



PROPOSAL TO

**OPERATE THE
METRO SOUTH TRANSFER STATION**

FOR

METRO

PRESENTED BY

GREENWASTE/ZANKER

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A. Transmittal Letter

September 15, 2009

METRO Procurement Office
Attn: Darin Matthews, Procurement Officer
600 NE Grand Avenue
Portland, Oregon 97232

RE: Proposal to Operate the METRO South Transfer Station

Dear Mr. Matthews,

GreenWaste Recovery Inc. and Zanker Road Resource Management, Ltd. (GWZanker) is pleased to submit this Proposal to Operate the METRO South Transfer Station located in Oregon City, Oregon.

GWZanker is a joint venture between two of the most innovative solid waste diversion companies in California: GreenWaste Recovery, Inc. (GreenWaste) and Zanker Road Resource Management, Ltd. (Zanker). Providing services in California since 1991 and 1985 respectively, GreenWaste and Zanker have consistently provided fresh and innovative approaches to waste recycling by utilizing the most creative and efficient methods available. It is these unique attributes that the two companies bring their complimentary focuses together to provide this Proposal to METRO Parks and Environmental Services (METRO).

In addition to being successful waste recycling and disposal operators, GreenWaste and Zanker are also recognized leaders in the waste industry for developing productive and cost effective resource recovery and recycling processes. While these processes have been successfully incorporated into all of Zanker's and GreenWaste's numerous waste management operations, some, like the "Weigelizer" (a portable sorting conveyor) and the "Demo Rocket" (a water floatation separator) are being utilized by other waste recyclers in the industry.

Both companies possess significant waste collection, processing, hauling and marketing expertise as described in this Proposal. Therefore, GWZanker provides the following advantages:

-  Proven capabilities in solid waste handling, processing and recycling. GreenWaste is the City of San Jose's largest waste collection and processing contractor.
-  Proven innovation of transforming solid waste and construction debris into marketable end products.
-  Industry leading processing and marketing of wood waste, yard waste, food waste, single stream recyclables and C&D debris. In fact, GreenWaste's MRF operation in San Jose was awarded the SWANA 2009 Excellence Gold Award for Recycling Systems.

- ☀ Proven material recovery and transfer operations management ability with nearly 80 years of collective experience operating the Sunnyvale SMaRT Station, GreenWaste MRF, GreenTeam of San Jose MRF, the Zanker Road Resource Recovery Operations and Landfill, Zanker Material Processing Facility and the Z-Best Composting Facility.
- ☀ A dedicated management team with over 200 years of combined solid waste management experience specializing in management, financing, engineering, permitting, construction, operation, and regulatory compliance of solid waste material recovery, transfer, and disposal facilities.
- ☀ An exceptional track record of operations that generates positive cash flow to consistently funds resulting debt service, which creates exemplary credit history and expands financing options.

GreenWaste's and Zanker's proven success is based on its core business philosophy to recycle waste and only dispose as a very last resort. The two companies strive to create solutions for improving efficiency and cost effective diversion. For example, GreenWaste and Zanker are currently teaming up with a German company to introduce into the United States a continuous feed anaerobic digestion system (AD system) that will take organic materials and yard waste from the MSW waste stream and, using a dry fermentation system (unlike the more common wet system), produce a valuable biogas containing 50-60% methane.

The project technology uses a simple composting process to sequester usable methane from the organic feedstock wastes in an airtight digester. The resulting methane can be used as a fuel to power (1) vehicles and equipment, or (2) electrical generators, and the resulting compost can be utilized as a nutritional soil amendment. This particular technology is proprietary and has been commercially demonstrated in Germany. This technology has been successfully implemented in over 15 different facilities in Germany and Italy, and at least ten additional facilities are scheduled for construction in Europe in 2009.

GWZanker is fully committed to this AD system technology and is actively pursuing and developing multiple projects in several states in the USA. The time required for the development, permitting, and construction of these AD system projects is extensive and our first project is expected to be fully operational in late 2010 or early 2011.

A fully functioning AD system can be developed with an incoming waste stream as low as 150 tons per day and a fully burdened operating cost (including taxes and profit) ranging from \$30 to \$40 per ton. Therefore, we believe that an AD system would be an ideal compliment to METROs existing waste management facilities. Because of the cost of permitting and extensive capital improvements required, however, the development of an AD system requires a long term (at least 20 years) commitment of waste stream. Therefore, this AD system technology is only mentioned in this transmittal letter for your future consideration and is not included in GWZanker's attached proposal for the operation of the METRO South Transfer Station.

GWZanker has a complete understanding of the magnitude of the existing operations of the METRO South Transfer Station. We are very excited about this project and anticipate that METRO will share the same significant interest and excitement in

working with GWZanker. Although the attached proposal presents much more details, the following outline presents a brief overview of the GWZanker's proposed approach to its operation of the METRO South Transfer Station.

1. Purchase and install a custom built, dry-waste sorting conveyor system, and a powerful, new, state-of-the art, electric wood grinder in the existing Bay 3-4 Building, and a new electric baler in the Bay 1-2 Building.
2. Purchase over \$3 million dollars worth of new heavy equipment, supplies, and materials.
3. Hire around 90 full time employees. Obviously these employees are the key to providing high quality customer service and meeting GWZanker's higher waste diversion goals. So by offering a living wage and benefits beyond compare in the waste industry to all employees, we expect to hire and retain (for the long term) the best and finest employees. And by providing (a) proper training (both initial and ongoing), (b) ongoing job growth opportunities, and (c) proper personnel protection equipment (PPE) and regular uniform service, we will produce content, safe and proud personnel that will consistently provide high-quality customer service while being dedicated to meeting GWZanker's high maintenance and operational demands.
4. Provide dedicated waste unloading assistance to public self-haul customers.
5. Route all incoming dry waste thru the sorting conveyor system that will operate up to 2 shifts per day and recover as much as 60 percent (peak average 40 percent) from the incoming waste stream.
6. Rapidly move all sorted materials and residual waste to appropriate areas to maintain maximum floor space for waste tipping and initial floor sorting operations.
7. Maintain steady and efficient operations in the existing Bay 1-2 Building to ensure the steady baling and removal of baled materials and the steady removal of incoming wet waste and residual waste from the dry waste recycling building.

Our contact persons, in the event additional information is desired, are:

Mr. Paul Lineberry, Company Engineer
Zanker Material Processing Facility
675 Los Esteros Road
San Jose, CA 95134
Office Phone: (408) 263-2384
Cell Phone: (408) 472-2413
Fax: (408) 263-2393
Email: WCLMLB20@aol.com

Mr. Jesse Weigel, Secretary/Treasurer
GreenWaste Recovery, Inc.
1500 Berger Drive
San Jose, CA 95112
Office Phone: (408) 283-4800
Cell Phone: (408) 497-9158
Fax: (408) 287-3108
Email: jessew@greenwaste.com

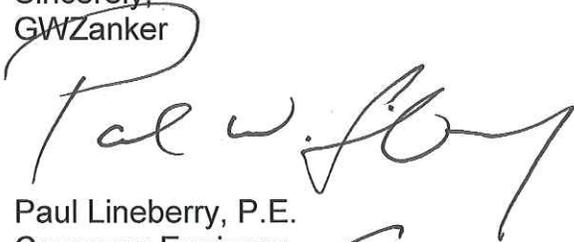
Additionally, Mr. Jesse Weigel is an original founder of both GreenWaste and Zanker and is a principal partner in both companies. As such, Mr. Weigel has the authority to sign the agreement with METRO if a contract is awarded to GWZanker.

This signed transmittal letter constitutes certification by GWZanker that the company complies with non-discrimination requirements of the State and the Federal Government and that the statements contained in this proposal are true. This signed transmittal

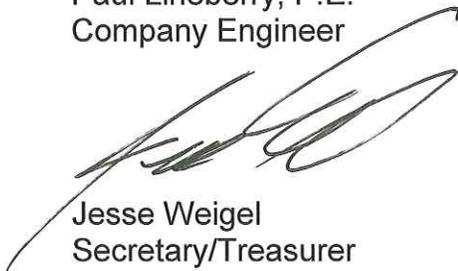
letter also confirms that the attached proposal for the operation of the METRO South Transfer Station is valid for one hundred and eighty (180) days from the date of this letter.

With our shared goal of improving the environment one ton at a time, GWZanker is looking forward to assisting METRO and the surrounding communities in, and around the City of Portland achieve significantly higher diversion goals.

Sincerely,
GWZanker



Paul Lineberry, P.E.
Company Engineer



Jesse Weigel
Secretary/Treasurer

B. | Proposal Questionnaire

Included herein are GreenWaste/Zanker's (GWZanker's) responses to the proposal questionnaire in the same heading and numbering format as requested by METRO. Supporting and requested information are also included as attachments to this proposal and clearly referenced.

Please list the station for which the proposal is being submitted: [METRO South Transfer Station](#)

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).

 GreenWaste/Zanker (GWZanker) is a joint venture partnership between GreenWaste Recovery, Inc. (GreenWaste) and Zanker Road Resource Management, Ltd. (Zanker). Upon selection as the contractor for the operation of the METRO South Transfer Station, GWZanker intends to do this business under the name GreenWaste of Portland.

2. Please provide the following information for the firm:

- Address, phone number, email address and website

 1500 Berger Drive
San Jose, California 95112
(408) 283-4804 – Phone
www.greenwaste.com
www.zankerrecycling.com

- Federal tax ID#

 77-0050618 – Zanker
 68-0249188 – GreenWaste

- Project manager for the proposal and direct contact information

 Mr. Paul Lineberry
1500 Berger Drive
San Jose, California 95112
Phone: (408) 263-2384
Mobile: (408) 472-2413
Email: WCLMLB20@aol.com

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

 GWZanker is a new joint venture partnership that will be formed to provide METRO with services requested in the Request for Proposals to Operate the METRO South and Central Transfer Stations. GreenWaste, however, was originally formed when it began operations in 1991 (18 years ago) and Zanker was originally formed when it began operations in 1985 (24 years ago). The two companies are combining their expertise in waste material handling, processing, transfer and marketing and their combined financial strengths in response to METRO's Request for Proposals.

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

 GreenTeam/Zanker of Sunnyvale and GreenTeam of San Jose were joint

ventures of Zanker and GreenWaste, respectively. GreenTeam/Zanker of Sunnyvale was formed on November 23, 1999 in California, and GreenTeam of San Jose was formed on June 22, 1992 in California.

Zanker operate under the DBAs: Zanker Road Resource Recovery Operation and Landfill, Zanker Material Processing Facility and Z-Best Compost.

GreenWaste has one DBA: \$99 Debris Box Service.

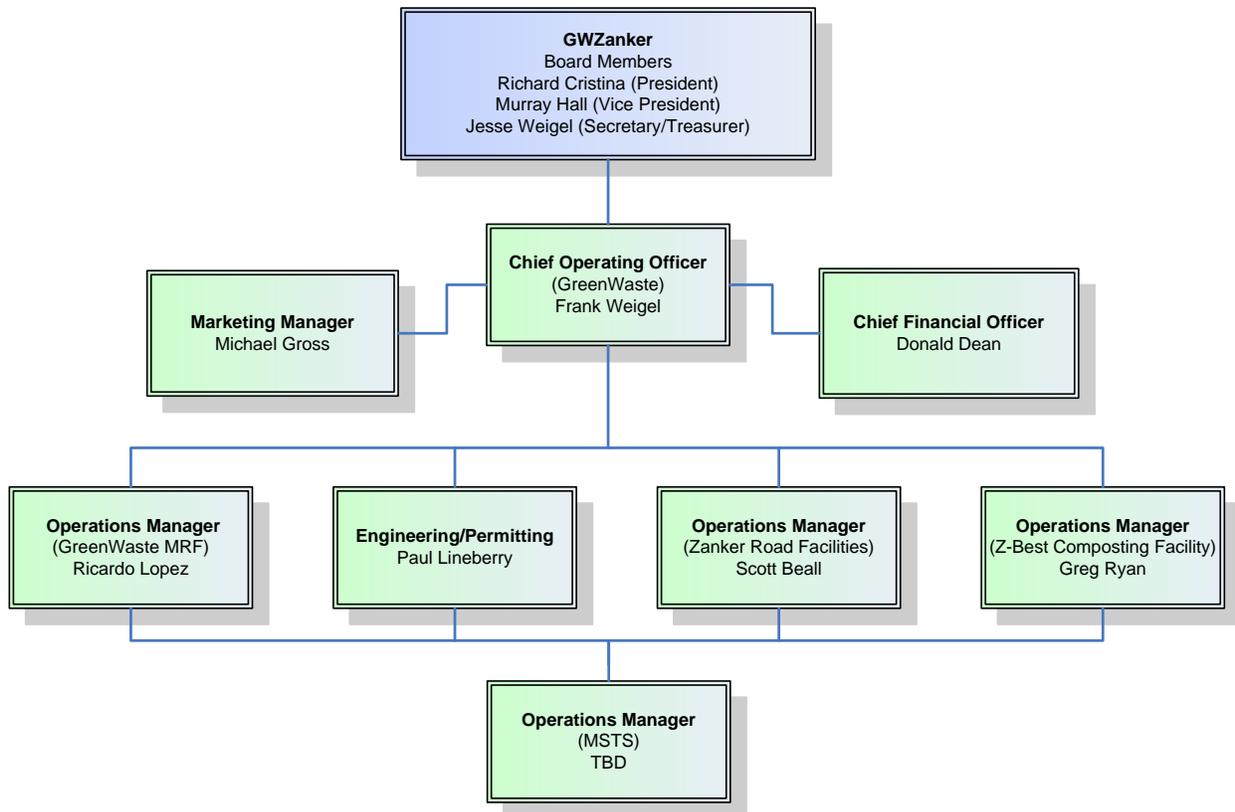
5. Please submit an organizational chart showing ownership percentages and management arrangements between the firm that would enter into an agreement, and any other entities participating in the execution of this proposal.

☀ GreenWaste and Zanker will have shared interest in GWZanker with regards to operations of the METRO South Transfer Station.

GreenWaste and Zanker share common principles. Mr. Richard Cristina (President), Mr. Murray Hall (Vice President) and Mr. Jesse Weigel (Secretary) are corporate officers for GreenWaste as well as managing partners of Zanker.

The following presents the organization chart for GWZanker.

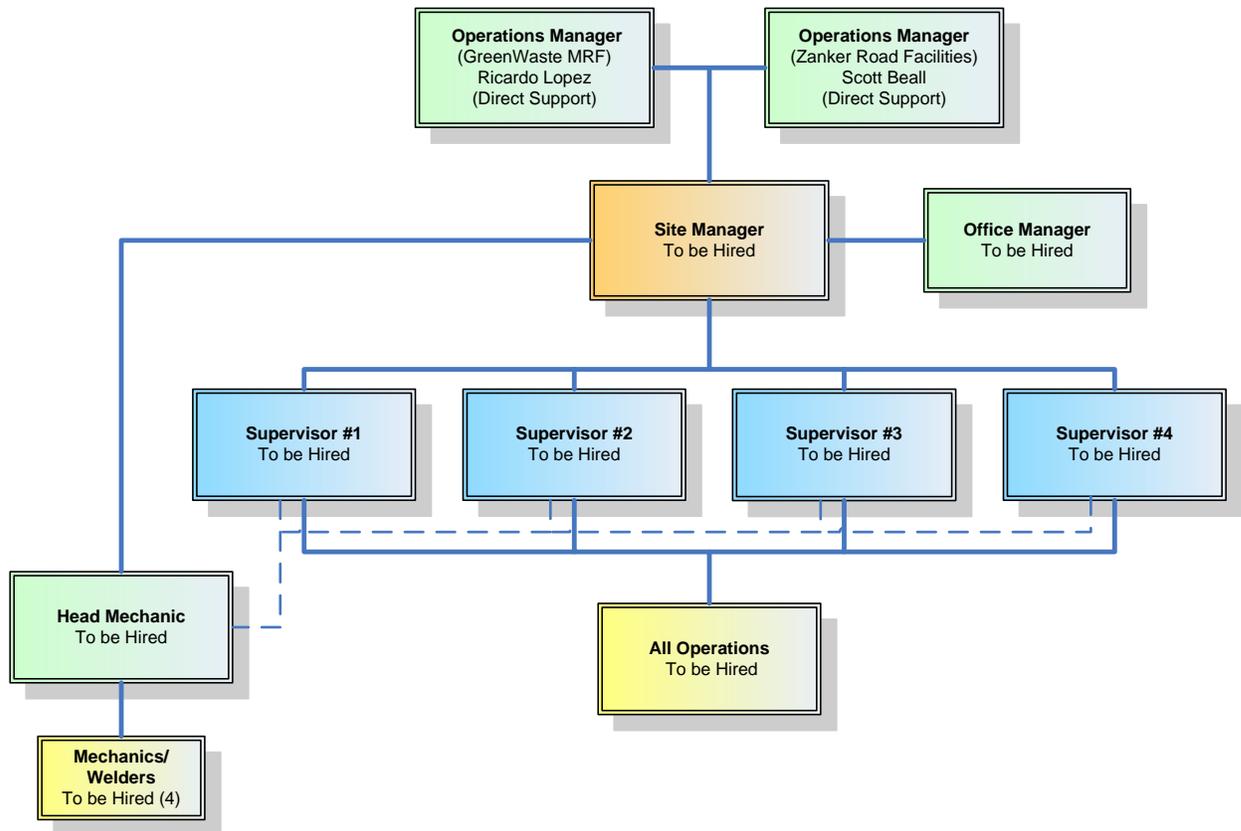
Organization Chart GWZanker Management



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.

☀ Mr. Scott Beall and Mr. Ricardo Lopez are both Operations Managers with many years of experience. Upon award of contract, these two individuals will immediately assume operational management of the METRO South Transfer Station. Their immediate first task will be to interview and retain qualified on-site supervisory personnel for the operation and maintenance of the transfer station. A total of six key on-site supervisory personnel will be retained for the operation of the South Transfer Station. The proposed supervisory structure for the METRO South Transfer Station is illustrated below.

Supervisory Structure METRO South Transfer Station



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.

☀ Neither Zanker nor GreenWaste are involved in any lawsuit material to our ability to carry out the functions outlined in RFP# 09-1418.

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.

 Zanker and GreenWaste have been waste recyclers in California since 1985 and 1991 respectively. Both companies have extensive experience with operations similar to those of the METRO Transfer Stations. GreenWaste currently owns and operates the GreenWaste Material Recovery Facility in San Jose. Zanker owns and operates two landfills, two material recovery facilities (MRFs), two green/yard waste composting facilities, and one municipal solid waste/food waste composting facility. Additionally, Zanker was the contract operator of the Sunnyvale Material Recovery and Transfer (SMaRT) station from 2000 through 2007. The table below summarizes each operation followed by a brief description of each operation.

GWZanker Experience Summary Table

Facility Name	Location	Capacity	Materials Processed
GreenWaste MRF	625 Charles Street San Jose, CA 95112	2,000 tpd	MSW/Food Waste, Yard Waste, Wood Waste, Single Stream Recyclables, C&D Debris, Bulky Items, E-Waste
Sunnyvale SMaRT Station	301 Carl Road Sunnyvale, CA 94089	1,500 tpd	MSW/Food Waste, Yard Waste, Wood Waste, Single Stream Recyclables, C&D Debris, Bulky Items, E-Waste
Zanker Road Resource Recovery Operation & Landfill	705 Los Esteros Road San Jose, CA 95134	2,600 tpd	C&D Debris, Demolition Debris, Yard Waste, Wood Waste, Concrete/Asphalt, Roofing Materials, Drywall
Zanker Material Processing Facility	675 Los Esteros Road San Jose, CA 95134	1,250 tpd	C&D Debris, Demolition Debris, Wood Waste, Concrete/Asphalt, Roofing Materials
Z-Best Composting Facility	980 State Hwy 25 Gilroy, CA 95020	1,500 tpd	Yard Waste, MSW/Food Waste
GreenTeam MRF	575 Charles Street San Jose, CA 95112	150 tpd	Single Stream Curbside Recyclables

GreenWaste Material Recovery Facility



GreenWaste owns and operates the GreenWaste MRF located on 6-acres in the City of San Jose. The GreenWaste MRF is a 2,000 ton per day (tpd) MRF that is



permitted to handle MSW, food wastes, single stream recyclables, yard waste and C&D debris. Operations at this MRF have been so successful that the facility has undergone several expansions including the recent construction of a 40,000 square foot building (totaling over 96,000 sf. of enclosed processing space) and installation of a state-of-the-art, automated waste handling and sorting equipment capable of processing up to 55 tons per hour of MSW and single stream recyclables. Because of the apartment/MFD (multi-family dwelling) recycling that occurs at this MRF operation, GreenWaste (in conjunction with the City of San Jose) received the SWANA 2009 Excellence Gold Award for Recycling Systems.



GreenWaste, with assistance from Zanker (and other various consultants, vendors and subcontractors) provided (and continues to provide) all design, permitting, financing, construction, operation, maintenance, and expansion efforts for the GreenWaste MRF.

Sunnyvale SMaRT Station



The SMaRT station located in Sunnyvale is a MRF for MSW, single stream recyclables and yard waste processing and a transfer station for residual waste. This facility was designed and permitted in the early 1990s. As the contract operator from 2001 through 2007, with old, outdated, and poorly running equipment, Zanker handled an average of 1,000 tpd of materials and achieved approximately 20 percent recovery from the MSW sorting operation. The inbound MSW material

comprised of 540 tpd of commercial solid waste, 200 tpd of residential solid waste and 160 tpd of construction debris. Zanker processed an average of 100 tpd of yard waste from the Cities of Sunnyvale and Mountain View as well as recovered wood waste from operations at the SMaRT Station. Zanker was solely responsible for day to day operations (including the public buy-back center), personnel, maintenance, safety, compliance, recovery/marketing of diverted materials and hauling.

Zanker Road Resource Recovery Operation and Landfill

The Zanker Road Resource Recovery Operation and Landfill (ZRRROL) including its composting facility located in the City of San Jose, is nationally recognized for its waste recycling operations. Zanker began operation of this facility in 1985 on a former landfill located in the City of San Jose and immediately began an outdoor material recovery operation focusing on the recovery of wood waste, yard waste, C&D materials, and inert

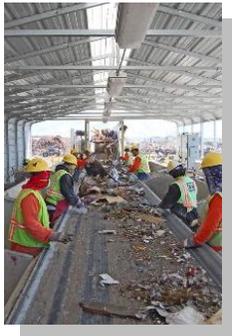


materials. When initially opened as a landfill only, the facility received around 300 tons per day of materials and was estimated to only have five years of remaining waste disposal capacity. To preserve this minimal disposal capacity, Zanker began developing extensive waste recovery and recycling programs that are now producing waste diversion rates of as high as 96 percent. Design, engineering, permitting and construction were primarily conducted by Zanker's staff. At times, certain aspects of the permitting and engineering were outsourced to qualified firms. Based on the resounding success of these recycling operations, the site has expanded its operations over the years and is now permitted for 2,600 tons per day of materials and is currently estimated to still have approximately 8 years of remaining waste disposal capacity.

Zanker Material Processing Facility



Zanker acquired the former Owens Corning Landfill located in the City of San Jose; designed the recycling facility, obtained all the necessary operating permits, and



opened the site as a major recycling facility and landfill. This site is now known as the Zanker Material Processing Facility (ZMPF) and has been in operation since June 1999.

The processing equipment at the ZMPF (including the "C&D Rocket" and the largest C&D Sort Line in the USA) was designed and developed by Zanker staff to mechanically process mixed demolition and C&D debris. At that time the C&D Rocket was developed, no mechanized equipment existed that had the necessary capacity to process mixed demolition debris.

With our experience, the ZMPF has become an industry leader in the mechanized processing of C&D materials. With Zanker's revolutionary and innovative designs, the processing capacity for mixed C&D has been increased to 175 tons per hour. ZMPF processes up to 1,250 tpd (permitted capacity) with nearly a 70% average recovery rate.

It is worth noting that Zanker has obtained the necessary zoning approvals and is currently seeking local use permits to incorporate a 200,000+ square foot, state-of-the-art material recycling facility that when fully operational will be able to receive up to 5,000 tpd of MSW, food waste, green/yard waste, mixed waste, and construction and demolition debris with an anticipated average recycling rate of at least 70 percent.

Z-Best Composting Facility

Zanker permitted and opened a yard waste composting operation located in Gilroy, CA in 1999. The composting operation was expanded in 2002 to accept, process and compost food waste using an in-vessel flexible membrane bag utilizing CTI technology. The 157-acre composting facility is currently permitted to accept up to 1,500 tpd (with 2,500 tpd peak) of compostable materials. As part of the food waste composting operation, a sorting line is utilized to



remove inert materials (i.e., plastics, glass, metals, etc.) from the incoming food waste prior to composting. The sorting line is located in a 20,000 square foot building and processes up to 400 tpd. When purchased by Zanker, the land consisted of 157 acres of flat row crop farmland. Extensive improvements and all-weather compost pads were constructed over 77 acres and local and state approved storm-water control systems have been constructed at the site.

GreenTeam MRF

GreenTeam of San Jose was founded by the GreenWaste officers. GreenTeam began operation of a curbside recycling MRF within a 20,000 square foot converted warehouse in 1992. Mr. Jesse Weigel designed the original processing line where curbside recycled materials were sorted at the MRF until 2000.

With single-stream recycling, and the release of a new City of San Jose Request for Proposals, the MRF was redesigned with CP Manufacturing equipment and successfully converted from a source-separated processing operation to a single-stream processing operation. In 2003, GreenTeam of San Jose was acquired by Waste Connections Inc.



Project References

The following table summarizes each project including project name, service dates, key project personnel, scope of services and contact information for the jurisdictional reference for the project. Contact information for the Local Enforcement Agents assigned to the facilities owned and operated by GreenWaste or Zanker are included.

As the Local Enforcement Agent (LEA) for the GreenWaste MRF, the Zanker Road Resource Recovery Operation and Landfill, the Zanker Material Processing Facility and the GreenTeam MRF, Mr. Richard Archdeacon is familiar with all aspects of these operations. His current contact information is included in the table below.

Mr. Chris Rummel is the LEA for the Z-Best Composting Facility and is familiar with all aspects of that operation. His contact information is included in the table below.

The City of Sunnyvale provides primary oversight for the SMaRT station. Mr. Mark Bowers, Solid Waste Program Manger, was employed by the City of Sunnyvale throughout Zanker's seven years of operation and is familiar with all aspects of the SMaRT station operation. His current contact information is included in the table below.

GWZanker Experience
 Reference Table

Facility Name (Service Dates)	Key Project Personnel	Scope of Services	Jurisdictional Reference
GreenWaste MRF (1991-Present)	Jesse Weigel, Frank Weigel and Ricardo Lopez	Design Permitting Construction Operator	City of San Jose Rich Archdeacon 170 W San Carlos Street San Jose, CA 95113 408-277-8723
Sunnyvale SMaRT Station (2001-2007)	Jesse Weigel, Scott Beall, and Michael Gross	Operator	City of Sunnyvale Mark Bowers 456 West Olive Ave Sunnyvale, CA 94086 408-730-7421
Zanker Road Resource Recovery Operation and Landfill (1985 – Present)	Jesse Weigel, Scott Beall, Paul Lineberry and Michael Gross	Design Permitting Construction Operator	City of San Jose Rich Archdeacon 170 W San Carlos Street San Jose, CA 95113 408-277-8723
Zanker Material Processing Facility (1999-Present)	Jesse Weigel, Scott Beall, Paul Lineberry and Michael Gross	Design Permitting Construction Operator	City of San Jose Rich Archdeacon 170 W San Carlos Street San Jose, CA 95113 408-277-8723
Z-Best Composting Facility (1999-Present)	Jesse Weigel, Scott Beall, Greg Ryan and Michael Gross	Design Permitting Construction Operator	County of Santa Clara Chris Rummel 1555 Berger Drive San Jose, CA 95112 408-918-1964
GreenTeam MRF (1992-2003)	Jesse Weigel and Michael Gross	Design Construction Permitting Operator	City of San Jose Rich Archdeacon 170 W San Carlos Street San Jose, CA 95113 408-277-8723

COST PROPOSAL

PROPOSER'S COST SHEET

METRO Central Station

METRO South Station

(Circle one)

(all prices effective April 1, 2010)

1. Annual fixed charge \$ 1,440,548.00 per year
(payable monthly)
2. Price inflation factor (a percentage of the CPI) 0.75 %
3. Recovery guarantees (as a percentage of all dry waste)
 - Tier 1 (years 1 & 2) 30 %(see notes 1 and 2)
 - Tier 2 (years 3 & 4) 35 %(see note 2)
 - Tier 3 (after year 4) 40 %(see note 2)

NOTES:

1. Tier 1 recovery guarantee only applies after GWZanker's sorting line conveyor system is in-place and fully operational.
2. To allow for seasonal variations in quantity and quality of incoming waste stream, tiers 1, 2, and 3 recovery guarantees must be based on six month evaluations from January 1st through June 30th, and from July 1st through December 31st of each year

Unit Charges

Mixed Waste

4. Wet waste (Acceptable Waste, less Recoverable Waste) \$ 12 . 24 per ton
5. Dry Waste ("Recoverable Waste" in Agreement) \$ 39 . 62 per ton
6. Recyclable material incentives
 - Tier 1 \$ 32 . 73 per ton
 - Tier 2 \$ 28 . 05 per ton
 - Tier 3 \$ 24 . 55 per ton

Source-separated Recyclables

7. Yard debris/wood \$ 39 . 30 per ton
8. Organic food waste* \$ NA . per ton
(*loading only; METRO currently delivers organics to market)
9. Additional organics services (specify): \$ NA . per ton

Other source-separated material:

10. NA \$ NA . per ton

Expected annual tonnage: NA

(See next page to propose additional services)

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

NOT APPLICABLE

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):

NOT APPLICABLE

Financial Capability

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

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

 Financial statements for GreenWaste and Zanker for the three most recent years are included in Attachment 1 of this proposal.

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

 A letter from our surety company is included in Attachment 2 of this proposal.

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.

 A timeline indicating critical path items for the successful transition to a new operator (GWZanker) is included in Attachment 3 of this proposal.

Upon award of contract GWZanker will immediately begin acquiring all equipment necessary for its proposed operation of the METRO South Transfer Station. All rolling and portable equipment will be delivered within four months of ordering and immediately available for use. All fixed equipment will be delivered within six month of ordering, installed and operational one month after delivery and fully functioning at desired capacities within two months of delivery.

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

 Paul Lineberry P.E., Company Engineer, will be the point of contact during mobilization. All “Key Personnel” illustrated on the organization chart located in the *Organization Information* section of the Proposal Questionnaire will be involved during the mobilization period. A brief description of each of these individuals, and their relevance in the mobilization process. These individuals possess unique knowledge that will guarantee a successful transition and startup of GWZanker’s operations at the METRO South Transfer Station.

Mr. Richard Cristina (President): Mr. Cristina has over 30 years of experience in the solid waste industry. In the early 1970s, Mr. Cristina was a co-founder of the first transfer and recycling center in Santa Clara Valley and a partner in both San Jose Disposal, Inc. and the Foothill Sanitation Company, which provided garbage collection and recycling to Scotts Valley residents. In 1985, Mr. Cristina co-founded the Zanker Road Landfill. Through vision, innovation, and astute management, Mr. Cristina and his Zanker partners increased the landfill’s recycling rate from 50% to 95%. In 1991, Mr. Cristina co-founded GreenWaste Recovery, Inc. and began providing yard waste collection services to over 110,000 San Jose residents. Building upon his earlier successes, Mr. Cristina co-founded GreenTeam of San Jose in 1992 to provide solid waste collection and recycling to an additional 80,000 San Jose households. As one of the original partners in GreenWaste and Zanker, Mr. Cristina has extensive

experience in solid waste systems procurement, design, permitting, construction and operations. Mr. Cristina will be involved in all contract negotiations and will sign any subsequent agreement resulting from the RFP process.

Murray Hall (Vice President): During his 20 plus years in the solid waste industry, Mr. Hall co-founded Zanker Road Landfill in 1985, GreenWaste Recovery, Inc. in 1991, and GreenTeam of San Jose in 1992. Mr. Hall is responsible for all of GreenWaste and Zanker's financial operations and reporting. His strong financial background results from his work as a Certified Public Accountant and Controller with the International Public Accounting firm of Ernst & Young and as Vice President of Finance for several large San Jose firms. Mr. Hall, will oversee and evaluate all financial aspects of future operations and developments at the METRO Transfer Station(s).

Jesse Weigel (Secretary/Treasurer): Mr. Weigel has been a leader in the recycling and solid waste industry for more than 40 years. His ability to analyze collection and processing problems and design innovative solutions has made him a legend in the waste management industry. From his early beginnings as a garbage collector in the City of Mountain View to becoming President and owner of several waste collection, disposal and landfill operations, his career has been uniquely varied and singularly outstanding. Mr. Weigel is a licensed California Class A "Engineering Contractor" and is highly regarded in the solid waste industry as a leader and developer of innovative waste recycling systems. His inventions include an automated demolition debris recycling plant and a state-of-the-art composting operation, which have been recognized by the California Resource Recovery Association for innovation. The City of San Jose has also recognized Zanker's composting operation by awarding the facility the City's first two-year pilot and subsequent citywide composting program.

Mr. Weigel has also designed and built the 96,000 square foot Material Recovery Facility at GreenWaste's Charles Street property in San Jose which includes a single stream recycling line which processes over 20 tons per hour and an innovative and state of the art MSW processing system that is able to process and recover material at a rate of 85%. This is material that would previously have been landfilled. In addition, Mr. Weigel designed and built Z-Best's food waste processing facility which processes over 1,500 tons per day of compostable food waste and yard waste. Mr. Weigel will be involved in all aspects of the RFP process, with any agreement resulting from the RFP process and with future operations and developments at the METRO Transfer Station(s).

Frank Weigel (Chief Operating Officer): Mr. Weigel has been with GreenWaste and in the solid waste industry his entire career. He has performed various duties including driving and supervising solid waste, recyclables and yard waste collection routes. He currently oversees the entire companies operations with revenues for calendar year anticipated at over \$80 million which includes the City of San Jose's Yard Waste and

Residential Street Sweeping Program as well as the GreenWaste MRF/Transfer Station. He also oversees collection and processing franchise contracts for the Town of Woodside, Town of Portola Valley, County of Santa Clara (Lexington Hills), County of Santa Cruz, San Juan Bautista the City of Petaluma, City of Palo Alto, City of Scotts Valley, and the City of Capitola. Mr. Weigel will be instrumental in operations and developments at the METRO Transfer Station(s).

Don Dean (Chief Financial Officer): Mr. Dean is the CFO of GreenWaste and Zanker. Mr. Dean is a licensed certified public accountant (CFO) and has over nine years direct experience in the financing and accounting of solid waste systems in California. As Zanker's CFO, Mr. Dean will be directly involved in the financing of all future facilities and equipment acquisitions and in establishing necessary labor benefits and costs at the METRO Transfer Station(s).

Michael Gross (Marketing Manager): Mr. Gross is the Marketing and Business Development Manager for GreenWaste and Zanker. Mr. Gross has over 25 years of solid waste business development and marketing experience and is generally familiar with the operations of solid waste handling, recycling and disposal systems. Mr. Gross obtained a B.S. in Business Administration from the University of Phoenix and has published several articles in Bio-Cycle Magazine. Mr. Gross will primarily be involved in assessing the current (and future) market conditions for waste recycling programs and recovered materials from the METRO Transfer Station(s).

Mr. Scott Beall (Operations Manager of Zanker Road Facilities): Mr. Beall is the Operations Manager of Zanker Road Resource Recovery Operation and Landfill and the Zanker Material Processing Facility located in San Jose, CA. Mr. Beall is MOLO certified and has almost 26 years of solid waste experience and is familiar with all aspects of the design, permitting, construction and operations of solid waste handling, recycling and disposal systems. Mr. Beall's innovative ability provided Zanker with many of its cutting edge accomplishments in recycling; including innovations such as the first patented curbside commingled portable picking line, the development of a model yard waste composting facility, and the co development of the first demolition processing plant. Mr. Beall will primarily be involved in assessing the current condition of operations at the METRO Transfer Station(s) and in identifying beneficial layouts, operations, equipment, and systems to optimize efficiency and diversion.

Greg Ryan (Operations Manager of Z-Best Composting Facility): Mr. Ryan has been with Zanker Road Resources Management, Ltd. and Z-Best Composting Facility for 15 years after obtaining his B.S. Degree from Santa Clara University. Mr. Ryan is responsible for all aspects of the composting operation at the Z-Best Compost Facility in Gilroy. Mr. Ryan was the primary staff in charge of transitioning the facility from a yard waste composting facility to a combined food waste and yard waste composting facility featuring the CTI flexible membrane in-vessel system, and the establishment of the food waste processing pick line to remove

contaminates prior to composting. In addition to supervising and hiring for all staff positions, he oversees the day-to-day operations including processing, monitoring, record keeping, health and safety, and marketing. Mr. Ryan is responsible for regulatory compliance and reporting to various agencies, including monthly reports to the participating jurisdictions. He is also responsible for purchasing, auditing of financial statements and annual budgets. Mr. Ryan will be involved in any future projects related to organics processing.

Ricardo Lopez (GreenWaste MRF Manager): Mr. Lopez has been with GreenWaste since 1997. For the past 12 years, Mr. Lopez has worked as MRF supervisor, a collection vehicle operator, and most recently has been promoted to MRF Operations Manger. Since January of 2008, Mr. Lopez has been overseeing the operation and efficiency of the new GreenWaste MRF and processing operations. His daily duties include supervision and operation of all MRF and processing operations, as well as, supervision of staff, managing commodities, material hauling and transport, and accident reports. Ricardo Lopez is a dedicated employee of GreenWaste and strives towards efficient and effective management of the MRF, the valuable employees and materials. For these reasons, Mr. Lopez will be involved in establishing efficiency and safety at the METRO Transfer Station(s).

Mr. Paul Lineberry (Company Engineer): Mr., Lineberry is the Company Engineer for GreenWaste and Zanker. Mr. Lineberry is a California professional civil engineer in California, Arizona, and New Mexico and has almost 30 years of experience and over 20 years of direct solid waste work experience. Mr. Lineberry is also a licensed California Class A “Engineering Contractor,” is MOLO (Manager of Landfill Operations) certified, and has been directly involved in the permitting and/or expansion of seven different MRFs. Mr. Lineberry is intimately familiar with the CEQA (California Environmental Quality Act) process and is a veteran of numerous local, and state permitting efforts involving solid waste handling, recycling and disposal systems. Mr. Lineberry will be responsible for all technical evaluations and input required throughout the RFP process and for all design and permitting efforts associated with any agreement resulting from the RFP process.

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

 A preliminary initial assessment of the condition of the facility occurred prior to submittal of this proposal. A much more thorough assessment will occur immediately following notice that METRO intends to enter into negotiations with GWZanker as the new operator of the facility.

Select individuals from the above list of “Key Personnel” will inspect the facility to assess the condition of the total infrastructure. Visual documentation will be incorporated into a Facility Assessment Report (FAR). The FAR will service as a reference to existing conditions of the facility prior to commencement of operations and will also serve as a guide to assist GWZanker in prioritizing facility maintenance activities. The FAR

will also present all the items that will need to be addressed immediately prior to installation of new equipment. The FAR will be provided to METRO at least 30 days prior to assuming operation of the METRO South Transfer Station.

Waste Acceptance

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

 GWZanker proposes to direct all dry commercial and public self haul to the Bay 3 Building. All incoming commercial wet waste will continue to be directed to Bay 1. Bay 2 will be used to accommodate overflow traffic whenever necessary to ensure smooth and efficient traffic flow at the METRO South Transfer Station.

To provide for the safer flow of traffic into the Bay 3 Building, all inbound traffic will access the building through the existing access door in the far southwestern corner and all traffic exiting this building will utilize the existing access door in the northwestern corner. To assist the customer, these existing access doors will be clearly marked “ENTRANCE” and “EXIT”. The existing access door on the northeastern side of the building will be utilized only by GWZanker personnel for the movement of recovered materials out of the Bay 3 Building.

Dedicated “spotters” will clearly communicate to each customer the appropriate unloading area. To speed up the unloading process, dedicated “laborers” will assist the public self haul customers unload their vehicles, thereby, dramatically decreasing the unloading time for these customers and allow substantially more vehicle traffic into this building. These spotters and unloading laborers will ensure the safety of the unloading operation and will be trained to look for unacceptable and hazardous materials and prevent them from being unloaded at the facility.

Whenever the volume of incoming traffic exceeds the unloading capacity of the Bay 3 Building, a spotter will be moved outside to communicate with customers and divert certain haulers (those containing lesser recoverable materials) into Bay 2 for unloading. Whenever this traffic diversion is necessary, another spotter will manage the unloading operation in Bay 2 to ensure a safe and efficient operation.

Please note that GWZanker intends to make every effort to move any diverted dry-waste materials unloaded in Bay 2 back to the Bay 3 Building for processing. If this is not possible, at a minimum, a crew of laborers will be utilized to remove accessible recoverable materials before the materials are pushed into the transfer pit.

- *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.*

 GWZanker proposes to direct all dry commercial and public self haul to the Bay 3 Building. This building will be improved with the installation of a

custom designed dry waste sorting conveyor and an electrical powered wood grinder.

All incoming commercial wet waste will continue to be directed to Bay 1. GWZanker also intends to install a baler near the Bay 1 access door and to regularly utilize the bay for ongoing baling activities.

Bay 2 will be used to accommodate overflow traffic as necessary to ensure smooth and efficient traffic flow at the METRO South Transfer Station. No specific improvements are proposed for Bay 2

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

 As a first line of prevention, GWZanker will train all spotters and laborers to recognize unacceptable and hazardous materials. If unacceptable or hazardous wastes are observed during unloading, the material will be returned to the hauler along with information for proper handling and disposal.

As a second line of prevention, GWZanker proposes to route incoming dry waste through a custom designed sorting conveyor system where the material will be screened and recovered materials sorted out. In this process the material will be spread out and pass by numerous laborers who will be trained to recognize and remove unacceptable and hazardous materials. All unacceptable and hazardous materials removed on the sorting conveyor system will be routed to the appropriate facility for proper management and disposal.

And as a third line of prevention, GWZanker will employ 3 full time load checkers that will be fully trained to recognize and manage all unacceptable and hazardous materials. These load checkers will ensure that the Load Check Plan (LCP) is properly implemented and met. The LCP will be developed by GWZanker in compliance with all local, state and federal regulations. This LCP will be prepared and submitted for METRO's review and approval at least 30 days prior to assuming operation of the METRO South Transfer Station.

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

 The above response addresses this question.

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

 The above response addresses this question.

- *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).*

 The previous response addresses this request for information.

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.*
-  GWZanker intends to prepare a detailed Transfer/Processing Report (T/PR) that complies with all applicable local, state, and federal rules and regulations. This T/PR will discuss in detail the entire operation of the METRO South Transfer Station including the reloading plans for waste and recovered materials. The preparation of the T/PR, however, is a very complex and time/resource consuming effort and therefore has not been prepared in response to the RFP. This T/PR will be prepared when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

Management of Special, Hazardous & Unacceptable Wastes

- *Load check program*
 - *Special waste documentation procedures*
 - *Rejection notification to haulers and METRO*
 - *Waste isolation or holding plan*
 - *Cleanup activities*
-  GWZanker intends to prepare a detailed Load Check Program (LCP) that complies with all applicable local, state, and federal rules and regulations. This LCP will discuss in detail the screening and management of special, hazardous, and unacceptable waste during operation of the METRO South Transfer Station. The preparation of the LCP, however, is a fairly complex and time/resource consuming effort and therefore has not been prepared in response to the RFP. This LCP will be prepared when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

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.*
-  GWZanker intends to prepare a detailed Storm Water Pollution Prevention Plan (SWPPP) and a Storm Water Monitoring Plan (SWMP) that complies

with all applicable local, state, and federal rules and regulations. The preparation of the SWPPP and the SWMP, however, are fairly complex and time/resource consuming effort and therefore have not been prepared in response to the RFP. The SWPPP and SWMP will be prepared when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

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.*

 Facility cleaning requirements and activities will be incorporated in the T/PR that will be developed when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

Hazard or Nuisance Mitigation

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

- *Dust*
- *Odor*
- *Pests*
- *Noise*
- *Litter*

 Hazard and Nuisance mitigation activities will be incorporated in the T/PR that will be developed when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

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.*
- *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.*

 For cost estimating purposes, GWZanker expects to hire over 90 full time employees for its proposed operation of the METRO South Transfer Station. Included in this employee count are at least six management positions, five maintenance positions, 30 equipment operators, nine load checkers/spotters and over 40 sorters/laborers. With these 90+ full time employees, GWZanker will be able to adequately staff all shifts, weekends, and holiday operations and also provide for coverage resulting from employee vacations, illnesses, and off-site training programs.

As previously noted, if GWZanker is METRO's selected contractor for the operation of the METRO South Transfer Station, our first order of business will be to retain the competent employees necessary for the operation of this facility. Therefore, a detailed staffing plan cannot be provided at this time. However, GWZanker can begin preparing the Staffing Plan when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station and will commit to completing this plan at least 30 days prior to assuming operation of the METRO South Transfer Station.

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:

 From actual hands-on experience, GWZanker fully understands the wear and tear on hard working equipment in a waste management facility and is well aware of the importance of taking care of equipment before it breaks down. For these reasons we intend to find and retain qualified and experienced maintenance staff, and then develop and apply comprehensive maintenance and routine preventative maintenance programs to ensure steady production with minimal down time.

All necessary equipment maintenance requirements will be incorporated in detail in the T/PR that will be developed when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

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.*

☀ As discussed above, GWZanker intends to fill five full time maintenance positions for its proposed operation of the METRO South Transfer Station. These full time maintenance positions include one lead mechanic (with 15+ years of heavy duty diesel repair), one welder (with 10+ years of applicable experience) and three maintenance technicians (also with 10+ years of applicable experience). In addition to these dedicated maintenance positions, GWZanker expects all equipment operators to perform routine preventative maintenance and assist with necessary mechanical repairs. Much more detailed information on GWZanker's proposed maintenance staffing will be provided in the Staffing Plan that will be provided to METRO at least 30 days prior to assuming operation of the METRO South Transfer Station

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 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.*

☀ GWZanker is proposing to finance and utilize over \$5 million dollars worth of new equipment (fixed, rolling and portable) in its proposed operation of the METRO South Transfer Station. Additionally, GWZanker is proposing and committed to constantly achieving very high recovery rates while keeping the trash steadily flowing out at this Facility. To protect this high capital investment and prevent the severe cost penalties associated with not achieving the guaranteed recovery rates requires the proper maintenance and upkeep of this new and existing equipment. GWZanker, therefore, is

strongly committed to keeping METRO facilities and equipment in proper working condition.

In general, GWZanker intends to provide all required maintenance and only retain qualified subcontractors to meet specialized or extreme maintenance requirements. A detailed equipment maintenance plan, including procedures, forms, schedules, reporting requirements, documentation, and equipment replacement decisions will be incorporated in detail in the T/PR that will be developed when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

Preventative maintenance plan (equipment, facility, grounds)

- *Provide a complete schedule that includes preventative maintenance for each major piece of equipment, and sub systems (such as roof fans) and whether the work will be provided by your staff or a subcontractor.*
- *Describe your testing regimen that ensures the critical facility will remain operational during the course of this contract.*

 GWZanker intends to employ competent and capable maintenance personnel to support its operation of the METRO South Transfer Station. Accordingly, GWZanker fully expects to provide all necessary preventative maintenance at this Facility. If ever necessary, however, GWZanker will retain qualified subcontractors to provide specialize machine maintenance (i.e., for air conditioning systems, etc.).

A detailed preventative maintenance plan, including procedures, forms, schedules, reporting requirements, and documentation will be incorporated in detail in the T/PR that will be developed when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

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*

 For cost estimating purposes GWZanker plans to purchase four CATERPILLAR loaders (three 950s and one 914), one CATERPILLAR 320 excavator, two CATERPILLAR bulldozers (both D7s) if it is awarded the contract to operate the METRO South Transfer Station. Except for the bulldozer slated solely for “backup” purposes, this heavy equipment will all be brand new equipment. Additionally, GWZanker expects to acquire “other” necessary equipment including, a transfer truck with walking floor trailer, a man lift, two forklifts, one roll-off truck, and a street sweeper. The exact make and model of this “other” equipment, however, has not been determined at this time.

A detailed listing of all equipment including year, make/model, and whether new or used will be incorporated in the T/PR that will be developed when

METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station.

The form regarding the amount and type of equipment to be used is located at the end of this (Proposal Questionnaire) section of the proposal. Brochures for the various equipment to be utilized at the METRO South Transfer Station are located in Attachment 4 of this proposal.

Miscellaneous

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

General Contingency Plans

Describe how your plan to deal with the following:

Site Communications

- ☀ To insure efficient and effective site communications, GWZanker will provide cell phones with voicemail capabilities for its site manager and supervisors. Additionally GWZanker's site manager, office manager, supervisors, load checkers, spotters and certain equipment operators will be issued good quality multi-channel two-way radios. This will also ensure that no worker is far from a method of communication and lend to a safer working environment. Battery operated cell phones and two-way radios also provide vital communication during emergencies.

External Communications

- ☀ Cell phones, internet based email, fire and burglar alarms linked to outside services for dispatching of emergency vehicles will be implemented at the METRO South Transfer Station. In the event of an emergency, the on-site supervisor will be responsible for contacting 911 and/or GWZanker management (depending on the situation).

Work Stoppages

- ☀ In the unlikely event of some sort of non-union work stoppage, replacement workers shall be immediately brought in from other GWZanker operations for skilled positions such as mechanics and equipment operators. GWZanker management and other personnel will fill in where applicable and local temporary agencies will be contacted to provide all other necessary operational staff.

Inclement Weather

- ☀ Inclement weather such as excessive rainfall, freezing rain or high winds can interfere with the transportation of materials flowing into and out of the transfer station. Employee attendance can also be affected. Anytime waste is not moving in or out, it becomes stockpiled at the last point of collection/transfer or source. If this occurs, GWZanker will be prepared to increase operational hours and staffing, as the weather allows, to manage the higher flow of incoming materials expected. We are also prepared to

temporarily stockpile any unprocessed dry wastes and then work additional hours/shifts as necessary, until the situation is normalized.

Equipment Failure

 In the event of equipment failure for specialized fixed equipment such as a compactor, the workload of the failed compactor will be diverted to the other compactor as needed until repairs can be made. Since the load on either compactor does not exceed 100 percent, they can be considered redundant inventory and utilized as such. Additionally, GWZanker's proposed on-site loaders will be able to top-load waste into open-top transfer trailers if ever necessary.

Because of the extreme necessity to continuously push waste from the pit into transfer trucks, GWZanker intends to supply a second bulldozer for immediate back-up capability. Because multiple equipment is being provided, should a wheeled loader or forklift fail, GWZanker will run with existing onsite equipment. In the unlikely event that two of the same type of equipment should fail, GWZanker will borrow from its existing fleet of equipment, or rent a replacement from a local equipment supplier.

Power Failure

 A diesel powered generator will be utilized in the event of lengthy power failure.

Earthquake

 With many operations located in the seismically active northern California area, GWZanker is well versed in earthquake preparations. Accordingly, detailed plans for earthquakes will be included in the Emergency Response Plan and an Employee Safety Plan. These plans will be developed and incorporated into the T/PR that will be developed when METRO initiates negotiations with GWZanker for the operation of the METRO South Transfer Station.

In general, however, in the event of a major earthquake, GWZanker will initially focus on customer and employee safety and evacuate the buildings and premises in an orderly manner. After the evacuation of all buildings and determination that all employees are accounted for, GWZanker management will assess the damage to any buildings and/or equipment and communicate the status to METRO.

After the buildings and equipment have been cleared of occupation and use, GWZanker will re-start processes and strive to achieve normal operations as quickly as possible (depending on status/availability of public utilities and various employee situations). GWZanker will also work with METRO staff to determine any need for additional staffing or extra hours to help the city with greater capacity and throughput.

Onsite Security

 GWZanker will provide the METRO South Transfer Station with 24 hour per day monitored video surveillance with digital recording. In addition

GWZanker will hire contract security services for after hour and holiday monitoring of the site. During regular business hours GWZanker will only allow on-duty personnel and haulers that have been processed through the scalehouse to onsite. Any and all visitors to the Station will be required to check in at the scalehouse and with the on-site GWZanker site supervisor/manager before any access to the Station will be granted.

Emergency Action Plan/Safety

Describe how you will comply with the requirements of Specification:

Load Check Program

- ☀️ GWZanker will develop and incorporate a detailed LCP in the T/PR to be developed for the site, and provide suitably trained and equipped load-checking personnel to implement this LCP. The intent of the LCP is to prevent any unacceptable or hazardous wastes from entering the METRO South Transfer Station, and to properly identify and remove these materials if they are inadvertently mixed into the incoming waste stream.

In addition to the LCP, all GWZanker personnel will be trained to identify unacceptable and hazardous waste and to prevent its acceptance at the facility by returning it to the hauler, and to remove it from the waste stream if discovered after acceptance.

Role of the Contractor During an Emergency

- ☀️ Any emergency requires immediate attention in order to minimize damages and increase overall safety. When GWZanker occupies the METRO South Transfer Station, we also assume the role of primary responder to any and all emergencies. Regarding the many possible emergencies in general terms; GWZanker will at all times have a capable site manager/supervisor during operating hours to manage the situation and communicate with METRO and outside authorities as necessary.

Evacuation Plan

- ☀️ GWZanker will develop and include detailed evacuation plans and procedures in the Emergency Response Plan that will be developed and incorporated into the T/PR developed for the site. In support of these plans, GWZanker will install clearly marked signage and onsite exit maps once GWZanker assumes operation of the METRO South Transfer Station.

Initial Assessment

- ☀️ GWZanker's on-site manager or supervisor will be initially responsible for assessing the level of danger to the employees of the METRO South Transfer Station and its surrounding neighbors. Depending upon severity of said situation, appropriate response and guidelines will be followed, including notification to GWZanker management and any outside enforcement authorities as applicable.

GWZanker will provide more specific details of initial assessment, including proper contact information and will include this information in the

Emergency Response Plan that will be developed and incorporated into the T/PR developed for the site.

Spill Response/Control Procedures

 In the event of a hazardous material spill, GWZanker will first determine the severity of the spill. For anything greater than simply a minor spill, GWZanker will put into action their Hazardous Materials Management Plan (HMMP) protocol and will be dealt with accordingly. The spill will then be documented and communicated to METRO and any outside authorities as applicable.

GWZanker will provide more specific details of spill response/control procedures in the HMMP that will be developed and incorporated into the T/PR developed for the site.

Training

 All GWZanker employees will receive appropriate initial and ongoing health and safety training. Whether it's OSHA specific regarding operational safety standards or in-depth training on hazardous materials handling and containment, training is key to promoting safety in the workplace.

Emergency Call List/Reporting

 An appropriate contact list will be created and posted at a central location where the site manager or supervisor will be responsible for calling the contacts on the list once an emergency has taken place. This contact list will be copied and posted near other telephones as necessary for quick access and prompt response.

Accident/Incident Prevention

 GWZanker believes accident prevention starts with a firm commitment from top management fostering the importance of a "safety first" attitude in the workplace. By getting employees involved in all aspects of the health and safety program such as focus groups, walkthrough inspections and employee surveys, we believe working as a team and putting safety above everything else is the best way to prevent accidents. By keeping everyone involved, we aim to identify hazards and control them before any accidents or incidents can occur. GWZanker believes that most workplace injuries, illnesses, and deaths are preventable, and that the hazards leading to these "accidents" are often known prior to their occurrence. Prevention of accidents and injuries is the best way to safeguard the most important part of the workplace, its people.

Safety committee

 Effective workplace safety committees are a proven tool in reducing workplace injuries and illnesses, as well as producing significant savings to employers. In its operation of the METRO South Transfer Station, GWZanker will establish a "Safety Committee" from a cross-section of its on-site employees that will meet regularly to discuss any recent incidents, injuries, causes and remedies. They will also go over all inspection results

and address any regulator visits and recommendations. Topics will include equipment operation, hazardous material handling, ergonomics, violence in the workplace, and emergency response procedures.

Accident/Incident Investigation

☀ All accidents and incidents require investigation. Upon the event of an accident, GWZanker will first define the scope of the investigation and select appropriate investigators from GWZanker's staff and outside authorities if required. The investigation will begin with a preliminary briefing to the investigation team describing the incident, location, list of witnesses and most importantly the events that preceded the accident. The site will then be inspected and will have remained secured and untouched unless an existing hazard required immediate attention. Interviews of any victims or witnesses will take place to determine any abnormalities with existing operational procedures. The results of the fact-finding interviews are key in preventing a reoccurrence of the accident.

Reporting

☀ Accidents and incidents will be reported to METRO as follows:

- Unacceptable/hazardous materials received will be recorded in the incident log and the Unacceptable Waste Form.
- Spills and other releases will be recorded on METRO's Spill Summary Form.
- Accident and Incident Investigation forms will be used for injury reports and near-miss situations.

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

☀ GWZanker believes operational efficiency is what happens when the right mix of people, processes and technologies come together to enhance the productivity and value of our business operation. Our people are our most valuable resource and are directly responsible in making the daily decisions that result in high operational efficiency.

What would you measure and how?

☀ GWZanker will begin the process of efficiency by measuring key components of the operation by factoring the throughput of loads and the amount of time taken. The aspect of what comes into the facility is not a controllable factor, therefore careful measuring of the time it takes to move materials within the operation to the time it takes to load a trailer are the critical aspects to examine in order to arrive at an optimal operational efficiency. Measuring productivity of equipment operators to office personnel to the proper maintenance of the equipment itself is critical in achieving balance.

How would you establish baselines?

- ☀ Time-in-motion is an excellent baseline in which to define operational efficiencies. It is with examining every aspect of an operation; from distance and time it takes to load a container or transfer material to another part of the building. The process of minimizing this time-in-motion will maximize our processes towards ideal efficiency. Invariably, this examination of refined processes often leads to improved safety measures and overall worker satisfaction.

How would you use this information to improve?

- ☀ By establishing more efficient steps regarding time-in-motion studies, GWZanker will use this information to base decisions toward process improvements towards increasing operational efficiency. GWZanker will also study and evolve other areas of the business such as reporting and data capture by utilizing its own custom written software program already in place at other operations.

How often would you calculate (or) measure the activity?

- ☀ Analyzing the data we capture through our scale operations is critical in determining throughput. Calculation and measurement of activities is done on a daily basis and the analysis will be modeled daily, weekly, monthly and seasonally. This includes the Maintenance Program utilizing the Caterpillar Software System. Operating hours and payroll reports are also considered when profiling the many aspects of the business with the primary goal of running the most safe and efficient METRO South Transfer Station possible.

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

CONTRACTOR SAFETY QUALIFICATION QUESTIONNAIRE

Company Name:	Zanker Road Resource Management, Ltd. / GreenWaste Recovery Inc.		
Mailing Address:	1500 Berger Drive, San Jose, CA 95112		
Name & Title of Highest Ranking Safety Professional:	Scott Beall (Zanker) Ricardo Lopez (GreenWaste), Operations Managers		
Telephone: (408) 263-2384 / (408) 283-4804	Fax: (408) 263-2393 / (408) 287-3108		
Total # of full time employees: Approx. 460	Total # of part time employees: N/A		
Who maintains the OSHA 300 log?	Jose Monarrez (Zanker), Assistant Manager Ricardo Lopez (GreenWaste), Ops. Manager		

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>	34	31	22
Days Away Injury/Illness Cases (DAFWII) <i>(total of column H on 300 log)</i>	23	20	7
Days Away, Restricted & Transfer Cases (DART) <i>(total of columns H & I on 300 log)</i>	30	29	16
Number of Fatalities <i>(total of column G on 300 log)</i>	0	0	0
Days away from work <i>(total of column K on 300 log)</i>	453	370	99
Days on job transfer or restriction <i>(total of column L on 300 log)</i>	462	609	182
1Total Case Incident Rate <i>(use formula below)</i>	6.21	5.61	3.68
1DAFWII Rate <i>(use formula below)</i>	4.20	3.62	1.71
1DART Rate <i>(use formula below)</i>	5.48	5.25	2.67
Total Hours Worked by All Employees	1,093,698	1,103,892	1,195,400
 <u>BRANCH/LOCAL OFFICE</u> (to perform work for METRO)	 <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>	NA	NA	NA
Days Away Injury/Illness Cases (DAFWII) <i>(total of column H on 300 log)</i>	NA	NA	NA
Days Away, Restricted & Transfer Cases (DART) <i>(total of columns H & I on 300 log)</i>	NA	NA	NA
Number of Fatalities <i>(total of column G on 300 log)</i>	NA	NA	NA
Days away from work <i>(total of column K on 300 log)</i>	NA	NA	NA
Days on job transfer or restriction <i>(total of column L on 300 log)</i>	NA	NA	NA
1Total Case Incident Rate <i>(use formula below)</i>	NA	NA	NA
1DAFWII Rate <i>(use formula below)</i>	NA	NA	NA
1DART Rate <i>(use formula below)</i>	NA	NA	NA
Total Hours Worked by All Employees	NA	NA	NA

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. Zanker / GreenWaste EMRs included below. Documentation is located in Attachment 5.

	<u>2006</u>	<u>2007</u>	<u>2008</u>
Corporate:	<u>63 / 58</u>	<u>57 / 72</u>	<u>81 / 77</u>
Local:	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>

OSHA CITATIONS

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

If yes, please attach copies.

X Yes No See Attachment 5

SAFETY GOALS AND OBJECTIVES

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

X Yes No See Attachment 5

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

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

X Yes No See Attachment 5

Do you have a written Hazard Communication Program?

Please provide as attachment.

X Yes No See Attachment 5

SUSTAINABLE OPERATIONS QUESTIONS

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

1. *Reduce greenhouse gas emissions from the transfer station.*

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

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

- *Specific actions that would reduce consumption of electricity at the facility*
 -  Lighting change – Whenever lighting fixture replacement is warranted, GWZanker will purchase and install the lowest energy demand fixture that meets the lighting requirement.
 -  BHS Sorting System - GWZanker is proposing the installation of custom designed BHS Sorting System for the dry waste received at the facility. This system utilizes SEW-EURODRIVES as its standard electric motors. SEW-EURODRIVE focuses on a life cycle approach to its products. SEW-EURODRIVE is the first company in the world to implement copper die-casting technology in industrial series production successfully. The result: Very highly efficient energy-saving motors at competitive prices.
- *Operational and/or schedule changes proposed, including whether such changes would require exceptions to requirements or affect the loading of waste*
 -  The purchase and installation of a new electric grinder to prepare the recovered wood for markets is a large change proposed by GWZanker at the facilities. The grinder, a Peterson Pacific 6750B will have the capacity of processing up to 120 tons of wood waste per hour. Because of the installation of the new BHS sorting systems, the tonnage of recovered wood waste is projected to significantly increase compared to current operations. GWZanker plans on only operating the grinder when necessary and thus will schedule operations during the early morning hours when electricity would be the least expensive.
- *Suggested changes to existing stationary equipment or electrical systems*

 This only applies to the Metro Central Transfer Station Replacement of Existing Wood Grinder - GWZanker would replace the existing wood grinder with a high volume electric Peterson Pacific Grinder (Equipment Specification are located in Attachment 4).

 The proposed BHS Sorting Conveyor System will replace the antiquated sorting conveyor system used by the current contractor.

b. Any plans to install onsite renewable power.

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

 GreenWaste has installed a solar energy collection system on its existing Material Recovery Facility in San Jose, California. This solar energy system was purchased with California funding and by applying long term tax incentives; the resulting cost to GreenWaste will be zero. GWZanker can assist METRO (as the owner of the facility) with exploring this same process in the State of Oregon.

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.

 GWZanker intends to implement various methods geared towards lowering vehicle and equipment emissions. At this time, however, it is not possible to accurately estimate the impact of emission improvements without knowing more about the existing equipment in place. There is also an anticipated reduction in GHG's resulting from GWZanker's proposed operations. Until a detailed operations plan for the site has been developed, an estimate cannot be determined. The detailed operations plan will be included in the T/PR that will be prepared when METRO chooses to initiate negotiations with GWZanker for the operation of the METRO South Transfer Station. The estimated reduction in GHG will be provided to METRO at least 30 days prior to assuming operation of the facility.

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

- *The percentage of biofuel to traditional fuel mix ratio*

 GWZanker will be utilizing B20 from Albina Fuels to operate the equipment and vehicles.

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

 The sources of the bio-fuels are primary soy and canola oil.

- *A detailed description of any AFV's proposed for use on site*

-  Propane Forklifts – GWZanker will utilize a Toyota Series 8 propane operated forklift. This option is far more environmentally superior than the diesel powered alternatives. The propane will be purchased from Northwest Propane. Specifications are included in Attachment 4 of this proposal.
-  GMC Sierra Hybrid 1500 – GWZanker shall purchase one GMC Sierra Hybrid 1500 pick-up for use at the METRO South Transfer Station. This pickup will have a standard 21 mpg city and 22 mpg highway. The Sierra Hybrid offers a 40% increase in city fuel economy compared to the 6.0L non-hybrid Sierra.
-  Caterpillar ED7 Dozer - Caterpillar Electric Drive Power Train – Although this equipment is not commercially available, GWZanker can arrange to obtain a demonstration “field follow” unit for trial use at this facility. GWZanker will continue using if this demonstration unit proves sufficient.

The revolutionary electric drive system delivers excellent dozing efficiency and performance while consuming considerably less fuel and fewer parts to reduce lifetime owning and operating costs.

Operator Station Center post cab design offers more space, improved all-around visibility and reduced noise levels. ACERT™ Engine Technology Cat C9.3 engine with ACERT™ Technology powers an electric generator that efficiently converts mechanical energy into AC electrical current. (Meets U.S. EPA Tier III emissions regulations).

2. *Reduce diesel particulate matter (PM) and nitrous oxide (NOx) air pollution emissions.*

Please describe how you would minimize these pollutants by implementing the following measures:

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

-  In its operation of the METRO South Transfer Station, GWZanker will institute a strict policy to not let any vehicle or engine idle for more than five consecutive minutes.

This policy is applied to all diesel-powered equipment designed for off-road use, including all loaders, excavators, dozers, lifts and forklifts. Vehicles owned by subcontractors and rental companies will be encouraged to follow our policy while onsite. The idling limit does not apply to:

-  Idling while queuing.
-  Vehicles or equipment idling for testing, servicing, repairing or diagnostic purposes.

-  Vehicles idling to provide climate to ensure the health and safety of the operator.
-  Vehicles or equipment necessary to accomplish work for which the vehicle was designed (such as operating a crane).
-  Idling time required to bring the machine system to operating temperature, as specified by the manufacturer.

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?*

-  Tier 4 heavy equipment does not exist at this time. Therefore, GWZanker can only provide the latest Tier 3 heavy equipment for its proposed operation of the METRO South Transfer Station. In addition to using the newest equipment available, however, GWZanker will include an expensive Diesel Particulate Filter (DPF) on all heavy equipment provided. This DPF will further reduce the emission level of each machine by at least 85%.

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

-  No stationary diesel equipment is anticipated for this proposal. All stationary equipment will be electric.

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 storm water runoff from the site?*

-  Rain Water Catchment and Re-Use System

Since the Portland area receives up to 70 inches of precipitation per year, GWZanker is proposing a water catchment system that will take advantage of this plentiful resource, while at the same time reducing METROs demand for municipal water.

The system would receive a LEED certification for water efficiency. The water catchment system will be designed to collect rainwater from the roofs of the MRF buildings at the facility. The roof drains collecting the water are either downspouts (on the edge of the buildings) or inboard on the rooftops. Pipes carrying the rainwater are made of clearly-marked, purple pipe which is collected and filtered, then routed to a 10,000 gallon storm water retention tank that will be located near the building(s).

Sensor systems in the main tank will monitor the water level. If the in-tank monitoring system ever indicates that the water level is getting low, the tank can be supplemented with Portland municipal drinking water. The tank also has overflow capabilities, so that collected rainwater exceeding its capacity can be drained. As required by the City of Portland Bureau of Environmental Services, excess water is filtered by both UV and mechanical filters before being drained into Portland's municipal storm water system.

The collected rainwater will feed the facilities existing truck washing system. GWZanker will also explore the possibility of using the collected stormwater to operate the toilet fixtures in the facility restrooms.

 Waterless No-Flush Urinals

As part of its standard sustainability practices, GWZanker utilizes waterless no-flush urinals in all its facilities and proposes to install these same systems in the existing facility restrooms. It is estimated that toilets and urinals that are still flushed with potable water utilize up to 20% of the available drinking water in the world. A single waterless urinal saves on average up to 45,000 gallons of water a year.

 Low Flow Toilet Fixtures

GWZanker will install low flow toilets in all restrooms at the facilities. These toilets have proven to work as reliably as any other toilet, all with only 1/3 the water. As part of the Rain Water Catchment and Re-Use System, GWZanker would like to explore the use of the water for the onsite toilets. This water system still needs to be designed, and therefore, is only be considered an option in this proposal.

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

 As described above, GWZanker would install a Rain Water Catchment and Re-Use System to collect cleaner storm water runoff from the building roof. Additionally, we will supply METRO with the design and installation requirements for the stormwater filtration/clarifier system used at our existing facilities. If METRO should decide to install these systems, GWZanker will provide the routine maintenance that is required to keep these filtration systems in proper working order.

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

 GWZanker will properly recycle ink cartridges, mixed paper, newspaper, magazines, cardboard, aluminum cans, foil, tin containers, PET containers, HDPE containers, compostables (food waste and PLA containers), batteries, e-waste, scrap metal and glass, that it uses during operation of the METRO South Transfer Station.

-  GWZanker may also choose to supply our personnel with washable and reusable beverage containers, utensils and plates rather than using wasteful paper cups and plates.
-  When possible, GWZanker will purchase equipment and supplies that follow the www.greenseal.org certifications.
-  GWZanker will donate old and obsolete office equipment and furniture to employees or the Salvation Army.
-  When possible, GWZanker's preferred communication methods include electronic transmittals via e-mail to reduce paper waste.
-  GWZanker will utilize rechargeable batteries whenever possible. All "disposable" batteries consumed will be sent to a certified recycling facility for proper processing.
-  GWZanker will supply desk appropriate recycling boxes in our office areas and employee facilities for easy access recycling.
-  GWZanker will keep lights and powered equipment off when not in use.
-  GWZanker will install occupancy sensors whenever possible to reduce lighting/energy demand.
-  GWZanker will purchase paper products that are 100% post consumer recycled and have dispensers that minimize waste.
-  GWZanker will purchase products locally whenever possible to support local businesses and to reduce material hauling.
-  GWZanker will use complete post consumer recyclable napkins, paper towels and toilet paper.
-  GWZanker will post appropriate signage at collection areas for a clear understanding of what to recycle.

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

-  This is not applicable since GWZanker does not anticipate any construction projects or facility renovations over 10,000 sf.

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) from operations and from manufacture of products used onsite;*

-  Persistent, bioaccumulative and toxic pollutants (PBTs) are highly lethal. They are long-lasting substances that can build up in the food chain to levels that are harmful to human and ecosystem health. They are associated with a range of adverse human health effects, including adverse effects on the nervous system, reproductive and developmental problems, cancer, and genetic impacts. The challenge in reducing risks

from these toxins stems from the pollutant's ability to travel long distances, to transfer rather easily among air, water, and land, and to linger for generations in people and the environment.

GWZanker's policy regarding the elimination of PBT's at all of its operations lies with its Environmental and Safety Compliance Procedures. The site manager will be responsible for determining if PBT's are in the workplace and to replace them as necessary. As an example, only Green Seal cleaning products will be used in the office and any cleaning service retained will have to provide specific verification that only Green Seal cleaning products will be used.

Other examples of PBT removals will include all mercury-containing fluorescent light tubes removed during routine maintenance and all non-alkaline batteries will be sent to reputable disposal sources that ensure that all heavy metals are captured. Other examples that the manager would be responsible for would be to ensure best management practices are implemented for products or materials that contain, or have been treated or coated with materials containing heavy metals of concern; including arsenic, lead and hexavalent chromium. A comprehensive plan will be completed prior to the start of the contract with METRO.

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

 As part of our standard policy GWZanker will only utilize environmentally friendly Green Seal approved cleaning products. If more traditional products are ever deemed necessary. GWZanker will only use products that will not deplete the ozone and are water based and biodegradable, non-flammable, non-abrasive and contain no phosphate, chlorine or toxic/hazardous air pollutants.

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

 GWZanker will use the services of Safety Kleen for its purchase of solvents and solvent recycling. Other recycled and biodegradable lubricants and oils that are necessary for operations will be purchased from local vendors that adhere to GWZanker's environmental goals.

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.*

 We have attached our standard safety policy for your review.

- 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?*

 GWZanker is committed to its employees' safety. GWZanker will do an initial evaluation of onsite operations to determine when and if nuisance masks are required for employees. If it is determined that further analysis

needs to be done. GWZanker will contract with a qualified company to assist in this matter.

During the course of daily operations, on site supervisors will visually monitor onsite activities to make sure dust is kept to a minimum with dust suppression equipment such as misters, water sprayers and water hoses. Also, GWZanker will employ employee daily sweeping of traffic areas with its regenerative air sweeper.

c. *What other aspects of facility operations will you monitor to determine environmental impacts and how will they be managed?*

- *Please list the specific pollutant*
- *The standard or goal you wish to achieve*
- *The management practice to achieve the goal*

 During the course of daily operations, on site supervisors will continuously monitor onsite activities to minimize all possible environmental impacts.

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

 As part of its commitment to METRO, GWZanker would direct its operations manager to implement the ISO 14000 environmental management system. Addressing the requirements of ISO 14000 is not a trivial task; therefore, an ISO consultant would be retained by the operations manager prior to GWZanker implementing the contract with METRO.

The consultant will set-up and provide top quality documentation and information, procedures to define the program. Procedures will cover an extremely wide range of issues: contract control, audits, training, emergency preparedness, regulations, agency approvals, monitoring and measurement, corrective actions, document control, operations control, environmental records, communication and training.

Reporting procedures and frequency requirements will be defined by METRO, our consultant and site manager prior to the start of the contract.

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.

 GWZanker's Operations Manager will be directly responsible for the education of facility staff relating to sustainable operations. As part of the standard safety program, facility staff will receive monthly safety training. During these training meetings, sustainable principals the goals of GWZanker and METRO will be discussed with employees. Ideas from the staff will be recorded and discussed with upper management.

7. *Support a Quality Work Life for Employees.*

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

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



GWZanker's joint venture partners have always prided themselves on their employees' quality and loyalty, which they believe, ultimately translates into superb customer service. Even though all their employees are not unionized or working under a collective bargaining agreement, they receive wages and benefits better than those in their industry.

In addition to compensation and benefits, many company events are held throughout the year for employees and their families including an annual Christmas party, a summer picnic and periodic award luncheon barbecues for all employees. Baby showers and birthday celebrations are also held for individual employees. All of these events and many more add to the family feeling all employees experience and enjoy.

GWZanker's joint venture partners have a standard "open door policy" for all of their employees. Because both companies are locally owned, employees can approach the owners directly with questions, problems or complaints. Quite often the owners even go so far as to assist employees in matters that are not directly job related. Both companies provide all employees with a personnel handbook which describes Company policies and provides a guideline for employees to use to resolve complaints or work-related problems. A Human Resource Liaison person is also available to every employee.

A great indication of the success of both companies' human resource policies is the retention of their workers. Both companies have very little turnover in their workforce, which is one reason GreenWaste, for example, has always received outstanding responses in its customer surveys. Both companies' policy of allowing employees to move up through the ranks to higher paying jobs has helped them achieve their outstanding employee retention record. Most all of GreenWaste's and Zanker's line supervisors and managers have worked their way up the Company ladder from entry level jobs such as MRF Worker or Driver.

For the Portland Operation, GWZanker has 13 different job categories. The following presents these different positions and the corresponding average pay rate for that position:

Site Manager	\$ 80,000 per year
Site Supervisor	\$ 45,000 per year
Office Manager	\$ 32,000 per year
Heavy Equip Operator	\$ 19.88 per hour
Machine Operator	\$ 19.88 per hour
Fork Lift Operator	\$ 19.88 per hour
Sweeper Operator	\$ 19.88 per hour
Mechanic	\$ 25.00 per hour
Welder	\$ 19.88 per hour
Maintenance Technician	\$ 19.88 per hour
Load Checker	\$ 14.21 per hour
Spotter	\$ 14.21 per hour
Laborer	\$ 13.21 per hour

It should be noted that the lowest average pay rate (\$13.21/hr) is considered the “living wage” for the Portland, Oregon area. It should also be noted that all employees normally get an annual cost of living increase plus any performance increases approved by their supervisor.

- *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.*



Health Insurance Includes:



Kaiser HMO paid for by Company for employee.



Employee can also choose family coverage and have the cost difference deducted from pay.



Outside HMO or PPO – Employee pays the difference between Kaiser and outside cost.



Company provides employee dental and vision insurance.



Employee can also choose family coverage for dental and vision and have cost difference deducted from pay.

Refer to Kaiser benefit package summary in Attachment 7 for more information.

- *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.*

 In addition to pay and medical, GWZanker will provide the following additional benefits if awarded the contract to operate the METRO South Transfer Station:

Paid Vacations:

After 1 year -	5 days
2 years -	10 days
5 years -	15 days
10 years -	20 days
15 years -	25 days

Holidays:

6 paid holidays per year

A copy of the GreenWaste Employee Handbook is included in Attachment 7. This handbook provides detailed information regarding employee benefits and wellbeing.

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

 It is GWZanker's goal to offer ESL and other life skill classes twice per year either through the junior college system or through direct contracts with educators. These classes would be held at the facilities after work hours at no cost to the employee. A schedule of the classes will be developed by the site manager and posted in advance for the employees.

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?*

 Zanker recognizes that healthy, thriving communities depend on involved citizens, organizations and business partners for momentum. In the past, we enthusiastically lent our support and services to causes that promote environmental education. Environmental education is the key to ensuring the preservation of the environment and learning about the importance of protecting it and acting in an environmentally responsible manner. To this end, GWZanker supports environmental education programs targeted at elementary and middle school students. This includes environmental and science related projects, science fairs, Earth Day projects and others. Zanker employees are encouraged to participate in these community events during both work hours and non-work hours. The operations manager will approval all work

hour events prior to their commencement. The event and hours will be tracked and reported yearly to Metro.

8. *Support Sustainability Values in Seeking Vendors and Contractors.*

a. *Describe how you will craft a sustainable procurement policy for supply and material purchases. Please include:*

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

 The individual managers of the operations have oversight of their specific area and thus would control all the purchases of post consumer recycled content items. As part of our accounts payable system, the managers would be responsible for defining and reporting each item by department. Additionally, the manager would include on each invoice the percentage/type of recycled content. As an example, a manager in the maintenance department would mark an invoice for recycled oil as 100% post consumer recycled or an invoice for the Caterpillar parts as 75% post consumer. Although each manager would be responsible for this information, they would also have access to the site manager which will help investigate products before and after their purchase. Standard products such as ink cartridges, paper, motor oil, anti-freeze, toilet paper, paper towels, pencils, wear plates, will always be purchased at 100 % post-consumer recycled content.

- *How you will track and report such purchases to METRO.*

 GWZanker would supply Metro a list of post-consumer recycled products purchased monthly as part of its general reporting requirements as discussed above. A complete list of items would also be reported to Metro, yearly.

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

 Zanker would require support vendors and contractors to certify that they will follow the following Vender/Contractor Sustainable Guidelines. These guidelines will be given to these vendors and they will be required to sign a pledge to develop and maintain these goals.

 Recycle ink cartridges, magazines, cardboard, plastic, tin, aluminum and glass.

 Provide glasses and cups instead of using plastic or paper cups and mugs.

 Purchase office equipment and supplies that follow the www.greenseal.org certifications.

 Utilize transmittals via e-mail to reduce paper waste.

-  Complete Junk Mail Kits.
-  Use rechargeable batteries wherever possible.
-  Supply desk side recycling boxes in office areas for easy access recycling.
-  Keep lights and powered equipment off when not in use.
-  Purchase Hybrid or AFV's vehicles whenever possible.
-  Purchase Biodiesel or other renewable fuels.
-  Purchase products locally whenever possible to support local businesses.
-  Use 100% post consumer recyclable napkins, paper towels and toilet paper and have dispensers that minimize waste.

Zanker's site manager will supply venders and contractors ample information that will allow them to become a sustainable business. The site manager will also visit each vender/contractor yearly to verify compliance with these guidelines. Companies that have not significantly followed the guidelines will be discharged and replaced with other companies/vendors.

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.*

 GreenWaste and Zanker have always used a variety of subcontractors, consultants and suppliers that are minority owned, women owned and/or emerging businesses. Currently the majority of supplies used in our sorting operations such as gloves, safety equipment, brooms and shovels are provided by a minority owned business. We have also used WBE for outreach materials design, website design and public relations and currently catering for monthly employee appreciation lunches.

GWZanker currently does not have any measures or set programs in place, but since over 85% of our employees are of a minority and/or women we feel they give MBE, WBE and ESB's a favorable opportunity whenever possible.

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

 Upon selection as the contractor for the operation of the METRO South and/or Central Transfer Station, GWZanker will contact the various MWESB associations in the Portland Oregon area and notify the various businesses that may be providing service to GWZanker (such as painting, parts supply, office products, janitorial services, IT support services, etc.) of our desire and preference to do business with MWESB businesses.

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.*

 Currently over 85% of GreenWaste's and Zanker's workforce are of an ethnic minority and/or women. GWZanker does not have a specific written policy on the hiring of ethnic minorities or women, it has just become our standard practice. Additionally, we have found the best way to recruit and retain such a diverse workforce is by paying living wages and provide great benefits. GWZanker also has always promoted from within. Many of our supervisors and managers have started out as sorters and drivers.

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 agreement. METRO is encouraging progressively increasing achievement of this goal (and hopefully beyond) through a tiered approach. Please describe your approach to recovery from incoming dry waste, and how it changes from tier to tier to achieve the recovery guarantee for that tier. Include in your description at least the following information:

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*
 -  Refer to the flow diagram located in Attachment 6.
 - 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 presents the equipment and its purpose for GWZanker's proposed operation of the METRO South Transfer Station. Catalogs and technical information are included in Attachment 4.

Equipment List
 METRO South Transfer Station

Equipment Type	Make/Model	Location Bay(s)	Quantity	Purpose
Dozer	Caterpillar D7TW	1 & 2	1	Pit clearing and feeding densifiers.
Dozer	Caterpillar D7T	1 & 2	1	(Backup) Pit clearing and feeding densifiers.
Loader	Caterpillar 950H	1 & 2	1	Clear tipping floor.
Loader	Caterpillar 950H	3 & 4	2	Keep tip floor clear and move materials to excavator and load residuals and grinder.
Loader (w/Claw)	Caterpillar 914G	1 & 2	1	Assist in clearing tip floor and removing bulky recyclables.
Excavator	Caterpillar 320DL	3 & 4	1	Loading dry waste onto sorting system.
Forklift	Toyota Series 8	1 & 2	1	Remove bales from baler, stack bales and load out bales.
Forklift	Toyota Series 8	3 & 4	1	Empty recyclables from sort line and assist with bale loading.
Sort Line	Bulk Handling	3 & 4	1	Remove recyclable material from dry waste stream.
Grinder	Peterson Pacific 6750B	3 & 4	1	Grind source separated and recovered wood/brush.
Baler	TBD	1 & 2	1	Bale recovered materials.
Roll-off Truck	TBD	3 & 4	1	Empty recyclables from drop boxes and assist in residual transfer
Transfer Truck	TBD	3 & 4	1	Haul residuals to bay 1 for load out.
Service Truck	TBD	All	1	Support vehicle for repairs, fuel, parts, etc.
Boom Lift	TBD	All	1	Building and equipment maintenance.
Sweeper	Tymco	All	1	Street sweeping.
De-rimmer	TBD	All	1	Tire repair.
Manager Vehicle	Chevy Sierra Hybrid	All	1	Manager's vehicle.

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*

-  As previously mentioned, detailed operational procedures, including staffing requirements and anticipated recovery rates will be included in the T/PR that will be developed if METRO decided to enter into negotiations with GWZanker for the operation of the METRO South Transfer Station.
- d. What sort of incentives will be provided to the workers to encourage recovery improvement / efficiencies throughout the term of the contract?
 -  METRO provides substantial financial incentives for exceeding resource recovery goals and facility operational goals. As a privately owned company, GWZanker will share any resulting incentives with all on-site staff whose work efforts and/or suggestions results in GWZanker receiving any financial incentives resulting in exceeding guaranteed resource recovery goals and facility operational goals during its operation of the METRO South Transfer Station. This sharing of financial incentives is expected to thoroughly encourage our workers to attempt to exceed recovery and operational goals 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.*
 -  GWZanker will utilize a Site Manager and four Supervisors to direct its ongoing operations at the METRO South Transfer Station. This Site Manager and these Supervisors will have full authority to change, add, and dismiss staffing as necessary to achieve and maintain expected operational goals and efficiencies.
 - f. *Throughput levels.*
 -  GWZanker's proposed sorting line conveyor system is capable of processing up to 30 tons per hour of dry waste materials. For optimum recovery, GWZanker intends to operate this system at approximately 20 tons per hour of dry waste materials.
- 2. *What is the expected transition timeline (including tasks such as equipment purchase, installation etc.) from the start of operations (April 1, 2010) to achievement of each tier guarantee?*
 -  GWZanker's proposed timeline schedule for its proposed operation of the METRO South Transfer Station is located in Attachment 3 of this proposal.
- 3. *What materials are targeted for recovery and their expected volumes in the waste stream?*
 -  The materials targeted for recovery are included on the waste flow diagram for the facility.
- 4. *Expected markets for the recovered materials.*
 -  GWZanker will utilize local markets for the recovered materials generated at the facility. Whenever necessary, GWZanker will utilize brokerage services that specialize in the marketing of recovered materials.

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

- ☀ Detailed operational procedures, including the how, where, when, by whom, and where transported for the recovered materials will be developed and included in the T/PR that will be developed if METRO decides to enter into negotiations with GWZanker for the operation of the METRO South Transfer Station.

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

- ☀ As shown on the transition schedule in Attachment 3 of this proposal, GWZanker will have its proposed sorting conveyor system in place and fully operational by October 1, 2010. Since this sorting conveyor system is necessary for GWZanker to achieve its proposed high waste recovery rates, the Tier 1 Recovery Guarantee presented in this proposal is only applicable after the proposed sorting conveyor system is installed and operational at the METRO South Transfer Station.

Additionally, in GWZanker's other waste recovery operations, there is often a noticeable decrease in quantity and quality of incoming waste during the cold, wet winter months. To achieve GWZanker's proposed high waste recovery rates the Tier 1, 2, and 3 Recovery Guarantees presented in this proposal must be determined by averaging the following six month periods: from January 1st through June 30th; and from July 31st through December 31st.

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

- ☀ As shown on the site improvement drawing included in this proposal (see Drawing in Attachment 4), GWZanker expects to install the proposed sorting conveyor system with minimal physical changes to the existing facility. Significantly more detailed drawings, however, will be developed as necessary to obtain the necessary building permits from the City of Portland. These detailed construction drawings will precisely identify the exact physical changes that will be necessary to the existing facility. GWZanker will develop these construction drawings with input from METRO staff and provide a final draft copy for METRO staff's review and approval before submitting the building permit application.

Source-separated Recovery

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

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

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

 Except for the handling of source separated wood as required by METRO, GWZanker does not intend to solicit any other source-separated materials for acceptance at the METRO South Transfer Station.

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

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

 GWZanker does not intend to expand services for source separated organics in its proposed operation of the METRO South Transfer Station.

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

 GWZanker's proposed equipment and sorting conveyor system can easily accommodate, and immediately respond to any changes in the incoming 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.*

 GWZanker's proposed sorting conveyor system is commonly used by serious waste recyclers. This system is manufactured by BHS, which is located in the Eugene, Oregon. Upon METRO request, BHS will arrange tours of operations in the western United States for METRO staff.

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.*

 Because of space restrictions and high activity levels at the facility, GWZanker is not proposing any formal reuse program for the METRO South Transfer Station.

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

 At this time GWZanker is not proposing any other services. GWZanker supports all local programs that are enacted that require waste recovery and is willing to participate as necessary (including documentation of individual loads).

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.

-  Exception to and alternative approaches to proposed terms within RFP# 09-1418 are as follows:
- a. GWZanker's proposed Tier 1 recovery rate is only applicable after the proposed sorting conveyor system is installed and operational at the facility.
 - b. Instead of quarterly (i.e., every 3 months) GWZanker's proposed high waste recovery rates the Tier 1, 2, and 3 Recovery Guarantees must be determined by averaging the following six month periods: from January 1st through June 30th; and from July 31st through December 31st.
 - c. The contract definition of Force Majeure must be expanded to include floods, earthquakes and other acts of nature.
 - d. The contract must be clear that GWZanker is not responsible for the payment of any taxes or fees associated with the current, existing property, improvements, and equipment.

Name of Proposer: GWZanker

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

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

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

Proposed Recovery Level (%): 30%, 35% and 40% (applicable for all Tiers)

Task	No of FTEs		Type of Equipment*	No. of Equipment**
	MCS	MSS		
Equipment Operators for Material recovery		19	C&D Sorting Line (by BHS)	1
			Two Ram Baler (by IPS)	1
			Peterson Pacific Wood Grinder	1
			CAT 950 Loader	2
			CAT 914 Loader	1 (Shared)
			CAT 320DL Excavator	1
			Transfer Truck and Trailer	1
			Toyota Forklift	2
			Roll-off Truck	1
			Assorted Drop Boxes and Bins	As required

Equipment Operators for Transfer Operations		11	CAT D7 Dozer	2
			CAT 950 Loader	1
			CAT 914 Loader	1 (Shared)

* For example, wheeled loader, track loader, dozer, etc.

** Excluding backup equipment

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

Task	No of FTEs	No of FTEs
Laborers/sorters	MCS	MSS
100% Dedicated		92
Fractional (weekdays)		
Fractional (Saturday)		
Fractional (Sunday)		

Definitions:

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

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

C. | Proposal Improvements for Both

Because certain staffing and equipment can be shared, if GWZanker is given the opportunity to operate both the METRO Central Transfer Station and the METRO South Transfer Station, there will be cost savings of approximately three percent (3%). GWZanker would be happy to negotiate the cost saving terms should METRO decide to select GWZanker for the operation of both transfer stations.

D. | Exceptions & 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.

-  Exception to and alternative approaches to proposed terms within RFP# 09-1418 are as follows:
- a. GWZanker's proposed Tier 1 recovery rate is only applicable after the proposed sorting conveyor system is installed and operational at the facility.
 - b. Instead of quarterly (i.e., every 3 months) GWZanker's proposed high waste recovery rates the Tier 1, 2, and 3 Recovery Guarantees must be determined by averaging the following six month periods: from January 1st through June 30th; and from July 31st through December 31st.
 - c. The contract definition of Force Majeure must be expanded to include floods, earthquakes and other acts of nature.
 - d. The contract must be clear that GWZanker is not responsible for the payment of any taxes or fees associated with the current, existing property, improvements, and equipment.

E. Confidentiality

Information GWZanker considers confidential and/or proprietary and which we prefer that METRO not disclose to third parties have been marked with a “CONFIDENTIAL” stamp.

F. Attachments

Attachment 1	Financial Statements
Attachment 2	Surety Letter
Attachment 3	Transition Timeline
Attachment 4	Equipment Layout and Brochures
Attachment 5	Experience Modification Worksheets Copy of OSHA Citation Safety Goals & Objectives Safety & Health Manual Hazardous Communication Program
Attachment 6	Dry Waste Material Flow Diagram
Attachment 7	Sample Employee Handbook (Including Benefit Description) Kaiser Benefit Package Summary