CR&R INCORPORATED

environmental services

the face of a greener generation

Presents a

Proposal for

Solid Waste and Recycling Services

Franchise Services

For the

City of Whittier

July 28, 2015

CR&R Incorporated
11292 Western Avenue
P.O. Box 125
Stanton, California 90680

July 28, 2015

Ms. Kathryn Marshall
City Clerk
City of Whittier
13230 Penn Street
Whittier, CA 90602

RE: Request for Proposals for Solid Waste and Recycling Collection Services

Dear Ms. Marshall:

CR&R Incorporated ("CR&R") is pleased to submit the following proposal for the Solid Waste and Recycling Collection Services for the City of Whittier.

Enclosed you will find one (1) fully executed bound original document, four (4) bound copies and one (1) unbound copy of CR&R's Proposal. In addition, as requested, we have included one (1) electronic version of our entire proposal. As noted in your Request for Proposals, CR&R has also submitted the necessary confidential financial information for your review and consideration.

CR&R recognizes Whittier's unique and storied history as one of the progenitor cities in the region. Whittier is a Charter Law city, incorporated 117 years ago in 1898, and is one of the very few remaining cities that operate a municipally owned waste collection and disposal operation, directly providing services to more than half the residents and businesses in the City in tandem with private contractors servicing the balance.

Whittier should be also applauded for its initiative in adopting a transparent, formal procurement process for the privatization of its waste collection and disposal operations as part of an inclusive, c*itywide* plan seeking to capture the categorical advantages of merging both service areas (i.e. the public and private) into one integrated waste management program operated by single service provider.

Uniquely, the City has adopted a list of five (5) select companies from which a new vendor will be determined pursuant to a fair and equitable selection methodology administered objectively by the independent consulting firm, Sloan/Vazquez, LLC.

It would be reasonable to assume, based on their public profile, that any one of these five (5) companies might possess the wherewithal to provide the core services sought by the RFP, and CR&R considers it an honor to be counted among them.

However, we believe that this is a unique situation, as unique as Whittier's history, and that CR&R, due to its unique resume and heritage, as well as significant recent experience privatizing municipal waste and disposal operations, would best complement the City of Whittier, its residents and businesses, at this time.

CR&R, a privately held company founded in 1963 by Cliff Ronnenberg that now serves over 2.5 million people over 49 jurisdictions, believes that we are one of only a few companies in Southern California that has the ***proven capability*** to provide the City of Whittier with unparalleled integrated solid waste management services in conjunction with a seamless privatization of the City's municipal operations, including the acquisition of trucks and equipment, along with the potential re-employment of all existing municipal staff as to avoid human displacement in all ways possible. As you will read in our proposal, we have significant recent experience with municipal privatization projects, most recently in the City of Hemet and Newport Beach.

It is also notable that since our inception over 50 years ago, our main focus and core competency has revolved around diverting materials away from the landfill system in an effort to mitigate the negative impact on our environment. This "Diversion Not Disposal" strategy is the foundation upon which our company was built. This long standing philosophical alignment will be the driving force upon which our partnership will be formed and evolve long into the future, ensuring that the City of Whittier remains in full compliance with all current and future waste diversion legislation. Even with our diversion strategies for the City of Whittier, CR&R is committed to optimize the use of the Savage Canyon Landfill with our neighboring waste shed.

We were the first solid waste company in Southern California to construct and operate a commercial processing facility as well as a green waste processing/C&D facility.

CR&R has invested significant capital and resources in building a World Class infrastructure predicated on the rigorous demands of AB939 and all subsequent and future legislative mandates. For example, we recently completed a multi-million dollar upgrade and expansion to our Materials Recovery Facility in the City of Stanton and we are on track to complete our Anaerobic Digester Plant in the City of Perris by the end of 2015. This Anaerobic Digester will be the only one of its kind in the United States with unique technological advancements and capabilities for the processing of Organic Waste into a Renewable Fuel and fertilizers.

We are confident in our ability to provide the highest levels of customer service to all citizens of Whittier as we effectuate the conversion of services to CR&R to ensure the delivery of equitable and sustainable services for many years in the future.

It would be a distinct privilege to become a partner with the City as well as an integrated member of the business community and we are hopeful you find our proposal superior in meeting your needs that you may bestow upon us the honor of becoming the City's new waste services franchisee.

In conclusion, we affirm and warrant that the service and performance requirements as described in this RFP, its enclosures, attachments and all addenda, have been thoroughly reviewed and we have conducted all due diligence necessary to confirm the material facts upon which this proposal has been based. In addition, the following addenda have been thoroughly reviewed and included within the formation of our proposed response.

Acknowledgement of Receipt of Memorandum and Addendums:

Informational Memorandum #1	June 25, 2015
Informational Memorandum #2	July 17, 2015
Informational Memorandum #3	July 21, 2015
Informational Memorandum #4	July 23, 2015
Addendum #1	July 23, 2015

The Board of Directors of CR&R Incorporated has authorized the signatory herein to respond and bind the Corporation to all aspects of the City of Whittier Request for Proposals and Franchise Agreement. We have examined, understand and agree to all the requirements set forth in the RFP and our signatures below will certify these statements. CR&R is ready and willing to all provisions of the RFP and contract service start date.

As stated above, CR&R Incorporated, the entity submitting this proposal, is a California based Corporation, incorporated in 1963. The person or persons authorized to sign any agreement awarded to our organization will be Mr. Clifford Ronnenberg, Chairman and Chief Executive Officer, Mr. David Ronnenberg, Chief Operating Officer and Secretary, Ms. Joyce Amato, Chief Financial Officer, and Mr. Dean Ruffridge, Senior Vice President.

Once more, thank you for this valuable opportunity to be of service to the City of Whittier.

Respectfully,

Mr. Dean A. Ruffridge
Senior Vice President

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CR&R Incorporated (CR&R) considers it an honor to have been preselected by the City of Whittier as one of only five (5) companies from whom proposals would be invited and/or accepted for the privatization of the City's municipally owned waste collection operation that serves a portion of the City along with the award of a franchise for the balance of the City currently serviced by two private companies. It is understood that the object of this effort is the implementation of a new, integrated, citywide waste collection and disposal system operated by a single company to capture economies-of-scale and resulting financial benefits for the City, while providing standardization of services, simplicity and customer convenience; and, it is CR&R's goal to be selected by the City as the company that will assume this great responsibility. We would also like to take this opportunity to thank the City of Whittier and their consultant for their openness and professionalism throughout this process. We look forward to partnering with the City on this important and vital public service.

CR&R recognizes Whittier's unique and storied history as one of the founding cities in the region. Whittier is a Charter Law city, incorporated 117 years ago in 1898, and is one of the few remaining jurisdictions to operate a municipally owned waste collection and disposal operation. Due to economic pressures and/or inducements, the Cities that have historically operated such municipal operations until the recent past have yielded their internal responsibilities of providing such services and availed themselves of the financial advantages of privatization.

The challenges with privatizing a public service as well as financial issues facing all cities today have been managed with CR&R through our prior successes with several service transitions and privatizations in Southern California. We have a deep and sincere respect for the courage that it takes to explore the option of privatization. Whittier has a deep and rich tradition of service to its residents over the past century and we look forward to becoming a part of this tradition in the years to come.

CR&R has been at the forefront of local privatization projects, with an impressive track record earned over recent years by successfully acquiring the waste disposal operations of two (2) large cities in Southern California that have outplaced via privatization their own municipal service operations. In both instances, CR&R prevailed against the competition by providing greater financial consideration for the enterprise value of the operations in conjunction with a superior performance record.

Experienced Southern California Service Provider

CR&R has been offering solid waste and recycling services to the Southern California Region for over 50 years. Our founder, Mr. Clifford Ronnenberg, set out to establish a premier environmental services company in 1963 that above all provided World Class Customer

Service. Over the years, his vision and leadership has led this company to be one of the premier organizations in our industry. CR&R has grown into a well-respected brand with 50 separate municipal franchise agreements throughout California. As a reflection of our continued dedication to service, we continue to provide collection services in each city where we were initially awarded a contract.

The communities that we serve traverse a wide socio-economic scale, and in each and every one of them we take great care to ensure the highest level of response and customer care that we can provide. As a result of providing these services, we maximize the quality of service provided to our customers while delivering cost-effective and competitive pricing to the market place. This in turn along with our continued focus on diversion, helps our cities comply with waste diversion laws. We are proud to report that every municipality in which we provide service complies with CalRecycle regulations. In addition, our services contribute to the health, safety, and well-being of the communities we serve, most importantly preserving the natural resources that fortify sustainable communities.

Exceptional Transition Experience

CR&R offers the City of Whittier what is perhaps the most experienced solid waste management team now in place in Southern California. Our management team is well skilled and trained in providing seamless transitions and implementing new municipal programs. Together, the senior personnel who will be involved in the administration of the solid waste services on behalf of the City have a total of over 250 years of experience covering all facets of the solid waste management business.

Individually, each manager at CR&R has extensive operating experience with a passion for world class customer service and a commitment to safety in each and every community we service. Furthermore, all of the key decision-makers live and work in Southern California, are intimately familiar with the regulatory and environmental standards set by the State and have a vested interest in improving their own communities.

With the use of the latest technological advancements in equipment, mapping and routing software all supported by our relentless pursuit of innovation, we are prepared to meet any special situation presented. We employ the industries best practices of exceptional outreach programs and operational expertise in an effort to maximize our effectiveness. CR&R recognizes collaboration as a pivotal component in delivering new and specialized services that cater to the uniqueness of cities such as Whittier.

CR&R has a successful history of providing smooth and seamless service transitions for the jurisdictions we presently service. In the City of Whittier, we will plan to employ our transition tools garnered from best management practices developed through our extensive transition

experience. These strategies can be tailored as necessary to accommodate the needs of the community and implementation timeline. Ultimately throughout each transition our primary goal remains the same: to complete the transition with minimal disruption to the customer and to always keep the City informed throughout the process.

In the last couple of years, CR&R has transitioned two cities from a municipal run system to private services. As you may be aware, we were the successful bidder when the City of Hemet privatized their refuse department in 2011. In this transition CR&R acquired all the City assets including all the trucks and containers along with managing all the billing responsibilities. Many of the City's drivers and support personnel came over with the transition and most of the drivers are still with us today.

In addition, last year we were successful in the RFP process for privatizing residential collection services in the City of Newport Beach. This unique community had historically provided service above and beyond the norm and residents had grown accustomed to the highest caliber of service. To ensure we met and exceeded these expectations with automating service, CR&R continued with collection of additional waste left outside the containers and initiated a new service offering by providing recycling containers for residents electing to source separate in lieu of full processing. Along with these enhanced services, CR&R assumed the City's transfer station operation under a long term arrangement that included updates to permitting.

Our experience in this field is unsurpassed as each of these privatizations had their own unique challenges and opportunities. We will be able to draw from these experiences and apply the knowledge that we learned in each jurisdiction to the privatization efforts in Whittier.

Along with transition experience for city privatization, CR&R has successfully transitioned services in twelve municipalities over the last ten years. In all cases we deliberately set out to engage the community and City Staff in an effort to provide a transparent and smooth process by which we were able to achieve our mutual goals. We expect each step of our transition plan to be reviewed by City Staff prior to its implementation in order to eliminate surprises and encourage full transparency. We feel that Customer Service, Safety and providing local jobs are the keys to a successful and efficient solid waste and recycling program in the City of Whittier. Quality customer service has always been at the forefront of our business plans.

Exceptional Customer Care

The model created by the Ronnenberg Family is consistent today and characterized at every level within the CR&R organization. An attitude of respect and concern for our customer is the benchmark that is established in order to develop our customer service team. It is the common thread by which we all live by and it has proven effective in attaining high praise in customer satisfaction surveys. Our passion for Excellence in Customer Service has been the foundation upon which we have built our long term relationships. We share these core principles

throughout the communities we serve. Our Customer Service Department was developed with the mind set to “Satisfy the Customer at any Cost”.

As part of our commitment to delivering exceptional customer care for Whittier, CR&R will provide a local office within the business community in close proximity to the Civic Center area for local customer use and response. Our recycling coordinator assigned will work from this location and be readily available for quick response and problem solving.

CR&R understands that superior customer care begins with an experienced, well trained staff. We achieve superior customer service through an integrated approach that combines trained and experienced customer service representatives, a sophisticated computerized Customer Relationship Management System (CRM), assigned Community Relations/Recycling Coordinators and a user friendly website.

Our service transition experience provides the City of Whittier the expertise in handling new customer growth through the award of new franchise contracts. Through our continual call volume monitoring and historical call volumes, we are able to project staffing needs for both steady state and transition periods. As we typically do during transition periods, we will add employees to our staff to assist with the projected increase in customer inquiries well before service implementation.

Safety Centric Culture

We are committed to service excellence and this is a cornerstone of our company and a critical component of our culture. Just as important as customer service is employee safety. We believe very strongly that we cannot put our employee’s or the public’s safety in jeopardy while providing our services. It is our responsibility to the community that we do not take lightly. Our goal is to not only provide environmentally sound services but to also provide safe services. To this end all CR&R operational personnel receive on-going safety training and senior management is continually engaged in our Safety Centric Culture. Our on-going training consists of daily tailgate meetings with our drivers, scheduled field observations and monthly safety meetings with all levels of management including our Chief Executive Officer, Chief Operating Officer and Chief Financial Officer. By participating in these monthly meetings, where each and every incident is reviewed in an open meeting setting, every level of management is then engaged in the culture of safety that we strive to maintain.

Effective Public Education

CR&R has many valuable years of experience in designing, implementing, and administrating highly effective public outreach campaigns that encourage community members to learn about reducing waste and preserving natural resources. As a company dedicated to promoting recycling, CR&R understands that public education and outreach plays an important part in the

process of any solid waste management program. We will work with the City of Whittier to develop a comprehensive program that is well planned, customer centered, and strategically constructed to generate understanding and support for waste management issues in your community.

Through our public outreach endeavors, we provide residents, businesses, and community stakeholders with specific recycling programs and activities that serve to benefit the health, safety, and quality of life of your community. Using a multitude of messaging platforms, in combination with different activities and events, CR&R recognizes the necessity to create public educational messages that will effectively resonate with the different audience members within the City. Given this fact, we will apply our marketing expertise to inspire and build broad community support that will help sustain program participation and momentum.

For example our outreach and educational programs have been successful in increasing diversion through additional participation in source separation by residents. We are able to capture more recyclables and also include items that are not commonly accepted such as coat hangers, film plastics, textiles (shoes and clothing), along with reducing contamination. This is accomplished through our residential audit program. CR&R has staff on hand that periodically perform audits of the refuse and recycling carts placed out for collection. If recyclables are found in the trash cart or contamination is found in the recycling cart, an education notice incorporating a positive message on how to separate and what is acceptable is left on the cart for the resident. Through this outreach campaign, we were able to achieve a 30% reduction of recyclables found in the refuse cart in the City of Tustin.

Another key aspect of our proposal is our unmatched team of professionals that will be charged with implementing the Public Education and Outreach components. We understand that public education and outreach play a critical role in the success of transitions and new recycling programs. In the past few years we have been involved in a number of municipal service transitions and we know that our recent experience will play a key role in the success of our proposed public education campaigns. CR&R will arrange a meeting with the designated City Staff and our transition team following the award of this franchise agreement. Together we will review the developed informational material, the anticipated schedules for service commencement, as well as any concerns that maybe anticipated during the start-up phase.

CR&R has experience in providing a wide array of materials in both English and Spanish. These materials are used as handouts at speaking engagements, special events, or placed in public information areas within the city. We also employ a number of bilingual Customer Service Representatives which can help answer questions and provide information to our diverse customer base.

One Stop Service Provider

In addition to extensive solid waste and recycling collection experience, CR&R has over 24 years of hands-on experience in the street sweeping industry. Our first street sweeping client, the City of Temecula, began sweeping services in conjunction with their solid waste franchise in 1991. Today we provide street sweeping services, using our own equipment and employees, to sixteen separate jurisdictions in Southern California covering over 100,000 curb miles per year. All our equipment is compliant with local and AQMD regulations. Depending upon the needs of the City, some of our franchise agreements incorporate street sweeping services to provide a bundled agreement. CR&R is willing and ready to provide this service to the City of Whittier should it consider this area of privatization.

Looking to the Future

CR&R Incorporated, as a privately held company, takes pride in our ability to invest in new diversion opportunities within Southern California. We have always been a forward thinking company that is committed to our business model for the "long-term" benefit of our customers and our environment. With this commitment, CR&R continues to invest in infrastructure to support the ever increasing state waste diversion goals. Our commitment in providing innovation in diversion is illustrated at our Perris Material Recovery Facility (MRF), the site of CR&R's new Anaerobic Digestion facility. This facility will provide the City of Whittier with a long term solution for the processing and marketing of organic waste materials. The facility is first of its kind and due to open in late 2015 with more than enough capacity to receive the organic material from the City of Whittier.

Another example is the improvements we have made to CR Transfer facility located in Stanton in order to accommodate the new organics collection program for Costa Mesa Sanitary District (CMSD). CMSD is one of the first cities to address AB1826 through expanding their residential service offering to a 2-cart system starting June 2015. Organics collected in the program are taken to our Stanton facility for transfer to the Anaerobic Digestion Facility in Perris, CA. With the first phase of AB1826 on the horizon to start in 2016 and phase out of Alternative Daily Cover (AD) in 2020, we anticipate that this process and other organics collection programs will rapidly spread throughout many of our municipal contracts in Southern California to increase diversion and support the statewide 75% diversion goal. Our investment in diversion infrastructure has positioned us to meet recycling needs for our current Cities now and well into the future.

Support of Local Economy

With the constant changes occurring in our industry and with more changes to come, CR&R will grow with the community of Whittier to provide for the best and most efficient collection and processing systems available. CR&R intends to become an integral part of the City of Whittier by striving to use local vendors for franchise related materials whenever possible. To this end, we will support local businesses by purchasing as many of our goods and services from local City suppliers as possible. In other jurisdictions where a local purchasing preference has been given, we have worked with the existing vendors in an effort to establish an on-going working relationship and we will do the same in the City of Whittier.

Prior to the hiring of any outside personnel for the purposes of providing services in the City of Whittier, CR&R will offer employment to qualified and licensed personnel employed by the City. In addition, CR&R will provide the same employment opportunity to the City's support staff assigned to the Refuse Department. CR&R is committed to providing our customers with a workforce that is dedicated to world class customer service. Part of that service requires that we recruit the best employees to operate our equipment and represent the values of our company.

In addition to offering employment to the City's refuse personnel, CR&R will make every reasonable effort to reach out to the residents of Whittier when there are open positions available. We will advertise for these open positions locally and we will also use local employment agencies to advertise for any jobs that are available. In addition, we will also work with the local EDD office to try and encourage residents of Whittier to apply.

Value Added Benefits

With the understanding that the City's goals are to provide highest level of customer service and offering the best value for the city, CR&R has provided multiple options for the City's consideration.

One-time Franchise Fee Options

As a part of CR&R's commitment to assist the City of Whittier, we have provided a one-time signing fee offer along with the equipment purchase and specified monthly franchise fee payments from the proposed rate structure.

	Base	Option 1	Option 2
Total Consideration (Signing + Equipment)	**$8.36 Million**	**$13.36 Million**	**$16.36 Million**
Signing Fee	**$7 Million**	**$12 Million**	**$15 Million**
Equipment Purchase	**$1.36 Million**	**$1.36 Million**	**$1.36 Million**
Payable - Start	$8.36 Million	$8.36 Million	$8.36 Million
Payable - Extension	N/A	$5 Million Made in annual payment starting year 6 - 10	$8 Million Lump sum paid in year 11
Rate Increase	As described in Agreement	One-time 3% plus CPI in 2017	One-time 3% plus CPI in 2017
Contract Term	(10 + 6 option) As described in Agreement	10 year, plus 6 automatic	10 year, plus 10 automatic

The proposed option year terms for Option 1 and Option 2 would be automatically granted after the initial ten (10) year term if all conditions of CR&R's performance are adhered to at the end of the initial term.

The three options listed above equate to a freeze on the current rates in the City until the first rate adjustment July 1, 2017.

CR&R also suggests the following additional Option for Consideration:

The City may wish to consider an option to initially reduce the Residential Rate with a corresponding reduction in the Signing Fee.

Our Commitment

As you will read throughout our proposal, we feel that Customer Service, Safety, Sustainability and providing local jobs are the keys to a successful and efficient solid waste and recycling program in the City of Whittier. Quality customer service while helping our City's meet state

diversion goals has always been at the forefront of our business plans. We will continue this commitment to quality service coupled with a sustained focus on diversion for the City of Whittier. We welcome the opportunity to demonstrate to you and your community how we can not only meet their expectations but exceed them.

We look forward to your review of our enclosed proposal. Our team is excited to partner with the City of Whittier and we stand ready to assist you as you move forward with these new solid waste and recycling programs. CR&R's commitment is to provide your customers with the most cost effective and reliable services available in our industry all backed by a family-owned local company that is committed to your 100% satisfaction. With dedicated personnel, local management staff and an array of recycling services, the City of Whittier can rest assured that it will receive the highest quality of service and a higher standard of responsibility for all of its residents and businesses.

Thank you for your consideration of CR&R Incorporated as your new solid waste and recycling service provider.

1. Company Qualifications & Experience

A. Business Structure

Legal Entity: California Corporation
CR&R Incorporated (CR&R) is a privately owned company that was registered as a California corporation in October 1963 and is authorized to do business in California. Clifford Ronnenberg, as trustee of the Ronnenberg Family Trust, owns 100% of the stock of the company. There are no creditors owed a debt greater than 10% of the company's total assets.

The company has been providing solid waste collection and materials recovery services in Southern California for over 50 years and is proud to provide services in Los Angeles, Orange, San Bernardino, Imperial, Riverside and San Diego Counties. CR&R is the parent company of several subsidiaries including CRTransfer and Solag Disposal Inc. (both in Orange County) as well as several subsidiaries in the State of Arizona.

CR&R, as the parent company, will be the entity to sign the franchise agreements and provide the necessary financial statements as required under the agreements with the City of Whittier.

CR&R operations will be based locally at our Santa Fe Springs Operating Facility, with centralized administration, accounting, and customer service functions at our corporate headquarters in Stanton.

All operations and services will be performed by CR&R with no subcontractors utilized in the performance of this contract.

B. Collection Experience

CR&R is a premier provider of waste collection processing and environmental services. Since founding CR&R Incorporated (CR&R) in 1963, Clifford Ronnenberg has built a pioneering company that presently services the waste collection and recycling needs of more than 2.5 million customers, which includes over 50,000 commercial accounts in California alone. Beyond its current operations in Los Angeles County, CR&R also provides solid waste collection and material recovery services in the Southern California counties of Riverside, Imperial, Orange, San Bernardino and San Diego. Additionally, CR&R operates and provides solid waste services in the states of Colorado and Arizona.

With more than 1,500 dedicated employees and various types of service equipment including, bins, carts, over 1,200 collection trucks, and processing systems, CR&R recovers over half a million tons of recyclable material each year. The Recycling Division provides commingled and single stream solid waste material processing and is currently processing and marketing all recyclable materials from more than 50 curbside programs throughout Southern California. The company's enterprise-wide recycling network offers integrated hauling, collection, and processing services to over 100 cities throughout California.

The communities that we serve traverse a wide socio-economic scale, and in each of the communities where CR&R serves, we take great care to ensure the highest level of response and customer care possible. As a result of providing these services, we ensure that our cities comply with waste diversion laws. In addition, our services contribute to the environmental well-being of the communities we serve, most importantly preserving the natural resources that fortify sustainable communities.

As an organization concerned with sustainability and progressive with current business issues, we have integrated technologies that are cost effective to increase market share while minimizing the impact on labor. We consider our employees our most valuable resource and as such reward them with performance opportunities. Our operational effectiveness is measured by high external benchmarks and internal analytics that maximize our ability to exceed our customers' expectations. Our integrated waste management system is designed to ensure compliance with the State of California's laws that regulate diversion and disposal rates.

CR&R has developed proprietary technologies that improve operational efficiencies and lower our cost to offer and maintain services while extending the life cycle of our equipment. Ultimately, our approach to managing our resources makes CR&R more efficient and preferred in the market place. The combination of performance-based systems and the use of proprietary integrated technologies, has positioned CR&R to assist our customers with their Zero Waste goals currently in position and surely to be enacted in the future. This forward thinking has

given CR&R an impressive advantage in being awarded multiple municipal service contracts over the past ten years.

CR&R's senior leadership has pioneered and revolutionized the design, implementation, and management of municipal solid waste systems. By establishing guiding principles that meet expectations for service deliverables, the management team's use of innovative and technological tools help mobilize resources to execute the actions and key initiatives with respect to operations.

Principled in theory and practice, the core values that define our commitment to exceptional service include:

- Exceptional customer care
- Fairly priced products and services
- Respect for the environment in all business activities
- Leadership in the environmental services industry
- Uncompromising commitment to safety
- Hiring the best and treating employees with respect
- Ethical and professional business practices
- Outstanding corporate citizenship
- Alignment with community members, stakeholders, and businesses that share our core values and principles

As the founder and CEO, Clifford Ronnenberg has established an environmental services company that has provided excellent service to our customers for over five decades. Over this time, his vision and internal leadership has positioned the company to be an industry leader. CR&R has grown into a well-respected service provider with over 50 separate municipal franchise agreements throughout the State of California. We are proud of the fact that in our 50-year history, we have never lost a city contract where we were initially awarded a contract.

Similar Jurisdictions

Per the requirement of the RFP process, the following pages contain tables with a partial listing of comparable cities in size and services to the City of Whittier that are under contract with CR&R. In addition, we have included communities in the areas immediately surrounding the City of Whittier and its greater environs. The lists demonstrate our ability to perform similar services throughout Southern California. More references are available.

Detailed references regarding our experience can be found in Section 1.C, Service Implementation Experience.

PARTIAL LISTING OF SIMILAR MUNICIPALITIES

			RESIDENTIAL							MULTI-FAMILY		COMMERCIAL		INDUSTRIAL	RES ACCTS	COM ACCTS
MUNICIPALITY	START DATE	FRANCHISE TYPE	REFUSE	RECYCLE	GREEN WASTE	BULKY ITEMS	E-WASTE	U-WASTE	HHW	REFUSE BIN	RECYCLE BIN	REFUSE BIN	RECYCLE BIN	RECYCLE		
ORANGE COUNTY																
Aliso Viejo	1957	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL	MANUAL	MANUAL	F/L MRF		F/L MRF	F/L	ROLLOFF CUB	11,000	400
Costa Mesa Sanitary District	1963	Exclusive	AUTO MRF		AUTO (FW)	MANUAL	MANUAL								24,500	
Laguna Niguel	1957	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L MRF		F/L MRF	F/L	ROLLOFF CUB	21,000	850
Lake Forest	2014	Res/Comm: Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL	MANUAL		F/L MRF	F/L		F/L	ROLLOFF CUB	18,000	900
Newport Beach	2014	Exclusive	AUTO MANUAL MRF	AUTO MANUAL		MANUAL	MANUAL	MANUAL	MANUAL						25,500	0
Orange	2010	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL	MANUAL		F/L	F/L	F/L	F/L	ROLLOFF CUB	28,000	2,600
San Clemente	1957	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL	MANUAL	MANUAL	F/L MRF	F/L	F/L MRF	F/L	ROLLOFF CUB	21,000	800
Tustin	2007	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL	MANUAL		F/L MRF	F/L	F/L MRF	F/L	ROLLOFF CUB	24,000	2,200
LOS ANGELES COUNTY																
Avalon	2013	Exclusive	AUTO MANUAL	AUTO MANUAL	AUTO MANUAL	MANUAL	MANUAL	MANUAL	MANUAL	R/L MRF	R/L MRF	R/L MRF	R/L MRF	ROLLOFF CUB	3,200	150
Bellflower	2005	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L MRF	F/L	F/L MRF	F/L	ROLLOFF CUB	10,200	100
Norwalk	1952	Non-Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L	F/L	F/L	F/L	ROLLOFF CUB	3,000	300
Santa Fe Springs	1952	Non-Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L	F/L	F/L MRF	F/L	ROLLOFF CUB	1500	150
RIVERSIDE COUNTY																
Lake Elsinore	1953	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L MRF	F/L	F/L MRF	F/L	ROLLOFF CUB	12,600	600
Hemet	2011	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L MRF	F/L	F/L MRF	F/L	ROLLOFF CUB	21,000	1,000
Perris	1986	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L MRF	F/L	F/L MRF	F/L	ROLLOFF CUB	15,000	400
San Jacinto	1986	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L	F/L	F/L	F/L	ROLLOFF CUB	10,100	400
Temecula	1991	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L MRF	F/L	F/L MRF	F/L	ROLLOFF CUB	29,000	1,200
SAN BERNARDINO COUNTY																
County of San Bernardino Areas 15, 20	1970	Exclusive	AUTO MANUAL	AUTO MANUAL		MANUAL	MANUAL			F/L	F/L	F/L	F/L	ROLLOFF CUB	5,600	200
IMPERIAL COUNTY																
El Centro	2007	Exclusive	AUTO	AUTO	AUTO	MANUAL	MANUAL			F/L	F/L	F/L	F/L	ROLLOFF CUB	11,000	1,200
			AUTO = AUTOMATED CART COLLECTION SERVICE		MANUAL = MANUAL COLLECTION SERVICE		AUTO MANUAL = SEMI-AUTOMATED COLLECTION SERVICE		F/L = FRONTLOAD COLLECTION SERVICE		MRF = MRF PROCESSED	ROLLOFF CUB = ROLLOFF AND CLEAN UP BIN SERVICE				

This is a partial listing of municipalities serviced by CR&R.

Table of Municipal References

MUNICIPALITY	CONTACT	TITLE	ADDRESS	PHONE
ORANGE COUNTY				
Aliso Viejo	Mr. Shaun Pelletier	City Engineer	12 Journey Suite 100 Aliso Viejo CA 92656	(949) 425-2512
Costa Mesa	Mr. Stephen Dunivent	Interim Finance Director	77 Fair Drive Costa Mesa CA 92628	(714) 754-5243
Costa Mesa Sanitary District	Mr. Scott Carroll	District Manager	628 W 19th St Costa Mesa CA 92627	(714) 754-5043
County of Orange - Area 1, 3, 9	Mr. Dylan Wright	Director of OC Waste and Recycling	330 N Flower St, Suite 400 Santa Ana CA 92703	(714) 568-4160
Dana Point	Ms. Jennifer Anderson	Senior Management Analyst	33282 Golden Lantern Dana Point CA 92629	(949) 248-3571
Irvine	Mr. Mike Byrne	Senior Management Analyst	#1 Civic Center Plaza Irvine CA 92623	(949) 724-6357
Laguna Hills	Mr. David Reynolds	Deputy City Manager	25201 Paseo Del Alicia #150 Laguna Hills CA 92653	(949) 707-2610
Laguna Niguel	Nasser Abbaszadeh	Director of Public Works	30111 Crown Valley Pkwy Laguna Niguel CA 92677	(949) 362-4337
Lake Forest	Mr. Thomas Wheeler	Director of Public Works	25550 Commercentre Suite 100, Lake Forest CA 92630	(949) 461-3400
Midway City Sanitary District (Joint agreement)	Mr. Ken Robbins	General Manager	14451 Cedarwood St Westminster CA 92683	(714) 893-3553
Newport Beach	Mr. Mike Pisani	Co-Director	3300 Newport Blvd. Newport Beach CA 92659	(714) 644-3055
Newport Coast	Mr. Mike Pisani	Co-Director	3300 Newport Blvd. Newport Beach CA 92659	(714) 644-3055
Orange	Mr. Gregory Warren	Senior Administrative Analyst	300 East Chapman Ave Orange CA 92866	(714) 744-5551
Rancho Santa Margarita	Mr. E (Max) Maximous	City Engineer	22112 El Paseo Rancho Santa Margarita CA 92688	(949) 635-1800
San Clemente	Ms. Danna McIntosh	Environmental Services Coordinator	910 Calle Negocio San Clemente, CA 92673	(949) 498-9436
San Juan Capistrano	Ms. Karen Brust	City Manager	32400 Paseo Adelanto San Juan Capistrano CA 92675	949-493-1171
Stanton	Mr. Jim Box	City Manager	7800 Katella Av Stanton CA 90680	(714) 379-9222
Tustin	Mr. Doug Stack	Director of Public Works	300 Centennial Way Tustin CA 92780	(714) 573-3153
LOS ANGELES COUNTY				
Artesia	Mr. William Rawlings	City Manager	18747 Clarkdale Ave Artesia, CA 90701	(562) 865-6262
Avalon	Ms. Denise Radde	Chief Administrative Officer/City Clerk	410 Avalon Canyon Road Avalon CA 90704	(310) 510-0220
Bellflower	Mr. Len Gorecki	Public Works Director	16600 Civic Center Dr Bellflower CA 90760	(562) 804-1424
County of Los Angeles	Ms. LaSalle Duong	Department of Public Works	1100 N Eastern Ave Los Angeles CA 90063	(626) 458-5100
Long Beach	Ms. Amy Zeidler	Environmental Services Bureau	2929 E. Willow Street Long Beach CA 90680	(562) 570-2850
Norwalk	Mr. Michael Egan	City Manager	12700 Norwalk Blvd Norwalk CA 90650	(562) 929-5700
Santa Fe Springs	Mr. Wayne Bergeron	Management Assistant	11710 Telegraph Santa Fe Springs CA 90670	(562) 868-0511

RIVERSIDE COUNTY				
Blythe	Mallory Sutterfield	Interim City Manager	235 N. Broadway Blythe, CA 92225	(760) 922-6161
Calimesa	Mr. Randy Anstine	City Manager	908 Park Ave Calimesa CA 92320	(909) 795-9801
Canyon Lake	Mr. Ariel Hall	City Manager	31532 Railroad Canyon #101 Canyon Lake CA 92587	(951) 244-2955
City of Riverside	Ms. Coleen Weeks	Sr. Administrative Analyst	3900 Main Street Riverside CA 92522	(951) 826-5120
County of Riverside Areas 5, 6, 7, 9	Mr. John Watkins	Deputy Director	14310 Fredrick St Moreno Valley CA 92553	(951) 358-6635
Hemet	Mr. Gary Thornhill	City Manager	445 E. Florida Ave. Hemet, CA 92543	(951) 765-2301
Lake Elsinore	Mr. Grant Yates	City Manager	130 S. Main Street Lake Elsinore CA 92530	(951) 674-3124
Perris	Mr. Richard Belmudez	City Manager	101 North D Street Perris CA 92570	(951) 943-6100
San Jacinto	Mr. Tim Hults	City Manager	201 E. Main Street San Jacinto CA 92583	(951) 654-7337
Temecula	Mr. Aaron Adams	City Manager	P.O. Box 9033 Temecula CA 92589	(951) 694-1989
Wildomar	Mr. Gary Nordquist	City Manager	23873 Clinton Keith Rd., Suite 201 Wildomar, CA	(951) 677-7751
SAN BERNARDINO COUNTY				
County of San Bernardino Areas 15, 20	Mr. Gerry Newcombe	Public Works Director	222 W. Hospitality 2nd floor San Bernardino CA 92415	(909) 387-8600
IMPERIAL COUNTY				
Calipatria	Mr. Romualdo Medina	City Manager	125 North Park St. Calipatria CA 92233	(760) 348-4141
El Centro	Mr. Terry Hagen	Public Works Director	1275 Main Street El Centro CA 92243	(760) 337-4500
Heber Utility District	Laura Fischer	General Manager	1078 Dogwood Ste 103 Heber CA 92249	(760) 482-2440
Holtville	Nicholas Wells	City Manager	121 W. 5th Street Holtville CA 92250	(760) 356-2912
Westmorland	Sally Traylun	City Clerk	355 S. Center Street Westmorland CA 92281	(760) 344-3411

2014 DATA	COLLECTED	DIVERTED	DISPOSED		# OF TRUCKS
ORANGE COUNTY					
Costa Mesa Sanitary District	41,147.12	23,672.21	17,474.91		10
Laguna Niguel	63,273.81	33,631.29	29,642.52		14
Lake Forest *	45,308.84	10,709.18	34,599.66		18
Newport Beach (Residential) *	26,588.07	12,258.04	14,330.03		15
Orange	169,829.67	68,978.91	100,850.76		35
San Clemente	81,915.36	44,615.18	37,300.18		15
Tustin	71,456.24	39,001.76	32,454.48		17
LOS ANGELES COUNTY					
Bellflower	48,216.81	20,177.93	28,038.88		18
Norwalk	10,170.28	4,311.01	5,859.27		5
Santa Fe Springs	20,263.25	3,379.32	16,883.93		7
RIVERSIDE COUNTY					
Hemet	63,471.77	16,413.90	47,057.87		17
Lake Elsinore	44,832.18	16,006.53	28,825.65		10
Perris	49,313.20	13,168.97	36,144.23		9
San Jacinto	30,305.91	9,568.05	20,737.86		8
Temecula	112,853.90	38,961.62	73,892.28		28
SAN BERNARDINO COUNTY					
County of San Bernardino Areas 15, 20	10,347.50	338.80	10,008.70		11
IMPERIAL COUNTY					
El Centro	34,327.10	6,480.78	27,846.32		12

* Partial year

C. Service Initiation Experience

CR&R has extensive experience in providing responsive and high-level customer service. Our management team is well skilled and trained in orchestrating seamless transitions and implementing new municipal programs. With the use of the latest technological advancements in equipment, mapping and routing software, we are prepared to meet any special situation presented. We employ the industry's best practices of exceptional outreach programs and operational expertise in an effort to maximize our effectiveness. CR&R recognizes collaboration as a pivotal component in delivering new and specialized services that cater to the uniqueness of cities such as Whittier.

The City of Whittier will benefit from CR&R's recent experience with City transitions as well as our experience in **transitioning city municipal services**. Over the past ten years, CR&R has implemented various solid waste and recycling collection systems in several southern California cities including Lake Forest, Newport Beach, Avalon, Hemet, Holtville, Orange, Newport Coast, Tustin, El Centro, Calipatria, Rancho Santa Margarita, and Bellflower.

Given the uniqueness and special requirements of each city we serve, CR&R takes deliberate steps to effectively manage transitional issues. In each instance, we worked in collaboration with City Staff members to address matters that presented particular challenges. This consistent approach has enhanced our delivery efficiencies and the overall customer experience. In some of these transitions, CR&R was required to switch the City from manual collection with multiple collection days to a fully automated three (3) cart system with refuse, recyclables and yard waste collected on the same day. No matter the operational challenge, our goal has always been the same: complete the transition with minimal disruption to the customer and always keep the City informed throughout the process.

The recent award of the agreements to serve the City of Lake Forest and City of Newport Beach, clearly demonstrates our capacity to respond and exceed customer expectations. In each scenario, we identified the needs, secured and arranged for the delivery of the necessary equipment, and were operational in less than 90 days of receiving the award and signing of the agreement.

CR&R's transition team draws upon years of successful experience in performing service provider conversion. Examples of performing such high profile and seamless operations demonstrated further by the implementation of residential, multifamily, and commercial bin services include the following municipalities:

- City of Artesia – to start November 2015
- City of Lake Forest in 2014
- City of Newport Beach in 2014 *
- City of Avalon in 2013
- City of Hemet in 2012 *
- City of Holtville in 2010
- City of Orange in 2010
- City of Newport Coast in 2007
- City of Tustin in 2007
- City of El Centro in 2007
- City of Calipatria in 2007
- City of Rancho Santa Margarita in 2004
- City of Bellflower in 2004

Privatization of Municipal Operations *

Of the cities highlighted above in CR&R's transition experience, two elected to privatize their waste collection services. Both the Cities of Newport Beach and Hemet were providing solid waste collection services through their refuse department utilizing city owned equipment and city personnel.

The City of Whittier will benefit from our experience and understanding in the complexity of municipal operation transitions to a private company. Additionally, we have experience in transitioning services from many different service providers. Through this process, Whittier will receive the benefit of transfer of assets including vehicles and equipment along with our billing expertise to integrate all collection services under the umbrella of CR&R. Our team with numerous years of experience in collection and transitions has developed and employed best practices to ensure a smooth transition for the City.

The following summary outlines the transitions of similar services at a similar scale as described in the RFP:

City of Lake Forest

1. The City of Lake Forest contracted with CR&R on March 4, 2014 for a term of eight years plus two one year extensions dependent upon reaching recycling goals. Service initiation began on May 1, 2014.
2. Service initiation consisted of rollout of automated 3-cart system for residential service. Commercial and multi-family service consisted of trash and recycling bins ranging in various

sizes. The residential transition was completed over a two-week period. CR&R negotiated with the previous service provider to begin exchange of residential carts one week prior to service initiation date and exchanges occurred on the scheduled service day. Commercial and multi-family bin transition was completed over a four week period during the month of May. Recycling outreach efforts began prior to service start date and a few large multi-family complexes expanded participation in source separated recycling to coincide with the service start date.

3. For additional information and references about our services in the City of Lake Forest, please contact: Mr. Tom Wheeler, Director of Public Works, 949-461-3400.

4.

Residential Customers served:	18,000
Commercial accounts served:	900
Annual tons collected:	45,300
Annual tons diverted:	10,700
Annual tons disposed	34,600
Vehicles Dispatched:	18

5. With a short timeline, CR&R began immediately on a public education outreach for residential and commercial customers. CR&R and the city established a weekly meeting schedule leading up to and continuing during the transition phase. All public education was managed by CR&R's Senior Sustainability Manager. A postcard mailer was sent out to all residents providing the option to select a different size cart. New residential carts were manufactured using 50% recycled material.

   Commercial customers with existing recycling services received locking recycling bins special gravity lids. This is allowed for ease of use while minimizing any concerns of scavenging. CR&R recycling coordinators conducted outreach to all customers with recycling service via site visits or phone calls to inform them of the special recycling lids prior to bin distribution.

   CR&R and City staff collaborated on a FAQ (Frequently Asked Questions) guide that outlined new program elements for residential and commercial customers. These materials were incorporated as part of the customer service training. Additional outreach efforts included direct mailed program guides, information on websites, City newsletters and outreach to several of the large homeowner associations, and residential cart hangers. CR&R also coordinated with the Chamber and City staff to host a business workshop providing information on the service transition and how businesses can benefit from expansion of recycling service.

   Through CR&R's network of vendors, we were able to obtain all containers and vehicles for the service initiation schedule. All drivers and operations staff was in place, including

additional Customer Service Representatives who were hired to handle increased calls in our call center.

6. While billing data received from the previous provider contained most of the key elements needed, it was missing numerous addresses of direct billed associations. CR&R conducted outreach to all direct billed associations to ensure all addresses were captured and uploaded to our CRM system.

   Overall the transition was a success with minimal issues. This is contributable to well experienced team in managing transitions and constant communication with City staff during the entire process. Our goal has always been to complete the transition with minimal disruption to the customer and always keep the City informed throughout the process.

City of Hemet (Privatization)

1. The City of Hemet contracted with CR&R on October 11, 2011 through the RFP process with a number of proposing service providers. The term of the contract is for 20 years. Service initiation began on December 1, 2011.

2. In this transition CR&R acquired all the City assets including all the trucks and containers while concurrently assuming all the billing responsibilities. In addition, we also made offers to all qualified City refuse employees. Except for a few employees that took open City positions, most of the City's drivers and support personnel hired on with CR&R; and, the majority of those drivers are still with us today.

3. For any additional information and references about our service in the City of Hemet, please contact Mr. Gary Thornhill, City Manager, 951-765-2301.

4.

Residential Customers served:	21,000
Commercial accounts served:	1,000
Annual tons collected:	63,500
Annual tons diverted:	16,400
Annual tons disposed:	47,100
Number of vehicles dispatched per day:	17

5. Hemet's population is over 82,000 and it has a wide array of neighborhoods and commercial areas. In an effort to reach this wide array of customers, CR&R put in place a targeted Public Education campaign. One key to a successful transition is a strong public education component. We worked closely with City Staff to build a targeted public education campaign aimed at educating and informing the City's residents and businesses about both their new service provider and the new services that they would be offered. In addition, we did not

make any immediate changes to the current routes or service levels in an effort to minimize change.

6. Today, four years into the transition, we have been able to integrate ourselves into this vibrant and exciting community. We have also been able to forge strong professional relationships with City Staff and elected officials which help towards building a long lasting partnership.

City of Orange

1. CR&R was awarded the contract for solid waste and recycling services with the City of Orange in October 2009 and services commenced on February 1, 2010 for a term of 10 years.

2. Service initiation consisted of the roll out of a 3 cart automated system for residential service, and trash and recycle bins of various sizes for commercial and multifamily customers. The residential transition was completed in a one week time frame through coordination with the previous service provider. Over 5,500 commercial bins were exchanged for new CR&R bins. CR&R completed the commercial and multifamily transition in a three week time period. Where requested by customers, roll-off and compactor boxes were exchanged.

3. For any additional information and references about our service in the City of Orange, please contact Mr. Gregory Warren, Senior Management Analyst, 714-744-5551.

4.

Residential Customers served:	28,000
Commercial accounts served:	2,600
Annual tons collected:	170,000
Annual tons diverted:	69,000
Annual tons disposed	101,000
Vehicles Dispatched:	35

5. CR&R successfully transitioned both residential and commercial customers from the City's prior service provider. This was accomplished by coordinating the transition with the prior service provider and maintaining existing customer service collection days. Customers felt minimal impact during the transition

   CR&R rolled out a strong public outreach campaign of direct mailings, advertisements in local papers, and Public Service Announcements on the City's television channel. This was managed by our Senior Community Relations Recycling Specialist who was assigned full time to the City of Orange. We met with the City once a month to review contract compliance items and diversion reporting. Along with the drivers and operation staff, four additional Customer Service Representatives were hired to handle increased calls in our call center.

In advance of the transition of service, CR&R's transition team assessed the service areas to become familiar with any special conditions or requirements. We made advance arrangements to obtain gate codes and electronic gate openers for commercial and multifamily accounts, and familiarized ourselves with special service areas requiring a smaller scout vehicle. This city had a number of opportunities for horse manure collection. We surveyed these single family residences that generate horse manure to perform advance special routing.

6. As a result of these combined efforts, the transition was very successful with minimal issues. The roll out was concluded on schedule and public relations and outreach is ongoing.

City of Bellflower

1. The City of Bellflower contracted with CR&R on October 1, 2004 for a term of 10 years. This Franchise has since been extended for an additional ten year period.

2. Service initiation performed for Bellflower consisted of a rollout with a 30-day deadline for completion. New programs included 3-cart residential, multi-family processing (MRF), commercial source separation, and C&D processing (MRF). This service transition involved replacing residential curbside carts and commercial bins from the previous service provider.

3. For additional information and references about our services in the City of Bellflower, please contact: Mr. Len Gorecki, Public Works Director, 562-804-1424 X 2259.

4.

Residential Customers served:	10,200
Commercial accounts served:	1,000
Annual tons collected:	48,200
Annual tons diverted:	20,200
Annual tons disposed	28,000
Vehicles Dispatched:	18

5. This service transition involved replacing residential curbside carts and commercial bins from the previous service provider. CR&R negotiated with the existing service provider to coordinate the exchange of equipment on a schedule which had minimal impact on residents. Residents had less confusion and did not have to place out the old containers on any day other than the normal collection day.

   Commercial bin exchanges for over 2,500 bins were also performed on the regular collection day, whereby the collection vehicle dumped the prior service company's bin, and a new bin was set in place. Arrangements with the previous service provider were attained so that they picked up their bin the same day as a new bin was delivered. The customer was never without a bin for accumulation of solid waste for over two hours, and the vast majority never was without a bin on site.

Initial welcome letters were sent to all customers informing them of the container changes and announcing the new containers sizes and appropriate uses. Applicable literature was included with the new containers, and special colorful stickers were placed underneath the lids of the recycling and green waste containers illustrating in words and pictures appropriate materials to be placed in each container for recycling. All carts included stamped imprinting of applicable materials on the outside of each lid, as well as the telephone number of CR&R's customer service department. All outreach material was created and designed in English and Spanish.

6. Of significant importance to the City of Bellflower was that the residential commingled recycling containers were experiencing significant contamination with the previous solid waste collection provider. Through the educational efforts of CR&R, literature, community forums and overall community outreach, CR&R and the City were able to reduce the contamination level from 38% to 16% in slightly over one year's time. This reduction in contamination also helped increase waste diversion.

CR&R is proud that all of the transitions were performed to exceptional service standards. We invite the City of Whittier to discuss the procedures and details of each transition with the staff of these cities. In addition to the transition of existing services, all of the cities highlighted in this section received value added services while either maintaining current pricing levels or lowering the customers' cost.

D. Customer Service Experience

CR&R was founded in 1963 with the idea that collecting trash and recycling was an important community responsibility. The values originally instilled by Clifford Ronnenberg are consistent today and characterized at every level within the CR&R organization. An attitude of respect and concern for our customer is the benchmark that is established in order to develop our customer service protocols. It is the common thread by which we all live by and it has proven effective in attaining high praise in customer satisfaction surveys. Our passion for Excellence in Customer Service has been the foundation upon which we have built our long term relationships. We share these core principles throughout the communities we serve. Our Customer Service Department was developed with the mind set to “Satisfy the Customer at any Cost”.

The CR&R Customer Service team is overseen by our Director of Customer Service and led by our Customer Service Manager. The Director is responsible for policy development and deployment, employee training and development, and customer relations ensuring effective and long-term problem resolution. The Customer Service Manager is responsible for overseeing the customer service department and trains, coaches, and mentors employees ensuring the company delivers the highest level of customer service possible. Each of these individuals has over 20 years of customer service experience in the public and private sectors and will be instrumental in both the transition and during the term of the agreement with the City of Whittier.

Customer Service System

CR&R’s call center uses a Cisco VOIP system with a UCCX ACD call center application. The UCCX application is running on version 8.5 and will be upgraded to 10.5 within the next 6 months. There are 5 PRIs (Primary Rate Interfaces) coming into our network to support our call traffic. We are capable of receiving calls from other municipality phone systems via SIP trunks, PRI or VOIP.

CR&R is equipped with Soft-Pak, a premier, industry specific Customer Relationship Management (CRM) software program which allows ease of operation by CSRs, operations and management personnel. This real-time Windows-based system provides current information, allowing CSRs and operations personnel to respond quickly to requests for service. It also allows for the prompt resolution of customer concerns in a timely manner. These programs are fully integrated throughout the CR&R organization at all operating sites. In addition, we have custom software that applies city specific business rules to changes and orders being entered to ensure accuracy.

Our call center uses Microsoft SharePoint as our electronic reference library to house policy, rate, and procedure documentation which provides quick, easy and controlled access for our CSRs. This same tool is used to store customer communications such as new customer

brochures, billing inserts, flyers, marketing letters, and special events. Each CSR has dual monitors so that our CRM software and SharePoint library can be displayed simultaneously to increase efficiency. Once more, each city has a folder that houses information specific to that city for quick, easy reference by the CSRs.

Customer Service Processes

Communication and the use of technology are key to resolving customer inquiries, requests, and complaints. Communication between departments is achieved through our Customer Relationship Management (CRM) System. Customer Service Representatives, Operations personnel, and Management may access account information in real time with the most up to date service and note information. This system provides access to a multitude of information as it relates to CR&R's service and our customers. The program allows Customer Service Representatives and Operations personnel to respond quickly to requests for service, promptly resolve complaints, and address the concerns in a timely manner.

Our goal is to address inquiries at the initial point of contact while the customer is on the phone. If research is needed, the CSR turns the issue over to a lead representative for resolution.

When customers contact us with a request, the CSRs enter a work order into our CRM system to initiate the action that needs to be taken. This work order is used by Operations to perform the requested action and then routed to Data Entry to update the account with the service that has been requested and to close out the work order.

The Work Order (WO) system is essential to daily operations at CR&R. All jobs performed by Operations are dispatched, tracked, and billed by work orders except for scheduled service.

Work Order flow:

1. Service requested by customer
2. WO created by CSR
3. Dispatch prints/downloads WO
4. Dispatch routes WO to driver
5. Driver performs job and returns WO to Dispatch
6. Dispatch reviews and forwards the work orders to Data Entry
7. Data Entry updates and posts all completed WOs
8. If Driver does NOT complete the job, driver either
   a) Keeps WO to complete next day
   b) Returns WO to Dispatch for Rerouting
   c) Returns WO to Dispatch with explanation of why job couldn’t be completed
9. Data Entry closes the WO
10. Completed WO is filed by Data Entry
11. Data Entry forwards incomplete WOs to Customer Service
12. Customer Service contacts customer to reschedule job with new WO if needed

Complaint Resolution - Satisfy the Customer at Any Cost

At CR&R customer complaints receive the highest level of attention from customer service, operations, and management staff. Complaints are noted on the customer's account and sent to the responsible department by email. The department that receives the email also notes the customer's account with the action taken to resolve the complaint. Customers with special circumstances are always handled with consideration to meet their individual needs. Complaints and missed collections are reported weekly to management so that any unusual problems or trends can be identified, reviewed, and addressed. Both the Customer Service Manager and Director review and sign off the reports prior to sending it to senior management each week. We currently handle complaints and missed collections according to the requirements of our existing contracts and are prepared to meet the requirements for Whittier.

Jurisdiction Accessibility

CR&R has the ability to create detailed reports using the information detail in CR&R's Customer Relationship Management and Routing System. This information may be acquired through sorting by date, route, container size, violations, type of service, street names, driver's name, etc. This data is readily accessible through electronic format and can be made available upon request by CR&R's contracted cities. Proper steps are taken to insure the integrity of the Company's data systems. To protect this information from loss or corruption, all system data is updated at the end of each day onto a back-up system and stored in an off-site fireproof safe. An additional back-up server is housed off-site.

Any information from our billing management or telephone system may be downloaded into Excel or Word documents for review by the City. All information tracking requests for service, missed collection, complaints, and billing inquiries are stored in real-time. Standard reports include a customer service list of accounts with service and billing information, complaint log, missed collection log, requests for additional service, and other valuable tracking information. Customized reports may be produced upon request by the City.

The general information available in the Customer Relationship Management System includes, but is not limited, to:

- Name, account number, service address, and billing location of each account
- Service notes pertaining to specifics of a customer account, including the time and date of phone calls, items discussed during the phone conversations, and the CSRs who responded to the calls
- Dates of bulky item pickups, missed pickups and types of violations
- Container identification numbers linked to the service address where container was assigned
- Customer billing history, type of service, and scheduled collection days

Call Center Location and System

The CR&R Customer Service Call Center is located at the corporate headquarters in Stanton. CR&R Customer Service Representatives (CSRs) reside locally, and their importance to the company is illustrated by the placement of the Customer Service Department within the corporate office directly across from the executive offices. The Customer Service Team is available on regular collection days (Monday through Friday) from 8:00 a.m. until 5:00 p.m. and on Saturdays from 8:00 a.m. until 12:00 p.m. CR&R will have a local number available for our Whittier office location as well as a toll free number for customer service.

Communication

As described above, communication between departments is achieved through our Customer Relationship Management (CRM) System. Customer Service Representatives, Operations personnel, and Management may access account information in real time with the most up to date service and note information. Both our CRM system iPak and SharePoint programs are fully integrated throughout the CR&R organization at all operating sites. Our CRM system centralizes all aspects of service data including route data (service schedules) and billing data (billing addresses, rates and contact information).

Metrics

Our Cisco ACD telephone system provides reporting on the key performance metrics that we use to track our departmental and individual CSR performance. Large monitors are mounted throughout the department displaying the number of contacts in the queue, the longest wait time and the current service level. The CSRs have access to online daily reports for their individual performance which measures the number of calls handled, average talk time, work time, handle time, and hold time. Real-time Scorecards are provided daily that include ACD metrics as well as quality assurance monitoring results, work order accuracy, and conformance to schedule.

The department is measured on the average wait time, the abandon rate, the average talk time, and the service level (percent of calls answered within a specific period of time). This information is reported monthly to our Operations Managers and Senior Management.

Quality Assurance Process:

Monitoring:

- Three monitoring/coaching sessions per month per agent
- Monthly Score of 91% and above
- Leads to rotate their monitoring team monthly
- Customer Service Manager to conduct the three quarterly sessions

- Both CSR and Lead complete QA Monitoring for on-going training process
- Monthly score below 85% = Performance Improvement Action Plan

Calibrating:

- Leads and Customer Service Manager hold monthly calibration session
- Calibration session will consist of 2 calls
- Deviance Target = 8%

Included at the end of this section are reports for three service regions providing performance metrics with average hold times.

Training

CR&R understands that superior customer care begins with an experienced, well trained staff. The Company provides extensive training for each of the CSRs through its Career Path Program. New hires attend a three week training class that combines classroom training and nesting with experienced representatives. New representatives handle only residential customer calls and are paired with a mentor who receives all work orders to ensure accuracy. Each representative is required to pass seven sequential quality assurance segments to advance to the next level within the Call Center structure. There are 4 call levels: residential, temporary small containers, commercial, and roll off containers. As CSRs become more knowledgeable, they are rewarded with financial incentives. In addition, monthly training programs targeting areas needing improvement are held for all CSR's, including recording and monitoring of all customer calls for quality assurance purposes. As a result of these training and development activities, CR&R retains an experienced staff which performs efficiently and provides world class customer service.

The role of our Customer Service staff is to solely handle all inbound customer inquiries. We direct regional calls to representatives based on skill set so that the majority of the calls they handle are from the same region. All of our existing commercial representatives would be trained on City of Whittier and would assist in taking these calls.

We currently have a Customer Service Representative that is designated as a Regional Area Specialist (RAS) for each of our service areas. The RAS role is to support their team members, act as a liaison between customer service and our regional Operations manager, update library reference materials, handle daily customer email communications, assist in training of new CSRs, and encourage feedback from the team on the pulse of customers and share this with management.

Billing

CR&R has extensive experience integrating customer information into its computer database and expects to be able to do so seamlessly for the City of Whittier. Our CRM system allows ease of operation by Customer Service Representatives and operations personnel. The system provides access to a multitude of information as it relates to CR&R's services.

With all customers, CR&R keeps an internal billing database of each customer in order to maintain the account for ancillary services and other information needed to provide exceptional customer service to each and every customer in our system.

Invoices are printed by our third party print vendor, Wells Fargo. Billing messages and remittance address information can be changed with every billing, if necessary. Billing frequency is user controlled within the standard i-Pak software. We can bill daily, weekly, monthly, every two months or every three months. The level of detail on the bill is a function of how the charges are built within the software. The charge descriptions are all user defined and are only limited by the field length.

Residential, Commercial and Rolloff Billing:
CR&R agrees to all billing service requirements specified for the city of Whittier franchise agreement. Residential customers will be billed quarterly in advance. Commercial and multi-family customers will be billed monthly in advance. Permanent rolloff customers will be billed monthly in arrears. All bills will be itemized by service type and will carry a specified due date as directed.

CR&R has experience in billing for street sweeping services as we provide this service for a host of municipalities. Street sweeping services may be imbedded in the franchise agreement and rate structure or may be a separate agreement all together depending on the city served. We are able to provide billing services for street sweeping within the rate structure as outlined in the RFP currently at $1.84 per individual residential and commercial customer.

As indicated in the franchise agreement, CR&R will provide a discount on solid waste collection fees for residential customers who apply and qualify for the Utility Users' Tax Exemption.

Access to Billing Record and Audits:
CR&R will designate a Recycling Specialist who will be in regular communication with the City. CR&R has the ability to create detailed reports using the above information with the ability to sort by date, route, container size, issue, type of service, street name, driver name, etc. This data is readily accessible and is made available upon request by CR&R's contracted cities. Any requests for information will be responded to within the designated timeframe in electronic format.

CR&R is able to perform annual billing audits of all single family residential, multi-family, and commercial customers. The process is currently performed by a Recycling Specialist comparing billing, equipment, and site service. The report is submitted in Excel format with a cover summarizing any variances uncovered during the audit process.

Annual Rate Notification:
CR&R will create and provide the required notices to customers in the timeline outlined in the franchise agreement. Notice will include information about rates and other general service reminders such as annual holiday schedule, recycling programs offered and summary of services provided as part of our public education plan.

Payments:
Customers have the option to make payments by check or credit card through the mail, over the telephone, on our website, automatically through our 'auto-pay plan' which can be set up over the phone or on our website, through on-line banking programs or through EFT directly to our bank. Bills can be received by mail or email, whichever the customer prefers. Customers need to establish an online account in order to make a payment, change the billing delivery method, access previous bills, or see current transactions.

Website

CR&R's website, crrwasteservices.com, serves as an educational portal for all municipalities we service. The website is designed to offer a range of educational information for our customers including instructions on proper usage of containers, holiday schedules as well as the ability to contact customer service. The website also provides the ability for customers to make a payment or set up recurring payment options. In addition, CR&R has created on-line videos to inform customers about recycling and showcase the process needed to conserve resources.

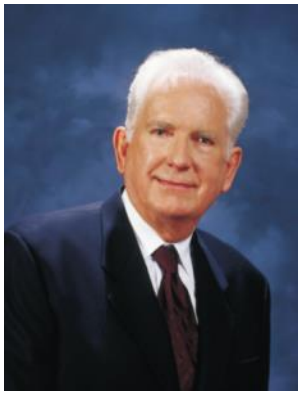
CR&R's skilled and informational technical staff ensures the site maintains its ease of use as customers are directed to the site through various messages. The site is maintained and continually updated on a regular basis as needed. With this in mind, CR&R is in the process of revamping our current site to enhance our customer service experience and allow for increased accessibility and ease of use. The new site will be live by end of 2015.

Customer Service Performance Metrics

Period	Calls In	Calls In Ans	Avg Wait (In) Time (seconds)	Avg Abandon Time	Avg Talk (In) Time	Avg Talk (In) Time (s)	% Service Level	Abandon Call <=5 secs
South Orange County Region								
Jan 2015	18520	18299	14	1:07	3:18	198	89%	44
Feb 2015	16908	16698	14	0:55	3:12	192	89%	52
Mar 2015	17801	17642	13	0:43	3:27	207	90%	45
Apr 2015	17867	17713	13	0:42	3:19	199	90%	36
May 2015	17098	16841	21	1:19	3:09	189	82%	34
North Orange County Region								
Jan 2015	10623	10430	15	1:02	3:05	185	89%	52
Feb 2015	8614	8496	14	1:00	2:58	178	89%	24
Mar 2015	9174	9078	12	0:50	3:15	195	90%	29
Apr 2015	9858	9749	12	0:49	3:04	184	90%	29
May 2015	9369	9130	21	1:05	2:59	179	82%	40
Los Angeles County Region								
Jan 2015	3175	3131	15	1:16	3:03	183	89%	5
Feb 2015	3086	3046	13	0:55	2:56	176	90%	6
Mar 2015	3251	3221	14	1:17	3:04	184	89%	8
Apr 2015	3030	3001	13	0:39	3:04	184	90%	12
May 2015	2785	2740	22	1:31	3:00	180	83%	3

E. Key Personnel

CR&R offers the City of Whittier what is perhaps the most experienced solid waste management team now in place in Southern California. Together, the senior personnel who will be involved in the administration of the solid waste services on behalf of the City have a total of over 250 years of experience covering all facets of the solid waste management business. Individually, each manager at CR&R has extensive operating experience with a passion for world class customer service and a commitment to safety in each and every community we service. Furthermore, all of the key decision-makers live and work in Southern California, are intimately familiar with the regulatory and environmental standards set by the State and have a vested interest in improving their own communities. A number of our employees currently reside in Los Angeles County.



Clifford R. Ronnenberg

Mr. Ronnenberg is the founder, owner, Chairman of the Board and Chief Executive Officer of CR&R. He has more than 50 years of experience in the solid waste management business. Since its inception in 1963, Mr. Ronnenberg has grown CR&R into one of the largest and most progressive privately-owned, solid waste management companies in the United States. He manages all aspects of the business from the corporate office in Stanton, California. His vision and leadership are the primary reasons why CR&R can offer a comprehensive package of solid waste management services for residential, commercial and industrial collection including recycling, composting, transfer and disposal throughout Southern California.

In addition, Mr. Ronnenberg has grown Haulaway Storage Containers, Inc. into one of the largest portable storage container companies in the Western United States.

David M. Ronnenberg

Mr. David Ronnenberg is the Chief Operating Officer and Division President of our Orange County, Los Angeles County, Imperial County, and Colorado Solid Waste operations. In addition, Mr. Ronnenberg is also responsible for our CR Transfer, Haulaway Storage Containers and Recycling and Transportation Divisions.

A graduate of the University of Southern California in Finance and Management, Mr. Ronnenberg has used his training and experience exclusively for CR&R and its subsidiaries for over 30 years which has contributed to the growth and expansion of the company. He is also responsible for facility management, procurement, dispatching, transportation, production management, product quality, buy-back center operations and cost controls. He presently serves on the CR&R Executive Committee, which is responsible for the overall management and direction of the Company.

As President of the Recycling Division, his responsibilities include oversight of all recycling contracts, transportation, processing and marketing activities, as well as sourcing and marketing of secondary fibers. He has negotiated contracts with Alcoa, Smurfit Newsprint, Anheuser-Busch and other international suppliers and end-users of recyclable materials. Mr. Ronnenberg has served as President of the Orange County Solid Waste Association. David Ronnenberg, as Division President, will be responsible for overseeing the start-up of new operations for the City of Whittier.

Joyce M. Amato

Ms. Amato is the Chief Financial Officer and has been employed by CR&R since 1998. Ms. Amato is responsible for managing all aspects of finance, accounting and financial reporting, strategic planning, acquisitions, legal matters, information systems, customer service, corporate administration, and risk management company-wide. She has over 25 years experience in senior management responsible for the supervision, coordination, and production of financial reporting, information systems design and implementation, and business plans and strategies. Ms. Amato monitors the financial performance of the Company, manages all banking relationships, secures financing and ensures that the Company's financial statements are in compliance with GAAP.

Ms. Amato presently serves on the CR&R Executive Committee responsible for the overall management and direction of the company. As Chief Financial Officer, Ms. Amato will be responsible for overseeing all financial reporting, franchise payments, and other reporting requirements as specified in the Franchise Agreement for the City of Whittier.

David E. Fahrion

Mr. Fahrion is the Division President of the San Bernardino and Riverside Solid Waste operations and the Perris MRF Division. He has worked in the solid waste management industry for 30 years and exclusively for CR&R and its affiliates for the past 25 years. During his career, Mr. Fahrion has worked on all facets of the solid waste management business, from dispatching and routing to contract negotiations, and state facility permitting. As Division President, his responsibilities include operational management, contract administration and service transition from a previous service provider.

Mr. Fahrion's vast experience and capabilities will be fully utilized in this transition. He assists, reviews, plans, and supervises all activities related to the management of the solid waste division, participates in solid waste mergers and acquisitions, , business development, annual projections and budgets, local, state and federal legislation, and negotiates and manages all proposals, contracts, franchise agreements, and permits with various governmental agencies.

He presently serves on the CR&R Executive Committee responsible for corporate growth and financial reporting and is also responsible for implementing administrative policies, operation controls, safety, customer service, and maintenance procedures. Mr. Fahrion also served as President for the California Refuse Removal Council, which represents independent solid waste collectors throughout California.

Dean A. Ruffridge

Mr. Ruffridge is our Senior Region Vice President and has responsibility for all Orange, Los Angeles and Imperial County municipal franchise agreements. A graduate of the University of Southern California with a graduate degree in Public Administration, Mr. Ruffridge has extensive knowledge and experience of the public sector side of the business as well as over 25 years experience in solid waste and liquid waste management business.

Prior to joining CR&R in 2002, Mr. Ruffridge was responsible for over 20 municipal franchises for a large publicly held solid waste management organization. As a previous owner of his own waste company, he held various positions from general manager, district manager and vice president, and has directed the majority of all municipal contracting for the Southern California area.

Maria C. Lazaruk

Ms. Lazaruk is the Senior Public Relations and Environmental Compliance Manager for CR&R. She has worked in the solid waste management industry for 30 years and exclusively for CR&R and its affiliates for the past 20 years. Maria has developed solid waste and recycling outreach and educational material and has been responsible for ensuring full compliance with contract reporting and program monitoring to meet the goals of AB 939 and AB 341.

In addition, she guides the training and development of the CR&R Community Relations Recycling Coordinators team.

Ms. Lazaruk has played a key role in all service transitions in Orange, Imperial and Los Angeles Counties. Ms. Lazaruk will be responsible to train the Recycling Coordinators and oversee the Implementation Plan of Action, Public Relations and Recycling Compliance for the City of Whittier.

George M. Lazaruk

Mr. Lazaruk is Vice President of Industrial Accounts and special projects related to program development in cities served by CR&R. Mr. Lazaruk has 45 years of experience in the solid waste management industry.

Since joining CR&R in 1993, he has been involved in general management of CR&R operations, including the transition to and administration of fully automated solid waste collection systems in new franchised cities. Prior to joining CR&R, he served for many years as Vice President and General Manager of Waste Management's Dewey's Rubbish Division in Irvine, with over 200 employees and 150 operational routes.

Mr. Lazaruk has had extensive experience with sales and marketing strategies in the solid waste management business. He was one of the first to implement a customer service and telemarketing program. He has been a recipient of the Best Recycling Program Award issued by the State of California for programs established in Irvine. Mr. Lazaruk is responsible for special coordination efforts with City Public Works Departments for any special needs that may be in addition to the specifications of the Franchise Agreement. Mr. Lazaruk will be a senior member of the transition team, specifically responsible for special needs that may arise.

Royden Fujimori

Mr. Fujimori is the Industrial Engineering Manager for the CR&R Operations Center. He is directly responsible for the Industrial Engineering Department handling dispatch operation systems for bulky item collection, e-waste collection/recycling, temporary bin, and roll-off collection for all of operations.

A graduate of the University of California in Irvine, and with over 17 years experience in the transportation industry, Mr. Fujimori has the knowledge and experience to coordinate service of any type of solid waste collection, street sweeping, transportation, processing or disposal service. Mr. Fujimori and his staff will have primary responsibility for the day to day route coordination and operation of our Services in the City of Whittier.

Dan Stepanian

Mr. Stepanian is the Manager of the Los Angeles County Solid Waste and Recycling Division. He is directly responsible for insuring quality customer service for refuse, recyclables, and green waste collection services in Los Angeles County.

In addition, Mr. Stepanian manages the bulky item collection, e-waste collection/recycling, temporary bin, and roll-off services for the entire Los Angeles operation serviced by our Santa Fe Springs location. With over 20 years experience in the transportation and solid waste industries, Mr. Stepanian has the knowledge and experience to handle any type of solid waste collection, transportation, processing, or disposal requirement.

Mr. Stepanian will be responsible for overseeing the operational transition including cart and bin replacement, routing, and data conversion for the City of Whittier.

Rose Eriksson

Ms. Eriksson is responsible for establishing quality and service level goals for our Customer Service Center, measuring and reporting performance for all customer service representatives against goals, and standardizing processes and implementing new procedures to improve quality and efficiency. She continually develops and maintains written procedures and training documentation. In addition, she ensures systems and equipment support departmental needs and maintains billing system software functionality.

Ms. Eriksson also conducts process improvement meetings with other departments and will be involved in the transition process for the City of Whittier.

Chrystal Denning

Chrystal Denning is a newer member to the CR&R team with extensive experience of over twenty years in the solid waste management industry. Her experience includes managing municipal waste diversion reporting, recycling outreach, state annual reporting, and AB341 implementation (mandatory commercial recycling) for several cities. In addition, she has worked extensively in developing and implementing public education and outreach programs for

municipalities and assisting with grant administration for the Beverage Container City Payment Program and Used Oil Program.

Ms. Denning has been responsible for contract compliance and diversion program monitoring to support state goals of AB939 and AB341. She was a key team member in the recent transition of Lake Forest.

Karen Kennedy

Ms. Kennedy is responsible for ensuring the Customer Service Department is operating efficiently and meeting or exceeding service levels, monitoring telephone calls to review the quality of the work performed, providing feedback and coaching the representatives on areas that need improvement and recognizing areas of excellence. In addition, Ms. Kennedy reviews and tracks work orders for accuracy and provides progressive training for the Customer Service Representatives on the various skill sets required.

Ms. Kennedy also provides customer feedback or issues to senior management on a regular basis. She establishes good working relationships with City personnel and responds promptly to City requests. Ms. Kennedy will be part of the transition team and ongoing management for the City of Whittier.

John A.Telesio

Mr.Telesio proudly joined CR&R in 2014 as a Government Affairs Specialist. Mr. Telesio's primary charge is to provide guidance and insight on matters concerning public sector contract administration and specialized project management. During his career, Mr. Telesio has been a successful entrepreneur, having developed and operated a large municipal solid waste collection, disposal and recycling company called Consolidated Disposal Service, Inc. In May of 1997, after assembling 13 municipal franchises in the southeast area of Los Angeles County, California, servicing over 150,000 residential and commercial customers Mr. Telesio successfully merged Consolidated with Republic Services, Inc. This business experience provides the necessary background for Mr. Telesio to summon industry specific expertise and to make a meaningful contribution to CR&R's corporate growth initiatives.

Transition Team

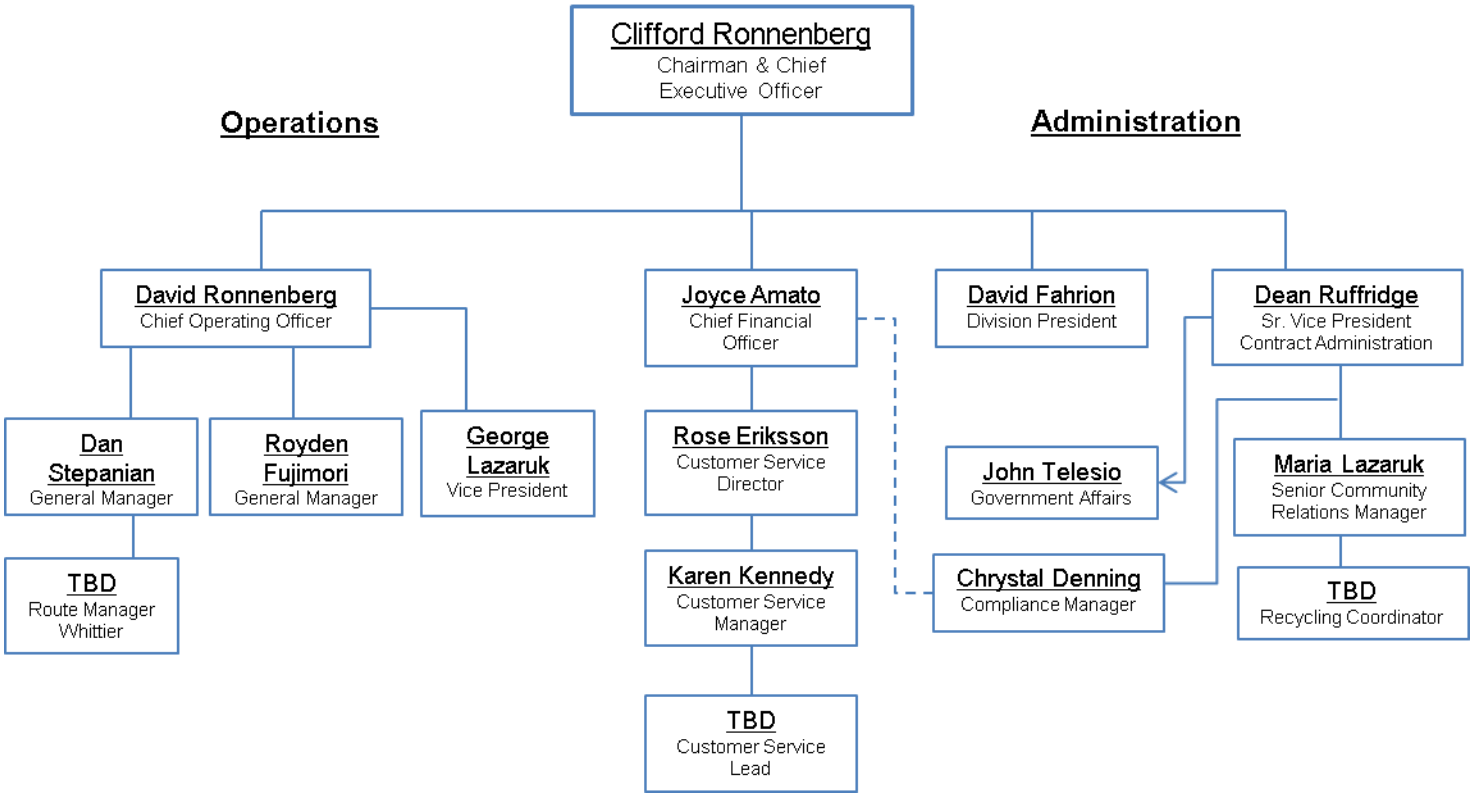
Title	Name	Hours/Week Dedicated	Municipal References *
Chief Executive Officer	Clifford Ronnenberg	Varies	Stanton, Costa Mesa, Perris
Chief Financial Officer	Joyce Amato	Varies	Stanton, Costa Mesa, Perris
President	David Ronnenberg	Varies	Stanton, Costa Mesa, Perris
President	David Fahrion	Varies	Temecula, Perris, Stanton
Senior Vice President	Dean Ruffridge	20	Orange, Bellflower, Costa Mesa
Recycling Manager	Maria Lazaruk	20	Laguna Niguel, Orange, Avalon
General Manager	Dan Stepanian	40	Santa Fe Springs, Norwalk, Bellflower
Vice President	George Lazaruk	Varies	Stanton, County of Orange, San Clemente
Government Affairs	John Telesio	20	Artesia, Norwalk, Hawaiian Gardens
Compliance Manager	Chrystal Denning	20	Lake Forest, Orange, County of Orange
Director of Customer Service	Rose Eriksson	15	Orange, Tustin, San Clemente
Customer Service Manager	Karen Kennedy	15	Orange, Tustin, San Clemente
Recycling Coordinator	TBD	40	

Ongoing Management Team

Title	Name	Hours/Week Dedicated	Municipal References *
Chief Executive Officer	Clifford Ronnenberg	Varies	Stanton, Costa Mesa, Perris
Chief Financial Officer	Joyce Amato	Varies	Stanton, Costa Mesa, Perris
President	David Ronnenberg	Varies	Stanton, Costa Mesa, Perris
Senior Vice President	Dean Ruffridge	10	Orange, Bellflower, Costa Mesa
Recycling Manager	Maria Lazaruk	10	Laguna Niguel, Orange, Avalon
General Manager	Dan Stepanian	20	Santa Fe Springs, Norwalk, Bellflower
Vice President	George Lazaruk	Varies	Stanton, County of Orange, San Clemente
Government Affairs	John Telesio	20	Artesia, Norwalk, Hawaiian Gardens
Compliance Manager	Chrystal Denning	10	Lake Forest, Orange, County of Orange
Director of Customer Service	Rose Eriksson	10	Orange, Tustin, San Clemente
Customer Service Manager	Karen Kennedy	10	Orange, Tustin, San Clemente
Recycling Coordinator	TBD	40	

* Municipal reference contact information can be found under the table of references provided in Section 1.B.

CR&R Incorporated
Organizational Chart of
Executive Management



F. Legal & Regulatory Disclosures

1. Criminal Proceedings

Neither CR&R, nor any person or entity directly or indirectly owning an interest in or having an affiliation with CR&R, nor any of CR&R's key personnel identified in Section 1.E of this Proposal, presently has any criminal proceedings now pending or that has occurred in the past five years.

2. Civil Litigation

None of CR&R's key personnel identified in Section 1.6 of this Proposal, presently has any civil proceedings now pending or that has occurred in the past five years.

Company named as defendant in civil action case filed by a former employee. Case is Jaime Botello v. CR&R Inc. filed June 30, 2011 in Orange County Superior Court. Case alleged company failed to provide meal and break periods pay wages and overtime. Company denies all allegations. Settlement reached in 2013.

Company named as defendant in civil action case filed by a former employee. Case is Juan Castillo Linares v. CR&R Inc. filed October 7, 2011 in Orange County Superior Court. Case alleged company failed to provide meal and break periods and pay wages and overtime. Company denies all allegations. Settlement reached in 2013.

Company named as defendant in civil action case filed by a former employee. Case is Jesus Florentino v. CR&R Inc. filed February 10, 2012 in Orange County Superior Court. Case alleged wrongful termination. Company denies all allegations. Settlement reached.

Haulaway, subsidiary of the company, named as defendant in civil action case filed by a former employee. Case is Sarah Stanley V. Haulaway Storage filed April 5, 2012 in San Bernardino County Superior Court. Case alleged wrongful termination. Company denies all allegations. Settlement reached in 2013.

Company named as defendant in civil action case filed by a former employee. Case is Samuel Zermeno v. CR&R Inc. filed September 12, 2012 in Orange County Superior Court. Case alleged wrongful termination. Company denies all allegations. Settlement reached in 2013.

Haulaway, subsidiary of the company, named as defendant in civil action case filed by a former employee. Case is Kirk Bogdanoff v. Haulaway filed October 10, 2012 in Orange County Superior Court. Company denies all allegations. Settlement reached in 2013.

Company named as defendant in civil action case filed by a former employee. Case is Benny Gomez v. CR&R Inc. filed November 6, 2012 in Orange County Superior Court. Case alleged wrongful termination. Company denies all allegations. Settlement reached in 2013.

Company named as defendant in civil action case filed by a former employee. Case is Jose Alvares v. CR&R Inc. filed September 11, 2013 in Orange County Superior Court. Case alleges wage and hour claim. Company denies all allegations. Case is pending.

Company named as defendant in civil action case filed by Orange County Coast Keeper. Case filed July 18, 2014 in US Central District Court of California and alleges storm water violations. Settlement reached 2015.

Company named as defendant in civil action case filed by DVJP, Inc. and Daniel Perdomo. Case filed January 1, 2015 in Los Angeles Superior Court and alleged breach of contract. Company denies all allegations. Settlement was reached.

Company named as defendant in civil action case filed by a former employee. Case is Julio Valladares Jiminez filed May 22, 2015 in Orange County Superior Court. Case alleges company failed to provide meal and break periods and pay wages and overtime. Company denies all allegations. Case is pending.

3. Administrative Proceedings

Neither CR&R, nor any person or entity directly or indirectly owning an interest in or having an affiliation with CR&R, nor any of CR&R's key personnel identified in Section 1.E of this Proposal, presently has any administrative proceedings with any affiliate of the federal, state or local regulatory agencies that are now pending or that have occurred in the past five years.

4. Liquidated Damages

Neither CR&R, nor any person or entity directly or indirectly owning an interest in or having an affiliation with CR&R, nor any of CR&R's key personnel identified in Section 1.E of this Proposal, presently has any assessed liquidated damages now pending or that have occurred in the past five years.

5. Work Safety

Please see the Work Safety Charts at the end of this section for the requested number of hours lost for individual injuries per employee and worker's compensation insurance ratios which have occurred in the past five years.

6. Customer Service

Neither CR&R, nor any person or entity directly or indirectly owning an interest in or having an affiliation with CR&R, nor any of CR&R's key personnel identified in Section 1.E. of this Proposal, presently has any deficiencies in compliance with contractually stipulated customer service requirements within the past five years.

Work Safety

CR&R strives to provide a safe working environment in which its employees can provide world class and efficient customer service. We recognize the fact that our most important and valuable asset is our people. In order for them to be successful, our Senior Management Team needs to provide its leadership and guidance when it comes to Health and Safety.

The following table provides our Worker's Compensation Experience Modification Rating for the past five (5) calendar years:

Year	Experience Modification Rating
2010	.78
2011	.85
2012	.77
2013	.70
2014	.94

Driver Safety Training

Our Mission in Safety is to ensure that every CR&R driver has the proper training and required skill sets to service our customers in a safe and efficient manner while ensuring the utmost in customer satisfaction. All employees of CR&R Incorporated are placed through a thorough Safety Training Program beginning with our comprehensive Driver Training and Orientation Program.

The Corporate Safety Director is tasked with providing the framework upon which our entire operations team focuses on in order to operate safely and in accordance with all OSHA and DOT Regulations. To communicate company safety policies and review safety performance, the Corporate Safety Director conducts monthly safety meetings with all drivers and maintenance personnel in order to cover required safety topics. In addition, all route managers conduct

documented daily safety tailgate meetings with their drivers. The goal here is to review a Daily Safety Topics with our drivers in an "open exchange" type of environment. Topics relating to safe operating procedures are taught in both English and Spanish. In addition, managers and supervisors are required to review all safety related issues at a monthly meeting at Corporate Headquarters where the CEO and Chairman of the Board, Chief Operating Officer, Chief Financial Officer and Division Presidents are in attendance.

Safety Metrics

To monitor our safety, we use metrics to track our monthly progress in meeting our company wide safety goals. The following table includes industry safety information for CR&R Incorporated for the past five (5) calendar years:

Year	Total Number of Employees	Total Number of Hours Worked	DART Days Away / Restricted or Job Transfer Incident Rate	RIR (OSHA Recordable Incident Rate)
2010	909	2,168,024	2.67	4.15
2011	904	2,250,226	3.46	7.11
2012	880	2,215,134	2.52	4.78
2013	909	2,271,333	2.72	3.61
2014	1359	2,704,885	2.22	2.22

Driver Training and Orientation Program

All employees of CR&R Incorporated are placed through a thorough Safety Training Program beginning with our comprehensive Driver Training and Orientation Program. The following is a brief and condensed outline of our Safety Training Program.

Training Goals

- Ensure compliance of required training as directed by 49CFR regulations.
- Ensure compliance of required training as directed by Federal and California OSHA regulations.
- Ensure drivers receive required information on company policies and benefits.
- Ensure drivers receive an understanding of their particular vehicles, preventive maintenance responsibilities, and an ability to detect when problems arise with their vehicles.
- Ensure drivers receive an understanding of their responsibilities for best safe practices when operating a vehicle and performing their job duties.
- Ensure drivers receive an understanding of safety rules and procedures at disposal facilities.

- Perform reviews of all drivers periodically and as needed to ensure company standards are being met.

Responsibilities of Training Coordinator

- Implement and update training program as required.
- Perform required training and verify understanding of material presented.
- Perform periodic evaluations of all drivers to ensure standards are met. Recommend to appropriate manager any follow up training required.
- Perform as needed evaluations on drivers deemed at risk.

Employees

- New employees will undergo a training and orientation program and verify that they have received the proper training.
- Current employees will undergo training as needed based on performance and incidents.

Management

- Provide support and guidance as needed.
- Review program and ensure driver compliance.
- Insure all work will be performed in accordance with the highest safety standards as outlined in our Safety Training curriculum.

G. Financial Information & Requirements

1. Financial Statements

Included in a separate package are the company's audited financial statements for the fiscal year ending September 30, 2014. These financial statements have been prepared in accordance with Generally Accepted Accounting Principles applied on a consistent basis.

There has been no material adverse change in conditions or operations as reflected in the submitted balance sheets and income statements since the date on which they were prepared.

The enclosed financial statements are **CONFIDENTIAL**, and if the City receives a request under the California Public Records Act (California Government Code Section 6250, et seq.) (the "Act") whereby the financial statements may be disclosed, the City can inform such party that the financial statements are exempt from disclosure under the Act for the reasons set forth in the enclosed letter.

2. Financing Plan

All capital expenditures will be financed using the Company's existing credit facility with its syndicated bank group consisting of Bank of the West, Wells Fargo Bank and JP Morgan Chase or from the issuance of California Pollution Control Financing Authority Solid Waste Revenue Bonds. Attached is a letter from Bank of the West indicating our ability to finance all of the equipment under our existing credit facility.

3. Surety

CR&R has secured a bid bond surety in the amount of $100,000 payable to the City of Whittier as required in the request for proposal submittal. The required bid surety is in a separate addressed envelope.

4. Performance Bond

CR&R has the ability to secure the required performance bond listed in the solid waste services agreement under section 12.04. A reference letter from our surety company is included demonstrating our ability.

CR&R

July 28, 2015

Ms. Kathryn Marshall
City Clerk
City of Whittier
13230 Penn Street
Whittier, CA 90602

Re: City of Whittier
Proposal for the Provision of Solid Waste & Recycling Collection Services
Submitted by CR&R Incorporated

Ladies and Gentlemen:

Enclosed are the company's financial statements for the fiscal year ending September 30, 2014. These statements have been prepared in accordance with Generally Accepted Accounting Principles applied on a consistent basis.

There has been no material adverse change in conditions or operations as reflected in the submitted balance sheets and income statements since the date on which they were prepared.

All capital expenditures will be paid through cash reserves, existing lines of credit with Bank of the West or California Pollution Control Financing Authority Solid Waste Revenue Bonds. Attached is a letter from Bank of the West indicating our ability to finance all of the equipment using current availability under our existing credit facility.

The enclosed financial statements are **confidential, and if the City receives a request** under the California Public Records Act (California Government Code Section 6250, et seq.) (the "**Act**") whereby the financial statements may be disclosed, the City can inform such party that the financial statements are exempt from disclosure under the Act for the reasons set forth below.

Section 6255(a) of the California Government Code provides that "[t]he agency shall justify withholding any record by demonstrating that the record in question is **exempt under express provisions of this chapter** or that on the facts of the particular case the public interest served by not disclosing the record clearly outweighs the public interest served by disclosure of the record." In our case, the public disclosure of the financial statements is exempt from the Act pursuant to Section 6254(k) of the California Government Code.

CR&R INCORPORATED
11292 WESTERN AVE.
P.O. BOX 125
STANTON, CA 90680
800.826.9677
714.826.9049
714.890.6347 Fax

CR&R

Section 6254(k) of the California Government Code provides an exemption for privileges subject to the California Evidence Code. Section 1060 of the California Evidence Code provides a privilege for a "trade secret" (as defined by Section 3426.1(d) of the California Civil Code set forth below), and provides further that "[i]f he or his agent or employee claims the privilege, the owner of a trade secret has a privilege to refuse to disclose the secret, and to prevent another from disclosing it, if the allowance of the privilege will not tend to conceal fraud or otherwise work injustice." Section 3426.1(d) of the California Civil Code defines a "trade secret" as "information, including a formula, pattern, compilation, program, device, method, technique, or process, that: (1) [d]erives independent economic value, actual or potential, from not being generally known to the public or to other persons who can obtain economic value from its disclosure or use; and (2) [i]s the subject of efforts that are reasonable under the circumstances to maintain its secrecy." Such definition includes information which derives value from not being generally known. In our case, the waste management business is highly competitive and if the information contained in such financial statements, which are not generally known by the public, were to be received by a competitor, such competitor would receive an economic value (which such information would not be received but for such disclosure pursuant to a request under the Act).

For the foregoing reasons, we appreciate all steps the City will take to maintain the confidential nature of the financial statements enclosed within this letter. Should the City believe that such disclosure is still warranted, the City is encouraged to please contact me before making such financial statements public.

Sincerely,

Joyce Amato
Chief Financial Officer

CR&R INCORPORATED
11292 WESTERN AVE.
P.O. BOX 125
STANTON, CA 90680
800.826.9677
714.826.9049
714.890.6347 Fax

BANK OF THE WEST
COMMERCIAL BANKING
BNP PARIBAS GROUP

July 27, 2015

Ms. Kathryn Marshall
City Clerk
City of Whittier
13230 Penn Street
Whittier, CA 90602

Re: City of Whittier
Proposal for the Provision of Solid Waste & Recycling Collection Services
Submitted by CR&R Incorporated

Ladies and Gentlemen:

Bank of the West ("Bank") has been asked by CR&R Incorporated ("CR&R" or "Company") to provide the required support as specified in Section 1.G of the City of Whittier RFP for Solid Waste & Recycling Collection Services.

CR&R has been a customer of the Bank since 2004. The Company has indicated it is submitting its proposal which will include several options for the City of Whittier's consideration. The Bank leads a 3 member syndicated credit facility with an aggregate commitment of $150 million with an ability to increase the credit facility by an additional $75 million as needed for additional Solid Waste Collection and Processing Services to be provided by the Company. Therefore, the Company has the ability to finance the required services and equipment outlined in its Proposal for the City of Whittier utilizing the Company's existing credit facility.

Should you have any questions regarding the Bank's commitment, please contact me either by phone at (949) 797-1960 or by email at Todd.Abboud@bankofthewest.com.

Regards,

Todd Abboud
Managing Director and Regional Manager
Newport Beach National Banking Office

Cc: Clifford Ronnenberg, Chairman & CEO
Joyce Amato, CFO

T: (949) 797-1952 F: (949) 797-1965 E: www.bankofthewest.com
4400 Macarthur Blvd Suite 150 I Newport Beach, CA 92660-2031
Newport Beach National Banking Office

Member FDIC

BID BOND

KNOW ALL MEN BY THESE PRESENTS: That we **CR&R Incorporated**

, Principal,

and **Atlantic Specialty Insurance Company** Surety, are held and firmly bound

unto **City of Whittier**

, Obligee,

in the sum of **One Hundred Thousand and no/100s**

Dollars (**$100,000.00**) ,

for the payment of which we bind ourselves, our legal representatives, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, Principal has submitted or is about to submit a proposal to Obligee on a contract for

Exclusive Franchise Agreement for the Provision of Solid Waste Services

NOW, THEREFORE, if the said contract be awarded to Principal and Principal shall, within such time as may be specified, enter into the contract in writing and give such bond or bonds as may be specified in the bidding or contract documents with surety acceptable to Obligee; or if Principal shall fail to do so, pay to Obligee the damages which Obligee may suffer by reason of such failure not exceeding the penalty of this bond, then this obligation shall be void; otherwise to remain in full force and effect.

Signed, sealed, and dated this **15th** day of **July 2015**

CR&R Incorporated

Principal

By: _____ (Seal)

Atlantic Specialty Insurance Company

By: _____ (Seal)

Margareta T. Thorsen ,Attorney-in-fact

ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Orange)

On 7/18/15 before me, Charloette J. Huffman
(insert name and title of the officer)

personally appeared Margareta T. Thorsen,
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

NRO1 CHARLOETTE J. HUFFMAN NRO1
COMM. #1989432
Notary Public - California
Orange County
My Comm. Expires Aug. 28, 2016

Signature Charloette J Huffman (Seal)

OneBeacon
INSURANCE GROUP

Power of Attorney

KNOW ALL MEN BY THESE PRESENTS, that ATLANTIC SPECIALTY INSURANCE COMPANY, a New York corporation with its principal office in Minnetonka, Minnesota, does hereby constitute and appoint: **John G. Kookootsedes, Mark D. Walling, Margareta T. Thorsen**, each individually if there be more than one named, its true and lawful Attorney-in-Fact, to make, execute, seal and deliver, for and on its behalf as surety, any and all bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof; provided that no bond or undertaking executed under this authority shall exceed in amount the sum of: **sixty million dollars ($60,000,000)** and the execution of such bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof in pursuance of these presents, shall be as binding upon said Company as if they had been fully signed by an authorized officer of the Company and sealed with the Company seal. This Power of Attorney is made and executed by authority of the following resolutions adopted by the Board of Directors of ATLANTIC SPECIALTY INSURANCE COMPANY on the twenty-fifth day of September, 2012:

Resolved: That the President, any Senior Vice President or Vice-President (each an "Authorized Officer") may execute for and in behalf of the Company any and all bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof, and affix the seal of the Company thereto; and that the Authorized Officer may appoint and authorize an Attorney-in-Fact to execute on behalf of the Company any and all such instruments and to affix the Company seal thereto; and that the Authorized Officer may at any time remove any such Attorney-in-Fact and revoke all power and authority given to any such Attorney-in-Fact.

Resolved: That the Attorney-in-Fact may be given full power and authority to execute for and in the name and on behalf of the Company any and all bonds, recognizances, contracts of indemnity, and all other writings obligatory in the nature thereof, and any such instrument executed by any such Attorney-in-Fact shall be as binding upon the Company as if signed and sealed by an Authorized Officer and, further, the Attorney-in-Fact is hereby authorized to verify any affidavit required to be attached to bonds,

This power of attorney is signed and sealed by facsimile under the authority of the following Resolution adopted by the Board of Directors of ATLANTIC SPECIALTY INSURANCE COMPANY on the twenty-fifth day of September, 2012:

Resolved: That the signature of an Authorized Officer, the signature of the Secretary or the Assistant Secretary, and the Company seal may be affixed by facsimile to any power of attorney or to any certificate relating thereto appointing an Attorney-in-Fact for purposes only of executing and sealing any bond, undertaking, recognizance or other written obligation in the nature thereof, and any such signature and seal where so used, being hereby adopted by the Company as the original signature of such officer and the original seal of the Company, to be valid and binding upon the Company with the same force and effect as though manually affixed.

IN WITNESS WHEREOF, ATLANTIC SPECIALTY INSURANCE COMPANY has caused these presents to be signed by an Authorized Officer and the seal of the Company to be affixed this eighth day of December, 2014.

ATLANTIC SPECIALTY INSURANCE COMPANY CORPORATE SEAL 1986 NEW YORK

By _____
Paul J. Brehm, Senior Vice President

STATE OF MINNESOTA
HENNIPEN COUNTY

On this eighth day of December, 2014, before me personally came Paul J. Brehm, Senior Vice President of ATLANTIC SPECIALTY INSURANCE COMPANY, to me personally known to be the individual and officer described in and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, that he is the said officer of the Company aforesaid, and that the seal affixed to the preceding instrument is the seal of said Company and that the said seal and the signature as such officer was duly affixed and

SA LESHA V. S. BEEKS
Notary Public
State of Minnesota
My Commission Expires
January 31, 2020

_____
Notary Public

I, the undersigned, Assistant Secretary of ATLANTIC SPECIALTY INSURANCE COMPANY, a New York Corporation, do hereby certify that the foregoing power of attorney is in full force and has not been revoked, and the resolutions set forth above are now in force.

Signed and sealed. Dated 15th day of July, 2015

This Power of Attorney expires
October 1, 2017

ATLANTIC SPECIALTY INSURANCE COMPANY CORPORATE SEAL 1986 NEW YORK

_____
James G. Jordan, Assistant Secretary

OneBeacon
INSURANCE GROUP

6303 Owensmouth Avenue
Suite 1010
Woodland Hills, CA 91367

July 15, 2015

RE: CR&R Incorporated

City of Whittier – Exclusive Franchise Agreement for the Provision of Solid Waste Services

To Whom It May Concern:

CR&R Incorporated is represented by Atlantic Specialty Insurance Company, a One Beacon Insurance Group Company. CR&R Incorporated has advised us of their interest in submitting a proposal for the captioned project.

Should CR&R Incorporated be awarded the City of Whittier contract, Atlantic Specialty Insurance Company would be more than willing to provide the required Performance bond in the amount of $2,500,000.00 as per the above referenced RFP. The issuance of this bond is subject to our usual underwriting review and approval of the contract documents.

The issuance of the performance bond is a matter between our client, CR&R Incorporated, and Atlantic Specialty Insurance Company. We assume no liability to third parties or to you in conjunction with this letter. This letter is not an assumption of liability, not is it a bid bond or a performance bond. It is issued only as a bonding reference, as requested by our client.

Please do not hesitate to contact the undersigned should you have questions or require additional information.

Margareta T. Thorsen

Attorney-in-Fact

ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Orange)

On 7/15/15 before me, Charloette J. Huffman
(insert name and title of the officer)

personally appeared Margareta T. Thorsen,
who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

NRO1 CHARLOETTE J. HUFFMAN NRO1
COMM. #1989432
Notary Public - California
Orange County
My Comm. Expires Aug. 28, 2016

Signature Charloette J Huffman (Seal)

OneBeacon
INSURANCE GROUP

Power of Attorney

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ATLANTIC SPECIALTY INSURANCE COMPANY CORPORATE SEAL 1986 NEW YORK

By _____
Paul J. Brehm, Senior Vice President

STATE OF MINNESOTA
HENNIPEN COUNTY

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SA LESHA V. S. BEEKS
Notary Public
State of Minnesota
My Commission Expires
January 31, 2020

_____
Notary Public

I, the undersigned, Assistant Secretary of ATLANTIC SPECIALTY INSURANCE COMPANY, a New York Corporation, do hereby certify that the foregoing power of attorney is in full force and has not been revoked, and the resolutions set forth above are now in force.

Signed and sealed. Dated 15th day of July, 2015

This Power of Attorney expires
October 1, 2017

ATLANTIC SPECIALTY INSURANCE COMPANY CORPORATE SEAL 1986 NEW YORK

_____
James G. Jordan, Assistant Secretary

2. Programs

A. SFD, MFD, Commercial and City Services Program Description

Over the past 50 years, CR&R has had extensive experience with the implementation of various refuse, recycling, and yard waste collection programs. We have familiarized ourselves with these transitions as a result of either an acquisition or through an RFP process similar to what we are participating in with the City of Whittier. Through each and every transition, we have worked very closely with City Staff in order to proactively address the issues that were involved in these transitions and develop a successful transition plan honed from best management practices and the unique needs of each community we service. We realize that every community's needs are different and we work to address those needs in a timely and efficient manner. Some of our previous transition experience involved short timeframes or a complete change in residential collection systems from manual collection with multiple collection days to a fully automated 3-cart system with refuse, recyclables and organics collection on one day. No matter what the challenge, our goal has always been to complete the transition with minimal disruption to the customer and always keep the City informed throughout the process.

Single Family Dwelling Services

CR&R has extensive experience in providing three cart automated services for refuse, recycling and green waste collection. CR&R will continue this service standard for the City of Whittier and further proposes in the enhancement section of this document the opportunity for the City to consider the option of an Organics cart in lieu of a green waste designation to allow for the inclusion of food scraps either now or in the future.

<u>Weekly Collection for Refuse, Recycling and Green Waste Collection</u>

CR&R will deliver and provide new automated carts for all residential single family dwelling customers as part of the start-up of collection activities to start July 1, 2016 as indicated in the RFP timeline. Weekly automated collection services for refuse, single-stream recycling, and green waste will be provided using the default cart size of 96-gallon. Residents will have the option to select smaller 64-gallon or 35-gallon cart size depending on the customer's needs. No discounts will be given for using smaller carts. Residents may request additional refuse carts for a charge. However, residents can receive up to two additional green waste carts at no charge and there is no charge for additional recycling carts.

CR&R can accept all the recyclable items outlined in section 3.1.1.2 of the RFP, including the addition of special items acceptable in the program. Special items such as clothes hangers,

used clothing and shoes have been added to the commingled recycling stream through the use of innovative technology programs at our processing facility.

Alley collection

As indicated in Attachment G, the City has designated alley locations for collection services. CR&R will utilize automated collection vehicles (both side loader and rear loader types) to perform collection of refuse, recycling and green waste at these locations. In the event access is limited for a regular size collection vehicle, CR&R has a specialized smaller collection vehicle that can be routed and used for collection services. Based upon the initial field observations, CR&R may utilize regular or a small specialized vehicle for alley service.

Hard to service areas

It is not uncommon to encounter areas in some communities that are not accessible for a regular size collection vehicle. CR&R has experience using specialized smaller collection vehicles to maneuver narrow streets, hills, and alleys. Our smaller vehicle referred to as a pup-truck would be routed and used to provide collection in the hard to service areas of Whittier.

Annual holiday tree collection

CR&R will provide annual collection of holiday trees commencing the first collection day after December 25 and ending the third Saturday in January as requested in the RFP. Trees will be collected curbside and through the use of public outreach programs residents will be informed of preparation requirements for collection such as trees are free of stands, ornaments, garlands, tinsel and flocking.

On-call bulky waste and e-waste

As requested in the RFP, CR&R will provide four (4) on-call collections of bulky waste per calendar year to single family and multi-family dwellings. Service will be scheduled at the request of the customer on the customer's collection day. Up to twelve (12) Items including e-waste will be collected at no additional charge in accordance to the criteria listed in the agreement. Bagged material such as solid waste, recyclables and organic material will also be included. Please see our expanded program for bulky item collections within the Enhancement Section of this Proposal.

All materials collected through the program will be taken to CR&R's material recovery facility, CRT, for separation and recycling of all commodities that can be feasibly recovered to meet the 50% diversion requirement for this service. Any items containing refrigerant material are properly managed in accordance with environmental regulation. To minimize the disposal of bulky items and encourage "Re-use and Recycle", CR&R always applies the following processing hierarchy:

- Reuse as is (if feasible and energy efficient)
- Disassemble for reuse or recycling
- Recycle (through participation of charitable organizations)
- Disposal

Household Hazardous Waste Collection

CR&R will work with the city, Los Angeles County Health, and other local agencies to select a suitable site and file all the required permitting necessary to conduct two annual citywide Household Hazardous Waste (HHW) events. The events will accept all the items outlined in the RFP.

Residents will be informed of the events through public education outreach providing information on location, collection times, transportation regulations and items acceptable. This can be accomplished through the use of bill inserts and newsletter articles and other media outlets

While two events collection events allow for the opportunity of increased participation for residents to properly dispose of HHW materials, many residents still find it challenging to plan around family schedules, gather up waste items, and drive to a collection event or center. Residents with any physical limitations may also find it difficult to participate. CR&R is proposing an alternative option in lieu of the collection events similar to the bulky item program that allows residents to schedule collection from the convenience of their home. For more information regarding our Alternative Door-to-Door collection program, please refer to Section 2.G, Enhancements.

Technical Approach

1. Routing Strategy
   CR&R will provide residential collection services on a five day work schedule for the City of Whittier. CR&R proposes to run all routes currently in place under the City's collection team and other providers for a minimum of 30 days from service initiation. This will minimize any disruption to the current collection schedule and allow us to become familiar with the operation and any nuances unique to the City. All existing routes will be integrated into CR&R's customer relationship management (CRM) routing system. Each collection route will be determined through the use of a computerized grid system and listed sequentially. This system allows CR&R's field operations to provide maximum efficiency with a minimal amount of collection vehicles on surface streets.

   CR&R drivers are trained to respond to instances of significant traffic congestion and other emergency conditions and to inform our dispatch of such circumstances. Dispatchers will then accordingly modify any collection route in order to maintain uninterrupted service to our

customers. Every effort will be made to either not change a residential route day or minimize route day changes based upon our optimum routing.

Within the first 30 days of contract award, CR&R will begin to evaluate the City's collection route structure and recommend changes where necessary to improve the efficiency and the execution of the collection operation. CR&R will prepare a plan for any route changes and discuss with the City prior to implementation.

The automated residential trucks will service and/or pass approximately 1,000 homes per day per route.

2. Collection Methodology
   Single family collection services will be provided using automated collection with a one-person crew. The driver is required to operate the vehicle and service the required route in the target time designated for the specific route. Routes are monitored by GPS and camera systems through the use of our S.M.A.R.T. system. More information about CR&R's S.M.A.R.T. system can be found in the Implementation Section (2.B). All routes are prepared with the most efficient and safe travel path with set start and finish times assigned in order to monitor the driver's performance.

3. Vehicles
   CR&R will provide all new vehicles as required for residential and commercial collection services. Through our existing supplier relationships, CR&R will be able to procure the vehicles required and appropriate them timely for service commencement. All proposed new vehicles will be alternative fuel and fully compliant with AQMD regulations.

   Quantity of Residential Vehicles: 10

   Manufacturers Used:
   Autocar or Peterbilt with McNeilus body

4. Containers
   CR&R is proposing the use of new automated carts for the collection of solid waste, recyclables, green waste, and organics. Carts will be uniform in appearance using the specified color for each waste stream consisting of black for refuse, blue for recycling, and green for green waste. These containers are stackable which allows for an efficient delivery process and they are similar to the containers currently utilized by the City. CR&R has an excellent, long-standing relationship with two cart manufacturers. New carts will be ready for delivery prior to the July implementation date. As indicated in the proposal, cart exchanges will commence at the start of the service initiation date and be completed within the required time frame.

For city owned containers, cart exchanges will be completed within a 90-day time frame. CR&R is proposing to coordinate with the other two service providers to begin cart exchanges the week prior to July, 2016, and complete the same within a 10-day time frame.

Cart manufacturer specifications:

35 Gallon Cart
- Approximately 25" deep x 20" wide x 39" tall
- Load Rating: 112 lbs/50.8 Kg
- Wheel Diameter: 10"

65 Gallon Cart
- Approximately 32" deep x 25" wide x 42" tall
- Load Rating: 224 lbs/101.6 Kg
- Wheel Diameter: 10"

95 Gallon Cart
- Approximately 35" deep x 29" wide x 43" tall
- Load Rating: 335 lbs/151.9 Kg
- Wheel Diameter: 10"

Cart Manufacturers Used: Toter, Rehrig, Roto

Carts utilized by CR&R in the following cities:

City	Cart Manufacturer
Costa Mesa Sanitary District	Toter
Laguna Niguel	Toter / Roto
Lake Forest	Toter
Newport Beach	Toter
Orange	Toter
San Clemente	Toter / Roto
Tustin	Toter
County of San Bernardino	Roto
El Centro	Toter

City	Cart Manufacturer
Avalon	Toter
Bellflower	Roto
Norwalk	Roto
Santa Fe Springs	Roto
Hemet	Toter
Lake Elsinore	Roto
Perris	Roto
San Jacinto	Roto
Temecula	Toter / Roto

Multi-Family Dwelling Services

Weekly Collection for Refuse, Recycling, Green Waste and Organics Collection

CR&R will provide new or like-new fully refurbished bins, roll-off boxes, and compactors for collection of refuse, recycling and green waste. Customers will have the opportunity to select the appropriate service level based on their needs. Collection frequency will occur at minimum one time a week. Bin services are available in 2, 3, 4, and 6 cubic yard container sizes. Cart sizes will be offered in 96-gallon (although not anticipated, smaller carts will be available upon requested).

Rolloff box service is available in 10 and 40 cubic yard container sizes. Roll-off box service will be on an on-call or regularly scheduled basis for customer or CR&R provided containers. CR&R agrees to abide by city's municipal code for collection container location and will service bins placed within 50 feet of the public right-of-way if egress to the bins is paved and the slope is less than 7%. Otherwise the customer will need to place the bin out to an accessible location or subscribe to roll-out service for an additional fee. With mandatory and weekly collection for all commercial customers, CR&R will notify and work with the city in the event a customer is identified as not subscribing to service.

CR&R will provide carts, bins and rolloff containers for collection of recyclable materials. Recyclable collection will be performed as outlined in the RFP. Collection frequency will be at a minimum one time per week. To help minimize contamination, CR&R will provide "restricted access" lids for recycling collection containers as needed.

Recycling Bins with Dome Lid (Restricted Access) and Gravity Lock

Split Bin with Dome (Restricted) Lid

In our recent transition for the City of Lake Forest, CR&R began the widespread use of recycling bins with special dome top lids for multi-family and commercial customers. These lids are used in combination with a gravity lock to allow for efficient collection. The special dome lid allows residents or a business to recycle without the need to open or lift a lid. This allows for ease of use while minimizing any concerns of scavenging or large items, such as bulky items, placed in the recycling bins. Property managers are very happy with this recycling bin feature and it now serves as the standard lid used for customers establishing recycling service.

CR&R can accept all the recyclable items outlined in section 3.2.1.2 of the RFP including the addition of special items acceptable in the program. Special items such as clothes hangers, used clothing and shoes have been added to the commingled recycling stream through the use of innovative technology programs at our processing facility.

Split Bin Recycling Program

Many property managers have barriers to recycle due to space constraints. Sometimes, a property manager will deny recycling in fear of large items being dumped in their recycle bin or the lack of enclosure space to add a recycling bin. To address these concerns, CR&R made split bins available to other communities to encourage recycling for commercial and multi-family customers with commercial bin service. The split bin utilizes either a 3-yard or 4-yard bin which is partitioned down the middle providing collection of trash on one side and recycling on the other. Customers have the option to lock one or both sides of the bin. The special lid on the recycle side of the bin minimizes contamination and encourages participants to break down items, such as cardboard, before tossing them in the recycle side of the bin. The special lid also deters scavenging from occurring. The split bin is ideal for properties with space constraints. CR&R would offer this option to Whittier multi-family and commercial customers to encourage more participation in the recycling program.

Organics Collection

In addition to the green waste collection program, CR&R has the capability to provide and develop an organics collection program for the City of Whittier to meet the requirements of AB1826. This can be accomplished by using CR&R's new Anaerobic Digester Facility currently under construction in the City of Perris and scheduled for completion later this year. This Anaerobic Digester (AD) will be the only one of its kind in the United States with unique technological advancements and capabilities for the processing of organic waste. This new innovative facility will address all the State's requirements with regard to future Organics Processing. Since the first tier of AB1826 becomes effective in 2016, CR&R will be positioned to support the city in meeting AB1826 requirements. Please refer to Section 2.C, Solid Waste Disposal and Diversion Plan for more information on our organics offering.

300-Gallon Containers

As indicated in the RFP, the city currently provides collection using 300-gallon containers for some multi-family and commercial customers with the use of automated side-loader vehicles. CR&R is proposing to continue to provide this service that is in place and part of the existing rate structure. We will utilize the existing containers in place and have available a supply of inventory if any exchanges are needed due to maintenance and function. All of the existing 300 gallon containers will be replaced with new carts over the first year of service or reconditioned.

Annual holiday tree collection

As listed in the previous section under Single Family Dwelling services, CR&R will provide annual collection of holiday trees commencing the first collection day after December 25 and ending the third Saturday in January as requested.

On-call bulky waste and e-waste

As requested in the RFP and listed in the previous section under Single Family Dwelling services, CR&R will provide four (4) on-call collections of bulky waste per calendar year to single family and multi-family dwellings.

Please see our expanded program for bulky item collections within the Enhancement Section of this Proposal.

Household Hazardous Waste Collection

As listed in the previous section under Single Family Dwelling services, CR&R will provide two city-wide Household Hazardous Waste events at a location to be determined at no additional charge. Please refer to our expanded program for HHW Collections within the Enhancement Section of this Proposal.

Technical Approach

1. Routing Strategy
   Multi-family residential bin scheduling will continue on a six-day per week basis. We are proposing to run all routes as currently configured as is for the first 30 days from service initiation. This will minimize any disruption to the current collection schedule and allow us to become familiar with the operation and any nuances unique to the City. All existing routes will be integrated into CR&R's customer relationship management (CRM) routing system. Multi-family customers will be identified in our CRM system and routed separately once we receive the customer listings and verify all accounts through an audit. Separate multi-family routing will provide the flexibility to target specific customer waste streams, such as Multi-family complexes, which are ideal for MRF processing to ensure compliance with diversion goals.

   As listed in single family services, all CR&R drivers are trained to respond to instances of significant traffic congestion and other emergency conditions and to inform our dispatch of such circumstances. Dispatchers will then accordingly modify any collection route in order to maintain uninterrupted service to our customers.

   After the first 30 days, CR&R will begin to evaluate the City's collection route structure and recommend changes where necessary to improve the efficiency and the execution of the

collection operation. CR&R will prepare a plan for any route changes and discuss with the City prior to implementation.

Commercial trucks will service approximately 140 to 150 bins per route per day where metal bins are utilized and approximately twice that amount in service locations utilizing the 300 gallon carts.

2. Collection Methodology
   Multi-family collection services will be provided using automated collection with a one-person crew for customers with cart service. For customers with commercial bin service, front-end load commercial vehicles will be used with a one-person crew. CR&R runs one operator trucks and has for over twenty years. The driver is required to operate the vehicle and service the required route in the target time designated for the specific route. Routes are monitored by GPS and camera systems through our S.M.A.R.T. system. More information about CR&R's S.M.A.R.T. system can be found in the Implementation Section (2.B). All routes are prepared with the most efficient and safe travel path with set start and finish times assigned in order to monitor the driver's performance.

3. Vehicles
   CR&R will provide new vehicles as required for commercial collection services. Through our existing supplier relationships, we will be able to procure the vehicles required and have ready upon service commencement. All proposed new vehicles will be alternative fuel and fully compliant with AQMD regulations.

   Quantity of Commercial Vehicles: 5 (used for both multi-family and commercial)
   Exact number of trucks used for multi-family will be determined once CR&R receives customer listings and verifies all multi-family accounts through a route audit. Customers initially identified as multi-family will be coded as such and routed in our system. Once the audit is complete within 120 days from service initiation, CR&R will adjust any other customer accounts as needed to ensure they are coded as multi-family.

   Manufactures Used:
   Autocar or Peterbilt with Amrep body

4. Containers
   CR&R is proposing to utilize the City's existing collection containers outlined in the request for proposal already in place for commercial and multi-family services. As part of the requirement for utilizing the City's existing equipment, we will decal all existing containers with CR&R decals so customers will have the name and phone number of our company in order to make changes to their services or request additional services. This will be completed within a 30-day period, ahead of the schedule outlined in the agreement. Along with the decal program, CR&R will begin exchanges of all city owned equipment for new or

reconditioned (to like new) containers in standard sizes. This will be accomplished within 90 days from the service initiation date.

For containers not owned by the City, CR&R will supply new or reconditioned (to like new condition) containers in standard sizes outlined below through our existing inventory. CR&R will coordinate with the current service providers to begin equipment exchanges and complete either prior to or within the first 30-day period or as agreed upon with City and current service providers.

In conjunction with the decal program there will be a replacement and/or refurbishment program for containers that will start upon service initiation. Carts and bins that need replacement due to maintenance and function will be exchanged as needed with containers from CR&R's existing inventory as part of an ongoing maintenance program.

CR&R will replace the existing multi-family and commercial bins in the City as needed with newly reconditioned steel and plastic 2, 3, 4, and 6 cubic yard front loading bins. In addition, CR&R will order and stock split bins in the sizes of 2, 3 and 4 cubic yard bins. All roll-off containers in the sizes of 10 to 40 cubic yards will be steel and provided by the same manufacturer listed below.

CR&R may elect to utilize plastics containers at selected locations in order to minimize noise and enhance the quality of life for residents that may live within very close proximity to a commercial establishment. Commercial customers will be notified of these changes either by direct mail, billing stuffers or by visiting our website. Our community relations staff will also be available to meet with individual customers regarding their services on an as needed basis.

Steel Container Manufacturer:
Consolidated Fabricators 4600 South Santa Fe Vernon, CA 90058

Commercial Services

Weekly Collection for Refuse, Recycling, Green Waste and Organics Collection

As previously listed under Multi-family services, CR&R will provide new or newly reconditioned (same comments as above) bins, roll-off boxes, and compactors for collection of refuse, recycling and green waste. Customers will have the opportunity to select the appropriate equipment size and service level based on their needs. Collection frequency will occur at minimum one time a week. Bin services are available in 2, 3, 4, and 6 cubic yard container sizes. Cart sizes will be offered in 96-gallon and 300 gallon.

Roll-off box service is available in 10 and 40 cubic yard container sizes. Roll-off box service will be on an on-call or regular scheduled basis for customer or CR&R provided containers. CR&R agrees to abide by city's municipal code for collection container location. Since weekly collection service is mandatory for all commercial customers, CR&R will notify and work with the city in the event a customer is identified as not subscribing to service.

Organics Collection

As listed previously under Multi-family services, CR&R has the capability to provide and develop an organics collection program for the City of Whittier to meet the requirements AB 1826. This can be accomplished by using CR&R's new Anaerobic Digester Facility currently under construction in the City of Perris which will be completed later this year. Since the first tier of AB1826 becomes effective in 2016, CR&R will be positioned to support the city in meeting AB1826 requirements. Please refer to Section 2.C, Solid Waste Disposal and Diversion Plan for more information on our organics offering.

On-call bulky waste and e-waste

CR&R will provide on-call collections of bulky waste per calendar year to commercial customers for a fee as approved by the City. Service will be scheduled at the request of the customer on the customer's collection day.

All materials collected through the program will be taken to CR&R's material recovery facility, CRT, for separation and recycling of all commodities that can be feasibly recovered to meet the 50% diversion requirement for this service. Any items containing refrigerant material are properly managed in accordance with environmental regulation. To minimize the disposal of bulky items and encourage "Re-use and Recycle", CR&R always applies the following processing hierarchy:

- Reuse as is (if feasible and energy efficient)
- Disassemble for reuse or recycling
- Recycle (through participation of charitable organizations)
- Disposal

Shared Compactor Service

CR&R will continue to provide shared compactor services as outlined in Attachment H of the RFP. Since rates assessed are determined based on a formula using the type of business, size and frequency of collection, CR&R will perform an audit of services prior to service start up. Once complete, this data will be used to reconcile costs, discuss with users and utilize for the first billing. This will ensure customers participating in the shared compactor service program are receiving the appropriate allocation based on the level of usage.

The audit will consist of the following:
1. Conduct site visits to all participating customers in the shared compactor system prior to service start.

2. Survey customers to evaluate current needs, level of usage, frequency. Identify any opportunities for enhanced programs such as recycling or organics collection.

3. Balance survey findings to City's shared rate structure (Attachment H) to determine if any changes are needed to current rate assessments and make adjustments as necessary.

As part of the equipment purchase offering, CR&R will maintain and replace the compactors as needed.

Commercial MRF Processing (Optional)

CR&R proposes the option to process all commercial bins in the City of Whittier for customers not subscribing to a source separated recycling program in order to meet the 50% diversion requirement. (Customers not currently participating in source separation may be limited by space constraints.) Processing the waste stream generated from these customers would allow for continued use of one bin, providing a customer friendly solution for recycling. Some businesses simply have obstacles to participating in a source separation process due to lack of space, limited staffing or the motivation to source separate recyclables for collection. Providing the MRF-ing/processing option to pay for processing gives customers an alternative to consider and assists the city in meeting division goals. Diversion results for mixed processing average around 40%. If a customer has pull out or scout service, utilizing the processing program eliminates any additional costs servicing a second recycling bin that requires a pull out.

Technical Approach

1. Routing Strategy

   Commercial bin scheduling will continue on a six-day per week basis. We are proposing to run all routes currently in place under the (please see above proposed comments in preceding section) City's management team as is for the first 30 days from service initiation. This will minimize any disruption to the current collection schedule and allow us to become familiar with the operation and any nuances unique to the City. All existing routes will be integrated into CR&R's customer relationship management (CRM) routing system. Commercial customers who generate dry waste will be identified in our CRM system and segregated under a wet/dry routing program once we receive the customer listings and verify all accounts through an audit process. This will provide the flexibility in targeting specific customer waste streams by route that is best suited for MRF processing to comply with diversion requirements.

   As listed in single family services, all CR&R drivers are trained to respond to instances of significant traffic congestion and other emergency conditions and to inform our dispatch of such circumstances. Dispatchers will then accordingly modify any collection route in order to maintain uninterrupted service to our customers.

   After the first 30 days, CR&R will begin to evaluate the City's collection route structure and recommend changes where necessary to improve the efficiency and the execution of the collection operation. CR&R will prepare a plan for any route changes and discuss with the City prior to implementation.

   Commercial trucks will service approximately 140 to 150 bins per route per day where metal bins are utilized and approximately twice that amount in service locations utilizing the 300 gallon carts.

2. Collection Methodology

   Commercial collection services will be provided using automated collection with a one-person crew for customers with cart service. For customers with commercial bin service, front-end load commercial vehicles will be used with a one-person crew. CR&R runs one operator trucks and has for over twenty years. The driver is required to operate the vehicle and service the required route in the target time designated for the specific route. Routes are monitored by GPS and camera systems through our S.M.A.R.T system. More information about CR&R's S.M.A.R.T. system can be found in the Implementation Section (2.B). All routes are prepared with the most efficient and safe travel path with set start and finish times assigned in order to monitor the driver's performance.

3. Vehicles

CR&R will provide new vehicles as required for commercial collection services. Through our existing supplier relationships, we will be able to procure the vehicles required and have ready upon service commencement. All proposed new vehicles will be alternative fuel and fully compliant with AQMD regulations.

Quantity of Commercial Vehicles: 5 (used for both multi-family and commercial)
As described in the multi-family section, the exact number of trucks used for commercial will be determined once CR&R receives customer listings and verifies all multi-family and commercial accounts through a route audit to be completed within in a 120 days from service initiation.

Manufactures Used:
Autocar or Peterbilt with Amrep body

4. Containers

As mentioned previously under Multi-family services, CR&R is proposing to utilize the City's existing collection containers outlined in the request for proposal already in place for commercial and multi-family services. As part of the requirement for utilizing the City's existing equipment, we will decal all existing containers with CR&R decals so customers will have the name and phone number of our company in order to make changes to their services or request additional services. This will be completed within a 30-day period, ahead of the schedule outlined in the agreement. Along with the decal program, CR&R will begin exchanges of all city owned equipment for new or reconditioned (to like new) containers in standard sizes. This will be accomplished within 90 days from the service initiation date.

For containers not owned by the City, CR&R will supply new or reconditioned (to like new) containers in standard sizes outlined below through our existing inventory. CR&R will coordinate with the current service providers to begin equipment exchanges and complete either prior to or within a 30-day period or as agreed upon with City.

In conjunction with the decal program there will be a replacement and/or refurbishment program for containers that will start upon service initiation. Carts and bins that need replacement due to maintenance and function will be exchanged as needed with containers from CR&R's existing inventory as part of an ongoing maintenance program.

CR&R will replace the existing multi-family and commercial bins in the City as needed with newly reconditioned steel and plastic 2, 3, 4, and 6 cubic yard front loading bins. In addition, CR&R will order and stock split bins in the sizes of 2, 3 and 4 cubic yard bins. All roll-off containers in the sizes of 10 to 40 cubic yards will be steel and provided by the same manufacturer listed below.

Steel Container Manufacturer:
Consolidated Fabricators, 4600 South Santa Fe, Vernon, CA 90058

City Services

Weekly solid waste, recycling and green waste collection

As indicated in the RFP, CR&R will provide collection services for city services outlined in Attachment I at no additional charge. Service will consist of bins and carts for collection of solid waste and recyclables. Collection frequency is outlined in the attachment and may change as needed. Roll-off box service will be made available in container sizes of 10 to 40 cubic yards.

Recycling and green waste collection at city facilities will be provided in carts and/or bins at no charge.

On-call bulky waste and e-waste

CR&R will provide on call collection of bulky items and e-waste when requested by City within 24 hours at no charge as specified in the RFP. We will follow the reuse and diversion hierarchy outlined in the previous service sections.

Abandoned Waste Collection

As outlined in the agreement, CR&R will provide abandoned waste collection from the public right of way areas resulting from illegal or unauthorized dumping upon request from City staff. Collection will occur within 24 hours of notification during normal business hours and call requests received after 2pm on Friday will receive pickup service on following Monday.

Universal Waste Collection

As outlined in the RFP, CR&R will provide collection of universal waste such as fluorescent lamps and bulbs from City facilities at no charge.

Bus Stop & Public Container Collection

CR&R will provide automated collection services for the City's bus stop and public container locations listed in Attachment M of the RFP. Service will be provided using automated collection or manual collection at no charge.

City-Sponsored Events

CR&R is committed to providing comprehensive recycling and diversion efforts at City of Whittier community events. CR&R has developed a system for tracking, monitoring, and public education to promote recycling to assist event organizers with recycling at special events. Each event is recorded with date, number of containers, weights, and any contamination of the containers at the close of each event. This information can be used for state annual reporting.

Services for events can vary depending on size and attendance. Services may include carts, bins, special event boxes and liners, as described in section 4.09 of the agreement. Additionally, CR&R will have a recycling coordinator assist in special event services and diversion efforts for the city's events. The list of events includes the following:

- Police Department Open House/Health Fair
- Summer Concerts in the Park (six at Central Park and six at Parnell Park)
- Eggstravaganza
- Annual Community Theatre Clean-out

Technical Approach

1. Routing Strategy
   City services collection will continue based upon collection frequency and would be integrated and sequenced into the commercial routing schedules. All existing routes will be integrated into CR&R's customer relationship management (CRM) routing system. We will evaluate City facility waste streams to look for opportunities to increase recycling and integrate into the wet/dry routing system as needed.

2. Collection Methodology
   City collection services will be provided using automated collection with a one-person crew for locations with cart service. For locations with commercial bin service, front-end load commercial vehicles will be used with a one-person crew.

3. Vehicles
   Vehicles used for city collection services are listed under the previous sections.

4. Containers
   As mentioned in previous sections, CR&R is proposing to utilize the City's existing collection containers outlined in the request for proposal already in place for commercial services at City facilities. As part of the requirement for utilizing the City's existing equipment, we will decal all existing containers with CR&R decals indicating the name and phone number of our company in order to make changes to services or request additional services. This will be

completed within a 30-day period, ahead of the schedule outlined in the agreement. Along with the decal program, CR&R will begin exchanges of all city owned equipment for new or reconditioned (to like new) containers in standard sizes. This will be accomplished within 90 days from the service initiation date.

In conjunction with the decal program there will be a replacement and/or refurbishment program for containers that will start upon service initiation. Carts and bins that need replacement due to maintenance and function will be exchanged as needed with containers from CR&R's existing inventory as part of an ongoing maintenance program.

CR&R will replace the existing commercial bins at City facilities as needed with newly reconditioned steel and plastic 2, 3, 4, and 6 cubic yard front loading bins. In addition, CR&R will order and stock split bins in the sizes of 2, 3 and 4 cubic yard bins. All roll-off containers in the sizes of 10 to 40 cubic yards will be steel and provided by the same manufacturer listed below.

Steel Container Manufacturer:
Consolidated Fabricators 4600 South Santa Fe Vernon, CA 90058

Other Collection Service Considerations

CR&R acknowledges the additional collection services outlined in section 3.5 of the RFP.

On-call Temporary Services

CR&R will provide temporary bin or rolloff service upon request to all residential, multi-family and commercial customers. Customers that utilize this service will pay the corresponding fees. Bins placed in the right of way will be subject to the City's encroachment requirements and will be equipped with proper reflective tape and markings for visibility at night. As a diversion focused company, CR&R processes all material collected from temporary bins.

Construction and Demolition Debris Recycling

CR&R will offer customers a full line of rolloff debris and recycling services as outlined in the RFP. We have local C&D processing capabilities to ensure City diversion requirements are met for covered projects. We can accept both source separated and commingled materials at our facilities and will work with customers to establish service that best meets the project needs and conforms to diversion requirements. A significant amount of diversion can be achieved through processing highly recoverable C&D materials.

Cart/Bin Roll-out/Scout Service

Rollout or scout service is used to bring bins out to or near the public right-of-way. This service is provided for complexes that may not have the roadway infrastructure to handle standard collection vehicles, or bins are located in subterranean parking areas inaccessible for a standard collection vehicle, or generally where the on-site circulation is difficult to maneuver. CR&R has experience in providing scout and rollout services for customers with bin or cart service. Roll-out or scout service is available upon request for an additional charge.

Private Property Access & Waiver Form

CR&R acknowledges the City's private property access procedures including the current participating service locations and waiver forms provided in Attachment J. CR&R will continue with this process of requiring submittal of a "Release of Liability" form prior to entry onto private property to perform collection activities.

Residential Routes/Re-Routing

Any proposed routing changes will only be made if they maintain a high level of customer service and minimize disruption to the customer. If a day change is necessary for a bin customer, we will visit with the affected customer to gain acceptance with the customer and then receive final approved from the City prior to implementation. In addition, CR&R has a standard procedure of notifying the customer in advance if route changes will affect the customers day of week or collection time.

If CR&R determines there is an opportunity to improve efficiency that involves a change in residential service collection day, CR&R would propose a plan to the city prior to any implementation. This plan would consist of notification, coordination with street sweeping, and any costs associated with route changes.

Additional Collection Service Requirements

- CR&R currently has an operating facility located in Santa Fe Springs, approximately 4.5 miles from the City of Whittier. This operating center is able to accept payments and assist with general customer service functions as necessary. Additionally, CR&R plans to have an office located within the City of Whittier prior to the service initiation date.
- CR&R will provide public education to residents and businesses as requested in section 3.7 of the RFP. A detailed description of our Public Education Plan can be found in Section 2.B, Implementation Plan.

- CR&R will furnish all labor, supervision, collection equipment, materials, supplies and other items and services necessary to perform its obligations as outlined in the agreement for the City of Whittier.
- CR&R already has a current business license on file with the City of Whittier; a copy is included as an attachment.
- CR&R will pay all expenses related to the provision of services including but not limited to, taxes, regulatory fees, utilities, etc.
- CR&R's long standing commitment to each one of the communities we service is to provide all services in a safe and professional manner.
- CR&R will comply with all applicable laws, regulations and ordinances.

B. Implementation Plan

Over the past 50 years, CR&R has had extensive experience with the implementation of various refuse, recycling, and yard waste collection programs. We have familiarized ourselves with these transitions as a result of either an acquisition or through an RFP process similar to what we are participating in with the City of Whittier. More recently, CR&R has implemented fully automated collection systems to many cities as well as provided transition of services from the municipal operation for the Cities of Hemet and Newport Beach. Through each and every transition, we have worked very closely with City Staff in order to proactively address the issues that were involved in these transitions and develop a successful transition plan honed from best management practices and the unique needs of each community we service. We realize that every community's needs are different and we work to address those needs in a timely and efficient manner. In some of these transitions, CR&R was required to transition the City from manual collection with multiple collection days to a fully automated 3 cart system with refuse, recyclables and organics collected on the same day. No matter what the challenge, our goal has always been the same: complete the transition with minimal disruption to the customer and always keep the City informed throughout the process.

Throughout its operating history, CR&R has had extensive experience with the development and implementation of various refuse, recycling and green waste collection programs. CR&R has successfully transitioned services in twelve municipalities over the last ten years. In all cases we deliberately set out to engage the community and City Staff in an effort to provide a transparent and smooth process by which we were able to achieve our mutual goals. We expect each step of our transition plan to be reviewed by City Staff prior to its implementation in order to eliminate surprises and encourage full transparency. We feel that Customer Service, Safety and providing local jobs are the keys to a successful and efficient solid waste and recycling program in the City of Whittier. Quality customer service has always been at the forefront of our business plans.

Another key aspect of our proposal is our unmatched team of professionals that will be charged with implementing the Public Education and Outreach components. We understand that public education and outreach play a critical role in the success new recycling programs. In the past few years we have been involved in a number of municipal service transitions and we know that our recent experience will play a key role in the success of our proposed public education campaigns.

Through public outreach, we will strive to provide our residential, commercial and multi-family customers with specific programs targeted to their particular needs and challenges. Our staff of dedicated Recycling Coordinators will be trained to work on specific areas of opportunity in an effort to reach all of our customers using the latest techniques available for successful program implementation. Our outreach toolbox will include a variety of tools including newsletters, billing

inserts, print advertisement, visual posters, informative website pages, face-to-face customer contact by our team of recycling professionals and custom-tailored materials.

Implementation Schedule

CR&R has prepared a full implementation timeline referenced as our Plan of Action ("POA") schedule at the end of this Section based on the initial schedule identified in Table 1 of RFP.

CR&R has a strong, long-standing relationship with the manufacturers of automated carts and vehicles for use in the City. Through these relationships, CR&R will have carts and vehicles needed to provide service in the City within the time frame established in the schedule.

Equipment - Vehicles

CR&R will provide new vehicles as required for residential and commercial collection services. Through our existing supplier relationships, CR&R will be able to procure the vehicles required and have ready upon service commencement. All proposed new vehicles will be alternative fuel and fully compliant with AQMD regulations.

As indicated in the technical approach in collection services for SFD, MFD, Commercial and City Services, CR&R will procure the following vehicles:

Residential Vehicles: 10
Autocar or Peterbilt with McNeilus body

Commercial Vehicles: 5
Autocar or Peterbilt with Amrep body

S.M.A.R.T. System:

CR&R's unique Surveillance, Monitoring, Auditing, Recording, and Tracking (S.M.A.R.T.) System will be installed on all collection and service vehicles. This technologically-advanced system developed by CR&R and its many components elevate CR&R as a leader in safety, service, and performance. Each vehicle is equipped with video, GPS, and communication devices that also provide other valuable tools such as engine and vital truck data. This system is an additional enhancement that CR&R offers at no additional charge and demonstrates our continued commitment to customer service and safety through technology and innovation. It will benefit the City and the customer as follows:

- Provide a time stamped video record of service location for service verification
- Track exact time and location of each vehicle
- Provide exact route path for consistent time of service each day

- Enable live video display for our corporate dispatch
- Record and verify any unsafe activity, including accidents
- Constant communication with each service driver
- Improve service response time

This S.M.A.R.T. system enhances the relationships between the company, the customer, and the city by providing quick and immediate follow-up for all services performed. Through its logistic routing system we will be able to reduce the number of truck trips in the City by creating efficient and effective routes and route patterns. This will not only enhance our routing capabilities but it will also reduce our carbon footprint in the City by maximizing our efficiencies.

Vehicle Maintenance:

CR&R maintains their fleet to the highest standards with vehicle maintenance performed on regular schedule and as needed basis in cases of a mechanical failure. CR&R tracks and monitors all preventative and scheduled maintenance on the company's maintenance computer systems. All of the maintenance records are available to the City for review as needed with advance notice. All maintenance is performed on a strict schedule and in conformance with the California Highway Patrol BIT inspection program.

Our fleet of collection vehicles and equipment are washed and cleaned on a daily basis. Every truck leaves our facility washed and properly maintained. Our drivers are also encouraged to keep their vehicles appearance clean and to report any issues with regard to cleanliness.

Equipment - Containers

As indicated in the technical approach in collection services for SFD, MFD, Commercial and City Services, CR&R is proposing the use new automated carts for the collection of solid waste, recyclables, green waste, and organics as required in the RFP. Carts will be uniform in appearance using the specified color for each waste stream consisting of black for refuse, blue for recycling, and green for green waste. These containers are stackable which allows for an efficient delivery process and they are similar to the containers currently utilized by the City. CR&R has an excellent, long-standing relationship with automated cart manufacturers and will have new carts ready for delivery prior to the July implementation date. As indicated in the proposal, cart exchanges will commence at the start of the service initiation date and be completed within the required time frame.

For city owned containers, cart exchanges will be completed within a 90-day time frame. CR&R is proposing to coordinate with the previous providers to begin cart exchanges the week prior to July 1 and complete within a 10-day time frame.

Cart manufacturer specifications:

35 Gallon Cart
- Approximately 25” deep x 20” wide x 39” tall
- Load Rating: 112 lbs/50.8 Kg
- Wheel Diameter: 10”

65 Gallon Cart
- Approximately 32” deep x 25” wide x 42” tall
- Load Rating: 224 lbs/101.6 Kg
- Wheel Diameter: 10”

95 Gallon Cart
- Approximately 35” deep x 29” wide x 43” tall
- Load Rating: 335 lbs/151.9 Kg
- Wheel Diameter: 10”

CR&R is proposing to utilize the City's existing collection containers outlined in the request for proposal already in place for commercial, multi-family, and city services. As part of the requirement for utilizing the City’s existing equipment, we will decal all existing containers with CR&R decals so customers will have the name and phone number of our company in order to make changes to their services or request additional services. This will be completed within a 30-day period, ahead of the scheduled outlined in the agreement. Along with the decal program, CR&R will begin exchanges of all city owned equipment for new or reconditioned (to like new) containers in standard sizes. This will be accomplished within 90 days from the service initiation date.

For containers not owned by the City, CR&R will supply new or reconditioned (to like new) containers in standard sizes outlined below through our existing inventory. CR&R will coordinate with the current service providers to begin equipment exchanges either prior to or within a 30-day period or as agreed upon with City and current service providers.

In conjunction with the decal program there will be a replacement and/or refurbishment program for containers that will start upon service initiation. Bins left in place as part of a equipment purchase agreement that need replacement due to maintenance and function will be exchanged as needed with containers from CR&R’s existing inventory.

CR&R will replace the existing multi-family and commercial bins in the City as needed with newly reconditioned steel and plastic 2, 3, 4, and 6 cubic yard front loading bins. In addition, CR&R will order and stock split bins in the sizes of 2, 3 and 4 cubic yard bins. All roll-off containers in the sizes of 10 to 40 cubic yards will be steel. One of the main manufacturers CR&R uses is listed below.

CR&R may elect to utilize plastics containers at selected locations in order to minimize noise and enhance the quality of life for residents that may live within very close proximity to a commercial establishment. Commercial customers will be notified of these changes either by direct mail, billing stuffers or by visiting our website. Our community relations staff will also be available to meet with individual customers regarding their services on an as needed basis.

Steel Container Manufacturer:
Consolidated Fabricators 4600 South Santa Fe Vernon, CA 90058

Container Maintenance:

CR&R currently maintains an appropriate number of containers in order to service our existing city contracts. In addition, our container maintenance program is managed by our shop/maintenance personnel on a daily basis. We do not subcontract our container maintenance to third party vendors. We also maintain daily inventories of each container size and color in order to be able to address our customers' needs.

Our container delivery personnel are required to notify management if any inventory category reaches a certain minimum level. This serves as a second layer of protection against shortages. If a customer requests an exchange to their container it is performed on the next scheduled collection day. If the customer states that there is a safety issue with the container then an emergency ticket is submitted and the container is switched out within 24 hours.

Personnel

As described in further detail in Section 2.E, CR&R will offer employment to all qualified and properly licensed drivers, mechanics, and office personnel working in the City's refuse department prior to hiring any outside personnel for the purposes of providing service in the City. All applicants seeking employment with CR&R would be scheduled for an interview conducted by our Human Resources Manager, Corporate Recruiter and/or General Manager. Applicants would be required to undergo a standard pre-placement physical examination, background investigation and drug screening at the Company's designated facilities. The pre-hire requirements are the basic standards required by all potential employees seeking employment with CR&R. These procedures would be scheduled on a Saturday in order to avoid any interruption of service or performance with the City. Once all personnel have been brought on board, CR&R will hold a general employee meeting to address any questions that the employees may have. Representatives from human Resources, operations, maintenance and executive management will be present. All employees will also be assigned proper safety equipment and uniforms.

Driver Safety Training

Our Mission in Safety is to ensure that every CR&R driver has the proper training and required skill sets to service our customers in a safe and efficient manner while ensuring the utmost in customer satisfaction. All employees of CR&R Incorporated are placed through a thorough Safety Training Program beginning with our comprehensive Driver Training and Orientation Program.

The Corporate Safety Director is tasked with providing the framework upon which our entire operations team focuses on in order to operate safely and in accordance with all OSHA and

DOT Regulations. To communicate company safety policies and review safety performance, the Corporate Safety Director conducts monthly safety meetings with drivers and maintenance personnel in order to cover required safety topics. In addition, all route managers conduct documented daily safety tailgate meetings with their drivers. The goal here is to review Daily Safety Topics with our drivers in an "open exchange" type of environment. Topics relating to safe operating procedures are taught in both English and Spanish. In addition, managers and supervisors are required to review all safety related issues at a monthly meeting at Corporate Headquarters where the CEO and Chairman of the Board, Chief Operating Officer, Chief Financial Officer and Division Presidents are in attendance.

For more information regarding our safety and driver training programs, please refer to the end of Section 1.F, Work Safety and Driver Training.

Routing

CR&R has a routing system complete with the following structure to ensure that our drivers are monitored and remain on route throughout the day.

- Automated and paper routes with designated start times and end times along with tracking of each stop and the service time
- CR&R will develop a target completion time for each route and hold the driver accountable to meet the requirement within a 15 minute window. This will ensure that we can meet the City's service window as outline in the collection agreement and/or ordinance
- Route Managers will meet each morning with their designated drivers to hold a tailgate safety meeting and to discuss any special route requirements for the day
- Route Managers will be available throughout the day to supervise the routes to ensure compliance with the collection time window and take care of any customer problems that occur throughout the day
- At the completion of the work day, all routes are turned into our Industrial Engineering Department where they are uploaded into the computer system and a daily routing report is generated
- The following day, the route managers review the report and discuss any inconsistencies with the appropriate driver
- At the end of the month, a monthly report is prepared to review the percentage (%) of service delivery for each route to ensure that the company is meeting our internal goal of 95%

Local Office

Understanding the sensitivities in transitioning service from a local municipal operation, CR&R plans to open a local office within the City of Whittier prior to transition. Our recycling coordinator assigned to the City of Whittier will be stationed at this location for increased accessibility and a local presence. The office will be able to respond to general customer inquiries provide customer service assistance. This office will be available for 12-24 months following the transition and then will be shifted to our Santa Fe Springs location.

As noted in the Enhancement Section of this Proposal, having this local office will allow added tax benefits for the City in that all orders for equipment will be accomplished through this office location.

Customer Service Plan

CR&R's service transition experience in the last ten years provides the City of Whittier the expertise in handling new customer growth through the award of new franchise contracts. Through our continual call volume monitoring, historical call volumes are used to project staffing for both steady state and transition periods. As we typically do during transition periods, we will add employees from temporary agencies to our staff to assist with the projected increase in customer inquiries. These resources are in addition to the increase in permanent staff that is planned for handling the steady state of call inquiries that are anticipated as regular course of business. All of these resources will go through our in-house training program to prepare them for handling Whittier customer calls.

During the initial months of a transition, CR&R will assign additional CSRs to assist with the increase in phone calls that are anticipated as part of the change in service providers. This extra level of staffing will ensure total coverage and superior response time in to handle our newly acquired area.

Current staffing consists of two Supervisors, two Leads, one Trainer, and 37 CSRs. The Leads are senior CSRs trained in all service aspects and are available to assist with calls requiring additional care or special needs. They also serve as back-up during peak volume call periods such as billing periods or after holidays. The Call Center currently averages 2,400 calls per day. Management continually monitors Call Center activity in order to ensure that customer calls are answered within our service level standard. As an additional commitment to service excellence, Call Center staff include both English and Spanish-speaking CSRs.

CR&R anticipates hiring 2.5 additional CSRs for the steady state plus 3 additional CSRs for transition two months prior to the initiation of the City of Whittier Franchise Agreement. This will provide ample time for training and preparation of the newly hired staff and comprehensive training on new contract services with existing staff. As a result of these activities, our CSRs will

be well prepared to handle customer calls during the transition and throughout the term of the franchise.

Operational staff will be integrally involved to discuss services, equipment exchanges, and time frames according to the Plan of Action for the City of Whittier. All routing details will also be incorporated into the training and setup in the Customer Relationship Management (CRM) system prior to service initiation date for City of Whittier. As a result of these activities, our CSRs will be well prepared to handle customer calls during the transition and throughout the term of the franchise.

For more information regarding our customer service experience, refer to Section 1.D.

Billing

CR&R has extensive experience integrating customer information into its computer database and expects to be able to do so seamlessly for the City of Whittier. We have a state-of-the-art computer program specially designed to meet the specific needs of the company's customers and the cities we serve. Our computer program allows ease of operation by Customer Service Representatives and operations personnel. The system provides access to a multitude of information as it relates to CR&R's service. This program allows Customer Service Representatives and operations personnel to respond quickly to requests for service, promptly resolve complaints and address any concerns in each city in a timely manner.

With all customers, CR&R keeps an internal billing database of each customer in order to maintain the account for ancillary services and other information needed to provide World Class Customer service to each and every customer in the City.

Once awarded the City of Whittier's franchise agreement, CR&R intends to carry out the following steps in order to ensure a smooth transition of the City's current billing system for commercial and rolloff customers:

- CR&R will schedule an initial meeting with our Billing and Customer Service Managers and the City's billing personnel to discuss current billing practices, communication plan, data exchange and assign key members of transition team.
- Our Plan would be developed to identify the time frames and tasks need for billing transition including:
    - Communication methodology for customers (letter from City, letter or postcard from CR&R) and timeframes
    - Cutoff date that City will stop billing; start date for CR&R billing
    - Sample invoices from City and CR&R
    - Files needed from City to build accounts in CR&R's system
    - Communication process between City of Whittier and CR&R during transition

- Explain customer payment options (by mail, phone, online, automatic payment); e-delivery option for invoice
- Periodic Billing Transition Team meetings to review the project plan progress

For more information regarding billing, please refer to Section 1.D. in Customer Service Experience.

Public Education

Public education will be an integral component to the transition process and CR&R acknowledges the public education responsibilities as outlined in the RFP under section 3.7.

CR&R has developed a multifaceted plan to be conducted in two phases. The first phase will begin prior to the first collection and will focus on introducing the recycling to the public. The second phase will coincide with the implementation of our services and provide ongoing promotion of the program. Following the transition, via educational and public outreach programs, CR&R will continue to keep Whittier residents and businesses informed about new services, laws, and advancements.

CR&R will arrange a meeting with designated City Staff and key members of the transition team following the award of this franchise agreement. Together we will review and customize the informational material for distribution and create anticipated schedules for introduction to residents and business. Each item will be customized to uniquely represent Whittier and emphasize our service commitment to the community.

CR&R has a successful history of providing smooth and seamless service transitions for the jurisdictions we presently service. In the City of Whittier, we will plan to employ a combination of the following public education transition methods that have been successful in other communities and conforming to the responsibilities outlined in the RFP in order to inform the community of the upcoming changes to their solid waste and recycling services. This plan can be tailored as necessary to accommodate the needs of the community and implementation timeline.

Phase I

a. CR&R will draft a letter from the Mayor or designated city representative introducing the new company to the residents and businesses.

b. CR&R will prepare a colorful mailer explaining the various programs and the different options available; such as cart sizes and quantity options.

c. A detailed brochure will be delivered to the resident which describes the various services and types of materials to be recycled. Brochures will also be made available to residents and businesses at City Hall and other designated City facilities.

d. The City of Whittier will have its own separate page on CR&Rs website which will outline our new services. Our IT group can also work with the City to provide a link from the City's website to our website.

e. If available, CR&R can work with the local cable provider in order to provide a Public Service Announcement outlining future services as well as our contact information.

f. CR&R will also run advertisements in the local newspaper to inform residents and businesses of the upcoming service changes and enhancements.

Upon completion of these tasks, CR&R executes the second phase of the community education process.

Phase II

Once CR&R transitions the services from the City, CR&R will continue to implement a full range of public relations strategies to encourage participation in both the residential and commercial integrated waste management programs. Upon completion of our initial meeting with the City Staff, several alternatives will be outlined to promote solid waste collection, green waste and recycling activities.

Press releases, advertising, media interviews, feature articles, and letters to the editor, as well as public service announcements and the use of public access television are some of the tools CR&R enlists in its communications campaign. These avenues of information have proven successful to CR&R in the past and will play an integral part in the success of each program in the City of Whittier.

CR&R also provides a wide array of materials in both English and Spanish. These materials are used as handouts at speaking engagements, special events, or placed in public information areas within the city. We also employ a number of bilingual Customer Service Representatives which can help answer questions and provide information to our diverse customer base.

CR&R's team of professionals plays a key role in promoting the integrated waste management programs within the cities it serves by actively involving themselves in the activities and fund-raising needs of the community.

Community involvement has always been an important part of CR&R's commitment to the cities it serves. This is accomplished in several ways:

1. Attendance and participation in special events within the community
2. Promotion of activities in the schools, such as science fairs, principal for a day, scholarship fundraising, and special assemblies
3. Attendance at public forums and workshops
4. Serving on local committees or task forces
5. Board and committee participation on local Chamber of Commerce
6. Appointments to state boards
7. Presentations to local schools, community groups, organizations and community centers
8. Monetary contributions in support of worthy local causes

CR&R has a quarterly Recycle News publication containing information about environmental programs, upcoming events, and water quality items. This may be inserted into the quarterly residential billing. In addition, we provide multi-family customers with the same publication through their Property Management for reproduction as needed. The material may be provided in PDF format for reproduction into community newsletters. Business recycling guide are also sent to customers at least once annually to encourage participation in a source separated recycling program.

Public outreach and education is ongoing long after the transition process, we are committed to updating information as necessary to promote program participation and conform to the requirements of the agreement.

Included as an attachment, you will find samples of our public education pieces.

Staff Participation

CR&R will meet with City Staff and/or their consultant in order to review our Transition Plan. This plan will be composed of an operations plan, a public education/outreach plan and a communications plan. In terms of City involvement, CR&R believes that City staff may be as active or passive as it desires. We welcome the City's participation but we are also sensitive to the realities of today's economic forces and the impact it has had on public sector staffing. Our pledge is to keep the City fully informed on all logistical activities pertaining to the transition; then, systematically knowledgeable on the day to day operations going forward.

Cooperation with Current Contractors

In all previous examples, CR&R has successfully worked with previous service providers including both municipal and private companies to resolve issues quickly and professionally. This expertise in transitions from different types of service providers is an additional benefit for the City of Whittier. Through each and every transition, we have worked very closely with City Staff in order to proactively address the variables that were involved and develop a successful transition strategy honed from best management practices and the unique needs of each

community to guarantee that deliverables are executed timely and effectively. Since the City is currently collected with a three cart fully automated system, the transition of service to CR&R will be easier to manage with residents already accustomed to this type of service. In all cases, our goal is to ensure a seamless transition for the customer while providing a smooth and trouble free experience for the City.

Identification of Common Problems

CR&R recently performed numerous successful transitions from previous service providers. It is our priority to establish good professional relationships with any current hauler to meet all objectives for both service providers and especially the City and its customers. No matter what the challenge, our goal has always been the same: complete the transition with minimal disruption to the customer and always keep the City informed throughout the process.

Procedures for Selection of Container Sizes

As part of our public education plan, CR&R will develop a mailing piece that provides residents with information on the standard cart size and option to select a smaller size to suit their needs. Responses to the cart selection mailing will be tabulated and integrated into the cart delivery and exchange schedule. The default delivery size for all customers will be 96-gallon unless the customer has pre-selected a different size. Sizes will be populated into our CRM system along with all the route and service day collection information.

CR&R will arrange for new residential cart deliveries in concurrence with removals of old carts in a time frame of approval by the City Whittier. This can be accomplished in as few as five (5) days and up to one (1) month to accommodate customer convenience and the City's desired schedule. Cart additions, replacements and general change-outs will occur on an on-call basis as part of routine maintenance.

Contingency Plan

CR&R is confident based on past performance that we have the management team and resources to adjust appropriately to accommodate any unforeseen event occurring during the implementation phase. We have formulated an initial plan with built-in redundancy as a form of contingency planning to procure and deliver the required containers to our customers. This includes carts, commercial (FEL) containers and roll-off containers. Each plan will assume that an accurate customer list is acquired which includes the number of containers, size, type, and service level required.

Carts Procurement and Delivery:

- Carts will be purchased through the assigned cart vendor and distributed through our central distribution warehouse. The carts would be transferred to a local staging area and then

distributed to each customer using our existing fleet of barrel maintenance vehicles. Distribution rates will be dictated by the total number of deliveries required and the number of teams assigned to each area.

Commercial FEL Containers:

- CR&R will purchase and have available the entire commercial bin inventory necessary to replace all bins within the City form all service providers. In addition, CR&R will offer the two private service providers to purchase their bin inventory and replace bins as we delivery new bins to each and every customer.
- If CR&R is not able to purchase all or some of the existing bins, CR&R will make arrangements and any necessary agreements with the current service provider(s) to exchange all existing bins for CR&R bins and deliver the existing bins to an agreed upon location.

The delivery and exchange of the commercial bins will be performed by CR&R (if agreed upon by current hauler) utilizing both permanent and temporary personnel and trucks. The time frame will be determined by the schedule established with current providers and approved by the City.

Roll-Off Containers:

- CR&R will be prepared to replace the current hauler(s) existing bins. If the curr3ent providers of service agree, CR&R will purchase all or some of the existing bins, and replace. CR&R will make arrangements and any necessary agreements with the current service provider(s) to exchange all existing bins for CR&R bins and deliver the existing bins to an agreed upon location.

The delivery and exchange of the roll-off containers will be performed by CR&R (if agreed upon by current hauler) utilizing permanent personnel and trucks only. Time frame will be determined by the schedule established with current providers and approved by the City.

City of Whittier Solid Waste Transition Plan of Action (POA)

Program and Tasks	Agency Responsible	2015			2016											
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Franchise Approval	City	X	X													
Developmental Start-Up																
Procurement Reimbursement Payment	CR&R		X													
Submission of Signing Fee Payment to City	CR&R		X													
CR&R Internal Departmental Meetings	CR&R			X	X	X	X	X	X	X	X	X	X	X	X	X
Meet with City and Hauler regarding data requests	CR&R				X		X									
City meetings	CR&R & City				X		X		X	X	X	X	X	X	X	X
1. Asset Purchases																
Vehicles Ordered, (as needed) Transferred & Received	CR&R & City			X				X	X							
Vehicle Preparation and Signage	CR&R								X	X						
Residential Containers Ordered (as needed) & Received	CR&R			X					X							
Commercial Bins Ordered (as needed) & Received	CR&R			X					X							
City Container Exchange/ Refurbishment	CR&R										X	X	X			
Decal Bins and Carts (City owned)	CR&R										X					
Establish Local Operating Procedures	CR&R				X				X							
	CR&R															
2. Brochures and Outreach																
Announcement Letter	CR&R								X							
Customers	City								X							
Newsletter Articles	City								X	X	X	X				X
Develop Residential & Commercial Recycling Brochure	CR&R								X							
City Review and Approvals of Brochures	City								X							
Mailer and Service Brochure sent to customers	CR&R									X						
Multi-family Letter Outlining Programs	CR&R									X						
Community Workshops (as needed)	CR&R							X	X	X	X					
Newsletter for First Billing Prepared and Reviewed by City	CR&R									X	X					
Chamber of Commerce Interaction	CR&R & City		X	X	X	X	X	X	X	X	X	X	X	X	X	X
3. Customer Information																
Preliminary Customer Data Base Requested	CR&R				X											
Establish Local Telephone Numbers	CR&R				X	X										
Route Sheets Reviewed and Revised	CR&R				X	X		X	X							
Customer Data Base Updated with Route #'s	CR&R							X	X							
Identify City Events and past experiences/needs	CR&R				X	X										
Commercial Field Operations Surveys	CR&R							X	X	X	X	X	X	X		
4. Start-Up																
Driver Interviews and Employment Offers	CR&R				X	X	X			X						
Driver Training	CR&R						X	X	X	X						
CSR Manual Completed	CR&R						X	X								
Route Supervisor identified	CR&R							X								
CSR Hires and Training	CR&R				X	X	X	X	X							
Residential & Commercial Equipment Exchanges	CR&R									X	X	X	X			
In Field and In-office Extra Personnel	CR&R							X	X	X	X	X	X			
Commence Service	CR&R										X					
Establish Local Office	CR&R				X											

C. Solid Waste Disposal & Diversion Plan

CR&R will be focused on maximizing the City's Diversion opportunities through our extensive knowledge and experience in this aspect of our core competencies. We have invested significantly in our Southern California Processing Infrastructure; both for recyclables and organics. Because of our commitment to "Diversion not Disposal", our entire perspective is unique and different from those of our especially those that are heavily invested in large regional landfills. We are not looking to "feed" our landfills to recuperate our multi-million dollar investments. Rather we are looking to "feed" our investments in our Materials Recovery Facilities by providing these facilities with more and more materials. We feel that this strategy aligns our goals much more closely with those of our cities who are also looking for partners that will maximize their recycling opportunities. This shared vision with our jurisdictions allows us to build upon our mutually vested interest in taking full advantage of the diversion opportunities that make up Whittier's current waste stream.

CR&R has the experience of developing transfer, processing, and operating facilities for over 50 years. Our experience and resources coupled with local disposal options offers the City of Whittier the most comprehensive infrastructure for solid waste management.

All of our diversion activities will not hinder the disposal requirements for waste at the Savage Canyon Landfill.

Disposal Facilities

Savage Canyon
13919 Penn St
Whittier, CA

As indicated in the RFP, CR&R will deliver 335 tons per day Monday through Saturday as required on a put or pay basis. CR&R will use primary collection vehicles to transport waste since the site is not able to accommodate transfer trailers.

Waste Stream Origination: Refuse collected from Residential, Commercial and Industrial.

Posted rate as of 7/2015 $ $43.32
The hours of operation are 7:30 AM to 3:00 PM, Monday through Saturday except holidays.

Savage Canyon landfill is owned and operated by the City of Whittier. Permitted capacity is 3,350 tons per day of that 350 for refuse. Estimated closure date is 2055.

Processing Facilities

Downey Area Recycling and Transfer Facility (DART)
9770 Washburn Road
Downey, CA 90241

Waste Stream Origination: Recyclable Material collected from Residential, Commercial and Industrial.

Posted rate as of 7/2015 $45.00
Posted Green Waste rate $35.00
Facility is open from 6 AM to 5:30 PM, Monday through Friday and 6:00 AM to 1:30 PM on Saturday.

The DART facility is owned and operated by the Sanitation Districts. The facility is permitted to accept 5,000 tons per day of municipal solid waste.

CR&R Recycling
11292 Western Avenue
Stanton, CA 90680

Waste Stream Origination: Recyclable materials collected from residential, commercial and industrial

Available, uncommitted processing capacity in tons per day and facility's total permitted capacity in tons per day: Unlimited volume

Intercompany Rate: $50.00

Facility is owned and operated by CR&R.

Green Waste Processing Facility

Puente Hills Material Recovery Facility
13130 Crossroads Parkway South
City of Industry, CA 91746

Waste Stream Origination: Residential, Commercial and Industrial.

Posted rate as of July 2015: $39.50
Facility is open from 6 AM to 5 PM Monday through Saturday.

The Puente Hills facility is owned and operated by the Sanitation Districts. The facility is permitted to accept 4,400 tons per day of municipal solid waste.

Mixed MSW Processing Facilities

Downey Area Recycling and Transfer Facility (DART)
9770 Washburn Road
Downey, CA 90241

Waste Stream Origination: Dry MSW collected from Commercial, Multi-family and Industrial.

Posted rate as of 7/2015 $45.00

Facility is open from 6 AM to 5:30 PM, Monday through Friday and 6:00 AM to 1:30 PM on Saturday.

The DART facility is owned and operated by the Sanitation Districts. The facility is permitted to accept 5,000 tons per day of municipal solid waste.

CR Transfer, Stanton Materials Recovery Facility (CRT)
11232 Knott Avenue
Stanton, CA 90680

Waste Stream Origination: Dry MSW collected from Commercial, Multi-family and Industrial.

Intercompany rate is $55.00

Recovered Materials: All paper fibers, plastics 1-7, ferrous and non-ferrous metals, aluminums, glass, green wastes, wood, plastic bags, textiles, and shoes.

Available, uncommitted processing capacity in tons per day and facility's total permitted capacity in tons per day: Permitted for 1,800 tons per day with uncommitted and non-contracted up to 700 tons per day. (This capacity can be reserved for our franchise customers.) This facility is owned and operated by CR&R.

Organic Facilities

Perris MRF and Anaerobic Digestion Facility
1706 Goetz Road
Perris, CA 92570

Waste Stream Origination: Residential, Commercial and Industrial.

Intercompany rate is not set at this time

Recovered Materials: Yard and Food Waste.

Available, uncommitted processing capacity in tons per day and facility's total permitted capacity in tons per day: Permitted for 3,000 tons per day with 50% capacity available. This facility is owned and operated by CR&R.

The Perris MRF is the site of CR&R's new Anaerobic Digestion facility that will provide the City of Whittier with a long term solution for the processing, conversion, and marketing of organic waste materials. This facility the first of its kind is due to open in late 2015 with more than enough capacity to receive the organic material from the City of Whittier. Once the organics are

received at the facility, they will be processed to remove any contaminates, shredded to a size of 1.5" or less and fed into the digester. Once in the digester, materials will be processed for approximately 18-24 days on a continuous basis, resulting in two very environmentally friendly products: 1. renewable natural gas (RNG) to be used as fuel for CR&R's vehicles; 2. organic soil amendment ready for use in the retail, wholesale, and agricultural industries. RNG is the only currently approved and certified carbon negative fuel in California.

Organics Legislation

The Parties acknowledge that as of the start of this Franchise Agreement, that the State of California Legislature has approved two bills that will affect the programs designed for Green Waste, Food Scraps, and Organics. The following programs will be implemented prior to January 1, 2020 along with City approved corresponding rates to be passed-through to customers:

AB 1594

This bill eliminates the current diversion credit of collected green waste and utilized as landfill Alternative Daily Cover (ADC) as of January 1, 2020. In order to maintain full compliance with the 50% citywide diversion goal and potential increased mandated diversion, the Contractor shall implement the following:

Residential Curbside Program.

1. Residential curbside Green Waste Collection shall expand to include food scraps, FOG, and green waste within the existing organics cart.
2. Appropriate outreach for residential users shall be designed and approved by the City in advance of implementation. All outreach shall be the responsibility of the Contractor and at CR&R's sole expense as part of the public education plan.
3. This program shall be implemented and outreach completed by July 1, 2019 in order to meet the State requirements.
4. CR&R shall propose either Composing or Anaerobic Digestion programs that meet the State requirements for full diversion credit for City approval.

AB 1826

This bill requires that all commercial generators of Organic Wastes shall subscribe to an organics diversion program.

Commercial and Multifamily Residential Organics Program

CR&R shall provide for and implement programs to suit each individual business or multifamily facility including:

- Separate bins or carts for source separation of Organics, including Food Scraps for businesses
- Mixed Waste Processing for MSW
- Green Waste only for Multi-family Residential Generators
- Other options as approved by the City

CR&R shall Implement City approved Programs per the following schedule:

Approach and provide for the following:

- By April 1, 2016 for generators of 8 cubic yards of organics per week or more. (To note, this first milestone will already have passed upon commencement of service. If customers meeting this threshold and subsequent tiers have not already been identified in current customer databases, CR&R will add this component to our initial route audit for wet/dry routing and develop a tiered customer listing.)
- January 1, 2017 for generators of 4 cubic yards of organics per week or more
- January 1, 2019 for generators of 4 cubic yards of Municipal Solid Waste (MSW) per week or more
- January 1, 2020 for generators of 2 cubic yards or Municipal Solid Waste (MSWE) per week or more

CR&R shall provide the collection of Food Scraps from restaurants and other commercial premises as well as Organics from other applicable places. CR&R shall provide participating customers with wheeled carts or other containers and/or bins, rolloffs, or compactors as necessary for the segregation and storage of organics to be diverted from the landfill.

The collected organics shall be delivered to a City approved Facility for Composting or Anaerobic Digestion.

If a customer refuses organic services, CR&R shall send a brief questionnaire to the business owner and the onsite business manager or supervisor. The questionnaire shall include at a minimum: property name, property address, contact name, contact phone number, current levels of MSW Collection service, brief description of City Recycling goals and compliance with the legislation, cost comparison for Food Scraps Recyclables Collections (including Organics collection if applicable) versus MSW Collection or Processing services, and request for the reason for not implementing an Organics Program. City shall approve the questionnaire prior to distribution. CR&R's Recycling Coordinator shall contact the business owner and/or the

manager who refused Food Scrap or Organics Recycling service to determine how the objections of the manager or owner can be resolved.

CR&R shall notify City of the results of the contact and shall work with and cooperate with the City to overcome the objections, space constraints, and other problems to enable the customer to participate in the programs.

CR&R shall maintain a list of all Commercial and Business Establishment accounts receiving Food Scrap Collection Services and other Organic collections, including Customer name, address, number and type of containers provided and frequency of service. CR&R shall submit the list to the City annually or more often as the City requests.

Program Benefit Highlights:

- Green Energy
    - CR&R's Collection fleet will run on RNG, renewable natural gas that is currently the only fuel certified as carbon negative
    - CR&R will be the first major in-state supplier of RNG via the Southern California Gas pipeline. CR&R will have the capability to supply the City of Whittier with RNG.
- Anaerobic Digestion facility is a proprietary design and will not be replicated due to exclusive relationships with manufacturers
- Optional collection methods for both residential and commercial customers consisting of two or three pass
- Extensive outreach and education for the program along with onsite training for businesses by a dedicated recycling coordinator
- Tools to assist multi-family and residential customers. CR&R is able to provide a food scrap pale that serves as a reminder for internal separation and creates ease of transport to the collection container.
- Best practices developed from UC Irvine PhD students currently conducting a joint study with CR&R and Costa Mesa Sanitary District to monitor changes in waste handling techniques based on various changes in collection and separation.

Rates:

Additional cost to implement expanded residential single family organics service ranges from $2.50 to $2.95 per cart per month. Cost is dependent upon the final green waste tonnage and date of implementation.

Cost to implement the program for business customers is as follows:

64-gallon cart:	$35.00 per month
2-yard bin:	$146.00 per month

D. Construction & Demolition Material Disposal & Diversion Plan

As indicated in the RFP, the City of Whittier has adopted the new 2013 California Building Standards that includes the California Green Building Standard codes. These codes have a provision requiring 50% diversion from all construction and demolition (C&D) materials generated at C&D sites. For compliance with the city's green building codes and any future ordinance relating to diversion of C&D material, CR&R will use CR Transfer facility for processing. This facility is owned and operated by CR&R and can meet the diversion requirements of 50% and above for covered projects relating to the C&D ordinance or Green Building Codes

CR Transfer, Stanton Materials Recovery Facility (CRT)
11232 Knott Avenue
Stanton, CA

Material to be Processed: All construction and demolition debris utilizing roll-off boxes and temporary drop boxes.

Recovered Materials: All paper fibers, plastics 1-7, ferrous and non-ferrous metals, aluminums, glass, green waste, wood, drywall, insulation, concrete, asphalt, dirt, textiles, and shoes.

Waste Stream Origination: Temporary bins and rolloffs from C&D projects

This facility is permitted for 1,800 tons per day.

The C & D Process:
All incoming loads to the above facility arrive through inbound traffic lanes and utilize a computerized scale-house for weighing of loads at the facility. C&D loads are dumped at the transfer station where materials are sorted by an excavator and a semi-automatic process. The excavator generally sorts large and heavy items for separation and consolidation of materials by type. The separated materials are loaded into containers for delivery to markets.

Alternative Facility for C&D Processing:

Downey Area Recycling and Transfer Facility (DART)
9770 Washburn Road
Downey, CA 90241

Waste Stream Origination: Temporary bins and roll-offs from C&D projects

Posted rate as of 7/2015 $45.00

Facility is open from 6 AM to 5:30 PM, Monday through Friday and 6:00 AM to 1:30 PM on Saturday.

The DART facility is owned and operated by the Sanitation Districts. The facility is permitted to accept 5,000 tons per day of municipal solid waste.

E. Employment Plan

Prior to the hiring of any outside personnel for the purposes of providing services in the City of Whittier, CR&R will offer employment to qualified and properly licensed drivers as well as mechanics and office personnel working within the Whittier Refuse Department. All applicants seeking employment with CR&R would be scheduled for an interview conducted by our Human Resources Manager, Corporate Recruiter and General Manager. Applicants would be required to undergo a standard pre-placement physical examination, background investigation, and drug screening at the Company's designated facilities. The pre-hire requirements are the basic standards required by all potential employees seeking employment with CR&R. These procedures would be scheduled on a Saturday in order to avoid any interruption of service or performance with the City. We expect all Whittier employees to successfully complete this basic hiring procedure.

All new employees will attend an extensive and thorough company orientation. A training session with the Safety and Fleet Manager is performed to acquaint the new employees with the specific handling of the equipment and how to properly perform the daily Pre-trip Inspection, Vehicle Condition Report and Daily Work Log. We will complete a full 30-day training period and ride along program as well with each driver. This allows full training for safety, CR&R inspection techniques and the review of various company policies. CR&R operational and office personnel are also trained in safety and professional conduct while performing their assigned duties. As noted in the POA, all Whittier personnel may begin employment upon transition start date established by the City and conforming to the franchise agreement.

Our managers and supervisors will work closely with each employee to assist them during the first few weeks of employment and answer any questions they may have. Our goal will be to have each employee feel welcomed and comfortable in their new environment.

Employees will be offered the following benefits while working for CR&R Incorporated:

- Health Insurance Plan
- Dental Insurance Plan
- Vision Plan
- Life Insurance
- Paid Vacation and Sick Days
- 401k Retirement Plan with Employer Contributions
- $1,000 Signing Bonus ($500 upon signing on and $500 at the completion of six months of service)

F. City Owned Equipment Purchase & Use Plan

CR&R will purchase and take possession of the City's collection vehicles and containers as listed in the RFP under section 3.13. Bins and carts will be left in place at the customer's service location as outlined in the purchase plan. CR&R will transition the equipment from City provided carts to CR&R's in the timeline specified previously in our proposal. CR&R will use new vehicles as required for residential and commercial services. Regular City residential/commercial vehicles acquired through the purchase plan will be rebranded as CR&R vehicles and used in other service areas. Roll-off and ancillary vehicles will also be rebranded and may be used in Whittier or other service areas.

Vehicles to be purchased as detailed in Attachment L and summarized below:

Unit Number	Year	Type
18207	2001	Rolloff
18209	2006	Rolloff
18251	2012	Rolloff
20210	1998	ASL
20211	2011	ASL
20212	2010	Rearloader
20214	2011	ASL
20216	2007	ASL

Unit Number	Year	Type
20218	2007	ASL
20223	2005	Rearloader
20225	2007	ASL
20227	2007	ASL
20229	2007	ASL
20231	2009	Rearloader
25233	2014	Stakebed
25235	2011	Stakebed

Equipment to be purchased as detailed in the proposal and memorandums:

Rolloff *	
Size	Total *
10 Yard	18
20 Yard	14
25 Yard	11
30 Yard	30
40 Yard	11
50 Yard	1
Total	85

Rearloader bins *	
Size	Total *
1 Yard	19
2 Yard	77
2 Yard Plastic	4
Total	85
Compactors	
Size	Total *
No size listed	5

Automated Carts **	
Size	Total *
64 Gallon	402
90 Gallon Green	54
90 Gallon Black	40
100 Gallon	216
300 Gallon	1,171
Total	

* Inventory plus equipment in place.
** Total city carts in place (not listed in table) and in inventory.

The purchase price for the entire City's equipment assets including vehicles and containers both in place and in inventory is included in our proposal form.

G. Enhancements

Free Expanded Bulky Item Collection

In addition to the basic bulky item services required in the proposal, CR&R is offering to expand the program to unlimited bulky item collection. Residents will be able to schedule a pickup each week or as needed on their collection day. Since this is a special pickup service, residents will simply call in to schedule a pickup on their service collection day in accordance to the criteria listed in the agreement. Bagged material such as solid waste, recyclables and organic material will also be included.

All materials collected through the program will be taken to CR&R's material recovery facility, CRT, for separation and recycling of all commodities that can be feasibly recovered to meet the 50% diversion requirement for this service. Any items containing refrigerant material are properly managed in accordance with environmental regulation. To minimize the disposal of bulky items and encourage "Re-use and Recycle", CR&R always applies the following processing hierarchy:

- Reuse as is (if feasible and energy efficient)
- Disassemble for reuse or recycling
- Recycle (through participation of charitable organizations)
- Disposal

Local City Office

As described previously in the proposal, CR&R will have a local office within the City prior to service initiation start. In addition to providing heightened accessibility during the transition, the office will also serve to support the local economy. All City equipment and containers purchased as part of the equipment purchase plan will be completed through our local office in Whittier. This will provide the City with a local sales tax benefit .

Free Shred Event

There is a continual concern with residents managing sensitive information to help minimize the risk of identity theft. To help prevent identity theft and protect the environment by shredding confidential documents, CR&R is offering to host an annual shred event for Whittier residents for no additional charge.

Free Compost Give-Away Event

CR&R will provide a compost give-away event once a year for residents at no additional charge. Unfortunately, the continued lack of rainfall has created a need for water conservation over the past few years. Compost can help with more efficient water use by increasing the ability to retain water which may lead to less frequency and intensity of irrigation. These events help educate residents on sustainable efforts by closing the loop and using compost generated from green waste collection and by adding valuable nutrients to soil that also aids water conservation.

Storage Containers for City

CR&R will provide up to 10 storage containers a year for City use at no additional charge.

Optimized Wet/Dry Routing

As previously described in our proposal, CR&R will undergo an audit process upon service initiation to identify commercial customer waste sub streams for customized routing. Customers that generate food waste will be placed on a wet route and the remaining will be placed on a dry route. Customer service levels will be integrated into our CRM routing system on either a wet route or dry route based on the audit findings. This initial undertaking will provide the City with the ability to target dry routes for MRF processing and in turn generate a higher diversion yield and support continued compliance with diversion goals.

Free Neighborhood Watch Program

CR&R proposes to implement a neighborhood watch program in conjunction with the City of Whittier Police Department. Our goal is to enhance the standard of living of all the neighborhoods by utilizing our drivers and supervisors to keep a watchful eye on the communities we serve. Drivers will be trained on what to look for and how to report suspicious activities. We will work with the Police Department to identify preferred reporting methodologies as well as the identification of certain areas in which to be more vigilant. Drivers will be trained on how to safely report potential incidents of crime, vandalism or threats against child safety.

Optional Door-to-Door Hazardous Waste Collection

Many residents find it challenging to plan around family schedules, gather up waste items, and drive to a collection event or center for proper disposal. Residents with any physical limitations may also find it difficult to participate. Similar to a bulky item pickup program, Door-to-door Hazardous Waste Collection provides residents the convenience of scheduling a pickup from their home. In lieu of providing two annual collection events, CR&R proposes to implement a Door-to-Door Hazardous Waste Collection Program.

Program Summary:
CR&R will provide a door-to-door collection of hazardous wastes (as listed below) on a year round basis with the inclusion of all Universal Waste, Household Hazardous Waste, and Medical Waste. To begin the program, CR&R will collect the following from door-side to reduce any exposure of these wastes to the general public.

Electronic Wastes (included with Bulky Waste Collection services):
Various types of televisions, computer monitors, computer CPU's, key boards, printers, desk copiers, multi-function machines, VCR's, DVD/CD/Tape players, cell phones, microwaves, toasters, irons, stereos and speakers, cables, scanners.

Universal Wastes:
- Common batteries (AA, AAA, C cells, D cells and button batteries).
- Fluorescent tubes and bulbs and other mercury-containing lamps. (This includes fluorescent light tubes and bulbs, high intensity discharge (HID), metal halide, sodium, and neon bulbs.)
- Thermostats containing mercury.
- Electrical switches and relays, containing mercury. This will include pre-1972 washing machines, sump pumps, electric space heaters, clothing irons, and silent light switches.
- Pilot light sensors from gas appliances.
- Mercury gauges from barometers, manometers, blood pressure, and vacuum gauges.
- Mercury-added novelties such as greeting cards that play music when opened, athletic shoes with flashing lights in soles and mercury maze games.
- Mercury thermometers.
- Emptied aerosol cans that contained hazardous materials.

Household Hazardous Wastes including:
- Cleaning products: aerosols, bathroom cleaners, drain cleaners, chlorine bleach, solvents, spot removers, toilet cleaners, oven cleaners, and rug and floor cleaners, furniture polish.
- Auto maintenance: car waxes, starting fluids, solvent cleaners, antifreeze, repair products, batteries, brake fluid, motor oil, gasoline.

- Home improvement supplies: oil based stains and paints, liquid latex paint, caulking, varnish, paint thinners, chemical strippers, glue, contact cement, fire extinguishers, flea collars and sprays, insect repellents, insecticides, kerosene, lighter fluid, pool chemicals.
- Personal care: nail polish and remover, hair color.
- Lawn and garden care: weed and pest killers, herbicides, fungicides, and other lawn chemicals.

Medical Wastes including:

- Sharps home-generated one-way containers.
- Pharmaceutical wastes (future program, subject to revisions to current regulations).

Notification and Outreach:

CR&R and City staff will develop an informational flyer that will be mailed to all residential customers within the City to inform them of this new service. CR&R will also provide initial and ongoing notification to all residential accounts about the program via special flyer inserts through public education outreach such as newsletters, billing inserts or direct mail. Information provided will include our toll-free number that customers will call to arrange for collection of accumulated wastes as well as how to handle and store these wastes until there is a sizable quantity for collection. Thresholds for minimum and maximum quantities per pickup and special assistance are available for seniors and disabled persons.

Operations – CR&R will perform as follows:

1. On-Call and On-Collection Day: This program will be managed as an on-call program for all residential customers, similar to the existing bulky item collection program. Residents are notified via special fliers that the program will remove their Household Hazardous, Medical, and Universal Wastes directly from their homes in the most convenient of ways. This Door-To-Door program allows customers to participate when it is convenient for them, with the least risk to their health and the health of others. With public education, customers will simply call our customer service toll-free number to arrange for collection of these wastes at their front door or other place of collection.
2. Collection Vehicles: These vehicles will have special confinement areas for the various wastes collected. Cube-type, two-axle vans will be utilized for this collection service.
3. Consolidation Facility: CR&R utilizes its own permitted and separate property apart from any existing solid waste site, for the consolidation and packaging of these materials for proper reclamation and disposal. All efforts are in place with hazardous waste service providers to recycle and reclaim these materials. Diversion and recycling will be our top priority with the use of hazardous waste landfills as the least used disposal option.
4. Transportation to the Hazardous Waste facility in Southern California.
5. Ultimate Recycling, Reclamation and/or Disposal.
6. Environmental Pollution Control Insurance coverage for further City protection.

7. Customers will be informed on how to handle these wastes, store them until there is a sizable quantity for collection, and place them in a container (such as a cardboard box) available to them for CR&R collection crews. Convenience is the ultimate priority for the customer.

This proposed program offers the City of Whittier the most innovative and comprehensive program available for the collection of these wastes and the prevention of these wastes ending up in a local solid waste landfill. This convenient program is available based upon the customer's schedule to meet individual needs, thereby providing the highest degree of participation in the Whittier community. We anticipate that more than 80% of these wastes collected will be recycled, adding to your city's already successful recycling and diversion program.

The program has the following highlights:

- Special assistance to seniors and disabled persons.
- Collection and Disposal of all waste collected (recycling over 80%).
- Create monthly reports.
- Provide bi-annual comprehensive reports and analysis.
- Provide documentation for each collection.
- Provide proof of consolidation and ultimate disposal.
- Hotline referrals for non-program item calls.
- Environmental Pollution Control Insurance coverage, naming the City as an additional insured.

Management of these Wastes:

Our collection drivers will be provided with a work order listing the specific items and amounts presented by the resident to the customer service representative taking the call. All wastes collected will be recorded on an inventory form. Each item collected will be listed along with the name and address of the participant. A copy of the work order form will be left with the participant (if requested). Data from the collection is entered into CR&R's Special Waste database where the computer calculates the approximate weight of the waste collected (weight averages have been established). Wastes are tracked by each community will be collected and kept separate. Wastes that are not required to be manifested by the State will be itemized on a standard bill of lading. A complete set of inventory receipts, manifests and other reporting documents can be prepared and included for any necessary reporting.

Free Residential Trash Cart Auditing and Education Program

CR&R began a special residential trash cart auditing program in 2008 that has proven very successful in increasing recycling awareness and diversion. CR&R began performing waste audits on the automated residential carts. After several weeks, it was discovered that the majority of customers were not recycling properly. After auditing over 40% of the residential customers, it was found that over 50% of them had more than 30% recyclable material in the refuse cart.

With these statistics, CR&R began an educational tagging program to inform customers of the need to pull more materials out of the trash cart and listed on the tag what items could be recycled. We also attached another copy of the city specific program literature with the tag to further assist customers in this outreach and education process. Additionally, we informed these customers that a second recycling and yard waste cart was available at no cost by simply calling our customer service center. With numerous customer contacts throughout this program, as well as follow-ups to determine if the program changed customers' habits, it was declared a success. Customers reduced recyclables in the trash cart from 30% average to less than 15%.

CR&R is offering this program to the City of Whittier at no added cost in the automated cart Path programs.

Residential Cart Lid Graphics

CR&R will have imprinted in color on the top of each residential container the permitted contents of each cart.

City Facility Sustainability Program

One of the main tasks of our recycling coordinators is to support and encourage participation in recycling programs through outreach and education. With this in mind, one of the ways to help demonstrate the City as a leader in recycling for the community is to ensure all facilities have a comprehensive recycling program in place. In reviewing the listing of city services, CR&R would conduct waste audits at all city facilities outlined in the RFP and propose services to either expand or implement recycling. The recycling coordinator would assist with training and education for all staff involved in the recycling program. Expansion of city recycling programs will continue to support compliance with diversion goals.

3. Exceptions to the Draft Agreement

CR&R Incorporated takes no exceptions to the proposed Collection Agreement in the Request for Proposals (RFP).

4. Price Proposal Forms

Enclosed are the required Price Proposal Forms.

In addition to the required forms included in this Section, CR&R is also providing additional value added options for financial consideration.

	Base	Option 1	Option 2
Total Consideration (Signing + Equipment)	**$8.36 Million**	**$13.36 Million**	**$16.36 Million**
Signing Fee	**$7 Million**	**$12 Million**	**$15 Million**
Equipment Purchase	**$1.36 Million**	**$1.36 Million**	**$1.36 Million**
Payable - Start	$8.36 Million	$8.36 Million	$8.36 Million
Payable - Extension	N/A	$5 Million Made in annual payment starting year 6 - 10	$8 Million Lump sum paid in year 11
Rate Increase	As described in Agreement	One-time 3% plus CPI in 2017	One-time 3% plus CPI in 2017
Contract Term	(10 + 6 option) As described in Agreement	10 year, plus 6 automatic	10 year, plus 10 automatic

The proposed option year terms for Option 1 and Option 2 would be automatically granted after the initial ten (10) year term if all conditions of CR&R's performance are adhered to at the end of the initial term.

The three options listed above equate to a freeze on the current rates in the City until the first rate adjustment July 1, 2017.

CR&R also suggests the following additional Option for Consideration:

The City may wish to consider an option to initially reduce the Residential Rate with a corresponding reduction in the Signing Fee.

5. Options

CR&R has included additional pricing options for the City's consideration that can be found in Section 4.

In addition, we have provided a comprehensive outline of our innovative Organics program that can be found in Section 2.C, Solid Waste Disposal & Diversion Plan.

6. Proposed Innovations

CR&R has included several innovations throughout our proposal including our Organics program utilizing our state of the art Anaerobic Digestion Facility along with several enhancements outlined in Section 2.G that are offered at no additional charge.

A comprehensive outline of our innovative Organics program can be found in Section 2.C, Solid Waste Disposal & Diversion Plan.

Below is a highlight of some of CR&R's innovations.

Split Bin Recycling

As listed under Section 2.A, CR&R will make split bins available to all Whittier customers in the commercial and multi-family sector. The split bin as previously described offers equal capacity for trash and recycling collection. Customers are able to lock both sides of the bin and a special dome lid on the recycling side helps to minimize scavenging and contamination while encouraging break down of items such as cardboard before placing in the bin. The split bin is ideal for locations that have space constraints.

Plastic Front Loader Bins

CR&R is proposing to purchase at least 30% of the front load bins manufactured from post-consumer plastic material. Plastic bins provide reduced noise during collection, save on costs of changing out bins when soiled and reduce repair costs over time. Overall, customer satisfaction is improved through use of these bins.

Specialized Computer System (S.M.A.R.T.)

As indicated in Section 2.A, CR&R will install our S.M.A.R.T. (Surveillance, Monitoring, Auditing, Recording, and Tracking) System on all residential and commercial collection vehicles servicing the City of Whittier. Many components of the system provide assistance with safety, service and overall performance. Each vehicle is equipped with video monitors, GPS, and communication tools that provide valuable tools to ensure the best service delivery in the most efficient and safe manner. Through this system, we enhance the relationship between the company, our customers, and the City by providing quick and immediate follow up to all services performed at each person's place of business and/or residence.

7. Other Proposal Forms

A. Code of Conduct

Please see enclosed copy of the Code of Conduct previously provided to the City.

B. Anti-Collusion Affidavit

Please see enclosed signed copy of the notarized Anti-Collusion Affidavit form.

C. Proposed Liquidated Damages

See table.

7.3 ATTACHMENT C – PROPOSER'S CODE OF CONDUCT

The City of Whittier is planning to request and receive proposals for the collection and processing of refuse, recyclable materials and green waste within the jurisdiction of the City.

The members of the City Council are obligated to comply with the Political Reform Act of 1974 ("PRA") and the Brown Act (Government Code §56950 et seq.).

The City has a desire to maintain a process free from any undue influence and the appearance of impropriety. The City prepared this "Proposer's Code of Conduct".

A potential proposer is defined as any individual or entity involved in making a proposal to the City under the Contractor Selection Process ("Potential Proposer").

Each Potential Proposer is individually responsible for ensuring compliance with the following Code of Conduct. The Potential Proposer's responsibility to comply with this Code of Conduct shall extend to the Potential Proposer's employees, agents, consultants, lobbyists, or other parties or individuals engaged for the purposes of developing or supporting the Potential Proposer's proposal.

The Proposer Code of Conduct is presented below:

1. **Ex Parte Prohibited**

From **June 3, 2015,** and prior to the City of Whittier City Council selection of Contractor or **October 13, 2015,** whichever comes later, Potential Proposers are prohibited from having any verbal or written communications (ex parte contacts) with any City Council Members related to any matter related to the RFP process or Contractor Selection process, except in the course of a legally noticed meeting of the City Council, or any subcommittee of the Council, or in conjunction with an ex parte contact arranged by and involving the City staff and/or consultants.

If any such unauthorized ex parte contact occurs, the Council member shall disclose its occurrence at the next meeting of the City Council that next follows the said ex parte contact.

2. **Gift and Compensation Prohibited**

From **June 3, 2015**, to prior to City Council selection of Contractor or **October 13, 2015,** whichever comes later, Potential Proposers are prohibited from giving any gift of any monetary value, or compensation of any kind (as defined under the California Political Reform Act) to a City Council Member or any City staff member or consultant.

Please be aware that any Council Member who accepts such a gift or compensation may be subject to censure by the City Council. Any City staff member who violates this policy may be subject to discipline including termination of services, and any consultant who violates this policy may be subject to termination of services. Any Potential Proposer who violates this policy as to gifts or compensation may be subject to disqualification by the City Council from the Contractor Selection Process.

3. Collusive Activities Prohibited

From **June 3, 2015**, to prior to City Council selection of Contractor or **October 13, 2015,** whichever comes later, collusive activities among Potential Proposers are expressly forbidden and will likely result in immediate disqualification from the Contractor Selection Process. If two or more Potential Proposers are developing a joint proposal, the Potential Proposers must notify Sloan Vazquez, LLC in writing no later than thirty (30) days prior to the deadline for submission of proposals. This notification will be kept confidential until after submission of all technical and cost proposals.

Executed under penalty of perjury on this 4th day of June, 2015 at Stanton, CA

SIGNED BY: _____

TITLE: Senior V.P.

Subscribed and sworn to before me this _____ day of _____, 2015 at _____

Notary Public
My Commission expires: See Attached

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Orange

Subscribed and sworn to (or affirmed) before me on this 4th day of June, 20 15, by Dean Ruffridge,

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

KIM U. NGUYEN
Commission # 2079982
Notary Public - California
Orange County
My Comm. Expires Sep 26, 2018

(Seal) Signature

7.4 ATTACHMENT D – ANTI-COLLUSION AFFIDAVIT

The following affidavit is submitted by proposer as a part of this proposal:

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

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

Executed under penalty of perjury on this 27th day of July, 2015

at Stanton.

SIGNED BY: [signature]

TITLE: Senior Vice President

Subscribed and sworn to before me this _____ day of _____, 2015

at _____.

Notary Public

My Commission expires: See Attached

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
County of Orange

Subscribed and sworn to (or affirmed) before me on this 27th day of July, 20 15, by Dean Ruffridge

---

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

KIM U. NGUYEN
Commission # 2079982
Notary Public - California
Orange County
My Comm. Expires Sep 26, 2018

(Seal) Signature

C. Proposed Liquidated Damages

See table.

Table 7.14-11: Liquidated Damages Proposal

1.	Failure or neglect to resolve each complaint within the time set forth in this Agreement.	$ 100 per Customer.
2.	Failure to clean up spillage or litter caused by Contractor.	$ 100 per incident per location, and any other fine levied by state, local or federal agencies.
3.	Failure to repair damage to Customer property caused by Contractor or its personnel	$ 50 per incident per location.
4.	Failure to maintain equipment in a clean, safe, and sanitary manner.	$ 50 per incident per day.
5.	Failure to have a vehicle operator properly licensed.	$ 150 per incident per day.
6.	Failure to maintain office hours as required by this Agreement.	$ 150 per incident per day.
7.	Failure to maintain or timely submit to City all documents and reports required under the provisions of this Agreement.	$ 100 per incident per day.
8.	Failure to properly cover materials in Collection Vehicles	$ 150 per incident, and any other fines levied by state, local or federal agencies.
9.	Failure to display Contractor's name and Customer Service phone number on Collection Vehicles, except for reserve vehicles.	$ 150 per incident per day.
10.	Failure to comply with the hours or days of operation as required by this Agreement	$ 150 per incident per day.
11.	Failure or neglect to complete at least ninety percent (90%) of each route on the regularly scheduled collection day.	$ 150 for each route not completed.
12.	Failure to notify Contract Officer of failure to complete daily routes.	$ 150 per incident per day.
13.	Changing routes without proper notification to the Contract Officer.	$ 150 per incident per day.
14.	Commingling residential and commercial solid waste with recyclable materials.	$ 250 per incident.
15.	Commingling of materials collected inside and outside the City of Whittier without prior approval by the City.	$ 250 per incident.
16.	Failure to repair or replace damaged carts or bins within the time required by this Agreement.	$ 150 per incident per day.
17.	Failure to deliver or exchange carts or bins within the time required by this Agreement.	$ 100 per incident per day.
18.	Failure to have Contractor personnel in proper uniform.	$ 100 per incident per day.

19.	Disposal of Recyclable Materials in the Disposal Facility without first obtaining the required permission of the City.	$ 250 per incident.
20.	Failure to provide communications equipment.	$ 150 per incident per day.
21.	Each occurrence of discourteous behavior by collection vehicle personnel, customer service personnel, or other employees of Contractor.	$ 100 per incident.
22.	Failure to deliver any collected materials to the Disposal Facility, Materials Recovery Facility, Green Waste Processing Facility or Organics Processing Facility, as appropriate, except as otherwise expressly provided in this Agreement.	$ 100 per incident.
23.	Delivery to the Disposal Facility of any Solid Waste collected outside of the boundaries of the City of Whittier commingled with Solid Waste collected as part of this Agreement without approval by the City.	$ 150 per incident.
24.	Each failure to notify the appropriate authorities of reportable quantities of Hazardous Waste.	$ 100 per incident.
25.	Failure to prepare and mail annual newsletter to all customers by the end of the year.	$ 100 per day until mailer is sent.
26.	Failure to maintain accurate and complete web site dedicated to the services Contractor provides the City	$ 100 per day.
27.	Failure(s) to take direction from City, provide data requested by City within twenty (20) Business Days of such a request, or fully cooperate with the City and/or next contractor as required by Section 14.8.	$ 150.
28.	Failure to perform any of the obligations set forth in this Agreement not specifically stated above and not corrected, or proceeding in good faith to correct, within twenty-four (24) hours of notification by City.	$ 250 for each obligation per day until obligation is performed.
29.	If after full implementation of programs, City's is deemed to be non-compliant by CalRecycle.	$ 500 for each day City is deemed non-compliant by CalRecycle plus all fines and penalties levied by CalRecycle.

8. Additional Information

Please see the enclosed letter from CalRecycle regarding CR&R's Anaerobic Digester facility located in Perris, CA.

California Environmental Protection Agency — Edmund G. Brown Jr., Governor

CalRecycle

DEPARTMENT OF RESOURCES RECYCLING AND RECOVERY

1001 I STREET, SACRAMENTO, CALIFORNIA 95814 • WWW.CALRECYCLE.CA.GOV • (916) 322-4027
P.O. BOX 4025, SACRAMENTO, CALIFORNIA 95812

July 6, 2015

David E. Fahrion, President
Solid Waste Division
CR&R Incorporated
11292 Western Ave.
Stanton, CA 90680-2912

Dear David:

On behalf of CalRecycle, I would like to thank you and Mike for the tour of the Perris anaerobic digester site on June 30, 2015. It was great to meet your team, and we were excited to see the progress on this innovative and farsighted project.

Meeting the mandatory commercial organics requirements of AB 1826 poses a significant challenge, particularly in Southern California where organics infrastructure growth has lagged. The ability of jurisdictions in the greater Los Angeles and Inland Empire areas to comply with AB 1826 is dependent upon the solid waste community quickly finding and implementing economically feasible and climate-responsible alternatives to the landfilling of organic materials. Success in these endeavors will determine whether we as a state meet the 75% source reduction, recycling and composting/digestion goals of AB 341, as well as the Air Resources Board's greenhouse gas emission reduction goals relative to solid waste management and recycling.

As you know, building a 21st century organics infrastructure requires stringent protections for air and water quality. Cutting-edge projects like the CR&R digester represent a very promising way forward to meet our environmental protection, climate, and recycling goals. It is neither easy nor inexpensive to be first. We greatly appreciate CR&R's leadership in proposing and building a sustainable, climate-friendly solution to our solid waste issues.

We look forward to continued collaboration and progress on all of the aforementioned goals.

Sincerely,

Ken DaRosa
Acting Director

Cc: Mike Silva, CR&R
Paul Relis, CR&R
Howard Levenson, CalRecycle
Michelle Martin, CalRecycle

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