



City of Inglewood

Special Meeting of City Council

Evaluation of Solid Waste and Recycling Services Proposals

February 23, 2012



Background

- Waste Management provides exclusive residential, commercial and roll-off box collection services
- Existing contract term extended up to November 30, 2012
- RFP Process:
 - RFP Released – October 25, 2011
 - Proposals Due – December 15, 2011
 - Initial Clarifications Due – January 17, 2012

Key RFP Requirements and Service Enhancements

- \$5 million City fee – within 30 days of contract execution
- Contract Term – 8-years, with up to 24-month extension at City's sole option
- In-City office location
- Residential 3-cart collection continued (new or used carts)
- Free commercial and multi-family recycling continued
- Enhanced monitoring and reporting requirements to assist City in meeting mandatory commercial recycling requirements
- Processing of all C&D material required
- City-wide abandoned item collection

Proposers

- Athens - Privately-held company with operations in Los Angeles County.
- Consolidated - Wholly-owned subsidiary of Republic Services, Inc., the second largest solid waste hauling company in North America.
- Waste Management (WMLA) – Wholly-owned subsidiary of Waste Management, Inc., the largest solid waste company in North America.
- Waste Resources Inc. – Non-responsive proposal.

Rate Revenue as a Percentage of Company's Total Revenue

Proposer		Proposed First-Year Annual Rate Revenue as a Percentage of Company Revenue
1	Athens	5%
2	Consolidated	<1% ⁽¹⁾
3	WMLA	<1% ⁽¹⁾

(1) Based on parent company revenue.

Reference Checks

Proposer	# of References	Ratings by Municipal References ⁽¹⁾
Athens	14	4.3
WMLA	11	4.1
Consolidated	12	3.9

(1) 1 = Unsatisfactory, 2 = Below Expectations, 3 = Satisfactory, 4 = Above Expectations, 5 = Exceptional Performance

Proposed First-Year Rate Revenue

	Proposer	Proposed First-Year Rate Revenue*	Percentage Above (Below) Current Rate Revenue	
			Dollars	Percent
1	Athens	\$ 9,217,000	(\$734,000)	(3%)
	Current Rate Revenue	\$ 9,951,000	-	-
2	Consolidated	\$ 11,131,000	\$1,180,000	12%
3	WMLA	\$ 12,087,000	\$2,136,000	21%

* Revenue excludes monthly/quarterly franchise fees.

First-Year Contractor Rates

Proposer		Residential – 3-Cart Service	Commercial – 3-yard bin, Collected 1x per week	Roll-Off Box Service – Permanent Standard Box, 4-Ton Load
1	Athens	\$ 10.95	\$ 89.91	\$355.00
	<i>Current Rates</i>	<i>\$ 11.31</i>	<i>\$ 94.44</i>	<i>\$372.00</i>
2	Consolidated	\$ 13.60	\$ 108.93	\$375.43
3	WMLA	\$ 14.27	\$ 120.38	\$427.59

Note: Rates exclude monthly/quarterly franchise fees.

Rate Adjustment Parameters

Athens	Consolidated ⁽¹⁾	WMLA ⁽¹⁾
<ul style="list-style-type: none">• Disposal and green waste cost component to adjust by change in actual cost.• Overall rate adjustment limited to 5% increase per year, with additional increase rolled forward.	<ul style="list-style-type: none">• Disposal and green waste cost component to adjust by change in CPI, limited to 5% per year, with additional increase rolled forward.	<ul style="list-style-type: none">• Disposal and green waste cost component to adjust by change in CPI, with no rate decreases for CPI decreases.

(1) Owns and operates a landfill.

8-Year Contractor Rate Revenue

	Proposer	Estimated Annual Increase	Eight-Year Contractor Rate Revenue	Amount Above Lowest Eight-Year Rate Revenue Projection	
				Dollars	Percent
1	Athens	3%	\$82 million	-	-
2	Athens	5%	\$88 million	\$6 million	7%
3	Consolidated	3%	\$99 million	\$17 million	21%
4	WMLA	3%	\$107 million	\$25 million	30%

Alternative Start Date

Proposer	Proposed Alternative Start Date ⁽¹⁾
Athens	November 1, 2012
Consolidated	August 1, 2012
Consolidated - if existing carts purchased	June 1, 2012
WMLA	June 1, 2012

(1) Assuming finalization and award of contract in April 2012. Existing WMLA contract expires by November 30, 2012.

Diversion

Proposer	Guaranteed Diversion Rate for All Hauler-Collected Solid Waste ⁽²⁾
Consolidated	30%
WMLA	15.79% -19.27% ⁽¹⁾
Athens	15%

(1) Higher diversion to be phased in through 2017.

(2) City-wide diversion (per AB 939) was 62% for 2010. Hauler-collected diversion was 15%.

Examples of Proposal Enhancements*

Proposer	Enhancements
Athens	<ul style="list-style-type: none">• Proposing to build local MRF• Free compost and mulch events• Live telephone operator
Consolidated	<ul style="list-style-type: none">• Free eye screening through Lions Club• Recycling rewards program at no additional charge• Quarterly document shred days• Book and bike reuse programs and online reuse network• \$15,000/year in community support (gardens, scholarships)
WMLA	<ul style="list-style-type: none">• \$75,000/year for local health care provider or clinic• Staff to personally visit and assist seniors with transition• 500/year in-unit recycling containers for multi-family customers• Annual document shred days• Urban Gardens Program assistance

* Described in further detail on pages 3-10 to 3-12 of evaluation report.

Alternative Proposals*

Proposer	Options
Athens	<p><u>Longer Term</u> – Up-front \$250,000 per year for each extension year committed to up front</p> <p><u>Street Sweeping</u> – Offers to perform at 50% of cost of City-provided municipal service</p> <p><u>Single-Stream Residential Collection</u> – Combined collection of refuse, recycling and green waste for separation at MRF for an additional \$2.90 per home per month</p>
Consolidated	<p><u>Longer Term</u> –</p> <ul style="list-style-type: none"> • \$625,000 per year for each extension year, paid during extension period • Approximately 2.6% lower rates • 27% (vs. 30%) diversion guarantee <p><u>Savings from Purchase of Existing Carts</u> – Reduced costs if existing carts can be purchased from WMLA, based on purchase price</p>
WMLA	<p><u>Alternative services and rate structure:</u></p> <ul style="list-style-type: none"> • Additional \$1 million in up-front City fees • Expanded application of bin Push-Out fees to customers • Continuation of deleted Drive-In fees to bin customers • Reduction of weekly residential recyclables collection to every other week • Proposed rates for some customers lower than rates in base proposal <p><u>Street Sweeping</u> – Offers to negotiate to assume street sweeping services from City</p> <p><u>Recycling Incentive Program</u> – Offers to negotiate to include for an additional charge</p>

* Described in further detail on pages 3-10 to 3-12 of evaluation report.

Summary

Proposer	Hauler-Collected Diversion Rate	First-Year Rate Revenue Above/(Below) Current	Reference Check Rating ⁽²⁾	Owens Landfill?	# of Contract Exceptions	Other Considerations
Athens	15%	(3%)	4.3	No	0	Proposing local MRF
CDS	30%	12%	3.9	Yes	0	Diversion is double current level
WMLA	15.79% - 19.27% ⁽¹⁾	21%	4.1	Yes	17	Incumbent – minimizes transition risk

(1) Higher diversion to be phased in through 2017.

(2) 1 = Unsatisfactory, 2 = Below Expectations, 3 = Satisfactory, 4 = Above Expectations, 5 = Exceptional Performance

CITY OF INGLEWOOD

REVIEW OF SOLID WASTE SERVICES PROPOSALS

This memorandum summarizes the results of the solid waste proposal review performed by HF&H Consultants, LLC ("HF&H") for the City of Inglewood ("City").

BACKGROUND

The City of Inglewood released on October 25, 2011 a Request for Proposals for Integrated Solid Waste Management Services ("RFP"). On December 15, 2011, the City of Inglewood received three responsive proposals and one non-responsive proposal. HF&H performed a preliminary review of the proposals and prepared a summary of each proposal. Written questions clarifying the proposals were sent to each proposer on January 6, 2012, and each proposer was provided an opportunity to review and comment on the accuracy of the written proposal summary we prepared, with initial written responses due January 17, 2012.

PROPOSALS REVIEWED

HF&H reviewed proposals submitted by the following companies:

- Arakelian Enterprises, Inc., dba Athens Services ("Athens"), a family-owned business with significant operations in Los Angeles County, as well as surrounding counties.
- Consolidated Disposal Service, LLC ("CDS"), a wholly-owned subsidiary of Republic Services, Inc., the second largest solid waste hauling company in North America. CDS proposed to subcontract the roll-off box collection portion of the agreement to Pacific Coast Waste & Recycling, a privately-held company with operations in Los Angeles County.
- USA Waste of California, Inc., dba Waste Management of Los Angeles, ("WMLA"), a wholly-owned subsidiary of Waste Management, Inc., the largest solid waste hauling company in North America.

Waste Resources Incorporated submitted a proposal to negotiate a public-private partnership with the City of Inglewood. This proposal was deemed non-responsive to the City's RFP and therefore City staff requested that the proposal not be further evaluated. This proposal was not prepared in accordance with the City's RFP and did not include proposed rates, supporting operating data, or other requested information.

A summary of the responsive proposals evaluated is contained in Attachment 1.

KEY TERMS OF THE RFP

The term of the agreement is eight years, with an option to extend for up to twenty-four additional months at the City's sole discretion. Residential, commercial, roll-off box and temporary bin services are within the scope of the agreement. A summary of the key services and contract terms requested by the City in its RFP is provided in Attachment 4.

The City's RFP included the draft franchise agreement that the successful proposer would be expected to execute. The agreement identifies in significant detail the various solid waste collection and recycling services to be provided. The scope of services contained in the agreement was based upon input from the City Council, and is comprehensive, specific, and tailored to meet the needs of the customers within the City of Inglewood. Therefore, unless significant exceptions were proposed or significant enhancements added to the City's desired terms, all of the proposals would offer similar services.

DETAILED PROPOSAL MATRIX

In order to compare the proposals, we prepared a matrix (Attachment 3) that summarizes the following information obtained from the proposals:

1. "Proposer Overview," including the company's corporate headquarters, guaranteeing entity, if any, and proposed Inglewood contract revenue as a percentage of total company revenues.
2. "Experience," including a summary of each proposer's experience in other jurisdictions.
3. "Facilities," describing local office development, proposed operating yard, recycling and green waste facilities, disposal site (including long-term arrangements), C&D facility, and transfer station facilities.
4. "Equipment," describing the carts and solid waste vehicles proposed.
5. "Additional Information Requested in the RFP," describing:
 - Rate cap and disposal and green waste component adjustment
 - Minimum diversion rate
 - Sharps collection program description
 - Optional revenue generating opportunities
 - Solid waste facility capacity guarantees

- Optional food waste programs
 - Employment support
 - Earlier start date
6. “Proposer Exceptions to Franchise Agreement.” Proposers were required to identify any terms in the City’s franchise agreement that proposers desired to negotiate.
 7. “Legal Disclosures,” indicating any legal issues that the RFP required the proposer to disclose.
 8. “Unique Proposal Features,” identifying proposed terms that exceed the minimum requirements of the RFP. Because the City’s RFP and contract documents are comprehensive and require all of the contractors to offer a complete set of very specific services, most of the proposed services of a significant nature are standard.

Proposed Rate Revenue

Proposers were asked to propose monthly rates for various services to be provided under the new agreement. The rates are adjusted annually based on changes in a weighted rate adjustment formula using published price indices for labor, fuel, green waste processing, landfill disposal, and “other” costs. Proposers were permitted to propose adjustment methods for disposal and green waste processing costs, as detailed below under Rate Adjustment Parameters Total first-year costs were calculated by multiplying the proposed rates for each type of service by the number of customers receiving that service (see Attachment 3). This is the best method to compare overall costs.

Proposed Total First-Year Revenue

Proposers	Proposed First-Year Rate Revenue ⁽¹⁾	Increase (Decrease) From Current Rates	
		Dollars	Percent
1. Athens	\$9,217,000	(\$734,000)	(7%)
Current Rates	\$9,951,000	-	-
2. CDS	\$11,131,000	\$1,180,000	12%
3. WMLA	\$12,087,000	\$2,136,000	21%

(1) Includes fixed annual City fees and \$5 million one-time lump-sum City fee. Excludes franchise fees assessed monthly or quarterly by City.

Proposed First-Year Rates

Proposed rates for each service level are listed in Attachment 2. Listed below are proposed rates, payable to the hauler, for common service levels, compared to current rates.

Proposed First-Year Contractor Rates

Proposers	Residential - 3-Cart Service	Commercial - 3 yard bin, Collected 1x per week ⁽²⁾	Roll-Off Box Service - Permanent Standard Box, 4 Ton Load
1. Athens	\$10.95	\$89.91	\$355.00
<i>Current Rates</i>	\$11.31	\$94.44	\$372.00
2. CDS	\$13.60	\$108.93	\$375.43
3. WMLA	\$14.27	\$120.38	\$427.59

(1) Rate to contractor, inclusive of fixed annual City fees and \$5 million one-time lump-sum City fee.

Excludes franchise fees assessed monthly or quarterly by City.

(2) Most common bin service level.

Rate Adjustment Parameters

The draft agreement in the RFP provides for an annual rate adjustment, based upon a specific formula that reflects changes in the following five cost components: fuel, labor, landfill disposal, green waste and other costs. Changes in costs for all components, except for landfill disposal and green waste, are based upon published indices. The Puente Hills Landfill is scheduled to close in 2013, at which time a portion of the waste previously accepted will be rail-hauled to Imperial County, and green waste will no longer be accepted for diversion credit as alternative daily landfill cover at Puente Hills. This may affect landfill disposal and green waste processing rates in the region. The RFP permitted proposers to propose rate adjustment methods for the disposal and green waste processing cost components.

Specific proposed rate adjustment terms are as follows:

- CDS and WMLA both own and operate landfills and proposed that published Consumer Price Indices be used to adjust both disposal and green waste processing costs.
- CDS has capped its annual increase in disposal and green waste costs at 5%, with any additional increases rolling forward.
- WMLA has proposed an annual floor of 0% on its disposal and green waste costs. If there is a decrease in the CPI, these rate components would remain unchanged instead of decreasing, and the decrease would be waived.

- Athens proposed to adjust disposal and green waste processing costs based upon the actual change in the posted gate rates at the disposal and green waste facilities used by Athens.
- Athens proposed a cap on annual rate increases. No rate would increase more than 5% in any year. If the rate adjustment formula results in a higher percent change than 5% in any year, the amount of the increase in excess of 5% would roll forward to a subsequent year.

After the closure of Puente Hills Landfill, Athens proposes to deliver green waste to its American Organics facility located in Victorville. Athens proposes at that time to adjust green waste costs from Puente Hills' green waste rates, currently \$22.95 per ton, to an estimated \$50.00 per ton which represents the gate rate at the new facility and the increase in the associated transfer and transport costs. Athens' green waste cost component represents 3% of total costs. This green waste cost increase will increase the likelihood that the rate adjustment that year will reach the 5% overall cap.

Rate Revenue Projections Over Eight-Year Term

Differences in each proposer's rate adjustment method, as described above, may result in the comparison of first-year proposed rate revenue differing from a comparison over the eight-year term.

All rate components for CDS and WMLA are based upon published indices. Athens' disposal and green waste rate components are proposed to be adjusted in a manner that may result in higher annual rate increases, but the proposed the 5% overall cap on the rate adjustment limits the City's exposure to future increases.

Rate revenue over the eight-year term has, therefore, been estimated for all three haulers assuming a 3% inflation rate and, for comparison, for Athens assuming that the 5% rate increase cap is met every year.

The results, sorted from low to high, are as follows (see Attachment 5 for annual calculations):

Proposer	Projected Annual Increase	Eight-Year Contractor Rate Revenue Projection ⁽¹⁾	Amount Above Lowest Eight-Year Rate Revenue Projection	
			Dollars	Percent
Athens	3%	\$82 million	-	-
Athens	5%	\$88 million	\$6 million	7%
CDS	3%	\$99 million	\$17 million	21%
WMLA	3%	\$107 million	\$25 million	30%

(1) Includes fixed annual City fees and \$5 million one-time, lump-sum City fee. Excludes franchise fees assessed monthly or quarterly by City.

Comparison of Cost Proposals

Athens proposed the lowest first-year rate revenue at \$9,217,000, which is 24% lower than the highest cost proposer, WMLA, at \$12,087,000. Cost differences between these two proposals are illustrated in the following table:

Comparison of Highest and Lowest Cost Proposals

Cost Category	First-Year Cost Difference
Transfer/Transport/Processing Facility/Green Waste/Disposal Costs	\$1,153,000
Truck operating costs	964,000
Container Amortization/Depreciation	306,000
General, Administrative & Profit	405,000
Other differences	<u>42,000</u>
Total	\$2,870,000

Observations on specific costs follow:

- Athens, CDS and WMLA all assumed approximately the same number of route hours necessary to complete collection services:

<u>Proposer</u>	<u>Annual Route Hours</u>
Athens	65,468
CDS	65,520
WMLA	66,040

- The difference in overall truck operating costs is Athens' assumption of a lower cost per route hour; Athens is the only non-union proposer, which may lower driver costs.
- Athens also reports lower transportation and processing facility costs. Athens, like CDS and WMLA, owns its own processing facilities.
- Athens did not include a cost for roll-off box purchases, as Athens indicates it has sufficient existing inventory of such boxes to service the City.
- Athens' proposed lower container maintenance and replacement costs than WMLA.

Numerous proposal strategies can account for differences in proposed rates. For example, proposers may propose rates that fully allocate overhead and other costs to each particular contract. Alternatively, proposers may propose rates that include the incremental costs associated with assuming new business, if certain overhead costs are

already covered through other existing contracts. Proposer may also amortize capital costs over different periods and make different assumptions about contract renewal.

Contract Start Date

The City Council extended the current agreement, on a month-to-month basis, until November 30, 2012, with service under the new agreement to start no later than December 1, 2012. Proposers were given the opportunity to propose an earlier start date as an option for the City. If proposed rates were to decrease, this could be a favorable option for the City.

The following earlier start dates were proposed, assuming execution of the contract by April:

<u>Proposer</u>	<u>Alternative Earlier Start Date</u>
Athens	November 1, 2012
CDS	August 1, 2012
CDS, if contractor sells its existing residential carts	June 1, 2012
WMLA	June 1, 2012

If either CDS or WMLA are selected, rates will increase over current levels; the City may opt to postpone the increase and provide for a longer transition period to the new agreement. Athens is proposing a decrease in rates and proposes a November 1 start date. If Athens is selected, the City may either seek an additional one-month rate savings, or start the new agreement and change rates on December 1, the historic contract anniversary and rate adjustment date, and provide another month for the hauler transition.

A significant benefit to the City of the new agreement is the \$5 million up-front City fee. This fee is due to be paid within thirty days of the execution of the agreement and payment is not dependent upon the service start date.

Experience

All three proposers have significant experience providing residential and commercial solid waste collection service in the Los Angeles County area. Proposer experience is summarized starting on page 3-1 of Attachment 3.

Company Revenues

The proposed Inglewood annual rate revenues of each company as a percentage of total company revenues are shown in the table below. Due to their size, none of these companies would be required to significantly expand operations in order to service the City.

Proposer	First-Year Inglewood Rate Revenue as % of Annual Company Revenue
Athens	5%
CDS	Less than 1% ⁽¹⁾
WMLA	Less than 1% ⁽¹⁾

⁽¹⁾ The annual revenue used in calculation represents the operating results of the parent company providing the guaranty.

Exceptions to the Franchise Agreement

Athens and CDS did not take any exceptions to the proposed agreement. WMLA requested 17 exceptions to the proposed contract language, related to terms such as vehicle age, extraordinary rate adjustments, audit scope restrictions and time provided to cure defaults.

Disposal Guarantees

The Puente Hills Landfill in Los Angeles County will close next year. This will impact regional disposal capacity. Disposal guarantees offered by proposers are summarized on page 3-5 of Attachment 3 and include:

- Athens offered a guarantee for up to 85,000 tons per year of City of Inglewood solid waste for the term of the agreement at the Chiquita Canyon Landfill in Castaic, owned by Waste Connections, and guarantees processing capacity at Athens' processing facilities. Athens included a letter from Waste Connections acknowledging the disposal agreement in its proposal. (Approximately 76,000 tons were disposed under this agreement in 2010.)
- CDS guaranteed disposal and processing capacity at company-owned facilities, including its Sunshine Canyon Landfill located in Sylmar.
- WMLA guaranteed disposal and processing capacity at company-owned facilities, including its El Sobrante Landfill located in Riverside County.

Transfer and Processing Facilities

CDS and WMLA have a network of existing processing and transfer stations in the South Bay vicinity through which to service the City. Athens has an existing MRF in the City of Industry. See proposed facilities beginning on page 3-3.

Athens Proposed MRF

Athens proposes to build a solid waste facility in the City of Inglewood and appears to have an existing need for a regional facility. Athens is already providing services in the South Bay area using its existing facilities. Athens is the contract hauler for the cities of Redondo Beach and Palos Verdes Estates, provides street sweeping services to the City of Hermosa Beach, and has been aggressively pursuing contracts in the South Bay region.

Benefits and Challenges - The City Council has previously expressed interest in having a hauler establish a solid waste facility in the City. Establishing a new business in the City has many positive ramifications. Athens proposes that the facility can be operational in less than two and one-half years. However, the City should be aware of the challenges in siting a solid waste facility, and that a process can take much longer than anticipated through no fault of the developer or the City. Community reaction may result in selected sites being rejected. The permitting process for such facilities can be lengthier than anticipated. An environmental impact report, or "EIR," must be completed. The facility may not be operational until well into the contract term, or not developed at all. As an example, a material recovery facility proposed as part of a new hauling agreement in the City of Santa Clarita in 2003 has still not been developed due to siting and permitting challenges. That being said, Athens has experience in developing facilities and dealing with permitting issues and relevant governmental bodies.

Proposed Tonnage - Athens proposes to build a facility in the City through which to transfer the waste it collects from the cities of Inglewood, Redondo Beach, West Hollywood, Palos Verdes Estates and Los Angeles. Athens estimated the amount of tonnage, originating outside of the City, that it would haul to the facility at 1,150 tons per day.

Host Fee Revenue - Athens proposes a host fee to be negotiated of \$0.50 to \$2.50 per ton. Assuming 1,150 tons per day originating from outside of the City, and 307 operating days per year, a \$0.50 to \$2.50 per ton host fee would result in \$176,000 to \$883,000 in annual host fee revenue per year.

Employment - Athens estimates that the facility will need 245 to 361 employees, and notes that its City of Industry MRF (permitted at 5,000 tons/day) employs over 400, most of which live near the facility. If Athens is selected, the City may request certain employment procedures to enhance local representation.

City Impact - Athens may use this facility not only to process and transfer solid waste, but as an operating yard for its local operations. While this may bring hundreds of employees and their anticipated expenditures into the City each day, this will increase

traffic in the City, which may generate resistance from residents depending on facility placement.

Location – Athens indicates that it can select a site on its own, but suggests working with the City to identify locations. The City may be aware of sites that may be more easily permitted.

Waste Diversion

The City of Inglewood's 2010 report to CalRecycle indicates a City-wide diversion rate of 62%. The diversion rate for solid waste collected by the hauler under the existing collection contract for 2010 was approximately 15%. The RFP required proposers to propose a contractually-guaranteed diversion rate for hauler-collected waste and describe programs to be implemented to achieve this rate. Proposed diversion rates for waste collected under the agreement are summarized below.

Proposed Diversion Rates – For Solid Waste Collected by Hauler

Proposer	Proposed Diversion Rate
Athens	15%
WMLA	15.79% to 19.27% ⁽¹⁾
CDS	30%

(1) Higher diversion to be phased in, reaching 19.27% in 2017.

The successful hauler will be contractually required to meet proposed diversion rates, regardless of whether the proposed programs meet proposer's expectations. Liquidated damages of \$25 per ton will be assessed annually for any shortfall. If, for example, CDS, which guaranteed 30% diversion of the waste it collects, only achieved 15% diversion, the annual liquidated damage payment would be approximately \$335,000. To evaluate the reasonableness of the proposed diversion rates, proposers were instructed to provide details as to how they plan to reach these diversion levels. Proposed diversion programs are described below, with detailed tonnage projections included as Attachment 6.

CDS was the only company to propose a significant improvement in diversion levels. CDS proposes to meet the higher diversion levels through:

- Improving contamination and participation rates in the residential waste stream;
- Processing commercial bin waste to recover recyclables prior to landfilling;
- Processing roll-off box loads to recover more construction and demolition debris;
- Delivery of residential refuse to a waste-to-energy facility instead of landfilling; and,
- Increasing source-separated commercial recycling collection.

Athens and WMLA proposed programs and projected results similar to existing conditions. WMLA plans to improve its diversion rate over time by improving the recovery from residential and commercial source separated recycling programs.

Unique Proposal Features

Proposers were permitted to include contract enhancements over and above RFP and contract requirements. These are summarized below and described in further detail on page 3-10.

Alternative Proposals

Proposed Extensions

Proposers will amortize the one-time \$5 million City fee, and equipment and other fixed asset costs over the eight-year term of the agreement. Any agreement extension beyond the base term provides more profitable contract years for the hauler. For example, under this agreement, the City will receive an upfront payment of \$5 million. This represents \$625,000 per year over the eight-year agreement. Assuming that the successful hauler has proposed its rate revenue in a manner to recoup this \$5 million cost during the eight-year term, any extension of this agreement will represent a \$625,000 per year benefit to the hauler. The City may re-bid the contract after eight years and seek a similar benefit.

Two haulers, Athens and CDS, offered proposal alternatives with longer terms in exchange for higher City fees.

CDS – Proposed Extension

CDS' alternative proposal includes the following terms:

- Minimum 10-year term
- \$625,000 in additional City franchise fees for each year contract is extended beyond eight years
- Approximately 2.6% reduction in annual rate revenue versus the base proposal
- Guaranteed diversion rate reduction, from 30% under the base proposal to 27% (Under the base proposal, CDS proposed to process a portion of the bin refuse to recover recyclables. This processing, estimated to divert 3% of the waste stream, is not included in the alternative proposal.)

Athens – Proposed Extension

Athens offers an additional \$250,000 per year in additional franchise fees for each year beyond eight to which the City will contractually commit.

Athens – Alternative Residential Collection Method

Athens offered an alternative residential collection program whereby refuse, recyclables and green waste are collected together for sorting at Athens' processing facility to recover recyclables. Athens proposes that this would increase overall hauler-collected diversion from 15% to 23%. This alternative process could reduce collection vehicle traffic as well. Athens proposes a monthly residential rate of \$13.85 for this service, versus its proposed \$10.95 for the existing three-cart system, representing an increase in annual rate revenue of \$733,000.

WMLA

WMLA provided an alternative rate structure and set of services:

- Additional \$1 million in up-front City fees
- Reinstatement of customer Drive-In Fees
- Expanded application of customer Push-Out Fees
- Reduction in residential recyclables collection, to every other week
- Rates lower than in WMLA's base proposal

This proposal is inconsistent with the requirements of the City's RFP. Further analysis of it is provided in Attachment 6.

Legal Disclosures

The RFP required the proposers to describe certain legal actions meeting the disclosure requirements that occurred in the past ten years against the entity submitting the proposal, its key personnel, or affiliated companies in the State of California. See page 4-13 of Attachment 4 for details.

Proposer	# of Legal Disclosures
Athens	6
CDS	4
WMLA	2

An organization called "Montebello Residents for Honest Government PAC" established a website www.stopathens.org. Athens provides exclusive residential service in this city, while multiple haulers compete to provide commercial service. The

city awarded Athens an exclusive commercial agreement, to be effective after a required five-year notice to existing commercial haulers ends. This agreement was awarded without a competitive process. The cities of Lawndale, Redondo Beach and Rancho Palos Verdes received information from third parties referring the City to the www.stopathens.org website, which includes a range of negative allegations against Athens. See Attachment 7 for a response from Athens regarding assertions made on this website.

Reference Checks

HF&H conducted reference checks for each of the three responsive proposers by contacting other cities in Los Angeles County where the proposer provided franchised solid waste services under exclusive service arrangements. HF&H contacted each proposer's references regarding the proposer's performance in the areas of customer service, program implementation, and working with the public agency. HF&H then solicited an overall rating reflecting each city's satisfaction with their hauler.

Reference Check Summary - Sorted Highest to Lowest

Proposer	# of References	Ratings by Municipal References ⁽¹⁾
Athens	14	4.3
WMLA	11	4.1
CDS	12	3.9

⁽¹⁾ 1 = Unsatisfactory, 2 = Below Expectations, 3 = Satisfactory, 4 = Above Expectations, 5 = Exceptional Performance

Summary of Observations

The City received three responsive proposals from proposers qualified to provide services under the draft agreement. All three proposers are successfully providing service to other cities and have significant financial resources. Key observations follow:

1. Athens – Athens has presented the lowest cost proposal and is the only proposer to offer an overall rate revenue reduction, 7% below current rate revenues, although future annual rate increases may exceed that of the other proposers. The company proposes to develop a solid waste facility in the City, although it is uncertain whether or when such facility could be successfully developed.
2. CDS – CDS proposed the highest diversion guarantee (30%, double the current 15% diversion rate, which was proposed by Athens) and is the second lowest-cost proposer, at 12% above current rate revenues.
3. WMLA – WMLA provided the highest cost proposal, 21% above current rate revenues. WMLA is the incumbent hauler, and this would eliminate service

transition issues for customers and eliminate operating risks by selecting a known entity.

Attachments

1. Summary of Proposals
2. Proposed Rate Revenue
3. Detailed Proposal Matrix
4. Summary of Key Services and Contract Terms Requested in the RFP
5. Supporting 8-Year Rate Revenue Calculations
6. WMLA Alternative Proposal
7. Athens' Response to www.StopAthens.org
8. Diversion Plan Comparison

Summary of Proposals (in alphabetical order)

	PROPOSING ENTITY	REGIONAL HEADQUARTERS	INGLEWOOD CONTRACT RATE REVENUE AS A % OF COMPANY REVENUE
Athens	Arakelian Enterprises, Inc., dba Athens Services	City of Industry	5%
CDS	Consolidated Disposal Service, LLC, with Pacific Coast Waste & Recycling as a subcontractor for roll-off services	Santa Fe Springs	Less than 1% ⁽¹⁾
WMLA	USA Waste of California, Inc., dba Waste Management of Los Angeles	Sun Valley	Less than 1% ⁽¹⁾

(1) The annual revenue used in calculation represents the operating results of the parent company providing guaranty.

	PROPOSED FIRST YEAR RATE REVENUE	PROPOSED DIVERSION RATE OF TONNAGE COLLECTED ⁽²⁾	CONTRACT EXCEPTIONS
Athens	\$9,217,000	15%	0
CDS	\$11,131,000	30%	0
WMLA	\$12,087,000	15.79%, increasing to 19.27% by 2017	17

(2) CY 2010 diversion rate was 15% of tons collected.

	RATE CAP/DISPOSAL COMPONENT ADJUSTMENT ⁽³⁾
Athens	5% annual cap on total rate increases, with increases exceeding the cap rolled forward to subsequent years. Disposal and green waste processing costs to adjust by the actual change in the posted gate fee at the facilities used. The green waste adjustment following the closure of Puente Hills would include a one-time adjustment for changes in transfer and transportation costs as well, subject to the 5% overall cap on annual increases.
CDS	Disposal and green waste processing components to be adjusted by the change in CPI, with an annual 5% cap. Increases over 5% will be rolled forward to subsequent years.
WMLA	Disposal and green waste processing components to be adjusted by the change in CPI, with a floor of 0%. If the CPI decreases, this potential rate reduction is waived.

(3) Draft agreement provides for annual rate adjustments based upon the change in weighted cost components, based upon published indices. Proposers were provided an opportunity to propose a method to adjust disposal and green waste costs, and to offer rate increase caps.

City of Inglewood
Standardized Rate Revenue Comparison

Attachment 2

Annual Rate Revenue Summary

Line	Service Category	Annual Rate Revenue			
		Current Rates	Athens	CDS	WMLA
	<u>Standard Services</u>				
1	Residential Cart Service Revenue	\$ 3,185,000	\$ 2,967,000	\$ 3,637,000	\$ 3,806,000
2	Bin and Commercial Cart Service Revenue	\$ 6,166,000	\$ 5,678,000	\$ 6,888,000	\$ 7,586,000
3	Roll-Off and Temporary Service Revenue	\$ 600,000	\$ 572,000	\$ 606,000	\$ 695,000
4	Total Proposed First-Year Rate Revenue	\$ 9,951,000	\$ 9,217,000	\$ 11,131,000	\$ 12,087,000
5	Percent above (below) Inglewood Current Rates	-	-7%	12%	21%

**City of Inglewood
Standardized Rate Revenue Comparison**

Attachment 2

Residential Cart Service Rates

Line	Service Category	Monthly Contractor Rates				Billing Units	Monthly Rate Revenue			
		Current	Athens	CDS	WMLA		Current	Athens	CDS	WMLA
	Current Residential Service									
1	Standard rate (1)	\$ 11.31				19,024	\$ 215,161			
2	Reduced rate - for seniors and disabled (2)	\$ 10.18				112	\$ 1,140			
3	Darby Dixon - 2x a week (3)	\$ 16.96				166	\$ 2,815			
4	Multi-Family 1x a week	\$ 11.58				1,575	\$ 18,239			
5	Multi-Family 2x a week	\$ 19.53				71	\$ 1,387			
6	Subtotal					20,948				
7	Multi-Family Rental Rate	\$ 5.79				1,646	\$ 9,530			
	New Residential Service									
8	Standard rate (1)		\$ 10.95	\$ 13.60	\$ 14.27	20,599		\$ 225,559	\$ 280,146	\$ 293,948
9	Reduced rate - for seniors and disabled (2)		\$ 9.86	\$ 12.24	\$ 12.84	112		\$ 1,104	\$ 1,371	\$ 1,438
10	Darby Dixon - 2x a week (3)		\$ 16.43	\$ 20.40	\$ 21.41	237		\$ 3,894	\$ 4,835	\$ 5,074
11	Total Cart Customers					20,948				
	Other services and charges:									
12	Additional refuse cart, above one	\$ 5.66	\$ 5.53	\$ 5.53	\$ 5.53	2,918	\$ 16,516	\$ 16,137	\$ 16,137	\$ 16,137
13	Cart overage pick-up, above two per year	\$ 5.72	\$ 5.59	\$ 5.59	\$ 5.59	104	\$ 595	\$ 581	\$ 581	\$ 581
14	Gross Monthly Residential Revenue						\$ 265,383	\$ 247,275	\$ 303,070	\$ 317,178
15	Months per year						12	12	12	12
16	Gross Annual Residential Revenue						\$ 3,184,596	\$ 2,967,300	\$ 3,636,840	\$ 3,806,136
17	Gross Annual Residential Revenue, Rounded						\$ 3,185,000	\$ 2,967,000	\$ 3,637,000	\$ 3,806,000

(1) 1x/week service includes one 96-gallon refuse cart and unlimited recycling and green waste carts.

(2) Inglewood seniors are charged 90% of the standard rate.

(3) Darby Dixon customers are charged 150% of the standard rate.

City of Inglewood
Standardized Rate Revenue Comparison

Attachment 2

Bin and Commercial Cart Service Rates

Line	Service Category	Monthly Contractor Rates				Billing Units	Monthly Rate Revenue			
		Current	Athens	CDS	WMLA		Current (I)	Athens	CDS	WMLA
Carts / Cans										
Commercial Cans/Carts										
1	Rental rate	\$ 2.67				252	\$ 673			
2	1x week	\$ 21.29	\$ 16.56	\$ 27.66	\$ 22.16	252	\$ 5,365	\$ 4,173	\$ 6,970	\$ 5,584
3	2x week	\$ 31.93	\$ 24.13	\$ 39.95	\$ 32.31	-	\$ -	\$ -	\$ -	\$ -
4	3x week	\$ 42.52	\$ 31.71	\$ 52.17	\$ 42.45	-	\$ -	\$ -	\$ -	\$ -
5	4x week	\$ 53.20	\$ 39.26	\$ 64.51	\$ 52.56	-	\$ -	\$ -	\$ -	\$ -
6	5x week	\$ 63.85	\$ 46.85	\$ 76.80	\$ 62.72	-	\$ -	\$ -	\$ -	\$ -
7	6x week	\$ 74.46	\$ 54.43	\$ 89.06	\$ 72.88	-	\$ -	\$ -	\$ -	\$ -
8	7x week	\$ 85.11	\$ 62.00	\$ 101.36	\$ 83.00	-	\$ -	\$ -	\$ -	\$ -
Bin, Refuse										
9	1 Cubic Yard rental rate	\$ 20.99				208	\$ 4,366			
10	1 Cubic Yard 1x week	\$ 31.48	\$ 49.96	\$ 60.52	\$ 66.88	167	\$ 5,257	\$ 8,343	\$ 10,107	\$ 11,169
11	1 Cubic Yard 2x week	\$ 68.19	\$ 84.91	\$ 102.87	\$ 113.68	35	\$ 2,387	\$ 2,972	\$ 3,600	\$ 3,979
12	1 Cubic Yard 3x week	\$ 104.91	\$ 119.88	\$ 145.23	\$ 160.49	6	\$ 629	\$ 719	\$ 871	\$ 963
13	1 Cubic Yard 4x week	\$ 141.64	\$ 154.85	\$ 187.60	\$ 207.31	-	\$ -	\$ -	\$ -	\$ -
14	1 Cubic Yard 5x week	\$ 178.31	\$ 189.76	\$ 229.90	\$ 254.05	-	\$ -	\$ -	\$ -	\$ -
15	1 Cubic Yard 6x week	\$ 215.04	\$ 224.74	\$ 272.27	\$ 300.87	-	\$ -	\$ -	\$ -	\$ -
16	1 Cubic Yard 7x week	\$ 251.74	\$ 259.68	\$ 314.60	\$ 347.66	-	\$ -	\$ -	\$ -	\$ -
17	2 Cubic Yard rental rate	\$ 26.19				613	\$ 16,054			
18	2 Cubic Yard 1x week	\$ 47.19	\$ 69.87	\$ 84.64	\$ 93.54	406	\$ 19,159	\$ 28,367	\$ 34,364	\$ 37,977
19	2 Cubic Yard 2x week	\$ 89.14	\$ 109.81	\$ 133.04	\$ 147.02	178	\$ 15,867	\$ 19,546	\$ 23,681	\$ 26,170
20	2 Cubic Yard 3x week	\$ 131.12	\$ 149.79	\$ 181.47	\$ 200.54	21	\$ 2,754	\$ 3,146	\$ 3,811	\$ 4,211
21	2 Cubic Yard 4x week	\$ 173.06	\$ 189.72	\$ 229.84	\$ 253.99	4	\$ 692	\$ 759	\$ 919	\$ 1,016
22	2 Cubic Yard 5x week	\$ 215.04	\$ 229.69	\$ 278.27	\$ 307.51	3	\$ 645	\$ 689	\$ 835	\$ 923
23	2 Cubic Yard 6x week	\$ 256.99	\$ 269.64	\$ 326.66	\$ 360.99	1	\$ 257	\$ 270	\$ 327	\$ 361
24	2 Cubic Yard 7x week	\$ 298.93	\$ 309.56	\$ 375.03	\$ 414.44	-	\$ -	\$ -	\$ -	\$ -
25	3 Cubic Yard rental rate	\$ 31.48				1,223	\$ 38,500			
26	3 Cubic Yard 1x week	\$ 62.96	\$ 89.91	\$ 108.93	\$ 120.38	438	\$ 27,576	\$ 39,381	\$ 47,711	\$ 52,726
27	3 Cubic Yard 2x week	\$ 110.16	\$ 134.86	\$ 163.38	\$ 180.55	417	\$ 45,937	\$ 56,237	\$ 68,129	\$ 75,289
28	3 Cubic Yard 3x week	\$ 157.32	\$ 179.76	\$ 217.78	\$ 240.66	227	\$ 35,712	\$ 40,806	\$ 49,436	\$ 54,630
29	3 Cubic Yard 4x week	\$ 204.56	\$ 224.75	\$ 272.28	\$ 300.89	64	\$ 13,092	\$ 14,384	\$ 17,426	\$ 19,257
30	3 Cubic Yard 5x week	\$ 251.74	\$ 269.67	\$ 326.70	\$ 361.02	42	\$ 10,573	\$ 11,326	\$ 13,721	\$ 15,163
31	3 Cubic Yard 6x week	\$ 298.93	\$ 314.59	\$ 381.13	\$ 421.17	20	\$ 5,979	\$ 6,292	\$ 7,623	\$ 8,423
32	3 Cubic Yard 7x week	\$ 346.16	\$ 359.57	\$ 435.61	\$ 481.39	15	\$ 5,192	\$ 5,394	\$ 6,534	\$ 7,221
33	4 Cubic Yard rental rate	\$ 36.77				675	\$ 24,820			
34	4 Cubic Yard 1x week	\$ 78.69	\$ 109.94	\$ 133.19	\$ 147.19	284	\$ 22,348	\$ 31,223	\$ 37,826	\$ 41,802
35	4 Cubic Yard 2x week	\$ 131.12	\$ 159.86	\$ 193.67	\$ 214.02	139	\$ 18,226	\$ 22,221	\$ 26,920	\$ 29,749
36	4 Cubic Yard 3x week	\$ 183.60	\$ 209.83	\$ 254.21	\$ 280.92	102	\$ 18,727	\$ 21,403	\$ 25,929	\$ 28,654
37	4 Cubic Yard 4x week	\$ 235.97	\$ 259.69	\$ 314.61	\$ 347.67	69	\$ 16,282	\$ 17,919	\$ 21,708	\$ 23,989
38	4 Cubic Yard 5x week	\$ 288.42	\$ 309.63	\$ 375.11	\$ 414.53	28	\$ 8,076	\$ 8,670	\$ 10,503	\$ 11,607
39	4 Cubic Yard 6x week	\$ 340.89	\$ 359.59	\$ 435.64	\$ 481.41	33	\$ 11,249	\$ 11,866	\$ 14,376	\$ 15,887
40	4 Cubic Yard 7x week	\$ 393.36	\$ 409.55	\$ 496.16	\$ 548.30	20	\$ 7,867	\$ 8,191	\$ 9,923	\$ 10,966
41	6 Cubic Yard rental rate	\$ 47.41				55	\$ 2,608			
42	6 Cubic Yard 1x week	\$ 110.16	\$ 150.03	\$ 181.76	\$ 200.86	6	\$ 661	\$ 900	\$ 1,091	\$ 1,205
43	6 Cubic Yard 2x week	\$ 173.10	\$ 209.96	\$ 254.36	\$ 281.09	18	\$ 3,116	\$ 3,779	\$ 4,578	\$ 5,060
44	6 Cubic Yard 3x week	\$ 236.03	\$ 269.88	\$ 326.96	\$ 361.31	9	\$ 2,124	\$ 2,429	\$ 2,943	\$ 3,252
45	6 Cubic Yard 4x week	\$ 298.84	\$ 329.69	\$ 399.41	\$ 441.38	3	\$ 897	\$ 989	\$ 1,198	\$ 1,324
46	6 Cubic Yard 5x week	\$ 361.82	\$ 389.65	\$ 472.05	\$ 521.66	7	\$ 2,533	\$ 2,728	\$ 3,304	\$ 3,652
47	6 Cubic Yard 6x week	\$ 424.78	\$ 449.59	\$ 544.67	\$ 601.90	4	\$ 1,699	\$ 1,798	\$ 2,179	\$ 2,408
48	6 Cubic Yard 7x week	\$ 487.75	\$ 509.55	\$ 617.32	\$ 682.18	8	\$ 3,902	\$ 4,076	\$ 4,939	\$ 5,457
Bin, Refuse Compactor										
49	3 Cubic Yard 1x week	\$ 188.88	\$ 179.83	\$ 217.86	\$ 300.94	-	\$ -	\$ -	\$ -	\$ -
50	3 Cubic Yard 2x week	\$ 330.48	\$ 314.67	\$ 381.22	\$ 451.38	-	\$ -	\$ -	\$ -	\$ -
51	3 Cubic Yard 3x week	\$ 471.96	\$ 449.37	\$ 544.40	\$ 601.61	2	\$ 944	\$ 899	\$ 1,089	\$ 1,203
52	3 Cubic Yard 4x week	\$ 613.68	\$ 584.33	\$ 707.90	\$ 752.22	-	\$ -	\$ -	\$ -	\$ -
53	3 Cubic Yard 5x week	\$ 755.22	\$ 719.08	\$ 871.16	\$ 962.70	-	\$ -	\$ -	\$ -	\$ -
54	3 Cubic Yard 6x week	\$ 896.79	\$ 853.87	\$ 1,034.45	\$ 1,143.14	2	\$ 1,794	\$ 1,708	\$ 2,069	\$ 2,286
55	3 Cubic Yard 7x week	\$ 1,038.48	\$ 988.80	\$ 1,197.91	\$ 1,203.47	-	\$ -	\$ -	\$ -	\$ -
56	Total Commercial Containers					3,030				
57	Gross Monthly Revenue						\$ 404,539	\$ 383,603	\$ 466,640	\$ 513,563
58	Months per year						12	12	12	12
59	Gross Annual Revenue						\$ 4,854,468	\$ 4,603,236	\$ 5,599,680	\$ 6,162,756
60	Special Service Revenue (I)						\$ 1,311,898	\$ 1,074,396	\$ 1,288,368	\$ 1,423,668
61	Gross Annual Commercial Revenue - Total						\$ 6,166,366	\$ 5,677,632	\$ 6,888,048	\$ 7,586,424
62	Gross Annual Commercial Revenue - Total Rounded						\$ 6,166,000	\$ 5,678,000	\$ 6,888,000	\$ 7,586,000

(1) See Line 34 of Commercial Special Services.

City of Inglewood
Standardized Rate Revenue Comparison

Attachment 2

Commercial Special Services

Line	Service Category	Monthly Rates				Billing Units	Monthly Rate Revenue			
		Current	Athens	CDS	WMLA		Current (3)	Athens	CDS	WMLA
	Push Out Service (1)									
1	1x / week	\$ 37.64	\$ 36.21	\$ 43.42	\$ 47.98	433	\$ 16,298	\$ 15,679	\$ 18,801	\$ 20,775
2	2x / week	\$ 50.16	\$ 48.25	\$ 57.86	\$ 63.93	258	\$ 12,941	\$ 12,449	\$ 14,928	\$ 16,494
3	3x / week	\$ 62.82	\$ 60.43	\$ 72.47	\$ 80.08	62	\$ 3,895	\$ 3,747	\$ 4,493	\$ 4,965
4	4x / week	\$ 75.34	\$ 72.47	\$ 86.90	\$ 96.03	10	\$ 753	\$ 725	\$ 869	\$ 960
5	5x / week	\$ 89.00	\$ 85.61	\$ 102.66	\$ 113.44	12	\$ 1,068	\$ 1,027	\$ 1,232	\$ 1,361
6	6x / week	\$ 100.52	\$ 96.69	\$ 115.95	\$ 128.13	14	\$ 1,407	\$ 1,354	\$ 1,623	\$ 1,794
7	7x / week	\$ 113.05	\$ 108.74	\$ 130.40	\$ 144.11	6	\$ 678	\$ 652	\$ 782	\$ 865
	Total Containers					795				
	Scout Truck									
8	1x / week	\$ 37.64	\$ 36.21	\$ 43.42	\$ 47.98	442	\$ 16,637	\$ 16,005	\$ 19,192	\$ 21,207
9	2x / week	\$ 50.16	\$ 48.25	\$ 57.86	\$ 63.93	292	\$ 14,647	\$ 14,089	\$ 16,895	\$ 18,668
10	3x / week	\$ 62.82	\$ 60.43	\$ 72.47	\$ 80.08	200	\$ 12,564	\$ 12,086	\$ 14,494	\$ 16,016
11	4x / week	\$ 75.34	\$ 72.47	\$ 86.90	\$ 96.03	40	\$ 3,014	\$ 2,899	\$ 3,476	\$ 3,841
12	5x / week	\$ 89.00	\$ 85.61	\$ 102.66	\$ 113.44	25	\$ 2,225	\$ 2,140	\$ 2,567	\$ 2,836
13	6x / week	\$ 100.52	\$ 96.69	\$ 115.95	\$ 128.13	12	\$ 1,206	\$ 1,160	\$ 1,391	\$ 1,538
14	7x / week	\$ 113.05	\$ 108.74	\$ 130.40	\$ 144.11	6	\$ 678	\$ 652	\$ 782	\$ 865
15	Total Containers					1,017				
	Locking Bin Service									
16	1x / week	\$ 11.36	\$ 10.92	\$ 13.10	\$ 14.48	215	\$ 2,442	\$ 2,348	\$ 2,817	\$ 3,113
17	2x / week	\$ 13.24	\$ 12.74	\$ 15.27	\$ 16.88	83	\$ 1,099	\$ 1,057	\$ 1,267	\$ 1,401
18	3x / week	\$ 15.12	\$ 14.55	\$ 17.45	\$ 19.28	56	\$ 847	\$ 815	\$ 977	\$ 1,080
19	4x / week	\$ 16.99	\$ 16.34	\$ 19.60	\$ 21.66	9	\$ 153	\$ 147	\$ 176	\$ 195
20	5x / week	\$ 18.91	\$ 18.19	\$ 21.82	\$ 24.11	11	\$ 208	\$ 200	\$ 240	\$ 265
21	6x / week	\$ 20.79	\$ 20.00	\$ 23.98	\$ 26.50	2	\$ 42	\$ 40	\$ 48	\$ 53
22	7x / week	\$ 22.67	\$ 21.81	\$ 26.15	\$ 28.90	12	\$ 272	\$ 262	\$ 314	\$ 347
23	Total Containers					388				
	Drive In Service									
24	1x / week	\$ 22.60				208	\$ 4,701	\$ -	\$ -	\$ -
25	2x / week	\$ 30.11				130	\$ 3,914	\$ -	\$ -	\$ -
26	3x / week	\$ 37.64				86	\$ 3,237	\$ -	\$ -	\$ -
27	4x / week	\$ 45.18				23	\$ 1,039	\$ -	\$ -	\$ -
28	5x / week	\$ 52.66				34	\$ 1,790	\$ -	\$ -	\$ -
29	6x / week	\$ 60.33				26	\$ 1,569	\$ -	\$ -	\$ -
30	7x / week	\$ 67.81				-	\$ -	\$ -	\$ -	\$ -
31	Total Containers					507				
32	Gross Monthly Revenue - Special Services						\$ 109,325	\$ 89,533	\$ 107,364	\$ 118,639
33	Months per year						12	12	12	12
34	Gross Annual Revenue - Special Services						1,311,898	1,074,396	1,288,368	1,423,668

(1) Under the new agreement, fees are only applicable for push-out service for more than 15 feet. Under the current agreement, this fee is applied more broadly.

**City of Inglewood
Standardized Rate Revenue Comparison**

Attachment 2

Roll-off Box and Temporary Bin Service Rates

Line	Service Category	Contractor Rates				Annual Unit Count	Annual Rate Revenue			
		Current	Athens	CDS	WMLA		Current	Athens	CDS	WMLA
	Roll-Off Rates									
	Service Component									
1	Temporary Box, any size	\$ 214.29	\$ 203.00	\$ 208.66	\$ 272.16	121	\$ 25,929	\$ 24,563	\$ 25,248	\$ 32,931
2	Permanent Box, any size	\$ 205.76	\$ 195.00	\$ 200.35	\$ 261.31	795	\$ 163,579	\$ 155,025	\$ 159,278	\$ 207,741
3	Compactor Box, any size	\$ 205.76	\$ 195.00	\$ 200.35	\$ 261.31	717	\$ 147,530	\$ 139,815	\$ 143,651	\$ 187,359
4	Refuse Disposal Charge - per ton	\$ 41.56	\$ 40.00	\$ 43.77	\$ 41.57	5,989	\$ 248,903	\$ 239,560	\$ 262,139	\$ 248,963
5	Subtotal Roll-Off Box Service Rate Revenue						\$ 585,941	\$ 558,963	\$ 590,316	\$ 676,994
	Temporary Bin Rate									
6	3-Yard Container, delivery and disposal included	\$ 120.37	\$ 115.00	\$ 138.85	\$ 153.44	115	\$ 13,843	\$ 13,225	\$ 15,968	\$ 17,646
7	Total Annual Roll-Off and Temporary Bin Revenue						\$ 599,784	\$ 572,188	\$ 606,284	\$ 694,640
8	Total Annual Roll-Off and Temp. Bin Revenue, rounded						\$ 600,000	\$ 572,000	\$ 606,000	\$ 695,000

Attachment 3
City of Inglewood
Detailed Proposal Matrix
February 14, 2012

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Proposer Overview

	CORPORATE HEADQUARTERS	GUARANTOR (PARENT COMPANY)	INGLEWOOD CONTRACT REVENUE AS A % OF COMPANY REVENUE
Athens	City of Industry, CA	Arakelian Enterprises, Inc.	5%
CDS	Phoenix, AZ	Republic Services, Inc.	Less than 1% ⁽¹⁾
WMLA	Houston, TX	Waste Management, Inc.	Less than 1% ⁽¹⁾

⁽¹⁾ The annual revenue used in calculation represents the operating results of the guaranteeing parent company.

Experience

	OVERALL EXPERIENCE
Athens	Athens, a family-owned business, has been providing waste collection and recycling services in Southern California for 53 years. Athens cites experience in over 40 cities and areas throughout Los Angeles County. Athens also owns the Athens Material Recovery Facility in City of Industry, American Waste Industries, and American Organics.
CDS	<p>Consolidated Disposal Services, LLC ("CDS") is a wholly owned subsidiary of Republic Services, Inc., the second largest solid waste service provider in the USA. As a legal entity, CDS was organized in 1998; however, the operating companies that comprise CDS have Southern California service history of over 50 years. CDS has exclusive contracts with 29 municipalities and non-exclusive contracts with 21 jurisdictions in Los Angeles and Orange Counties. The hauler also owns and/or operates eight transfer stations/ material recovery facilities in the Los Angeles and Ventura County areas, and owns Sunshine Canyon Landfill.</p> <p>CDS has partnered with Pacific Coast Waste & Recycling as a joint venture for the proposal to the City of Inglewood. Pacific Coast Waste & Recycling is the current service provider for the City of Compton. As part of the proposal, Pacific Coast Waste & Recycling will be servicing roll-off boxes.</p>
WMLA	<p>USA Waste of California, Inc. dba Waste Management of Los Angeles ("WMLA"), formed in 1993. WMLA is wholly owned by Waste Management, Inc., the largest solid waste service provider in North America. WMLA cites current experience in 25 Los Angeles County jurisdictions on an exclusive basis, with an additional 8 jurisdictions served on a non-exclusive basis. Waste Management owns and operates transfer stations/ material recovery facilities and landfills throughout the region.</p> <p>WMLA is the current City of Inglewood service provider.</p>

	RESIDENTIAL CART COLLECTION EXPERIENCE
Athens	<p>Athens cites exclusive residential three-cart collection experience in the cities of Bell Gardens, Covina, Monrovia, Redondo Beach, Sierra Madre, and West Hollywood, and the unincorporated areas of the County of Los Angeles of Altadena and South San Gabriel, two-cart experience in the cities of Montebello, Monterey Park, San Gabriel, and West Covina, and one-cart service for the City of Irwindale.</p> <p>Provides semi-exclusive residential contract in the City of La Canada Flintridge.</p> <p>Cites manual cart experience in the cities of Azusa, Glendora, Palos Verdes Estates, San Marino, South El Monte, South Pasadena, and Temple City.</p>
CDS	<p>CDS currently provides residential automated cart collection experience in the County of Los Angeles (7 districts), and cities of Alhambra, Artesia, Bell, Cudahy, Cypress, Hawaiian Gardens, Hawthorne, Lawndale, Los Alamitos, Lynwood, Maywood, Norwalk, Rosemead, Santa Fe Springs, Seal Beach, and Whittier.</p> <p>Cites manual can collection service in the cities of Avalon, El Segundo, Hermosa Beach, and Rolling Hills.</p>
WMLA	WMLA cites the following automated three-cart collection experience: cities of Agoura Hills, Arcadia, Baldwin Park, Calabasas, Carson, Citrus, Diamond Bar, El Monte, Hidden Hills, Huntington Park, Inglewood, La Verne, Lancaster, Malibu, Manhattan Beach, Moorpark, Palmdale, Rolling Hills Estates, San Dimas, Santa Clarita, Simi Valley, Thousand Oaks, Westlake Village, and Whittier. Provides two-cart collection in the cities of Ridgecrest and South Gate.

Experience (continued)

	BIN COLLECTION EXPERIENCE
Athens	Athens provides exclusive commercial service in the cities of Azusa, Bell Gardens, Covina, Glendora, Irwindale, La Canada Flintridge, Monrovia, Monterey Park, Palos Verdes Estates, Redondo Beach, San Gabriel, San Marino, Sierra Madre, South El Monte, South Pasadena, Temple City, West Covina, and West Hollywood.
CDS	<p>CDS provides exclusive commercial collection in the cities of Alhambra, Artesia, Avalon, Bell, Cudahy, Cypress, Hawaiian Gardens, Hawthorne, Hermosa Beach, Huntington Park, Los Alamitos, Lynwood, Maywood, Norwalk, Rosemead, and Seal Beach.</p> <p>CDS has semi-exclusive and non-exclusive commercial collection experience in the cities of Torrance, Rancho Palos Verdes, Whittier, El Segundo, Lawndale, and Santa Fe Springs.</p> <p>CDS proposes to subcontract roll-off box collection services to Pacific Coast Waste & Recycling, which provides roll-off collection services for the City of Compton, and non-exclusively in other areas of Los Angeles County. (Pacific Coast Waste & Recycling also provides bin collection services for the City of Compton, and non-exclusively in other areas of Los Angeles County.)</p>
WMLA	WMLA cites exclusive commercial service for the cities of Baldwin Park, Calabasas, Hidden Hills, Inglewood, Lancaster, La Verne, Manhattan Beach, Moorpark, Palmdale, Ridgecrest, Rolling Hills Estates, San Dimas, Simi Valley, South Gate, and Thousand Oaks. Provides multi-family bin service in the City of Santa Clarita and semi-exclusive services in the cities of Arcadia, Bell Gardens, Carson and El Monte.

	SERVICE TRANSITION EXPERIENCE
Athens	Athens cites recent hauler transitions including the cities of Redondo Beach (2011), Irwindale (2011), and the unincorporated area of the County of Los Angeles of Altadena (2011).
CDS	CDS cites hauler transitions including the cities of Alhambra (2001), Hermosa Beach (2001), Redondo Beach (2003), Hawthorne (2007), Lynwood (2003), and multiple County of Los Angeles unincorporated areas. CDS cites numerous additional service transitions.
WMLA	WMLA cites the city of Rolling Hills Estates (2005) and the unincorporated LA county area of Citrus (2007) as examples of service transition to automated collection system.

Facilities

	IN-CITY OFFICE & OPERATING FACILITY
Athens	Will establish an in-city office for customers to pay bills and make service changes by the start of service, or within 90 days of contract award if City requests sooner. <u>Corporate Office and Operating Yard</u> - 15045 Salt Lake Ave., City of Industry Includes administration, billing, and customer service.
CDS	Plans to partner with Pacific Coast Waste to establish a local office in Inglewood, estimating a need for 60 days to open office. <u>Operating Yard</u> - 14905 S. San Pedro St, Gardena <u>Administrative Offices and Central Billing Center</u> - 9200 Glenoaks Boulevard, Sun Valley
WMLA	Will open an in-city office to supplement proposer's Compton and Commerce offices within 60 to 90 days of contract award. <u>Operating Yard</u> - 407 East El Segundo Blvd, Compton <u>Customer Service & Billing</u> - 5701 S. Eastern Ave. #300, Commerce

	MIXED WASTE PROCESSING FACILITIES
Athens	<u>Athens MRF - Transfer Station</u> - 14048 Valley Blvd., City of Industry Price per ton: \$35.00 - \$65.00
CDS	<u>CVT Regional MRF</u> - 2740 Coronado Street, Anaheim Rate included in \$42.00 transfer fee. Owned and operated by proposer.
WMLA	<u>WM Carson Transfer Station</u> - 321 West San Francisco Street, Carson \$83.56/ton <u>Downtown Diversion, Inc.</u> - 2424 East Olympic Blvd, Los Angeles \$56.00/ton Both facilities owned and operated by proposer.

	COMMINGLED RECYCLABLES PROCESSING
Athens	<u>Potential Industries</u> - 922 E Street, Wilmington
CDS	<u>CVT Regional MRF</u> - 2740 Coronado Street, Anaheim Owned and operated by proposer.
WMLA	<u>Rock-Tenn (formerly Smurfit-Stone)</u> - 20502 S. Denker Ave, Torrance <i>Alternative Facilities:</i> <u>Pico Rivera Material Recovery Facility</u> - 8405 Loch Lomond Drive, Pico Rivera <u>Express Recycling</u> - Los Angeles <u>Sun Valley Recycling Park</u> - 9227 Tujunga Ave, Sun Valley Projected to open for single-stream processing in late 2013 <u>In development - Azusa Material Recovery Facility and Waste Transfer Station</u> - Azusa, CA Projected to open in second quarter of 2013 Alternative facilities owned and operated by proposer.

Facilities (continued)

	GREEN WASTE FACILITIES/USES
Athens	<p><u>Puente Hills Landfill</u> - 2800 Workman Mill Road, Whittier \$22.95/ton, for use as alternative daily cover (ADC). Landfill closes 11/2013. <i>Alternative Facility:</i> <u>American Organics</u> - 20055 Shay Road, Victorville Composting facility owned and operated by proposer</p>
CDS	<p><u>Falcon Transfer and Recycling Station</u> - 3031 East I Street, Wilmington \$42.00/ton To be transferred to Farm Share Organics Facilities in Ventura County for composting.</p>
WMLA	<p><u>WM Carson Transfer Station</u> - 321 West San Francisco Street, Carson \$83.56/ton <u>Sun Valley Recycling Park</u> - 9227 Tujunga Ave, Sun Valley \$49.00/ton Processed into mulch, compost and soil amendments. Both facilities owned and operated by proposer.</p>

	TRANSFER FACILITIES
Athens	<p><u>Athens MRF - Transfer Station</u> - 14048 Valley Blvd., City of Industry \$35.00 - \$65.00/ton</p>
CDS	<p><u>American Waste Transfer</u> - 1449 W. Rosecrans, Gardena \$42.00/ton (rate includes processing at CVT) <u>Falcon Transfer and Recycling Station</u> - 3031 East I Street, Wilmington \$42.00/ton (rate includes processing at CVT) Both facilities owned and operated by proposer</p>
WMLA	<p><u>WM Carson Transfer Station</u> - 321 West San Francisco Street, Carson \$83.56/ton <u>Waste Transfer and Recycling</u> - 840 South Mission Road, Los Angeles \$64.00/ton <u>South Gate Transfer Station</u> - 9530 Garfield Ave, South Gate \$83.56/ton Above facilities owned and operated by proposer</p>

Facilities (continued)

	CONSTRUCTION AND DEMOLITION DEBRIS FACILITIES
Athens	<p><u>California Waste Systems</u> - 621 West 152nd Street, Gardena \$47.80/ton., Facility reports a 68% diversion rate. <i>Alternative Facility:</i> <u>American Waste - Sun Valley</u> Owned and operated by proposer.</p>
CDS	<p><u>Falcon Transfer and Recycling Station</u> - 3031 East I Street, Wilmington \$42.00/ton, owned and operated by proposer Reports a certified recycling rate of 96% for 2011.</p>
WMLA	<p><u>Downtown Diversion, Inc.</u> - 2424 East Olympic Blvd, Los Angeles \$56.00/ton. Owned and operated by proposer.</p>

	DISPOSAL SITE
Athens	<p><u>Chiquita Canyon Landfill</u> - 29201 Henry Mayo Dr, Castaic <u>Sunshine Canyon Landfill</u> - 14747 San Fernando Road, Sylmar <u>El Sobrante Landfill</u> - 10910 Dawson Canyon Road, Corona Per ton transfer rate at Athens Transfer Station to these three landfills: \$35.00 to \$65.00/ton</p> <p><u>Puente Hills Landfill</u> - 13130 Crossroads Parkway South, City of Industry \$38.26/ton. Closing 11/2013</p>
CDS	<p><u>Sunshine Canyon Landfill</u> - 14747 San Fernando Road, Sylmar \$59.88/ton Owned and operated by proposer</p>
WMLA	<p><u>El Sobrante Landfill</u> - 10910 Dawson Canyon, Corona \$29.36/ton, owned and operated by proposer</p>

	LONG-TERM DISPOSAL PLANS AND CAPACITY GUARANTEES
Athens	<p>Landfill Capacity Guarantee - Athens provided a letter from Chiquita Canyon Landfill, indicating that Athens has a disposal agreement with Chiquita Canyon and, under this agreement, Chiquita Canyon will accept 85,000 tons per year of City of Inglewood waste for the term of the agreement. (In 2010, approximately 76,000 tons were disposed under the collection agreement.) This letter indicates that disposal rate increases are controlled under the agreement, but the rate adjustment method has not been disclosed.</p> <p>Facility Guarantee - Guarantees capacity at the to-be-developed Inglewood MRF and at its Athens MRF/Transfer Station as a back-up, for the term of the agreement.</p>
CDS	<p>Landfill Capacity Guarantee - Owns, and guarantees capacity at, Sunshine Canyon Landfill. Facility Guarantee - Guarantees capacities at three hauler-owned transfer/processing facilities in the region.</p>
WMLA	<p>Landfill Capacity Guarantee - Owns, and guarantees capacity at, El Sobrante Landfill. Facility Guarantee - Guarantees capacity for all waste and recyclables through term of agreement at its facilities.</p>

Equipment

	COLLECTION VEHICLES	COLLECTION PRACTICE FOR HARD TO SERVICE AREAS (1)	CART - MANUFACTURER, AGE
Athens	24 new CNG collection vehicles.	Will use a second crew-member to move the carts to the right side of the street for collection, and return them after servicing.	New Rehrig HuskyLite.
CDS	21 Autocar collection vehicles (Model Year 2011).	Will use a second crew-member to move the carts to the right side of the street for collection, and return them after servicing.	New Otto carts. If used carts can be purchased from current hauler, cost savings will be passed through in residential rates.
WMLA	Nine LNG collection vehicles (Model Year 2008) Nine LNG collection vehicles (Model Year 2009) One LNG collection vehicle (Model Year 2003)	Driver will park and exit the vehicle, move the containers to the right side of the street, service all containers, re-park and exit the truck, and move all containers back to the original side of the street.	Rehrig Pacific Model ROC-95U, made with 20% recycled material. Proposed to continue using existing carts.

(1) Certain areas of the City have difficult to service, narrow, one-way streets. Proposers were asked to describe their method for servicing such streets, and to consider the use of dual-armed vehicles. All proposers opted not to use dual-arm vehicles due to safety issues and other concerns.

Additional Information Requested in RFP

	MINIMUM GUARANTEED DIVERSION RATE FOR ALL HAULER-COLLECTED SOLID WASTE
Athens	15%
CDS	30%
WMLA	15.79% initial diversion rate, phasing in increases up 19.27% by contract year beginning December 1, 2016.

	SHARPS PROGRAM
Athens	Single and multi-family residents can order the mail-back Sharps containers by calling Athens' customer service department or by ordering them through Athens' website. The first container per customer each year shall be provided free of charge, with additional containers provided for \$5.00 each.
CDS	Residential customers may order Stericycle mail-back Sharps containers from CDS' customer service or online at CDS' website, free of charge with no limit.
WMLA	Residents may contact WMLA to request mail-back postage paid Sharps container, to be delivered to customer within one week. Senior customers may receive two free containers each year and \$5 charge for the third container in a year. Non-senior customers may receive one free container each year, \$5 for the second container, and \$30 for the third container. <u>Sharps and Pharmaceutical Waste Round-up Event at No Additional Charge</u> - WMLA will host an annual educational event at a senior center where residents can drop off used Sharps and learn more about the Sharps program. <u>Sharps Program at City Hall at No Additional Charge</u> - WMLA will provide, at no additional cost, up to ten collection receptacles for placement in City Hall restrooms.

Additional Information Requested in RFP (continued)

	OPTIONAL REVENUE GENERATING OPPORTUNITIES
Athens	<p><u>MRF</u> - Athens proposes to establish a Material Recovery Facility within the City of Inglewood. If MRF is built, Athens indicates that it will create 245 to 361 jobs. Athens proposes to deliver approximately 1,450 tons per day, based upon tonnage Athens is currently collecting under contract from cities in the area, including Palos Verdes Estates, Redondo Beach, West Hollywood, Los Angeles, Inglewood (if awarded the agreement) .</p> <p>Athens proposes a \$0.50 to \$2.50 per ton host fee, depending upon facility size and additional tonnage received. AT 1,450 tons per day, the host fee would be \$222,000 to \$1.1 million per year in host fees to the City, according to Athens' estimates.</p>
CDS	<p><u>Cart Purchase Incentive Program</u> - If CDS is able to procure the existing carts from the outgoing hauler, CDS will decrease the residential price by 7.65%. Another option would be to apply the cart purchase savings of \$750,000 to the City's General Fund.</p> <p><u>Community Investment Program</u> - CDS will provide each Council District with \$12,500 each contract year to support entities and city activities. This will provide the community with an additional \$500,000 over the life of the agreement.</p> <p><u>Point of Sale for Equipment Purchases</u> - CDS will establish a point of sale for solid waste equipment purchases within the City, supplying the City with an estimated \$55,728 in sales tax revenue.</p>
WMLA	<p><u>Recyclable Revenue Sharing</u> - WMLA and the City will share (in a 50/50 split) the net revenue generated from the sale of all tons of recyclable material in excess of the Diversion guarantees.</p> <p><u>City Transfer Station Enhancements</u> - WMLA will identify the best way to maximize the potential of the City's transfer station.</p>

	OPTIONAL FOOD WASTE PROGRAMS
Athens	<p>Athens offers a restaurant food waste pilot program at no additional charge to the City. Estimates including 30 customers in the pilot program. Per ton food waste processing at Athens' facility is \$30.00 per ton, plus transfer and transport.</p> <p>Athens will negotiate to implement on-going residential or restaurant food waste programs.</p> <p>Athens owns and operates a food waste composting facility in Victorville and provides food waste diversion programs under municipal contracts to the cities of Redondo Beach and West Hollywood.</p>
CDS	<p>CDS offers a commercial food waste pilot program by the end of contract year one. CDS will discuss with the City prior to expanding and/or formalizing the program.</p> <p>CDS offers to compose food waste from city wide events.</p>
WMLA	<p>WMLA will conduct a pilot commercial food scrap and organics collection and processing program. The pilot program will be offered to 11 select customers and run for 13 weeks. After the pilot program is completed, WMLA will analyze the effectiveness and cost of the program.</p> <p>WMLA will utilize WM Reclaimable Anaerobic Composter, 600 E Avenue F, Lancaster, with a gate rate of \$83.00 per ton.</p>

Additional Information Requested in RFP (continued)

	EMPLOYMENT SUPPORT
Athens	Athens offers to conduct a job fair for displaced workers. Athens will make employment offers following the job fair to all candidates who meet company employment prerequisites. Athens will provide assistance through internships, job fair participations, local business support, and identify potential areas for Minority Business Enterprise (MBE) that benefit the local community at no additional charge to the City.
CDS	CDS will work with local career centers to recruit up to 26 City residents for employment with CDS in the Los Angeles County area.
WMLA	WMLA proposes to work in collaboration with the Chamber of Commerce and local non-profits to assist students with internships.

	CONTRACT START DATE
Athens	November 1, 2012.
CDS	August 1, 2012. CDS proposes an alternative contract start date of June 1, 2012 or earlier if the outgoing contractor sells its residential carts to CDS.
WMLA	June 1, 2012

Proposed Exceptions to Franchise Agreement

	NUMBER OF EXCEPTIONS	DESCRIPTION OF EXCEPTIONS TAKEN
Athens	0	
CDS	0	
WMLA	17	WMLA requested 19 language changes to the RFP ranging in significance and include, but are not limited to, relaxing requirements regarding; <ul style="list-style-type: none"> • Vehicle age • Extraordinary rate adjustments • Audit scope restrictions • Time to cure contract defaults Two requests were considered clarifications, and 17 were considered exceptions.

Legal Disclosures

	# OF LEGAL DISCLOSURES	SUMMARY OF LEGAL DISCLOSURES																
Athens	6	<div><div><div>1. <u>California Air Resource Board</u> - Athens entered into a settlement agreement in 2009 with the Air Resources Board; ARB asserted that Athens failed to properly inspect diesel vehicles in 2005 and 2006 and to install emission-reduction devices from 2004 to 2008</div><div>2. <u>South Coast Air Quality Management District (SCAQMD)</u> - Reached settlement 1/2009 for facility improvements, costs and fines regarding ongoing odor issues at its City of Industry facility (Athens MRF).</div><div>3. <u>City of Los Angeles v. American Waste Industries</u> (2006) - Purchased American Waste Ind. Inc. in November 2006. American’s Sun Valley MRF had CEQA issues. Company has obtained a temporary solid waste facility permit, cleaned up and resolved all issues and has obtained a solid waste facility permit. Indicates that company did not assume American’s additional legal and regulatory issues.</div></div><div><u>Administrative Proceedings</u> OSHA facility inspections:<table><tr><th>#</th><th>Facility</th><th>Citation Date</th><th>Settlement</th></tr><tr><td>125918953</td><td>Valley Blvd</td><td>9/27/07</td><td>\$1,150</td></tr><tr><td>310196019</td><td>Sun Valley</td><td>6/29/07</td><td>\$1,685</td></tr><tr><td>307149268</td><td>Sun Valley</td><td>6/28/07</td><td>Contested. No further inquiries</td></tr></table></div></div>	#	Facility	Citation Date	Settlement	125918953	Valley Blvd	9/27/07	\$1,150	310196019	Sun Valley	6/29/07	\$1,685	307149268	Sun Valley	6/28/07	Contested. No further inquiries
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CDS	4	<div><div><div>1. <u>Citizens for a Fair Trash Contract v. City of Los Alamitos, CDS</u> - Plaintiff alleges that the City of Los Alamitos did not properly follow competitive bidding procedures in awarding a new solid waste collection contract. Writ of mandate issued to City to amend City Code, conduct new proposal process, or take other actions to address. Filed October 27, 2010.</div><div>2. <u>Browning-Ferris Industries of California, Inc. (“BFI”) vs. City of Los Angeles</u> - BFI (subsidiary of parent company Republic Services, Inc.) filed a complaint about the City of Los Angeles “Alternative to Landfilling” fee in connection with its operations at Sunshine Canyon Landfill. Filed Dec 2008. Settled May 2010.</div><div>3. <u>South Coast Air Quality Management District</u> - Odor complaint at Sunshine Canyon Landfill. Mitigation measures implemented. Filed February 2010. Resolution pending.</div><div>4. <u>County of Los Angeles, et al. v. Browning-Ferris Industries of California, Inc. et al.</u> - County sued defendants, including BFI, for reimbursement of monies expended on the Cal Compact Landfill site. County claims that company is a successor to the responsible party. Filed October 2009. Settled August 2011.</div></div></div>																
WMLA	2	<div><div><div>1. <u>Irwindale Partners LP v. United Rock Products Corporation and USA Waste of California, Inc.</u> - City of Irwindale alleges that WM did not properly backfill two inert landfills operated by WM and/or did not meet current industry standards for backfilling. Filed September 2007. Case dismissed without prejudice.</div><div>2. <u>USA Waste of California, Inc. v. City of Compton</u> - Breach of contract action against Compton for unpaid amounts under franchise agreement and failure to return company’s containers. Filed October 2008. Settled.</div></div></div>																

Unique Proposal Features

Athens

1. Free Compost and Mulch Events for Residents – Twice annually, Athens will provide two 40-cubic yard containers of compost from Athens' American Organics compost facility. Residents of the City will be able to bring and fill their own containers on a first-come, first served basis at no cost to the City or residents.
2. Neighborhood Safety Program – Similar to a neighborhood watch program, Athens drivers will be specially trained to recognize and report potentially dangerous, criminal, unusual or suspicious situations to assist local law enforcement.
3. Customer Service – Live operator answers customer service line.

Alternative Proposal:

1. Increased Franchise Fee Payment for Longer Contract Term – Agreement requires a one-time up-front payment of \$5,000,000. Athens will pay an additional up-front \$250,000 for each year the City will agree to lengthen the 8-year contract term. For example, if Inglewood awards Athens a 10-year contract, Athens will offer an additional \$500,000 payment.
2. Residential Single-Stream Waste Collection – Athens offers co-collection of all residential waste streams together, instead of separating recyclables and green waste from the refuse. This would result in one, instead of three, collection trucks passing each house. Waste would be sorted at Athens' existing MRF to recover recyclables, until the in-City MRF is complete. Fewer carts may be necessary. This service would add an additional \$2.90 per home per month to Athens' proposed monthly rate of \$10.95, bringing it to \$13.85 per month.
3. Street Sweeping Services – Athens proposes to provide street sweeping services to the City at one-half the cost of the City's budgeted sweeping cost.
4. Additional Diversion Programs – Offers to negotiate for additional waste processing, food waste programs, and/or additional food programs for an additional cost. Athens is currently providing food waste collection to other Los Angeles County cities.

Unique Proposal Features (continued)

CDS

1. Free Eye Screening through the Inglewood Lions Club – CDS will partner with the Inglewood Lions Club and the Lions Mobile Eye Screening Unit to give free eye exams to Inglewood residents. CDS will sponsor up to four events a year.
2. Reuse Programs:
 - Bulky Item Reuse Network – CDS will create and manage an online community networking site exclusively for residents and non-profit organizations to redistribute reusable items.
 - Bicycle Redistribution Program – CDS will accept bicycle donations at its local office, refurbish and repair them as needed, and redistribute the bicycles free to any Inglewood resident in need. Annual bike drive included.
 - Books Recycling Program – CDS will team up with Thrift Recycling Management to raise money for community groups through the retrieval and resale of books. Thrift Recycling Management will scan ISBNs or enter titles into a database to determine if books can be resold, donated to charity, or consigned to the recycling plant. A portion of the proceeds will be returned to a community group or school in need of funds.
3. Curbside Households Batteries Collection – CDS will collect household batteries placed in zip lock bags and on top of recycling carts at no additional cost.
4. Scholarship Opportunity to Inglewood Students – During the annual Earth Day celebration, CDS will offer five \$1000 scholarships annually to college-bound seniors attending each high school in Inglewood Unified School District.
5. Community Safety Initiative – CDS will cooperate with law enforcement and emergency services to reduce crime and maintain neighborhood safety.
6. \$10,000 Community Gardens Donation and Free Compost – CDS will donate \$10,000 to promote a City Council approved community garden. CDS will also provide up to 300 cubic yards per year of free compost to Parks and Recreation Department projects.
7. Quarterly Community Shred Days – Quarterly, CDS will set up a community shred event. Additionally, CDS will have an in-house shredding program at its local office for customer use at no additional charge. Targeted customers will be residents and small businesses.
8. Recycling Rewards Program at No Additional Charge – CDS will weigh residential recyclables collected by zone. Each quarter, all residents in the winning zone will receive a gift card to a local business.
9. Emergency Collection and Disposal Service – CDS has a disaster plan and Blue Crew emergency response team. CDS will coordinate with county, State, and federal officials and dedicate its equipment during an emergency or disaster.
10. Additional Diversion Programs – CDS proposes to increase diversion levels by processing a portion of the commercial waste stream to recover recyclables before disposal, and by sending refuse to a waste-to-energy facility for diversion credit.

Alternative Proposal:

1. Increased Franchise Fee for Longer Term – If the City agrees to a ten-year, instead of eight-year, contract term, CDS will provide \$625,000 in additional franchise fees for each additional term year after the initial eight-year term to which the City commits up-front, will reduce rates by approximately 2.6%, and will decrease the guaranteed diversion rate from 30% to 27%.
2. Purchase of Existing Carts – If CDS can purchase existing carts from WMLA, CDS will lower residential rates to reflect cost savings, estimated by CDS as approximately seven percent. Actual savings would depend on actual sale price to WMLA.

Unique Proposal Features (continued)

WMLA

1. Healthy Inglewood – WMLA will coordinate with a local health care provider or clinic to initiate community health screenings for people who cannot afford health care. WMLA commits to fund this effort up to \$75,000 per year.
2. Free WM Bagster® for Community Cleanup – WMLA will donate at no additional cost a minimum of 20 Bagsters (similar to three-yard bin service) per year for community clean up, beautification, and other appropriate volunteer events. Service includes delivery, collection and disposal of Bagster. Under WMLA's proposed rates, value to the City for comparable 3-yard bin service would be \$2,408 per year (net of City franchise fees).
3. Anti-Scavenging Program at No Additional Charge – WMLA will use reasonable business efforts to enforce anti-scavenging laws.
4. WM Senior Care Specialist at No Additional Charge – A Personal Senior Care Consultant is available to personally visit seniors to help transition to the new franchise.
5. Neighborhood Safety Watch – WMLA will continue this program, whereby WMLA partners with local authorities to train its drivers to recognize and report unusual or suspicious situations to the appropriate emergency responder.
6. Additional Outreach Efforts – WMLA proposes to provide outreach materials beyond draft agreement requirements for multi-family recycling education and anti-scavenging education and outreach, provide school waste audits and on-line educational materials, and promote bilingual outreach efforts at no additional charge. WMLA has the capability to send out-dialing messages to customers.
As part of its multi-family outreach, WMLA will provide 500 in-unit recycling baskets annually at no additional charge.
7. Urban Gardens Program – WMLA will commit to monthly maintenance of the Morningside High School community garden, provide annual composting classes for high school students, organize a garden tool donation event, host a WMLA Volunteer day, and annually provide 500 reusable bags for the program's farmers market.
8. Disaster Preparedness – WMLA has a large network of solid waste facilities for use in event of a natural disaster.
9. Grant Writing – WMLA will provide grant writing assistance.
10. Shredding Event – WMLA offers an annual shredding event to residential customers at no additional charge. WMLA estimates the value of this event to be approximately \$1,000.
11. Recyclables Revenue Sharing if Recycling Exceeds Contractually Required Recycling – If, and to the extent that, WMLA exceeds contractually required recycling levels, WMLA will share 50% of the excess recyclables revenue with the City.

Alternative Proposals:

1. Street Sweeping– WMLA would like to negotiate the option of including street sweeping services into the proposal.
2. Bagster® - Dumpster in a Bag Brought to the City– WMLA provides Bagster service, a portable bag that may be used in place of a dumpster for hauling of small construction or clean-up projects. Customers would purchase a Bagster® at a local store home repair store for \$29.95, paying the remainder of the collection cost to WMLA when customer calls for collection of the filled bag.
3. "Recycle Bank" - Recycling Participation Incentive System – WMLA would like to negotiate the option of including a recycling incentive program to Inglewood residents for an additional fee. The program will reward residents who recycle with points that can be redeemed for deals at businesses.
4. Adjustment to Service Levels and Fees – WMLA proposes to lower certain rates and increase the one-time franchise fee if City increases two extra bin service fees and reduces residential recycling services. These four proposed differences are as follows:
 - Extra \$1 million in Up-Front Franchise Fees – WMLA would pay \$6 million, instead of \$5 million, in up-front fees.
 - Bin Push-Out Fees Charged if Driver Leaves Vehicle - Currently, bin push-out fees are charged if driver leaves vehicle to position bin. Under the draft agreement, the fee is applied if the driver must push the bin 15 feet or more for collection.
 - Reinstatement of Drive-In Fees - Currently, approximately 19% of bins receive a surcharge for WM driving into the property for collection. Under the draft agreement, this fee was eliminated.
 - Reduced Residential Recycling Collection - Proposes collecting recyclables every other week, versus every week.

CITY OF INGLEWOOD
SUMMARY OF KEY SERVICES AND CONTRACT TERMS
REQUESTED IN RFP

I. SERVICES

A. Residential Cart Services

- One time per week, automated collection.
- One automated 96 or 64-gallon refuse cart. Additional carts may be requested for a monthly fee.
- One automated 96-gallon recycling cart. Additional carts may be requested at no charge.
- One automated 96-gallon green waste cart. Additional carts may be requested at no charge.
- Backyard service for disabled residents at no additional charge.

B. Residential Bin and Commercial Collection Services

- Bin refuse collection for commercial customers, and residential customers not receiving cart service.
- 96-gallon commercial cart service available to businesses that cannot accommodate a bin.
- Temporary bin services.
- Permanent and temporary roll-off box service.
- Processing of all construction and demolition debris.
- Scout vehicle service fee to position hard-to-access bins for collection using a special truck.
- Bin push-out service fee to move bins 15 feet or more into position for collection.

C. City Services – provided at no additional charge (except as noted)

- Refuse, recyclables and green waste collection from City facilities.
- Street litter and recycling container collection.
- Refuse and recyclables collection from, and portable toilets and sinks at, City-sponsored events.
- Abandoned item collection and weekly alley sweeps.

D. Special Services

- Unlimited on-call bulky item collection for single and multi-family customers at no additional charge.
- Operation Clean Sweep annual curbside clean-up event for residential cart customers.
- Sharps collection program for all residents.
- Door-to-door household hazardous waste collection at no additional cost.
- Holiday tree collection from all residential customers from December 26 through second week in January.
- Three annual composing workshops for residents at no additional charge.

II. CONTRACT TERMS

A. Term of Contract

Eight-year term, with a City option to extend the agreement for up to twenty-four additional months.

B. Minimum Recycling Requirements

- Minimum diversion rate for hauler-collected waste to be proposed.

C. Fees

- Contracting Fee - One-time \$150,000 to be paid upon award of contract for costs associated with the development and award of this franchise.
- One-Time Franchise Fee - \$5 million paid within 30 days of contract execution.
- Quarterly Franchise Fee Payments - To be paid on hauler-billed revenue. City to set franchise fee levels and collect fee from City-billed customers.
- Annual Fee Payments - \$780,000 per year (Infrastructure Impact, Public Education Material, Public Education Broadcasting, Solid Waste Code Enforcement, Training, Community Publications, and Service Center fees).

D. Faithful Performance Bond and Letter of Credit

Franchisee will provide a \$500,000 performance bond and \$500,000 letter of credit.

E. Vehicles

All route collection vehicles will use natural gas at the start of service.

F. Rate Adjustment

Rate adjustment method is based upon the change in indices for labor, fuel, landfill disposal, green waste, and “other” costs. Proposers to propose specific landfill disposal and green waste adjustment indices.

G. Billing

City bills residential cart customers and bin customers. Hauler bills roll-off box and temporary bin customers.

Projected 8-Year Rate Revenue

Rate Effective	Athens	Athens (at annual cap)	CDS	WMLA
Projected Rate Increase	3%	5%	3%	3%
12/1/2012	\$9,217,000	\$9,217,000	\$11,131,000	\$12,087,000
12/1/2013	\$9,494,000	\$9,678,000	\$11,465,000	\$12,450,000
12/1/2014	\$9,779,000	\$10,162,000	\$11,809,000	\$12,824,000
12/1/2015	\$10,072,000	\$10,670,000	\$12,163,000	\$13,209,000
12/1/2016	\$10,374,000	\$11,204,000	\$12,528,000	\$13,605,000
12/1/2017	\$10,685,000	\$11,764,000	\$12,904,000	\$14,013,000
12/1/2018	\$11,006,000	\$12,352,000	\$13,291,000	\$14,433,000
12/1/2018	<u>\$11,336,000</u>	<u>\$12,970,000</u>	<u>\$13,690,000</u>	<u>\$14,866,000</u>
8-Year Total	\$81,963,000	\$88,017,000	\$98,981,000	\$107,487,000

WMLA - Alternative Proposal

WMLA submitted a proposal that included the following deviations from the City's RFP:

- Additional \$1 million in up-front City fees
- Reinstatement of customer Drive-In Fees
- Expanded application of customer Push-Out Fees
- Reduction in residential recyclables collection, to every other week
- Rates lower than in WMLA's base proposal

City Fees - The additional \$1 million in City fees equates to \$125,000 per year under an eight-year agreement.

Drive-In Fees - The current agreement includes a Drive-In fee, which was eliminated from the new draft agreement. WMLA proposes to apply this fee to commercial accounts when the driver must drive onto the customer's property and leave the vehicle in order to provide collection service. Based upon service levels provided in the RFP and WMLA's proposed Drive-In fees, this fee would generate an additional \$218,000 per year in revenue.

Push-Out Fees - Under the current agreement, WMLA has applied a push-out fee to the collection of bins when the driver must leave his vehicle in order to provide service. The application of this fee has been limited to instances where the driver has to push the bin at least 15' to provide service. Based upon service data WMLA provided from its recent route audit, an estimated \$443,000 in additional annual revenue may be anticipated from the broader application of this fee.

Rates Lower than Rates in WMLA's Base Proposal - WMLA proposed reduced rates under this alternative. The annual rate revenue savings due to a reduction in proposed collection fees would be \$700,000. (This figure does not include the offsetting rate revenue increases from the requested additional Drive-In and Push-Out fees.)

Recyclables Route Savings to WMLA - If WMLA decreased recycling service to every other week, WMLA's route costs would decrease, but not necessarily by half, as the material to be collected may not be similarly reduced. WMLA indicated a residential recycling truck operating cost of \$369,000 per year to operate two routes per day. If, WMLA's recycling truck operation costs were to decrease by one third, it would save approximately \$123,000 per year. Another consequence of reduced recyclables collection is that customers that regularly fill their recycling containers may now need another container, or recycle less. All such customers may not have space or desire to store another container.

Additional Revenue Increases – The route audit recently completed by WMLA includes increases in the number of customers to whom push-out and drive-in fees are to be assessed. The number of customers to whom such fees have been assessed has increased significantly since the inception of the current agreement. Under a new agreement with broad definitions of such terms, additional customers may be assessed these fees and rate revenue to WMLA will increase. If the City desires to continue the current push-out and drive-in fees, the City may consider capping the bin customers to whom the fees can be applied.

Valuation of the Alternative Proposal

Increase in City Fees (annualized)	\$125,000
Drive-In Fees Per Year Paid by Ratepayer (at current rates) ⁽¹⁾	(218,000)
Additional Push-Out Fees Paid by Ratepayers per Year ⁽¹⁾	(443,000)
Rate Revenue Savings per Year to Ratepayers	700,000
Recycling Route Savings to WMLA	<u>(123,000)</u>
Estimated Annual Value to City	\$40,000

(1) The number of customers to whom these fees are applied may increase under the new agreement, reducing the estimated value to the City.

Thank you for the opportunity to participate in the City of Inglewood's process for waste collection and recycling services. We appreciate your diligence in the quest to find a company that will meet and exceed the city's waste collection and recycling expectations. You have asked us to respond to some "blog" information that provides misinformation and absolute falsehoods. We are not typically asked to respond to information disseminated about our company from anonymous sources, but we are happy to reply in this instance because we are confident our response will provide the city a more accurate representation of Athens Services if this issue arises. In addition, HF&H has evaluated Athens Services on several occasions and has recommended us as a potential waste hauler to several cities as a result of this evaluation. We certainly believe that these evaluations have been vetted out and HF&H would not recommend a hauler if these issues were current, or even fact. As a case in point, we have been awarded a waste contract where this very issue arose and once the final decision was made by the City Council, the issue never manifested itself during contract implementation or service. The competitors simply went away and will again possibly surface during the contract deliberation in Inglewood. This is a typical behavior that our competitors and local unions use to try and discount the fact that Athens Services is one of the most qualified waste haulers in Southern California. Most City Officials and Staff Members see right through this "anonymous" attack on an outstanding municipal vendor like Athens. During our consultant-participant relationship in the past 3 years you (HF&H) have not experienced anything the like of what this blog has indicated. Also remember that this blog has no "new information", and is simply a byproduct of jealous competitors that can mask their identity by using the internet. This behavior is one of the unfortunate consequences of the anonymous internet use. I am sure anyone looking at this will understand, can appreciate, and probably has experienced this internet style assault, especially elected officials and City Staff.

The information you have asked about is garnered from a website that claims to be maintained by, "Montebello Residents for Honest Government." This website is actually maintained by the main consultant to several of our waste company competitors. As would be expected of a website constructed and maintained by industry competitors, under the guise of a grassroots group of concerned citizens, the website is replete with inaccurate and blatantly false information about Athens Services. It is most unfortunate that competitors and special interest can take a "free shot" via this horrible website which demonstrates truly the worst the internet has to offer. The owners of Athens Services have built a tremendous value add company based on family values and service, both to our customers and employees. Athens demonstrates to all of our contracted cities these values on a daily basis, and when asked, each city will give us the highest regards for our attention to detail and service model. Most important is that our partner City's Staff and Elected Officials are reminded that they made the right decision by selecting Athens as their waste hauler and landfill avoidance business partner. Following are some examples of the erroneous information disseminated to you in the past by an anonymous party or parties:

The website states, under a heading "Montebello Superfund Site," that Athens operated one of the region's worst

landfills, now a major federal Superfund cleanup site, while doing business as the "Operating Industry" company. This statement is false. Athens has never done business as "Operating Industry Company,"

owned any such entity, nor played any role whatsoever in the operation of the so-called "Montebello Superfund Site." Rather, the site was operated for years as a mining related venue, later opened as a landfill in 1948 by the City of Monterey Park and a private operator, subsequently taken over by Operating Industries, Inc., and eventually shut down and labeled a Superfund Site. Jack Arakelian had a partnership interest in Operating Industries in the early 1970's. Jack Arakelian never had any ownership of Arakelian Enterprises dba Athens Services, nor did Athens Services take waste to this facility.

The website refers to antitrust allegations. This case dates back over 23 years to an alleged incident between one of our senior executives at the time, and another business associate. Our firm chose to enter a no contest plea, not admitting any wrongdoing but not contesting the allegations in a public forum. As such, and since that incident there have been no violations and Athens Services has a spotless record versus the majority of our competitors in the industry.

The website further states, under the heading "Operational Safety Violations," that OSHA has cited Athens for illegally forging a CHP officer's signature of "scores of fake vehicle repair certifications" and further lists a host of other serious safety violations attributable to Athens. It even purports to cite to a Los Angeles Times story to corroborate the allegations. In reality, the cited article indicated West Covina Disposal, not Athens, was the operator who committed such acts -- a completely separate company which, at the time, Athens was not affiliated with in any fashion. Indeed, in part to try and solve these very problems, which the website accuses Athens of committing, the City of West Covina later worked with Athens to take over the waste hauling contracts at issue in order to remedy this situation. Indeed, Athens still has a contract with the City of West Covina and we have a very good working relationship with and positive reputation in the city, which we are confident both city staff and council will verify. In addition Athens Services currently received a "Certificate of Achievement" from the California Highway Patrol for consecutive satisfactory ratings on our motor carrier safety and terminal inspections, a far cry from this anonymous internet assault.

The website additionally cites, under the heading "Environmental Violations," various SCAQMD violations. Athens' state of the art materials recycling facility utilized a series of highly innovative technologies that initially created various issues, but such temporary problems were remedied in full and the issues abated. The reason for these temporary issues and problems was twofold: one, the design, construction, and utilization of a groundbreaking and state of the art materials recycling facility created a host of new challenges for Athens and its team. Second, such issues may have been minor indeed but for the efforts of a plaintiff's class action firm that utilized a "phone tree" for the surrounding citizens to constantly call the SCAQMD to claim the presence of various "odors" in the area and alleged resulting "harm" to the community. Based in large part on these complaints, Notices of Violation were routinely issued based on such simple calls and complaints without any form of environmental or scientific testing. As to the multiple Notices of Violations, those were almost entirely created by a small group of residents that sued Athens and then routinely called the SCAQMD in the hopes of adding some validity to their lawsuit -- and, with no testing or environmental equipment of any kind, the SCAQMD would often issue the notices based solely on such calls. Our last Notice of Violation of this type was received in October of 2007. These NOV's and the lawsuit were later remedied and dismissed following an inspection of the facility by a panel of AQMD officials. Since that time our MRF has been operating

virtually NOV free and the SCAQMD issues have also been fully resolved. A very important point here is that some of the equipment purchased and installed was later found to be defective and the contractor and manufacturer of the equipment took responsibility for correcting those issues. The Athens Material Recovery Facility (MRF) is a fully enclosed facility that employs the most technologically advanced environmental impact mitigations. It is the highest diverting mixed waste MRF in California and we invite Inglewood Staff, City Council and Residents to tour the facility at any time to form their own opinion.

Finally, with respect to our company's reputation- Athens Services has provided exemplary waste collection and recycling services to cities throughout Southern California for 53 years. The allegations regarding political manipulation and pricing are absolutely false. We have exclusive contracts in 20 cities, some dating back to the 1960's, and non-exclusive contracts in many more. Our reputation for providing consistently excellent service at highly competitive rates has earned us the trust of these communities to continually meet and exceed ever-more stringent AB 939 mandates. Our long history of community involvement and philanthropy has solidified positive relationships in each of our

stakeholder communities as we are confident will be verified through our references. This should address your questions regarding the stopathens.org website.

Regarding your inquiry about the "waste collection contracting issues in the cities of Monterey Park and Montebello", the aforementioned should cover the majority of the inquiry. We have no outstanding issues with our waste collection contract. Athens has valid contract in both cities and if checked you will find out service level and performance in both cities is outstanding. There are political issues which are out of our scope of influence, and certainly a byproduct of the anonymous "assault" our competitors take to try and create havoc in a city where otherwise the residential and business customers are very happy. In Montebello a citizen who is being paid by the same organization behind the stop Athens website is suing the city because they do not want Athens to have an exclusive commercial hauling agreement. Athens is a third party of interest here because it could have an effect on the length of our exclusive contract. This is a nuisance lawsuit that we believe will eventually go away and the prevailing contract and exclusivity will stay in place. Please note that this does not have a current affect on our performance or contractual agreement. In Monterey Park, the City Council voted to have our current contract go out to bid in the future, at the end of our current contractual relationship, many years away. In doing so, the city may have made an error in the classification of the resolution they brought to a vote of the people, and this is currently being vetted out. A citizen is currently engaged in a lawsuit where Athens is again a party of interest, and this is in the appellate courts to decide if the resolution – ballot initiative was drafted properly. This will soon be determined and in any case, our contract is in full effect and there are no current issues in the solid waste collection.

Unfortunately we cannot control internet postings or anonymous information disseminated to cities about our company. However, because of our proven record of being an industry leader with respect to service, innovation and community support, we are confident our well-earned, positive reputation continues to be the standard by which we are judged in our communities and our industry. Athens Services will add value to your community so both City Staff and Elected Officials can focus on the Mission, Goals, and Objectives while implementing your daily action plans.

Again, thank you for the opportunity to participate in the city's process. We believe Athens Services is the right choice for Inglewood. Please check our references and you will see that we provide stellar service at every level, and we are proud to represent the "Athens Advantage". If I may provide any additional information please do not hesitate to contact me at (626) 934 - 4619.

Diversion Plan Comparison - Projected Year-One Diversion of Hauler-Collected Solid Waste

Diversion Program	Athens		CDS		WMLA		2010 Actual	
	Tonnage	%	Tonnage	%	Tonnage	%	Tonnage	%
Source Separated Recycling								
Residential	2,661	3.1%	4,469	5.0%	2,905	3.2%	2,905	3.3%
Commercial/Other	1,011	1.2%	2,394	2.7%	1,139	1.3%	735	0.8%
Subtotal: Source Separated Recycling	3,672		6,863		4,044		3,640	
Residential Green Waste	6,589	7.7%	9,057	10.1%	6,495	7.2%	7,740	8.7%
Roll-Off Green Waste	398	0.5%	1,202	1.3%	1,200	1.3%		
Other	896	1.0%	-		71	0.1%	111	
Subtotal: Green Waste/Residential Food Waste	7,883		10,259		7,766		7,851	
Commercial MWP	-		2,463	2.8%	-		-	
Mixed Waste Processing - Residential Cart	-					-	-	
C&D Processing	1,050	1.2%	2,085	2.3%	2,576	2.9%	1,992	2.2%
Transformation	-		2,020	2.3%				
Roll-off Processing	-		3,209	3.6%	-		203	0.2%
Total Projected Annual Tons Diverted	12,605	14.7%	26,899	30.1%	14,386	16.0%	13,686	15.2%
Total Projected Annual Tons Collected	85,959		89,315		89,780		89,315	
Planned Diversion Percentage	15%		30%		16%		15%	
Guaranteed Hauler Diversion Percentage	15%		30%		16%			