

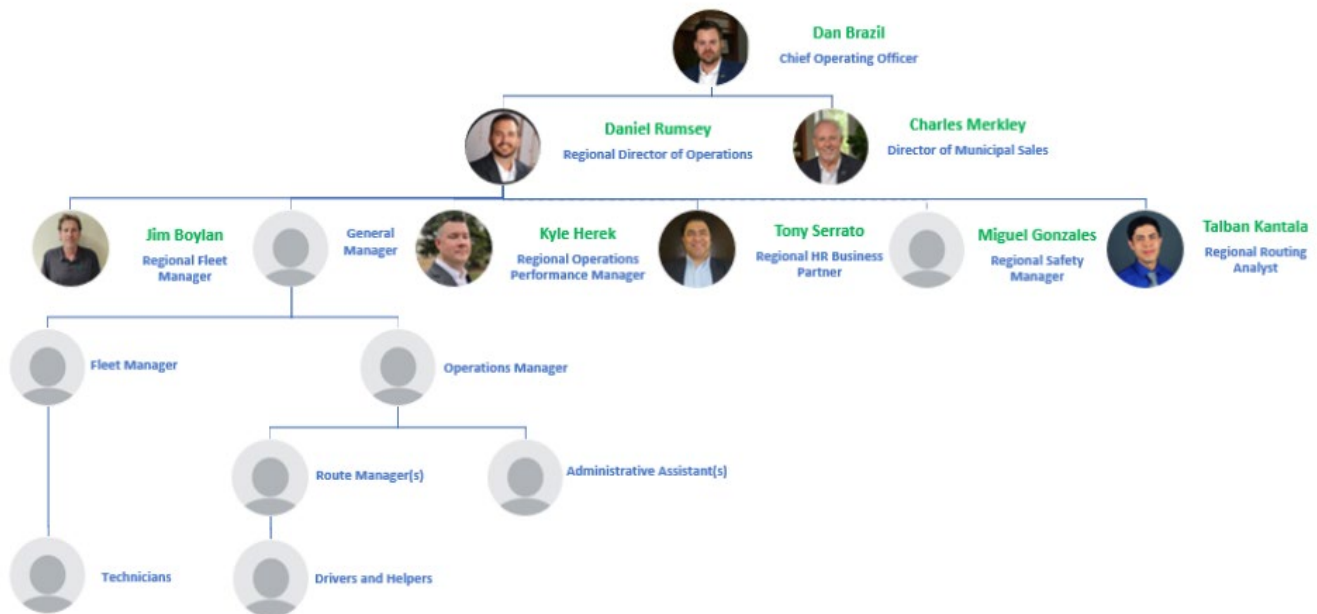


4. CHAPTER – PROPOSER QUALIFICATIONS QUESTIONNAIRE

4.1. GENERAL MANAGEMENT

FCC's senior management team has many years of solid waste experience across the country, making them the best individuals to start this agreement. Specifically, the senior management team has a wealth of experience in the successful transition of large municipal contracts including the development of a facility and implementation of a qualified local management team.

As such, once the agreement is executed, this team will be fully dedicated in interviewing and hiring the most qualified managers to oversee the success of the City's collection services and maintain a close partnership and constant productive communication with Saint Paul staff. As with every contract, FCC will place a priority to hire as many of the incumbent's employees as possible and will work with the incumbent for a transition of these employees to ensure that services for the remainder of the current agreement are not affected. To show the level of support as well as personnel that will be dedicated solely to the services of Saint Paul, FCC has provided an organization chart of our company below.



FCC's Chief Operating Officer, Dan Brazil, will act as the designated signor for the company that has the authority to bind FCC for all work contained in our proposal for the City of Saint Paul.

In order to provide excellent collection services, all site staff that have been proposed will be completely local and fully dedicated to the Saint Paul agreement. Below are the descriptions of each position that will provide service to the City so that the City Staff may feel confident in knowing that FCC is committed to providing the very best collection for City residents.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES****4.1.1. GENERAL MANAGER**

FCC's General Manager will act as the primary contact for Saint Paul and will have the ability to properly respond to any and all of the City's requests. Our General Manager will interact with our Operations Manager, Route Managers, and Fleet Manager on a daily basis to ensure that all collection expectations are exceeded, and that the site's fleet is well-maintained. Additionally, the General Manager will hold P&L responsibility and will make sure that the site operates safely and efficiently.

FCC's General Manager will have multiple years of managerial experience providing for the Collection of Residential Waste in a community similar in scope and size to Saint Paul. This team member will have the authority to make significant decisions relevant to the day-to-day operation and will be immediately available to the City's staff. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

4.1.2. OPERATIONS MANAGER

FCC's Operations Manager will be directly responsible for the total completion of all residential routes for the City. The Operations Manager will work with the site's Route Managers on a daily basis, providing necessary support and guidance so that all hours of service are adhered to, efficiency and safety goals are exceeded, and the City receives a satisfactory service each and every day. Additionally, FCC's Operations Manager will be present and in charge of the site's office and administrative personnel, ensuring that each member is familiar with the City and FCC's obligations under the agreement.

FCC's Operations Manager will have multiple years of managerial experience in providing the collection of residential waste in a community similar in scope and size to Saint Paul. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

4.1.3. FLEET MANAGER

FCC's Fleet Manager will be directly responsible for the maintenance of the dedicated fleet for Saint Paul. The Fleet Manager will work closely with the technicians to ensure that the preventative maintenance schedule is closely adhered to so that all equipment is available to service the City. Additionally, the Fleet Manager will assign and prioritize repairs of vehicles while also adhering to P&L budgets.

FCC's Fleet Manager will have extensive experience within the solid waste industry with specific experience in the operation and maintenance of solid waste equipment. Preferably, FCC's Fleet Manager will have past experience in fleet management. Additionally, FCC's Fleet Manager will have extensive experience in the maintaining a fleet for contracts with government entities similar in scope Saint Paul. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

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BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES****4.1.4. ROUTE MANAGERS**

FCC's Route Managers will be directly responsible for the routes that provide all collection services within the City. The Route Managers will conduct observations on route drivers for safe operations of the collection vehicles and monitor all routes to ensure completion. The Route Managers will work closely with maintenance to ensure that the needed number of collection vehicles are available for each operational day. Additionally, the Route Managers will work closely with the administrative assistants in order to analyze and correct performance issues for any specific route.

At FCC, our Route Managers are expected to be in the field with their Drivers more than 80% of the time focused on providing a safe and efficient service to our customers. We believe our high level of service delivery comes from this philosophy of field presence and do not want our Route Managers spending valuable time to the office.

FCC's Route Managers will have experience supervising drivers and other employees that are responsible for collecting the commercial and/or residential solid waste in a community similar in size and scope to Saint Paul. Route Managers will be assigned a work vehicle and will be available during the hours of serviced outlined within the agreement every operating day. The City's staff will have immediate access to all Route Managers by telephone and email. If possible, FCC will hire management from the incumbent in order to avoid any displacement.

4.1.5. DRIVERS

FCC's Drivers will be primarily responsible for the safe and efficient completion of their assigned route. Drivers will have a valid CDL and medical card for the state of Minnesota. Drivers will have experience in driving CDL-B requiring vehicles with a preference of experience in operating solid waste equipment. Although it is preferable, FCC will have the ability to train personnel on the safe and efficient operation of the assigned collection vehicle. If possible, FCC will hire Drivers from the incumbent in order to avoid any displacement.

4.1.6. HELPERS

FCC's Helpers will be responsible for safely and efficiently loading material into the collection vehicle or applying tags to material that is outside of the specifications outlined for the City contract. FCC's Helpers will also be responsible for working with their partnered Driver to help safely back for any situation.

FCC's Helpers will have a clean background check and will be fit for duty. Prior to on route activity, all FCC Helpers will be required to completing a training course specifically crafted for the position in order to make sure that all personnel understand the physical requirements of the job.

4.1.7. ADMINISTRATIVE ASSISTANTS

FCC's Administrative Assistants **will monitor all workorders that are assigned within the City's Zuper portal** and properly respond to all inquiries/issues. Furthermore, the Administrative Assistants will work with the Route Managers for any perceived misses and will resolve the work order. Finally, the Administrative Assistants will monitor the route completion data including vehicle metrics and confirm for accuracy.

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FCC's Administrative Assistants will have experience in customer service with a preference of this experience within the solid waste industry. Additionally, it is preferable that the Administrative Assistants will have experience with contracts for government entities similar in scope to Saint Paul. If possible, FCC will hire personnel from the incumbent in order to avoid any displacement.

4.1.8. TECHNICIANS

FCC's Technicians will be directly responsible to respond and resolve any mechanical issues regarding the collection equipment at FCC's site. Additionally, the Technicians will practice proper communication and teamwork in order to complete all preventative maintenance workorders in order to ensure that all equipment is safe to operate and adequate to complete all services within the City.

FCC's Technicians will have experience within the solid waste industry with specific experience in the operation and maintenance of solid waste equipment. Preferably, FCC's Technicians will have past experience in repairing a fleet similar in size as the one that will be dedicated to Saint Paul. If possible, FCC will hire personnel from the incumbent in order to avoid any displacement.

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4.2. KEY PERSONNEL QUALIFICATIONS

Providing excellent collection service and skillfully implementing the transition of these services has been a core feature of FCC's success. A primary reason for all of these past and future successes are the personnel that oversee these projects. From our Chief Executive Officer to the regional support team, our Managers have a significant number of years of experience in the solid waste industry and in providing services similar to the ones requested for Saint Paul. These key individuals will be directly responsible for the services to the City, and all have proven records of successful service transitions.

FCC's management team is committed to bringing Saint Paul excellent service, ample resources, and reliable communication throughout the entire process. Charles Merkley, Director of Municipal Sales for FCC, will be the primary contact for the City throughout the transition and commencement of this contract.

4.2.1. INIGO SANZ – CHIEF EXECUTIVE OFFICER

E-mail: inigo.sanz@fccenvironmental.com

Phone: 832-404-2597

Inigo boasts 20+ years of experience in the solid waste industry, including 11 years as the Chief Operating Officer of the Waste Management Division for FCC's parent company in Spain. Trusted to begin the company's operations within the US in 2013, Inigo instilled a culture of maintaining an industry leading quality of providing excellent service which has translated to the award of over 48 contracts and expansion to multiple states within the US. As Chief Executive Officer, Inigo has been an integral part of the transitions for all of FCC's US contracts.

4.2.2. DAN BRAZIL – CHIEF OPERATING OFFICER

E-mail: dan.brazil@fccenvironmental.com

Phone: 832-404-2597

Dan has 15+ years of experience in transportation operations and environmental services with UPS and Waste Management before joining FCC. Starting his waste career in the Saint Paul/Minneapolis area of Minnesota, Dan is well-versed in the services of the Midwest, masterfully managing through such challenges as winter/snowy conditions, seasonal yard waste services, and promoting safety for all employees including direct experience overseeing operations within the Twin Cities area for Waste Management. He has vast knowledge in operations, safety, and customer focus environments driving continuous improvement through employee engagement and performance management. As Chief Operating Officer, Dan is responsible and manages all the US operations. Dan has overseen a vast majority of FCC's US transitions.

4.2.3. CHARLES MERKLEY – DIRECTOR OF MUNICIPAL SALES

E-mail: charles.merkley@fccenvironmental.com

Phone: 407-504-8505

Charles brings 40+ years of experience to FCC. As Director of Municipal Sales, Charles is responsible for the strategy and delivery of FCC's municipal contract business efforts across the US, focusing on contracts which include collection, recycling processing, and MRF's as well as post collection activities.

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Starting his career in the state of New York, Charles has a wealth of experience in operating collection services through harsh wintery conditions, proactively enacting pre-route procedures to ensure that the equipment was functioning at full capacity as well as working through the unique traffic/climate conditions while in a major City. Prior to his current role, as Regional Director of Operations, Charles has been directly involved in all the collection contracts identified in this document. Charles directly oversaw the transition of Orange County, Polk County, City of Edgewood, Volusia County, Palm Beach County, Village of Wellington, and Hillsborough County. In his current role, Charles works with the contract administrators to ensure all contractual requirements are exceeded. Charles will also play an important role in the transition process and will act as the direct contact for the City.

4.2.4. DANIEL RUMSEY – REGIONAL DIRECTOR OF OPERATIONS

E-mail: Daniel.rumsey@fccenvironmental.com

Phone: 512-590-3134

Daniel has 16+ years of experience in waste and recycling collection operations. As the Regional Director of Operations, Daniel oversees all aspects of the Central Region (Nebraska and Texas) to include HSE compliance and culture, analyzing routes, customer inquiries, equipment maintenance, and scheduling, contractual obligations, and the training and development of staff. Also, Daniel manages DOT compliance, tailgate safety team meetings, risk assessment and management, and maintaining and building relationships with our clients. Daniel will be a Project Manager for the service transitions of this contract to ensure that the process is seamless for Saint Paul Staff and that all steps taken are communicated to put the City at ease.

4.2.5. JIM BOYLAN – REGIONAL FLEET MANAGER

E-mail: jim.boylan@fccenvironmental.com

Phone: 402-249-8221

Jim brings over 26 years of experience with a proven track record of successfully implementing systems, policies, procedures and managing multi-million-dollar budgets of multiple locations. As Regional Fleet Manager, Jim manages the repair and maintenance of all the Central Region vehicles and equipment. He also analyzes the vehicle and equipment replacement schedule, maintains records per federal and state law, and oversees and retains our relationships with vendors for all equipment and services.

Before joining the FCC team, Jim worked with Waste Management as a Fleet Manager in Nebraska. All the while, Jim developed and masterfully executed preventative measures for his fleets to withstand the harsh wintery conditions such as utilizing systems such as fuel additives and truck heaters to ensure that the fleet would run efficiently as well as a much more stringent tire tread depth to ensure that vehicles had as much grip as possible on slippery roadways. Furthermore, Jim has experience in maintaining an expanding fleet during seasonal months for additional services and is well versed in supplying the necessary vehicles to Operations for successful collection on a daily basis. As Regional Fleet Manager, Jim has overseen many of collection operation transitions and will be well-equipped to transition the services for Saint Paul.

4.2.6. KYLE HEREK – REGIONAL OPERATIONS PERFORMANCE MANAGER**E-mail: kyle.herek@fccenvironmental.com****Phone: 402-249-8213**

Kyle has 3+ years of experience in waste and recycling collection operations. As the Operations Performance Manager, Kyle ensures all locations are operating within FCC's collection guidelines. He works with operational staff on improving processes and helping drive efficiencies while increasing the level of service for all contracts. Kyle was part of the transition team for the City of Omaha and was directly responsible for training and implementing FCC's standards in the contract period. In Kyle's current role he oversees and helps drive efficiencies in the City of Omaha, as well as in all the contracts in the State of Texas.

These Senior Managers will be responsible for hiring the dedicated staff for Saint Paul. Below are the resumes for each individual that makes up FCC's key personnel so that City staff may fully understand the depth of experience that each individual has in conducting seamless transitions and performing excellent collection services while emphasizing a dedication to a fully supportive partnership throughout the initial term and any extensions beyond.

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Inigo.sanz@fccenvironmental.com

INIGO SANZ

SKILLS & ABILITIES

Highly motivated and experienced management professional skilled in orchestrating business strategy, operations, and fiscal excellence for successful organizations in the waste management industry, with experience in Europe and the Americas. Offers a demonstrated record of results in multiple business environments. Excels in the leadership and implementation of business planning processes while developing strategies to meet future challenges; leads major projects focused on revenue growth and improved collaboration, as well as internal process improvement and efficiency.



SELECTED CAREER ACHIEVEMENTS

- Launched the first integral industrial waste management facility in Latin America in 1996, participating in permitting, construction and start-up of a fully integrated facility in Santiago de Chile.
- Led the largest decontamination project in Europe, a \$210M project to remove chemical contamination from the Ebro River in Spain that threatened the drinking water supply for over 500,000 individuals.
- Secured an \$86M agreement for the largest decontamination project in Italy, focused on the collection, transportation, disposal and /or recovery/reuse of toxic sludge produced by the biological treatment of the POWT of Syracuse, Sicily.

PROFESSIONAL EXPERIENCE

CHIEF EXECUTIVE OFFICER, FCC

2013 - Present

Promoted to create from scratch a new market in the United States, with authority over 1000 employees, all US (United States) business operations and sales, and full P&L accountability. Exercises responsibility for financials, business development, production, human resources, and administrative affairs. Has accomplished outstanding results, cementing the company as a key competitor in the United States and securing 47 large-value contracts over a ten-year period.

CHIEF OPERATIONS OFFICER – WASTE MANAGEMENT DIVISION, FCC, SPAIN

2002 – 2013

Led vision, strategy, and execution for all aspects of operations at the corporate headquarters in Spain, with 1,600 employees and \$400M in annual revenue. Maintained accountability for the financial performance and operations of 130 waste treatment facilities throughout Europe and the United States, as well as all recycling facilities in South Europe. Exercised the authority to negotiate the key terms and conditions of high-level contracts, while administering multimillion dollar budgets with full P&L responsibility. Innovated groundbreaking strategic plans and ideas that served as the foundation for sustained growth.

Successfully grew operations by 300% through the demands of the Bakken Oilfield Boom. Reduced recordable injuries by 50% by introducing an employee driven safety committee focused on peer-to-peer coaching. Improved employee retention by working with Corporate Compensation to develop a bonus incentive pay structure along with cultural change items to improve workplace satisfaction.

EDUCATION

INSTITUTO DE ECONOMIA APLICADA EN LA EMPRESA – MASTERS OF BUSINESS ADMINISTRATION

UNIVERSIDAD DEL PAIS VASCO – M.S. CHEMICAL SCIENCE

UNIVERSIDAD POLITECNICA DE VALENCIA – MASTER'S IN ENVIRONMENTAL LAWS

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Dan.Brazil@fccenvironmental.com

DANIEL M. BRAZIL

SKILLS & ABILITIES

Highly accomplished leadership professional with experience in operations, team management, safety compliance, strategic planning and tactical execution. Results-oriented, decisive leader with proven success in implementing effective process improvements and cultural change.



PROFESSIONAL EXPERIENCE

CHIEF OPERATING OFFICER, FCC

Feb 2019 - Present

Overall responsibility of 11 hauling sites totaling over 600 collection routes, recycling, and post-collection operations at FCC's Material Recycling Facilities, and a team of more than 1,000 employees. Full P&L responsibility, and responsible to lead organic open market growth strategy for the US.

SENIOR DISTRICT MANAGER – WASTE MANAGEMENT, MN

Feb 2017 – Feb 2019

Responsible for 2 hauling sites totaling 100 collection routes, 2 transfer stations, and 2 centralized container/compactor repair shops including 4 direct reports and 170 indirect reports. \$56MM annual P&L responsibility in a highly competitive market. Partnered with sales to ensure customers received service while driving organic growth. SDO and MSDO Certified with focus on Container Shop Optimization.

OPERATIONS IMPROVEMENT MANAGER – WASTE MANAGEMENT, MN

May 2013 – Feb 2017

Managed the efficiency, service and safety of 350 routes over 29 hauling sites and 4 states. Partnered with Corporate headquarters to implement and drive sustainable enhancements through technology offerings. Initiated and developed the routing and logistics team for WI/MN area focused on routing and optimization. SDO Master Certifier focused on change management and team engagement to drive continuous improvement through improved processes and mindset coaching.

BUSINESS MANAGER - UNITED PARCEL SERVICE, ND

May 2012 – May 2013

Successfully grew operations by 300% through the demands of the Bakken Oilfield Boom. Reduced recordable injuries by 50% by introducing an employee driven safety committee focused on peer-to-peer coaching. Improved employee retention by working with Corporate Compensation to develop a bonus incentive pay structure along with cultural change items to improve workplace satisfaction.

ON-ROAD SUPERVISOR - UNITED PARCEL SERVICE, ND

Nov 2010 – May 2012

Improved quality of service by reducing late air service by 15%. Reduced 10 operational hours per day through performance management and route optimization. Developed lead driver trainers to provide improved quality of training for new drivers.

DISPATCH SUPERVISOR - UNITED PARCEL SERVICE, ND

Mar 2008 – Nov 2010

Reduced operation mileage by 10% through route optimization. Improved customer response contact time to 1 hour by training local specialists with customer focused mindset.

EDUCATION

NORTH DAKOTA STATE UNIVERSITY – FARGO, ND – MANAGEMENT INFORMATION SYSTEMS

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BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

Charles.Merkley@fccenvironmental.com

CHARLES MERKLEY

SKILLS & ABILITIES

Highly accomplished leadership professional with experience in operations, team management, safety compliance, implementing systems and acquisitions. Results-oriented, with proven success in solid waste and recycling hauling facilities.



PROFESSIONAL EXPERIENCE

DIRECTOR OF MUNICIPAL SALES, FCC

Jan 2022 - Present

Responsible for the strategy and delivery of all municipal contract business efforts in the US. Assists in the continual growth of FCC contracts including collection, recycling processing, and MRF's as well as other post collection activities such as landfills and composting operations.

REGIONAL DIRECTOR OF OPERATIONS, FCC

Aug 2015 - Dec 2021

Responsible for all lines of business to include FCC's curbside residential waste, recyclables, commercial, front load, and roll-off collection contracts as well as open market work within Florida.

DIRECTOR OF OPERATIONS FOR STARTUP HAULING AND RECYCLING – TRASH TAXI, AL

Apr 2014 - Apr 2015

Directly responsible for financial, compliance and governmental relations for the new startups in Pelham AL.

GENERAL/DISTRICT MANAGER – ADVANCED DISPOSAL SERVICES, FL & GA

Feb 2008 - Feb 2014

Directly responsible for financial, compliance and governmental relations for two large hauling districts located in Jacksonville, St. John's and Clay County FL; between three facilities they serviced over 100,000 residential units as well as 5,000 commercial and 2,500 industrial accounts.

VICE PRESIDENT OF OPERATIONS – CHOICE ENVIRONMENTAL SERVICES, FL

Mar 2007- Feb 2008

Directly responsible for financial, compliance and governmental relations for South FL solid waste hauling and recycling facilities.

NORTH FLORIDA MARKET AREA SENIOR DISTRICT MANAGER – WASTE MANAGEMENT, FL

Dec 1999 - Mar 2007

Directly responsible for financial, compliance and governmental relations for transfer stations and landfills in the North Florida Market.

GENERAL MANAGER - EASTERN ENVIRONMENTAL SERVICES

Nov 1996 - Dec 1999

REGIONAL MANAGER – BROWNING FERRIS INDUSTRIES

Dec 1994 - Oct 1996

REGIONAL OPERATIONS MANAGER – ATTWOOD/IWS

Oct 1983 - Dec 1994

EDUCATION

DAYTONA BEACH COMMUNITY COLLEGE – DAYTONA, FL – BUSINESS ADMINISTRATION

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Daniel.Rumsey@fccenvironmental.com

DANIEL RUMSEY

SKILLS & ABILITIES

Highly skilled manager with extensive sales and financial background as well as operational expertise to better support and maintain excellent, quality services while building long term and beneficial partnerships with all customers and municipalities.



PROFESSIONAL EXPERIENCE

REGIONAL DIRECTOR OF OPERATIONS – FCC CENTRAL REGION

February 2023-Current

Overall responsibility of 4 hauling sites totaling over 200 collection routes, recycling, and post-collection operations at FCC's Material Recycling Facilities. Full P&L responsibility, and responsible to lead organic open market growth strategy in the Mid-West.

SENIOR DISTRICT MANAGER, WASTE MANAGEMENT - GREATER HOUSTON AREA TX

2019-2023

Managed the day-to-day operations of multiple Districts and provided daily support to managers in ensuring quality and budget performance. Monitored budget and operating metrics while diagnosing and improving processes, procedures, and performance. Executed the Market's strategic capital budget, ensuring effective use of the budget through asset allocation; ensures appropriate spare ratios and asset disposal. Executed necessary precautions to ensure safety and compliance with Company, OSHA, and other standards and regulations.

DISTRICT MANAGER – WASTE MANAGEMENT, AUSTIN TX

2016-2019

Managed the District's day-to-day operations and provides daily support to drivers in ensuring safety, service, and savings. Executed necessary precautions to ensure safety and compliance with Company, OSHA, and other standards and regulations. Ensured thorough root cause investigations for all injuries and incidents, following up with consistent coaching and retraining. Oversaw department personnel needs, including selecting, coaching, disciplining, and training employees and evaluating employee performance. Manages termination, compensation, and promotion decisions. Formulated short-term and long-term goals and action plans in conjunction with the Senior District Manager and/or Director of Collection Operations. Participated in regular P&L reviews to ensure that budgets are met; develops and implements programs for optimal equipment utilization, equipment maintenance, and labor and material costs. Interacted with local city, municipal, and county agencies to ensure customer satisfaction, improve efficiency, renew contracts, and negotiate new contracts.

SALES MANAGER – WASTE MANAGEMENT, AUSTIN TX

2007-2016

Managed the Market Area's proactive account retention program and assigns retention responsibility to the appropriate Account Managers. Maintained and reinforced the corporate retention strategy and design with the Retention Team. Demonstrated outstanding management and customer service skills to motivate team members and affect a loyal customer base. Established and maintained a high level of customer satisfaction on all transactions with existing customers. Communicates to and works with the Market Area Management Team to help resolve unique customer issues. Supervised activities of the Sales and Retention Department. Ensured team members meet or exceed call activity, proactive retention, pricing improvement, service upgrades, and service agreement conversion goals.

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james.boylan@fccenvironmental.com

JAMES BOYLAN**SKILLS & ABILITIES**

Highly accomplished Fleet Manager with a proven record of successfully providing support during startups, transitions, fleet maintenance and budget control. Superb leadership, coaching and mentoring skills.

**PROFESSIONAL
EXPERIENCE****REGIONAL FLEET MANAGER, FCC, NE**

Jun 2022 - Present

Responsible for managing a fleet of 200 trucks for the Central Region. Assists during the transitions period to ensure all PDI's are completed. Helped develop a preventative maintenance program to minimize service repairs and downtime, while holding vendors and manufacturers accountable for Fleet Warranties and repairs.

FLEET MANAGER, FCC NE

Nov 2020 - Jun 2022

Responsible for managing a fleet of 90 trucks in Omaha. Part of the transition team that helped achieve a highly rated transition for the City of Omaha. Ensured all proper maintenance occurred on all vehicles and aid technician team to ensure all mechanical issues were repaired. Implemented shop safety protocols and helped drive safety within the site.

FLEET MANAGER, WM, NE

Aug 2005 - Nov 2020

Manage a fleet ranging from 120 vehicles to 105 throughout career. Manage staff as big as 20 employees. Manage and inspect all on road accidents to include filing reports and determining the root cause of accident. Maintains and distributes department related information daily. Communicates with direct and indirect supervisors about operational needs. Manage and create fleets preventive program. Ensures employees perform proper A, B, C, D and E services in accordance both manufacturer and company policy. Work with my technicians to assist with all mechanical issues, questions, and training to ensure all mechanical issues are complete.

Manage and maintain entire yard and its contents which exceeds 20 million dollars in total assets. Manage and maintain all purchasing and loss for the maintenance department. Uses software tools to manage a variety of tasks, such as procurement, time and attendance, safety incidents, and contract labor. Manage the collection and reporting required for incentive pay programs. Manage the implementation of operational projects as needed. Manage all employees vacation and time off request and scheduling and work assignments.

ROUTE MANAGER - WM, NE

Aug 1996 - Aug 2005

Develop relationships and communicate effectively with multiple departments and company drivers. Manage on time pickup of route of up to 60 employees. Manage driver mileage and payroll. Meet company goals as it relates to production, safety, and on time service. Inspect motor vehicle reports to meet company hiring requirement. Train all employees on proper operation of vehicle to include hydraulic systems on trucks.

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kyle.herek@fccenvironmental.com

KYLE W HEREK

SKILLS & ABILITIES

Accomplished and energetic Operations Performance Manager with a solid history of achievement in improving operations and processes in solid waste, and transportation industries. Motivated leader with strong organizational and prioritization abilities. Areas of expertise include Analytical Data, Operational Planning and Project Management.



PROFESSIONAL EXPERIENCE

OPERATIONS PERFORMANCE MANAGER, FCC

Feb 2022 - Present

Responsible for evaluating performance, implementing strategies, and analyzing results, in detail, of all current waste collection operations from start to finish.

- Lead on multiple projects including safety initiatives, Covid-19 vaccination of over 70 percent of staff, and route efficiency aimed at reducing expenses by \$1 million plus annually over the next four years.
- Management of municipal reporting systems including financial, productivity, safety, and environmental regulatory requirements.
- Responsible for assisting sites with training of new management and administrative staff to ensure strong compliance with company values, safety requirements, and procedures

ROUTE MANAGER –FCC, NE

Sep 2020 – Jan 2022

Responsible for maximizing operating and revenue efficiencies by identifying weight, time, and service improvement opportunities, evaluating the effectiveness of route sequence, documenting route, and customer-specific issues.

Helped lead a team of route managers and drivers during the transition for the City of Omaha. Key role in leading his site to be FCC's top performing location in less than 1 year after launch.

SUPERVISOR (WAREHOUSE OPERATIONS) –XPO LOGISTICS, NE

Jan 2017 – Sep 2020

Supervisor of warehouse operations in a 50,000 square foot warehouse managing cross country inbound and outbound shipments of parcels for the United States Postal Service. This position is responsible for a team of 25 individuals in areas including training, safety, and production management.

- Manage production and quality staff to ensure completion of USPS critical entry times, moving more than 6.5 million parcels daily through our facility.
- Monitor contracted route schedules to ensure on-time arrival and departures of shipping routes.
- Safety and inspections of powered industrial trucks and other warehouse equipment.
- Coordination across multiple locations of last-minute customer requirements and route adjustments to ensure delivery deadlines with a zero-failure rate.

EDUCATION

BELLEVUE UNIVERSITY – BELLEVUE, NE – BACHELOR OF SCIENCE IN SUPPLY CHAIN AND LOGISTICS MANAGEMENT

4.3. FINANCIAL STABILITY AND STRENGTH

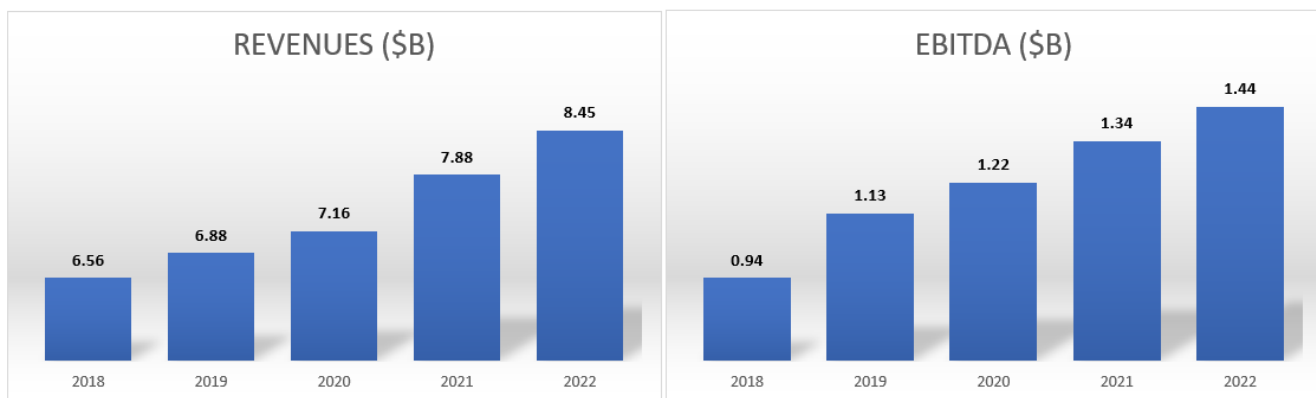
FCC is a sound company from the financial standpoint as can be determined from the Audited Financial Statements. Net Equity as of Dec 31, 2022, was \$5.3 Billion, compared to \$5.1B at the end of fiscal 2021.

It is publicly traded on the European stock exchange, and the main shareholders as of the last Annual Report are (largest to smallest) the Carso Group, the Melinda and Bill Gates Foundation, and the founding Koplowitz family. This core of investors brings long-term stability to FCC.

Total revenues in 2022 were \$8.45B, and the EBITDA margin remained stable to 17% amounting \$1.44B in the year. The Environmental Area stayed consistent in their growth, accounting for \$3.9B in Gross Revenues (12% growth YOY). It also remains the largest EBITDA contributor in FCC (45%), and together with the End-to-End Water Management represents 72% of total EBITDA. Cyclical (construction, cement) and other minor business areas such as Concessions contribute the remaining 28%.

FCC has never filed for bankruptcy during its 123 years as a company.

FCC KEY FIGURES SNAPSHOT



FCC holds various financial instruments, including bank borrowings for \$3B and other instruments for an additional \$2.3B. Total net interest-bearing debt at the end of 2022 amounted to \$3.4 Billion. A portion of that, albeit lower than the cash and equivalents position of the Group, is classified as short-term.

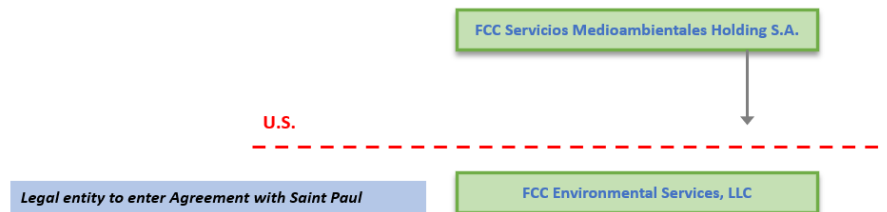
As of the last Audited Financial Statements (December 31, 2022), the Group had availability of cash and cash equivalents of \$1.7 Billion. These funds, together with available lines of credit, would be available to procure all needed equipment and resources to provide the services offered for this contract.

As a Publicly Traded Company, all information contained in those reports and statements is publicly available on our website and is non-confidential <https://www.fcc.es/en/informacion-publica-periodica>

FCC is **one of the largest and most established waste management companies in the world** and has been operating in the US market since 2008. In 2014, FCC Environmental Services, LLC was formed to hold all the Environmental business in the US. The legal entity that will enter into the Agreement is **FCC Environmental Services Florida, LLC**.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

FCC's operations consist of five business areas: Water, Construction, Cement, Realty and Environmental Services. All the Environmental business worldwide is under the wholly owned subsidiary FCC Servicios Medioambiente Holding, and all the Environmental business in the US are under the wholly owned subsidiary FCC Environmental Services, LLC. **FCC is committed and financially able to perform all operations in full compliance with applicable federal, state, and local regulations** and to provide clear documentation of that compliance.

FCC Environmental Business Legal Structure

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

4.4. RESIDENTIAL MUNICIPAL COLLECTION EXPERIENCE

FCC understands that excellent service is the key to our success and long-term partnerships with our many municipalities. We are proud to consistently provide timely and reliable collections, prompt and clear communications, and complete dedication to our partnerships and the commitment that we enact through the contract.

As such, we are proud to receive glowing references from our partners as it validates the hard work that our regional and local staff do to ensure that we supply the very best service to each of these areas.

4.4.1. ORANGE COUNTY, FL

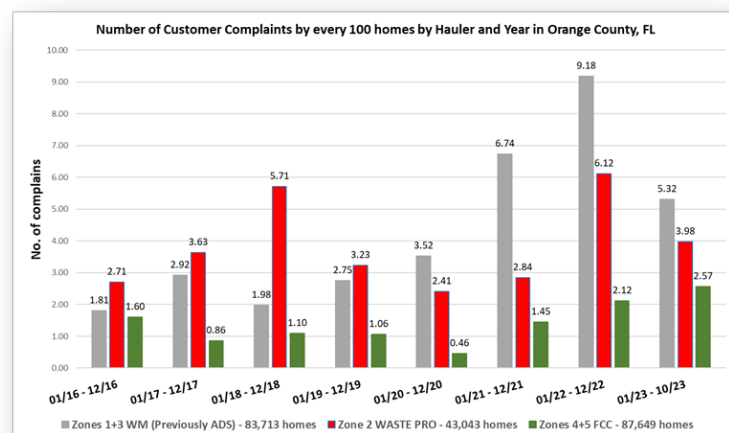
Since January 2016, FCC has provided collection of solid waste and recyclables on a 10-year contract for Orange County, FL. Collection services provided to 87,649 residential households include solid waste, recycling, yard waste, and bulky waste. Annually FCC collects 119,000 tons of waste, with 31 automated side loaders, 17 rear loaders, and 2 clamshells all running on CNG fuel.



For this contract, Orange County transitioned from twice per week Solid Waste, rear load, hand pick curbside collection service and once per week recycling in 19G bins to once per week Solid Waste with fully automated side load service of 95G carts and once per week recycling in 95G carts with fully automated side load service.

To help communicate the service changes to all residents, FCC distributed door hangers twice prior to the start of the contract.

This contract is ongoing and expected to be completed in 2025. Since the start of the new collection services in Orange County, FL, FCC has become the best performing service provider among the three collection companies providing service to the County. FCC has continually been the best with the lowest number of service complaints. The adjacent table shows the number of complaints by every 100 homes received since the start of the Contract in Orange County; FL as provided by the Orange County Solid Waste Department.



FCC currently provides collection services to zone 4 and 5, Waste Management (Previously Advanced Disposal) to Zone 1 and 3, and Waste Pro to zone 2. As you can see, FCC (in green on the above table) has the highest level of customer satisfaction according to OCSW department data.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

To: Josue Lugo Orange County, FL
(Name of Contract Administrator completing survey) (Name of Customer)

Approximate number of dwelling units serviced annually under this contract 88,700

Email: Jose.Lugo@ocfl.net Phone Number: 407-956-9994

Residential Solid Waste and Recyclable Collections Services, Lot 3, Zones 4 and 5
(Project Name)

Cost of Services: \$ 11,053,000 Contract Term: 10 year

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm again) and 1 representing that you were very unsatisfied (and would never hire the firm again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Contractor's service records as they relate to timeliness of response and recovery systems	(1-10)	<u>10</u>
2	Ability to deploy sufficient resources to complete scheduled collection routes	(1-10)	<u>9</u>
3	Ability to implement and utilize RFID technology to proactively identify missed collection issues prior to end scheduled service day	(1-10)	<u>10</u>
4	Ability to implement and utilize GPS technology to proactively identify missed collection issues prior to end scheduled service day	(1-10)	<u>10</u>
5	Willingness to acknowledge and take responsibility of service breakdowns	(1-10)	<u>10</u>
6	Willingness to acknowledge employees' shortcomings as a reflection of management's overall performance	(1-10)	<u>10</u>
7	Ability to offer long-term solutions to chronic service issues	(1-10)	<u>10</u>
8	Ability to perform and apply root-cause analyses to prevent escalated service issues	(1-10)	<u>10</u>
9	Accuracy of quality control of performance reporting submitted such as missed pick-ups, collection route, route maps, etc.	(1-10)	<u>10</u>

Josue D. Lugo Signature of Evaluator
Printed Name of Evaluator
Utilities Supervisor/Contract Manager Title of Evaluator
2/1/23 Date

4.4.2. CITY OF ROWLETT, TX

In October 2017, FCC began the collection service for the City of Rowlett, TX, providing collection services for nearly 20,000 homes as well as over 400 commercial customers which consist of frontload and roll off services.

Over 60% of the residential customers in the City receive Alley service. In order to properly transition the collection services for Rowlett, FCC was able to secure over 20 service vehicles, hire and sufficiently train nearly 25 fully dedicated employees to the City of Rowlett contract, and purchase a facility capable of supporting full time garbage collection operations.

The current services for City of Rowlett are as follows:

- 1x per week automated MSW collection with ASL vehicles
- 1x per week automated recycling collection with ASL vehicles
- 1x per week yard waste collection with rear load vehicles and grapple vehicles
- 1x per month bulk collection services with rear load vehicles and grapple vehicles



**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

4.4.3. POLK COUNTY, FL

FCC was able to successfully manage all challenges that arose during this transition including Hurricane Irma in September 2017. During this time, FCC's team was able to quickly deploy and began to provide services before their start date to ensure that they could help serve Polk County citizens by hiring over 60 frontline and management personnel, purchase and receive over 50 pieces of equipment, and secure a facility capable of solid waste services. Currently, FCC successfully provides weekly garbage, recycle, and yard waste collection to over 78,000 residents and collects approximately 98,900 residential MSW tons, and 17,300 recycling tons.

The current services for Polk County are as follows:

- 1x per week automated MSW collection with ASL vehicles
- 1x per week automated recycling collection with ASL vehicles
- 1x per week yard waste collection with rear load vehicles and grapple vehicles
- 1x per month bulk collection services with rear load vehicles

Due to an ongoing excellent partnership with the County, FCC is proud to state that we have recently renewed this contract for an additional 5 years, being ranked number 1 out of all bidding haulers.

With this renewal, FCC's revenues are expected to grow by more than 50% and as part of our continuous focus on sustainability, our diesel fleet will be replaced by new CNG equipment. FCC is excited to continue to provide excellent collection services to Polk County residents until January 1, 2030.

The committee convened at approximately 1:32 p.m. All committee members were present. Selection Committee members scored each proposal in alphabetical order using the evaluation criteria and selection process, Elevation Level 2.

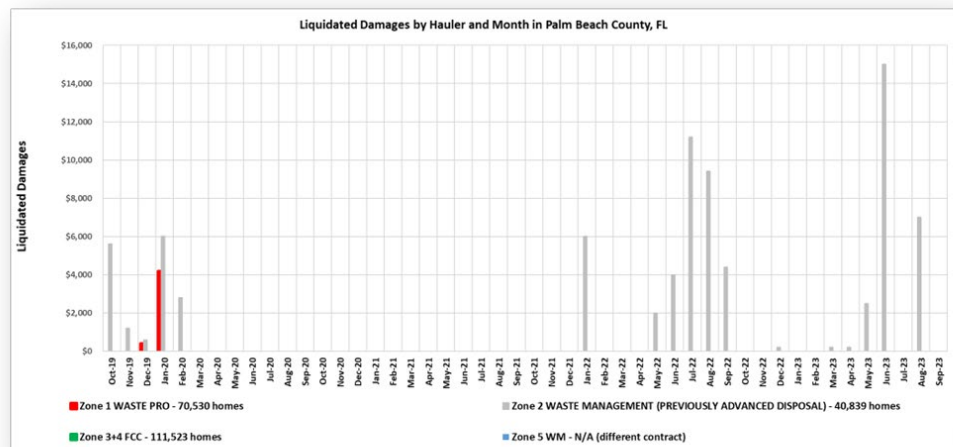
The scores are as follows:

<u>Proposer</u>	<u>Score</u>
FCC Environmental Services Florida LLC	80
GFL Solid Waste Southeast LLC	76
Coastal Waste & Recycling of Central FL, LLC	64
Waste Management Inc. of Florida	57

4.4.4. PALM BEACH COUNTY, FL

In October 2019, FCC began solid waste services for Palm Beach County.

As part of the contract, Palm Beach County transitioned from twice per week MSW service with customer owned containers and bags to twice per week MSW service with residential carts. FCC partnered with the County to ensure that these changes were effectively communicated to the residents so that the new services could commence without trouble.



**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

The current services are as follows:

- 2x per week manual MSW collection including carted material and bulk debris with rear load vehicles
- 1x per week manual dual-stream recycling collection with split body rear load vehicles
- 1x per week yard waste collection with rear load and grapple vehicles dependent on the size of material/pile

Within 8 months of being awarded the contract to the commencement date, FCC was able to order and receive over 90 pieces of equipment including specialized vehicles to allow dual stream recycling service, hired over 100 frontline and support personnel, and secure a facility within the County.

The transition of services consisted of delivering carts of various sizes to more than 116,523 households and working with incumbent haulers Republic Services and Waste Management to exchange more than 2,991 commercial customers to the FCC new containers. FCC collects and disposes of over 235,000 tons annually and currently services more than 116,523 households between zone 3 & 4 and more than 3,300 front load and roll off containers. FCC has been the only contracted hauler (out of 4) to not receive any liquidated damages since the start of the contract.

To: Simon (Paul) Gonsalves _____ Palm Beach County, FL _____
 (Name of Contract Administrator completing survey) (Name of Customer)

Approximate number of dwelling units serviced annually under this contract 111,000
sgonsalv@swa.org

Email: sgonsalv@swa.org Phone Number: 561-238-1186

SOLID WASTE AND RECYCLING COLLECTION SERVICES FRANCHISE AGREEMENT
 (Project Name)

Cost of Services: \$27,000,000 Contract Term: 7 year

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm again) and 1 representing that you were very unsatisfied (and would never hire the firm again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Contractor's service records as they relate to timeliness of response and recovery systems	(1-10)	10
2	Ability to deploy sufficient resources to complete scheduled collection routes	(1-10)	10
3	Ability to implement and utilize RFID technology to proactively identify missed collection issues prior to end scheduled service day	(1-10)	N/A
4	Ability to implement and utilize GPS technology to proactively identify missed collection issues prior to end scheduled service day	(1-10)	10
5	Willingness to acknowledge and take responsibility of service breakdowns	(1-10)	10
6	Willingness to acknowledge employees' shortcomings as a reflection of management's overall performance	(1-10)	10
7	Ability to offer long-term solutions to chronic service issues	(1-10)	10
8	Ability to perform and apply root-cause analyses to prevent escalated service issues	(1-10)	10
9	Accuracy of quality control of performance reporting submitted such as missed pick-ups, collection route, route maps, etc.	(1-10)	10

Simon Gonsalves _____
 Printed Name of Evaluator Signature of Evaluator

Director / Contract Administrator
 Title of Evaluator

11/27/23
 Date

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

4.4.5. VOLUSIA COUNTY, FL

In April 2020, FCC began providing the collection of solid waste, dual-stream recyclable materials, and yard waste/Bulk for over 45,000 single-family homes in Volusia County FL. FCC collects and disposes over 63,500 tons annually.



The current services for Volusia County are as follows:

- 1x per week manual MSW and bulk collection with rear load vehicles
- 1x per week manual recycling collection with manual side load vehicles
- 1x per week yard waste collection with rear load vehicles.

With 6 months to prepare, FCC was able to successfully order and receive over 40 pieces of equipment, hire and train over 40 employees, and complete the purchase of a facility within the County from the former hauler.

As an additional hurdle, the Volusia contract was transitioned during the COVID-19 pandemic. During the pandemic, FCC was able to successfully hire all required employees which included existing hauler personnel to ensure that its employees received hiring priority. Throughout the entire process, FCC was able to follow all safety regulations and distance parameters to ensure that no person was at risk throughout the transition.

FCC's success in this transition has carried over through the operational phase of this contract. Thanks to the dedication to our partner in Volusia County and commitment to excellent service, FCC has not been assessed any liquidated damages since the start of this contract.

4.4.6. CITY OF OMAHA, NE

On November 30, 2020, FCC began providing the collection of solid waste, and single stream recyclable materials to 145,000 residences in the City of Omaha, NE. This transition went through many challenges, as the City and its residents were transitioning from a manual (personal can) curbside collection service to an automated cart service for garbage and every other week recycling. FCC was able to successfully assemble and deliver over 290,000 carts of various sizes to the residents of the City of Omaha.

In order to properly service the City of Omaha, FCC utilizes a combination of Automated Side Load (ASL) and Rear End Load (REL) equipment in order to navigate the residents who place their material at the curb and those that place their material within the extensive array of alleyways throughout the City. Additionally, in order to make sure that our service remains consistent throughout the severe changes in weather, FCC implemented company-owned and operated plows and salt spreaders throughout the City to make sure that all alleyways and roads are accessible, and no service delays are experienced.



**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

Similar to that of St. Paul, the alleyway network within the City of Omaha contains several unique challenges such as alleyways connected to perpendicular alleyways (T-Alleys), awnings of residential homes extending into the roadway space, and narrow dead-end alleyways. Therefore, in order to eliminate any service interruptions, FCC carefully scouted the City prior to the Commencement date in order to design these routes to be serviced by a REL so that both sides of the alley could be serviced simultaneously (single pass), overreaching awnings could be avoided by unnecessary arm movements, and dead-end alleyways could be safely navigated with the assistance of a Helper to back the vehicle.



As a result of this extensive analysis and care for the services within the City, FCC has not been assessed any liquidated damages since the start of this contract.

The current services in the City of Omaha are as follows:

- **1x per week carted MSW service with a combination of automatic side load and rear load vehicles**
- **Every other week carted recycling service with automatic side load vehicles.**
- **1x per week (seasonal) yard waste collection with rear load vehicles.**

With 11 months to prepare, FCC was able to order and receive over 80 pieces of equipment, hire and train over 90 employees, secure and develop a facility supportive of solid waste collection services, and order and deliver over 290,000 carts as stated previously.

In addition to the change in how the waste was collected, FCC was able to **successfully transition the City during the COVID-19 pandemic.** During the pandemic, the FCC team ensured that it met all the health and safety requirements to ensure that all employees and potential employees maintained proper social distancing guidelines. FCC was able to successfully hire all required employees which included existing hauler personnel to ensure that its employees received hiring priority. **FCC collects approximately 148,000 residential MSW tons, and 18,000 recycling tons.**



Currently, FCC services over 150,000 residential units in the City of Omaha, and thanks to the proper route planning, ample resources including personnel and equipment, and the dedication of staff to service, FCC has been able to absorb the growth into existing routes without any delay in services.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

To: James Kee City of Omaha (NE)
 (Name of Contract Administrator completing survey) (Name of Customer)

Approximate number of dwelling units serviced annually under this contract 144,407

Email: james.kee@cityofomaha.org Phone Number: (402) 444-3909

Omaha Solid Waste Collections Contract 2021-2030
 (Project Name)

Cost of Services: \$25,700,000 Contract Term: 10 years, 2 x 5 years extension

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm again) and 1 representing that you were very unsatisfied (and would never hire the firm again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Contractor's service records as they relate to timeliness of response and recovery systems	(1-10)	10
2	Ability to deploy sufficient resources to complete scheduled collection routes	(1-10)	10
3	Ability to implement and utilize RFID technology to proactively identify missed collection issues prior to end scheduled service day	(1-10)	
4	Ability to implement and utilize GPS technology to proactively identify missed collection issues prior to end scheduled service day	(1-10)	10
5	Willingness to acknowledge and take responsibility of service breakdowns	(1-10)	10
6	Willingness to acknowledge employees' shortcomings as a reflection of management's overall performance	(1-10)	10
7	Ability to offer long-term solutions to chronic service issues	(1-10)	10
8	Ability to perform and apply root-cause analyses to prevent escalated service issues	(1-10)	10
9	Accuracy of quality control of performance reporting submitted such as missed pick-ups, collection route, route maps, etc.	(1-10)	10

James Kee
 Printed Name of Evaluator
Quality Control Manager
 Title of Evaluator
01/30/2023
 Date

James P. Kee
 Signature of Evaluator

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

4.4.7. CITY OF EDGEWOOD, FL

On January 4, 2021, FCC began providing Refuse, Recycling, Yard, and Bulk waste collection services to over 868 residences, and 106 franchised commercial collections within the City of Edgewood. This contract required FCC to work with the existing hauler to ensure that the commercial businesses within the City of Edgewood were not impacted due to the change of their service provider. FCC successfully delivered all required containers and worked with the commercial customers to ensure they received the level of service they required.

FCC has not been assessed any liquidated damages since the start of this contract.

The current services in the City of Edgewood are as follows:

- 2x per week carted MSW service with rear load vehicles
- 1x per week recycling service with rear load vehicles.
- 1x per week yard waste collection with rear load vehicles.

4.4.8. VILLAGE OF WELLINGTON, FL

On December 31, 2021, FCC began services for the Village of Wellington for the collection of waste, recyclables, yard, and bulk waste of over 24,000 residents and over 600 commercial customers.

The current services in the Village of Wellington are as follows:

- 2x per week carted MSW service with automatic side load vehicles
- 1x per week manual dual-stream recycling collection with split body rear load vehicles.
- 1x per week yard waste & bulk collection with rear load and grapple vehicles dependent on the size of material/pile.

With 7 months to prepare, FCC was able to order and receive over 15 pieces of equipment, hire and train over 20 employees, and extend the existing FCC yard and offices in Palm Beach County to support the Village of Wellington contract. FCC currently provides collection services to over 24,403 residents and 670 commercial customers. FCC was able to successfully transition this Contract from Waste Management with an excellent recommendation from the Village. FCC has not been assessed any liquidated damages since the start of this contract.

4.4.9. HILLSBOROUGH COUNTY, FL

On June 3, 2021, FCC was awarded an 8 year and 8-month contract for the collection of one of three collection zones for residents of Hillsborough County, FL. FCC began providing services on January 31, 2022, to 111,575 residents within its zone.

The current services for Hillsborough County are as follows:

- 2x per week semi-automated MSW collection automated side load vehicles.
- 1x per week semi-automated recycling collection with automated side load vehicles
- 1x per week yard waste collection with rear load vehicles.
- On-Call bulk services.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

With 8 months to prepare, FCC was able to order and receive more than 100 pieces of frontline and spare equipment, hire more than 130 frontline and support personnel, as well as secure a facility including the construction of a CNG fueling station.

Additionally, FCC is one of the three exclusive haulers allowed to provide commercial collections within Hillsborough County.

Allowed to begin delivering containers January 1, 2022, per the contract, FCC was able to successfully transition each of these customers from 3 separate competitors to ensure that there was no interruption in service experienced. Currently, due to rapid growth within the County, FCC provides service to 116,972 residential units and more than 2,200 commercial customers. However, due to proper route planning and ample resources, FCC has been able to absorb this growth and continue satisfactory services without interruption.



Moreover, FCC was awarded the collection of Hillsborough County Facilities and School District with services started on November 1, 2022. FCC is providing services to over 300 frontload and roll-off locations. With less than 3 months to transition, FCC was able to facilitate the swapping of nearly 350 containers in order to make sure that collection services remained uninterrupted or delayed.

To: Damien Tramel Hillsborough County, FL
(Name of Contract Administrator completing survey) (Name of Customer)

Approximate number of dwelling units serviced annually under this contract 118,000

Email: TramelD@hillsboroughcounty.org Phone Number: 813-541-9123

RESIDENTIAL AND COMMERCIAL SOLID WASTE COLLECTION SERVICES IN COLLECTION ZONE 3 - SOUTH CENTRAL
(Project Name)

Cost of Services: \$20,000,000 Contract Term: 8 years and 8 months, 1 x 4 years extension

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm again) and 1 representing that you were very unsatisfied (and would never hire the firm again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

NO	CRITERIA	UNIT	SCORE
1	Contractor's service records as they relate to timeliness of response and recovery systems	(1-10)	10
2	Ability to deploy sufficient resources to complete scheduled collection routes	(1-10)	10
3	Ability to implement and utilize RFID technology to proactively identify missed collection issues prior to end scheduled service day	(1-10)	10
4	Ability to implement and utilize GPS technology to proactively identify missed collection issues prior to end scheduled service day	(1-10)	10
5	Willingness to acknowledge and take responsibility of service breakdowns	(1-10)	10
6	Willingness to acknowledge employees' shortcomings as a reflection of management's overall performance	(1-10)	10
7	Ability to offer long-term solutions to chronic service issues	(1-10)	10
8	Ability to perform and apply root-cause analyses to prevent escalated service issues	(1-10)	10
9	Accuracy of quality control of performance reporting submitted such as missed pick-ups, collection route, route maps, etc.	(1-10)	10

Damien Tramel
Printed Name of Evaluator
Section Manager
Title of Evaluator
1/27/2023
Date

Damien Tramel
Signature of Evaluator

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

Bidder's Name: FCC Environmental Services Florida, LLC
 Agency (Client) Name: Hillsborough County Public Schools
 Agency Contract Name/Number: Solid Waste and Recycling Services 22235-MST-IV
 Dollar Amount of Contract: \$2,322,816.00
 Brief description of product/services provided: Solid Waste Collection

Please rate your experience with the vendor/bidder.

Please use the following scale to answer the questions:

Rating: 1 – Poor 2 – Good 3 – Exceptional 4 – Not Applicable

Rate the level of commitment of the Contractor when performing the work. 3

Rate the competency and accessibility of the personnel performing the work. 3

Rate the Contractor's success at keeping you updated/informed of problems/issues. 3

Rate the Contractor's knowledge of procedures required by regulatory agencies. 3

Rate the Contractor's success at working cooperatively with Owner's personnel. 3

Rate the Contractor's ability to meet deadlines. 3

Rate the accuracy and completeness of invoices and payment applications. 2

Rate the level of comfort and confidence you had in the contractor during the project. 3

Rate the overall performance of the Contractor. 3

Additional Comments: FCC has been on our books for less than one year, but has been very responsive to our needs and exceeded expectations.

Evaluator Name: Derek Maples Title: Assistant Department Manager - Sites & Utilities

(Please print – Person completing survey)

Evaluator Signature:  Date: 3/17/23

(Person completing survey)

Evaluator Phone: (813)345-6933 Evaluator Email: derek.maples@hpcps.net

4.4.10. CITY OF PORT ST. LUCIE, FL

In May 2022, FCC was awarded a 7-year contract to provide collection services for the City of Port St. Lucie. FCC started to provide services on September 5, 2022, to over 80,000 residents.

As part of the contract, the City of Port St. Lucie transitioned from twice per week manual MSW service with customer owned containers and bags to once per week automated MSW service with residential carts. Additionally, the City transitioned from weekly bulk collection to monthly collection and limited the amount of yard waste to 4 cubic yards per collection.



FCC partnered with the City extensively to ensure that these changes were effectively communicated to the residents so that the new services could commence without trouble.

The current services for the City of Port St. Lucie are as follows:

- 1x per week semi-automated MSW collection automated side load vehicles
- 1x per week semi-automated recycling collection with automated side load vehicles
- 1x per week yard waste collection with rear load vehicles
- 1x per month bulk collection with rear load vehicles

Additionally, FCC provides commercial collections within the City to over 1,200 customers. Within this extremely tight timeframe, FCC was able to successfully secure over 80 pieces of collection equipment and employ over 100 full time employees prior to the start of the contract. FCC has not been assessed any liquidated damages since the start of this contract.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

With rapid growth in this area, FCC currently provides services to **over 86,000 residents**. Due to excellent route planning and ample resources, FCC has been able to absorb this growth without any delays in service.

Section 1 Reference Respondent Information		Please return completed form to:	
FROM:	Mariana Feldpausch	Bidder/Proposer:	FCC Environmental Services Florida, LLC
COMPANY:	City of Port St. Lucie	Due Date:	4/25/2023
PHONE #:	(772)871-5258	Total # Pages:	1
FAX #:	(772)344-4340	Phone #:	(832) 404-2597 Fax #: (832) 442-3636
EMAIL:	mfeldpausch@cityofpsl.com	Bidder/Proposer E-Mail:	dan.brazil@fccenvironmental.com
Section 2 Enter Bidder/Proposer Information - if applicable Similar Performed Project (Bidder/Proposer to enter details of a project performed for above reference respondent)			
Proposer Name:	FCC Environmental Services Florida, LLC		
Reference Project Name:	Project Address:	Project Cost:	
City of Port St. Lucie Exclusive Franchise	121 SW Port St Lucie Blvd - Port St. Lucie, FL 34984	\$185,592,709.68	
Summarize Scope:			
Residential: Weekly - Automated solid waste & single stream recycling. 4cy vegetation. Monthly - 2cy bulk. Commercial (including multi-family): front-load, roll off, recycling (open market), convenient drop-off center.			
You as an individual or your company has been given as a reference on the project identified above. Please provide your responses in section 3 below.			
Section 3			Indicate: "Yes" or "No"
1. Did this company have the proper resources and personnel by which to get the job done?			Yes, we had an expedited time frame and they got it all.
2. Were any problems encountered with the company's work performance?			No, they have been extremely impressive, and even started early to help.
3. Were any change orders or contract amendments issued, other than owner initiated?			No.
4. Was the job completed on time?			Yes, they have been amazing.
5. Was the job completed within budget?			Yes.
6. On a scale of one to ten, ten being best, how would you rate the overall work performance, considering professionalism; final product; personnel; resources. <small>Rate from 1 to 10. (10 being highest)</small>			10
7. If the opportunity were to present itself, would you rehire this company?			Yes, absolutely!
8. Please provide any additional comments pertinent to this company and the work performed for you: FCC has been an magnificent partner to the City, extremely professional and helping in any way they can. They have gone above and beyond even working on weekends to help when necessary and were essential in our efforts to recover from our previous service provider. They performed all contractual tasks on time and exceeded all of our expectations.			
Section 4 Please submit non-Lee County employees as references			
Mariana Feldpausch			
Reference Name (Print Name)			
Reference Signature			

4.4.11. LAKE COUNTY, FL

On **October 3, 2022**, FCC agreed to an emergency contract with Lake County for the collection services of garbage, recycling, yard waste, and bulk collection for approximately **24,000 households**.

With only 6 weeks of time to prepare, FCC invested capital of \$12 million which included the ordering and acquisition of more than 20 pieces of equipment, hired and trained 29 new employees, and secured a facility equipped for solid waste operations.

The current services in the Lake County are as follows:

- **1x per week carted MSW service with automatic side load vehicles**
- **1x per week carted recycling collection with automatic side load vehicles.**
- **1x per week yard waste collection with rear load and grapple vehicles dependent on the size of material/pile.**
- **Bulk services on-call**

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BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

In addition to this impressive feat of starting in such a short time window, FCC was also able to order and receive **four specialized 4-wheel drive rear load vehicles** that are equipped to handle the unique terrain of Lake County. These trucks are able to provide excellent service to all private, non-paved, and sugar sand type of roadways at the curbside of these residents.



4.4.12. CITY OF PALM COAST, FL

Most recently, FCC has begun the collection services for the City of Palm Coast on **June 1st, 2023**. In preparation for services to nearly **39,000 residential units**, FCC purchased and received **34 pieces of CNG-fueled equipment**, hired, and trained over 40 employees, and further developed the existing Volusia County site to properly store and maintain the new contract.



The services that FCC provides to the City are as follows:

- **2x per week manual MSW/bulk collection with rear load vehicles**
- **1x per week manual recycling collection with rear load vehicles**
- **1x per week yard waste collection with rear load and grapple vehicles**

4.4.13. ST. JOHNS COUNTY, FL

St. Johns County (FL) recently awarded FCC the contract for the collection of residential solid waste in St. Johns County. FCC will provide collection services to **approximately 110k residential units**, starting on **August 1, 2024**.

In preparation for these services, FCC will be purchasing **67 pieces of CNG-fueled equipment**, hire and train over 130 employees, and purchasing and developing a local facility within the County site to properly store and maintain the new contract.

The services that FCC will provide to the County are as follows:

- **1x per week manual MSW/bulk collection with rear load vehicles**
- **1x per week carted recycling collection with automated side load vehicles**
- **1x per week yard waste collection with rear load and grapple vehicles**

St. Johns County to change trash service providers to FCC Environmental; first change in providers in 20 years



FCC Environmental Services truck (FCC Environmental Services)

4.5. DESCRIPTION OF APPROACH TO SERVICE PROVISION

The purpose of this section is to highlight the factors that went into FCC's proposed Collection Plan for Saint Paul and to provide a detailed description of the service and available resources.

Upon reviewing the current level of service, FCC determined the necessary resources that are required to collect solid waste within the City. The service schedule that FCC has considered when developing our Collection Plan is that which is contained within the RFP which will provide the following service:

4.5.1.1. Collection Service for Garbage

Semi-automated collection every other week of 35-gallon garbage carts and once per week of 35, 64, and 96-gallon garbage carts for properties with 1-4 units within the City

4.5.1.2. Collection Service for Recyclable Materials

- Semi-automated collection of single-stream material for all properties consisting of 1-4 units set out in carts once per week
- Semi-automated collection of single stream material for all MUD A properties set out in carts and automated collection of all dumpsters for MUD A properties.
- Semi-automated collection of single stream material for all MUD B properties set out in carts and automated collection of all dumpsters for MUD B properties.
- Collection of all City Designated Locations (CDL) depending on the type of container and frequency of service needed

4.5.1.3. Collection Service for Yard Trash

- Seasonal manual collection of yard trash material for subscription and non-subscription residents once per week throughout the period of April 1st – November 30th of each service year.

4.5.1.4. Collection Service for Bulk Waste and White Goods

- On-Call manual/semi-automated collection of electronics, appliances, and other large items (furniture, mattresses, etc.) from residential properties with 1-4 units and any 5-11 unit properties that opt into the service.

FCC has designed its routes to work an average of 10 hours per day, allowing for extra time for any unforeseen events during the collection day. The routes have been designed to provide a balanced service throughout the week in order to provide the City with the most competitive price and to ensure that the commencement of the contract is a seamless transition. A chart of the service schedule has been provided below.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

SAINT PAUL SERVICES (SCOPE)

		Working days					Frequency of collection	Collection Team Composition			Routes
		Mo	Tu	We	Th	Fr		Driver	Helper	Truck equipment	
RESIDENTIAL COLLECTION	SOLID WASTE	X	X	X	X	X	Once per Week	1	1	Small Rear Load Truck	7
		X	X	X	X	X	Once per Week	1		Sideloader Truck	15
	RECYCLING	X	X	X	X	X	Once per Week	1	1	Small Rear Load Truck	6
		X	X	X	X	X	Once per Week	1		Sideloader Truck	15
	YARD WASTE	X	X	X	X	X	Once per Week	1	1	Rear Load (REL)	2
	BULKY WASTE/PROBLEM MATERIALS	X	X	X	X	X	On-Call	1		Box Truck	1
		X	X	X	X	X	On-Call	1	1	Rear Load (REL)	2
	SUPPORT ROUTE	X	X	X	X	X	Once per Week	1	1	Small Rear Load Truck	1
MULTI-FAMILY (MUD B)	MUD B COLLECTION	X	X	X	X	X	Once per Week	1		Rear Load (REL)	1
	CONTAINERS MAINTENANCE	X	X	X	X	X	When needed	1		Dumpster Delivery Truck	1
TOTAL NUMBER OF ROUTES											51

The following information represents the detail that FCC analyzed in order to produce the optimal number of routes to provide the very best service to the City and maintain a **high level of customer service** while **maximizing the resources provided to the contract**. In order to safely ensure the completion of all services for the City, FCC has lowered the household count per route to allow additional time for any unforeseen circumstances.

4.5.2. ANALYSIS OF SAINT PAUL

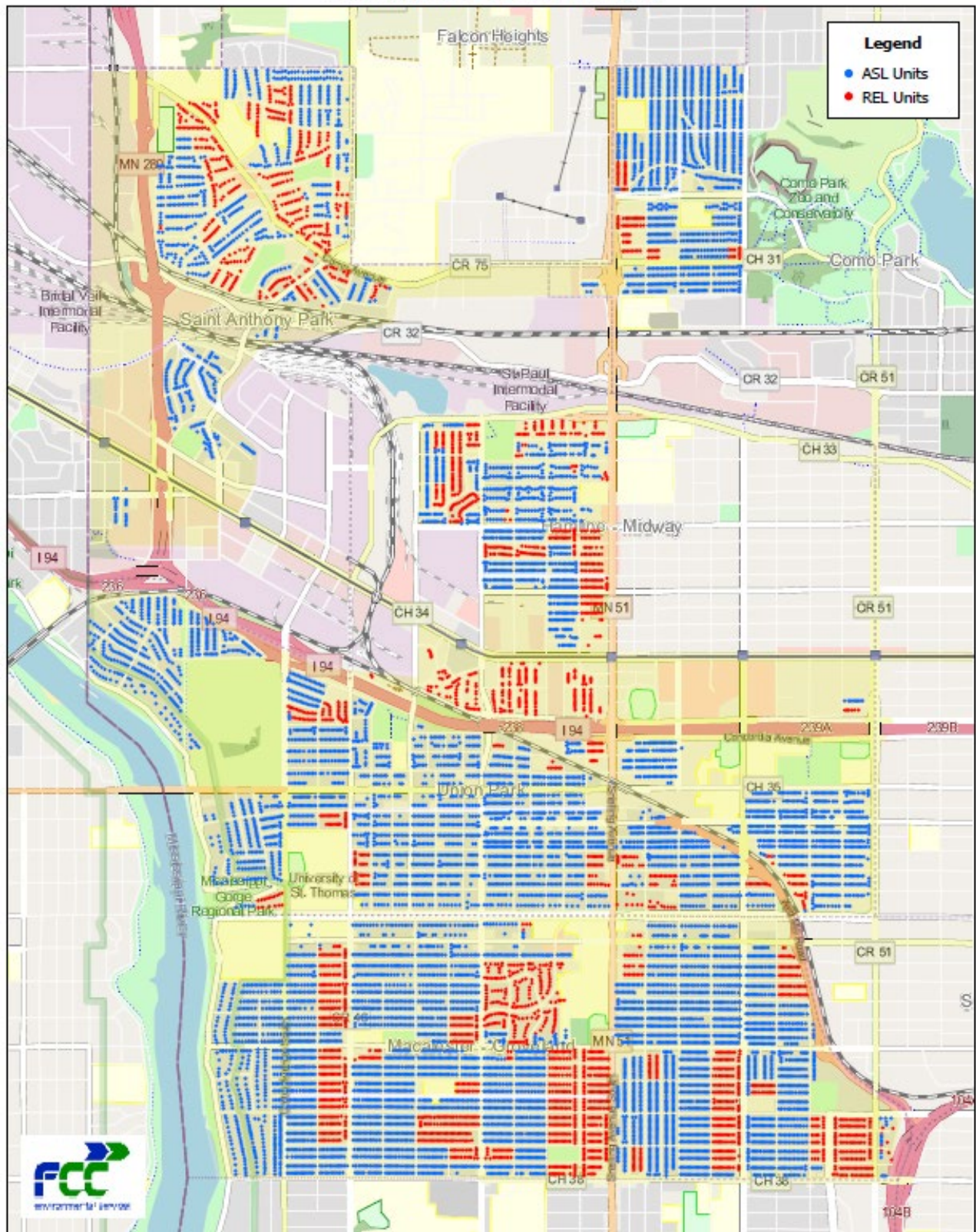
Analyzing the current level of service is vital to identify existing service deficiencies to ensure that Saint Paul residents receive the best service possible. To propose the correct level of service, FCC staff performed multiple site visits analyzing existing routes and services that were provided by the incumbents. Below is the resulting data of households that will require specialty services due to the placement of waste within alleyways.

Residential Units				
DOW	ASL	REL	% of Total	
MONDAY	10,024	3,117	76.3%	23.7%
TUESDAY	10,793	2,532	81.0%	19.0%
WEDNESDAY	11,574	1,801	86.5%	13.5%
THURSDAY	9,405	2,234	80.8%	19.2%
FRIDAY	9,086	2,391	79.2%	20.8%
Total Units	50,882	12,075	80.8%	19.2%

The below is a map representing the areas in which waste is set throughout alleyways and at that FCC staff has identified will be best serviced by small REL and ASL vehicles throughout extensive scouting trips as well as photographic examples of situations that have helped design the uniquely crafted services for Saint Paul.

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BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

St. Paul, MN - MSW Monday







Legend

- ASL Units
- REL Units



[illegible]

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
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Example Area	Area Name	Description	Solution Proposed
	<i>T-Alley between N Wheeler St. and Herschel St.</i>	Narrow, Alleyway which connects to a perpendicular alleyway, causing turns to be extremely tight.	Proposing of <u>14-cubic yard rear load Pup vehicles</u> for all lines of business in order to allow for efficient collection of material without risk of damaging resident property and ensures a one pass system
	<i>Hendon Ave.</i>	Paved Roadway with ample space curbside to allow for proper set out of carts/containers	Proposing of <u>Standard Sized Collection vehicles (ASL for carts or REL for customer owned containers)</u> so that material can be collected in an efficient manner.
	<i>Alleyway near Knapp St.</i>	Long, narrow alleyway with overhangs of residential houses	Proposing of <u>14-cubic yard rear load Pup vehicles</u> for all lines of business in order to allow for efficient collection of material without risk of damaging resident property and ensures a one pass system
	<i>Tatum St.</i>	Bagged yard waste set at the curb for collection of subscription customer.	Proposing of <u>14 - cubic yard rear load Pup vehicles</u> so that all bags and material can be collected in an efficient manner

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
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As a dedicated service partner, FCC has additionally reviewed and analyzed all the information provided within the RFP (addendums, tonnages, answers to all questions, etc.)

4.5.3. METHODOLOGY FOR COLLECTION SERVICES

Below is further explanation as to how the dedicated number and type of vehicles and equipment has been developed in order to provide the services requested by the City at an excellent collection standard that FCC has come to expect. The purpose of these sections will be to describe the number of routes that will be used for each service, the average amount of time that will be needed to complete these routes, the average number of homes that will be serviced on each type of route, the type of vehicle that will be used on each route, and the type/number of employees that will be responsible for these routes.

The residential routes have been designed to work an average of 10 hours per day which allows for additional growth within the City as well as absorb any unforeseen delays (disposal trip delay, increase level of traffic throughout City, increase in volume of material, etc.)

4.5.3.1. Solid Waste Residential Collection Services

After a concise survey of Saint Paul, FCC will perform garbage collections with carts with a total of 7 collection routes that will consist of 1 Driver, 1 Helper and 1 14 CY rear load (REL) vehicle, 15 collection routes that will consist of 1 Driver and 1 18-28 CY automated side load vehicle. In total, FCC will collect all solid waste with 22 total routes.

In order to provide the most optimized service for the City of St. Paul, FCC will utilize the large 28 cy ASLs to service all customers that place their waste curbside and within alleyways that are large enough to allow for safe operation of the automated equipment. By proposing this size of ASL, FCC can ensure that all material will be collected and hauled in a safe and legal manner, adhering to gross weight laws within the area.

Due to varying size and style of alleyways throughout the City (narrow, T-Alley, etc.), FCC has proposed the use of pup rear load vehicles that will have the ability to safely collect all carted material and approved bags that have been set out while safely maneuvering these tight turns without risking damage to the City's or the residents' property along with maximizing the desired single pass collection system.

EFFICIENCY PER WORKING DAY				
2 LOADS	Truck Type	N° Units collected/daily work	N° Drive-byes/daily work	N° Drive-byes/Load
	Small REL trucks	438	438	219
	ASL trucks	782	782	391

MEASURING RESIDENTIAL SOLID WASTE COLLECTION SERVICE IN ORDER TO TIME								
2 LOADS	Truck Type	N° units collected/day	N° Drive-byes/daily work	N° Routes/Day (Calculation)	N° Routes/Day (Rounded)	Collected Tn/day	Loads/w.day	Tn/Load/Route
	Small REL trucks	3,028	3,028	6.91	7.00	46.91	2	3.35
	ASL trucks	11,670	11,670	14.92	15.00	180.80	2	6.03
TOTAL					22.00	227.71		

The parameters for each of these routes have been developed with a highly achievable performance so that all routes will be completed on a daily basis in a consistent, timely, and safe manner. With routes developed with an achievable performance and to work on average, 10 hours per day, FCC has accounted for potential delays such as extreme adverse weather, heavy traffic, disposal delays, etc. to ensure that all collection services are completed on a daily basis.

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4.5.3.2. Yard Waste Residential Collection Services

Based on the information provided within the RFP of the current status of the subscription program, FCC will perform seasonal yard waste collection with **2 collection routes** that will consist of 1 Driver, 1 Helper, and 1 14 CY REL vehicle. If the number of subscription units should increase at any point throughout the agreement, FCC will have the ability to increase the number of routes accordingly. FCC will also have the ability to rely on our robust spare ratio to run additional routes, should the number of subscription customers increase suddenly with no time to prepare.

EFFICIENCY PER WORKING DAY								
1-2 LOADS	Truck Type	N° Units collected/daily work	N° Drive-byes/daily work	N° Drive-byes/load				
	REL Trucks	406	508	508				

MEASURING RESIDENTIAL YARD WASTE COLLECTION SERVICE IN ORDER TO TIME (ENTIRE YEAR)								
1-2 LOADS	Truck Type	N° units collected/day	N° Drive-byes/daily work	N° Routes/Day (Calculation)	N° Routes/Day (Rounded)	Collected Tn/day	Loads/w.day	Tn/Load/Route
	REL Trucks	800	1,000	1.97	2.00	5.00	1	2.50

Additionally, to provide the very best service to the Saint Paul community, FCC's routes will have the ability to collect all holiday trees as outlined within the RFP documents.

4.5.3.3. Recyclable Material Carted Collection Services

Furthermore, following the survey of Saint Paul, FCC will perform weekly recycle collections serviced with carts for SUD and MUD A units with **6 collection routes** that will consist of 1 Driver, 1 Helper, and 1 14 CY REL vehicle, and **15 collection routes** that will consist of 1 Driver and 1 18-28 CY ASL vehicle. In total, FCC will collect all carted recycling with **21 total routes**.

EFFICIENCY PER WORKING DAY				
1 LOAD	Truck Type	N° Units collected/daily work	N° Drive-byes/daily work	N° Drive-byes/load
	Small REL trucks	433	541	541
	ASL trucks	695	868	868

MEASURING RESIDENTIAL RECYCLABLE MATERIALS COLLECTION SERVICE IN ORDER TO TIME								
1 LOAD	Truck Type	N° units collected/day	N° Drive-byes/daily work	N° Routes/Day (Calculation)	N° Routes/Day (Rounded)	Collected Tn/day	Loads/w.day	Tn/Load/Route
	Small REL trucks	2,587	3,234	5.98	6.00	16.92	1	2.82
	ASL trucks	10,414	13,017	14.99	15.00	68.08	1	4.54
TOTAL					21.00	85.00		

As mentioned within the solid waste portion, FCC's approach to servicing all difficult areas with small rear load vehicles, ensuring that the City receives consistent collection no matter the type of setout and layout of the alleyways.

Furthermore, due to the high level of participation for recycling throughout the City, FCC has proposed nearly the same number of routes for recycling as with solid waste to ensure that each cart will be serviced on a daily basis. The achievable performance that has been used to develop our routes will also allow our **drivers to service the walkup services as described within the RFP.**

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4.5.3.4. Recyclable Material Dumpster Collection Services

FCC will perform recycle collections serviced with dumpsters for all MUD B properties and City Designated Locations (CDL) with **1 collection route** that will consist of 1 Driver and 1 25 CY rear end load (REL) vehicle. With the winch and cable equipped, this collection route will be able to service all dumpsters of any size.

EFFICIENCY PER WORKING DAY				
2 LOADS	Truck Type	Time/ Unit	N° Unit/daily work	N° Unit/Load
	REL Load Truck	280.00 sec	78	39

MEASURING COMMERCIAL DUMPSTERS COLLECTION SERVICE IN ORDER TO TIME							
2 LOADS	Truck Type	N° units collected/day	N° Routes/Day (Calculation)	N° Routes/Day (Rounded)	Collected Tn/day	Loads/ w.day	Tn/Load/ Route
	REL Truck - M-F	76	0.97	1.00	12.00	2	6.00
TOTAL				1.00	12.00		

FCC has considered a highly achievable performance for this route to account for any potential increases in service for MUD B properties or if the City should choose to add service to any locations. Additionally, FCC will provide all new containers to these locations prior to the commencement date.

4.5.3.5. Bulky Items and Problem Materials Collection Services

i. Non-Recyclable Items/Materials

For the items that are unable to be recycled in an efficient manner, FCC will perform the on-call collections with a total of **2 collection routes** that will consist of 1 Driver, 1 Helper, and 1 14 CY REL vehicles. Based on the 2022 data within Addendum 1, an on-call collection schedule of Monday through Friday would result in approximately 87 items per day. By proposing the use of a REL for this service, FCC will have the ability to quickly collect and compact this material in order to ensure timely collection for the City's residents.

These routes have been designed with achievable parameters in order to refrain from exhausting our personnel. This will ensure that all bulk is carefully collected to avoid any unnecessary litter or spillage from occurring while emphasizing the safety of our employees.

ii. Electronics and Other Recyclable Materials

For the items that can be recycled such as electronics, white goods, and mattresses, FCC will perform the on-call collections with a total of **1-collection route** that will consist of 1 Driver and 1 Box Truck with lift gate. FCC has proposed the use of a Box Truck to avoid compacting any of the material so that it can be sufficiently recycled and separated at the post collection facility. Additionally, with an enclosed vehicle, FCC will avoid any unnecessary contamination to the material due to adverse weather.



The service parameters for this route have been adjusted to accurately allow additional time for these items/materials to be collected by our Driver.

FCC understands how important proper bulk item/problem materials collection services are in order to keep Saint Paul's roadways and alleyways clean.

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As a way to protect our employee, this box truck will be equipped with a hand truck. This will allow the driver to maneuver heavy appliances and material onto the lift gate without risk of injury.

Additionally, this route will provide support to bulk collection services of non-recyclable items. FCC's collection team will be trained on maintaining separation of white goods and bulk so that each material can be disposed of in a proper manner.



4.5.3.6. Support Route

As a unique value of FCC's dedication to Saint Paul, in order to further ensure the successful completion of the proposed routes for each line of business, FCC has proposed 1 Support route to further aid Saint Paul's collection services. This route will consist of 1 Driver, 1 Helper, and 1 14 CY rear load vehicle.



These personnel and equipment are not assigned to any route and have the sole purpose of supporting the frontline routes by allowing our MSW, Recycling, and Yard Waste vehicles focus on the completion of the current day's services. From collection of priority requests from City staff, to aiding routes that have encountered delays, this route will provide the necessary assistance so that FCC can provide the excellent level of service to Saint Paul that we have demanded from each of our sites.

Furthermore, by proposing a 14 CY rear load vehicle, FCC can ensure that this help route will have the ability to travel along all alleyways throughout the City no matter the size, so that service interruptions are minimized, and residents' satisfaction is upheld.

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BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

4.6. STAFF AND EQUIPMENT RESOURCES TO BE DEDICATED TO THE AGREEMENT

4.6.1. STAFF FULLY DEDICATED TO SAINT PAUL

FCC is aware that in addition to hiring, training, and providing employees with the necessary tools, the correct number of employees must be hired to properly service the City. That is why FCC is proposing the right amount of personnel needed to ensure that the City can receive the best level of service.

FCC will have **a total of 93 on-site personnel** that will be responsible for the Saint Paul contract. All of these site personnel will be **fully dedicated to the services of Saint Paul** and will all be located at our facility/office. Included below is the personnel table identifying the number and types of personnel by service:

Position	Count
Swing Driver	5
Driver ASL	30
Driver REL	19
Cont. Maint. Driver-Non CDL	1
Helper Temp	18
Participation Study Auditor	2
General Manager	1
Fleet Manager	1
Ops Manager	1
Route Manager	4
Technician	7
Administrative Assistant	4
Total	93

As note, FCC has taken the needed personnel for the rate participation study into consideration. These personnel will be dedicated to the participation study for 6 weeks out of each year as outlined within the RFP.

In addition to these front-line employees, FCC has proposed the use of support personnel that will oversee the transition, the commencement, and the continued success of this contract.

Position
Chief Operating Officer
Regional Director of Operations
Director of Municipal Sales
Regional Operations Performance Manager
Regional Fleet Manager
Regional Safety Manager
Regional HR Business Partner
Regional Routing Analyst

Each of these employees will be committed to ensuring that the very best service is provided to Saint Paul and that each issue and concern is quickly and promptly addressed.

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FCC's General Manager will be first priority to hire once the contract is executed. Our General Manager will act as the contact for the City throughout the entire transition process and will have the ability to meet in person or electronically with City staff as much as necessary to ensure that the steps of our transition of services are communicated effectively and that the completion status is agreeable to Saint Paul.

In addition to our General Manager, FCC will prioritize the hiring of **our managers**. Our managers will oversee the daily collection routes and ensure completion of all services and that customer service is continuously being conducted by the field Route Managers and confirming that any issues are resolved promptly and to great satisfaction. FCC's General Manager will act as a prime contact to the City staff throughout the duration of the contract. To help the City in understanding each position that will be hired for the services in Saint Paul, FCC has provided the brief descriptions below.

FCC's Fleet Manager will have the responsibility of maintaining the fleet that will be dedicated to City's services. Our Fleet Manager will have extensive training on FCC's preventative maintenance program to ensure that Operations will have ample equipment readily available for each service day.

To fully support our fleet, FCC will hire an ample number of **Technicians** who will have extensive experience within the industry as well as all necessary certifications to better ensure that our equipment remains consistently maintained so that it may provide excellent service within the City.

FCC's Operations Manager will have the overall responsibility of ensuring that all collections are completed on a daily basis and will work closely with the site's Route Managers to ensure that safe and efficient services are conducted for the City.

FCC will hire and assign ample **Route Managers** to be dedicated to each line of business including residential solid waste, residential recycling, and residential bulk and yard waste. These Route Managers will be directly responsible for the drivers and routes under their supervision and will ensure the timely completion of all services on a daily basis.

FCC will hire and assign the necessary number of **Administrative Personnel** so that our site will have the capability of performing all customer service interactions for Saint Paul with City staff through Zuper. In order to provide an excellent level of service to the City that is performed by local residents, FCC is committed to hiring as many of the employees that currently perform this contract for Saint Paul as possible.

4.6.2. EQUIPMENT FULLY DEDICATED TO SAINT PAUL

It is important to **emphasize** that for FCC, the **proposed resources (trucks and employees) are key**. Our fleet of trucks for Saint Paul will be equipped with **AUTOMATED VEHICLE LOCATION systems (AVL)**, which enhances communication between our operations and customer service teams. AVL is also a key tool for noting and communicating route exceptions such as blocked containers, extras, and contamination.

FCC is **always working for a sustainable tomorrow**. FCC utilizes **AWTI 3rd Eye cameras** mounted on our collection vehicles that create a record of collection events and the contents of collected containers. Data captured including vehicle location and photo or video documentation will also improve the customer experience through service verification notification.

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By integrating technology and logistics management processes along with the skills of our drivers, we improve safety and enhance employee communications, all of which maximizes customer service and satisfaction.

FCC will provide and maintain an ample fleet of vehicles and any other necessary equipment during the entire period of the Contract to perform the work and render the Services. In addition, FCC will:

- Provide all equipment necessary for the effective collection (Rear Loaders, Pup Rear Loaders, etc.)
- Keep all equipment clean, neat in appearance, and in good repair through effective equipment maintenance services
- Minimize all equipment of excessive noise, odor, leakage, or emissions
- Clearly identify each vehicle and piece of equipment with FCC's name and identification number
- Provide ample spare equipment to ensure that Service shall always remain uninterrupted
- Secure all solid waste, recycling, vegetative waste, and bulky waste so that no material is spilled, leaked, or lost from the vehicle during transit to the appropriate disposal site as specified by Saint Paul
- Maintain equipment sufficient to handle the special requirements of adverse weather
- Ensure that all parts and systems of the collection equipment are operated and maintained properly
- Be responsible for any property damage claims or environmental cleanups caused by FCC vehicles, equipment, and/or employees
- Be responsible for locating and providing storage areas, which shall comply with all local and state ordinances for all collection equipment at no cost to Saint Paul
- Supply Saint Paul with an updated, comprehensive list of all equipment, including equipment identification numbers, vehicle tare weights and disposal site permit numbers that shall be used in fulfilling the Contract
- Notify Saint Paul of additions or deletions of the equipment as they occur

FCC has excellent relationships with manufacturers and has the ability to acquire during the contract any additional equipment in a timely manner. FCC tracks monthly growth to ensure its routes continue to perform efficiently, and to plan for any equipment additions that are needed.

Therefore, **we have proposed an ample spare fleet to the front-line vehicles.**






All the vehicles proposed by FCC for this contract will be **brand new, CNG-fueled, and fully dedicated to Saint Paul.** FCC's vehicles will be equipped with back-up cameras, spill kits, handheld radios, and AVL devices. They will also include the **3rd Eye GPS system** to comply with all reporting and service verification measures. All 3rd Eye equipment comes with a SIM card that is able to transmit all GPS and collection data in real-time to the portal, while also storing the data in case the truck is in a location that is not able to access the internet.

Our procurement team will ensure that all fully dedicated equipment for Saint Paul is secured and will begin to monitor their arrival status at the signing of the contract. **All vehicles will be in place and ready to begin collections prior to the commencement date for Recycling of November 1st, 2024, and for MSW/Bulky Item collection of April 1st, 2025.** With these types of equipment, FCC will have the ability to maximize the efficiency and safety of all curbside and alleyway collections. Our quality level of service is ensured to be maintained due to our extensive preventative maintenance process as described in our technical approach.

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FCC understands that the safety, cleanliness, and overall image of the City and its residents are impacted by the condition and performance of our fleet. Furthermore, we understand that properly maintaining our fleet helps ensure that we are able to maintain a continuous and uniform level of collection services that protects the health, safety, and welfare of the community.

All vehicles will be fully dedicated to the Saint Paul contract including **enough spare trucks** to guarantee the delivery of the service in any situation, based upon our breadth and depth of experience in waste collection. Below is a chart depicting the type of equipment that FCC will order including style of truck, year, make, model, fuel type, and the collection crew required to operate the equipment. As a note, the brands and models may change once the agreement is fully executed.

STYLE OF TRUCK	YEAR/MAKE/MODEL	CAPACITY OF VEHICLES	SNAPSHOT	FRONTLINE	SPARE
CNG Rear Load (REL)	2024 EZ Pack G400C (or similar)	25 cy		1	1
CNG Automated Side Load (ASL)	2024 EZ Pack Hercules ASL (or similar)	18-28 cy		30	5
CNG Small Rear Load	2024 Goliath G300C (or similar)	14 cy		18	3
Enclosed Box Truck	2024 Ford F550 (or similar)	20 ft (Length of Bed)		1	
CNG Fork-Style Container Delivery	2024 Gailbreath CH8000 (or similar)	Can haul all Containers described within RFP		1	
TOTAL EQUIPMENT				51	9
SPARE RATIO				17.65%	

FCC understands the importance of available equipment needed to provide the necessary services without interruptions. Therefore, **we have proposed an equipment spare ratio of 17.65% which is significantly higher than the industry standard at 14%.**

As a commitment to all of our service partners, FCC has developed excellent relationships with equipment manufacturers. Through these relationships, **FCC has ensured that we will have the ability to order and receive all equipment needed to provide fantastic service to Saint Paul** as it relates to the Equipment and Transition Plan sections of our proposal.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**



December 19, 2023

St. Paul, Minnesota

To Whom It May Concern:

Battle Motors proudly serves as a leading chassis manufacturer in North America, specializing in the production of heavy and severe duty refuse trucks. Battle is a current vendor of FCC and is committed to our longstanding partnership.

In the event that FCC is awarded the Solid Waste Contract for St. Paul, MN, Battle Motors will be able to meet the necessary chassis needs for the contract start date of November 1st, 2024.

For any further inquiries or clarification, please do not hesitate to contact me.

Sincerely,

Moshe Judah
National Accounts
moshe@battlemotors.com
310-280-6238

About Battle Motors, Inc.

Founded in 1946, Battle Motors (formerly known as Crane Carrier Company) headquartered in New Philadelphia, Ohio, is a leader in the vocational truck manufacturing industry, providing custom, severe-service chassis and purpose-built vehicles for the refuse and recycling industries. Battle serves over 750 municipal customers through 180 dealers in over 320 locations across the United States and Canada.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**



12/19/2023

To whom it may concern:

E-Z Pack can supply the required number of units and deliver in a specified time period for the St. Paul, MN contract for FCC.

Paul R. Butcher



Director of National Accounts
E-Z Pack/Bridgeport Mfg
Paul@bridgeportmfg.com
(406) 224-0798

200 Ladish Road • Cynthiana, KY 41031 • 859.234.1100

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

Oshkosh Corporation Classification - Restricted

MCNEILUS TRUCK AND MANUFACTURING CO.

524 COUNTY ROAD 34 EAST
POST OFFICE BOX 70
DODGE CENTER, MINNESOTA 55927-0070
507-374-6321



December 19th 2023

ATTN: Tom Lanzon
FCC
460 Wildwood Forest Dr.
Spring, TX
77380

Dear Mr. Lanzon,

Thank you for the opportunity to work with you on the St. Paul, MN contract. McNeilus Truck and Manufacturing has the production capabilities to assist FCC with fulfilling the needs for this contract.

Sincerely,

Andy Cox
Senior National Accounts Manager
McNeilus Truck and Manufacturing
524 East Highway Street
Dodge Center, MN 55927

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

4.7. CUSTOMER SERVICE STANDARDS AND TRAINING

4.7.1. CUSTOMER SERVICE PROCEDURES

In the abstract, to FCC, great **local customer service** is a service that continuously communicates with the customer, works with the customer to achieve any specific goal, and provides a timely and reliable service that the customer can count on and expect.

In order to provide this level of customer service, FCC **will provide Saint Paul solely dedicated administration personnel who will be responsible for the receipt and response to any inquiries or requests.** Since each of our Administrative personnel will be **fully dedicated** to the City contract, these individuals will have extensive knowledge on the specific parameters for all services including collection, nonconforming procedures, and special services, further expediting a satisfactory resolution for each resident.

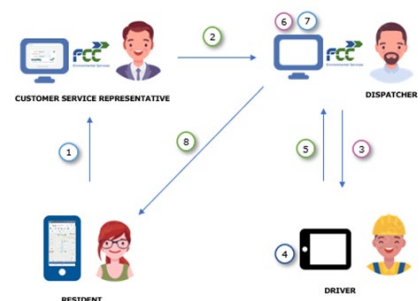
As a committed partner, FCC will prioritize those Administrative personnel that work with the incumbents to avoid any displacement from occurring. Furthermore, FCC will prioritize employment of local individuals who will have a sense of pride in supporting their community as well as understanding the area at a fundamental level.

FCC implements customer service procedures at all levels of the organization from the Drivers to the Managers so that the same consistent message can be delivered to all customers and avoid any confusion or missteps.

Our Admin will receive extensive training on the contract requirements for all lines of business (MSW, Recycle, Yard Waste, Bulk) and type of customer container (personal container, City provided cart, recycling carts, etc.) as well as the operation of the Zuper program to enter all call notes.

Incoming workorders will be received by the next available CSR. Each CSR will provide the service needed until the issue is resolved and the customer is satisfied. All necessary work orders will be entered into Zuper and assigned to Driver's/Manager's tablet if applicable. For example:

1. A resident has called in a miss pickup and City Staff have assigned the notification to FCC.
2. Dispatcher will research the miss pick up and assign the work order to the proper route Driver.
3. Driver receives the notification on their tablet.
4. Along with Step 3, FCC's Route Manager will receive an actionable notification similar to the one that the driver receives while in the field to provide follow up for the miss.
5. Driver closes the notification once the service has been recovered.
6. Dispatcher will be able to see the work order be completed in real time and verify the collection through the 3rd Eye GPS.
7. All necessary notes will be added to the work order in Zuper and closed.
8. Customer automatically notified by email/text that work order is resolved.



FCC has proposed an ample number of Admin to receive and resolve all workorders as outlined within the RFP. However, in the event that there is a surplus of workorder volume, then FCC's management team will support to ensure satisfactory response.

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BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

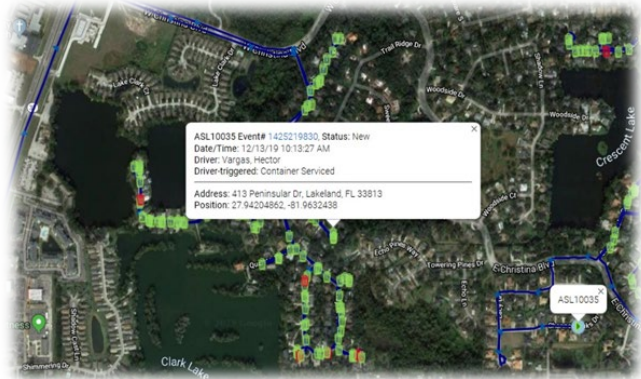
4.7.2. CUSTOMER SERVICE – COMPLAINT RESOLUTION

FCC utilizes **3rd Eye** for verification of all routes to ensure their completion on a daily basis. **FCC will give access to the City to utilize Positive Service Verification** features of Third Eye, which provides photos of confirmed service and breadcrumb GPS tracking. Positive Service Verification allows the City as well as staff to see verification of service on a house-by-house basis. All service points are confirmed via GPS, time-stamped, and paired with an image of the location.

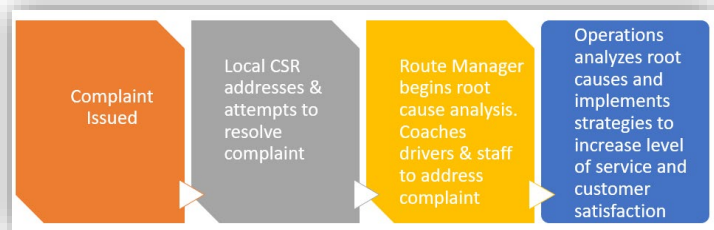
In addition to providing the City access to the Positive Service Verification, FCC will provide daily uploads of its collection vehicle GPS:

- Ping Rate of every 5 seconds
- GPS data can be made available in CSV or ASCII tabular format, with columns for Longitude/Latitude Coordinates, as well as the date and time stamps.

FCC will ensure that the Service Verification System is fully operational, all Collection Vehicles are equipped with a GPS, and all Residential Collection Vehicles are equipped with fully operational cameras mounted on the outside of the Collection Vehicle, providing 360-degree camera coverage to monitor events occurring while providing Collection Services. Any issues will be provided to 3rd Eye to properly address before the Commencement of Services.



FCC's local site is committed to continuously verifying all services to ensure that expectations are met, and Saint Paul residents are satisfied. If FCC cannot complete verification for any reason, FCC will err on the side of caution and make a courtesy collection in the same manner as a verified miss.



In the specific event of a missed collection complaint reported and verified, FCC make every attempt to resolve the issue as soon as possible. Missed collections will be collected as stated within the agreement, and FCC will put emphasis to recover quickly, safely, and efficiently. In the event of a verified "Late Set," FCC may still dispatch a truck for a courtesy service provided such dispatch does not endanger the completion of the then currently scheduled routes.

All missed collections are verified by Route Managers. A Root Cause Analysis is completed to ensure proper procedures are followed and to limit these missed collections. Drivers, Helpers, and customer service representatives are then coached to improve processes and communication with the customers to ensure satisfaction.

4.7.3. TECHNOLOGY

From the operational standpoint FCC maintains a position where innovation is the key to long-term sustainability. As such, our company is constantly implementing **service-focused** technology that will further aid our goal which is the safety to our personnel and communities and ensuring excellent service to all communities we provide. Examples of the technology that FCC has integrated are:

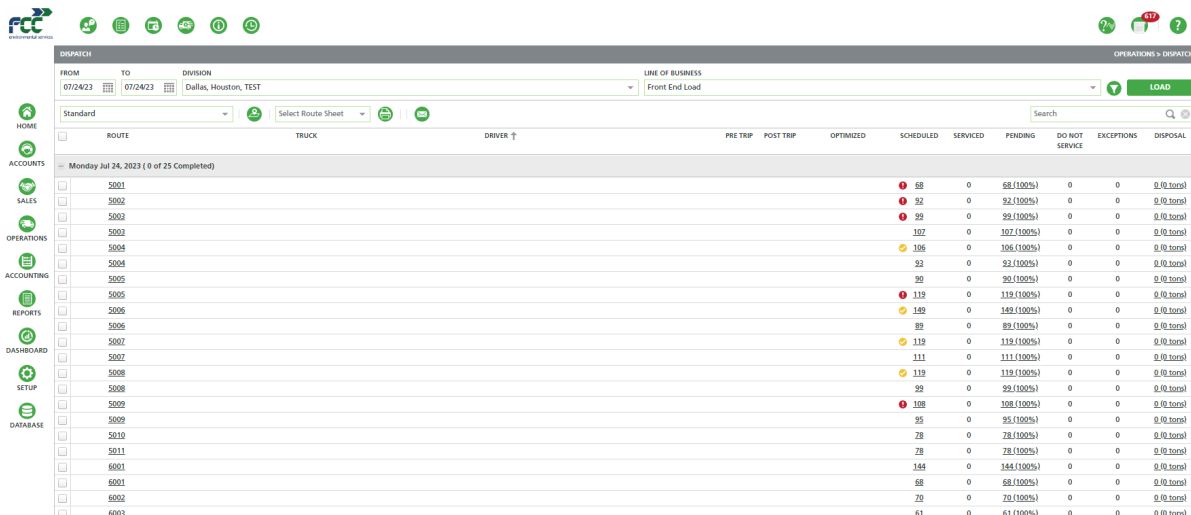
- **Navusoft Software**-System that allows FCC sites to store daily route data in order to track efficiencies at a route level, analyze KPIs to distinguish trends and implement action plans based on real data, schedule preventative maintenance functions to identify possible failures before they occur, and store key maintenance data regarding vehicles for staff to better analyze trends.
- **3rd Eye Camera Systems**-Camera and AVL system that allows FCC sites to track historical and current vehicle locations, verify services through **Positive Service Verification (PSV)** and video evidence, and coach employees to correct driving behaviors captured during the route.
- **Zignex Routing Software**-Program that allows FCC sites and personnel to analyze current route schedules and perimeters for potential optimization and efficiencies.

4.7.3.1. Navusoft Software

In order to provide excellent service efficiently, FCC understands that a software is needed to more accurately track pertinent operational metrics and communicate clear and immediate updates to any services needed on a daily basis.

Therefore, in order to accomplish the high standard of consistent improvement, **FCC utilizes Navusoft as our operational software**. With Navusoft, FCC is able to track all routing data including completion times, disposal tons, completed units, exceptions occurred during service, etc. With this information, FCC is able to analyze routes to ensure that optimal efficiency is achieved each and every day. Additionally, this information helps FCC forecast the need for additional equipment due to growth both in the number of units collected and the volume of material.

Additionally, Navusoft gives FCC the ability to **track the status of each route in “real time”** by having drivers confirm service in their onboard tablet. By confirming service or providing an exception (blocked container, nonconforming material, etc.), FCC dispatch and management will track the progress of each route and identify any routes that may need assistance well in advance before they are at risk of noncompletion.



ROUTE	TRUCK	DRIVER	PRE TRIP	POST TRIP	OPTIMIZED	SCHEDULED	SERVICED	PENDING	DO NOT SERVICE	EXCEPTIONS	DISPOSAL
5001						68	0	68 (100%)	0	0	0/0 tons
5002						92	0	92 (100%)	0	0	0/0 tons
5003						92	0	92 (100%)	0	0	0/0 tons
5004						107	0	107 (100%)	0	0	0/0 tons
5005						106	0	106 (100%)	0	0	0/0 tons
5006						92	0	92 (100%)	0	0	0/0 tons
5007						90	0	90 (100%)	0	0	0/0 tons
5008						119	0	119 (100%)	0	0	0/0 tons
5009						149	0	149 (100%)	0	0	0/0 tons
5010						89	0	89 (100%)	0	0	0/0 tons
5011						119	0	119 (100%)	0	0	0/0 tons
5012						111	0	111 (100%)	0	0	0/0 tons
5013						119	0	119 (100%)	0	0	0/0 tons
5014						92	0	92 (100%)	0	0	0/0 tons
5015						108	0	108 (100%)	0	0	0/0 tons
5016						95	0	95 (100%)	0	0	0/0 tons
5017						78	0	78 (100%)	0	0	0/0 tons
5018						78	0	78 (100%)	0	0	0/0 tons
5019						144	0	144 (100%)	0	0	0/0 tons
5020						68	0	68 (100%)	0	0	0/0 tons
5021						70	0	70 (100%)	0	0	0/0 tons
5022						61	0	61 (100%)	0	0	0/0 tons

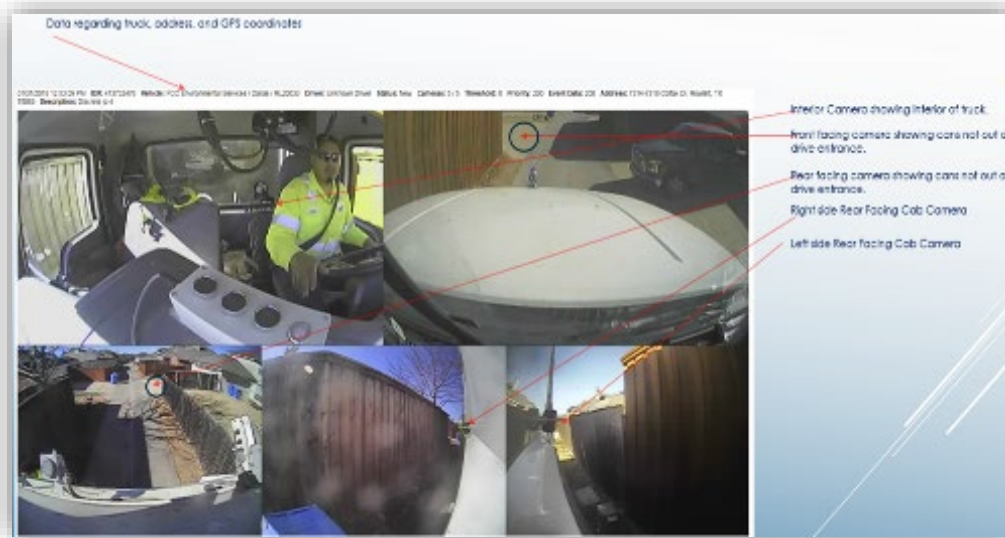
Through the use of an onboard tablet solution in every truck, FCC will be able to submit additional work orders directly to intended routes once a call for service is received. For example, if a miss was to be called in, FCC dispatch will identify the route that is nearest to the location and create a work order for recovery. An alert will be generated on the tablet once the work order is assigned for the driver to acknowledge. Once the driver has recovered the missed pick up and completes the work order on the tablet, the assigned order will show as closed within the portal, allowing dispatch to instantly recognize that the miss has been resolved.

4.7.3.2. 3rd Eye GPS Software

As a true community partner, FCC believes that communication and visibility to the services it provides is critical so that the residents and the City can monitor FCC's performance. As a value-added service, FCC installs all its trucks with the AWTI 3rdEye Camera system. This allows FCC to track trucks on route, monitor "real time" performance, while providing similar historical data to verify service from previous routes.

Through FCC's web-based 3rd Eye portal, we can track real time any historical information pertaining to the movement of each of our pieces of equipment. Additionally, the individual drivers can utilize the onboard 3rd Eye cameras to record service issues such as blocked access or late set outs. This information is crucial for not only daily route performance and service completion, but it is also an important tool to identify routing concerns to improve efficiency and conducting damage claim investigations.

In addition to the route verification application of 3rd Eye, FCC also uses it to monitor driver safety performance. The 3rd Eye system records events that exceed certain thresholds such as speed, pitch, and yaw, even recording impacts and travel over rough roadways. An analyst evaluates pushed video for infractions of safe driving rules and forwards video of these infractions directly to the appropriate manager to coach the driver appropriately. This system is so beneficial to us and our customers that it is now standard in all FCC equipment.

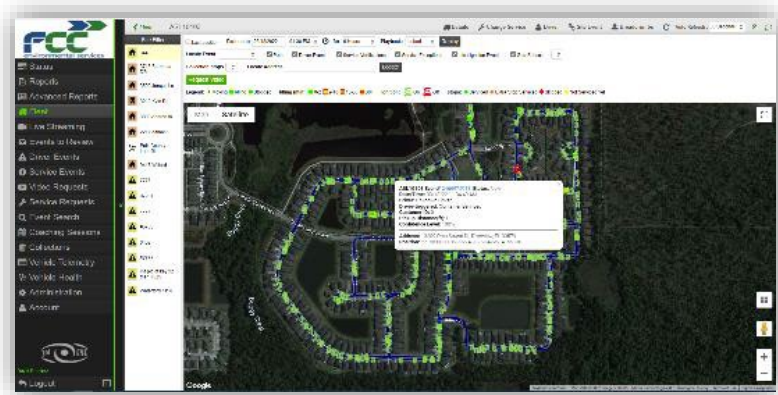


The AWTI 3rd Eye has the following additional features:

- Capability to generate and download reports related to the Collection Service
- Real-time and historical map-based vehicle location visibility of all Collection Vehicles
- Direct access to view GPS data, photos, and video recordings, with a storage capacity of at least 180 days

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Additionally, FCC will give City staff full access to utilize Positive Service Verification features of 3rdEye, which provides photos of confirmed service and breadcrumb GPS tracking. Positive Service Verification allows the City as well as FCC staff to see verification of service on a house-by-house basis. All service points are confirmed via GPS, time stamped and paired with an image of the location.



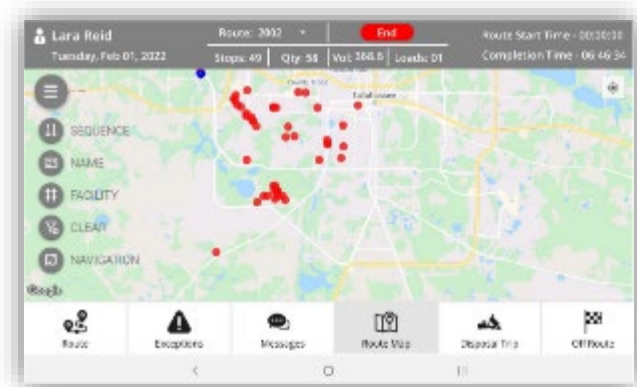
In addition to this format, FCC will provide City Staff with a full-access interface where they can track all collection vehicles providing service, run a variety of reports, or examine historical breadcrumb data.

4.7.3.3. Routing Software

It is FCC's philosophy to use technology to enhance the services it provides. One of the tools FCC has implemented to achieve this is **High Density Route Optimization Software**. The use of routing software is critical in FCC's operations as it has a direct impact on labor, operational, and transportation costs FCC. The use of this software will allow FCC to use its resources adequately and in turn, provide an improved level of service to the City. FCC leverages this software with input from Drivers and staff to effectively route the service rendered in Saint Paul.

FCC's route optimization software provides accurate data that will be provided to the City Staff. It allows for routing with over 100 parameters and ensures consistent collection for the residents. The use of this tool has allowed FCC to effectively train its drivers on how to effectively service their routes while maintaining a high level of safety by following FCC's Collection Rules to Live By.

Additionally, FCC's routing system comes integrated with a turn-by-turn navigation solution which is provided to all drivers. This system allows the drivers to safely navigate through their routes, ensuring that a safe and efficient collection is provided to the residents of Saint Paul.



Tools such as these provides Saint Paul with the systems to be able to gauge the level of service and work with FCC to ensure that its residents continually receive an exceptional level of service.

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4.7.4. TAGGING PROCEDURES

The first step in clear **communication** for excellent customer service starts with the Drivers who will be primarily interacting with the residents on a daily basis. Prior to the commencement of the contract, FCC will hold weekend classes for employees hired for Saint Paul. In these classes, the drivers will receive handouts that reference the allowed material and set out for each line of business.

Additionally, FCC Drivers will be trained on the non-compliant material per line of business as well as the tagging and communication procedure for each event.

FCC will develop a tag in partnership with the City that identifies all scenarios of non-compliance so that the Driver will be able to check the box next to the line that best describes the specific instance. Along with the stated non-compliance, the tag will read necessary steps to correct the issue and the number for the City's customer service line to call when it has been corrected.

Volusia County
SOLID WASTE DIVISION

**NOTICE: ITEMS OUT FOR COLLECTION
NEED ATTENTION**

It is very important to us that you receive good service. The tagged item(s) do not meet the requirements for collection.

Garbage/Yard Waste

- ☐ Excessive household waste
- ☐ Additional containers exceed the 32 gallon limit
- ☐ Scattered garbage or litter not contained
- ☐ Exceeding weight limit (300 lbs)
- ☐ Incorrect placement of container
- ☐ Excessive yard waste (if cubic yard weekly limit collected)
- ☐ Yard waste (grass clippings, acorns, pine straw, etc) not contained
- ☐ Yard waste mixed with junk or garbage
- ☐ Yard waste is taken to a multi-use and must be kept separate for collection.
- ☐ Limbs over 6 ft in length or more than 60 lbs.
- ☐ Excessive bulk waste (Only 4 items per week limit)
- ☐ Large bulk items/piles need special attention
- ☐ Hazardous waste mixed in with garbage
- ☐ Construction debris, dirt, sand, nails, concrete, lumber or roofing
- ☐ Improper containers or receptacles used
- ☐ Unacceptable materials
- ☐ Other _____

RECYCLING

- ☐ Materials not separated properly
- ☐ Recycling containers are contaminated
- ☐ Material not recyclable
- ☐ Cardboard larger than 2' x 2'
- ☐ Improper container
- ☐ Other _____

We appreciate your cooperation!
Please correct the issue(s) above and the item(s) will be picked up on your next collection day.

386-943-7889

ADDRESS _____

FCC TRUCK # _____ DATE/TIME _____

FCC
Environmental Services

Dear Customer:
We were unable to collect for the reason(s) checked below. Excepted material and property prepared material will be collected on your next scheduled service day. Thank you for your cooperation.

Address: _____

Truck # _____ Date: _____ Time: _____ am/pm

PLEASE CORRECT THE FOLLOWING:

- ☐ IMPROPER CONTAINER AND/OR EXCEEDS 35 GALLONS CAPACITY. Please replace your container as it does not meet job-specific guidelines for safe filling.
- ☐ CONTAINER EXCEEDING WEIGHT LIMIT 35 LBS / BAGS 25 LBS. Please reduce weight to under 35 pounds for safe filling, bags no more than 35 lbs.
- ☐ DANGER—HAZARDOUS WASTE CANNOT BE COLLECTED CURBSIDE. Please take items (used oil, "wet" paint, batteries, propane tanks, and chemicals, etc.) to a Household Hazardous Waste Facility (TODS, Old Kings Rd.) Bio-hazardous waste (used needles, syringes, drugs, etc.) requires special handling. Please call the Health Dept. for proper disposal of bio-hazardous waste.
- ☐ SCATTERED GARBAGE OR LITTER NOT CONTAINED. Please contain waste material in proper container or bags.
- ☐ THESE ITEMS ARE NOT INCLUDED IN THE RESIDENTIAL CURBSIDE SERVICE. OWNER MUST LEGALLY DISPOSE OF MATERIAL. Construction Debris, lumber, drywall, fencing, jewelry, vacuum, sewing, roofing material, etc. AUTOMOBILE PARTS ARE NOT COLLECTED CURBSIDE INCLUDING TIRES. PLEASE CALL FCC FOR A PRICE ON THESE ADDITIONAL SERVICES NOT INCLUDED IN RESIDENTIAL CURBSIDE SERVICES: 386-943-7889.
- ☐ CARRY EXCESS LIMITATIONS. WEIGHTS MORE THAN 50 LBS, NOT ROLLED/UNDONDED, EXCEEDS 6 FT IN LENGTH
- ☐ EXCESSIVE BULK/ITEMS/PILE OUT FILE
- ☐ YOU MUST CALL TO SCHEDULE A PICK UP OF LARGE APPLIANCE 386-943-7889
- ☐ WASTE WAS NOT PLACED WITHIN 5 FEET OF CURB OR WHERE SERVICE IS PROVIDED
- ☐ YARD WASTE NOT CUT, CONTAINED, AND/OR PREPARED FOR HAND COLLECTION. Please know yard waste into curbside weighing no more than 50 lbs. or bulky bags weighing no more than 30 lbs. Limbs and branches should not exceed five feet in length or six inches in diameter.
- ☐ EXCEEDS YARD WASTE LIMIT OF 2 CUBIC YARDS. Reduce pile to 2 cubic yards or less.
- ☐ YARD WASTE MATERIAL IS MIXED WITH REGULAR GARBAGE OR BULK. Yard waste must be separately contained and placed at the curb.
- ☐ YARD WASTE IS CONSTRUCTION GENERATED. THEY ARE RESPONSIBLE FOR REMOVAL OF THE YARD WASTE
- ☐ NON-RECYCLABLE MATERIAL OR CONTAMINATION IN RECYCLE BIN
- ☐ OTHER _____

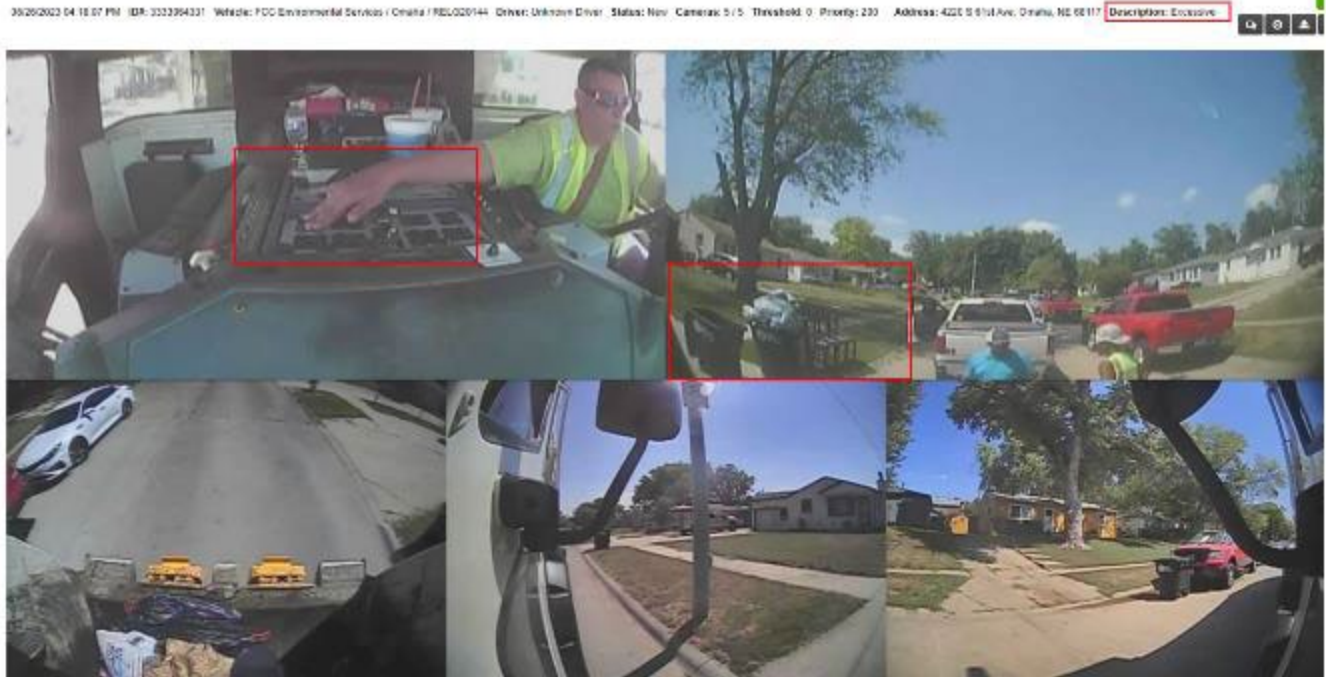
QUESTIONS?
WWW.PALMCAST.GOV
(386) 986-2360

A section of the tag will be left on the container/material that is non-compliant so that the resident can clearly understand what may be wrong with the current set out. Once the Driver has left the tag, they will then snap a photograph with the tablet located in each FCC vehicle. From there, the Driver will radio dispatch to give the information of the situation and submit the photograph so that a note may be entered into the Zuper customer service program. This way, when the resident calls, the City's Customer Service Representatives will be aware of the tag that was left and what will be needed to resolve.

In addition to the recorded note, FCC's customer service representatives will be extensively trained on forwarding the **photograph** of debris that falls outside of the collection requirements as well as pertinent information such as customer address, route number, etc. to the City through Zuper. By submitting this information to the City as soon as possible, FCC will still have the ability to still collect the material should the official deem that the material will not be omitted from our daily collection responsibility.

Furthermore, as a way to ensure the capturing of information for intentionally missed debris, FCC's Route Drivers will have the ability to utilize the **3rd Eye camera system**. As a precaution, Drivers will press one of the three designated buttons within the cab prior to exiting and beginning the tag process. By selecting the designated button, the 3rd Eye system will instantly capture a snapshot from each of the cameras around the truck as well as the geolocation of the vehicle. Our Dispatch will be able to instantly export these reports from each route and send the images to City staff via an email message.

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Once the contract has begun, FCC will hold a huddle each morning with the Drivers and Helpers. At these huddles, the Managers will cover any specific information that needs to be reviewed such as the tagging and reporting procedure and the expectation, specific topics of increased focuses such as items identified by FCC Managers or City staff. To ensure that the proper collection and tagging/reporting procedures are taking place, FCC Route Managers will conduct On-Route Observations that will focus on these areas. If a Driver is not following the procedures, then the Manager will immediately conduct a coaching session to ensure that the expectation so that the performance regarding these aspects may be instantly improved.

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4.7.5. FCC PROVIDED TRAINING

4.7.5.1. Contract Training

FCC understands that the key to providing industry-leading service is to have all personnel attain an in depth understanding of the service expectations that are held within the contract. Therefore, it is imperative that training occurs with all levels of the site team.

To start, the drivers that will be directly providing the services must understand what is acceptable to collect, what is not acceptable, and appropriate tagging procedures. An advantage that FCC has over all other competition is that they are well versed in the current level of service for the City. However, there will be variances in the new collection agreement, and it is the priority of our management to make sure these are well established with all personnel.

i. Weekend Classes

In order to avoid any disturbance in the current service, FCC will hold weekend classes to educate employees on the variances in the new contract. Detailed handouts will be created and given to the staff so that they may later reference the changes in the event that there is any doubt. These classes would not be held until the beginning of the new contract is within 30 days, as FCC does not want to damage the current service with any of the new potential changes.



ii. Morning Huddles

Another step that FCC will take to teach the staff is through the use of morning huddles. The anticipating opening minutes to each day provides a perfect opportunity for management to reiterate a key piece of information regarding the contract. These huddles are handled in an open question format, allowing employees to speak on the subject which in turn confirms their knowledge of the contract requirements.

iii. On Route Observations

Conducting observations on employees is a major component of all managers' job duties to ensure safety policies are being followed and service levels are being maintained. While observing a driver, managers will use this opportunity to reinforce any changes through positive recognition of following the new procedures or immediate coaching to rectify an opportunity to operate within the new guidelines.

iv. Dispatch and Management

Prior to the weekend classes for frontline employees, dispatch and management will look over the contract to identify all variations to the current agreement. Highlighted areas of focus will include alterations to service, procedures for tagging, communication requirements with residents and the City, response time needed for certain events, etc.

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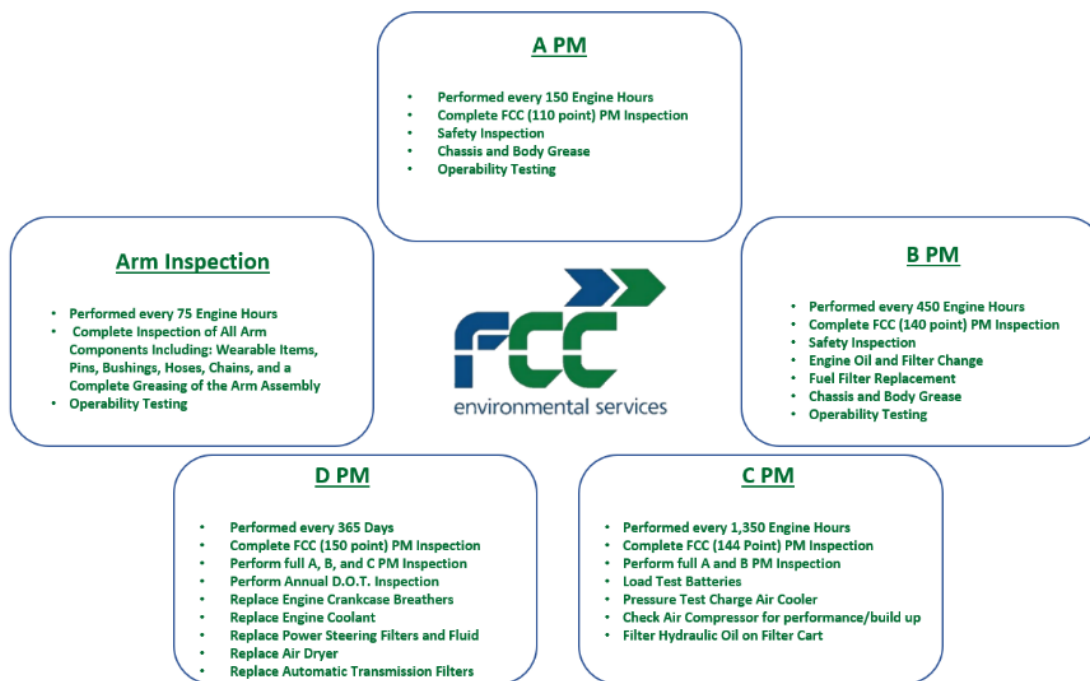
With management and dispatch understanding these key areas, this provides additional support to all personnel in understanding the differing levels of service expected. Managers will utilize this knowledge in all the above-mentioned trainings and aspects so that they are true leaders for their employees in every facet.

Dispatch will have a specific focus on the communication guidelines within the contract as they will be the primary recipients of this communication from residents and City staff and will be responsible to then dispatch the needs/complaints from these interactions to the route drivers in a timely manner so that service is rendered.

4.7.5.2. Preventative Maintenance and Driver-Equipment Training

FCC believes that proper vehicle maintenance and inspections are necessary to maintain the collection vehicles in a safe and operational function. Proper maintenance and inspections are not only beneficial to FCC, but it is also as well for the communities that it services. To accomplish this, FCC has set up procedures and schedules to ensure all of its collection vehicles receive the proper maintenance and repairs.

In order to extend the life of our equipment, FCC operates with an extensive preventative maintenance (PM) program. By conducting different styles of preventative maintenance and different intervals (measured by engine hours), FCC ensures that each piece of equipment is inspected for safety and performance, as well as maintaining areas with high use. FCC's preventative maintenance program consists of 5 parts: A PM, B PM, C PM, D PM, and Arm Inspection. For full coverage of the vehicle, each PM is conducted as the image suggests.



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Additionally, prior to starting their day, and at the end of their collection day, all FCC drivers perform a stringent Pre-Trip/Post-trip inspection on their vehicles. To ensure the collection vehicles maintain a certain level, Drivers check the following:

- Tires, Wheels, and Rims
- Engine, Oil, Fuel and Coolant
- Service Bakes and all connections
- Parking (hand) brakes
- Steering Mechanisms
- Horns
- Instruments and Gauges
- Lights and Reflectors
- Emergency Equipment
- Windshield Wipers
- Rear Vision Mirrors
- Coupling Devices
- License Plate and Registration
- Vehicle Damage

In addition to the items that are inspected at the beginning or end of the day, drivers fill out any additional repair items that are needed to be addressed before the next collection day.

FCC environmental services

DAILY DRIVER'S INSPECTION & VEHICLE INSPECTION REPORT

DATE: _____

VEHICLE NUMBER: _____ DRIVER NAME (PRINT IN BLOCK LETTERS): _____

Ending Hour Meter (No Tenths): _____ Ending Odometer (No Tenths): _____

TRUCK EMPTY: ☐ Yes ☐ No CAB CLEAN: ☐ Yes ☐ No CLEAN BEHIND BLADE: ☐ Yes ☐ No

PRE-TRIP INSPECTION DOT 396.13A

☐ Tires, Wheels, and Rims
☐ Engine, Oil, Fuel, and Coolant
☐ Service Brakes and all Connections
☐ Parking (Hand) Brakes(s)
☐ Steering Mechanism(s)
☐ Horn(s)
☐ Instruments and Gauges
☐ Lights and Reflectors
☐ Emergency Equipment
☐ Windshield Wipers
☐ Rear Vision Mirrors
☐ Coupling Devices
☐ License Plate(s) and Registration
☐ Vehicle Damage

I have performed the above inspection and found each item in proper working order or I have noted defects below.

Driver's Signature: _____ Date: _____

POST-TRIP INSPECTION DOT 396.11

☐ Tires, Wheels, and Rims
☐ Engine, Oil, Fuel, and Coolant
☐ Service Brakes and all Connections
☐ Parking (Hand) Brakes(s)
☐ Steering Mechanism(s)
☐ Horn(s)
☐ Instruments and Gauges
☐ Lights and Reflectors
☐ Emergency Equipment
☐ Windshield Wipers
☐ Rear Vision Mirrors
☐ Coupling Devices
☐ License Plate(s) and Registration
☐ Vehicle Damage

I have performed the above inspection and found each item in proper working order or I have noted defects below.

Driver's Signature: _____ Date: _____

VEHICLE CONDITION REPORT

CHECK ALL DEFECTS

ENGINE
☐ Coolant Leaks
☐ Fuel Leaks
☐ Oil Leaks
☐ Miscoes
☐ Overheats
☐ Noises
☐ Smoking
☐ Low Oil Pressure

BRAKES
☐ Service Brakes
☐ Parking Brakes
☐ Air/Hydraulic Leaks
☐ Pulls to Left/Right
☐ Brake Inspection Needed

STEERING
☐ Loose
☐ Shimmy
☐ Steers Hard
☐ Pulls to Left/Right

INSTRUMENTS AND GAUGES
☐ Air Pressure Gauge/Alarm
☐ Amp Meter/Volt Gauge
☐ Temperature Gauge
☐ Windshield Wipers
☐ Tachometer
☐ Windshield Wipers/Washer
☐ Horn(s)
☐ Back Up Alarm

LIGHTS
☐ Headlights
☐ Stop and Tail Lights
☐ Turn Signals
☐ Marker Lights
☐ Reflectors
☐ Dash Lights
☐ Brake Lights
☐ Strobe Lights

CAB/CHASSIS
☐ Radio Antenna
☐ Battery Box/Cover
☐ Door
☐ Seat Belts
☐ Mirrors and Cab Glass
☐ Triangle Reflectors
☐ Fire Extinguisher
☐ Coupling Device(s)
☐ License Plate(s)
☐ Registration
☐ Accident Kit

SPRINGS
☐ Broken
☐ Loose U-Bolts

CLUTCH
☐ Noisy
☐ Slipping
☐ Adjust Clutch

REAR AXLE
☐ Noisy

CHECK IF NO DEFECTS NOTED ☐

DRIVE LINE
☐ Grease-Leaks
☐ Foreign Material
☐ Noisy
☐ Jumps Out of Gear
☐ Hard Shifting
☐ Grease Leaks

TRANSMISSION
☐ Noisy
☐ Jumps Out of Gear
☐ Hard Shifting
☐ Grease Leaks

ELECTRICAL
☐ Will Not Start
☐ Will Not Charge
☐ Will Not Shut Down
☐ Battery Cut Off Switch

BODY
☐ Hydraulic Leaks
☐ Left Side
☐ Right Side
☐ Front
☐ Rear

DRIVER/MECHANIC CONSULTATION (Optional)

MECHANIC'S NAME: _____

CONNECTIVE ACTION / REPAIRS MADE AS PER DOT 396.11(f)
 I CERTIFY THAT: ☐ ITEMS NOTED DO NOT EFFECT THE SAFE OPERATION OF THIS VEHICLE
☐ REPAIRS OF THE NOTED DEFECTS HAVE BEEN CORRECTED

MECHANIC'S SIGNATURE: _____ DATE: _____

VEHICLE REPAIR ORDER NUMBER: _____ DATE: _____

DRIVER'S REVIEW SIGNATURE: _____ DATE: _____

WHITE - TRUCK FILE YELLOW - DRIVER

Preventative maintenance is a key tool that FCC uses to ensure all its collection vehicles are safe to operate. Using industry standards, FCC has determined the intervals in which it performs all its preventative maintenance on vehicles. To track these items, FCC uses the operational software, Navusoft. All maintenance is performed by FCC technicians to ensure all repairs meet FCC stringent standards.

FCC is aware that its collection equipment receives a high level of use. Due to the wear that these trucks receive, repairs will be required. As was mentioned above, once repairs are documented on the Drivers Inspection & Vehicle Inspection Report, FCC's team of mechanics make the repairs to the equipment that have been identified by the drivers. Additionally, during the Preventative Maintenance process, mechanics search for and identify any additional repairs that need to be done on the collection vehicles.

Using FCC's Navusoft System, mechanics populate work orders to ensure all repairs are documented. All repairs are then tracked and documented, ensuring that any trends are identified to remedy all collection vehicles. All the information recorded is kept in our database providing us with a detailed vehicle history.

NAVUSOFT

VEHICLE LIST

Vehicle ID	Vehicle Name	Status
10001	ROBIN PRINCEY 10001	WORKING
10002	ALAN SWELL 10002	WORKING
10003	RACHELLE BENZARTY 10003	WORKING
10004	ALAN SWELL 10004	WORKING
10005	DELAKA HODAK 10005	WORKING

VEHICLE INSPECTION

Vehicle: 10001

Driver: Robin Princey

Date: Apr 14, 2020 10:00 AM

Status: ☒ Working ☐ Down

Inspection: ☒ Pre-Trip ☐ Post-Trip

Defects: ☐ Tires ☐ Engine ☐ Brakes ☐ Lights ☐ Steering ☐ Horn ☐ Instruments ☐ Gauges ☐ Lights ☐ Reflectors ☐ Emergency Equipment ☐ Windshield Wipers ☐ Rear Vision Mirrors ☐ Coupling Devices ☐ License Plate ☐ Registration ☐ Vehicle Damage

Signature: _____

Print Collection Summary

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4.8. TRANSITION PLAN AND DATA INTEGRATION

FCC believes in absolute and dedicated partnership with every community in which we provide service. Although we have the experience to provide a seamless transition, FCC will continuously work with City Staff to ensure that the ongoing operational execution meets the needs and standards as set between the City and FCC. To ensure the City's satisfaction, FCC will maintain regular communication and meetings to identify and implement improvements to the collection plan that has been designed for Saint Paul.

The Commencement Date of any resulting contract shall be **November 1, 2024, for recycling services and April 1, 2025, for MSW and bulky waste services. We are committed to an excellent performance by the start date through the entirety of the contract. As such, the below draft transition plan will be further developed if FCC is awarded with the contract.** All proposed equipment and number of dedicated vehicles will be acquired and delivered to our facility before each commencement date to fulfill work outlined in the Scope.

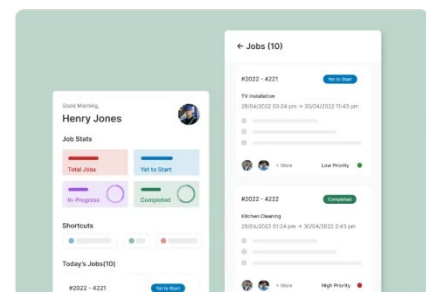
TITLE	DETAIL	TIMELINE
Purchase Orders for Necessary Collection Vehicles and Equipment	Provide the City with purchase orders or other documentation that shows all vehicles and equipment have been ordered and will arrive prior to the Commencement Date	At least 6 months prior to the Commencement Date
Purchase Orders for Necessary Collection Containers	Provide the City with purchase orders that show all necessary collection containers have been ordered and will arrive prior to the Commencement Date	At least 4 months prior to the Commencement Date
Transition Plan	Provide the City with an updated transition plan that includes a collection plan for servicing Saint Paul according to the approved frequencies and type of collection within the RFP	At least 5 months prior to the Commencement Date
Transition Plan Discussion	Meet with City to discuss Transition Plan including all components for revision to ensure successful implementation of agreement services	At least 4 months prior to the Commencement Date
Training Dedicated Employees for Saint Paul	Confirm with City that FCC has hired and trained all employees proposed for collection services	At least 1 month prior to the Commencement Date
Route Managers and Employees Run Routes	Route Managers and Drivers run routes to become familiar with the areas for seamless collection on commencement date	At least 1 month prior to the Commencement Date
Computer and Telephone Systems	Confirm with City that all computer and telephone systems are operational and can receive/track complaints and requests for service	At least 1 month prior to the Commencement Date
Confirmation of All Collection Vehicles Received	Confirm with City that all vehicles have been registered, licensed, tagged, equipped, and are ready to provide collection services	At least 2 weeks prior to the Commencement Date
Confirmation of All Containers/Carts distribution	Confirm with the City that all containers (FEL dumpsters and carts for MUD B/CDLs) have been delivered	At least 2 weeks prior to the Commencement Date
Verify All Employees in Place	Confirm with the City that all personnel needed for services have been hired and trained	Approximately 2 weeks before the Commencement Date or as decided upon by FCC and the City

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Fleet	Schedule for purchase and delivery of all vehicles, and for ensuring that all vehicles are street legal (registered, insured, licensed, and tagged). For all new purchases, Franchisee shall provide a list of vehicles, manufacturer, purchase order, and documentation of anticipated delivery date, along with periodic updates from the manufacturer.	Vehicles will be purchased as soon as contract is awarded. FCC will provide an initial list of vehicle detail and update with each transition meeting with the City to ensure all equipment is in place prior to commencement.
Collection Plan	Schedule for providing the Collection Plan that details vehicles, equipment, service levels, schedules, routes in Geographic Information System	Provide to the City within 2 months of contract award, giving ample time to revise to best suit the City
Safety Plan	Schedule for providing a written copy of a safety plan covering all aspects of operations under the Agreement	At least 9 weeks prior to the Commencement Date or as agreed upon by FCC and City staff
Education and Outreach	Schedule to assist the County with informing Customers about Collection Services and Collection schedules prior to the Commencement Date. This shall include attaching relevant information, provided by the City.	Meetings with City staff to develop materials as soon as possible once contract is awarded with intention to have completed 6 months prior to commencement or as agreed upon by FCC and City staff
Staffing & Training	Schedule for obtaining necessary labor and training staff on equipment and routes.	Initial Hiring of Senior Site Staff will occur 5-7 months prior to commencement and all necessary hiring / training to be conducted and completed within 1-2 months of commencement date or as agreed upon by FCC and City staff
Routing	Schedule for developing Solid Waste, Recyclables, and Yard Trash routes, identifying obstacles such as low trees, narrow roadways, and alleyways varying sizes, and conducting dry-runs of Collection Routes.	Routes provided to the City 5 months prior to Commencement Date or as agreed upon with FCC and City staff
FACILITIES		
Equipment Yard and Office Siting	Identifying an office and yard that can sufficiently support the services for the City.	<u>FCC has already identified several locations in the Saint Paul area that will fully support vehicle maintenance and storage and are prepared to purchase once the agreement is executed.</u>
FCC Facility	Purchase and begin upgrades Facility to accommodate trucks servicing the City	Immediately after contract award

4.8.1. SEAMLESS DATA INTEGRATION

In order to offer the City of Saint Paul the most seamless integration of data, FCC is committed to utilizing the Zuper field service management system directly to track inventory and field processes. Our administrative and management personnel will be extensively trained on the Zuper so that all work orders will be received as soon as possible and resolution is provided timely with sufficient notes and descriptions of the service provided.



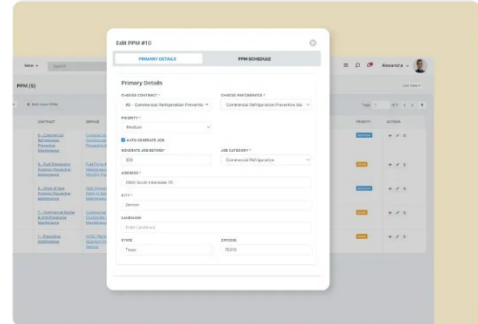
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By using the City's existing platform for Customer Service, FCC will have the ability to provide to the City:

- Reports of missed routes, including the expected remediation date/time
- Reports of incomplete routes, including the expected remediation date/time
- Addresses at which Educational Tags were left
- Work order requests/responses
- Reports of damaged carts or carts disposed of in collection process

Likewise, FCC will have the ability to instantly receive the following data from the City to offer a more immediate and sufficient response:

- Service Adjustments (MUD B, CDL locations, etc.)
- Service hold(s) applied and removed for FCC to update routing accordingly
- Walk Up Service requests
- Service Opt-out applied/removed
- Work Order requests and responses
- Collection location change
- New properties and or vacant properties



As it pertains to the programs that FCC offers with our collection service (3rd Eye GPS software), we will provide direct login credentials to all City staff so that the City will have untethered access, having the ability to track all collection vehicles, run any desired reports, and confirm services through PSV verification. It is this type of transparency that allows FCC to build a lasting partnership with every community that we provide service, and we look forward to doing the same for Saint Paul.

4.9. SUSTAINABILITY PRACTICES

As an environmental company, FCC constantly strives to incorporate the most sustainable practices to each community we provide service. We pride ourselves on our forward-thinking and innovative approach and look for value in the way we deal with waste materials. As it pertains to the City of St. Paul, we ensure that the services we provide will offer long term sustainable solutions for the community

As a partner to Saint Paul, FCC places an emphasis on sustainability and our impact on the environment. With every contract, FCC makes every effort to be the most reliable, sustainable, and environmentally friendly service as possible in order to minimize the impact on residents and the community at large. By utilizing alternative fuel, assigning the correct number and style of equipment to each type of service, and having an established industry-leading procedure to prevent and minimize leaks and spills, FCC is committed to promoting the sustainability of our services throughout the St. Paul community.

4.9.1. NATURAL GAS AND ELECTRIC EQUIPMENT

In order to provide excellent collection services to the City's residents on a consistent basis, FCC has proposed the use of frontline and reserve collection equipment powered by Compressed Natural Gas (CNG). This decision was made after exhaustive analysis of the current density of the City's residents, the number of public CNG fueling stations throughout the City and in surrounding areas as a contingency in the event that on route filling is needed, and the described transition time of the contract so that FCC can install our own fueling station at our facility in order to properly service the entire City. In order to minimize the impact of diesel-fueled equipment, FCC has designed all primary collection routes to run on CNG.



As a further benefit, and a show of our commitment to St. Paul and environmental responsibility, FCC's proposal of CNG equipment will include the development and construction of our own CNG fueling station at our local facility. As with several of our locations, FCC elects to construct a fueling station on site in order to limit the reliance of public fueling options. This strategy also ensures that each of FCC's route vehicles will start the collection day with a full tank of fuel to complete the services without risk of delay.



Additionally, as a way to further the sustainable nature of our approach, FCC has proposed the use of all-electric pickup trucks for our Route Managers. These vehicles will experience the most miles traveled on a daily basis as our Route Managers observe our routes throughout the City to ensure that all collections are provided in a safe and efficient manner. By proposing a vehicle that is powered by electricity, the City can take comfort in knowing that they have a partner in FCC that is committed to the protection of their community and environment.

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4.9.2. PUP VEHICLES FOR CONFINED SERVICES



As stated previously within FCC's technical approach to collection services, FCC has proposed the use of pup rear load vehicles for narrow and winding alleyways in order to maintain a one-pass approach, therefore reducing the overall wear on these roadways. Additionally, with rear load equipment, all required material can be collected at the time of the initial service to avoid the need for additional vehicles to travel to the location.



4.9.3. LEAK/SPILL PREVENTION

As outlined within our equipment maintenance plan, FCC makes every effort to maintain the quality of our vehicles including but not limited to implementing the most up to date technology and strategies for optimal equipment maintenance, extensive training of all staff on proper vehicle pre and post trip checks, as well as specialized checks on equipment that is specific to the wear on all hydraulic/fluid lines on a periodic schedule.

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All of FCC's equipment is assigned a spill kit that contains an absorbent "snake" along with absorbent pads that can be used to prevent the spread of any leak or spill.

Additionally, FCC understands the importance of safety and environmental management and has a dedicated department that consistently promotes training material to the sites on a consistent basis so that our staffs can be leaders in health and safety. As such, our Health, Safety, and Environmental (HSE) department has developed standard procedures that each FCC site utilizes in the event of a spill or hydraulic line break as detailed below.



FCC has developed a simple three-word mantra that encapsulates the procedure for all drivers/staff to follow in the event of a spill: Stop, Report, and Act.

In the event of a spill/leak



When a spill occurs; it's everybody's business.
Whether on-site or off, remember:

STOP REPORT AND ACT.

i. STOP

Once a spill/hydraulic leak is identified, drivers are directed to stop and shut down the vehicle. Many hydraulic pumps continue to operate even when the Power Take Off (PTO) is disengaged. Therefore, it is a requirement to completely shut off the vehicle, including the battery disconnect, to ensure that hydraulic oil will not continue to release from the broken line.

Additionally, drivers are directed to shut off the hydraulic tank control valves and hit the emergency shut off switch (depending on vehicle) to further reduce the spill.

ii. REPORT

Drivers are instructed to then report the release of fluid to their manager and include the following information: the location of the spill, type of fluid released, amount of fluid released, and if the spill is contained. Once this information has been communicated, drivers are to secure the area, if possible, with the use of triangles to warn passing traffic and to take photos to further aid the clean-up efforts.

In turn, management will report the spill when necessary to both the County for reporting and communication purposes and to an FCC HSE manager. As a subject matter expert, the HSE manager will have the ability to advise and support the site by contacting all necessary agencies and support teams depending on severity and circumstantial information of the spill.

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Employees are directed to use the spill kit provided in every FCC collection vehicle to contain the spill and absorb the initial amount of leaked fluid. All spill kits come with a set of absorbent pads to set directly on a spill, an absorbent snake to wrap around the edges of a spill, as well as gloves to protect the user from direct contact with the fluid. The ultimate goal for the FCC employee is to contain the spill to minimize spread as well as prevent contamination of waterways.

In turn, management is to notify the maintenance department of the occurring breakdown so that the down time can be reduced before heading to the incident location for primary visual confirmation of the spill's severity. Once this has been confirmed, managers are to make necessary arrangements for the full clean-up of the affected area.

It is important to note that depending on the severity of the spill, employees are directed to ACT before they REPORT to limit the spread of the spill before it can become even more hazardous.

All spills/hydraulic line breaks are handled with the expectation that the loose fluid will be cleaned as carefully and quickly as possible.

FCC has several excellent relationships with spill cleanup companies such as Clean Tech and Bay West in the event that a spill should occur. These companies have a national presence that specializes in high-quality, environmentally friendly spill cleanup services and provide multi-staged cleaning strategies for difficult stains such as hydraulic oil.

4.10. LABOR MANAGEMENT PRACTICES

4.10.1. HIRING PRACTICES FOR SAINT PAUL

People are the core of our business and services. FCC has been successful in all of its new contracts due to the quality of employees it hires, and the training it provides for employees to continue to grow professionally. **FCC has carefully researched and determined the number of resources and staff needed to service the City.**

FCC has a dedicated team of HR professionals that have vast experience sourcing and recruiting new talent. A shortlist of FCC's recent contract commencements and the number of personnel required for each of those operations is a testament to that fact. FCC's HR team utilizes all forms of media to include local newspapers, trade magazines, radio, and online recruiting companies such as Indeed.com and LinkedIn to "get the word out."




4.10.1.1. Hiring

All applicants are required to complete an application, provide necessary documentation such as driver's license, social security card, and depending upon the position they are applying for, additional documents.

FCC has transitioned multiple contracts where it has worked with the incumbent haulers, to give priority to employees who would be displaced. As with FCC's previous transitions, will give priority to all employees which meet FCC's employment standards. FCC will ensure that all employees from the incumbent hauler can fill out applications and complete all onboarding materials during hours that will not interfere with the current operations.

This allows for FCC to select interview and hire employees, without affecting the incumbent's collection services within the City. Once the application is completed and reviewed; an interview is completed. During this time, if the applicant is applying for a driver position, for example, we utilize several documents, including our safety questionnaire and hazard identification sheet.

FCC utilizes a third-party administrator (TPA) who investigates the applicant's previous work history; verifies social security information; conducts a criminal and background check and submits a report for our Human Resources Department to review and determine if the applicant meets the criteria for the position in which they applied. For our CDL drivers, we also have a driver evaluation form that we use, which is an internal form that utilizes a point system based upon violations and accidents while operating a motor vehicle.



Interview Questions- CDL Driver Applicants

Below, please find helpful questions that can be used during the interview stage for CDL drivers.

Self-Evaluation Questions:

1. What qualities do you possess that you feel would make you successful at this job? Why do you feel that you're the best qualified for this role?
2. Tell me/us about a time when you were faced conflict with a person that you worked with and what did you do?
3. Please explain what you would like most about being a driver for FCC? What do you think would be the most challenging part of being an FCC driver?

Driving Scenario Questions:

4. You are approaching an intersection with a stale green light. How do you proceed?
 - a. **Slow down; look both ways; cover brake.**
5. You are stopped at an intersection and the light turns green. How do you proceed?
 - a. **Wait – count to 5 before proceeding; look both ways. Enter the intersection with caution and continue to check both ways. Do not attempt to change lanes while in an intersection.**



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We also employ the DOT Pre-Employment Screening Program (PSP) which is a voluntary system that provides information from the FMCSA records for drivers who have a CDL and who provide authorization to FCC.

Along with the verification of past employment, criminal history, etc., we also have a very thorough job description list that we use during the interview to ensure that the applicant has clear knowledge and understanding of the job duties for which he/she is applying; a section of this list is below:

JOB TITLE: Residential Rear-Loader Driver/Helper						
PURPOSE: To drive a rear-loader truck on residential routes to collect and transport solid waste to landfills for disposal. Assists in physically loading waste. Responsible for safely, efficiently, and courteously serving customers.						
Job Duties	Methods, Procedures, Equipment, Material	Skills, Abilities, Knowledge	Physical Requirements (Typical)	Output Productivity	Working Conditions	Essential/Marginal
Performs daily pre- and post-trip inspections. Completes and submits the vehicle condition report at the end of the shift.	Walk around visual inspection to check for water, oil, fuel, and hydraulic system leaks. Inspects safety equipment, gauges, fluid levels and checks to ensure that all equipment and systems are operational. After startup, checks gauges and controls.	Knowledge of the truck and its components, and the basic maintenance requirements for safe operation. Ability to read complete vehicle condition reports.	Walking, bending, climbing, crouching, visually inspecting around and under the truck and its components.	Daily, less than 2% of the day.	Outdoors in all weather conditions.	Essential
Drives the rear-load truck along residential routes to collect waste and, when the truck is full, to the landfill for disposal.	Drives a heavy diesel rear-load truck. Frequent stops. Climbs in and out of truck cab, as needed, to help load residential waste.	Must meet the following requirements: 1.) Class A or B CDL; 2.) One year or equivalent commercial truck driving experience and 3.) In the most recent 36 month period, as verified by a current MVR: a. no more than two-2 moving violations or accidents; b. no suspension or revocation due to a moving violation or accident, and c. no DUI - driving under the influence- convictions. Must demonstrate ability to maneuver truck into and out of minimum clearance spaces, using mirrors to back distances up to approximately 120 feet.	Must have a valid DOT medical card. Sufficient stamina for driving a heavy truck, equipped with a 5 or 7-speed manual transmission, climbing in and out of the truck cab to assist in loading residential waste. Grasping, gripping controls. Able to work utilizing safety equipment, including hearing protection, steel-toed workshoes, utility gloves, reflective vest, and safety glasses.	Approximately 50-60% of work day. Work day varies from 6-12, depending on route type, day of week and seasonal variation. Summer schedule typically requires 55-60 hours per week. Winter schedule is typically 40-48 hours per week.	Outdoors and in an un-air conditioned truck cab, all weather conditions.	Essential

The waste industry has transformed drastically in recent years, and it has become more essential than ever to maintain a proactive approach to hiring and retaining personnel. As such, in order to remain a committed partner with each of our communities, FCC has utilized the following developed strategies in order to recruit and retain qualified personnel.

4.10.1.2. Robust Swing Driver per Route Ratio

FCC uses hires additional qualified personnel as Swing Drivers in each of our contracts. These Drivers are not assigned to a particular route and have the distinct responsibility of supporting the site in any fashion depending on the current circumstance. These Drivers are trained on every route so that if there is an absence, these personnel will have the ability to fill in so that any service delay will be eliminated. Additionally, if there is no need to take over a route for a missing driver, then these Swing Drivers will assist Route Managers in ensuring the safety of our personnel by conducting route observations and spending extra time with new hires so that the City can remain confident that FCC will always service the area in a safe manner.

For Saint Paul, FCC has proposed 4 Swing Drivers to support the contract. These personnel will provide our site with a proactive approach in the event that additional hiring is needed to prevent service delays for the City and its residents.



4.10.1.3. Continuous Wage Studies and Unique Benefits Package

FCC understands that there are specific wage rates depending on the area and the community. This idea is compounded when considering rates for each specific position. Therefore, as a proactive approach, FCC conducts wage studies that are specific to every area and site in which we provide service. Through discussions with professional hiring agencies and using direct experience in the area, FCC is able to provide a competitive wage for each type of personnel to ensure that our site will always attract highly qualified candidates.

To better provide a satisfactory career package for our employees, FCC utilizes a benefits package that is completely unique to the industry. Whereas many benefits packages take upwards of 90 days for the employee to use, FCC's benefits will start on the first day of the following month in which the employee was hired.

For example, an employee that is hired October 31st, 2024, in preparation for the commencement of recycling services, this employee will have full benefits on November 1st, 2024. This benefits package allows FCC to give our employees a sense of relief in providing ample coverage for their families while beginning a new career. Combining this with a competitive wage ensures that FCC will always have a steady pool of qualified candidates for the City's services.

4.10.1.4. Proven Atmosphere of Enjoyable Work Culture

In order to retain the qualified personnel that are brought on to provide the excellent level of service that we expect, FCC has developed a proven atmosphere of enjoyable work culture so that our personnel are excited to come to work and give back to their community.

Several factors of FCC's proposal go into the creation of this enjoyable work culture, such as:

- **Brand-New Equipment:** As part of the dedicated services to Saint Paul, FCC has proposed brand new collection equipment for the commencement of the contract. Assigning employees to this new equipment can give them a sense of pride and comfort when performing collections, knowing that the company has invested significant resources into ensuring that they are able to complete their job duties without difficulty.
- **Work-Life Balance:** To further the benefit of Brand-New Equipment, FCC also develops all collection routes to take an average of 10 hours total (clock in to clock out) per day to be completed. While this level of time allows our employees to maximize their earnings, it does not overextend to the point of exhaustion which can strain both the employee and the equipment. Our employees are able to spend quality time with their families while knowing that they have provided an excellent level of service to their community.
- **Career Development:** FCC believes in developing our people so that they can understand the entire scope of the business in which we operate, but to also be prepared for any advancement of their position that they desire to explore. With the addition of our Swing Driver position, FCC has effectively created a structure that allows frontline employees to experience the duties of our management team while receiving the necessary training of each process so that they are prepared for the position. With every opening, FCC always values internal candidates as they present the best opportunity to continue the excellent foundation and culture that gives each of our site's success.
- **Foundation Built on Safety:** Our employees understand that FCC's first priority is to make sure we keep our personnel and the community safe at all times. With achievable route performances for every line of business, FCC management is afforded the time to conduct in depth route observations to ensure that our people are utilizing safe processes in all service operations.



Additionally, our 3rd Eye program, FCC is able to proactively monitor our employees' driving behaviors in order to effectively coach risky performance to ensure that our vehicles are operated safely throughout the community.

4.10.1.5. Safety Training

The goal at FCC is to ensure that we train and develop our employees so that they can complete their daily tasks safely and efficiently, while continuously improving and raising their skills, knowledge, and ability to be the best employees. We create, promote, and foster individual and organizational effectiveness by developing and offering an array of innovative and diverse training topics that support the organization's commitment to employee development, partnership, and overall organizational enrichment. We adjust our training curriculum based upon trends, regulations, and company protocol.

i. New Hire Orientation

All employees attend New Hire Orientation Training upon hire and before operating any company-owned equipment. The orientation is comprised of the following:

- Review of FCC policies and procedures.
- Review of Regulatory Training requirements as outlined by OSHA, DOT, FMCSA, and other regulatory agencies.
- Review of Safe Operations of equipment, which includes but is not limited to the operation of Commercial Motor Vehicles; Forklifts, Service Vehicles, and dollies or other equipment that may be utilized to safely complete the required tasks.
- Defensive Driving Techniques. This is an interactive program based upon the classroom curriculum but includes behind-the-wheel training.

ii. On-The-Job Training

- Employees complete a two-week on-the-job training, utilizing a specialized training curriculum based upon the equipment that will be operated.
- New employees are assigned a mentor or driver trainer who will work with the newly hired employee to ensure that he/she completes the orientation and has full knowledge and understanding of the regulatory, customer, and company requirements.
- Employees continue through the new hire orientation program for 90 days.
- Senior Management will review the records and conduct periodic interviews to ensure that the employee is fully engaged, capable, and trained before being released to work on their assigned task/route/duty.
- The program consists of checklists; questionnaires and observations as well as final review and sign-off from Management that the new employee has completed the training successfully. A sample of the outline is shown below:

Item to be completed	Responsible Person	Due Date	Date Completed
*Operations/Safety Rules & Procedures	Management	*Upon Assignment	
*Professional Truck Driving – Defensive Driving Course – TBD	Management	*Upon Assignment	
Facility Tour Checklist	System Trainer	First Day	
Meeting Management Team	System Trainer	First Day	
Meet support staff	System Trainer	First Day	
***Shop / Dispatch Observation	Route Manager	Upon Assignment	
(1) Driver OJT Form	New Driver	Daily	
(2) Driver OJT Form	New Driver	Daily	
(3) Driver OJT Form	New Driver	Daily	
(4) Driver OJT Form	New Driver	Daily	
(5) Driver OJT Form	New Driver	Daily	
(6) Driver OJT	New Driver	Daily	
Familiarization Checklist	System Trainer	Within first week	
Solo Route Assignment	Management	Upon Assignment	
Driver Questionnaire	Management	Upon Assignment	
Final Review	Safety	Upon Assignment	

iii. Periodic Safety Training-Weekly; Monthly and Annual

- All employees are required to attend safety training as outlined in our Safety, Health, and Compliance programs.

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

- b. Such training can include but is not limited to daily tailgate meetings, monthly specific safety topics and annual training. Other training or meetings may be held based upon seasonal activity, weather events or customer requirements.
- c. A 12-month training calendar is utilized, and examples of such topics include: Back to School Safety Awareness; DOT Compliance, such as fit for duty; OSHA training for Personal Protective Equipment.
- d. All training is documented and maintained.
- e. An annual review of the training programs is conducted to ensure compliance with regulatory, customer, or company requirements.



2023 - 52 Week Safety Training Calendar – All Locations

Legend:

C – Collections M – Maintenance PC – Post Collections (MRF) All – All employees

January <ul style="list-style-type: none"> Incident Reporting review (all) Rules to Live By Review (all) Safe Behaviors (PC,M) 	July <ul style="list-style-type: none"> Storm Water Management * (M, PC) Spill Prevention * (all) Litter Control * (all) Confined Space * (all) 5 Tenants Speed and Space (C)
February <ul style="list-style-type: none"> Equipment/General Housekeeping (all) Fire Extinguisher Training * (all) (all) Backing/Mirror Usage (C) Conveyor Safety (PC) Hand/Power Tools (M) 	August <ul style="list-style-type: none"> LOTO* (all) Mounting/Dismounting (all) Pre/Post Trip Inspection (DVIR/DEI) (PC) Smoking/Signage (all) Stretching (Ergonomics) (all)
March <ul style="list-style-type: none"> Emergency Action Plan/Response * (all) First Aid * (all) Pivot point (C) Bloodborne Pathogens * (all) Spill Response (all) 	September <ul style="list-style-type: none"> LOTO: Periodic Inspection (all) Modifying Equipment (all) Prohibited Material Management * (all) Safe Lifting techniques (all) Safety Behaviors (all)
April <ul style="list-style-type: none"> Mirror Usage (all) HAZCOM * (all) Jack Stands & Chocks (M, PC) LO/TO (all) Severe Weather (all) Tipping Floor (C, PC) 	October <ul style="list-style-type: none"> OSHA Recording & Reporting Illness/Injury * (all) Personal Protective Equipment * (all) -including hand safety Electrical Safety * (M, PC) Baler Safety (PC) Fall Protection (all)
May <ul style="list-style-type: none"> Heat Illness * (all) Hot Loads (C) Tire Safety (C, M) Pushing/Pulling (all) Bale Storage and stacking (PC) 	November <ul style="list-style-type: none"> Respiratory Protection * (all) Powered Industrial Trucks (PIT) (PC, M) Noise/Hearing Protection * (all) R2LB: Trust your Eyes (C) Incident Reporting (all)
June <ul style="list-style-type: none"> Walking/Working Surfaces* (all) Intersections (C) Ladder Safety * (all) Dust Mitigation (PC) Pedestrian Safety (all) Heat Stress/Advisory (all) 	December <ul style="list-style-type: none"> Seat Belts (all) Winter Driving (C) Unauthorized Waste (all) Work place violence (all)

iv. Re-training due to illness, injury, accident, or absence

Our goal is to ensure that all employees return safely to the FCC facility at the end of the workday and therefore at the company's discretion, we may require employees to complete re-training, as necessary. Retraining can include classroom; behind the wheel or one on one review of materials.

4.10.1.6. Reliable Staffing Partner

In order to provide the correct and sufficient service to the City of St. Paul, a manual collection with a REL vehicle and a Driver/Helper team is needed in order to maneuver the narrow alleyways that are difficult to maneuver. With this style of collection, a common challenge is the difficulty of staffing reliable Helpers to provide the expected level of service throughout the extreme changes in weather.

However, FCC will have the ability to minimize this risk by partnering with **Leadpoint Business Services** to supply all Helpers described within our proposal.

As a partner, Leadpoint specializes in providing waste-industry Helpers and employees which means that they understand what the role entails when screening potential candidates. Additionally, Leadpoint conducts industry and area specific training to all personnel while also providing Personal Protective Equipment (PPE) so that these employees may operate in a safe and efficient method.

Furthermore, Leadpoint provides the unique advantage in which all employees are hired as fulltime personnel so that they may receive full benefit packages This strategy drastically reduces the amount of turnover within their pool of candidates so that the City can expect consistent and reliable personnel servicing their City at all times.

Leadpoint further provides an excellent partnership by offering a dedicated Supervisor for all of the Helpers assigned to FCC's location. This dedicated Supervisor will oversee all crewmember with a daily crew-in and crew-out process that ensures the proper number of personnel are available and will have the ability to make necessary changes, eliminating any risk of service interruption due to lack of personnel.

WORKING WITH LEADPOINT



ON-ROUTE SUPPORT

Providing Driver Helpers to the Waste & Recycling Industry



Recruiting

Leadpoint will recruit qualified candidates for your operation with an AI-enhanced program tailored to your needs and the demographics of your market. Highlights include:



- **24/7/365 Candidate Engagement:** Our AI-enhanced recruiting platform "Olivia" connects with candidates in real time and keeps them engaged from inquiry to review, and through to hiring.
- **Aggressive Recruiting:** Professional recruiters use paid advertising, websites, job boards, and social media targeted to the demographic of successful, proven workers.
- **Community Partnerships:** We work with community programs and organizations to identify non-traditional job seekers.
- **Rewards Programs:** Referral, safety, performance, and retention rewards are used to motivate employees.
- **Benefits:** All employees are offered a benefit package that includes medical, dental, and vision insurance, holiday pay, and PTO.

4.11. ENVIRONMENTAL AND COMMUNITY BENEFITS

4.11.1. COMMUNITY BENEFITS – ALIGNMENT OF GOALS AND PRIORITIES

FCC strives to align our environmental values with the local goals of the St. Paul community. As such, in regard to the City's preference for alternative fuels and reduction of greenhouse gas emissions, FCC has recently trialed an all-electric collection vehicle within our Hillsborough County, FL contract in order to better understand the performance and range of the technology as it continues to be developed. This marked an important milestone in FCC's position to increase the sustainability of our collections operations and also reduce our impact on the environment of every local community in which we provide service.

As a dedicated and responsible partner to the City of St. Paul, FCC welcomes the opportunity to discuss and continue the initiatives of implementing electric vehicles to the City's services.

4.11.2. COMMUNITY BENEFITS – OPTIMIZATION OF SERVICES

In order to further limit the amount of noise pollution and emissions, FCC has developed all of our collection routes to take, on average, 10 hours per day to be completed. By limiting extensive wear and tear on our equipment, FCC can ensure that the excellent level of service which we expect to provide will remain consistent throughout the entire term of the contract. This strategy also reduces the strain of our personnel so that each employee can remain dedicated to providing an exemplary service to their community without being overworked which would then affect our quality of service.

4.11.3. COMMUNITY BENEFITS –ST. PAUL HAULER EVENT

As a service provider, FCC is excited to partner with a City that invests in its community as much as the City of St. Paul. From Litter Clean-Up Programs for residents to give back to Citywide Spring Cleanup, St. Paul understands the importance of building a sense of ownership and accomplishment within the community to take an active role in keeping the City's image cleanly and respectable.



FCC is excited to discuss with St. Paul the opportunity to implement a program in which, as the primary hauler for the City, we can provide the same level of commitment to keeping St. Paul clean. Once per quarter or four times per year, FCC will work with City staff to identify acceptable waste material that can be collected as well as select a specific area that presents the largest benefit of additional collection. Using a call in method, FCC will be able to work with the City through the Zuper field app to identify which locations will need the additional service for the upcoming event. Through the use of rear load trucks and Driver/Helper teams, FCC would have the ability to collect the material that has been designated as acceptable waste.



This way, we can be proud in knowing that FCC will do our part in assisting the City with reducing and eliminating illegal dumping throughout St. Paul by providing an additional collection event to properly dispose of these materials.

4.11.3.1. COMMUNITY BENEFITS - COMMUNICATION AND EDUCATIONAL MATERIAL

With FCC, the City will have a partner with extensive experience in public outreach efforts toward collection and customer service. As a new service provider, we have the ability to focus on informing customers of all available services and maximizing their knowledge and participation in recycling and to communicate any needs or complaints which will help the City to achieve the following goals:

- Transitioning to a new collection program with well-maintained and aesthetically pleasing roads and green spaces.
- Safety to our personnel and communities and ensuring excellent service.
- Encouraging and facilitating the recovery, reuse, and recycling of material within the waste stream.
- Increase participation of curbside recycling consistent with the City's goals for the solid waste program.
- Maximizing the volume of recyclable material and participation through resident education, therefore promoting a reduction of source waste.

Although stated within the RFP that the City will cover all communication to residents, Saint Paul staff can know that they have a partner in FCC that can boost this communication in a variety of ways, using our wealth of existing material to develop information specific to Saint Paul and the contract.

4.11.3.2. NOTICE FOR COMMENCEMENT OF SERVICE

With each new contract, FCC commits to delivering a letter or other direct notice to each Residential Customer concerning FCC's collection services prior to the commencement date. As this RFP could implement a single hauler over collection services, this communication material could be key in updating the community so that they know what to expect on a weekly basis. These notices often include the following information:

- Identify each collection day for the multiple services
- Summarize Set Out requirements for each service
- Display contact information such as telephone number, email address, and company website to contact FCC.
- Other educational and promotional material that is deemed necessary by the City and FCC

FCC will also have the ability to provide City staff with a digital copy of the notice that is intended to be published in the local newspaper concerning the commencement of services. FCC will also provide a digital copy of brochures and information materials to City staff for approval prior to sending to residents.

4.11.3.3. NOTICES FOR HOLIDAYS

As further evidence of a dedicated partner to Saint Paul, FCC will have the ability to publish a notice to Customers that will be affected by a change in their collection due to holiday. Additionally, FCC will also have the ability to post this notice on the website developed for Saint Paul so that customers are made aware of this temporary change.



4.11.3.4. WEBSITE FOR CITY OF SAINT PAUL

Along with the recent enhancements to our online capabilities, FCC will collaborate with the City staff to **develop a customized Saint Paul webpage** with meaningful service information, photos, contact information and resources that reflect the interests of the community. Using FCC's local website, the residents will easily find Saint Paul-specific service information and recycling education at the click of a button, anytime, anywhere (See the example website below of a website dedicated to Port St Lucie as reference(www.fccenvironmental.com/pslresi).

For Residential Customer Notices for Commencement of Service, FCC will have the ability to ensure that this information is available on our website developed for the City of Saint Paul prior to the commencement date. Among communications specific to the City, **FCC will also include a link to the City's Solid Waste Program** on our web page to further promote those practices.



RESIDENTIAL CUSTOMERS

COMMERCIAL CUSTOMERS

4.11.3.5. CHANGE IN PROVIDER AND SERVICE COMMUNICATION

In our experience for a smooth transition as a committed partner, FCC has carefully developed routes that will produce the very best service optimized for maximum efficiency and safety. If the new routing results in day changes, FCC will ensure that all services are routed to that day in order to simplify the process for all residents as outlined within the RFP. FCC will also supply educational flyers to all residents affected by the reroute so that they may easily understand what day their services are being changed to. Below are examples of those communications to FCC's current partners.



4.11.3.6. PROACTIVE COMMUNICATION/EDUCATIONAL MATERIAL

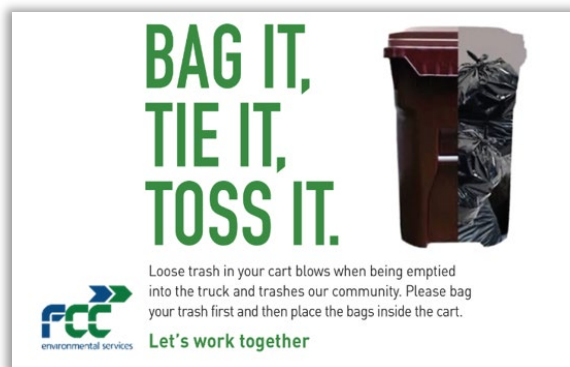
Public education and community outreach programs can be developed and implemented in partnership with the City and FCC for any updates or emphasis needed. Such programs will include information on recycling and waste reduction, should the City elect to utilize FCC's help with communication during this agreement.

More than 100 years of experience in this business has taught FCC that one of the key factors to be successful in the recycling world is to educate the population on how they should separate and segregate their recyclable material.

FCC will have the ability to help Saint Paul to prepare a Plan for Education initiatives in the community. Our company is well known in the cities and counties where we operate for its commitment and efforts to support and increase its neighbor's awareness and education on sustainable practices, recycling campaigns, local school sponsorship and seminars, local contests for children recycling consciousness improvement, etc.

The objectives of this communication plan are:

- Spreading the pride of living in a clean and model City of Saint Paul
- Promoting the waste management system and co-responsibility of all involved agents
- Increasing environmental education of citizens through activities directed at each target audience
- Achieving involvement/collaboration of citizens in improving services
- Provide a definition of all materials to be collected
- Increase recycling rates which could avoid cost of municipal waste processing and disposal
- Providing knowledge on the specifics of the services, informing in each area about the frequencies and hours of collection and procedures for setting out the materials



4.11.4. COMMITMENT TO SUPPORTING VALUED CITY PROGRAMS

As a committed service partner and leader in environmental protection for collections, FCC is excited for the opportunity to aid Saint Paul in the development and continuation of programs that are intended to promote cleaner, safer, and more livable neighborhoods throughout the City of Saint Paul. As such, FCC would welcome a discussion with the City to better support the ComeClean! program through communication and education material, as well as providing resources to better provide the many services of the program.



As an example of advertising and getting the word out about the ComeClean! program, FCC has the ability to have interchangeable billboard frames on each of our collection vehicles that can hold any communication that the City desires to relay to the residents.





4.12. REFERENCES

So that the City may better understand the services that FCC provides to each of our communities, we have developed the following chart that depicts the number of single-family households per day, multifamily households per day, agreement structure, and the type and frequency of each service provided. In addition, FCC has provided a brief chart of the contact information for each community so that the City of Saint Paul may understand the excellent level of service that FCC provides for each and every contract.

CURBSIDE COLLECTION SUMMARY

CONTRACT	Number of Single Family Units Per Day	Initial Term	Garbage		Recycle		Yard Trash	Bulk			STARTING DATE
			1x Weekly	2x Weekly	1x Weekly	Every Other Week		On Call	1x Weekly	1x Monthly	
Orange County, FL (87k homes)	17,000	10 years	■		■		X		X		1/1/2016
Polk County, FL (77k homes)	15,000	7 years	■		■		X	X			9/2/2017
Rowlett, TX (19k homes)	4,000	7 years	■		■		X			X	10/1/2017
Palm Beach County, FL (117k homes)	39,000	7 years		■	■		X		X		10/1/2019
Volusia County, FL (45k homes)	9,000	7 years	■		■		X		X		4/1/2020
Edgewood, FL (1k homes)	1,000	5 years		■	■		X		X		1/1/2021
Omaha, NE (150k homes)	30,000	10 years	■			■	X	X			11/30/2020
Wellington, FL (25k homes)	8,000	10 years		■	■		X		X		12/30/2021
Hillsborough County, FL (117k homes)	39,000	8.67 years		■	■		X	X			1/31/2022
City of Port St. Lucie, FL (84K homes)	16,800	10 years	■		■		X			X	9/5/2022
Lake County, FL (24K homes)	5,000	5 years	■		■		X	X			10/1/2022
City of Palm Coast, FL (40K homes)	20,000	7 years		■	■		X		X		6/1/2023
St. Johns County, FL (110K homes)	20,001	7 years	■		■		X	X			8/1/2024

Name of Reference:	Orange County Solid Waste Division
Type of Contract:	Collections
Principle Contact Person For the Reference:	Josue Lugo
Phone Number for Contact Person:	(407) 836-6619
Email Address for Contact Person:	Josue.Lugo@ocfl.net

Name of Reference:	Polk County Waste & Recycling Division
Type of Contract:	Collections
Principle Contact Person For the Reference:	Brian Cogswell
Phone Number for Contact Person:	(863) 860-8224
Email Address for Contact Person:	briancogswell@polk-county.net

Name of Reference:	Volusia County Solid Waste Division
Type of Contract:	Collections
Principle Contact Person For the Reference:	Regina Montgomery
Phone Number for Contact Person:	(386) 943-7889
Email Address for Contact Person:	RMontgomery@volusia.org

Name of Reference:	Solid Waste Authority of Palm Beach County
Type of Contract:	Collections
Principle Contact Person For the Reference:	Paul Gonsalves
Phone Number for Contact Person:	(561) 697-2700
Email Address for Contact Person:	sgonsalves@swa.org

Name of Reference:	City of Omaha
Type of Contract:	Collections
Principle Contact Person For the Reference:	James Kee
Phone Number for Contact Person:	(402) 444-3909
Email Address for Contact Person:	james.kee@cityofomaha.org

Name of Reference:	Village of Wellington
Type of Contract:	Collections
Principle Contact Person For the Reference:	Jesse Wright
Phone Number for Contact Person:	(561) 791-4078
Email Address for Contact Person:	jwright@wellingtonfl.gov

**RFP EVENT 1337 MIXED MUNICIPAL SOLID WASTE/YARD WASTE (MSW/YARD WASTE),
BULKY ITEMS/PROBLEM MATERIALS, AND RECYCLABLES COLLECTION SERVICES**

Name of Reference:	Hillsborough County Solid Waste Division
Type of Contract:	Collections
Principle Contact Person For the Reference:	Damien Tramel
Phone Number for Contact Person:	(813) 663-3211
Email Address for Contact Person:	tramel@hcflgov.net

Name of Reference:	City of Port St. Lucie
Type of Contract:	Collections
Principle Contact Person For the Reference:	Mariana Feldpausch
Phone Number for Contact Person:	(772) 259-1836
Email Address for Contact Person:	mfeldpausch@cityofpsl.com

Name of Reference:	Lake County
Type of Contract:	Collections
Principle Contact Person For the Reference:	David Salinas
Phone Number for Contact Person:	(352) 253-1670
Email Address for Contact Person:	david.salinas@lakecountyfl.gov

Name of Reference:	City of Palm Coast
Type of Contract:	Collections
Principle Contact Person For the Reference:	Alyssa Roscoe
Phone Number for Contact Person:	(386) 986-2394
Email Address for Contact Person:	aroscoe@palmcoastgov.com

Name of Reference:	City of Edgewood
Type of Contract:	Collections
Principle Contact Person For the Reference:	Sandy Riffle
Phone Number for Contact Person:	(407) 851-2920
Email Address for Contact Person:	sriffle@edgewood-fl.gov

Name of Reference:	City of Rowlett
Type of Contract:	Collections
Principle Contact Person For the Reference:	Gary Enna
Phone Number for Contact Person:	(972) 412-6287
Email Address for Contact Person:	genna@rowletttx.gov