts. Historically, the merit increases have generally surpassed associated cost of living adjustments. The pay for performance merit salary program is intended to motivate employees to do their best which in turn provides the best service possible to our customers.

Below is a summary of the 2010 target rates and 2010 ranges that are applicable for each position. Along with the other elements of our total compensation package (explained below), we believe our intended salaries are reflective of our belief to provide pay at a fair market value for the work that is to be performed.

For our Operations Manager and Operations Supervisor positions, we have a target rate, but are flexible as to the final salary given an individual's knowledge and experience. The targeted hourly rates shown for the other positions reflect our intended rate of pay.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Position	2010 Target Rate	2010 Rate Ranges
Operations Manager	\$5,400/mo	\$5,000 - \$6,000
Operations Supervisor	\$3,750/mo	\$3,300 - \$4,200
Compliance/Safety Technician	\$17.00/hr	\$15.00 - \$19.00
Accounting Clerk 1	\$15.00/hr	\$13.00 - \$17.00
Accounting Clerk 2	\$16.00/hr	\$14.00 - \$18.00
Lead Mechanic	\$26.00/hr	\$24.00 - \$28.00
Mechanic	\$21.00/hr	\$19.00 - \$23.00
Lube Technician	\$12.50/hr	\$11.00 - \$14.00
General Laborer (Maintenance)	\$11.50/hr	\$10.00 - \$13.00
Equipment Operator	\$18.25/hr	\$16.00 - \$20.00
Driver/Equipment Operator	\$18.25/hr	\$16.00 - \$20.00
Lead Sorter	\$12.50/hr	\$11.00 - \$14.00
Sorter	\$11.50/hr	\$10.00 - \$13.00
Spotter	\$11.50/hr	\$10.00 - \$13.00



Recology is proud to provide a comprehensive benefits package to employees at the transfer station. Eligible employees will enjoy a comprehensive benefits program in which Recology pays the full cost of most benefits for employees and their dependents. Our Health & Wellness Benefits program includes medical, prescription, vision, dental, Employee Assistance Plan (EAP), life insurance, and long term disability insurance. In addition, in special circumstances Recology will pay for a participant’s first year of COBRA coverage. We are also proud to offer the same benefits to registered domestic partners that we offer to spouses.

METRO SOUTH STATION

Sustainable Operations Questions

The Health & Wellness Benefits program will be available to full-time and part-time employees on the first of the month after they complete 30 days of employment. Our health program includes a wellness component as we feel that employees enjoy a better quality of life and are more productive at work when they are well – physically and mentally.

A summary of each benefit offered by Recology is provided below. Note that proposed plan designs are subject to change based on availability of carriers and plans offered at the time of implementation.

Medical Insurance

Recology is proud to offer two comprehensive medical plans to the transfer station employees and their eligible dependents: Kaiser HMO and Regence Blue Cross Blue Shield Blue Preferred PPO. The medical plans include both prescription and vision coverage. Both programs are designed to provide preventive services with little cost to the employee to encourage our employees to live well and have a quality life. The Medical Insurance Summary below provides further details.

Medical Insurance Summary*			
	Regence BlueCross BlueShield Blue PPO		Kaiser Permanente HMO
Benefit Features:	<u>In Network</u>	<u>Out of Network</u>	<u>Kaiser Providers:</u>
Lifetime maximum benefit	\$2,000,000		None
Individual deductible per calendar year	\$500		None
Annual out-of-pocket maximum	\$2,000	\$8,000	\$600 individual \$1200 family
Preventative Care Services:			
Well child visit	100% after \$20 copay (deductible waived)	60% (after deductible)	Covered in Full
Routine Physical exam		Not covered	\$15 co-pay
Other Office and Professional Services:			
Office visit (non surgical)	100% after \$20 copay (deductible waived)	60% (after deductible)	\$15 co-pay
Surgical and other office procedures	80% (after deductible)	60% (after deductible)	\$15 co-pay

Recology Oregon Inc.

METRO SOUTH STATION

Sustainable Operations Questions

Medical Insurance Summary*			
	Regence BlueCross BlueShield Blue PPO		Kaiser Permanente HMO
Benefit Features:	<u>In Network</u>	<u>Out of Network</u>	<u>Kaiser Providers:</u>
Diagnostic radiology and lab	80% (Deductible waived for first \$500)	60% (after deductible)	\$5 co-pay
Hospital Services:			
Inpatient stay	80% (after deductible)	60% (after deductible)	Covered in Full
Outpatient surgery	80% (after deductible)	60% (after deductible)	\$15 co-pay
Emergency room care for medical emergency (copay waived if admitted)	80% after \$100 copay		\$75 co-pay
Vision:			
Routine Exam	\$20 co-pay	70% after \$20 co-pay	\$15 co-pay
Lenses/Frames/Contact Lenses	Lenses: 100% up to current maximum; Frames: 100% up to current maximum; Contacts: 100% up to current maximum	Lenses: 70% up to current maximum; Frames: 70% up to current maximum; Contacts: 70% up to current maximum	\$150 allowance toward purchase of lenses and frames OR contact lenses/24 months
Prescription:			
30 day supply	\$10 co-pay for generic \$20 co-pay for brand name preferred \$40 co-pay for brand name nonpreferred		\$15 co-pay for generic \$30 co-pay for brand name

*Proposed plan design is subject to change based on availability of carriers and plans offered.

Recology pays the full cost for full-time employees to be covered under the Health & Wellness Benefits program. Dependents are covered in full with a small monthly employee contribution as shown below for 2010. To assist employees, Recology offers employees the opportunity to have their contribution be on a pre-tax basis. Part-time employees who work 20 or more hours per week will be eligible for the Health & Wellness Benefits program with a pro-rated contribution.

	Employee Only	Employee Plus Children	Employee Plus spouse	Employee Plus Spouse and Children
Kaiser HMO	\$0	\$45	\$50	\$60
Regence PPO	\$0	\$125	\$130	\$140

METRO SOUTH STATION

Sustainable Operations Questions

Benefit Refund

Recology realizes that employees may have the option of dual medical coverage by being covered as a dependent under another health plan. These employees will be provided the option of waiving enrollment in the medical plan and receiving a cash reimbursement of \$125 per month (full-time employees) and \$62.50 per month (part-time employees).

Dental Insurance

Recology is proud to offer two dental plans to the transfer station employees and their eligible dependents: Kaiser HMO and Oregon Dental Services (ODS). These programs provide 100% coverage for routine care as well as coverage for minor and major restorative care and orthodontia services. The Dental Insurance Summary below provides further details.

Dental Insurance Summary*			
	Oregon Dental Services (ODS)		Kaiser Dental HMO
Benefit Features:	<u>In Network</u>	<u>Out of Network</u>	<u>Kaiser Providers:</u>
Annual Deductible	\$50		None
Annual Maximum	\$1,500		\$2,000
Preventative Care: cleaning, x-rays, routine exam	100% (deductible waived)	80% (deductible waived)	100% (deductible waived and does not count toward annual benefit maximum)
Basic: routine fillings, root canal, oral surgery	80%	60%	80%
Major Restoration: implants, crowns, dentures	50%	50%	50%
Orthodontics (adults and children)	50% up to \$1000		50% up to \$2,000
*Proposed plan design is subject to change based on availability of carriers and plans offered.			

Recology pays the full cost for full-time employees to be covered under this program. Dependents are covered in full with a small monthly employee contribution as shown below for 2010. To assist employees, Recology offers employees the opportunity to have their contribution be on a pre-tax basis. Part-time employees who work 20 or more hours per week will be eligible for the Health & Wellness Benefits program with a pro-rated contribution.

METRO SOUTH STATION

Sustainable Operations Questions

	Employee Only	Employee Plus Children	Employee Plus spouse	Employee Plus Spouse and Children
Kaiser HMO	\$0	\$10	\$15	\$25
ODS	\$0	\$20	\$25	\$35

Benefit Refund

We realize that employees may have the option of dual dental coverage by being covered as a dependent under another health plan. These employees will be provided the option of waiving enrollment in the dental plan and receiving a cash reimbursement of \$25 per month (full-time employees) and \$12.50 per month (part-time employees).

Employee Assistance Program (EAP)

Most people know that living a productive and fulfilling life requires a healthy mind and a healthy body. Managing the daily stresses of work, home, and family can have an effect on an employee’s overall health and well-being. This is why Recology provides employees with an employee assistance program that can be used by the employees themselves and any member of their household, regardless of relationship.

This program provides confidential professional assistance in dealing with personal problems that may influence health, well-being, or work effectiveness. It also provides dependent care referrals (child or adult day care, adoption resources, etc.), legal assistance, financial assistance, and identify theft assistance. The EAP provides a toll-free number that participants may call 24 hours a day, 7 days a week. Licensed counselors who answer the phone can assist employees with confidential counseling, assessment, referrals, and crisis intervention.

Below is a list of services offered through our current EAP provider, Magellan Health Services.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions



Employee Counseling

Recology will provide up to five (5) pre-paid sessions per issue per year with a licensed counselor to discuss personal issues, such as stress, emotional problems, and substance abuse.

Dependent Care

Unlimited telephone and/or web-based resources and referrals for issues related to children, eldercare, adoption, education and more. Counselors provide assistance in many areas ranging from parenting issues to finding scholarships for children for college.

Legal Assistance

One free office or telephone consultation with a licensed attorney for each new legal matter encountered. This currently includes up to a ½-hour of pre-paid consultative session per issue and a 25% discount for ongoing legal issues with an attorney.

Financial Assistance

Currently provides unlimited phone consultations with a financial counselor on issues such as budgeting, debt consolidation, consumer credit, retirement, saving for college, IRS matters and more. The financial counselors hold professional designations (e.g., Certified Public Accountant and Certified Financial Planner) to ensure they are equipped for such counseling and are available to help address financial issues efficiently and effectively.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Identity Theft Assistance

Identity theft assistance currently provides a variety of support services to guide participants through fraud-related emergencies. Participants will receive assistance from a trained specialist who can assist in expediting fraud claims and restoring a participant's good credit. The program also provides preventative steps to help ensure participants will not be victimized again.

Life Insurance and Accidental Death and Dismemberment

Life insurance is an important part of an employee's financial well-being. Recology is proud to provide basic life insurance in the amount of \$50,000 to full-time eligible employees and \$25,000 to part-time employees. Recology provides \$2,000 in life insurance benefits to a full-time employee's eligible dependents and \$1,000 to a part-time employee's eligible dependents.

In addition, Recology is proud to provide accidental death & dismemberment (AD&D) insurance in the amount of \$50,000 to full-time employees and \$25,000 to part-time employees. In the case of an employee's death due to an accident, their beneficiary would receive the life insurance and the AD&D insurance benefits.

Long Term Disability

Long term disability protects an employee's income when they have an illness or an injury and are unable to work for an extended period of time. Recology is proud to provide basic long term disability coverage of 50% of an employee's base monthly salary up to \$1,000 per month. Employees have the option of buying additional coverage of 60% of their monthly base salary up to \$10,000 per month.

Paid COBRA

Recology is a family-oriented company. We know that when an employee passes away, the employee's family is impacted in many ways. To lessen their burden, Recology pays for the first year of COBRA coverage for all eligible dependents of the employee. This program has been beneficial and, from the feedback we have received, has been appreciated by the family as one less thing to worry about during a difficult period of time.

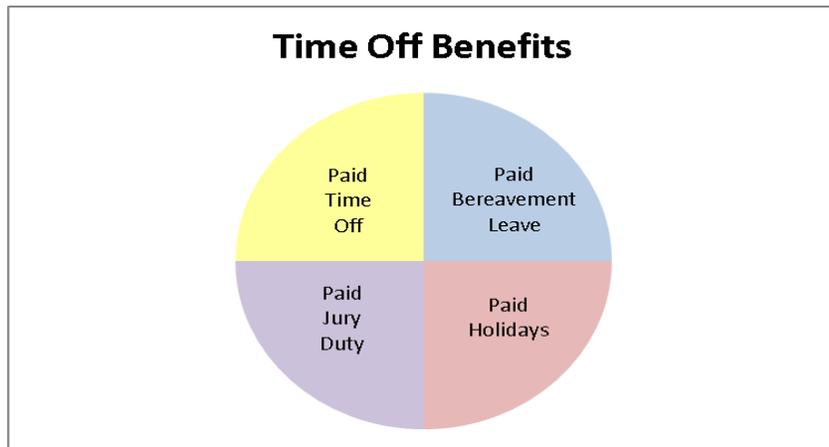
Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Retirement Benefits

Understanding the importance of saving for retirement, Recology will provide employees with the opportunity to participate in a 401(k) plan. In addition, Recology will be pleased to have the transfer station participate in the Recology Employee Stock Ownership Plan (ESOP) after meeting Recology’s profitability criteria.

Time Off Benefits

In keeping with its commitment of encouraging a positive work-life balance, Recology offers generous time off benefits to its employees. Below is a summary of the paid time off we plan to offer.



Paid Time Off (PTO)

In an effort to provide employees with the flexibility of choosing how to utilize their paid time off, we will provide our full-time employees with a PTO policy as opposed to separate sick and vacation policies. Eligible new hires can earn up to two (2) weeks of paid time off during their first year of employment.

Years of Service With Recology	Paid Time Off (in days)
0 - 2	10
3 - 6	15
7 - 11	20
12+	25

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Donation of Paid Time Off

Because our employees think of each other as family, we allow eligible employees to donate Paid Time Off to a co-worker who is on a long-term leave struggling with an illness.

Paid Holidays

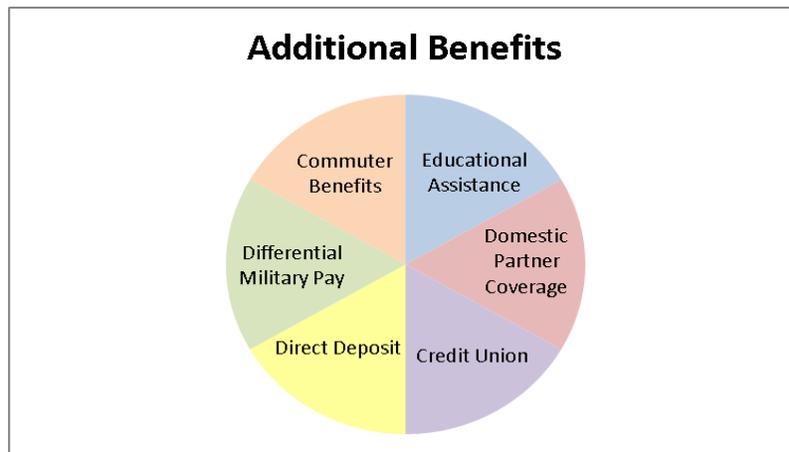
Eligible full-time employees will be provided with four (4) paid holidays per year and two (2) floating holidays per year.

Jury Duty

Recology encourages employees to perform their civic duty by serving on jury duty when called. As such, we will provide up to five (5) paid days when a full-time employee is called to serve on a jury.

Bereavement

Recology understands that an employee needs time off when they have a death in the family so we offer full-time employees with three (3) paid days off.



Commuter Benefits

In an effort to promote the use of public transportation or other shared transport whenever possible when commuting to and from work, we will assist with the costs by paying 50% of an eligible employee's commuter costs (through transit or vanpool) up to a set allowable maximum. We also offer eligible employees the opportunity to pay commuter costs related to their transit and parking on a pre-tax basis through payroll deductions.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Educational Assistance

We encourage our employees to seek further career development and improved job effectiveness by providing a reimbursement for education programs that relate to an employee's current or possible future job. Reimbursement is provided to eligible employees for 50% of covered expenses up to a maximum amount per calendar year.

Domestic Partner Coverage

To support equal treatment, we are proud to offer the same coverage to registered domestic partners (same sex or opposite sex) as we do to spouses. This coverage applies to all of Recology's benefits and policies including health coverage, retirement, leaves of absence, bereavement, etc.

Direct Deposit

We provide employees with the opportunity to have their paycheck electronically deposited in up to four different accounts. This provides employees with the convenience of foregoing a visit to the bank to deposit their check and is an opportunity to reduce the employee's carbon footprint. In addition, by allowing employees to directly deposit funds into more than one account, employees are allowed the flexibility to manage their money based on their individual needs.

Credit Union

Recology transfer station employees will have access to join a local credit union which provides employees a vehicle to obtain low-cost loans, an opportunity for savings, and more.

Differential Military Pay

During times of conflict or war, employees who are in the military reserves are called up for active duty. Recology recognizes their willingness to bravely serve our country. We also recognize that in some cases, the pay they receive from the military is lower than what they were receiving while actively working for Recology. For certain conflicts/wars, Recology will provide differential pay to the employee so that the employee's compensation level will not be negatively impacted while serving our country.

b. Training and Educational Opportunities

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*
- *How such programs would be provided and paid for*

Recology understands that employees are the foundation of any successful company, and we have long believed that an effective, multi-dimensional training approach is necessary to facilitate an employee's success and fulfillment within their job and in their personal lives, including:

- ❑ Functional job-related training
- ❑ Development training
- ❑ Personal enrichment training

Each of these components is described below.

Functional Training

At Recology, we continually invest in our employees by providing a variety of training courses that supplement and enhance their knowledge and ability to perform their jobs. Training begins on the employee's first day of employment with Recology.

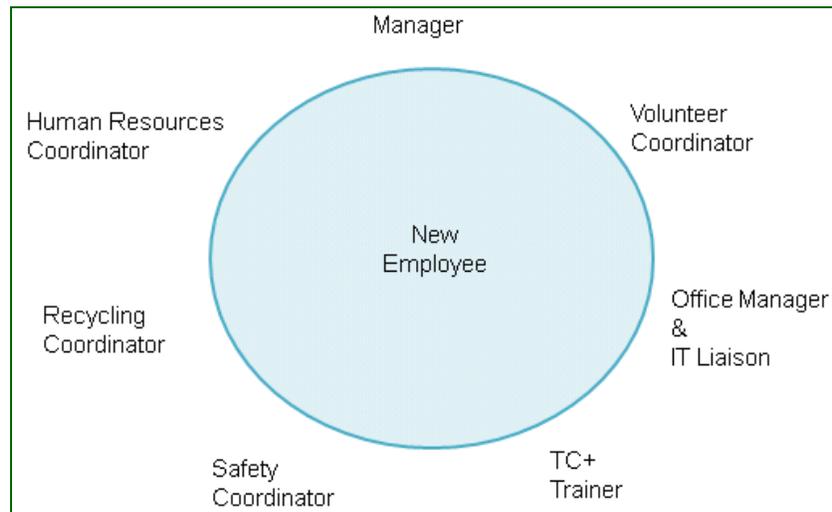
CORE Training

Recology uses the CORE Program (Company Orientation for Recology Employees) to welcome and integrate new employees into our culture. Recology's CORE Program is a process by which we guide and acclimate new employees into our company, values, culture, and their jobs.

The CORE Program starts before the employee's first day with us. The hiring manager makes certain everything is set up for the employee so that from day one the employee will feel welcomed and have all of the necessary tools for their job such as a computer and logon protocols, a phone, a work space, a uniform, and protective gear. In addition, the necessary job trainings and the CORE Team member meetings will already have been scheduled, and an email and posting will have been disseminated welcoming the new hire to the applicable work location.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

The foundation of the CORE Program is the CORE Team which is made up of the employees depicted below. Each of these CORE Team members meets individually with the new employee during their first month of employment so the new employee can learn about our company, our values, our culture, and their job.



Topics reviewed with the employee include but are not limited to:

- Company mission
- Company overview and history
- Overview of job and how job fits within the organization
- Manager's expectations
- Company policies
- Company benefits (medical, dental, retirement, paid time off, etc.)
- Safety expectations
- Recycling & Sustainability
- Volunteer and community service
- Computer access and training
- Time system access

To ensure that our CORE Program is meeting the needs of our employees, the Corporate Human Resources Department sends a feedback survey

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

and pamphlet to the new hire to solicit feedback on their experience and provide recommendations on how to improve the CORE program.

Job-Related Training

We take very seriously the need to provide continual and up-to-date safety trainings for our employees. Safety training and education occurs on a monthly basis, incorporating key topics.

In addition, we provide customer service, diversity, workplace harassment, and workplace violence training to all employees, regardless of position or pay grade. For our supervisory staff, we also provide ongoing training courses focusing on recruitment, ethics, and other similar topics. These trainings are intended to support Recology's philosophy of fair, ethical, and respectful treatment to all.

Cross Functional Training

Recology has encouraged each subsidiary company to engage in extensive cross-training of its personnel so that employees are able to be well-versed in multiple job functions.

At the transfer station, some examples of our cross-training initiatives include:

- ❑ Spotters, Sorters, and General Laborer employees will receive cross-training of each other's duties.
- ❑ Equipment Operators will receive cross-training to operate loaders, dozers, and compactors to optimize operational efficiencies and costs.

Through this cross-training, employees are exposed to various facets of the Company and, through that, may encourage such employees to pursue specific development in that area.

In our experience, these types of cross-training efforts have provided opportunities for employees to progress within the organization, either at the same subsidiary or through transfers to another.

Development Training

In addition to the functional training mentioned above, Recology believes in investing in the future of an employee to encourage growth in industry knowledge and create future opportunities with the company. This is

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

accomplished, in part, through educational reimbursement and management training programs, described below.

Educational Assistance

We encourage employees to seek further career development and improve job effectiveness. To assist with this, Recology will provide eligible employees reimbursement for education programs occurring outside of the regularly scheduled work hours that relate to an employee's current or possible future job. Reimbursement is provided to eligible employees for 50% of covered expenses up to a maximum amount per calendar year.

Recology Academy

Recology Academy – Enhances the understanding and practice of leadership and managerial skills in our employees. Eligible employees throughout Recology apply to be participants in this program which provides training on a wide range of curricula including leadership, communication, ethics, finance, and operations. Through this program, employees obtain a better understanding of how Recology operates and are offered the opportunity to meet and network with each other.

Recology Academy ~ Leadership & Beyond – In order to better prepare our managers for increased leadership roles, Recology Academy has an advanced component titled *Recology Academy ~ Leadership & Beyond*. This higher-level program focuses on leadership skills and behaviors that Recology values in its senior managers.

Personal Enrichment Training

Recology is committed to providing employees with a variety of training opportunities that serve to enrich an employee's personal and professional life.

Financial Planning Training

We realize that financial planning is important for all employees, no matter what stage of life they are in. With that in mind, we will offer financial planning services to employees.

Literacy & English as a Second Language (ESL) Programs

Recology is committed to providing employees with the necessary tools they require to succeed in their job and in life. We make necessary

METRO SOUTH STATION

Sustainable Operations Questions

accommodations for employees who reveal a literacy problem including directing them to local literacy programs and providing flexible work schedules if necessary to meet program commitments. In the event that multiple employees reveal a need for literacy training, we will determine if an on-site company-paid trainer is feasible, whereby employees can participate in a program during their workday.

Similarly, we will make the same accommodations, such as referrals, flexible work schedules, and on-site training, for those employees who express an interest in enrolling in an ESL program.

Unless otherwise noted, all training and education programs are intended to occur during the employee's workday and are paid for by Recology.

c. Community Service

- c. What community services would be offered by the firm and employees?*
- *What measurements will be used to gauge effectiveness?*
 - *Will employees be able to participate during work hours?*

Volunteerism

At Recology, we believe it is important to become involved in the communities where we live and work. Each of our companies participates in community activities ranging from participation in parades to various forms of community outreach. We also encourage our employees to individually participate in their local communities. In addition, Recology created The Recology Volunteer Program which has the following mission: *To help the communities where we live and work through a sustainable volunteer program.* Through the volunteer program, employees have, among other things, provided food service to the homeless; applied recycled paint and other supplies reclaimed from the waste stream to beautify a child-care center and a shelter for recovering addicts; and collected books, clothing and food for economically disadvantaged families both locally and in developing countries.

In the Portland area we intend to reach out to local non-profit organizations such as the Oregon Food Bank, Rebuilding Together Foundation, and the Christmas for Kids Foundation, to name just a few. Group volunteer activities are communicated to employees through Recology's Intranet and Extranet, as well as through prominent postings and communication at employee meetings. Individual volunteer opportunities are available on Volunteer Match, a software

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

program we use which helps employees screen over 58,000 volunteer opportunities that fit with their own interests, skills, and personal schedules.

Community Outreach

In addition to encouraging community volunteerism through partner organizations and non-profits, Recology will provide further community outreach efforts, such as:

Support Restoration in Metro's Natural Areas

As a sustainability-focused company, Recology desires to provide ongoing support to Metro's Natural Areas and Parks. We will offer employees the opportunity to take paid time off during work hours to contribute to the efforts to restore natural areas and parks so they can be enjoyed by future generations.

SOLV

We intend to partner with SOLV to sponsor and take part in cleanup, beautification, and enhancement projects both in the local area and in other areas of Oregon, depending on the individual interests of the employees and their families. We will offer employees the opportunity to take paid time off during work hours to assist in these worthwhile efforts.

Artist in Residence Program

Dating back to 1990, Recology has inspired local artists to create artwork by utilizing materials that would have otherwise been sent to the landfills. The Artist-In-Residence (AIR) Program at our San Francisco recycling facility is an innovative program that inspires and educates people about recycling and resource conservation by providing local artists with access to materials and other resources at our San Francisco Solid Waste Transfer and Recycling Center. Since its inception, we have had the pleasure of sponsoring a total of 79 artists to date who have inspired many by creating artwork from recovered materials. We are proud to both divert materials from the landfill and allow artists to transform these materials into artwork, and view this as a unique and creative avenue toward reuse. Recology would very much like to replicate this program in Portland.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Adult Education Program Supplies

Recology will work with local community colleges and adult education programs to supply materials from the waste stream, such as metal for welding projects and wood for wood shop projects, in our efforts to target unique reuse applications. Because the content of the waste stream is difficult to predict, our intent is to implement a program based on projected materials needs, accumulate those materials, and then contact the associated schools to alert them when a full load can be transported for reuse. Local schools will be able to take advantage of a resource in both a sustainable and economically feasible manner, and Recology will be successful in diverting materials from the landfill toward reuse.

Partnering With Community Focused Organizations

Neighborhood and community-focused organizations are an integral part of the fabric of the Portland area, and are crucial to providing necessary support to individuals and the community as a whole. Recology intends to work with key non-profit organizations such as Society of St. Vincent de Paul, SCRAP (School and Community Reuse Action Project), the Community Cycling Center, and many others, by providing salvageable items from the waste stream that can be beneficially reused.

Youth Internships

Recology believes that investing in the youth in our communities is critical, and we are committed to providing educational and work-related opportunities where possible. In San Francisco, for example, we have worked with the Mayor's Youth Employment & Education Program, to provide summer internships to disadvantaged youth. We are encouraged that Oregon has many similar programs, such as Mayor Adams' Portland Multnomah Youth Corps, and we are very impressed with the success of Worksystems, Inc. Through these types of programs, we plan to provide many exciting opportunities to teenagers and young adults in the greater Portland area.

Coats for Kids

Recology supports local "Coats for Kids" programs in a number of the communities we serve, and plans to continue this important program in Portland. Our plan is to work cooperatively with local community non-profit organizations and offer locations for drop-off opportunities.

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Canned Food Drive

Recology supports local canned food drive programs in a number of our communities and plans to continue this important focus in Portland. Our plan would be to work with local community non-profit organizations such as the Oregon Food Bank to provide drop-off locations.

Tours of Transfer Stations

In addition to providing education to the community about the critical role transfer stations provide in the solid waste system, Recology believes that allowing people to see in person the operations of a transfer station will work to remind them of the impact they as individuals have on the environment. Recology intends to provide educational tours to the public, including school groups.

Gauging Effectiveness

In order to gauge the effectiveness of these programs, we will conduct periodic feedback forums with selected groups including employees, non-profit organizations, and community partners. Information collected as part of the feedback forum or through survey data will be used to develop future programs and adjust the content of important programs to better serve the general public, or respective key audience.

8. SUPPORT SUSTAINABILITY VALUES IN SEEKING VENDORS AND CONTRACTORS

- 8. Support Sustainability Values in Seeking Vendors and Contractors.*
- a. *Describe how you will craft a sustainable procurement policy for supply and material purchases.*
 - b. *How will you support vendors and contractors who employ sustainability practices?*

Key Strategy for Sustainable Procurement
<ul style="list-style-type: none">• Create and implement a sustainable procurement policy for targeted products and services• Utilize the Sustainable Products and Services Screening tool for decision making in large or new purchases• Incorporate purchasing scoring criteria based on the sustainability screening of products and services• Provide training to employees on sustainable purchasing• Provide training to vendors and contractors on greening their business practices, products, and

METRO SOUTH STATION

Sustainable Operations Questions

Key Strategy for Sustainable Procurement
services
<ul style="list-style-type: none">• Replace request for bids with requests for qualifications

Recology has retained the services of Good Company to assist with the development of purchasing guidelines and policies that will be built around life-cycle benefits and impacts, Metro's goals, and both qualitative and quantitative measures. The products will be reviewed based on a sustainability screening tool that will support the comparison of similar functioning products. Good Company has performed similar work for many public works groups, including cities, parks systems, utilities and large corporate customers.

Once the products or services have been identified, Good Company will seek the geographically closest vendor that meets other objectives for supporting small businesses that are women and minority owned as well as running their business in a more sustainable manner. For categories where nearly all the potential vendors are not performing on the environmental front, Recology and Good Company will work to provide education and support for the preferred vendor to help them improve their performance.

We think that small business vendor and hauler education is the first level of community service that Recology/METRO/Good Company staff should provide to the community. It is the most mission aligned and will build the base for taking the local area closer to zero waste. From there, a “master recycler” mentor program for major commercial generators would be the logical extension of a community giving program. When this phase of the community giving program is accomplished, the mentors/transfer station employees can extend their master recycler mentorship program to operations managers for schools and other large scale public institutions.

A note on employee morale: We think the heart of employee morale will be their identification with the challenge to create a truly waste zero operation. The confidence and pleasure that comes from improving the facility’s performance will be the true morale builder as they will be responsible for the improvements all around them. That foundation will support their purpose and role in the community and will help them become mentors and ambassadors to the community in the pursuit of a more efficient society.

METRO SOUTH STATION

Sustainable Operations Questions

a. Sustainable procurement policy for supply and material purchases

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*
- *How you will track and report such purchases to Metro*

Benefits of a Sustainable Procurement Policy

A sustainable procurement policy for supply and material purchases factors in the environmental, social and economic attributes of a product or service in order to obtain the highest value for business operations, employees and the community. By greening the supply chain, Recology will not only reduce the cost of operations, but will also help stimulate the production of more sustainable products and services and contribute to the reduction of the regional Portland area's collective greenhouse gas emissions.

Potential Benefits of a Sustainable Procurement Policy

- Reduces solid waste and associated costs
- Improves efficiencies and reduce operating costs
- Improves indoor and outdoor air quality
- Improves employee health which in turn reduces sick days and improves productivity
- Reduces pollution of all kinds
- Reduces greenhouse gas emissions and climate change impacts
- Improves the quality and sustainability of natural resources now and for future generations
- Stimulates new markets and improves access to better products for the community as a whole
- Strengthens the local and regional economy

Valuable Existing Policies and Frameworks as Models

There are many resources available to help guide the creation of a sustainable procurement policy. The National Association of State Procurement Officials (NASPO) *Green Purchasing Guide* and the Responsible Purchasing Network's procurement tools and resources are two examples of valuable existing resources. Also, many organizations in the Pacific Northwest have already created and implemented these policies, some of which include general practices and others that refer to specifications for products such as paper, toner and lubricants.

For example, the City of Portland hosts a "Buying Green" resource directory on their website that details the City's sustainable policies, reports, case studies and resources. Of note are the idle reduction policy, renewable fuels ordinance, 2008 sustainable procurement policy and the 2006 toxic reduction strategy. King

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

County, Washington also provides a resource directory (established in partnership by the Solid Waste and Purchasing Divisions) of environmental purchasing and environmentally preferred products. King County's *Model Environmentally Preferable Procurement Policy* sets the stage for sustainable procurement with focuses on products and services such as computers, fluorescent lamps recycling, antifreeze, tire re-treading, cleaners and integrated pest management. King County reports 2008 metrics that support sustainable procurement by the resulting cost savings: "King County purchased 54 million dollars worth of environmentally preferable products, saving \$837,000 by doing so."

Recology plans to work with Good Company and Metro to review highlighted best sustainable purchasing practices in order to establish a baseline sustainable procurement policy that will evolve over the course of the contract with Metro.

Approach for Policy Creation

Recology plans to work with Good Company and Metro to develop site and operations-specific sustainable procurement policies that will provide the highest environmental, social and economic value to the organization and the regional community.

The first step in creating a sustainable procurement policy is to qualify and quantify the products and services utilized during the operation of the transfer station. A list of products and services would then be generated and prioritized by the largest quantity and expenditure categories. These large categories, such as fuels, safety equipment, lubricants and paper goods would be reviewed for existing specifications, credible certification or standards that lead to obvious market leaders in each product category. If the existing body of knowledge is weak and/or the local suppliers are not obvious, then we would undertake a high-level environmental, social and economic screening as the second step.

This stage will help identify the baseline procurement policies for implementation in terms of cost and benefit. Metrics would be established for each policy in order to track the associated cost savings and improvements in efficiency to be reported to Metro. Training would be provided to employees on how to interpret and incorporate these policies into their everyday business practices and requests for vendor qualifications.

Once this baseline sustainable procurement policy is implemented, there will be a quarterly reporting and screening process to track the achievements generated by the current policies and to identify the need for additional ones. The activities and sustainable procurement policies of Metro, the City of Portland, and King's

METRO SOUTH STATION

Sustainable Operations Questions

County would also be tracked to ensure that Recology's policies mirror and support regional sustainable purchasing efforts. It is important that Recology's sustainable procurement policies evolve over the course of the contract in order to help achieve Metro's goal of zero net emissions by 2025.

Sustainability Products and Services Screening Tool

Large contract products and services would be candidates for a sustainability screening process as part of the consideration for purchase. It could be used to assess one existing or potential product or service and to compare similar products and services. This screening would consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance and disposal of the product or service (and associated effects on human health and the environment). Products would also be reviewed based on where they are made, by whom, and under what conditions. A product's initial price as well as its long-term cost would be taken into account including operating, maintenance, and disposal costs.

Good Company developed a Sustainable Products and Services Screening Tool on page 197 that screens a product or service for its sustainability performance. The sustainability screening tool assesses a product or service's contribution to achieving the sustainability goals established by Metro for: energy efficiency (and greenhouse gas reduction), resource conservation, toxicity reduction and a green vendor supply chain.

b. Support Vendors and Contractors

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

Supporting Local Vendors

Encouraging local vendors and contractors to adopt green initiatives and offer green options in products and services works toward assisting those companies in creating a market niche for themselves in the emerging responsible purchasing marketplace. According to the City of Portland's *The Basics of Buying Green*: "Buying from locally-owned businesses keeps up to three times more dollars in our community, supports and strengthens local jobs and businesses, and preserves and enhances our unique neighborhoods." Purchasing locally also reduces the greenhouse gas emissions resulting from the delivery of products. Preference would be given to local vendors employing sustainability practices with MBE, WBE, or ESB certifications.

METRO SOUTH STATION

Sustainable Operations Questions

Vendor and Contractor Sustainability Best Practices Education

Recology would work with Good Company to notify existing vendors and contractors of the value that will be placed on sustainability practices within the procurement process. Annual workshops would be developed and offered to existing and potential vendors and contractors on how to incorporate sustainability best practices into the business model. Sustainability best practices would include measuring and reducing the greenhouse gas emissions from the business operations, energy efficiency strategies, sustainable procurement policies, fleet management, and product stewardship. Recology would also provide information to interested vendors and contractors about grants, economic incentives, and financial assistance to assist in greening business operations, products, and services.

Recology would include the Sustainable Products and Services Screening Tool and the scoring rubric being utilized for vendor sustainability practices with each product and services solicitation. Procurement staff at each transfer station would be trained to answer questions and offer support in vendors responding to these new procurement requirements.

Request for Qualifications Instead of Bids

Recology would also send out requests for qualifications rather than bids to discourage the practice of choosing the lowest bid that does not include environmentally preferable products and services. The focus of the request for qualifications would become the lowest life cycle cost as defined by the Sustainability Products and Services Screening Tool.

Third-Party Environmental Certification for Preferred Vendors

Another method for Recology to encourage local vendors and contractors to adopt green initiatives and offer green options in products and services is to utilize a third-party environmental certification for preferred vendor pools. For example, the Eco-Logical Business Program (EcoBiz) sponsored by the Portland Pollution Prevention Outreach Team third-party certifies environmentally preferred vendors in the automotive services and landscape services. EcoBiz's goal is to recognize businesses that reach the highest standards in minimizing their environmental impact by preventing and minimizing pollution. These are the first multi-media (air, water, solid waste) automotive and landscape services certification programs in the nation.

METRO SOUTH STATION

Sustainable Operations Questions

Opportunities for Vendor Screening

Recology would seek opportunities to do business with minority-owned, women-owned and emerging small businesses (MWESB) and local vendors who implement sustainable practices and offer sustainable products and services. The tables below represent the current 2008 Allied Waste subcontractors and some opportunities for preferred vendors.

Vendor Screening of 2008 Allied Waste Subcontractors					
Current Vendor (Category)	Sustainable Practices	MWESB	Local (OR/WA)	Local (Portland)	Alternate Vendors
Carson Oil Company (Fuel)	<ul style="list-style-type: none"> One of the largest biodiesel suppliers in Oregon Sells biodiesel and ethanol 		√	√	√
CFC Recycling (Contract Labor)	<ul style="list-style-type: none"> Provides recycling options to businesses Operates with environmental conscientiousness 				√
Christenson Electric (Electric Repair)	<ul style="list-style-type: none"> Recognized by Energy Trust for installing high efficiency lighting Installs renewable power 		√	√	√
Coffey Laboratories (Testing Service)	<ul style="list-style-type: none"> Determines if products (e.g. cleaning supplies) meet environmental standards 		√	√	√
EZ Pest Management (Pest)	<ul style="list-style-type: none"> Offers organic certified pest control programs 		√	√	√
Forklift Service of Oregon (Equipment Repair)	<ul style="list-style-type: none"> None known 		√	√	
Great Western Sweeping (Outside Service)	<ul style="list-style-type: none"> None known 		√	√	
Halton Co. (Parts)	<ul style="list-style-type: none"> Applied for stimulus money grant to replace older, less-efficient diesel engines with cleaner engines 		√	√	√
Les Schwab (Tires)	<ul style="list-style-type: none"> Headquarters in Bend, Oregon equipped with solar power 		√		
Light Doctor (Repair)	<ul style="list-style-type: none"> Creates more energy-efficient lighting systems Recycles and properly disposes of hazardous material 		√		√
Marion Construction (Repair)	<ul style="list-style-type: none"> None known 		√		√

METRO SOUTH STATION

Sustainable Operations Questions

Vendor Screening of 2008 Allied Waste Subcontractors					
Current Vendor (Category)	Sustainable Practices	MWES B	Local (OR/WA)	Local (Portland)	Alternate Vendors
McKinstry Service (Other Service)	<ul style="list-style-type: none"> Focuses on creating innovative products and systems that are energy efficient 		√		

Vendor Screening of 2008 Allied Waste Subcontractors					
Current Vendor (Category)	Sustainable Practices	MWES B	Local (OR/WA)	Local (Portland)	Alternate Vendors
Paramount Pest Control (Pest)	<ul style="list-style-type: none"> None known 		√	√	√
Pony Express Maintenance (Janitorial)	<ul style="list-style-type: none"> None known 	√ (MW)	√	√	√
Prostar Security Inc. (Building Security)	<ul style="list-style-type: none"> None known 		√		√
Service Tire Company (Tires)	<ul style="list-style-type: none"> None known 		√	√	
Sound Fire Protection (Building Repair)	<ul style="list-style-type: none"> None known 		√		√
SSI Shredding Systems Inc. (Equipment Repair)	<ul style="list-style-type: none"> Generates solutions for difficult waste reduction, recycling and resource recovery tasks 		√	√	
United Fire (Equipment Repair)	<ul style="list-style-type: none"> None known 		√	√	√
Water Truck Service (Building Maintenance)	<ul style="list-style-type: none"> None known 		√		√
West Coast Specialties (Parts)	<ul style="list-style-type: none"> None known 		√		√
Western Power & Equipment (Equipment Repair)	<ul style="list-style-type: none"> None known 		√		√

Recology Oregon Inc.

METRO SOUTH STATION

Sustainable Operations Questions

Vendor Screening of 2008 Allied Waste Subcontractors					
Current Vendor (Category)	Sustainable Practices	MWES B	Local (OR/WA)	Local (Portland)	Alternate Vendors
Wisesteps (PPE)	<ul style="list-style-type: none"> None known 		√		√
Wright Bros Glass (Equipment Repair)	<ul style="list-style-type: none"> None known 		√	√	√

Opportunities to Employ Minority, Women and Emerging Small Business Subcontractors					
Category	Alternative Vendor	Sustainable Practices	MWESB	Local (OR/WA)	Local (Portland)
Landscape	Treecology, Inc.	<ul style="list-style-type: none"> Specializes in ecological restoration Use B99 biodiesel fuel in work trucks Participates in PGE's Clean Wind Program 	ESB	√	
Building Security	Coast Inc.	<ul style="list-style-type: none"> Supports the local community through mentorship programs 	M	√	√
Equipment Repair/Parts	Diesel Emissions Service, NorthWest, LLC	<ul style="list-style-type: none"> Recognized by DEQ as clean diesel service provider 	ESB	√	√

Producers of Products with Post Consumer Recycled Content in Oregon/Washington			
Company	Recycled Material	Products	Sustainable Practices
Plastics			
Northwest Polymers (Molalla)	<ul style="list-style-type: none"> Polyvinyl Chloride (PVC) Polypropylene Polyethylene 	<ul style="list-style-type: none"> Rigid regrind Rigid powder Flexible regrind Bottle and sheet regrind Copolymer black pellets 	<ul style="list-style-type: none"> Offers waste audits through on-site evaluations Is able to separate resin from resin
Fuel, Oil & Antifreeze			
Sequential	<ul style="list-style-type: none"> Used cooking oil 	<ul style="list-style-type: none"> Biodiesel 	<ul style="list-style-type: none"> Solar-power station in Eugene Sources locally and sustainably whenever possible
Oil Re-Refining Company	<ul style="list-style-type: none"> Petroleum Oil filters & oily solids Antifreeze 	<ul style="list-style-type: none"> Re-refined light & heavy diesel fuels Recycled fuel oil (RFO) 100% and 50/50 recycled antifreeze 	<ul style="list-style-type: none"> Responsibly collecting, accepting and recycling used petroleum and related materials

METRO SOUTH STATION

Sustainable Operations Questions

Producers of Products with Post Consumer Recycled Content in Oregon/Washington			
Company	Recycled Material	Products	Sustainable Practices
Seaport Petroleum (HQ in Seattle)	<ul style="list-style-type: none"> Renewable agricultural plant sources 	<ul style="list-style-type: none"> Biodegradable lubricants 	<ul style="list-style-type: none"> Provides a line of environmentally responsible lubricants
Tires			
Scientific Developments Inc (Eugene)	<ul style="list-style-type: none"> Recycled tire rubber 	<ul style="list-style-type: none"> Portable traffic delineators* Wheel chocks* Speed bumps/humps Car stops 	<ul style="list-style-type: none"> 100% post-consumer recycled tire rubber Made in the USA
Les Schwab (HQ in Bend)	<ul style="list-style-type: none"> Tires 	<ul style="list-style-type: none"> Retreaded tires 	<ul style="list-style-type: none"> Headquarters in Bend, Oregon equipped with solar power

Processors and/or Collectors of Waste Commodities in Oregon/Washington			
Company	Recycled Material	Sustainable Products	Sustainable Practices
Plastics			
Northwest Polymers (Molalla)	<ul style="list-style-type: none"> Polyvinyl Chloride (PVC) 	<ul style="list-style-type: none"> Uses recycled PVC and other thermoplastic resins to create material for molding markets 	<ul style="list-style-type: none"> Offers waste audits through on-site evaluations
PC Plastics	<ul style="list-style-type: none"> Expanded Polystyrene (Styrofoam) Expanded Polypropylene Expanded Polyethylene Polystyrene 	<ul style="list-style-type: none"> High-quality, plastic for TV cabinets, seed trays, planting pots, computer cases, mailboxes and more 	<ul style="list-style-type: none"> Committed to recycling and reuse Provides a reuse for unrecyclable plastic
Plas2Fuel (Kelso, WA)	<ul style="list-style-type: none"> Mixed plastics 	<ul style="list-style-type: none"> Synthetic crude oil Other valuable petrochemical products 	<ul style="list-style-type: none"> Focuses on converting waste into alternative energy Prevents plastics from entering the landfill
Fuels, Oil, Antifreeze & Solvents			
Emerald Services	<ul style="list-style-type: none"> Waste oil Solvents Oily water Mixed fuels 	<ul style="list-style-type: none"> Manufactured antifreeze Solvent recycle/return programs 	<ul style="list-style-type: none"> Leading recycler of solvents and fluids in the Northwest Fuel blending for energy recovery Used oil recycling
Oil Re-Refining Company	<ul style="list-style-type: none"> Petroleum Oil filters & oily solids Antifreeze 	<ul style="list-style-type: none"> Re-refined light & heavy diesel fuels Recycled fuel oil (RFO) 100% and 50/50 recycled antifreeze 	<ul style="list-style-type: none"> Responsibly collecting, accepting and recycling used petroleum and related materials

METRO SOUTH STATION

Sustainable Operations Questions

Processors and/or Collectors of Waste Commodities in Oregon/Washington			
Company	Recycled Material	Sustainable Products	Sustainable Practices
Metals, Paper & Glass			
Metro Metals Northwest, Inc.	<ul style="list-style-type: none"> Ferrous Non-ferrous 	<ul style="list-style-type: none"> Recycled ferrous material Recycled non-ferrous material 	<ul style="list-style-type: none"> Handle all scrap product efficiently and in an environmentally safe manner Creates benchmark for environmentally sensitive scrap processors in the Northwest
Far West Fibers	<ul style="list-style-type: none"> Metal Paper Glass Plastic Electronics 	<ul style="list-style-type: none"> Sells high quality recycled content paper products 	<ul style="list-style-type: none"> Oregon's largest recycling processor
Electronics, Fluorescents & Appliances			
EcoLights Northwest (Seattle, WA)	<ul style="list-style-type: none"> Fluorescent lamps Ballasts Mercury - bearing devices Batteries Electronics 	<ul style="list-style-type: none"> None known 	<ul style="list-style-type: none"> Designed to help customers comply with laws regarding the handling of hazardous material
Garden Services, Inc. (Salem)	<ul style="list-style-type: none"> Electronics 	<ul style="list-style-type: none"> Refurbished and reused electronics 	<ul style="list-style-type: none"> Provides an alternative to landfills Provides jobs for people with disabilities
Total Reclaim Environmental Service	<ul style="list-style-type: none"> Computers Electronics 	<ul style="list-style-type: none"> None known 	<ul style="list-style-type: none"> Designed to help customers comply with laws regarding the handling of hazardous material

Processors and/or Collectors of Waste Commodities in Oregon/Washington			
Company	Recycled Material	Sustainable Products	Sustainable Practices
Electronics, Fluorescents & Appliances			
Northwest Polymers (Molalla)	<ul style="list-style-type: none"> Polyvinyl Chloride (PVC) 	<ul style="list-style-type: none"> Uses recycled PVC and other thermoplastic resins to create material for molding markets 	<ul style="list-style-type: none"> Offers waste audits through on-site evaluations
Jaco Environmental Inc (HQ Snohomish, WA)	<ul style="list-style-type: none"> Refrigerators Appliances 	<ul style="list-style-type: none"> Recycled metal and foam from refrigerators 	<ul style="list-style-type: none"> Recycles metal and foam and disposes of hazardous waste in an environmentally conscious manner

METRO SOUTH STATION

Sustainable Operations Questions

Processors and/or Collectors of Waste Commodities in Oregon/Washington			
Company	Recycled Material	Sustainable Products	Sustainable Practices
Building Materials			
The ReBuilding Center	<ul style="list-style-type: none"> Used building materials 	<ul style="list-style-type: none"> Used building and remodeling materials 	<ul style="list-style-type: none"> Promotes reuse Offers Deconstruction Services, an affordable and sustainable alternative to conventional demolition
Concrete & Asphalt			
Sunderland Recycling Facility	<ul style="list-style-type: none"> Concrete Asphalt Leaf debris 	<ul style="list-style-type: none"> Aggregate of concrete and asphalt Compost 	<ul style="list-style-type: none"> Provides an alternative to landfilling The City of Portland is able to use aggregate for maintenance
Organic Materials			
Nature's Needs (North Plains)	<ul style="list-style-type: none"> Organic waste (food waste, yard debris, clean wood fiber) 	<ul style="list-style-type: none"> Organic soil amendment (compost and humus) 	<ul style="list-style-type: none"> Provides an alternative to landfills Uses a natural decomposition process to create product
Tires			
Tire Disposal & Recycling, Inc.	<ul style="list-style-type: none"> Tires 	<ul style="list-style-type: none"> Crumb rubber Tire derived product -fine & coarse grade rubber chips Whole tire derived fuel Reuse/Retread 	<ul style="list-style-type: none"> Waste recovery

Vendors Specializing in the Reuse of Products in Oregon		
Company	Reused Material	Sustainable Practices
Plastics		
PC Plastics	<ul style="list-style-type: none"> Expanded Polystyrene (Styrofoam) Expanded Polypropylene Expanded Polyethylene Polystyrene 	<ul style="list-style-type: none"> High-quality, plastic for TV cabinets, seed trays, planting pots, computer cases, mailboxes and more Committed to recycling and reuse Provides a reuse for unrecyclable plastic
Electronics		
Free Geek	<ul style="list-style-type: none"> Computers Phones Cameras Printers Fax machines LCD monitors 	<ul style="list-style-type: none"> Recycles and refurbishes used technology Provides computer education
Garden Services, Inc. (Salem)	Electronics	<ul style="list-style-type: none"> Refurbishes electronics for reuse Provides jobs for people with disabilities

METRO SOUTH STATION

Sustainable Operations Questions

Vendors Specializing in the Reuse of Products in Oregon		
Company	Reused Material	Sustainable Practices
Building Materials		
The Building Materials Reuse Association (BMRA) (Beaverton)	<ul style="list-style-type: none"> Recovered materials from building deconstruction 	<ul style="list-style-type: none"> Increasing opportunities for the recovery and reuse of building materials in an environmentally sound and financially sustainable way
Habitat for Humanity Re-Store	<ul style="list-style-type: none"> Windows and doors Flooring and tile Plumbing fixtures and hardware Lighting and electrical hardware Sheets goods, roofing, HVAC Cabinets and cabinet hardware Furniture and household goods (no soft goods) Tools and equipment 	<ul style="list-style-type: none"> In reclaiming usable materials from both businesses and individuals, materials are kept out of the landfill Assists low income families with housing needs
The ReBuilding Center	<ul style="list-style-type: none"> Used building materials 	<ul style="list-style-type: none"> Promotes reuse Offers Deconstruction Services, an affordable and sustainable alternative to conventional demolition
Household Goods (Clothing, Appliances, Dishes, Linens, Furniture & Mattresses)		
Assistance League of Portland	<ul style="list-style-type: none"> Clothing Books Linens Dishes Area rugs 	<ul style="list-style-type: none"> Provides assistance to children, seniors and families in need
Children's Club	<ul style="list-style-type: none"> Box springs and mattresses Furniture Clothing Stereos 	<ul style="list-style-type: none"> Provides childcare to low income families and other assistance
Community Warehouse	<ul style="list-style-type: none"> Furniture Mattresses Household items 	<ul style="list-style-type: none"> Collects items and gives them back out to local families in need

SUMMARY OF RECOLOGY'S SUSTAINABILITY RECOMMENDATIONS

Recology is pleased to present, in the following pages, a comprehensive summary of the key strategies and recommendations we are making, specific to each of the nine topical areas tied to Metro's *2008-08 Regional Solid Waste System Sustainable Operations Work Plan*. We believe that the implementation of these key strategies and recommendations will enable Metro to meet or exceed the goals and objectives outlined in the Work Plan, solidifying the Portland Metro area as a national leader in sustainable systems and practices.

METRO SOUTH STATION

Sustainable Operations Questions

Sustainable Operations Recommendations Summary	
Metro Sustainability Goals	Recommended Key Strategies
<p>1 <i>Reduce greenhouse gas and diesel particulate air emissions</i></p>	<ul style="list-style-type: none"> • Purchase wind power for 100% of electric load. • Implement energy efficiency plans for onsite loads. Implement passive systems first (ex. day lighting), mechanical systems second (ex. ductless heat pumps). • Reduce the number of long haul trips to the landfill by diverting more material to nearby (short haul) buyers and processors. • Re-route food waste compost to a new collection center to reduce the hauling distance. • Implement traffic plans for greater energy movement efficiency onsite. • Reduce direct emissions of greenhouse gases from landfills and other industrial/technical nutrients/commodity production cycles by recovering GHG-intensive materials like organics (methane) and metals (embodied) respectively. • Manage refrigerant capture more carefully for white goods/appliances such as refrigerators, freezers and air conditioning units. • Buy high mileage and low emission vehicles for white fleet. (Hybrids where meaningful mileage improvements exist) • Install anti-idling shut off controls in onsite yellow iron. • Implement a one-minute idling rule for users of the stations. • Improve fuel efficiency and reduce particulate emissions through upgrades in onsite yellow iron and facilitate the upgrades of Metro system wide vendor trucks, barges and rolling stock through best available control technology. • Explore onsite renewable energy generation through solar and wind power technologies.
<p>2 <i>Reduce stormwater runoff</i></p>	<ul style="list-style-type: none"> • Work with Metro landscape team to choose appropriate vegetation for the denuded slopes so that they can retain moisture and prevent sediment run-off. A native seed vegetated compost blanket made from diverted yard waste is one option. • Look at vehicle patterns, contamination and stormwater drains to see if there is a way to provide bio-swales for the detention, bio-remediation and infiltration of stormwater
<p>3 <i>Reduce natural resource use</i></p>	<ul style="list-style-type: none"> • Implement water, gas and electricity efficiency audit recommendations. This will reduce upstream consumption of habitats and the conditions for life like surface water and ground water. It will also reduce the by-products associated with those systems such as chlorine production for water treatment, decreased habitat associated with hydropower dams or the contamination of soil through coal bed methane production. • Implement sustainable purchasing policies to specify the highest recycled content, lowest life cycle impacts and those with end-of life stewardship programs • Reduce disposed waste through technological and operational performance that does not have a landfill based business model competing with this objective

METRO SOUTH STATION

Sustainable Operations Questions

Sustainable Operations Recommendations Summary	
Metro Sustainability Goals	Recommended Key Strategies
<p>4 <i>Reduce use and discharge of toxic materials</i></p>	<ul style="list-style-type: none"> • Inventory all products purchased to determine which products or services should be considered for replacement due to persistence or unnecessary intensity • Get bids and quotes for each item of one time scale or repeating consumption. Request life cycle disclosure at the appropriate level of detail to the scale of concern or benefit. Compare these using the screening matrix with embedded prompts. Make a decision with METRO that is evidence based and supports the sustainability goals. • Purchase new vehicles and /or upgrade for fuel efficiency and pollution control for yellow iron and white fleet. • Facilitate a METRO system wide program to upgrade and replace diesel equipment used in all stages before, during and after the transfer stations. • Repair the washing station so that the slopes of the area drain inward and provide a curb that is able to contain the flow. • Staff the station so that every vehicle uses the station and that the job is done well and efficiently • Upgrade all stormwater entry points to filter contaminants beyond filter cloth and woodchip bags • Use negative pressure or downdraft air filtration system in covered areas • Sweep the site ONLY if it does not move the stormwater contaminants off the surface and into the air for dispersal of another kind
<p>5 <i>Implement sustainability standards for facility construction and operation</i></p>	<ul style="list-style-type: none"> • Most structural changes are minor or one dimensional enough to not warrant LEED performance. However, each aspect can be designed to the relevant section of the LEED frameworks to maximize the environmental benefit. • Work with design professionals and management professionals who can provide targeted consultation on construction improvements and operations programs that are aligned with Metro’s sustainability goals and internal programs. • Design an Environmental Management system with Metro that meets Metro’s standards for reporting and outcomes on material items. Provide a system framework that provides the level of structure that is required to keep everything up to date. This system will include both regulatory and absolute performance.
<p>6 <i>Adopt best practices for customer and employee health and safety</i></p>	<ul style="list-style-type: none"> • Improve traffic flow and visual prompting to reduce existing conflict areas • Reduce injuries by automating operations where effective. • Implement health and safety plans that meet or exceed current minimum legal standards. • Daylight covered areas • Use negative pressure or downdraft air filtration system in covered areas • Sweep the site ONLY if it does not move the stormwater contaminants off the surface and into the air - thus exposing all people to further risk

METRO SOUTH STATION

Sustainable Operations Questions

Sustainable Operations Recommendations Summary	
Metro Sustainability Goals	Recommended Key Strategies
<p>7 <i>Provide training and education on implementing sustainability practices</i></p>	<ul style="list-style-type: none"> • Install prompting signage to encourage behavior shifts • Install interpretive signage illustrating sustainability principles and why they matter • Train key regional waste industry employees, government waste reduction staff and political officials in adopted sustainability practices • Educate contracted waste haulers in driver behavior and biofuel requirement • Educate vendors on Metro Sustainability framework and support them in their operational progress toward sustainability • Educate vendors on purchasing criteria/screening matrix to give them the best opportunity to market themselves based on authentic claims • Volunteer mentorship for generators to reduce their waste and increase recovery. • Volunteer mentorship for institutional generators such as schools to reduce their waste and increase recovery
<p>8 <i>Support a quality work life</i></p>	<ul style="list-style-type: none"> • Pay a living wage and benefits to all workers. • Promote community service. • Strive to employ a diverse work force.
<p>9 <i>Employ sustainability values in seeking vendors and contractors</i></p>	<ul style="list-style-type: none"> • Support local and small business vendors when feasible. • Support local material buyers when feasible – especially for re-use from regional manufacturers as opposed to the buyers that may ship the material to unknown futures, like open incineration in other countries like China • Request sustainability plans from potential vendors and contractors. • Assist vendors and contractors in achieving sustainable practices. • Support minority, women, and emerging small business programs when feasible.

Prioritizing Sustainable Operations by Goal

There is a complicated set of choices for action regarding sustainable operations. As with all new initiatives, there is tension between taking on operational changes that can be done alone and proposed activities that require more of an influence or facilitator role to make the desired change. Overlay that with operational changes that may be easy to accomplish, but have lesser-desired effect versus those changes that may be resource or time intensive but have a large impact. Our recommendations for best practices by sustainability goal did not prioritize the sustainable operations changes.

Below is an impact-control matrix for each sustainable operation category question referred to in the Metro Transfer Station RFP. Our recommended best practices are prioritized relative to impact to sustainable operations and the relative control of Recology and Metro. Note that impact may include ancillary benefits beyond the primary objective. For example, installing onsite solar photovoltaic systems would provide renewable energy, an important educational benefit to the community and a physical symbol of Metro and Recology's commitment to sustainability best practices. These matrices could be the foundation for an action plan that both Metro and Recology negotiate and prioritize.

METRO SOUTH STATION

Sustainable Operations Questions

Reduce Greenhouse Gas and Diesel Particulate Air Emissions

		Control / Influence of Recology and Metro		
		High	Moderate	Low
Impact to Sustainable Operations	High	<ul style="list-style-type: none"> • Purchase wind power for electric load. • Implement energy efficiency plans for onsite loads. Implement passive systems first (ex. day lighting), mechanical systems second (ex. ductless heat pumps). 	<ul style="list-style-type: none"> • Reduce direct emissions of greenhouse gases from landfills and other industrial/technical nutrients/commodity production cycles by recovering ghg intensive materials like organics (methane) and metals (embodied) respectively. 	<ul style="list-style-type: none"> • Facilitate the upgrades of Metro system wide vendor trucks, barges and rolling stock through best available control technology.
	Moderate	<ul style="list-style-type: none"> • Implement traffic plans for greater movement/fuel efficiency onsite. • Generate onsite energy through solar power. • Buy high mileage and low emission vehicles for white fleet. (Hybrids where meaningful mileage improvements exist) • Improve fuel efficiency and reduce particulate emissions through upgrades in onsite yellow iron 		<ul style="list-style-type: none"> • Reduce the number of long haul trips to the landfill by diverting more material to nearby (short haul) buyers and processors.
	Low	<ul style="list-style-type: none"> • Manage refrigerant capture more carefully for white goods/appliances such as refrigerators, freezers and air conditioning units. • Install anti-idling shut off controls in onsite yellow iron. 	<ul style="list-style-type: none"> • Implement a one-minute idling rule for users of the stations. 	

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Reduce stormwater runoff

		Control / Influence of Recology and Metro		
		High	Moderate	Low
Impact to Sustainable Operations	High			
	Moderate	<ul style="list-style-type: none"> Look at vehicle patterns, contamination and stormwater drains to see if there is a way to provide bio-swales for the detention, bio-remediation and infiltration of stormwater 		
	Low	<ul style="list-style-type: none"> Work with Metro landscape team to choose appropriate vegetation for the denuded slopes so that they can retain moisture and prevent sediment run-off. A native seed vegetated compost blanket made from diverted yard waste is one option. 		

METRO SOUTH STATION

Sustainable Operations Questions

Reduce Natural Resource Use

		Control / Influence of Recology and Metro		
		High	Moderate	Low
Impact to Sustainable Operations	High	<ul style="list-style-type: none"> Reduce disposed waste through technological and operational performance that does not have a landfill based business model competing with this objective. 		
	Moderate	<ul style="list-style-type: none"> Implement water, gas and electricity efficiency audit recommendations. This will reduce upstream consumption of habitats and the conditions for life like surface water and ground water. It will also reduce the by-products associated with those systems such as chlorine production for water treatment, decreased habitat associated with hydropower dams or the contamination of soil through coal bed methane production. 		
	Low		<ul style="list-style-type: none"> Implement sustainable purchasing policies to specify the highest recycled content, lowest life cycle impacts and those with end-of life stewardship programs. 	

METRO SOUTH STATION

Sustainable Operations Questions

Reduce Use and Discharge of Toxic Materials

		Control / Influence of Recology and Metro		
		High	Moderate	Low
Impact to Sustainable Operations	High	<ul style="list-style-type: none"> • Purchase new vehicles and /or upgrade for fuel efficiency and pollution control for yellow iron and white fleet • Repair the washing station so that the slopes of the area drain inward and provide a curb that is able to contain the flow. • Staff the station so that every vehicle uses the station and that the job is done well and efficiently • Upgrade all stormwater entry points to filter contaminants beyond filter cloth and woodchip bags • Use negative pressure or downdraft air filtration system in covered areas • Sweep the site ONLY if it does not move the stormwater contaminants off the surface and into the air for dispersal of another kind 	<ul style="list-style-type: none"> • Facilitate a METRO system wide program to upgrade and replace diesel equipment used in all stages before, during and after the transfer stations. 	
	Moderate	<ul style="list-style-type: none"> • Upgrade vehicle washing station • Look at vehicle patterns, contamination and stormwater drains to see if there is a way to determine if the entry points for the stormwater need upgrading • Install a bag house for wood waste processing 		
	Low	<ul style="list-style-type: none"> • Inventory all products purchased to determine which products or services should be considered for replacement due to persistence or unnecessary intensity • Get bids and quotes for each item of one time scale or repeating consumption. Request life cycle disclosure at the appropriate level of detail to the scale of concern or benefit. Compare these using the screening matrix with embedded prompts. Make a decision with METRO that is evidence based and supports the sustainability goals. 		

METRO SOUTH STATION

Sustainable Operations Questions

Implement Sustainability Standards for Facility Construction and Operation

		Control / Influence of Recology and Metro		
		High	Moderate	Low
Impact to Sustainable Operations	High	<ul style="list-style-type: none"> Design an Environmental Management system with METRO that meets METRO's standards for reporting and outcomes on material items. Provide a system framework that provides the level of structure that is required to keep everything up to date. This system will include both regulatory and absolute performance. 		
	Moderate	<ul style="list-style-type: none"> Work with design professionals and management professionals who can provide targeted consultation on construction improvements and operations programs that are aligned with METRO's sustainability goals and internal programs. 		
	Low	<ul style="list-style-type: none"> Most structural changes are minor or one dimensional enough to not warrant LEED performance. However, each aspect can be designed to the relevant section of the LEED frameworks to maximize the environmental benefit. 		

METRO SOUTH STATION

Sustainable Operations Questions

Adopt Best Practices for Customer And Employee Health And Safety

		Control / Influence of Recology and Metro		
		High	Moderate	Low
Impact to Sustainable Operations	High	<ul style="list-style-type: none"> • Improve traffic flow and visual prompting to reduce existing conflict areas • Reduce injuries by automating operations where effective. • Daylight covered areas • Use negative pressure or downdraft air filtration system in covered areas • Sweep the site ONLY if it does not move the stormwater contaminants off the surface and into the air - thus exposing all people to further risk. 		
	Moderate	<ul style="list-style-type: none"> • Implement health and safety plans that exceed current minimum standards. 		
	Low			

METRO SOUTH STATION

Sustainable Operations Questions

Provide Training and Education On Implementing Sustainability Practices

		Control / Influence of Recology and Metro		
		High	Moderate	Low
Impact to Sustainable Operations	High	<ul style="list-style-type: none"> Train transfer station staff in sustainability best practices Train key regional waste industry employees, government waste reduction staff and political officials in adopted sustainability practices. 	<ul style="list-style-type: none"> Educate vendors on Metro Sustainability framework and support them in their operational progress toward sustainability. 	<ul style="list-style-type: none"> Volunteer mentorship for generators to reduce their waste and increase recovery. Volunteer mentorship for institutional generators such as schools to reduce their waste and increase recovery.
	Moderate		<ul style="list-style-type: none"> Educate vendors on purchasing criteria/screening matrix to give them the best opportunity to market themselves based on authentic claims. 	
	Low			

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

Employ Sustainability Values in Seeking Vendors and Contractors

		Control / Influence of Recology and Metro		
		High	Moderate	Low
Impact to Sustainable Operations	High	<ul style="list-style-type: none"> Support local material buyers when feasible – especially for re-use from regional manufacturers as opposed to the buyers that may ship the material to unknown futures, like open incineration in other countries like China Assist vendors and contractors in achieving sustainable practices through education. 		
	Moderate	<ul style="list-style-type: none"> Support local and small business vendors when feasible. Support women and minority owned business vendors when feasible. Request sustainability information from potential vendors and contractors. 		
	Low			

PROPOSED PARTNERSHIPS

Recology will maintain or seek to establish partnerships with the following organizations in pursuing the attainment of Metro’s sustainability goals in the operation of the Metro South Station:

Summary of Proposed Partnerships		
Organization	Services	Contact Information
Good Company	Sustainability best practices, greenhouse gas emissions inventory calculations, market research, sustainability trainings	Joshua Proudfoot 65 Centennial Loop Eugene, OR 97401 (541) 341-4663 x213
SOLARC	Energy efficiency plan and ongoing reduction strategies	Mike Hatten 223 W. 12th Ave. Eugene, OR 97401 (541) 349-0966
Advanced Energy Systems	Onsite solar rooftop design and installations and renewable energy generation monitoring	David Parker 65 Centennial Loop Eugene, OR 97401 (541) 683-2345 x201

METRO SOUTH STATION

Sustainable Operations Questions

Summary of Proposed Partnerships		
Organization	Services	Contact Information
Cascade Sierra Solutions	Funding opportunities for diesel emissions reduction program	Sharon Banks 32850 E Pearl Street Coburg, OR 97408 (541) 302-0900 x204
Oregon Department of Environmental Quality, Clean Diesel Program	Funding opportunities for diesel emissions reduction program	Kevin Downing 811 SW Sixth Avenue Portland, OR 97204 (503) 229-6549

Recology Oregon Inc.
METRO SOUTH STATION
Sustainable Operations Questions

[THIS PAGE INTENTIONALLY LEFT BLANK]

Support Diversity in Employment and Contracting

- 1. Provide a description of your firm's 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.*
- 2. Include certification numbers for MBE, WBE or ESB certifications by prime contractor and any subcontractors or suppliers.*
- 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.*

Recology is dedicated to providing an environment (both internally and externally) where diversity is appreciated and unique perspectives are valued and respected. We strive for diversity and inclusion in our relationships with employees, suppliers, contractors, consultants, customers, and communities. By valuing the strengths, viewpoints, and contributions offered by these partners, we believe Recology is a stronger, more sustainable service-oriented company.

1. CONTRACT PARTICIPATION WITH MWESB FIRMS

- 1. Provide a description of your firm's 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.*

Recology uses a 'shop local' approach to promote the use of MWESB firms in our communities. Each of Recology's operating companies puts forth a good faith effort on partnering with local firms that are minority and/or female owned as well as emerging enterprises. When looking for firms to contract with, Recology's operating companies are proactive in visiting state and local websites that list MWESB firms. When evaluating vendors, MWESB certification is one of a variety of factors taken into account that will ensure that the partnership will meet our expectations for diversity, service and quality.

METRO SOUTH STATION

Support Diversity in Employment and Contracting

Our partnership in the community with MWESB vendors is appreciated, useful, and a win-win situation for all. Avé Seltsam of Corporate Security Service Inc. sums it up well when she says, “SF Recycling & Disposal, Inc. has always been the most supportive and productive member of our select clientele. We very much appreciate how committed your organization has been to promoting the participation of female-owned vendors while at all times requiring, maintaining, and achieving the highest level of service and quality.”

2. MBE, WBE, AND ESB CERTIFICATIONS

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

The following table lists qualified contractors that have been identified by Recology as potential suppliers of goods and services for this contract.

Primary Trade	Company Name	Cert #	Address and Contact
Sweeping	Champion Sweeping	4268	P.O. Box 12062 Portland, OR 97217 Contact: Kidane Tekle 503-234-4131
Painting & Striping	Work Horse Construction	1501	P.O. Box 3561 Portland, OR 97212 Contact: James Posey 503-936-0277
General Contracting	Faison Construction	2768	6226 SW 33 rd Place Portland, OR 97239 Contact: James Faison 503-314-9918
General Contracting	Gray Bear Construction	3787	P.O. Box 4365 Portland, OR 97208 Contact: John Witty 503-282-2116
Maintenance Supplies/Safety	Featherlite Industries	1844	2522 NE Martin Luther King Blvd. Portland, OR 97212 Contact: Bruce Feathers 503-335-7110
Industrial Supplies	Geo & Jem	652	P.O. Box 82068 Portland, OR 97282 Contact: Georgia O’Mary 503-654-2138

Recology Oregon Inc.

METRO SOUTH STATION

Support Diversity in Employment and Contracting

Primary Trade	Company Name	Cert #	Address and Contact
Janitorial Services	Bestrade Enterprises	3676	P.O. Box 6813 Portland, OR 97218 Contact: Cosmas Nwerem 503-421-6500
Office Supplies	Coast Office Products	5504	5257 NE Marin Luther King Blvd. Suite 202 Portland, OR 97211 Contact: Baruti Artharee 503-282-6278
[Green] Cleaning Supplies	Echo Eco-Logical	5667	5111 N. Girard Street Portland, OR 97203 Contact: Andrea Cooper 971-244-3239
HVAC Duct & Air Conditioning	AD Services	4186	P.O. Box 66512 Portland, OR 97290 Contact: David Duenas 503-760-1079
Cleaning & Painting	9 th Dimension	5037	8710 North Swenson Portland, OR 97203 Contact: Bill Streeter 503-283-4784
Security Services	CEC Services	2926	3535 North Vancouver Avenue Portland, OR 97217 Contact: Charles Cason 503-284-2724
Commercial Lighting	ECO Light	5953	4049 N. Albina Avenue Suite B Portland, OR 97227 Contact: Jeffrey Henderson 503-807-4804
Landscape Services	Coast Industries, Inc.	106	P.O. Box 11225 Portland, OR 97211 Contact: Bernadette Artharee 503-208-5138
Traffic Engineering/Control	Dunn Traffic Engineering	5470	107 SE Washington Street Suite 445 Portland, OR 97214 Contact: Brian Dunn 503-774-2669
Trucking	City of Roses	377	P.O. Box 20431 Portland, OR 97294 Contact: Alonzo Simpson 503-285-9940

METRO SOUTH STATION

Support Diversity in Employment and Contracting

Primary Trade	Company Name	Cert #	Address and Contact
Trucking	Hancock Trucking, LLC.	4725	2509 SW McGinnis Avenue Troutdale, OR 97060 Contact: Layne Hancock 503-407-9501
Trucking	Salt & Pepper Construction	1239	P.O. Box 17517 Portland, OR 97217 Contact: Adolph Evans 503-284-6161
Staffing/Education & Training	Group AGB, Ltd.	2808	3327 NE 59 th Street Portland, OR 97213 Contact: Andre Baugh 503-736-2565
Sustainability Consulting	Good Company	3644	65 Centennial Parkway, Suite B Eugene, OR 97401 Contact: Josh Skov Josh Proudfoot 541-341-4663

3. DIVERSE WORKFORCE POLICIES, PRACTICES, AND PLANS

- 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.*

At Recology, we value the strengths and contributions offered by a diverse team of employees. As an Equal Employment Opportunity Employer (EEOE), we are dedicated to providing an environment where the uniqueness of every employee is respected because we understand that differences foster innovation and a better work environment. Below is our EEOE policy that appears in our employee manual, which is provided to prospective employees during the recruitment process.

Equal Employment Opportunity Employer

Recology is an equal employment opportunity employer and strives to comply with all applicable laws prohibiting discrimination based on race, color, religion, sex, age (40 and older), national origin or ancestry, physical or mental disability, veteran status, marital status, medical condition, sexual orientation, gender, as well as any other category protected by federal, state,

METRO SOUTH STATION

Support Diversity in Employment and Contracting

or local laws. All discrimination is unlawful and all persons involved in the operations of Recology are prohibited from engaging in this type of conduct.

In accordance with applicable federal and state laws protecting qualified individuals with known disabilities, Recology will attempt to reasonably accommodate those individuals unless doing so would create an undue hardship on Recology and/or direct threat to the health and/or safety of the Employee or others. Any qualified applicant or Employee with a disability who requires an accommodation in order to perform the essential functions of the job should contact their Manager and request an accommodation. Employees who request accommodation must timely cooperate in the evaluation/accommodation process. Recology reserves the right to elect between reasonable accommodations.

You must report every instance of unlawful discrimination to your Manager or to any other Manager within Recology or the Director of Human Resources of Recology, regardless of whether you or someone else is the subject of the discrimination. Detailed reports--including names, descriptions, dates, time, and actual events or statements made--will greatly enhance Recology in its ability to investigate. Any documents supporting the allegations should also be submitted. Based on your report, Recology will conduct an investigation. Recology prohibits any and all retaliation for submitting a report of unlawful discrimination and for cooperating in any investigation. Any Manager or Employee who retaliates against the accuser or those involved in the investigation will be disciplined, up to and including termination of employment.

If the investigation determines that prohibited discrimination or other conduct which violates Recology policy has occurred, Recology will take disciplinary action, up to and including termination of employment, against those who engaged in the misconduct. Recology will also evaluate whether other employment practices should be added or modified in order to deter and prevent that conduct in the future. You will be informed of whatever action(s) Recology takes to resolve and remedy the situation.

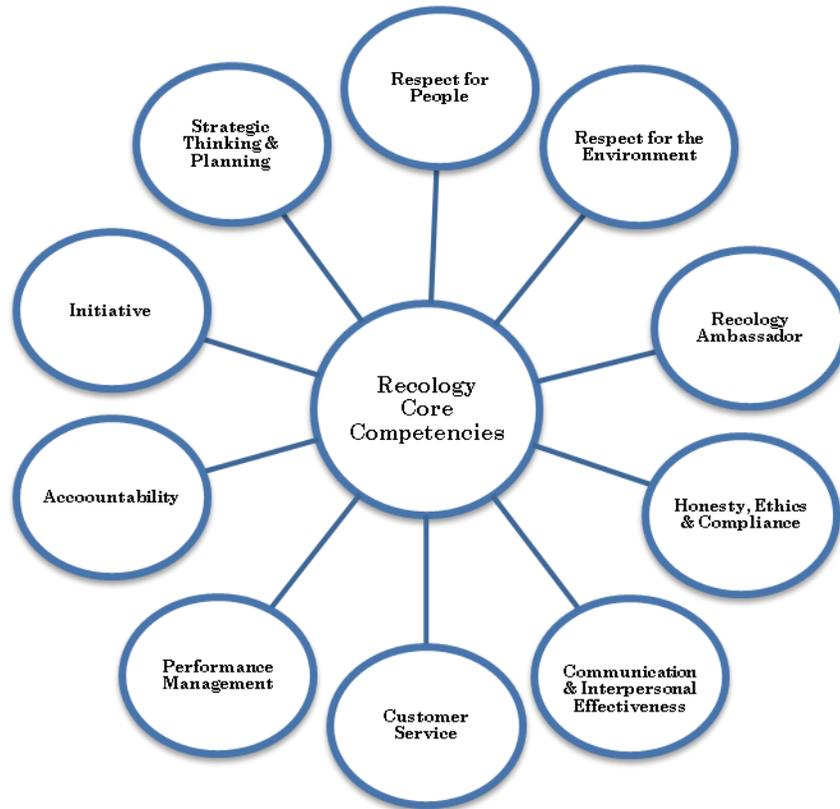
As evidenced in our policy, it is our belief that a positive work environment will ensure employees know that they are supported in their daily efforts of doing their job well and providing superior customer service to the communities we serve. Our recipe for success, in treating employees respectfully and fostering a positive work environment, has worked to encourage our employees to treat customers in the same manner.

In addition to looking at what diverse perspectives an applicant brings (individuality), we are also looking for similarities that, when meshed together, create both a diverse group of employees and a dedication to the company's overall success. If an applicant possesses a strong commitment to great customer

METRO SOUTH STATION

Support Diversity in Employment and Contracting

service, is dedicated to the environment, and has a strong work ethic, they will fit in at Recology. In addition, we have a set of core competencies (below) that reflect how we want our employees to act and look for these attributes when recruiting:



When recruiting for the most qualified candidates, we cast a wide net to ensure that we are tapping into as many resources as possible to create a diverse candidate pool. For example, in our San Francisco region, we post not only with the Employment Development Department, but also with community organizations (such as Bay Area Urban League, Asian Pacific American Chamber, Women’s Initiative, Bayview Hunters Point Foundation, Hispanic San Francisco Chamber, and the Treasure Island Homeless Development Initiative). To encourage promotion within our companies, we also post open jobs internally via postings in break rooms, our Intranet and Extranet sites.

For recruiting at Metro, will we use the following organizations (not an all-inclusive list): Worksource Oregon; African American, Hispanic, and Philippine American Chambers of Commerce; Community Solutions for Clackamas County; Office of Vocational Rehabilitation Services; and Oregon Tradeswomen, Inc. In addition, at Metro Central, Recology will provide employment opportunities in

METRO SOUTH STATION

Support Diversity in Employment and Contracting

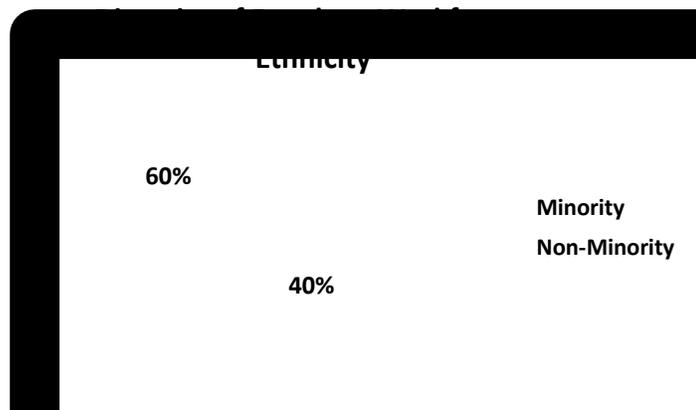
partnership with Portland Metro’s First Opportunity Target Area (FOTA) program.

Recology has, and through ongoing initiatives will continue to have, a group of diverse and talented employees with a variety of backgrounds. In an effort to tap into this diverse pool of experience, another recruiting method we use to ensure continued diversity is our Employee Referral Program. Our Employee Referral Program offers eligible employees who refer candidates who are subsequently hired and remain for a certain period of time (6 months) with a referral bonus of \$500.

Recology’s total compensation and comprehensive benefits program supports the recruitment and retention of employees. We are proud to say we were progressive in understanding that the term ‘family’ has evolved over time and, as such, offered benefits to registered domestic partners (same sex and opposite sex) even before it was mandated by cities and states.

Recology believes that a diverse workplace is important to our continued success and that all employees should be listened to and treated with respect. One way we impart this philosophy is through training courses on the subject – for example, we have an online learning suite that touches on the importance of a diverse workplace, the prevention of harassment and violence in the workplace, and how to behave ethically.

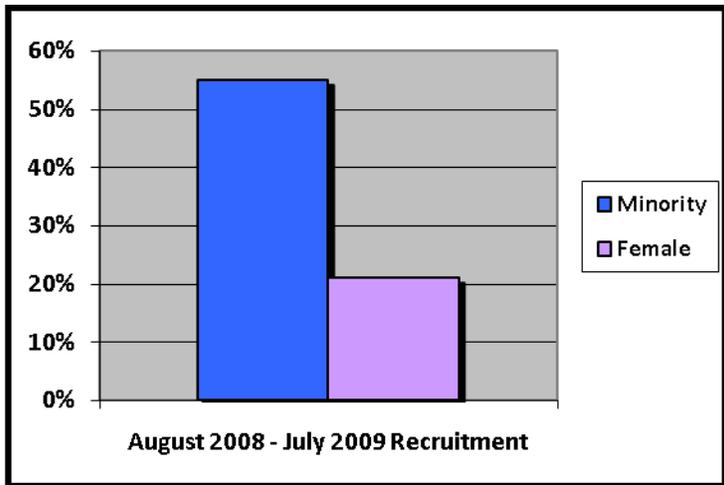
We believe our practices in recruitment, retention, and training have proven fruitful in creating a diverse workforce, as shown in the charts below. (Data as of July 31, 2009.)



METRO SOUTH STATION

Support Diversity in Employment and Contracting

Diversity of Recology Workforce



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 Central 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 general conditions. 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:

- 1. Provide an overview of the recovery approach*
- 2. What is the expected transition timeline (including tasks such as equipment purchase, installation etc.) from the start of operations (April 1, 2010) and achievement of each tier guarantee?*
- 3. What materials are targeted for recovery and their expected volumes in the waste stream?*
- 4. Expected markets for the recovered materials*
- 5. How, where, when and by whom recovered materials will be prepared and transported to markets?*
- 6. Are you proposing any conditions to achievement of the guarantees?*
- 7. What physical changes to the existing facility, if any are you proposing? Pits, electrical, pillars etc.*

1. Recovery Approach Overview

- 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**

METRO SOUTH STATION

Material Recovery Questions

- b. Types of equipment (both stationary and rolling stock) and its purpose (include catalogue cuts or other technical descriptions as an appendix)*
- 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*
- d. What sort of incentives will be provided to the workers to encourage recovery improvement/efficiencies throughout the term of the contract?*
- e. Describe who will be directing the recovery operation and their level of authority to make changes, add staffing, etc.*
- f. Throughput levels*

a. Material Flow

- a. A flow diagram or other visual depiction of how materials will move through the facility*

Please refer to the Proposed Operations Site Plan on the following page, which highlights Recology's proposed use of the station including:

- The flow of dry waste
- Receiving and processing facilities and/or designated processing areas
- Re-loading facilities and equipment, including designated equipment storage and staging areas.

b. Equipment

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

The following table lists stationary and rolling stock equipment that Recology proposes for material recovery operations at Metro South Station. Manufacturers' brochures describing these units are found at Attachment D – Materials Recovery.

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

Qty	New Used	Description	Intended Use	Recovery Tier
1	New	Caterpillar 938 Wheel Loader	Load out wood material, yard debris and sort line materials	1
1	New	Caterpillar 914G Wheel Loader	Recover reusable/recyclable materials to load sort line	1
1	New	Caterpillar 226B Skid Steer Loader	For recovering recyclable materials on floor: Examples: water heaters, stoves, etc.	1
2	New	Hyster H60 Fork Lifts	Moving recovered containerized recyclable materials	1

The following table provides additional details regarding Recology’s proposed allocation of staffing and equipment to material recovery and transfer operations, as requested in the RFP:

Proposed Recovery Level (%): 30% Tier 1			
Task	No. of FTEs	Type of Equipment	No. of Equipment
Equipment Operators for Material recovery	4.60	Wheel Loader , Skid Steer Loader	4
Equipment Operators for Transfer Operations	2.75	Dozer	2
Proposed Recovery Level (%): 34% Tier 2			
Task	No. of FTEs	Type of Equipment	No. of Equipment
Equipment Operators for Material recovery	4.60	Wheel Loader , Skid Steer Loader	4
Equipment Operators for Transfer Operations	2.75	Dozer	2
Proposed Recovery Level (%): 38% Tier 3			
Task	No. of FTEs	Type of Equipment	No. of Equipment
Equipment Operators for Material recovery	4.60	Wheel Loader , Skid Steer Loader	4
Equipment Operators for Transfer Operations	2.75	Dozer	2

c. Operational Procedures and Recovery Rate

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

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

Recology’s transfer station operations have focused on many programs to achieve the highest recovery rates possible. Programs such as dry waste sort lines, source-separated inert material, organic material composting, reuse program partnerships, and various other strategies to increase recovery are in place at our facilities. These recovery programs have been developed, and continue to expand and evolve, in partnership with the communities we serve.

Recology is focused on achieving the highest recovery possible. We are confident in meeting the tier goals at MSS through a combination of well-trained and motivated on-site staff members, implementation of proven material recycling technology, and an efficient operational plan.

Expanded Off-site Materials Recovery Facility (MRF):

Recology proposes to expand its existing Material Recovery Facility and Transfer Station located at 6400 SE 101st Avenue, Portland, to receive and process selected loads of dry waste from Metro South Station’s Bay 3 operations. The MRF facility is currently operating as a MRF with plans to expand the facility to include:

- ❑ Constructing an add-on consisting of a 34,000 square foot building
- ❑ Installing 2 additional 70’ above ground scales and scalehouse operations
- ❑ Add an additional processing/sorting line
- ❑ SSI Compacter Unit - sized to achieve a 34-ton payload for residual waste
- ❑ Marathon baler unit
- ❑ All necessary support equipment and containers



Recology is committed to constructing and providing the necessary resources to achieve the stated recovery tiers on Metro’s behalf. Attachment D – Materials Recovery includes a copy of an engineering feasibility report, cost analysis, and plan sheet associated with this MRF.

The site photo below identifies the building and planned expansion (light gray).

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions



Tier 1 Plan

Utilizing the off-site Materials Recovery Facility, Recology proposes to receive and process select loads of dry waste reloaded from Bay 3. Public drop-off, recovery of reusable materials and floor sorting will occur at MSS using ten floor sorters before the selected material is reloaded and hauled to offsite to Recology's MRF operation for processing.

At the MRF, dry waste will be sorted using two BHS sort-lines including one six (6) bay, twelve (12) work/sorting station unit and a nine (9) bay, eighteen (18) work/sorting station. A Cat 950 loader will be used to pick up and drop loads of dry waste materials into the sort line hopper. Material from the hopper will travel from the hopper up an incline conveyor and drop on to a horizontal conveyor line. MRF Sorters will remove and drop the selected materials into 50 cubic yard boxes for recycling.

The MRF will employ adequate sorting personnel and loader operators amounting to 27.6 fulltime equivalents to staff two (2) sort lines and eight hours of operation per day, six days per week (Monday through Saturday). The two sort lines operating one eight-hour shift will process 230 tons of dry waste per day.

Approximately 71,400 tons of dry waste, with a recovery rate of 38%, will be processed at the sort lines annually. Recology is estimating MSS annual inbound dry waste to be 100,938 tons. Recology will recover

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

30,281 tons annually from the sort lines and another 3,120 tons from the floor sorting, public drop-off, and reusable materials at MSS to achieve an overall 30% recovery rate from the processing of dry waste.

Tier 2 Plan

To achieve our stated recovery obligations of 34% during Tier 2 utilization of the BHS sort lines will be expanded to two (2) sort lines operating one (1) full shift each, Monday through Friday and a single, second-shift sort line operating Saturday through Wednesday. The MRF will employ sorters and loader operators amounting to 33 full time equivalents to staff 120 hours per week of sort line operation.

Approximately 83,437 tons of dry waste will be processed annually. The MRF operation anticipates that the sort line recovery will be 38%. We estimate that MSS' annual inbound dry waste will be 103,234 tons. Recology will recover 31,706 tons annually from the off-site sort line and another 3,394 tons from floor sorting, public drop-off and reusables at MSS to achieve an overall 34% recovery rate for Tier 2.

Tier 3 Plan

Our MSS Tier 3 Plan further expands hours of operation of the off-site BHS sort line to two (2) sort lines operating full eight-hour shifts Monday through Saturday and a single sort line operating on a second shift Saturday through Wednesday. The MRF will employ sorters and loader operators amounting to 37.6 full time equivalents to staff 136 hours per week of sort line operation.

The sort line capacity will be expanded by 832 hours per year over Tier 2 levels. Approximately 95,595 tons of dry waste will be processed annually. We estimate that by that time the MSS annual inbound dry waste will increase to 107,637 tons. Recology will recover 37,086 tons annually from the sort line and another 3,816 tons from floor sorting, public drop-off and reusables at MSS to achieve an overall 38% recovery rate for Tier 3.

The table below illustrates expected recovery levels for MSS combining both projected recovery levels achieved at the off-site MRF operations and the recovery and processing efforts achieved on-site at MSS.

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

Tier	Annual Tons Recovered	FTEs	Annual Tons/ FTE	Recovery Rate
1	30,311	37.6*	806	30%
2	35,100	43.0*	816	34%
3	40,902	47.6*	859	38%

* Includes ten (10) floor sorters at MSS

d. Recovery Incentives

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

Recology is at the forefront of the resource recovery industry. For decades, the waste paradigm has been shaped around the idea of waste disposal, where waste is collected and transported to a landfill to be forgotten. As we continue to focus on resource recovery employees must be committed to the goal of resource recovery and continual improvement in waste diversion. Recology’s culture provides that each employee is working towards the same goal. Recology is committed to implementing a system at the Metro facilities that are consistent with our Corporate philosophy. Specifically, we will (a) provide measurable goals for the site, such as ‘average tons recovered per hour’, (b) track and post the site’s performance against the goal over the month, and (c) when the goal is met, provide a celebratory lunch or some other form of group recognition, for all employees at that site.

In addition to the group reward, individual employees are incented through Recology’s pay-for-performance merit program. Each employee will be paid a wage that is fair and commensurate with their respective responsibilities and performance, and participates in an annual performance review, of which a key element is the assessment of achieved goals established periodically. Annual performance reviews determine the amount of the wage adjustment awarded to the employee for the subsequent year, as well as provide the basis to establish new goals.

Recology believes that our employees are the best source of knowledge about their jobs, and therefore should be involved in developing improvement strategies, including how to increase recovery. Employees will be able to submit new and creative ideas through a suggestion program, with any ideas that are implemented being recognized on a company-wide basis. Employees who have

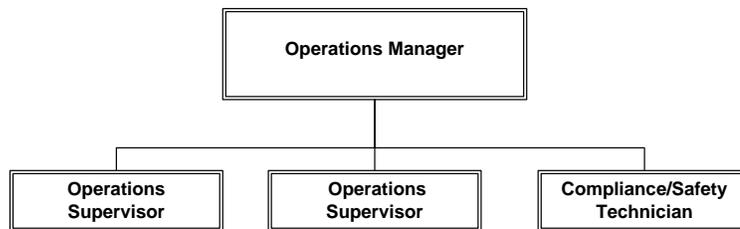
Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

one of their ideas or suggestions formally adopted, will be eligible quarterly prize drawings and other recognition.

e. Recovery Operation Direction

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

Supervision



In addition, lead personnel may be assigned as appropriate in each job function.

Recology will rely on a multi level management structure to, implement and effect change while insuring compliance and control.

- Reporting to the General Manager of Oregon, the Operations Manager has responsibility over the stations operations, ensuring that all facets are running smoothly and efficiently. Works with the Operations Supervisors and Lead Mechanic to ensure that issues are resolved quickly and with minimal disruption to servicing our customers. Keeps and ensures all necessary records as directed. Controls operating expense, authorizes expenditures and corresponds with Metro management. Responsible for all material recovery, processing, storage, loading and marketing. Maintains and operates the station such that, the station maximizes customer safety, satisfaction and service while increasing the recovery of reusable and recoverable materials.
- Reporting to the Operations Manager is the Operations Supervisor who oversees day-to-day operations, monitors workflow and rebalances workload when necessary to ensure efficient and effective operations. Provides security over the site while investigating and resolving customer inquiries and complaints. This position is responsible for identifying

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

potential safety hazards and makes appropriate decisions to ensure safety.

- Reporting to the Operations Supervisor is the Lead Recycling Depot Operator who is responsible for ensuring the safety of all assigned Sorters. Controls the processing activities such all activities are safe, trailers are loaded properly in order to maximize payload, material are tracked, proper screen of unacceptable materials, and ensures customers satisfaction while disseminating pertinent information regarding the stations use and services.

f. Throughput Levels

f. Throughput levels

Recology's proposed operating plan calls for select loads of dry waste and self-haul waste to be reloaded (top loaded) using a proposed Cat 938 Wheel Loader. The loader will push into and drop from above acceptable and unacceptable waste tipped from within Bay 3. Loads are expected to range from 14 – 18 tons, in an average time of 20 minutes. Based upon the stated operating hours, MSS' Bay 3 peak loading capacity (throughput) is projected to reach 945 tons per day (TPD).

The loading of wood waste and yard debris from within Bay 2 is limited to the loading capacity of the proposed Cat 938 Wheel Loader equipped with a "Tink" roll-over bucket stated to achieve 40 tons per hour according to its manufacturer. Therefore, during operating hours capacity is projected at 700 TPD.

Bay 1 utilizing the SSI compactors throughput capacity is equal to 60 tons per hour. The off-site MRF's sort line is discussed above..

2. Transition Timeline

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

Tier 1

Assuming the contract award is made January 1st, 2010, Recology will immediately order the contractor-supplied equipment. At Portland Metro South, operations begin on April 1st, 2010, 13 weeks after award, with full implementation required within 26 weeks after operations start date, or October 1st, 2010. Recovery equipment purchases will be delivered and installed prior to

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

October 1, 2010. The critical path for full implementation of operations is the delivery of the CAT 914 Loader, and the GMC 3500 Shop Truck. There is a 20-week delivery for these two pieces of equipment, well within the RFP guidelines. Recology plans to have all equipment delivered and installed within the required time line.

Tier 2 and Tier3

Prior to and during Tier 2 and Tier 3, Recology has no specific equipment requirements; however, additional labor and shifts will be added at Recology’s off-site MRF to meet the Tier 2 and Tier 3 goals and expectations. All additional recovery activities are planned to take place within the proposed off-site Recology MRF operations as discussed below.

3. Targeted Materials

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

The following chart presents Recology’s expectation for the volumes of the materials we propose to target and recover from the dry waste stream at MSS:

Targeted Materials	Expected Volumes (Tons)		
	Tier 1	Tier 2	Tier 3
Reusable materials/items (listed below)	65	70	90
Wood	22,130	25,236	29,158
Metal, ferrous	4,600	5,450	6,100
Metal, non-ferrous	20	24	30
Sheet rock	250	400	450
Rigid plastic	100	150	200
Inerts	550	700	1,250
Cardboard	1,150	1,504	1,825
Tires	235	235	250
Hazardous waste/paint, oil, batteries and anti-freeze	180	180	190
Carpet and foam padding	10	10	10
Asphalt shingles	55	79	100
Porcelain sinks and toilets	20	38	71
Paper	350	366	375
Electronics	152	155	185
Foam	3	3	3

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

Targeted Materials	Expected Volumes (Tons)		
	Tier 1	Tier 2	Tier 3
Glass	162	180	225
Propane Tanks	25	30	40
Rebuild Center	28	40	50
Other	223	250	300
Total Recovered Tons	30,308	35,100	40,902
Recovery Rate¹	30.0%	34.0%	38.0%
Tier Tonnage Recovery Goal	30,308	35,100	40,902
Target Recovery Rate	30%	34%	38%
Projected Dry Waste	101,028	103,234	107,637

4. Expected Markets

4. *Expected markets for the recovered materials*

Recovered Materials Market Listing
<p>Wood Waste, Yard Debris, Asphalt Shingles, Sheet-rock and Rubble Markets:</p> <ul style="list-style-type: none"> • Recology MRF Operation – 6400 SE 101st Avenue, Portland OR 97045 Tel:503-285-8777 • SP Newsprint 1301 Wynooski Street, Newberg, Or 97132 • Recology MRF Operation - 4044 N. Suttle Road, Portland OR 97217
<p>Metals Market:</p> <ul style="list-style-type: none"> • Metro Metals, Inc. 5611 NE Columbia Blvd., Portland, OR 97218-1237 (503) 287-8861 http://www.metrometalsnw.com • Reynolds Aluminum • Schintzer Steel Co.
<p>Fiber, Rigid Plastics, Beverage and Food Containers Markets:</p> <ul style="list-style-type: none"> • Far West Fibers, Inc. 6440 SE Alexander Street, Hillsboro, Oregon 97123 Phone: (503) 643-9944 http://www.farwestfibers.com • Smurfit Recycling • Reynolds Aluminum
<p>Yard Debris (Organics)</p> <ul style="list-style-type: none"> • Nature's Needs, 9570 307th Avenue, North Plains, Oregon • Compost Oregon 87815 Aumsville Highway SE, Aumsville, Oregon
<p>Miscellaneous Materials and Items (requiring special handling and/or storage):</p> <ul style="list-style-type: none"> • Local Small and Emerging Businesses (MBE/WBE/DBE) currently in use and in addition, new opportunities developed though partnerships and community programs

5. Material Preparation and Transportation

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

Recology will rely on its proven abilities and the knowledge and skills of the stations existing work force to develop operational practices in its day-to-day operations which optimize the recovery of reusable and recyclable waste materials.

During all business hours, materials recovered will be processed by Recology Sorters, using assigned equipment while operating the bay, Recycling Depot, staging areas, and load-out bay, as identified on the Proposed Operations Site Plan, following Page 228 of this proposal. Recology will rely on the existing hauler(s), qualified small and emerging local businesses and a FTE Driver/Equipment Operator assigned on the station's behalf to move and/or transport materials to our local markets.

6. Guarantee Achievement Conditions

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

Recology's ongoing success in developing cooperative partnerships allows corrective actions and planned alternatives to effectively address changes in operational and business conditions to the satisfaction all concerned. Recology looks forward to working closing with Metro and all customers.

7. Facility Changes

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

Key to providing customer convenience, satisfaction, efficiencies' and the recovery of reusable and recyclable material recovery, Recology proposes to retrofit the existing maintenance facility to accommodate both the stations maintenance program and the proposed Recycling Depot Bay for the processing of designated materials and recyclables as discuss below. Modifications will include:

- ❑ Constructing a wall dividing the building in half lengthwise
- ❑ Adding a roll-up door located along the east elevation between grids C and D to accommodate the stations rolling equipment. Removing the existing steel push wall at this location and infilling the opening to the

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

south of the new opening and constructing a new steel push wall directly in front.

- Constructing an opening by removing the existing section of building wall between grids C and G on the west side facing Bay 1 and Bay 2 to accommodate additional tipping stalls, increase maneuverability and safety for all customers. Two wind columns located at intersecting grids D/1 and F/1 will be removed and steel beam headers will be installed to frame out the openings.

Recology's proposed improvements require that the storage of all residual waste transport trailers be relocated to a neighboring lot which Recology owns. The parking lot, just 700 feet to the east, has been engineered and resurfaced to accommodate the staging of over thirty 53' transport trailers on behalf of the Transport Contractor and the MSS operation, as previously discussed

Attachment D – Materials Recovery includes a copy of an engineering feasibility report, cost analysis, and plan sheet associated with these proposed facility changes.

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

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

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

1. Source Separated Materials

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 recovered materials will be prepared and transported to markets?*

a. Description of the Material

- a. *Description of the material*

Recology is proposing to accept source-separated materials from commercial haulers and self-haul customers.

Recology has developed markets for the following materials, for which an initial commercial tip fee was calculated:

- Asphalt Shingles - Clean loads of asphalt shacks/shingles free of unacceptable dry and organic waste materials
- Sheet-rock – Clean loads of dry sheetrock
- Clean Rubble – Clean loads of listed (may be commingled) inert materials

b. Material Acceptance Parameters

- 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)*

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

Recology proposes the following parameters for determining acceptable levels of contamination and/or conditions that would warrant the rejection of any one load considered to be source separated:

Source-Separated Material Acceptance Criteria		
Material/Waste Type	Level of Unacceptable Materials/Waste	Size Limitations
Asphalt shingles	5%	None
Sheetrock	10%	None
Clean Rubble*	10%	14" diam.
Yard debris /Wood material	5%	10" X 12'

* The level of metals in loads of clean rubble cannot exceed 5%

Recology will work with customers and Metro to ensure that all source-separated materials are fairly and accurately assessed with the customers and programs interest. Recology will work to optimize recovery efforts in all phases of the operations without substantially interrupting the ability of the facility to serve the public, meet market demands.

c. Expected Markets

c. Expected markets for the recovered materials

Recology plans to continue to work with Metro to identify additional materials for individual source-separated pricing as local market demands allow. Recology will utilize local MRF operations for the processing and marketing of all proposed source separated materials listed above, as follows:

- Recology’s MRF – 6400 101st Avenue, Portland OR 97045
- Recology’s MRF – 4044 N. Suttle Road, Portland OR 97217

d. Material Preparation and Transport

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

Refer to the Proposed Operations Site Plan, following Page 228, for location references.

Recology proposes to tip the following source-separated material for reload:

METRO SOUTH STATION

Material Recovery Questions

Source Separated Material Tipping and Staging Area Bay 2 Commercial Customers Only
Asphalt Shingles - Clean loads of asphalt shacks/shingles free of unacceptable dry and organic waste materials tipping will occur within removable concrete containment walls creating a bay sized appropriately
Sheet-rock – Clean loads of dry sheetrock tipping will occur within removable concrete containment walls creating a bay sized appropriately
Clean Rubble – Clean loads of listed (may be commingled) inert materials tipping will occur within removable concrete containment walls creating a bay sized appropriately

Materials identified above will be loaded daily into roll-off boxes or walking floor trailers. All walking floor trailers will be transported by Metro’s Transport Contractor or another approved transporter. Items stored within roll-off boxes will be transported by Recology’s on-site Driver/Equipment Operator as required.

2. Expand Services for Source Separated Organics

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*
- b. Any station modifications that are required, including utility requirements*
- c. Implementation timeline*
- d. Any conditions attached to providing the service*

a. Description of the Service

- 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*

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

- *The maximum amount of material that will be stored or staged on the site*

- *Where will the material be stored or staged*

Recology Oregon Inc, in association with Recology Oregon Compost, Inc., a wholly owned subsidiary of Recology, Inc., proposes to provide green waste recycling services to Metro South Station. Recology Oregon proposes to accept and process all of the MSS green waste material at our two composting facilities in Washington County and Aumsville, Oregon. Recology Oregon Compost, Inc. operates the “Natures Needs Compost” facility near North Plains, Oregon, and the Compost Oregon facility in Aumsville Oregon.

The Natures Needs facility comprises approximately sixty-six (66) acres, and is currently limited by its franchise agreement to process up to 50,000 tons of green waste volumes per year. The current annual tonnage is trending to approximately 35,000 tons in 2009. The compost produced at the site is sold primarily into the agricultural community.

The Compost Oregon facility comprises approximately twelve (12) acres, with an additional twelve (12) acre parcel planned, and is permitted to compost green waste feedstock. There are no permitted limitations on tonnage.

Recology Oregon may enter into agreements with alternative facilities to provide additional capacity for accepting and processing Metro material, but such an agreement would only take place in the event that our current facilities were not able to accept all available materials.

Recology Oregon Compost, Inc. is diligently working with Oregon DEQ and the County Departments of Health and Human Services and Planning to both validate and modify existing entitlements that would augment our ability to accept and process green feedstocks and to allow the receipt and processing of non-green feedstock at our Natures Needs and Compost Oregon facilities. We are currently seeking approvals to undertake a pilot project that would include the composting of non-green feedstock, including meats and dairy products. The pilot project will assist us and our partners in the regulatory community in identifying the most efficient and effective method for processing of non-green feedstock while simultaneously operating as a good neighbor by minimizing potential environmental or nuisance impacts. Upon the successful outcome of the pilot project Recology will seek approvals for a full permit to include green and non-green feedstock.

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

Processing Location

- *The location of any processing or receiving sites if other than the station*

The locations of the two composting facilities described above are:

- Nature's Needs – 9570 307th Avenue, North Plains, Oregon
- Compost Oregon – 8715 Aumsville Highway SE, Aumsville, Oregon

Transport Logistics

- *If applicable, a description of transport logistics and equipment/personnel including any reloading*

Recology proposes that transport of the feedstock from MSS to our composting facilities will be provided by Walsh Trucking Co. Ltd.

Composting Process

- *If applicable, a description of any composting process*

As indicated above, we are in the process of fully developing the entitlements to receive and process non-green feedstock in addition to the green feedstock that we now process. In the interim, we are pursuing a permit to perform a pilot project for processing non-green feedstock to assist in the determination of the appropriate methods for processing. The operations plan will be updated based on the results of the pilot project.

The following aspects of the process will be evaluated as part of the pilot project for non-green feedstock processing:

- Enclosed receiving areas
- In-vessel technologies
- Biofilter technologies
- Forced or negative air technologies

The current composting operations conducted at both facilities consist of eight distinct processing steps: (1) receiving, (2) load checking and contaminant removal, (3) processing, (4) grinding and/or other processing, (5) composting, (6) curing, (7) stockpiling, and (8) screening. The specific locations of these steps on the compost pad are dynamic and will change

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

depending on the current processing operation, incoming feedstock characteristics, product sales, technologies, and variable vector, dust and odor control activities.

Composting operations will be compliant with all Metro prescribed regulations.

End-Product Markets

- *If applicable, markets for the end product*

Compost from both facilities is generally sold into the agricultural market in both bulk and in bagged form. Marketing efforts have focused on the landscape, vineyard, and orchard markets. We have had great success selling both green and non-green feedstock compost and compost blends in to the vineyard industry in the Napa and Sonoma Valleys of California and hope to achieve similar results in Oregon.

Amount of Material Accepted

- *The amount of material that can be accepted*

The Natures Need facility is currently limited by its franchise agreement with Washington County to accept only up to 50,000 tons per year of green feedstock. The facility is on track to accept approximately ~~to~~ 35,000 tons in calendar year 2009. Remaining capacity at the Natures Needs facility for Metro green feedstock is 15,000 to 20,000 tons per year. With the successful completion of the non-green pilot project we will seek the appropriate authorization to increase this volume limitation and obtain a full green and non-green feedstock permit.

The Compost Oregon (Aumsville) facility is currently permitted to process green waste feedstock only, and has no permitted limit with regard to volumes processed. The remainder of the Metro Green feedstock can be accepted at the Compost Oregon Facility.

Amount of Material Staged

- *The maximum amount of material that will be stored or staged on the site*

A goal of both operations is to process incoming feedstock in a timely manner. Alternative methods for managing in-bound material, both with and without significant mechanical processing, will allow material to be

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

processed with little delay. Based on our current operations and the 50,000 ton per year limit we anticipate no more than a day's incoming volume or 200-250 tons of material at each site would be staged prior to processing. This volume would increase if higher volumes are processed.

Material Staging Location

- *Where will the material be stored or staged*

Material will be placed into an actively managed windrow promptly upon receipt in order to minimize the storage and staging of material. Incoming and actively composting green waste materials will be stored on paved portions of the site. In some instances the material will be staged for grinding, sorting, blending or screening. This material will be tipped and staged in a designated receiving and processing area. This area will likely be covered if non-green feedstocks are accepted.

b. Station Modifications

- b. Any station modifications that are required, including utility requirements*

No modifications to MSS facilities will be required to accommodate our proposed expanded services for source-separated organics.

c. Implementation Timeline

- c. Implementation timeline*

Recology Oregon Compost can begin the acceptance and processing of green feedstock at our two facilities in Washington County and Aumsville upon award of the contract.

We anticipate that any necessary physical improvements can be made within 90-120 days of the attainment of the appropriate entitlements.

d. Service Provision Conditions

- d. Any conditions attached to providing the service*

As stated above, the Nature's Needs facility is in active pursuit of the entitlements that would allow acceptance of green and non-green feedstock. Both Recology Oregon Compost facilities are currently able to accept and process green waste feedstock upon approval from Metro.

METRO SOUTH STATION

Material Recovery Questions

The acceptance and processing of non-green feedstock would also require Recology Oregon Compost to revise its Franchise Agreement with Washington County, obtain a full green and non-green feedstock permit from the Oregon Department of Environmental Quality and obtain a non-system facility license or designated facility agreement to accept material from the Metro system. A Land Use Compatibility Statement (LUCS) has been issued by the Washington County Planning Department for the Natures Needs operation which considers and allows the composting of both green and non-green feedstock from rural and urban sources.

3. Responding to a Changing Waste Stream

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

Recology has more than eighty (80) years of experience in the recycling industry, including the knowledge to manage a changing waste stream whether the change is in volume or characterization. Should a significant change occur in the volume of waste received at MSS, Recology will adjust the sorting and spotter/traffic control staffing to the increase or decrease in workload. A significant change in waste characterization could prompt a revised operational plan and how we deploy our equipment and personnel resources.

Substantial volume or characterization changes could also potentially result in adjustments in our handling operations and result in adjustments to material recovery sorting shifts. Recology will closely monitor the sort line out-throws to detect changes in the waste stream that may require adjustments to material recovery sorting. In the event a material change occurs, Recology would submit a revised operational plan and work with Metro to ensure that high-quality customer service is maintained.

4. Material Recovery Experience

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.

The following table lists other Recology facilities where our proposed approach to source-separated recovery is currently being used. For each facility, contact information is provided.

METRO SOUTH STATION

Material Recovery Questions

SF Recycling & Disposal, Inc. Recycle Central® MRF SF Recycling & Disposal, Inc. iMRF SF Recycling & Disposal, Inc. Transfer Station	
Recology Manager Michael Crosetti General Manager 501 Tunnel Avenue, San Francisco, CA 94134-2940 415.330.1400	Municipal Reference Jared Blumenfeld, Director Department of the Environment City and County of San Francisco 11 Grove Street San Francisco, CA 94102 415.355.3701
Vallejo Garbage Service, Inc. iMRF	
Recology Manager Peter Friesen General Manager 2021 Broadway, Vallejo, CA 94589 707.552.3110	Municipal Reference Gary Leach, Director Department of Public Works City of Vallejo 555 Santa Clara Street Vallejo, CA 94590 707.648.4316
Yuba-Sutter Disposal Inc. MRF/Transfer Station	
Recology Manager Dave Vaughn General Manager 3001 North Levee Road, Marysville, CA 95901 530.743.6933	Municipal Reference Keith Martin, Director Regional Waste Management Authority 2100 B Street Marysville, CA 95901 530.634.6890

5. Reuse and Recycling

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*
- b. *How you will remove items from the waste stream for reuse by a third party*
- c. *Expected markets for the recovered materials*
- d. *How, where and by whom recovered materials will be prepared and transported to markets*

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

Over many years, Recology has developed extensive experience in the recovery of reusable materials, working hand-in-hand with recyclers and processors of reusable materials such as the Society of St. Vincent de Paul. We plan to continue to develop these partnerships in Oregon, with such organizations as The ReBuilding Center.

a. Targeted Reusables

a. What reusables you will target for recovery

The reusable items Recology proposes to target for recovery include the following:

Reusable Items targeted for Recovery		
Clothing, all types and other Textiles and sewing supplies	Plush toys	Cell phones and lap top computers
Shoes, paired or otherwise all types	Reusable mattresses and Hollywood Frames, all sizes	Water Bed Frames
Belts, purses and other clothing accessories	Tents, camping supplies and sleeping bags	Small electric appliances such as toasters, irons, etc
Dishes, pots and pans	Bed Pillows	CDs, VHS and DVDs all types
Electric Ranges, complete	Futon Frames, Pine only	Hand and Power Tools
Blankets, sheets towels and rags of all type and condition	Furniture in good condition of all types	Garden furniture in good condition
Used wooden doors	Other items of interest or in demand by others	

b. Item Removal for Reuse

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

Using assigned Equipment Operators, Spotter, and Sorters, and assigned equipment, Recology will focus its efforts on the recovery of acceptable reusable materials (defined below) within the self-haul and commercial dry waste streams. Public involvement and promotional efforts are often relied upon and will certainly be considered within the operation given the stated incentive.

Recology Spotters will discuss and encourage customers to set aside all reusable materials while Sorters using assigned equipment (i.e. forklifts, tools, containers and/or carts) will remove the material to the loading/staging area(s) (identified within the Proposed Operations Site Plan, following Page 228. Recology will rely on the existing hauler(s), qualified small and emerging local business and the proposed driver assigned to transporting materials on the stations behalf.

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

c. Expected Markets

c. Expected markets for the recovered materials

Recology will work with local organizations such as the Association of Oregon Recyclers (AOR) to develop markets, and to participate in programs designed to bring about awareness and use of reusable materials, such as the annual “Junk Art Challenge” events.

Additional marketing venues will include:

- ❑ Society of St. Vicente De Paul
Portland Council Office Address: 5120 SE Milwaukie Ave.
Portland, OR 97202 Tel: (503) 235-7837
<http://www.svdppdx.org>
- ❑ The ReBuilding Center
3625 N. Mississippi Ave.
Portland, OR 97227 Tel:(503)331-1877
info@rebuildingcenter.org
- ❑ Local not-for-profit organizations
- ❑ Schools, university special projects, and art departments
- ❑ Additional programs developed by Recology and Metro throughout the term of the contract

d. Material Preparation and Transport

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

Relying on (a) transport trailers, corrugated containers, and pallets provided by the reusables processor and (b) on-site Recology roll offs boxes and other containers managed by Recology, all reusable materials will be safely secured out of sight until removed from the station by the processor.

6. LEED Certification Services

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

Recology Oregon Inc.

METRO SOUTH STATION

Material Recovery Questions

Recology will provide all necessary documentation to our customers who request LEED certifications associated with the recovery, reuse, and recycling of tipped materials. In addition, we propose to provide our customers with helpful information to assist their operations/project in an effort to maximize the recovery and reuse of materials associated with such needs, including:

- A list of materials/items targeted for reuse and recycling
- Locations of processors that accept such materials within the Metro region
- A report of the benefits derived from the recovery of materials tipped by the customer at MCS. Such benefits include but are not limited to reduced CO₂e and recovery of items for reuse

Recology Oregon Inc.
METRO SOUTH STATION
Material Recovery Questions

[THIS PAGE INTENTIONALLY LEFT BLANK]

Proposal Improvements for Operation of Both Transfer Stations

Firms may submit one proposal for each station. If a Proposer believes that it can offer Metro additional benefits if Metro contracts with it for the operation of both stations, then the Proposer should document such benefits and submit them separately. Documentation of such improvements should be organized by evaluation criteria and be limited to one page per criterion. Metro reserves the right to determine whether it is in its best interests to consider these improvements and how to utilize such information during the evaluation process.

Recology believes that we can offer Metro additional benefits if Metro contracts with us for the operation of both stations. These additional benefits are discussed in a document under separate cover, delivered to Metro with this proposal.

Recology Oregon Inc.

METRO SOUTH STATION

Proposal Improvements for Operation of Both Transfer Stations

[THIS PAGE INTENTIONALLY LEFT BLANK]

Exceptions and Alternative Proposal Conditions

A firm wishing to take exception to, comment on, or offer alternative approaches to any proposed terms within this RFP is encouraged to document its concerns in this part of its proposal. Exceptions, comments or alternatives should be succinct, thorough and well organized. Proposer should include any exceptions or alternative conditions they wish to substitute for Metro's proposed contractual terms as attached to this RFP. Please describe if, and how, the exception or alternatives would satisfy performance requirements and how each alternative approach would provide additional benefits to Metro. Metro is not obligated to consider exceptions raised during contract negotiation that were not raised in the Contractor's proposal.

Recology proposes no exceptions or alternative proposal conditions regarding the requirements of Metro's RFP #09-1418 or the proposed Waste Transfer Station Operations Agreement for Metro South Station.

Recology Oregon Inc.

METRO CENTRAL STATION

Exceptions and Alternative Proposal Conditions

[THIS PAGE INTENTIONALLY LEFT BLANK]

Confidentiality

This paragraph shall apply to information that the Proposer is submitting to Metro which Proposer considers to be confidential and proprietary, and which Proposer does not want Metro to disclose to third parties. To protect such information from disclosure, Proposers should specifically identify the pages of the proposal containing such information by marking the applicable pages “CONFIDENTIAL.”¹³ Provided that, in Metro’s sole discretion, such information should reasonably be considered confidential, and to the extent otherwise permitted by law, Metro obliges itself in good faith not to disclose such properly identified confidential information to any person outside of Metro. However, Proposers should be aware that Oregon Law (ORS chapter 192) requires public disclosure of most records deemed to be “public records.” Metro cannot, therefore, guarantee to protect the confidentiality of any records submitted to Metro, even if the Proposer believes them to be exempt from disclosure. If properly identified confidential information is requested, and if Metro determines that such information should reasonably be considered confidential, Metro will not disclose it unless ordered to do so by the Multnomah County District Attorney, and, if Metro receives such an order, Metro will provide Proposer with the opportunity to appeal the District Attorney’s decision to the State courts.

Metro will not release for public inspection any portion of proposals received until it concludes negotiations and issues a Notice of Intent to Award.

Recology Oregon Inc. is a wholly-owned subsidiary of Recology, Inc. On the following pages are the audited financial statements of Recology, Inc., formerly known as Norcal Waste Systems, Inc., for the fiscal years ending September 30, 2008, 2007, 2006, and 2005. Recology Inc. is a privately held, 100% employee-owned company. As such, the audited financial statements are not filed publicly and are not provided for public use. Disclosure of the financial information contained in the audited financial statements is generally limited to creditors and other users relying on the financial statements as a way to evaluate Recology’s financial condition. Public disclosure of the audited financial statements and the information contained therein may put Recology at a competitive disadvantage. We ask that Metro please make every effort to treat the audited financial statements as confidential. The pages containing the audited financial statements are identified as “Confidential”, and are not numbered within the sequence of pagination of this proposal.

¹³ Proposers shall not identify the entire proposal “CONFIDENTIAL”.

Recology Oregon Inc.
METRO SOUTH STATION
Confidentiality

[THIS PAGE INTENTIONALLY LEFT BLANK]