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Response for:

RFP: RPW2664KMR

SOLID WASTE, RECYCLABLES, HORTICULTURE AND BULK FRANCHISE COLLECTION SERVICES

Submitted by

FCC Environmental Services Florida, LLC

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4/30/2026

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fcc environmental services

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LETTER OF INTEREST

RE: RFP – RPW2664KMR SOLID WASTE, RECYCLABLES, HORTICULTURE AND BULK FRANCHISE COLLECTION SERVICES

FCC Environmental Services Florida, LLC is pleased to provide our response to the City of Cape Coral for RFP RPW2664KMR SOLID WASTE, RECYCLABLES, HORTICULTURE AND BULK FRANCHISE COLLECTION SERVICES due on April 30th, 2026 by 2:00 p.m. FCC understands the requirements and scope of this solicitation and **is prepared to perform the services requested in the RFP.**

FCC - Right Partner

FCC has been providing waste collection and disposal services since 1911. Today, FCC is proud to provide environmental services across the United States, having been awarded over 58 municipal contracts since our first US collection contract in Orange County, FL in 2016. FCC has the experience, capability, and commitment to provide all the equipment and labor to perform all collection services as described within the bid documents.

Solid Waste Collection Qualifications and Experience

FCC's Local Management, Performance, Dedication, and its Ability to Adapt to Different Environments are the key factors that have allowed us to provide collection and disposal services for 115 years. Over 1 million households throughout the Country benefit from the services that FCC provides. Employing the most advanced technologies, we continuously improve our ability to manage thousands of tons of solid waste collected every day in some of the US's largest and most vibrant cities. We employ a variety of collection systems tailored to the needs of each municipality, using a combination of vehicles and containers that are designed to maximize efficiency and minimize the environmental impact in terms of noise and emissions. With FCC as your partner, the City will receive more than simple waste collection services. All materials will be fully collected, transferred, processed, and disposed of, even during emergency and natural disaster situations. Collections will be managed using proven best practices in full compliance with all local, provincial, and federal regulations.

Strength of Personnel

Operating within the US since 2008, FCC's success has been in large part due to the 2,200+ workforce of highly qualified and skilled personnel. What sets FCC apart from our competition is that each of our business units operates as a separate, local entity. The people that provide the services are people that live in the area, so that our goals, priorities, and concerns are aligned with the City. Using this proven approach FCC will provide a service that is performed by local personnel.

Financial Strength

One of the most important items to be considered is the financial strength of the company that is proposing the service. **FCC is one of the largest and most established waste management companies in the world**. FCC has achieved solid investment-grade credit ratings from major rating agencies. Most recently, the company has been assigned investment grade ratings of BBB- by Fitch. The ratings are based on expectations that management will maintain good liquidity, pursue a moderate financial policy, and allocate capital in a disciplined manner. The credit outlook from this agency for FCC is characterized as stable. In most instances, new capital requests are internally financed by FCC using cash flow from existing operations, allowing our company to purchase new trucks, carts, containers, and facilities without the constraints of third-party creditors.

Dedicated and Personalized Approach

As with every RFP, FCC takes time and care to ensure that every service proposed is the very best service for that specific community. Our team has taken the same approach for the City of Cape Coral, completing multiple scouting trips to develop an exhaustive analysis of the City in order to identify key parameters such as street accessibility, proper equipment, and participation rates for each collected material. Due to these efforts, FCC has proposed the following concepts specifically for the City:

- **Fully Dedicated Equipment to City Services**
- **Ample, Capable Resources**
- **Local, On-Site Customer Service and Management Personnel.**
- **Proper Equipment for Every Type of Service.**
- **Advanced Technology Systems with an Emphasis on Service.**
- **Commitment to City Goals and Endeavors**

Core Values

FCC's core philosophy is "working responsibly today for a better environment tomorrow." We ensure that our facilities are healthy and safe environments for our staff, visitors, and stakeholders. This allows us to attract and maintain a staff of very qualified people that perform their duties in an efficient, safe, and environmentally sound manner.

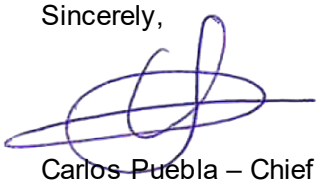
Representation as to Accuracy and Completeness of Proposal

This Proposal includes all information necessary to ensure that the statements herein do not in whole or in part mislead the City as to any material facts. FCC's key business contact with respect to this proposal is **Charles Merkley, Vice President of Business Development** and can be contacted through the below methods.

Email: charles.merkley@fccenvironmental.com **Phone Number:** (407) 504-8505

The undersigned has been designated to serve as the Respondent's Representative and is duly authorized to bind the company. FCC's proposal shall be guaranteed for one hundred twenty (120) days post the submittal deadline as outlined in the RFP.

Sincerely,



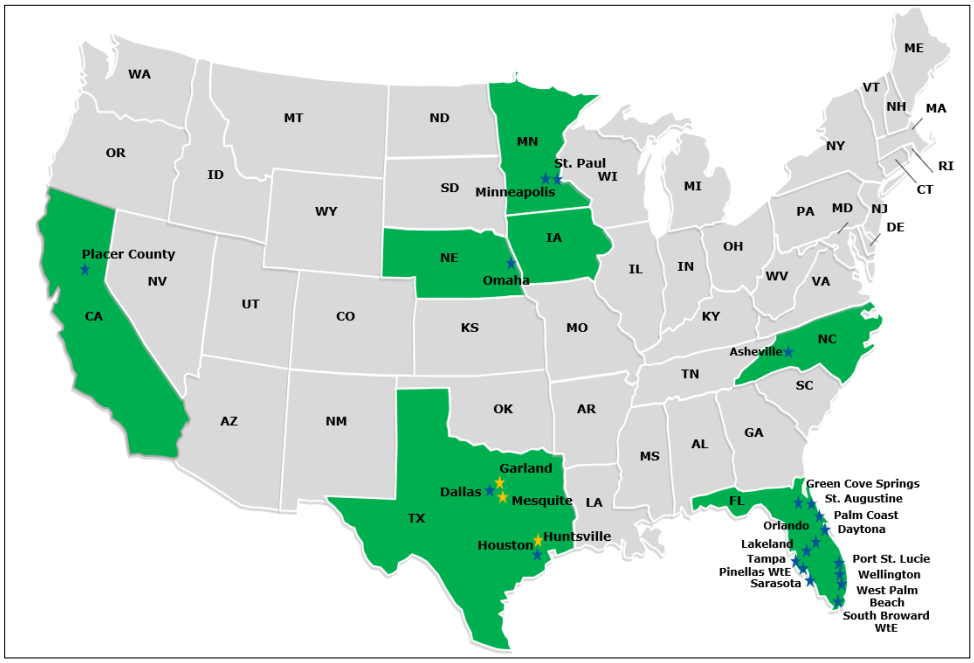
Carlos Puebla – Chief Operating Officer
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1. QUALIFICATIONS AND REFERENCES

1.1 COMPANY QUALIFICATIONS

FCC began municipal residential collection services in the U.S. in 2016 with the awarded contract of Orange County, FL. Since this initial contract, FCC has rapidly expanded with the addition of fifty-eight (58) awarded contracts by governmental entities through our commitment to excellent service and our unwavering promise to being a dedicated partner. FCC collects an estimated 1,350,000 tons of MSW, 200,000 tons of recyclable material, and 300,000 tons of yard waste for approximately 1.15 million households on an annual basis.

We have transitioned many contracts with varying levels of service, involving residential, commercial, and industrial collection, as well as within varying timeframes to complete the process. Despite any constraints or variables, FCC has always managed to order and receive ample equipment, hire qualified personnel, secure a facility, and communicate effectively with Municipal staff to reassure and confirm every step of the transition.





2.2.1 EVIDENCE OF EXCLUSIVE FRANCHISE SERVICE AGREEMENTS WITH A MINIMUM OF 75,000 HOUSEHOLDS

In order to provide the City of Cape Coral absolute evidence of FCC's ability to perform the services specified within the RFP and associated Addenda, we have provided the following contracts. As a leader in providing solid waste collection services, FCC well exceeds the 2-agreement minimum and has provided all contracts that fit this qualification threshold so that the City can fully understand the extent of FCC's capability. Due to a prioritized commitment to service excellence, FCC is extremely proud of each of these references and is happy to provide the City with further detail upon request.

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Palm Beach County, FL

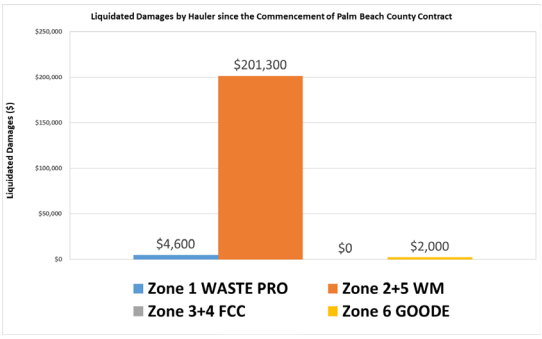


In October 2019, FCC began solid waste services for Palm Beach County.

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.

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 111,931 households** and working with incumbent haulers Republic Services and Waste Management to exchange **4,122 commercial containers** for the FCC new containers.

FCC currently services 116,523 households between zones 3 & 4 and 4,122 front load and roll off containers.

Due to an excellent partnership with Palm Beach County FCC has been able to secure a new contract that will commence October 1, 2026, with a term of 7 years.

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 carted MSW collection with automated side load vehicles.
- 1x per week carted recycling collection with automated side load vehicles
- 1x per week yard waste collection with rear load vehicles.
- On-Call bulk 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 1 of 3 exclusive haulers allowed to provide commercial collections within Hillsborough County. Allowed to begin delivering containers January 1, 2023, per the contract, FCC was able to successfully transition each of these customers to ensure that there was no interruption in service experienced.

Moreover, FCC was awarded the collection of Hillsborough County School District with services started on November 1, 2022. FCC is providing services to over 300 front-load 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.

Currently, due to rapid growth within the County, FCC provides service to **122,136 residential units and 3,180 commercial customers.** Thanks to proper route planning and ample resources, FCC has been able to absorb this growth and continue satisfactory services without interruption.

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 households.**

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 carted MSW collection with automated side load vehicles
- 1x per week carted 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.

With rapid growth in this area, FCC currently provides services to **92,500 residents**. Due to excellent route planning and ample resources, FCC has been able to absorb this growth without any delays in service.

Sarasota County, FL



In March 2024, Sarasota County (FL) awarded FCC the contract for the collection of residential and commercial solid waste for the South District of the County. Having started on March 30, 2025, FCC provides collection services to **approximately 78,500 residential units and 1,300 commercial businesses.**

In preparation for these services, FCC has purchased 74 brand-new CNG vehicles/equipment, hired and trained over 90 employees, and purchased and developed a local facility within the County site to properly store and maintain the new contract, including the construction of our own CNG station.

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

- 1x per week carted MSW collection with automated side load vehicles
- 1x per week carted Recycle collection with automated side load vehicles
- 1x per week yard waste collection with standard rear load and grapple vehicles
- 1x per quarter bulk collection with grapple and stake body vehicles
- As needed services for commercial businesses with front load and roll off vehicles

Orange County, FL



FCC has provided collection of solid waste and recyclables for **Orange County since 2016,** to 89,973 residential households. FCC began our second consecutive term to provide this service on 12/29/2025. This contract is for seven years and will conclude in 2032. FCC provides this service with 28 automated side load vehicles, 18 rear load vehicles, and 1 grapple vehicle all running on CNG fuel.

The current services for Orange County are as follows:

- 1x per week automated MSW collection of carts with ASL vehicles
- 1x per week automated recycling collection of carts with ASL vehicles
- 1x per week yard waste collection of up to 3 cy with rear load vehicles and grapple vehicles
- 1x per week bulk collection services of up to 3 cy with rear load vehicles

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 of **October 1, 2017,** 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. Due to an ongoing excellent partnership with the County, FCC was able to renew this contract through competitive bid process for an additional 5 years. Under this renewal, as a show of our commitment to sustainability, FCC transitioned from diesel to CNG equipment.

Currently, FCC successfully provides weekly garbage, bulk, and yard waste collection to over 78,000 residents. Due to an ongoing commitment to operational excellence FCC has received consistent monthly retainage bonuses which amounts to a percentage of the contract's revenues that are given to the contractor for exceeding stringent thresholds related to services.

The current services for Polk County are as follows:

- 1x per week automated MSW 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

St. Johns County, FL

In December 2023, FCC was awarded a 7-year contract for the collection of residential solid waste for St. Johns County, FL. FCC began providing services on August 1, 2024, to **112,000 residential units.**



The current services for St. Johns 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

With 8 months to prepare, FCC was able to order and receive 67 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.

Currently, due to rapid growth within the County, FCC provides service to more than **115,000 residential units.** Thanks to proper route planning and ample resources, FCC has been able to absorb this growth and continue satisfactory services without interruption.

2.2.2 ADDITIONAL MUNICIPAL AGREEMENTS TO PROVIDE COLLECTION SERVICES

In addition to the above service agreements supporting a minimum of 75,000 households, FCC holds several more collection services contracts with varying quantities of households for each municipality. FCC is proud of each of these contract references as they best highlight our unique ability to develop a customized service detail for each community regardless of size and service style. As a company that prioritizes the quality of our services provided, FCC is excited to bring this approach to the City of Cape Coral.

Volusia County, FL

In April 2020, FCC began providing the collection of solid waste, dual-stream recyclable materials, and yard waste/Bulk for over **47,810 single-family homes** in Volusia County FL.

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.

City of Edgewood, FL

On January 4, 2021, FCC began providing Refuse, Recycling, Yard, and Bulk waste collection services to nearly 900 residences, and over 100 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.

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 successfully completed a transitioning of services 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. As part of the facility upgrades to the site, FCC installed a CNG station capable of supporting the service equipment on site.

The current services in the Lake County are as follows:

- 1x per week carted MSW service with automated side 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 dependent on the size of material/pile.
- Bulk services on call



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.

City of Palm Coast, FL

FCC began the collection services for the City of Palm Coast on **June 1st, 2023**. In preparation for services to nearly **40,000 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. As a commitment to excellent customer service,



FCC has not received any liquidated damages since the start of the 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

With rapid growth in this area, FCC currently provides services to **46,991 residents.** Due to excellent route planning and ample resources, FCC has been able to absorb this growth without any delays in service.

Clay County, FL

In February 2024, FCC was awarded a 10-year contract for the collection of residential solid waste for Clay County, FL. FCC began providing services on October 1, 2024, to approximately **73,000 residential units.**



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

- 1x per week carted MSW collection with automated side load vehicles and specialized 4-wheel drive pup rear load vehicles
- 1x per week yard waste collection with standard rear load and specialized 4-wheel drive pup rear load vehicles
- 1x per month bulk collection with rear load and stake body vehicles

With 8 months to prepare, FCC was able to order and receive 41 pieces of frontline and spare equipment, hire more than 68 frontline and support personnel, as well as secure a facility suitable for providing operations and maintenance functions for our fleet and personnel.

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

City of Omaha, NE

On November 30, 2020, FCC began providing the collection of solid waste, and single stream recyclable materials to over 144,000 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 approximately **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 ASL and REL equipment in order to service the residents who place material at the curb and those that place material within the extensive array of alleyways throughout the City. Furthermore, FCC utilizes **pup rear load vehicles to provide premium/walk-up collection service to over 6,000 residents that participate in the program.**

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.

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 automated side load and rear load vehicles
- Every other week carted recycling service with automated 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.

Buncombe County, NC



In May 2024, FCC was awarded a 7-year contract for the collection of residential solid waste for Buncombe County, NC. FCC began providing services on January 1, 2025, to approximately **37,000 residential units.**

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

- 1x per week carted MSW collection with automated side load and specialized 4-wheel drive pup rear load vehicles
- Every Other Week carted Recyclables collection with automated side load and specialized 4-wheel drive vehicles
- On-Call bulk collection with rear load and stake body vehicles

In preparation of these services, FCC was able to order and receive 29 pieces of frontline and spare equipment, hire more than 43 frontline and support personnel, provided assembly and delivery to over 74,000 carts, as well as secure a facility suitable for providing operations and maintenance functions for our fleet and personnel. FCC is proud of our company's ability to fulfill this transition as our team prioritized our commitment to the County by executing each component of this transition while the area recovered from the disastrous effects of Hurricane Helene.

St. Paul, MN

In March 2024, FCC was awarded a 7-year contract for the collection of recyclables from multifamily properties with more than 5 dwelling units and residential garbage and yard waste collection of single-family units for the City of St. Paul, MN. FCC began providing services to the City in 2 phases with the multifamily recycling collection on November 1, 2024, and the garbage collection for single family units on April 1, 2025.



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

- Recyclable collection in carts and dumpsters with standard rear load vehicles with lift bar and cable.
- 1x per week carted MSW collection with automated side load vehicles and pup rear load vehicles
- 1x per week seasonal subscription yard waste collection from April to November with standard rear load vehicles
- 1x per month bulk collection with rear load and stake body vehicles

In preparation of these services, FCC was able to order and receive 40 pieces of frontline and spare equipment, hire more than 59 frontline and support personnel, as well as secure a facility suitable for providing operations and maintenance functions for our fleet and personnel, including the construction of our own CNG station.

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

CITY OF MADRID, SPAIN



Since 1940, FCC has provided collection services including solid waste, recycling, yard waste, and bulky waste. Currently the collection services are provided to a population of 1,083,123 citizens (approximately 361,100 residential households). Annually, FCC collects 394,599,403 tons of waste, through the use of approximately 166 automated side load vehicles and rear load vehicles. The trucks for waste collection are mainly powered by natural gas, and 15 of the trucks are fully electric-powered.

The current service is a franchised contract for containerization, collection, and transport services for waste in the City of Madrid. The contract is divided into four lots/zones: three corresponding to the collection and transport services, and one to the containerization service (cart/dumpster purchase, maintenance, and cleaning services). Lots no. 1, 2 and 3 are those corresponding to the waste collection and transport services. FCC currently handles Lot no. 1 valued at $505M, involving Madrid downtown, and west districts of the city.

FCC's facilities are equipped with a vehicle parking area, machinery repair and maintenance workshop, compressed air, and centralized oil installation, CNG station, and electric vehicle charging area. There are more than 700 employees assigned to this contract that are distributed in two work centers.

The current services for the City of Madrid are as follows:



- 6x per week automated MSW collection of carts/containers with ASL and REL vehicles
- 7x per week automated recycling collection of carts with ASL and REL vehicles
- 7x per week yard waste collection with ASL and REL vehicles
- On-call bulk collection services with REL vehicles

This contract is ongoing and expected to be completed in 2028. Over the course of more than 8 decades, FCC has become a premier service provider among the other collection companies providing service within the City.

HEREFORDSHIRE COUNCIL, UK

In 2015, FCC was awarded a 9-year term contract to provide solid waste collection services to Herefordshire Council. As part of the term and two renewals, this iteration of the contract is expected to be completed in 2032.



Thanks in large part to FCC's dedication to excellent service, the contract was renewed for a second time and will expire in 2032.

Services that FCC provides includes solid waste, recycling, yard waste through the use of green sacks, and on-call bulky waste to 89,919 Herefordshire residential households.

FCC provides weekly solid waste, recycling, and yard waste collections while offering on-call bulk service to all applicable residents. As a company committed to providing the very best service, FCC's collections for Herefordshire involves the use of various types of equipment in order to collect materials throughout the terrain of the County.

As part of the upcoming contract, FCC will begin implementing the use of fully electric vehicles in order to aid the Council's and FCC's net zero goals by 2030.

The current services for the Herefordshire Council are as follows:

- Every other week MSW collection of carts/containers/bags
- Every other week recycling collection of carts/FCC-provided bags (104 per year)
- Subscription yard waste collection
- On call bulk collection services

TUNBRIDGE WELLS & TONBRIDGE MALLING COUNCILS, UK



In March 2019, FCC began providing collection services including solid waste, recycling, yard waste, and bulky waste to over 103,000 Tunbridge Wells & Tonbridge Malling residential households. This contract is for an 8-year initial term and is expected to be completed in 2027. FCC has secured a renewal following 2027 and is expected to expire until 2039.

FCC provides alternating every other week solid waste and recycling collections, and weekly yard waste/food waste collections while offering on-call bulk service to all applicable residents. As a company committed to providing the very best service, FCC's collections for Tunbridge Wells and Tonbridge Malling involves the use of various types of equipment in order to collect materials throughout the terrain of the Councils. In addition to collection of solid waste, FCC further provides exemplary service through street cleansing for all Councils roadways.

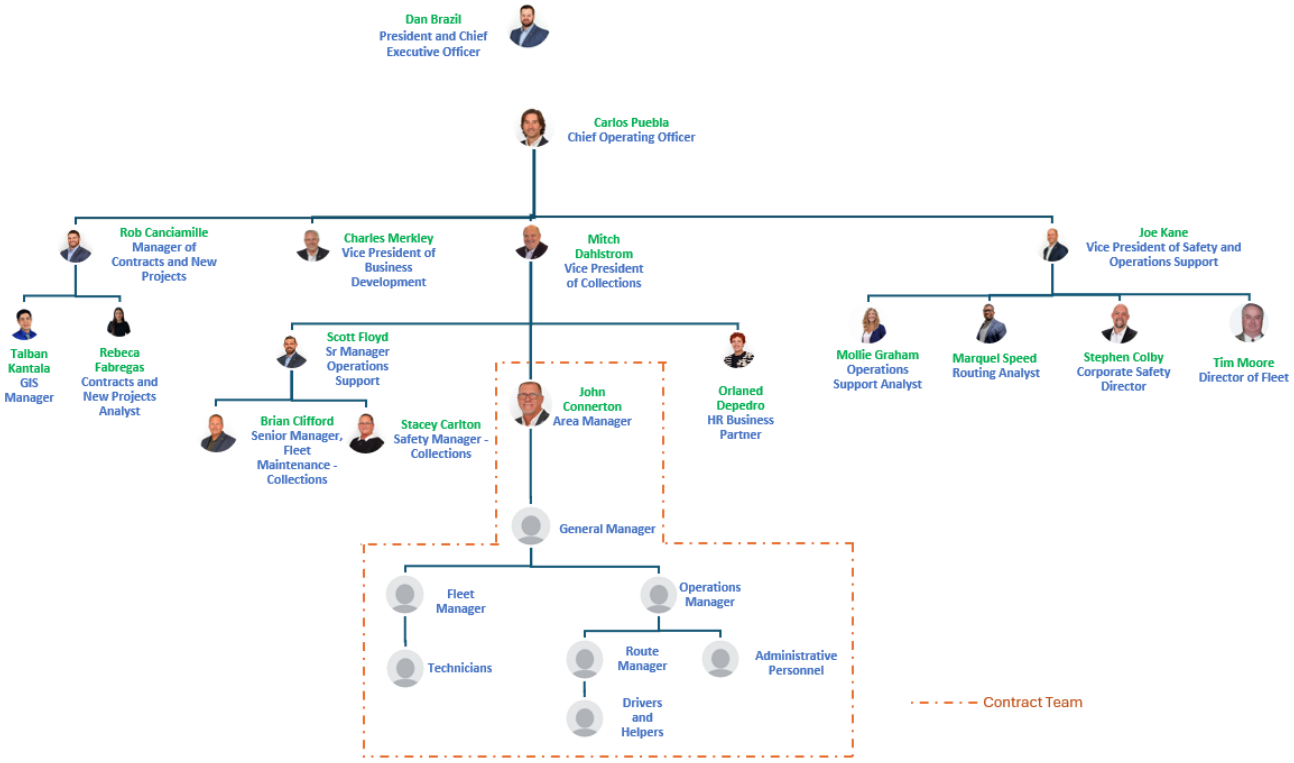
The current services for the Tunbridge Wells & Tonbridge Malling Councils are as follows:

- Every other week MSW collection of carts/containers/bags
- Every other week recycling collection of carts/bags (to alternate weeks with MSW)
- Weekly Subscription yard/food waste collection
- On call bulk collection services
- Street Cleansing Services to the Councils roadways

1.2 PERSONNEL QUALIFICATIONS AND RESUMES

FCC's senior management team has many years of solid waste experience across the US, making them the best individuals to continue 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 dedicated to supporting the site by securing the dedicated equipment for the contract, overseeing any upgrades to the facility in preparation for the upcoming contract, and assisting with hiring for any positions that are not filled under the current contract.

To better understand FCC's corporate structure as it relates to the City of Cape Coral, FCC has provided an organization chart of our company below.



Charles Merkley (VP of Business Development) and John Connerton (Area Manager) will act as FCC's main points of contact during the transition of services until FCC hires our dedicated General Manager for the City contract.

With the support from the above Senior Leadership of FCC and the dedicated personnel/equipment described in subsequent chapters, FCC will have the ability to fully provide all transition services for the City so that the commencement of services is seamless and satisfactory both for residents and staff alike.

So that the City may better understand the extensive array of experience that FCC's Senior Leadership possesses, a summary of each individual's experience has been provided below.

Dan Brazil – President and Chief Executive Officer



Dan has nearly **20 years of experience** in transportation operations and environmental services. He worked for UPS and Waste Management before joining FCC. He has vast knowledge in operations, safety, and customer focus environments driving continuous improvement through employee engagement and performance management. As President and Chief Executive Officer, Dan is responsible for and oversees the entirety of FCC's US business. Dan has overseen many of FCC's transitions and has a complete understanding of the needs to provide a successful and seamless transition for the City.

Carlos Puebla – Chief Operating Officer



Carlos has **18+ years of experience** in the solid waste industry, including over 8 years as the Vice President of New Projects for the company. Through his experience in the industry and understanding of the various departments as it relates to the common goals of the company, Carlos has instilled a culture of maintaining an industry leading quality of providing excellent service which has translated to the award of over 58 contracts and expansion to multiple states within the US. as Chief Operating Officer, Carlos has been an integral part of the transitions for all of FCC's contracts.

Charles Merkley – Vice President of Business Development



Charles brings **40+ years of experience** to FCC. As the Vice President of Business Development, Charles is responsible for the strategy and delivery of FCC's municipal contract business efforts across the US, focusing on contracts which include both residential and commercial collection, recycling processing, and MRF's as well as post collection activities. Charles directly oversaw the transition of many of our contracts and has an extensive knowledge of the requirements to satisfy the services to each community. 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 one of the Project Managers for the City

Joe Kane – Vice President of Safety and Operations Support



Joe has **20+ years of experience** in waste and recycling collection operations. As the Vice President of Safety and Operations Support, Joe plays an integral role in providing seamless transition services by working with all members of FCC's senior staff to ensure that each component of the transition is completed in a timely manner. Additionally, Joe works in tandem with our Operations and Region staff to ensure that each priority is handled with the proper urgency so that the transition occurs in a manner that best fits Cape Coral and its residents. Joe continues his support of our site staff by instilling our safety processes and requirements with newly hired employees while overseeing the continued adherence to safety performance in all aspects of our collections service.

Joe and his valued team members will be responsible for developing and finalizing route collection sequencing, and training/supporting the site staff on critical safety processes to ensure that it is prepared to support the upcoming services, and that all personnel are in place and fully trained prior to the commencement of the contract to ensure that they are fully prepared to provide successful collection services.

Mitchell Dahlstrom – Vice President of Collections



Mitch has **30+ years of experience** in transportation operations and environmental services. As the Vice President of Collections, Mitch oversees all aspects of the US Operations team to include HSE compliance and culture, analyzing routes, customer inquiries, equipment maintenance, and scheduling, contractual obligations, and the training and development of staff. Also, Mitch manages DOT compliance, tailgate safety team meetings, risk assessment and management, and maintaining and building relationships with our clients. Mitch will be a Project Manager for the service transitions of this contract to ensure that the process is seamless for the City of Cape Coral Staff and that all steps taken are communicated to put the City at ease.

Scott Floyd – Senior Manager Operations Support



Scott has **14+ years of experience** in waste and recycling collection operations. As the Senior Manager of Operations Support, Scott ensures all locations are operating within FCC's operating guidelines. He works with operational staff on improving processes and helping drive efficiencies while increasing the level of quality service for all contracts.

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Brian Clifford – Senior Manager, Fleet Maintenance - Collections



Brian 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 Senior Manager,Fleet Maintenance - Collections Brian manages the repair and maintenance of vehicles and equipment across the U.S. 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, Brian worked with Waste Management as a Senior Fleet Manager. Brian has overseen many of collection operation transitions.

John Connerton – Area Manager



John will be the primary point of contact at the beginning of the contract with the City. This role will have the authority to make significant decisions concerning the daily operations in the City of Cape Coral. He will have direct access to FCC's senior management for any issue beyond his authority. He will be directly responsible for the recruiting, training, safety, and compliance of all personnel servicing the City. He also manages directly labor costs, schedules, routes, and customer satisfaction. John has combined **industry experience of 37 years** and brings a wealth of knowledge for customer service and people management for contract execution.

DAN BRAZIL

dan.brazil@fccenvironmental.com



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

PRESIDENT AND CHIEF EXECUTIVE OFFICER, FCC
April 2026 - Present

Overall responsibility of 22 sites totaling over 800 collection routes, recycling, and post-collection operations at FCC's Material Recycling Facilities. 7 direct reports and nearly 2,000 indirect reports. Full P&L responsibility and responsible to lead organic open market growth strategy for the US.

CHIEF EXECUTIVE OFFICER, FCC
May 2024 – April 2026

CHIEF OPERATING OFFICER, FCC
August 2022 - May 2024

VICE PRESIDENT OF OPERATIONS, FCC
February 2019 - August 2022

SENIOR DISTRICT MANAGER, WASTE MANAGEMENT, MN
February 2017 - February 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 - February 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

ON-ROAD SUPERVISOR – UNITED PARCEL SERVICE, ND
November 2010 – May 2012

EDUCATION

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

CARLOS PUEBLA

carlos.puebla@fccenvironmental.com



SKILLS & ABILITIES

Highly accomplished and experienced management professional skilled in orchestrating business strategy, operations, and cost forecasting 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

- Led the expansion of FCC in the US, securing $3.4B of revenue between 2014 and 2025
- Participated in 165 collection and post-collection projects with a success rate of 50%
- Awarded the prestigious 40 under 40 by Waste360 in 2022

PROFESSIONAL EXPERIENCE

CHIEF OPERATING OFFICER, FCC (US)
Apil 2026 - Present

Led vision, strategy, and execution for all the operation and financial aspects of 22 sites in the US, totaling 2,000 employees and 1,200 vehicles. Exercised the authority to negotiate the key terms and conditions of high-level contracts, while administering multi-million-dollar budgets with full P&L responsibility. Innovated groundbreaking strategic plans and ideas that served as the foundation for sustained growth.

SENIOR VICE PRESIDENT OF OPERATIONS, FCC (US)
March 2025 – March 2026

VP OF NEW PROJECTS, FCC (US)
June 2024 - February 2025

NEW PROJECTS MANAGER, FCC (US)
July 2016 - May 2024

Led the New Projects Department in the expansion of municipal business in the United States. Responsible for the search and selection of Requests for Proposals (RFP). Oversaw and managed the preparation of all aspects of the bid to include design, resourcing, technical documentation, budgeting and pricing. Served as the liaison for FCC's various Technical Departments, including Procurement, HR, Fleet, GIS, Safety and Sustainability. Provided critical managerial support during the start-up period of each contract and subsequent contract management. Grew the annual revenues from $5M to almost $500M over a ten-year period.

PROJECT ENGINEER, FCC (SPAIN)
May 2008 – June 2016

Senior member of the New Projects Team, tasked with leading and overseeing the bid preparation. Responsibilities within the team included reviewing detailed documents, preparing questions in regard to the projects, scouting the geographical area relevant to each bid and assisting with the technical and economic aspects of each project.

EDUCATION

UNIVERSITY CARLOS III DE MADRID – MADRID, SPAIN –
INDUSTRIAL ENGINEERING, MECHANICS & STRUCTURES

CHARLES MERKLEY

charles.merkley@fccenvironmental.com



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

VICE PRESIDENT OF BUSINESS DEVELOPMENT - 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
August 2015 - December 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 & RECYCLING – TRASH TAXI, AL
April 2014 - April 2015

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

GENERAL/DISTRICT MANAGER – ADS, FL & GA
February 2008 - February 2014

VICE PRESIDENT OF OPERATIONS – CHOICE ENVIRONMENTAL SERVICES, FL
March 2007 - February 2008

NORTH FLORIDA MARKET AREA SENIOR DISTRICT MANAGER – WM, FL
December 1999 - March 2007

GENERAL MANAGER – EASTERN ENVIRONMENTAL SERVICES
November 1996 - December 1999

REGIONAL MANAGER – BROWNING FERRIS INDUSTRIES
December 1994 - October 1996

REGIONAL OPERATIONS MANAGER – ATTWOOD/IWS
October 1983 - December 1994

EDUCATION

DAYTONA BEACH COMMUNITY COLLEGE – DAYTONA, FL – BUSINESS ADMINISTRATION

JOE KANE
joseph.kane@fccenvironmental.com



SKILLS & ABILITIES

Accomplished professional with over 18 years of experience in the waste industry with proficient problem-solving skills, and the ability to make strategic decisions. Detail-oriented with strong team leadership and collaboration skills. Efficient, organized, excellent written and verbal communication skills. Resourceful in the completion of projects, and effective at exceeding safety and financial goals.

PROFESSIONAL EXPERIENCE

VICE PRESIDENT OF SAFETY & OPERATIONS - FCC
October 2025 – Present

Oversees the company's transition from initial proposal to commencement date of the contract and ensures that all aspects of the transition are completed on a timely basis. Provides expert communication and action items to all FCC departments including HR, Safety, Operations, Maintenance, and Procurement.

DIRECTOR OF OPERATIONS SUPPORT - FCC
March 2023 – October 2025

OPERATIONS MANAGER – REPUBLIC SERVICES, MN
June 2021 – February 2023

Oversee day to day operations of hauling company serving the greater Minneapolis-St Paul area. Personally work alongside Municipal Executives, Project Coordinators, and their teams to resolve all concerns. Managing frontline employees, including Route Managers who oversee vehicle operators which service MSW, Yard Waste, and Recycling routes, Commercial FEL routes, and Roll Off routes daily. Able to manage entire team of Drivers, Tech, and Administrative employees to improve Financial and Safety goals

DISTRICT MANAGER – WASTE MANAGEMENT, MN
April 2019 – June 2021

Communicated with HR, Safety, Operations, and Maintenance to ensure policy and procedures were being followed to company standards. Responsible for adherence to budget regarding P&L budgetary guidelines and employee salaries. Maintain full P&L responsibility and provide commentary for monthly MOR's.

DISTRICT OPERATIONS MANAGER – WASTE MANAGEMENT, MN
January 2014 – April 2019

Organized and scheduled all necessary resources required to accomplish daily routes. Coordinated daily operational needs with the maintenance department. Monitored productivity targets for each route and driver. Conducted root cause investigations for all incidents and injuries. Worked with dispatch and customer service to resolve all customer service issues. Maintained employee DOT compliance files.

ROUTE MANAGER – ADVANCED DISPOSAL, MN
November 2006 – August 2013

RESIDENTIAL ROUTE DRIVER – ADVANCED DISPOSAL, MN
January 2005 – November 2006

Mitchell Dahlstrom

mitchell.dahlstrom@fccenvironmental.com



SKILLS & ABILITIES

Highly accomplished leadership professional with excellent management, safety/environmental, and public relation skills with a commitment to human development. A talent for identifying, analyzing and resolving both procedural and customer issues.

PROFESSIONAL EXPERIENCE

VICE PRESIDENT OF COLLECTIONS, FCC
March 2026 - Present
Responsible for all municipal contracts across the U.S. Monitors key performance indicators of each contract, including service quality, safety and financial health and communicates areas of improvement to group of General Managers. Assists in the continual growth of FCC throughout the U.S and plays an integral role in transitions/start ups for each new contract.

REGIONAL VICE PRESIDENT OF COLLECTIONS, FCC
Jan 2022 – March 2026

ORANGE / VOLUSIA COUNTY GENERAL MANAGER, FCC
2021 - 2022
Manage all aspects of Waste and Recycling Collection Operations and provide support to all route members of the team, in all aspects of daily operations. Primarily duties included:

- Manage P&L for internal and external sales, procurement, operations, transportation, safety etc.
- Establish and manage long term goals that align with FCC's standards
- Manage 9 direct reports and over 100 indirect reports
- Manage all relationships with vendors to ensure overall contract compliance and client satisfaction
- Establishes, implements, and promotes a World Class Safety Culture amongst all employees.
- Manages all transportation and logistics functions for collection route operations.

SENIOR DISTRICT MANAGER, WASTE MANAGEMENT, ND
2009 – 2021
Managed and responsible for all Waste Collection, Environmental, and Safety Operations in the State of North Dakota and NW Minnesota. Executed/Created the Strategic Business Plan for growth in the State of North Dakota, which Included several Acquisitions. Created a World Class Safety Culture, which led the Wisconsin/Minnesota/Dakota Market Area. Responsible for ensuring compliance for all OSHA, Dot, and other State Regulatory agencies.
This operation set Benchmark's which consists of a $42+ Million Dollar Business, EBITDA over $17.5 Million/or over 14%. Revenues have grown over 250% and EBITDA has grown over 300% since 2009
Accomplishments:

- Circle of Excellence Winner in 2018 and 2019 (Top 1% Performer in Waste Management)
- World Class Safety Results in 2017, 2018, 2019 and 2020 (TRIR/HARR/VARR)
- Injury Free in 2010, 2011, 2012, 2015, and 2017
- Selected and Completed the first Leadership Forum for the Market Area in 2018
- Both Districts fully Certified in Service Delivery Optimization (SDO)
- Ten straight years of Revenue Growth and Growth in EBITDA
- Selected/Trained/Developed one of the most talented Managerial Teams in the Market Area

EDUCATION

UNIVERSITY OF NORTH DAKOTA – GRAND FORKS, ND – BACHELOR OF BUSINESS – ADMINISTRATION IN BUSINESS MANAGEMENT

Scott Floyd
scott.floyd@fccenvironmental.com



SKILLS & ABILITIES

Accomplished professional with over 14 years of experience in the waste industry with proficient problem-solving skills, and the ability to make strategic decisions. Detail-oriented with strong team leadership and collaboration skills. Efficient, organized, excellent written and verbal communication skills. Resourceful in the completion of projects, and effective at exceeding safety and financial goals.

PROFESSIONAL EXPERIENCE

SR. MANAGER OF OPERATIONS SUPPORT – FCC
March 2026. - Present

GENERAL MANAGER - FCC, DAYTONA, FL
Oct 2023. – March 2026

Successfully led the start-up for FCC's contract in Hillsborough County, FL. Tasked with overseeing the planning and implementation of all aspects of Contract startup including establishing a facility, routing, driver training, and vendor management. Communicated with HR, Safety, and Maintenance to ensure policy and procedures were being followed to company standards. Assisted in the management of cart and container deployment. Responsible for adherence to budget regarding startup costs and employee salaries. Maintain full P&L responsibility and provide commentary for monthly MOR's.

DIVISION MANAGER – CASELLA WASTE SYSTEMS INC., PEABODY, MA
Nov 2021 – Oct 2023

Managed a team of operations and maintenance supervisors, dispatchers, maintenance clerk, operations clerk, drivers, helpers and technicians. Worked closely with General Manager and BU Finance Manager to execute local market strategy that complimented the business unit's overall marketing plan that drove functional excellence and budget achievement. Oversaw all collections operations and accident and safety prevention programs to ensure compliance with standards. Implemented drive change management initiatives that contributed to the growth and durability of operations. Maintained employee DOT compliance files. Consistently improved financial results year over year.

GENERAL MANAGER – RYLAND ENVIRONMENTAL, DUBLIN, GA
Dec 2020 – Nov 2021

Organized and scheduled all necessary resources required to accomplish daily routes. Coordinated daily operational needs with the maintenance department. Monitored productivity targets for each route and driver. Conducted root cause investigations for all incidents and injuries. Worked with dispatch and customer service to resolve all customer service issues. Maintained employee DOT compliance files. Consistently improved financial and safety results year over year.

OPERATIONS MANAGER – REPUBLIC SERVICES, SHREVEPORT, LA
Mar 2017 – Dec 2020

Managed the day-to-day operations and provided daily support to supervisors, dispatchers, drivers, and helpers to ensure interdepartmental synergy, customer satisfaction, and budget performance. Ensured thorough root cause investigation for all incidents and injuries. Followed up with consistent corrective action and re-training. Formulated short-term and long-term effective action plans in conjunction with the Division Manager to ensure budget goals were achieved. Worked with employee-engagement teams to resolve employee relation issues and increase retention.

OPERATIONS MANAGER – ADVANCED DISPOSAL SERVICES,BALL GROUND, GA
Jan 2016 – Mar 2017

OPERATIONS MANAGER – WASTE PRO USA,CHARLSTON, SC
Dec 2010 – Jan 2016

Brian Clifford
brian.clifford@fccenvironmental.com



SKILLS & ABILITIES

Highly accomplished manager with a proven record of successfully implementing systems, policies, procedures, and acquisitions. Capable of managing small or large fleets, facility, and staff, with past experience of monthly budgets and multiple locations.

PROFESSIONAL EXPERIENCE

SENIOR MANAGER, FLEET MAINTENANCE – COLLECTIONS FCC
March 2026 - Present

Responsible for managing multiple staff and shops located throughout the U.S. Ensures that Fleet Managers properly managed and schedule staff, budgets and part inventories and PM's.

REGIONAL FLEET MANAGER, FCC
Aug 2022 – March 2026

FLEET MANAGER – WASTE PRO, FL
Feb 2022 – Aug 2022

Oversaw and managed 20 mechanics, and over 120 assets. Ensured all assets were meeting companies' maintenance standards, while ensuring that the maintenance budgets are met or exceeded.

REGIONAL FLEET DIRECTOR – VORTEX COMPANIES, FL
Feb 2021 – Feb 2022

Fleet Director for Florida, South Carolina, and Georgia facilities. Overseeing implementation of all fleet processes and DOT related compliance. Creating PM processes to reduce breakdowns and improve customer service. Training technicians on proper repair procedures. Responsible for over 120 pieces of equipment from commercial vehicles to trailers to light duty pickups. Creating maintenance budgets.

SENIOR FLEET MANAGER – WASTE MANAGEMENT, FL
2017 – 2021

Responsible for the Maintenance and Fleet reliability for the 175 collection vehicles maintained at the district. Well versed in CNG assets and fuel delivery systems. Provided CNG safety training to local fire rescue teams. Responsible for performance management, safety, coaching, mentoring of 24 maintenance employees. Responsible for providing Operations and our drivers with safe, reliable, DOT compliant equipment to service our customers. Implemented MSDO. (Maintenance Service Delivery Optimization). Responsible for managing maintenance budget.

SOUTH FLORIDA AREA FLEET MANAGER – WASTE MANAGEMENT, FL
2015 – 2017

Senior Fleet Manager with four Fleet Managers reporting directly to me. Responsible for four maintenance locations in South Florida to include 650 assets. Responsible for employee safety, managing maintenance spend and CPH targets, maintaining shop cleanliness and truck washing standards Maintaining OSHA, DOT, WM compliance.

AREA FLEET SUPPORT MANAGER – WASTE MANAGEMENT, FL
2013 – 2015

Responsible for providing Fleet Managers with maintenance support, process implementation, process sustainment, financial reviews. Site Inspections, audits, technician coaching and training for the East Coast of Florida. MSDO Coach (Maintenance Service Delivery Optimization).

FLEET TECHNICIAN – WASTE MANAGEMENT, FL
2000– 2013

John Connerton

john.connerton@fccenvironmental.com



SKILLS & ABILITIES

Accomplished professional with over 30 years of experience in the waste industry (industrial, commercial, residential and transfer station) with proficient problem-solving skills, and the ability to make strategic decisions. Detail-oriented with strong team leadership and collaboration skills. Efficient, organized, excellent written and verbal communication skills. Resourceful in the completion of projects, and effective at exceeding safety and financial goals.

PROFESSIONAL EXPERIENCE

AREA MANAGER - FCC, TAMPA, FL
February 2025 - Present

Successfully led the start-up for FCC's contract in Hillsborough County, FL. Tasked with overseeing the planning and implementation of all aspects of Contract startup including establishing a facility, routing, driver training, and vendor management. Communicated with HR, Safety, and Maintenance to ensure policy and procedures were being followed to company standards. Assisted in the management of cart and container deployment. Responsible for adherence to budget regarding startup costs and employee salaries. Maintain full P&L responsibility and provide commentary for monthly MOR's.

GENERAL MANAGER - FCC, TAMPA, FL
Nov 2021 – February 2025

FACILITY MANAGER – GFL ENVIRONMENTAL, SARASOTA, FL
Apr 2019 – Nov 2021

Organized and scheduled all necessary resources required to accomplish daily routes. Coordinated daily operational needs with the maintenance department. Monitored productivity targets for each route and driver. Conducted root cause investigations for all incidents and injuries. Worked with dispatch and customer service to resolve all customer service issues. Maintained employee DOT compliance files. Consistently improved financial and safety results year over year.

DIVISION MANAGER – REPUBLIC SERVICES, FAIRMONT, WV
Feb 2016 – Dec 2018

Managed a team of operations and maintenance supervisors, dispatchers, maintenance clerk, operations clerk, drivers, helpers and technicians. Worked closely with General Manager and BU Finance Manager to execute local market strategy that complimented the business unit's overall marketing plan that drove functional excellence and budget achievement. Oversaw all collections operations and accident and safety prevention programs to ensure compliance with standards. Implemented drive change management initiatives that contributed to the growth and durability of operations. Maintained employee DOT compliance files. Consistently improved financial results year over year.

OPERATIONS MANAGER – REPUBLIC SERVICES, ELYRIA, OH & AULANDER, NC
Feb 2014 – Feb 2016

Managed the day-to-day operations and provided daily support to supervisors, dispatchers, drivers, and helpers to ensure interdepartmental synergy, customer satisfaction, and budget performance. Ensured thorough root cause investigation for all incidents and injuries. Followed up with consistent corrective action and re-training. Formulated short-term and long-term effective action plans in conjunction with the Division Manager to ensure budget goals were achieved. Worked with employee-engagement teams to resolve employee relation issues and increase retention.

1.3 SERVICE PERFORMANCE AND REFERENCES

FCC has provided the following service performance and reference forms as outlined within the RFP. Additionally, as clarified in Addendum 2, question 38, FCC is providing a description of transfer station operation experience under a government issued agreement that is for a different municipality than that of the above collections reference. FCC has clearly identified the municipality in which transfer station operation services are provided within the written description for each reference.

Project Title _____ Project

Service Reference #1

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Hillsborough County

Contact (Name/Title): Bryant Johnson / Division Director

Contact Address: 601 E. Kennedy Blvd, Tampa, FL 33602

Contact Phone: (813) 272-5680 Contact Email: Johnsonbt@HillsboroughCounty.org

Term of Current Contract: Start Date: 1/31/2022 End Date: 9/30/2030

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll-off	Compactor
[X]	Solid Waste	B	E	125,316	3,180	122,136		
[X]	Recyclables	R	E	122,136		122,136		
[X]	Horticulture Waste	R	E	122,136		N/A		
[X]	Bulk Waste	R	E	122,136		N/A		

Technology:

Is real-time data access to jurisdiction included in the services provided? [X] YES [ ] NO

Is service verification via RFID included in the services provided? [ ] YES [X] NO

Is cart asset management included in the service(s) provided? [ ] YES [X] NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

FCC currently operate the South Municipal Solid Waste Transfer Station for the City of Minneapolis, MN. The scope of work includes managing of up to 5,000 annual tons both Construction & Demolition (C&D) debris and Municipal Solid Waste (MSW), with responsibility for the full operation and maintenance of the facility. In addition, the company will handle the transportation of these materials to designated disposal and recycling sites. The contract began in May 5, 2025, with an initial three-year term and the option for two one-year extensions.

Project Title *Project*

Service Reference #2

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: City of Port St. Lucie

Contact (Name/Title): Mariana Feldpausch / Director of the Office of Solid Waste

Contact Address: 121 S.W. Port St. Lucie Boulevard

Contact Phone: (772) 259-1836 Contact Email: mfeldpausch@cityofpsl.com

Term of Current Contract: Start Date: 9/5/2022 End Date: 8/31/2032

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll-off	Compactor
☒	Solid Waste	B	E	93,700	1,200	92,500		
☒	Recyclables	R	E	92,500		92,500		
☒	Horticulture Waste	R	E	92,500		N/A		
☒	Bulk Waste	R	E	92,500		N/A		

Technology:

Is real-time data access to jurisdiction included in the services provided? ☒ YES ☐ NO

Is service verification via RFID included in the services provided? ☐ YES ☒ NO

Is cart asset management included in the service(s) provided? ☒ YES ☐ NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

FCC currently operate the Gádor Waste Treatment Facility (Almería-Spain), which serves the western region of Almería. The scope of work includes the treatment of municipal solid waste as well as the management of the transfer operations from the Vícar, Matagorda, and Níjar transfer stations. The facility handles approximately 180,000 tons annually. The current contract has been extended while a new bid process is being prepared.

Project Title *Project*

Service Reference #3

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Sarasota County

Contact (Name/Title): Oland Stokes / Solid Waste Collections Manager

Contact Address: 8750 Bee Ridge Rd, Sarasota, FL 34241

Contact Phone: (941) 861-6731 Contact Email: ostokes@scgov.net

Term of Current Contract: Start Date: 3/31/2025 End Date: 3/30/2032

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
☒	Solid Waste	B	E	79,800	1,300	78,500		
☒	Recyclables	R	E	78,500		78,500		
☒	Horticulture Waste	R	E	78,500		N/A		
☒	Bulk Waste	R	E	78,500		N/A		

Technology:

Is real-time data access to jurisdiction included in the services provided? ☒ YES ☐ NO

Is service verification via RFID included in the services provided? ☐ YES ☒ NO

Is cart asset management included in the service(s) provided? ☒ YES ☐ NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

FCC currently operate the Las Rozas Transfer Station (Madrid-Spain). The scope of work includes the management and transfer of municipal solid waste, with responsibility for the full operation of the facility and transportation of waste to designated treatment and disposal sites. The facility manages approximately 110,499.72 tons annually (2025). The contract originally began on September 30, 2015, expiring on September 30, 2021. Currently operating under an extension.

Project Title *Project*

Service Reference #4

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Palm Beach County

Contact (Name/Title): Paul Gonsalves / Director, CIS

Contact Address: 5920 N Jog Rd, West Palm Beach, FL 33412

Contact Phone: (561) 697-2700 Contact Email: sgonsalves@swa.org

Term of Current Contract: Start Date: 10/1/2019 End Date: 9/30/2026

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
[X]	Solid Waste	B	E	120,645	4,122	116,523		
[X]	Recyclables	R	E	116,523		N/A (bins)		
[X]	Horticulture Waste	R	E	116,526		N/A		
[X]	Bulk Waste	R	E	116,523		N/A		

Technology:

Is real-time data access to jurisdiction included in the services provided? [X] YES [ ] NO

Is service verification via RFID included in the services provided? [ ] YES [X] NO

Is cart asset management included in the service(s) provided? [ ] YES [X] NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

FCC currently operate the Leganés Transfer Station (Madrid-Spain). The scope of work includes the management and transfer of municipal solid waste, with responsibility for the full operation of the facility and transportation of waste to designated treatment and disposal sites. The facility manages approximately 232,910.70 tons annually (2025). The contract originally began on September 30, 2015, expiring on September 30, 2021. Currently operating under an extension.

Project Title Project

Service Reference #5

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Orange County

Contact (Name/Title): Josue Lugo / Contract Manager

Contact Address: 5901 Young Pine Rd, Orlando, FL 32829

Contact Phone: (407) 836-6619 Contact Email: Josue.Lugo@ocfl.net

Term of Current Contract: Start Date: 1/1/2016 End Date: 12/31/2025

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
☒	Solid Waste	R	E	89,973		89,973		
☒	Recyclables	R	E	89,973		89,973		
☒	Horticulture Waste	R	E	89,973		N/A		
☒	Bulk Waste	R	E	89,973		N/A		

Technology:

Is real-time data access to jurisdiction included in the services provided? ☒ YES ☐ NO

Is service verification via RFID included in the services provided? ☐ YES ☒ NO

Is cart asset management included in the service(s) provided? ☒ YES ☐ NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

FCC currently operate the Segovia Transfer Station (Castilla y Leon, Spain), serving multiple municipalities including El Espinar, Boceguillas, Cantalejo, Cuéllar, and Nava de la Asunción. The facility handles the transfer of municipal waste, with responsibility for transporting materials from the transfer station to the Los Huertos Treatment Plant (operated by FCC). The combined annual tonnage for 2025 is approximately 24,357 tons. The contract began in August 2001 and runs through August 2026.

Project Title *Project*

Service Reference #6

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Polk County

Contact (Name/Title): Brian Cogswell / Site Manager

Contact Address: 10 Environmental Loop, Winter Haven, FL 33880

Contact Phone: (863) 860-8224 Contact Email: Briancogswell@polkfl.gov

Term of Current Contract: Start Date: 10/1/2024 End Date: 1/1/2030

X

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
☒	Solid Waste	R	E	78,284		78,284		
☒	Recyclables	R	E	78,284		78,284		
☒	Horticulture Waste	R	E	78,284		N/A		
☒	Bulk Waste	R	E	78,284		N/A		

Technology:

Is real-time data access to jurisdiction included in the services provided? ☒ YES ☐ NO

Is service verification via RFID included in the services provided? ☒ YES ☐ NO

Is cart asset management included in the service(s) provided? ☒ YES ☐ NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

Project Title *Project*

Service Reference #7

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Clay County

Contact (Name/Title): Milton Towns / Director

Contact Address: 3545 Rosemary Hill Rd. Green Cove Springs, FL 32043

Contact Phone: (904) 284-6374 Contact Email: milton.towns@claycountygov.com

Term of Current Contract: Start Date: 10/1/2024 End Date: 9/30/2034

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
☒	Solid Waste	R	E	73,000		73,000		
☐	Recyclables	N/A	N/A	N/A		N/A		
☒	Horticulture Waste	R	E	73,000		N/A		
☒	Bulk Waste	R	E	73,000		N/A		

Technology:

Is real-time data access to jurisdiction included in the services provided? ☒ YES ☐ NO

Is service verification via RFID included in the services provided? ☐ YES ☒ NO

Is cart asset management included in the service(s) provided? ☐ YES ☒ NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

Project Title *Project*

Service Reference #8

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: St. Johns County

Contact (Name/Title): Ben Bright / Public Works Deputy Director

Contact Address: 2750 Industry Center Rd. St. Augustine, FL 32084

Contact Phone: (904) 209-0252 Contact Email: bbright@sjcfl.us

Term of Current Contract: Start Date: 8/1/2024 End Date: 7/31/2031

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
[X]	Solid Waste	R	E	115,000		N/A		
[X]	Recyclables	R	E	115,000		115,000		
[X]	Horticulture Waste	R	E	115,000		N/A		
[X]	Bulk Waste	R	E	115,000		N/A		

Technology:

Is real-time data access to jurisdiction included in the services provided? ☒ YES ☐ NO

Is service verification via RFID included in the services provided? ☐ YES ☒ NO

Is cart asset management included in the service(s) provided? ☐ YES ☒ NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

Project Title *Project*

Service Reference #9

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Madrid, Spain

Contact (Name/Title): Jose Rodriguez Fuertes / Head of Waste Collection Department

Contact Address: Calle Bustamante 16 - 4th Floor, 29045 Madrid

Contact Phone: (+34) 914 803 057 Contact Email: rodriguezfjo@madrid.es

Term of Current Contract: Start Date: Service continuously since 1940 End Date: 10/31/2028

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
X	Solid Waste	B	E	361,100	4,928	60,419	14	36
X	Recyclables	B	E	361,100	10,506	76,983	20	4
X	Horticulture Waste	B	E	361,100	N/A	N/A	12	N/A
X	Bulk Waste	B	E	361,100	N/A	N/A	20	N/A

Technology:

Is real-time data access to jurisdiction included in the services provided? ☒ YES ☐ NO

Is service verification via RFID included in the services provided? ☒ YES ☐ NO

Is cart asset management included in the service(s) provided? ☒ YES ☐ NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

Project Title *Project*

Service Reference #10

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Herefordshire Council

Contact (Name/Title): Nicola Percival - Contract Manager

Contact Address: Grafton Depot, Ross Road, Hereford, Herefordshire. HR2 8BH

Contact Phone: (01432) 260 991 Contact Email: Nicola.Percival@herefordshire.gov.uk

Term of Current Contract: Start Date: 10/1/2015 End Date: 8/31/2032

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
☒	Solid Waste	B	E	90,729	810	89,919		
☒	Recyclables	B	E	89,926	7	89,919		
☒	Horticulture Waste	R	E	89,919				
☒	Bulk Waste	R	E	89,919				

Technology:

Is real-time data access to jurisdiction included in the services provided? ☒ YES ☐ NO

Is service verification via RFID included in the services provided? ☐ YES ☒ NO

Is cart asset management included in the service(s) provided? ☒ YES ☐ NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

Project Title *Project*

Service Reference #11

Respondent shall complete and submit this form in conjunction with any other relevant material.

These forms may be duplicated as needed.

Municipality/County/State: Tunbridge Wells & Tonbridge Malling Councils

Contact (Name/Title): David Campbell-Lenaghan / Waste Collection Manager

Contact Address: Gibson Building, Gibson Dr. Kings Hill, West Malling ME19 4LZ

Contact Phone: ( ) N/A Contact Email: David.Campbell-Lenaghan@tmbc.gov.uk

Term of Current Contract: Start Date: 03/01/2019 End Date: 03/31/2039

Commercial and Residential Collection Service Provided:

Services Provided (check all that apply)	Type of Service	Residential, Commercial, or Both (R, C, or B)	Type of Service (E/O) (E = Exclusive, O = Open Market	Number of Units Serviced	Number of Units Per Service			
					Dumpster	Roll Cart (Automated)	Roll Off	Compactor
[X]	Solid Waste	R	E	103,925	1,192	102,733		
[X]	Recyclables	R	E	102,199	656	101,543		
[X]	Horticulture Waste	R	O	52,283		52,283		
[X]	Bulk Waste	R	E	103,925				

Technology:

Is real-time data access to jurisdiction included in the services provided? [X] YES [ ] NO

Is service verification via RFID included in the services provided? [ ] YES [X] NO

Is cart asset management included in the service(s) provided? [ ] YES [X] NO

Has Respondent Operated a Transfer Station under a government issued agreement? (Please provide description of experience.):

1.4 SERVICE TRANSITION HISTORY

FCC holds a wealth of transition experience since our first awarded contract in Orange County (FL) in 2016 and is uniquely suited to provide a seamless transition to the City of Cape Coral. Within the forms below, FCC has provided further information to our most recent transitions within the past 2 years.

Project Title _____ Project

Service Transition History

Respondent shall complete and submit this form providing a complete listing of all transitions of which the Respondent has been a part, including both entering and existing contractor transitions in the State of Florida for the past two (2) years. If Respondent does not have transition experience in Florida, then a nationwide transition performance history should be submitted.

Respondent is required to provide a self-evaluation of each transition identifying the smoothness of the transition by qualifying the level of service disruption. Since the Franchisee is responsible for providing a smooth transition in service to minimize inconvenience to customers, successful transition experience is important to the City. These forms may be duplicated as needed to ensure a complete history. Any omissions within the service transition history may be cause for disqualification at the City's discretion.

Municipality/County/State: Sarasota County, Florida
Date of Transition: 3/31/2025
Contact Name/Title: Oland Stokes / Solid Waste Collections Manager
Entering Contract ☒ Exiting Contract ☐
Contact Phone: (941) 861-6731
This transition had minimal service disruption:
Contact Email: ostokes@scgov.net
☒ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
Contract Included: *(check all that apply)*
Residential ☒ No. of units: 78,500 Commercial ☒ No. of Customers: 1,300
Carted Garbage (automated) ☒ Carted Recycling (automated) ☒ Service Verification/RFID ☒ Conducted Cart A&D ☐

Municipality/County/State: Polk County, Florida
Date of Transition: 10/1/2024
Contact Name/Title: Brian Cogswell / Site Manager
Entering Contract ☒ Exiting Contract ☐
Contact Phone: (863) 860-8224
This transition had minimal service disruption:
Contact Email: Briancogswell@polkfl.gov
☒ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
Contract Included: *(check all that apply)*
Residential ☒ No. of units: 78,284 Commercial ☐ No. of Customers: _____
Carted Garbage (automated) ☒ Carted Recycling (automated) ☐ Service Verification/RFID ☒ Conducted Cart A&D ☐

Municipality/County/State: Clay County, Florida
Date of Transition: 10/1/2024
Contact Name/Title: Milton Towns
Entering Contract ☒ Exiting Contract ☐
Contact Phone: (904) 284-6374
This transition had minimal service disruption:
Contact Email: milton.towns@claycountygov.com
☒ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree
Contract Included: *(check all that apply)*
Residential ☒ No. of units: 73,000 Commercial ☐ No. of Customers: _____
Carted Garbage (automated) ☒ Carted Recycling (automated) ☐ Service Verification/RFID ☒ Conducted Cart A&D ☐

Project Title Project

Service Transition History Continued (Page 2 of 2)

Municipality/County/State: Orange County, Florida | Date of Transition: 12/29/2025

Contact Name/Title: Josue Lugo / Contract Manager | Entering Contract ☒ Exiting Contract ☐

Contact Phone: (407) 836-6619 | This transition had minimal service disruption:

Contact Email: Josue.Lugo@ocfl.net | ☒ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

Contract Included: *(check all that apply)*

Residential ☒ No. of units: 89,973 Commercial ☐ No. of Customers:

Carted Garbage (automated) ☒ Carted Recycling (automated) ☒ Service Verification/RFID ☒ Conducted Cart A&D ☐

Municipality/County/State: St. Johns County, Florida | Date of Transition: 8/1/2024

Contact Name/Title: Ben Bright | Entering Contract ☒ Exiting Contract ☐

Contact Phone: (904) 209-0252 | This transition had minimal service disruption:

Contact Email: bbright@sjcfl.us | ☐ Strongly Agree ☐ Agree ☐ Neutral ☒ Disagree * ☐ Strongly Disagree

Contract Included: *(check all that apply)*

Residential ☒ No. of units: 115,000 Commercial ☐ No. of Customers:

Carted Garbage (automated) ☐ Carted Recycling (automated) ☒ Service Verification/RFID ☒ Conducted Cart A&D ☐

Municipality/County/State: Date of Transition:

Contact Name/Title: Entering Contract ☐ Exiting Contract ☐

Contact Phone: This transition had minimal service disruption:

Contact Email: ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

Contract Included: *(check all that apply)*

Residential ☐ No. of units: Commercial ☐ No. of Customers:

Carted Garbage (automated) ☐ Carted Recycling (automated) ☐ Service Verification/RFID ☐ Conducted Cart A&D ☐

Municipality/County/State: Date of Transition:

Contact Name/Title: Entering Contract ☐ Exiting Contract ☐

Contact Phone: This transition had minimal service disruption:

Contact Email: ☐ Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree

Contract Included: *(check all that apply)*

Residential ☐ No. of units: Commercial ☐ No. of Customers:

Carted Garbage (automated) ☐ Carted Recycling (automated) ☐ Service Verification/RFID ☐ Conducted Cart A&D ☐

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*FCC's transition efforts for St. John's County had an array of unique challenges that shapes the "Disagree" rating above including but not limited to: addition of thousands of residential customers one week prior to commencement, leading to a drastic change in established route maps for drivers, occurrence of a hurricane the weekend prior to the commencement date, causing an unexpected increase in yard waste volumes, and an inordinate level of public scrutiny from County Staff via social media posts which resulted in a compounding effect on our ability to retain necessary staffing levels. FCC has learned from this experience and implemented strategic updates to our transition process which led to seamless transitions in Clay County, Polk County, Sarasota County, and Orange County.

1.5 NON-PERFORMANCE HISTORY

Criminal Actions Pertaining to Non-Performance, Civil Actions, Loss of Contract, Bid Bond Claims, or Performance Bond Claims during the last five (5) years

FCC Environmental Services Florida, LLC always strives to provide the very best service and dedicated partnership to each community in which we enter an agreement. As such, FCC Environmental Services Florida, LLC has had no involvement in criminal actions pertaining to non-performance of solid waste services during the last five (5) years. Additionally, FCC Environmental Services Florida, LLC has had no civil actions, losses of service contract, bid bond claims, or performance bond claims related to solid waste services involving ten thousand dollars ($10,000) or more per contract year during the last five (5) years.

Summary of Litigation for a Claim Exceeding $150,000 During the Past Three (3) Years

During the past three (3) years, FCC Environmental Services Florida, LLC has not been involved in any litigation for a claim exceeding $150,000 related to the types of services described herein.

Liquidated Damages

FCC has developed an absolute commitment to the safe service in each and every community in which we provide collections. This commitment has remained a core feature to the foundation of our company, and we strive to consistently analyze and adapt the way in which we operate to increase the quality of our performance.

The following table shows the number of Liquidated Damages above $10,000 in a given reporting period (monthly) that our company has been assessed during the last five years as requested in the RFP.

Year	Orange County (FL)	Hillsborough County (FL)	Lake County (FL)	St. Johns County (FL)	Port St. Lucie (FL)
2020	-	-	-	-	-
2021	-	-	-	-	-
2022	$13,844	-	-	-	-
2023	$17,400	-	-	-	-
2024	$59,700	$24,400	$158,050	-	-
2025	$187,100	$10,500	$214,800	$40,000	$67,200
2026	$20,000	-	$12,150	$61,000	-

FCC provides solid waste collection services to millions of residential and commercial customers across our municipal service portfolio, representing millions of annual collection services. Within operations of this scale, instances where administrative charges or liquidated damages exceed $10,000 in a reporting period are rare and typically arise from narrowly defined contractual performance metrics or temporary operational conditions rather than systemic service issues. FCC maintains proactive communication with each of its municipal partners to address such circumstances promptly and ensure consistent service delivery for residents.

In Orange County, Florida, administrative charges have occasionally been assessed during reporting periods where route completion was affected by significant weather-related events such as high winds, tropical storms, or other storm activity that generate temporary surges in waste and storm debris volumes. These events can extend route completion times due to the increased quantities of material placed at the curb.

In such situations, any remaining homes are typically serviced the following day to ensure continuity of service. Due to the large geographic service area and high volume of daily collections, even a small number of homes remaining at the end of a route may meet the contractual definition of an incomplete route. Additionally, certain administrative charges have been associated with the timing of service request resolution reporting within the County's service management system. In these instances, the requested services were completed; however, confirmation and closure within the County's reporting system did not occur within the contractually required timeframe.

In Hillsborough County, Florida, administrative charges exceeding $10,000 have occurred during certain reporting periods due to operational adjustments related to disposal facility availability. When the County's Waste-to-Energy facility experiences outages or temporary closures, collection vehicles must redirect to alternate disposal locations located farther from the service area. When these changes are communicated in advance, FCC adjusts route planning to account for the additional travel time. However, when such changes occur with limited notice, extended travel distances may temporarily impact route completion times. Under the County's contract, a route may be considered incomplete when twenty or more homes do not receive collection on the scheduled day. FCC provides more than 70,000 collection services daily in Hillsborough County, meaning that isolated instances involving a small number of homes may meet the contractual threshold even though the overwhelming majority of customers receive service as scheduled.

In Lake County, Florida, administrative charges may accumulate under the County's current reporting structure, which is based on customer or resident-reported missed service metrics. Under this structure, FCC does not have the ability to dispute or independently verify individual reports prior to assessment. As a result, administrative charges may exceed $10,000 in a reporting period based on the volume of customer-reported service calls. In addition, the County's contract defines an incomplete route as five or more missed homes within a service area. FCC provides more than 14,000 collection services daily in Lake County, meaning that a very small number of reported missed services can meet the contractual threshold. FCC is currently working with the County to review this reporting structure to ensure it appropriately reflects operational conditions while maintaining a high level of service accountability.

In St. Johns County, Florida, FCC received correspondence in February indicating the County's intent to assess administrative charges totaling approximately $40,000 related to incomplete route metrics reported during the January service period. Under the County's contract, a route may be classified as incomplete if ten or more residential services do not receive collection on the scheduled day. This would represent missed collections of 400 stops over 40 routes to designate the incomplete route status. FCC currently services approximately 23,000 daily stops in St. Johns County, representing roughly 69,000 individual collection services each day. Given the scale of service provided, isolated instances involving a small number of homes may meet the contractual threshold for an incomplete route even though the vast majority of customers receive service as scheduled. FCC continues to work collaboratively with St. Johns County to review these occurrences and refine operational planning as the County continues to experience significant growth.

In Port St Lucie, Florida during the September 2025 reporting period, FCC was assessed administrative charges totaling $32,000 related to the timing of franchise fee reporting submissions to the City of Port St. Lucie. While all required reporting was ultimately completed, certain submissions were not finalized within the contractually specified timeframe. FCC has since implemented additional internal review and reporting controls to ensure timely and consistent submission of all required documentation. In October 2025, administrative charges totaling $35,200 were assessed in connection with service request resolution timelines for cart-related requests. While the requested services were performed, certain requests were not closed within the City's system in accordance with the contractual response time requirements. FCC has taken steps to enhance our internal tracking and communication processes to ensure that both service delivery and system reporting are completed within required timeframes.

FCC maintains strong, collaborative relationships with its municipal partners and continuously refines operational planning, route optimization, and communication processes to support dependable service delivery and rapid response to operational conditions that may occasionally arise in large municipal service environments.

As it pertains to fines in 2026, the fines correspond to, the state of Florida experienced an unexpected freeze in early 2026, which caused an unusual spike in accumulation of material which has in turn affected the level of participation and quantities of material set out for latter months. The impact of the freeze has been observed through each of our municipal contracts in Florida. The Federal Motor Carrier Safety Administration (FMCSA) implemented the "Non-Domiciled CDL Final Rule" in March 2026 which resulted in a loss of several highly qualified route drivers without notice. Due to this unexpected reduction in workforce, FCC has encountered delays in service as our management team has worked diligently to recover the necessary headcount.

FCC FL has not been assessed nor had deducted administrative fines, liquidated damages, or penalties during the past 5 years in the following contracts included in the table to the side.

City of Palm Coast	47k residential units
City of Edgewood	900 residential units / 100 commercial accounts
Village of Wellington	24k residential units / 670 commercial accounts
Sarasota County	78k residential units / 1,300 commercial accounts
Clay County	73k residential units

1.6 FINANCIAL CAPABILITY

FCC is one of the largest and most established waste management companies in the world. All the Environmental business worldwide is under the subsidiary FCC Servicios Medio Ambiente Holding, S.A. (FCC Enviro)., and all the Environmental business in North America is under the subsidiary FCC Environmental Services, LLC.

FCC has been operating in the US market since 2008. 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. The legal entity that will enter into the Agreement is ***FCC Environmental Services Florida, LLC*** which is a fully owned subsidiary of FCC Environmental Services LLC.

Total revenues for FCC Enviro in 2024 were $5.07B, and the EBITDA margin was maintained at 16.81%, amounting $0.85B in the year. ***FCC has never filed for bankruptcy during its 126 years as a company.***

FCC holds various financial instruments, including bank borrowings for $0.48B and other instruments for an additional $0.57B. Total net interest-bearing debt at the end of 2024 amounted to $3.1B. 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, 2024), the Group had availability of cash and cash equivalents of $0.62B. 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.fccenviro.com/en/informacion-financiera/cuentas-anuales-. In an effort to provide the City a complete understanding of FCC's financial capability regarding this contract, FCC has provided the following letters from our Banking Partners to support our credit capacity and capability of procuring all necessary equipment, facilities, and other initial material and staffing needs for this project.

SOCIETE GENERALE
Corporate & Investment Banking

To: The City of Cape Coral (Florida)

In Madrid, on 21 April 2026

Re. Request for Proposal (RFP) RPW2664KMR for the Solid Waste, Recyclables, Horticulture and Bulk Franchise Collection Services for the City of Cape Coral (Florida) (the "**Project**")

Dear Sirs,

We hereby certify that Fomento de Construcciones y Contratas S.A. ("**FCC**"), with main address at Avenida Camino de Santiago 40, 28050 Madrid (Spain), has maintained a satisfactory business relationship with Société Générale (the "**Bank**") for more than 30 years.

Throughout its relationship with the Bank, FCC has complied with its payment obligations towards us and it has all our consideration.

To the best of our knowledge and based on the information currently available to us, we understand that FCC enjoys an excellent credit and sufficient financial means and stability to obtain equipment and other resources to provide services in an efficient manner, within milestones and time requirements, and to carry out successfully solid waste services similar to those in the RFP for the Project through its wholly owned subsidiary FCC Environmental Services Florida, LLC.

The above statements are made for information purposes (the Bank not assuming any responsibility whatsoever with respect to the information contained herein or any omission thereof) and in accordance with the current economic situation of FCC, and do not constitute a commitment nor a guarantee of financing. Any potential offer will be subject to satisfactory completion of due diligence, satisfactory final legal documentation, formal credit committee approvals and market conditions prevailing at financial close and the absence of any adverse material change in relation to the financial situation and viability of the public solid waste services agreement.

This letter and its contents are strictly confidential and may only be used in connection with the Project bid solicitation. This letter is addressed only to the City of Coral (Florida) and is not intended for any other party.

Yours sincerely,

SOCIÉTÉ GÉNÉRALE, SUCURSAL EN ESPAÑA

Ms. Carolina Gay Blasco

Mr Daniel Arranz Aracil

BBVA

The Entity **BANCO BILBAO VIZCAYA ARGENTARIA, S.A.**

HEREBY CERTIFIES

We would like to inform you that FCC Servicios Medio Ambiente Holding, S.A. (herein after FCC) with main address in Avenida Camino de Santiago. 40, 28050 Madrid (Spain), has maintained for the last 14 years a satisfactory relationship with this Bank. FCC is a company with qualifications and full solvency for this Bank, fulfilling all the payment commitments and having all our consideration.

This company enjoys an excellent credit and sufficient financial means and stability to obtain equipment and other resources to provide service within milestones and time requirements, and in an efficient manner carry out successfully solid waste services, similar to those in the Request For Proposal for RFP RPW2664KMR SOLID WASTE, RECYCLABLES, HORTICULTURE AND BULK FRANCHISE COLLECTION SERVICES for the City of Cape Coral, Florida, responded to through its wholly-owned subsidiary FCC Environmental Services Florida, LLC.

The certificate of good commercial, financial Bank references related to credits is issued for any purposes.

Please be aware that the abovementioned statements are issued in accordance with the current economic situation of BANCO BILBAO VIZCAYA ARGENTARIA S.A., and do not constitute neither a commitment nor a guarantee of financing and have been made to serve to the adequate purposes. Any future offer will be subject to satisfactory completion of due diligence, satisfactory final legal documentation, formal credit committee approval and market conditions prevailing at financial close and the absence of any adverse material change in relation to the financial situation and viability of the public solid waste services agreement.

At the request of the party concerned, this CERTIFICATE is issued in Madrid on April 21, 2026.

BANCO BILBAO VIZCAYA ARGENTARIA, S.A.

BBVA

HSBC

Ref: Financial Reference Letter
RFP RPW2664KMR SOLID WASTE, RECYCLABLES, HORTICULTURE AND BULK FRANCHISE COLLECTION SERVICES (the "**Project**")
City of Cape Coral, Florida

To Whom it May Concern:

We, HSBC Continental Europe, Sucursal en España, with address at Torre Picasso, Planta 32, Pza. Pablo Ruiz Picasso, nº 1 28020 Madrid and Tax Identification Number W2502598-B ("Bank") would like to inform you that FCC Servicios Medio Ambiente Holding, S.A. (herein after "FCC") with main address in Avenida Camino de Santiago. 40, 28050 Madrid (Spain), has maintained for the last 9 years a satisfactory relationship with this Bank. FCC is a company with qualifications and full solvency for this Bank, fulfilling all the payment commitments and having all our consideration.

In our opinion, according to the information that we possess, the company enjoys an excellent credit and sufficient financial means and stability to obtain equipment and other resources to provide service within milestones and time requirements, and in an efficient manner carry out successfully solid waste services, similar to those in the Request For Proposal for RFP RPW2664KMR SOLID WASTE, RECYCLABLES, HORTICULTURE AND BULK FRANCHISE COLLECTION SERVICES for the City of Cape Coral, Florida, responded to through its wholly-owned subsidiary FCC Environmental Services Florida, LLC.

This letter is intended solely for inclusion in the documentation FCC intends to submit in front of City of Cape Coral, Florida, during the Project bid process and it may not be used for any other purpose or disclosed to any third parties other than the organizing entity without HSBC express consent.

Please be aware that the abovementioned statements are issued in accordance with the current economic situation FCC has made available to the Bank, and do not constitute neither a commitment nor a guarantee of financing and have been made to serve to the adequate purposes. Any banking services offer will be subject to satisfactory completion of due diligence and legal documentation, internal approvals and market conditions prevailing at financial close and the absence of any adverse material change in relation to the financial situation of FCC and viability of the Project

This letter is issued at the request of FCC, in Madrid, the 21st of April 2026.

Yours sincerely,

HSBC Continental Europe, Sucursal en España
By Proxy:

Ana del Carre
Vice President – CIB Corporates

Marco Diaz
Senior Business Development Manager

2. TECHNICAL PROPOSAL

2.1 DEDICATED COLLECTION SERVICES

The purpose of this section is to highlight the factors that went into FCC's proposed collection plan for the City of Cape Coral and to provide in detail the proposed collection plan. A detailed description of the service and available resources that will be fully dedicated to Cape Coral's residents and businesses is developed below and through our proposal.

Upon reviewing the current level of service as well as the contents of the RFP, FCC has determined the optimal number of resources that are required to collect all materials as described within the RFP for the City so that both residents and commercial customers may experience consistent and reliable collection services on a weekly basis.

FCC has designed its routes to work an average of 10.5 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 Cape Coral with the most competitive price and to ensure that the commencement of the contract is a seamless transition. Additionally, FCC's routes design have been developed with the City's high growth in mind, meaning our routes will have the capacity to absorb newly constructed units until additional routes can be implemented, eliminating the risk of delay or frustration for the City and its community. A chart of the service schedule has been provided below.

		Working days						Frequency of collection per hhd/customer (times per week)	Collection Team Composition			Routes	Performance (Drive By's Per Route Per Day)
		Mo	Tu	We	Th	Fr	Sa		Driver	Helper	Truck equipment		
RESIDENTIAL COLLECTION	GARBAGE	X	X	X	X	X		Once a Week	1		Sideloader Truck	21	948
	BULK WASTE	X	X	X	X	X		Once a Week	1	1	Rearloader Truck	10	2,003
	RECYCLING	X	X	X	X	X		Once a Week	1		Sideloader Truck	18	1,111
	YARD WASTE	X	X	X	X	X		Once a Week	1	1	Rearloader Truck	16*	1,252
COMMERCIAL/ MULTI-FAMILY	CART LOCATIONS	X	X	X	X	X		Once a Week	1	1	Rearloader Truck	1	510
	DUMPSTER LOCATIONS	X	X	X	X	X		When needed	1		Frontloader Truck	7	104 (Lifts/Route/Day)
							X	When needed	1		Frontloader Truck	1	
	ROLL-OFF	X	X	X	X	X		When needed	1		Roll-Off Truck	3	5 (Hauls/Route/Day)
SUPPORT/ CONTAINER MAINTENANCE	BULK DROP-OFF SITE / ROUTE SUPPORT		X	X	X	X	X	Once a Week	1		Grapple Truck	1	
	CART MAINTENANCE	X	X	X	X	X		When needed	1		Stakebody Truck	2	
	CONTAINERS MAINTENANCE	X	X	X	X	X		When needed	1		Dumpsters Delivery Truck	1	

**In order to provide the City with the best possible proposal, during periods of the year in which low yard waste volume is produced, FCC may adjust route counts accordingly.*

2.2.1 PROPOSED RESIDENTIAL SOLID WASTE COLLECTION SERVICES

After a concise survey and analysis of Cape Coral, FCC will perform garbage collections for residents serviced with carts with a total of **21 collection routes** that will consist of **1 Driver and a 28 CY automated side load (ASL) vehicle.**

ASL equipment offers a much more efficient service, which in turn allows more homes to be serviced per route, and less time in which our vehicles are spent on the City's streets. Additionally, ASLs provide a much cleaner and safer approach to collection service when compared to Front Load vehicles with a Curotto can which can often lead to loose materials being scattered throughout the community due to the dumping mechanism of the truck as well as property damage to City streets due to the height of the bucket when traveling through neighborhoods.

All disposal will be delivered to Lee County Resource Recovery Facility at 10500 Buckingham Rd., Ft. Myers, FL 33905, as indicated in the RFP.

2.2.2 PROPOSED RESIDENTIAL BULK WASTE COLLECTION SERVICES

After a concise survey and analysis of Cape Coral, FCC will perform bulk collections for residents with a total of **10 collection routes** that will consist of **1 Driver, 1 Helper, and a 25 CY rear load (REL) vehicle.**

All disposal will be delivered to Lee County Resource Recovery Facility at 10500 Buckingham Rd., Ft. Myers, FL 33905, as indicated in the RFP.

2.2.3 PROPOSED RESIDENTIAL RECYCLING COLLECTION SERVICES

FCC will perform recycling collection to residential units serviced with carts with a total of **18 collection routes** that will consist of **1 Driver and a 28 CY automated side load (ASL) vehicle.**

In addition to this total of routes, as a value-add to our proposal, FCC extensively trains our personnel on the safe handling of carts from the moment the cart is lifted to the hopper until it is safely returned to the curbside. Included in this training, our Drivers are instructed to always monitor the camera stationed in the hopper in order to observe the contents of the cart as they are deposited into the body of the truck. Through this process, FCC will have the ability to identify locations with high amounts of contamination and begin the education process for the resident by placing a tag on the container with corrective steps for the next service. In this way, FCC strives to be the ideal partner for the City of Cape Coral by maintaining an absolute commitment to their goals.

All disposal will be delivered to Lee County Material Recovery Facility at 10500 Buckingham Rd., Ft. Myers, FL 33905 as indicated in the RFP.

2.2.4 PROPOSED RESIDENTIAL YARD WASTE COLLECTION SERVICES

FCC will perform yard waste collection to residential units with a total of up to **16 collection routes** that will consist of **1 Driver, 1 Helper, and a 25 CY rear load (REL) vehicle.** FCC has developed our yard waste routes with highly achievable performances that will ensure our services will be provided on a consistent and reliable basis even through the City's high-volume seasons as they occur.

All disposal will be delivered to Lee County Yard Waste Disposal Operation at 10500 Buckingham Rd., Ft. Myers, FL 33905 as indicated in the RFP.

2.2.5 PROPOSED COMMERCIAL COLLECTION SERVICES

FCC will perform commercial collections to all multifamily and commercial customers serviced with dumpsters with a total of **7 collection routes** that will consist of **1 Driver and 1 40-cubic yard front load (FEL) vehicle** on a Monday through Friday schedule. In addition, FCC will run **1 collection route** on Saturdays to provide necessary service to customers requiring high-frequency of collection.

Furthermore, FCC will perform collections to all multifamily and commercial customers serviced with carts with **1 collection route** that consists of **1 Driver, 1 Helper, and 1 25-cubic yard rear load (REL) vehicle.** Through this approach, FCC can ensure that this material is maintained separately from residential collection services, to avoid any confusion when material is delivered to Lee County Resource Recovery Facility.

2.2.6 PROPOSED ROLL-OFF COLLECTION SERVICES

Based on the information provided through the RFP and subsequent documents contained in the Addenda, FCC will provide Roll-Off collection services to customers with a total of **3 collection routes** that will consist of **1 Driver and 1 Roll-Off vehicle**. FCC's roll-off fleet will have the ability to safely tarp and haul any open top and compactor boxes in a manner that will prevent materials from spilling during transit.

Should the volume of requested services increase beyond what was indicated in the RFP, FCC is prepared and will have the ability to quickly implement additional roll-off routes in order to avoid any interruption in service to the customer.

2.2.7 BULK-DROP OFF CENTER COLLECTION SERVICES

In order to ensure that all volumes and types of materials outlined within the RFP are collected in an efficient and seamless manner that allows the City's bulk drop-off center to operate without delay or interruption, FCC will provide collection services of material with **1 collection route** that will consist of 1 Driver and **1 Grapple vehicle.** This route will operate in tandem with the Bulk Drop-Off Center on a Tuesday through Saturday schedule so that materials can be removed from onsite roll-off containers once filled.

Additionally, during hours in which the site is not in need of service, this route will provide support coverage to our yard waste and bulk collection routes by collecting large and unwieldy materials that may pose risk of injury to our rear load personnel.

Furthermore, in order to ensure that the City always receives a high-quality of service, FCC has proposed a spare Grapple vehicle. In the additional services are observed to be needed, our site management team will have the ability to utilize this spare vehicle to provide the necessary level of service. By proposing an ample number of Swing Drivers, our site team will have the personnel available to provide the service without delay.

All materials will be delivered to the Lee County Disposal Location at 10500 Buckingham Rd., Ft. Myers, FL 33905 as indicated in the RFP.

2.2.8 CART MAINTENANCE

FCC has proposed **2 cart maintenance routes that will be dedicated to the residential customers and businesses that utilize carts.** These routes will consist of **1 Driver and 1 stake body truck delivery vehicle** which will be responsible for cart deliveries, repairs, and removals. This cart maintenance vehicle will have a readily available supply of spare container parts (wheels, lids, stickers, etc.) as well as the necessary tools so that FCC personnel will have the ability to repair every cart possible on site to avoid any unnecessary removals and service interruptions.

As an important note to highlight, FCC's proposal has considered the RFID tag retrofit of existing carts assets in order to allow for our cart maintenance personnel to properly maintain Rehrig's Vision asset inventory database.

If in the event that a cart is worn beyond repair, FCC cart maintenance routes will be trained to always have a spare container on the vehicle so that the broken container can be swapped for one that is functional and clean to ensure that the customer can maintain their desired services.

Additionally, FCC's cart maintenance drivers will be extensively trained on the correct operation and process of our RFID handheld scanners so that each time a cart is delivered or removed from a residence, this change is accurately reflected within the customer database for the City of Cape Coral.

2.2.9 CONTAINER MAINTENANCE

FCC has proposed 1 **container maintenance route consisting of 1 Driver and 1 fork-style commercial container delivery vehicle** that will be fully dedicated to the commercial and multifamily accounts. This route will be responsible for all commercial container deliveries, repairs, and removals.

This container maintenance vehicle will have the ability to make small repairs at the customer locations to avoid any unnecessary removals and service interruptions.

2.2.10 DEDICATED PERSONNEL FOR CAPE CORAL

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 139 employees fully dedicated to providing services for Cape Coral. Included to the right is the personnel table identifying the number and types of personnel by service:

Position	Quantity
Swing Driver	7
FEL Driver	7
ROL Driver	3
Grapple Driver	1
ASL Driver	39
REL Driver	27
Cart/Container Maintenance Driver	3
Helper	27
General Manager	1
Operations Manager	1
Fleet Manager	1
Route Manager	4
Technician	8
Bulk Drop-Off Site Attendant	1
Administrative Assistant	2
Customer Service Representatives	5
Dispatchers	2
Total	139

In order to provide excellent collection services, all site staff that have been proposed will be completely local and 100% dedicated to the City of Cape Coral agreement. All drivers proposed will be full-time employees for FCC and will receive industry-leading benefits on their first day of employment.

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.

2.2.11 DEDICATED EQUIPMENT FOR CAPE CORAL

The brands and models may change. Our procurement team will ensure that all fully dedicated equipment for Cape Coral 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 of October 1st, 2027. With these types of equipment, FCC will have the ability to maximize the efficiency and safety of all curbside collections. Our quality level of service is ensured to be maintained due to our extensive preventative maintenance process. Below is a chart depicting the type of equipment that FCC will order including style of truck, year, make, model, and fuel type.

As an important note, and as an example of FCC's commitment to our partnership with the City, FCC has proposed the use of **CNG equipment** in order to align with the City's preferences and goals.

STYLE OF EQUIPMENT	YEAR	MAKE/MODEL	CAPACITY OF VEHICLES	FUEL TYPE	SNAPSHOT	PROPOSED EQUIPMENT QUANTITIES	
						FRONTLINE	SPARE
Automated Side Load (ASL)	2027	Mack MRU633 (or similar)	28 cy	CNG		39	6
Front Load (FEL)	2027	Amrep HX450FL (or similar)	40 cy	CNG		7	2
Rear Load (REL)	2027	Mack GU813 (or similar)	25 CY	CNG		27	4
Grapple	2027	Freightliner Peterson (or similar)	30 cy	CNG		1	1
Roll Off	2027	Mack Galfab	Can haul all Open Top and Compactor containers Described in RFP	CNG		3	1
Stakebody	2027	FORD - F550 (or similar)	16 ft (Length of Bed)	CNG		2	
Fork-Style Container Delivery	2027	GALBREATH CH8000 (or similar)	Can haul all Front Load containers described within RFP	CNG		1	
Pickup Truck for Route Managers	2027	FORD - F150 (or similar)	Capable of hauling material in bed or attaching trailer	GASOLINE		4	
Technician Truck	2027	FORD - F550 (or similar)	Capable of hauling material in bed or attaching trailer	DIESEL		1	
TOTAL EQUIPMENT						85	14
						99	
COLLECTION EQUIPMENT						77	14
SPARE RATIO						18.18%	

All vehicles will be fully dedicated to the City 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. FCC understands the importance of available equipment needed to provide the necessary services without interruptions. Therefore, we have proposed an equipment **spare ratio of equipment of 18.18%** which is higher than the industry standard of 14%.

Below FCC has provided the table requested from the Equipment and Personnel Form. Additionally, FCC will upload the excel file as required within the RFP.

Equipment and Personnel Form
RFP Solid Waste and Recycling Franchise Collection Services

PROPOSER'S NAME: FCC Environmental Services Florida, LLC

City of Cape Coral

Note: To be considered responsive, Proposer must fill in all highlighted cells related to the fleet, equipment, and personnel, as identified in Tab 2(1) of Proposer's submittal. In the event there are discrepancies between the proposal and this form, data submitted on this form will be considered the final submitted by Proposer and will be utilized in the scoring of Tab 2. "Other" cells are unlocked and should be utilized for any additional equipment and service type combinations, as well as additional types of equipment or staffing not provided. Form shall be printed and included in Tab 2 of proposal. This table will not count towards page limitation requirements of Tab 2.

Collection Equipment Type	Size (volume in cubic yards)	Material Stream (Solid Waste / Recycling / Yard Waste / Bulk)	Total Number Proposed for use at Contract	Vehicle Make/model	Vehicle Year	Vehicle Owned or Leased
Automatic Side Loader (ASL)	28	Solid Waste	24.00	Mack MRU633 (or similar)	2027.00	Owned
Automatic Side Loader (ASL)	28	Recycling	21.00	Mack MRU633 (or similar)	2027.00	Owned
Front End Loader (FEL)	40	Solid Waste	9.00	Amrep HX450FL (or similar)	2027.00	Owned
Front End Loader (FEL)						
Rear-End Loaders (REL)	25	Bulk	11.00	Mack GU813 (or similar)	2027.00	Owned
Rear-End Loaders (REL)	25	Yard Waste	19.00	Mack GU813 (or similar)	2027.00	Owned
Small Rear Loader						
Stake Body						
Grapple	40	Solid Waste/Bulk/Yard Waste	2.00	Freightliner Peterson (or simil	2027.00	Owned
Cart Delivery	16 ft	Solid Waste/Recycling	2.00	Ford F550 (or similar)	2027.00	Owned
Pup Truck						
Pickup Trucks		Supervision	4.00	Ford F150 (or similar)	2027.00	Owned
Other: Multifamily/Commercial REL	25	Solid Waste	1.00	Mack GU813 (or similar)	2027.00	Owned
Other: Roll-Off	dependent on container s	Solid Waste/Recycling/Yard Waste/Bu	4.00	Mack Galfab (or similar)	2027.00	Owned
Other: Container (FEL) Delivery	dependent on container s	Commercial Containers	1.00		2027.00	Owned
Other: Technician Truck		Support All Equipment	1.00	Ford F550 (or similar)	2027.00	Owned
Other:				Galbreath CH8000 (or similar)		
Other:						
		Total	99			

Personnel (100% Dedicated to Contract)	Total Number Proposed for use at Contract
Route Supervisor / Manager	7.00
Drivers	84.00
Helpers	27.00
Help Route Driver (if applicable)	
Help Route Helper (if applicable)	
Maintenance and Delivery Staff	11.00
Call Center Operators	9.00
Other: Bulk Drop-Off Attendant	1.00
Other:	
Other:	
Other:	
Other:	
Other:	
Total:	**139**

2.2 TRANSITION PLAN AND CUSTOMER SERVICE

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 Cape Coral's staff to ensure that the ongoing operational execution meets the needs and standards set between the City and FCC. To ensure satisfaction, FCC will maintain regular communication and meetings to identify and implement improvements to the collection plan that has been designed for the City.

FCC is committed to an excellent performance by the start date of October 1, 2027, through the entirety of the contract. As such, the draft transition plan below will be further developed if FCC is awarded with the contract. All proposed equipment and number of dedicated vehicles will be ready for use prior to the commencement date, to fulfill work outlined in the Scope. For additional detail, a draft of the transition plan is included in Section 7-Schedule/Timeline.

2.2.1 SMOOTH TRANSITION – COMMUNICATION KEY LESSONS

FCC is absolutely committed to meeting the requirements set forth within the RFP and will ensure that notices concerning collection services for Residential Customers will be designed, printed, and delivered prior to the commencement date. This notice will provide 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 of Cape Coral and FCC

FCC will provide the City with a digital copy of the concerning the commencement of services for approval. These copies will be submitted before the commencement date as agreed upon between the City of Cape Coral and FCC. Additionally, on or before the Friday prior to the commencement date or as agreed upon, FCC will confirm that City-approved notices, brochures, and informational materials have been delivered to all Customers.

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.



Notices to Current customers

These notices will include a summary of the information provided on the notices for commencement of service as well as pertinent information that will prove beneficial to the collection of each material. Any new information developed will be posted on FCC's website for the City of Cape Coral so that customers may always have access.

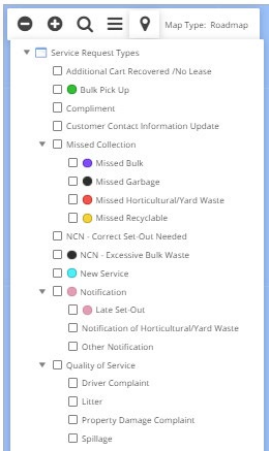
Notices for New Customers

For each new customer within Cape Coral, FCC will design, print, and deliver/mail the above information contained within the Notice for Commencement of Service so that these Residential/Commercial Customers may receive all information that has previously been provided. These Customers will also be made aware of the website so that they may readily have this information available.

Website for the City of Cape Coral

FCC will collaborate with the City staff to develop a customized Cape Coral 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 Cape Coral City-specific service information and recycling education at the click of a button, anytime, anywhere (See the example below developed for the City of Port St. Lucie https://fccenvironmental.com/psl/).

2.2.2 CUSTOMER SERVICE

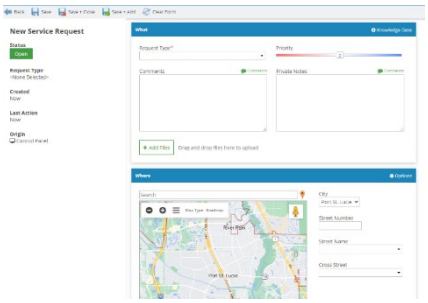


FCC will utilize the platform Q-Alert as the primary communication tool for services within the City of Cape Coral. All dedicated personnel will be extensively trained on the system so that all communications for residents and City staff are provided efficiently and with ease. FCC fully believes that in order to build a valued partnership, transparency and communication are key. Therefore, FCC is proud to provide City staff untethered access to the system so that work orders can be directly submitted, and reports can be processed whenever the City desires.

Q-Alert offers customization of all reports and types of categories for recording information so that all data can be exported in a fashion that best meets the requirements within the RFP. FCC will meet with City staff prior to the implementation of the Q-Alert system and develop the complaints/notifications that will be offered for the City of Cape Coral's residents to communicate.

With the Q-Alert system, FCC will have the ability to supply all customer-centric reports as described within the RFP such as Non-Collection Notice Log, Customer Call Log, Number of Missed Collections and Legitimate Complaints Log, and the Bulk Waste, White Goods, E-Waste, and Tires Log. All information recorded within the system can easily be exported as an excel or pdf format which can be submitted directly to City staff.

Furthermore, FCC will have municipal links as well as mobile application capability to the Q-Alert program for residents to directly submit any complaints or inquiries without having to call into our local customer service. The residents will be contained to the complaint/notification categories that have been developed previously, so that all communications can be received and resolved in "real time" by FCC personnel.



These links can be supplied to any web page and can be given to the City to appear on their government site in addition to the FCC webpage in order to open as many avenues as possible for communication. Through the use of this system, Q Alert allows FCC representatives to accept and track citizen complaints, address complaints, and provide daily reports to the City that summarize all complaints and actions taken to successfully resolve each complaint as outlined within the RFP.

Dedicated Customer Service to Cape Coral

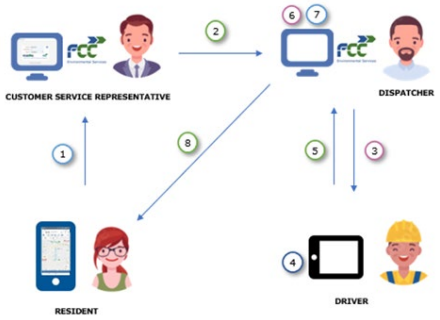
In the abstract, to FCC, great local customer service is a service that continuously communicates with the customer, works with the customer to achieve any specific goal, and provides a timely and reliable service that the customer can count on and expect. In order to provide this level of customer service, FCC will provide Cape Coral a solely dedicated service phone number for all residents to communicate any inquiries or requests. Since each of our Customer Service Representatives will be fully dedicated to the City contract, these individuals will have extensive knowledge on the specific parameters for all services including residential and commercial customers.



As a committed partner, FCC will prioritize those Customer Service Representatives 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.

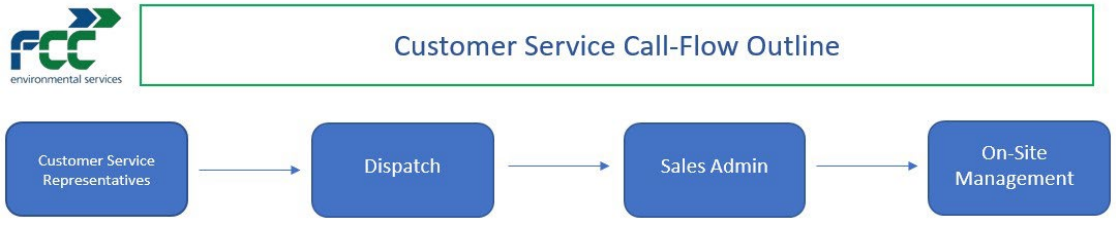
FCC implements customer service procedures at all levels of the organization from the Drivers to the Managers so that the same consistent message can be delivered to all customers and avoid any confusion or missteps.

Our CSRs will receive extensive training on the contract requirements for all lines of business (MSW, Recycle, Yard Waste, Bulk) and type of customer container (cart, dumpster, compactor, etc.) as well as the operation of the Q-Alert program to enter all call notes. Incoming calls will be answered 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 Q-Alert and assigned to Driver's/Manager's tablet if applicable. For example:



1. A resident has called in a miss pickup.
2. CSR will create the miss pickup ticket in Q-Alert.
3. Dispatcher will research the miss pick up and assign the work order to the proper route Driver.
4. Driver receives the notification on their tablet.
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/Rehrig Vision.
7. All necessary notes will be added to the work order in Q-Alert and closed.

FCC has proposed an ample number of CSRs to receive and resolve all customer calls as designated within the RFP. However, in the event that there is a surplus of call volume, the calls will flow to Dispatch, then Sales, until finally on-site Managers (General Manager, Operations Manager, Fleet Manager, etc.).



In order to ensure that customer service expectations are upheld throughout the duration of the contract, FCC management is able to analyze all call log information including the average duration of calls, total number of calls received per day, number of calls put on hold, duration of total on hold time, calls lost, etc.

Additionally, FCC management will be able to analyze individual CSR information including average call length, number of calls received, calls missed, etc.

Customer Service – Complaint Resolution

FCC's local site is committed to continuously verifying all services to ensure that expectations are met, and Cape Coral residents are satisfied. If FCC can't 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.

For commercial services, FCC has implemented a communication procedure for any potential service interruptions such as blocked containers, contamination, or excess waste. In this process, the driver is to immediately call into dispatch and provide a detailed description on what is preventing the service (type/color of car blocking container, type/amount of contamination seen in container, amount of excess waste on container/type).

Driver is then instructed to seek an onsite representative if applicable to remove the source for service interruption. As this occurs, dispatch will attempt to contact the customer by phone to explain the current interruption of service and ask if the issue can be resolved so that the driver can resume service. If the issue is not able to be resolved by driver or dispatch, and every reasonable attempt has been made, then the location will be marked as "unable to be serviced" and driver will resume with the route.

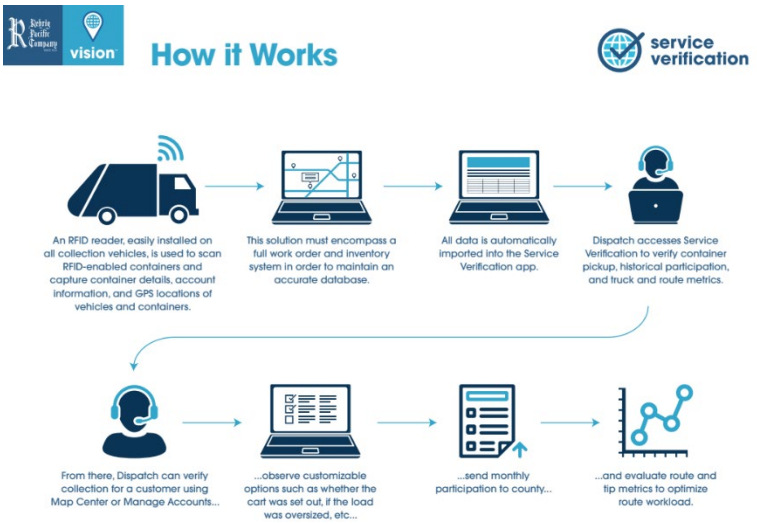
2.3 SERVICE VERIFICATION AND ASSET MANAGEMENT SYSTEM

Rehrig Vision RFID Software

FCC has a vast knowledge and experience of utilizing RFID software to verify collection services, having implemented Rehrig Vision in Orange County and WISTAR in City of Port St. Lucie for inventory management as well as Elemos and Sonrai in Polk County for service verification.

As it pertains to the Cape Coral agreement, FCC will utilize Rehrig Vision to record RFID data for all service options that contain carts. Due to actual contract use, FCC understands how effective the Vision system can be when verifying individual service events.

From the customer portal, our Dispatchers will be able to easily search for a service address and select the historical tip data from the assigned carts. Information for each cart tip includes where and at what time the service occurred. If the historical data does not include any tip data for the date in question, then that means the cart has not been serviced to this point.



With this information, FCC personnel will be able to export percentage of routes completed and percentage of routes incomplete reports based upon this service verification data.

Dispatchers will also have the ability to open up a map of all service vehicles. In addition to the current location of the vehicles, flags of recorded RFID tags will show where each of the vehicles have been for service.

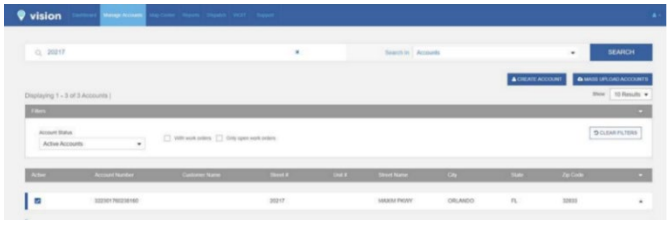
Using this portion of the Vision service, Dispatchers will have the ability to see which sections of routes have been completed and, by comparing this with 3rd eye GPS, can understand where the route will be heading next for collection.

FCC has additionally established a process to test the accuracy and functionality of each vehicle's RFID equipment prior to the start of route collection. Each morning, after FCC personnel has completed their pre-trip process, all Route Drivers performing MSW and Recycle collections are instructed to lift a test cart before leaving the yard. The hardware inside the cab flashes either green, meaning that the RFID tag was read successfully or red, meaning that the scanner was not able to read the RFID tag. If the system flashes red, then the driver will have the ability to have the system repaired or switch into a spare vehicle, minimizing the service delay and loss of RFID data.

As a secondary confirmation of the system working, the tip of the test cart sends a data point to the Vision portal so that FCC and City staff can see that each RFID system is functional in real time.

Each morning, FCC's dispatch checks the portal's summary table to ensure that tips have been collected before then checking the mapping feature to ensure that GPS is accurately capturing the lift point of each cart.

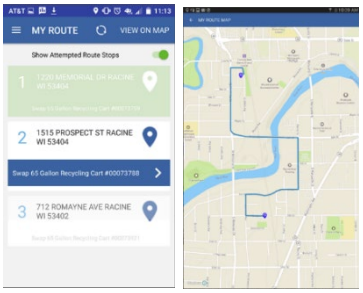
By utilizing this procedure, FCC can ensure that our RFID data will be consistent, reliable, and accurate throughout the entire term of the contract. As a committed partner and a show of transparency, Cape Coral staff will be given untethered access to the Vision system so that they may run reports or examine data at any point in time.



Furthermore, FCC will utilize the Vision RFID system to manage all inventory and assets. Our dispatchers will be trained to properly input all cart requests including deliveries, repairs, replacements, and removals into the Vision software.

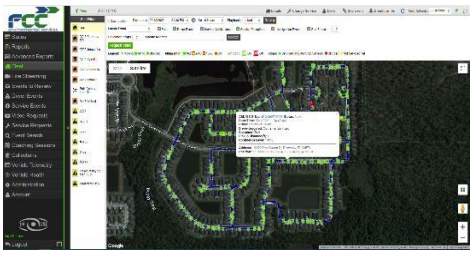
Once the work orders are received, FCC is able to use the Vision portal to create efficient routes for all available cart maintenance crews. Using a tablet system and handheld scanner, cart maintenance Drivers are able to scan available carts into inventory before loading them onto the truck.

When a driver reaches a location for service, they will then scan the new cart to the specific work order. The scanner collects the RFID bar code directly into the work order which then pairs this unique code with the serial number on the container.



At the end of the day, when cart maintenance drivers confirm their services for the day, the work orders are transferred over to our dispatch team within the portal. Our Dispatchers confirm that everything is uniform and accurate within the system so that all RFID data can be confidently utilized for service verification.

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 outfits 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 information pertaining to the movement of each of our pieces of equipment.

To aid service verification efforts, each route driver 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 conduct damage claim investigations.

Additionally, FCC will give City Staff untethered 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 an interface where they can track all collection vehicles providing service.

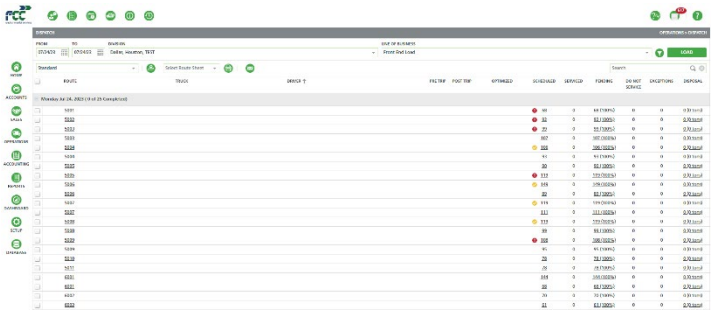
2.4 INFORMATION MANAGEMENT

FCC understands that accurate and responsive data must work in tandem with timely and consistent collections in order to provide an overall excellent service to Cape Coral. As described within FCC's customer service chapter, the Q-Alert system proposed will have the ability to produce several reports described within the RFP such as Non-Collection Notice Log, Customer Call Log, Number of Missed Collections and Legitimate Complaints Log, and Bulk Waste, White Goods, E-Waste, and Tires Log. To produce the other reports described within the RFP, FCC will utilize our operational software, Navusoft and routing software, Zignex.

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 achieve the high standard of consistent improvement, FCC utilizes Navusoft as our operational software. With Navusoft, FCC is able to track and record all routing data including completion times, disposal tons per waste stream, completed units, exceptions occurred during service, recycling service leads for commercial customers, 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.



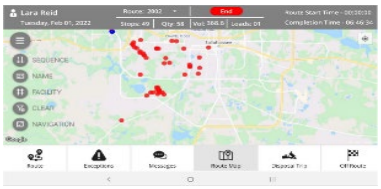
Additionally, Navusoft gives FCC the ability to track the status of each route in "real time" by having drivers confirm service in their onboard tablet. By confirming service or providing an exception (blocked container, nonconforming material, etc.), FCC dispatch and management will track the progress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

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.



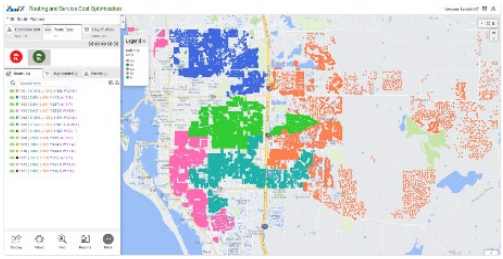
Navusoft's tablet system comes integrated with a turn-by-turn navigation solution which is provided to all drivers. This system allows the drivers to safely navigate through their routes, ensuring that a safe and efficient collection is provided to the residents of Cape Coral. Tools such as these provides Cape Coral 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.



FCC personnel will further utilize this system to record all maintenance data on our fleet including driver-performed pre and post trips, completed repair detail, and preventative maintenance process confirmation in order to ensure that our proposed vehicles will always be ready and available to provide services for Cape Coral.

With the Navusoft system's ability to record this data, FCC will have the ability to provide several reports described within the RFP such as tonnages by waste stream, program recyclables log, reconciliation of scale tickets, equipment maintenance log, and all commercial customer data including termination for non-payment, declination of recycling services, and current service detail.

Zignex Routing System



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 Zignex Routing 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 services within Cape Coral.

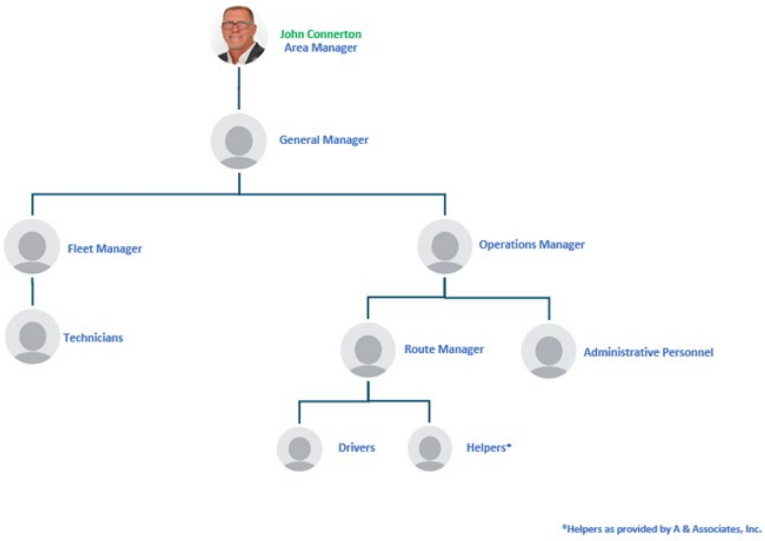
FCC's route optimization software provides accurate data that will be provided to the City Staff. It allows for routing with over 100 parameters and ensures consistent collection for the residents. The use of this tool has allowed FCC to effectively train its drivers on how to effectively service their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

With Zignex, FCC will have the ability to provide current route maps in a GIS format as outlined within the sample agreement.

FCC has supplied examples of report formats as an Appendix to our proposal.

2.5 ORGANIZATION

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 City 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 Cape Coral, FCC has provided an organization chart of our company below.



Charles Merkley (VP of Business Development) and John Connerton (Area Manager) will act as FCC's main points of contact during the transition of services and remain a direct point of contact to the City throughout the duration of the agreement. FCC's General Manager will be the City's day-to-day point of contact for the City once hired and throughout the duration of the agreement.

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 has included below a personnel table identifying the quantity and position types of personnel by service and by collection option. In total, FCC has proposed **139 personnel** to provide the highest quality of collection services to the City.

Position	Quantity
Swing Driver	7
FEL Driver	7
ROL Driver	3
Grapple Driver	1
ASL Driver	39
REL Driver	27
Cart/Container Maintenance Driver	3
Helper	27
General Manager	1
Operations Manager	1
Fleet Manager	1
Route Manager	4
Technician	8
Bulk Drop-Off Site Attendant	1
Administrative Assistant	2
Customer Service Representatives	5
Dispatchers	2
Total	139

In order to provide excellent collection services, all site staff that have been proposed will be local and 100% dedicated to the City of Cape Coral agreement. All proposed drivers will be full-time employees for FCC and will receive industry-leading benefits on their first day of employment.

In addition to these site personnel, FCC will utilize the extensive experience or our Senior and Corporate team members to successfully transition the collection contract with the incumbent while avoiding any disruption to current services. This means that the City will have **up to 14 highly-qualified personnel** with an in-depth understanding of how to provide successful transition services in the leadup to the commencement of the contract. **FCC utilizes a third-party employment agency services for the hiring of helper personnel, A & Associates Inc.**

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

2.6 STAFFING

As outlined in Section 5 – Organization, FCC will have **139 employees** dedicated to providing services outlined within the RFP. In addition to these dedicated personnel, FCC will utilize up to **14 Area and Corporate team members** to support the transition of the contract, using our extensive municipal contract experience to minimize disruption and provide ample communication throughout the transition period so that the City may be aware of current status and intended next steps. Below is a brief description of the approach that FCC will take to hiring, selecting, training, and retaining employees so that the City may receive consistent and reliable service in a safe and efficient manner.

Hiring

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."

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 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.

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.

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.

1) 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:

a. Review of FCC policies and procedures.

b. Review of Regulatory Training requirements as outlined by OSHA, DOT, FMCSA, and other regulatory agencies.

c. 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.

d. Defensive Driving Techniques. This is an interactive program based upon the classroom curriculum but includes behind-the wheel training.

2) On-The-Job Training

a. Employees complete a two-week on-the-job training, utilizing a specialized training curriculum based upon the equipment that will be operated.

b. 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.

c. Employees continue through the new hire orientation program for 90 days.

d. 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.

e. 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.

3) Periodic Safety Training-Weekly; Monthly and Annual

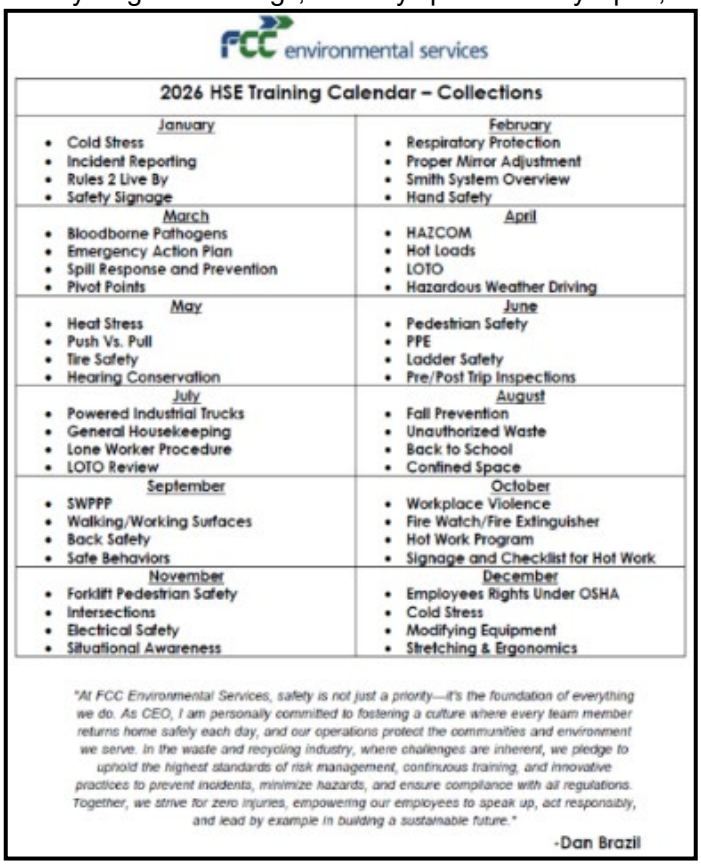
a. All employees are required to attend safety training as outlined in our Safety, Health, and Compliance programs.

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.



environmental services

2026 HSE Training Calendar – Collections

January • Cold Stress • Incident Reporting • Rules 2 Live By • Safety Signage	**February** • Respiratory Protection • Proper Mirror Adjustment • Smith System Overview • Hand Safety
March • Bloodborne Pathogens • Emergency Action Plan • Spill Response and Prevention • Pivot Points	**April** • HAZCOM • Hot Loads • LOTO • Hazardous Weather Driving
May • Heat Stress • Push Vs. Pull • Tire Safety • Hearing Conservation	**June** • Pedestrian Safety • PPE • Ladder Safety • Pre/Post Trip Inspections
July • Powered Industrial Trucks • General Housekeeping • Lone Worker Procedure • LOTO Review	**August** • Fall Prevention • Unauthorized Waste • Back to School • Confined Space
September • SWPPP • Walking/Working Surfaces • Back Safety • Safe Behaviors	**October** • Workplace Violence • Fire Watch/Fire Extinguisher • Hot Work Program • Signage and Checklist for Hot Work
November • Forklift Pedestrian Safety • Intersections • Electrical Safety • Situational Awareness	**December** • Employees Rights Under OSHA • Cold Stress • Modifying Equipment • Stretching & Ergonomics

"At FCC Environmental Services, safety is not just a priority—it's the foundation of everything we do. As CEO, I am personally committed to fostering a culture where every team member returns home safely each day, and our operations protect the communities and environment we serve. In the waste and recycling industry, where challenges are inherent, we pledge to uphold the highest standards of risk management, continuous training, and innovative practices to prevent incidents, minimize hazards, and ensure compliance with all regulations. Together, we strive for zero injuries, empowering our employees to speak up, act responsibly, and lead by example in building a sustainable future."

-Dan Brazil

As a brief outline, noted to the right is a calendar of topics to cover with our site staff each month.

FCC ensures that daily Collection Services are performed safely by company employees through a comprehensive and proactive health and safety management system, rooted in strong leadership commitment, robust training programs, and rigorous operational standards. Senior management actively

participates in all facets of safety, setting the expectation that safety is a core organizational value embraced at every level.

The company's philosophy, as captured in its Health and Safety Plan, empowers employees to take ownership of their own safety and the safety of others, creating a proactive environment where incidents are minimized, and best practices are consistently reinforced across all operational areas.

Employees receive thorough onboarding and ongoing education through the Circle of Safety Program, which includes a detailed manual outlining safe operational procedures for every line of business, including residential and commercial waste collection. Training covers topics such as pre-trip inspections, route safety, PPE use, emergency procedures, and safe vehicle operation practices.

Additionally, FCC provides job-specific On-the-Job Training (OJT) packages during the first 90 days of employment. This ensures that new hires are fully equipped with the practical knowledge and hands-on experience needed to perform safely and efficiently. Routine retraining, annual safety calendars, and immediate corrective training following any incidents further enhance employee skillsets, guaranteeing ongoing compliance with evolving industry standards and regulations.



Extensive Training for City Dedicated Personnel

FCC understands that in order to provide excellent collection services on a consistent and reliable basis, the proper training must be conducted so that all personnel are aware of contractual requirements and specifications. In addition to providing this high-quality service, we further understand that it is our responsibility to keep the community safe and clean throughout the duration of our collections. Therefore, FCC uses multiple approaches to ensure that ample communication and training is conducted. The below are examples of the strategies that FCC has utilized to immense success:

- Specific Contract Training Based on Role/Responsibility
- Weekend Classes During Transition Period to Train New-Hires
- Morning Huddles to Communicate Prioritized Messages/Instruction
- On Route Observations to Continuously Improve the Quality of Collections/Operation
- Dispatch and Management Specific Training for Understanding of Key Requirements of Contract

Retaining Necessary Employees

As a leader in the waste industry, FCC is aware of the challenges in the current labor market. In order to mitigate these challenges, FCC conducts continuous area-specific wage studies in order to better understand the market and offer a competitive wage. Additionally, FCC offers a sign-on bonus for all new employees which is paid in increments over the first year of employment. This strategy helps attract candidates and promotes stability within the site.

Another large component of FCC that helps attract and retain employees is our emphasis on the work/life balance. FCC develops each of our routes to take an average of 10-10.5 hours per day to complete depending on the collection scenario selected, which gives our employees an opportunity to enjoy their personal life outside of work.

Finally, as a commitment to developing our employees, FCC offers a program that aids and supports non-CDL employees to attain their license. With this program, FCC is proud to help our employees reach their goal with financial aid and direct training with experienced driver trainers so that they can be successful in this endeavor.

2.7 SCHEDULE / TIMELINE

Included below is the draft transition plan and FCC's commitment of when they will be tentatively met. As a committed partner to the City, all dates are open for discussion so that the implementation schedule best suits the City and its priorities.

Draft Transition Plan	Description	Completed	In progress	Completion Date
Contact List Personnel	List of key transition personnel including, but not limited to, service transition project manager, education and outreach coordinator, and operations manager (or similarly titled positions).		X	10/1/2026
Transition meeting and call schedule	Proposed meeting and call schedule including, but not limited to, meetings with the Administrative Agent, City staff, and outgoing Contractor leading up to the Commencement Date.		X	10/15/2026
Transition Plan	Contractor shall submit a Transition Plan meeting the requirements of Section 7.1 to the Administrative Agent within thirty (30) calendar days of the execution of the Agreement.		X	11/1/2026
Contingency & Continuity of Operations Plan	Contractor shall provide a Contingency Plan in accordance with Section 20.1 to the Administrative Agent within thirty (30) calendar days of the execution of the Agreement and any updates to the plan over the term of the Agreement.		X	11/1/2026
Operations/Vehicles Maintenance Facility	Schedule for establishing an operations/vehicle maintenance facility meeting the requirements of Section 15.2.		X	1/1/2027
Customer Service Office	Schedule for setting up a Customer service office meeting the requirements of Section 15.1 and having equipment and staffing in place to begin receiving calls.		X	1/1/2027
Roll cart Request System	Schedule for developing and implementing a system for Curb Service Customers to request a specific size Roll Cart and/or Recycling Cart as required in Section 4.		X	8/1/2027
New Roll Cart Assembly and distribution	Schedule and operational plan for obtaining inventory necessary to assume existing Roll Cart database and assume responsibilities for maintenance, repair and replacement at Commencement Date. This shall include method for assisting the City in development of an initial Roll Cart asset database or inventory of previously deployed carts and method for updating during contract term.		X	9/1/2027
Collection Containers	Schedule for providing manufacturer's detailed specifications documenting all other Collection Containers meet the specifications required herein. Schedule for purchasing all other Collection Containers, equipping Collection Containers with Radio Frequency Identification (RFID) tags and assuming responsibilities for the Cart and Collection Containers asset database.		X	9/1/2027
Fleet	Schedule for purchase and delivery of all vehides, and for ensuring that all vehicles are street legal (registered, insured, licensed, and tagged). For all new purchases, Contractor shall provide a list of vehicles, manufacturer, purchase order, and documentation of anticipated delivery date, along with periodic updates from the manufacturer.		X	9/15/2027
Collection Plan	Schedule for providing the Collection Plan that details vehides, equipment, service levels, schedules, routes (in GIS format), and meets the requirements of Section 9.1.		X	2/1/2027
Safety Plan	Schedule for providing a written copy of a safety plan covering all aspects of operations under the Agreement as required in Section 12.6.		X	2/1/2027
Education and Outreach	Schedule to assist the City with informing Residential and Commercial Customers of Collection Services, container delivery, and collection schedules prior to the Commencement Date. This shall include attaching relevant information, provided by the City, to any and all newly issued Roll Carts during A&D.		X	4/1/2027
Staffing & Training	Schedule for obtaining necessary labor and training staff on equipment and routes.		X	9/1/2027
Routing	Schedule for developing Solid Waste, Recyclable Materials, Horticulture Waste, Bulk Waste routes, identifying obstacles such as low trees, narrow roadways, and overhead wires, and conducting dry runs of collection routes.		X	9/15/2027
Service Verification System	Schedule for providing and testing RFID (if applicable) or other real-time service verification system as agreed to by the City during negotiations. Schedule for onsite training for City staff on the use of web-based service verification system by appropriately trained professional personnel.		X	9/15/2027
Commencement Date			X	10/1/2027

**The dates within the above schedule are based on an award date of 9/1/2026.*

With consideration to the page limitation of this Tab 2, FCC has maintained a summarized version of our schedule/timeline above with the main milestones outlined within the draft agreement. However, in order to ensure that each of the above milestones are achieved in a manner that is most satisfactory to the City and its community, FCC will further develop this list with several incremental tasks for each category that make up the steps involved to accomplish each overall item. As an example of these incremental steps/tasks, FCC is providing the typical tasks involved in the Operations/Vehicle Maintenance Facility Item below:

- Operations/Vehicles Maintenance Facility:
  - Purchase Service Agreement (PSA) in place
  - Inspection Period
  - FCC Takeover Date
  - Implementation of Upgrades (Internet, Office Cabling, Camera Systems, Phones, Computers)
  - CNG Station
    - CNG Station Permits
    - CNG Station Construction and Commissioning

As an important note, in order to ensure that we have provided the most satisfactory proposal, FCC has considered retrofitting the existing carts with RFID tags in order to provide the City with an asset inventory. Within the transition plan, FCC will provide an anticipated schedule to complete this endeavor.

Upon award, FCC will submit a detailed transition schedule/timeline to the City with all applicable tasks developed. Through this level of detail, FCC's transition team will have the ability to provide specific updates to transition tasks to the City on a consistent basis. Tasks may be further developed and added as a result as the process evolves throughout the transition period.

2.8 EXCEPTIONS

FCC is a company that prioritizes the services that we provide and the partnerships we forge since establishing our first US contract in 2016. As such, FCC views the following list of exceptions rather as discussion points so that our team can properly understand the best way in which we can serve the Cape Coral community and ensure that the agreement is most satisfactory for both parties. FCC has provided a redline version of the agreement as a separate Appendix titled ***Cape Coral-Sample Franchise Agreement-FCC Redline*** and submitted under the Other Attachments section of the procurement portal.

2.9 DBO TRANSFER STATION

It is important to note that due to the limited specifications/format within the RFP and supporting documents pertaining to the Design, Build, and Operate (DBO) a Transfer Station portion of the Cape Coral project, FCC has developed a conceptual approach in regard to capital and investment considerations and ongoing operations of the facility within this section. Should the City choose to move forward with the Transfer Station, FCC would request further discussions with City Staff in order to develop a complete understanding as to the scope, requirements, and detailed expectations for both the design/construction phase and the ongoing operations phase of the agreement. As a company that is dedicated to providing the very best possible service, FCC believes that ample and consistent communication is critical in order to ensure that the project is satisfactory for all parties and members involved.

Design/Construction Approach of Cape Coral Transfer Station

FCC's approach to the New Transfer Station Design/Build/Operate project has been conducted with the following key items in mind:

- To Design and Build a Transfer Station with the capacity to receive up to 140,000 tons of Solid Waste and Bulk materials and up to 60,000 tons of recyclable materials.
- To Design and Build a Transfer Station within a timeline that supports a commencement date in line with the 5-year collections commencement date anniversary of 10/1/2032
- To identify an operations approach that will support the receipt and transport of up to 200,000 total tons of material on an annual basis.
- To develop a comprehensive approach that considers and complies with all applicable federal, state, and local laws, rules, ordinances, and permitting requirements, including Florida Statutes Chapter 403, Florida Administrative Code rules for solid waste facilities and City development requirements
- To Identify a strategic location of the Transfer Station in order to provide optimal cost savings for the City's collections.

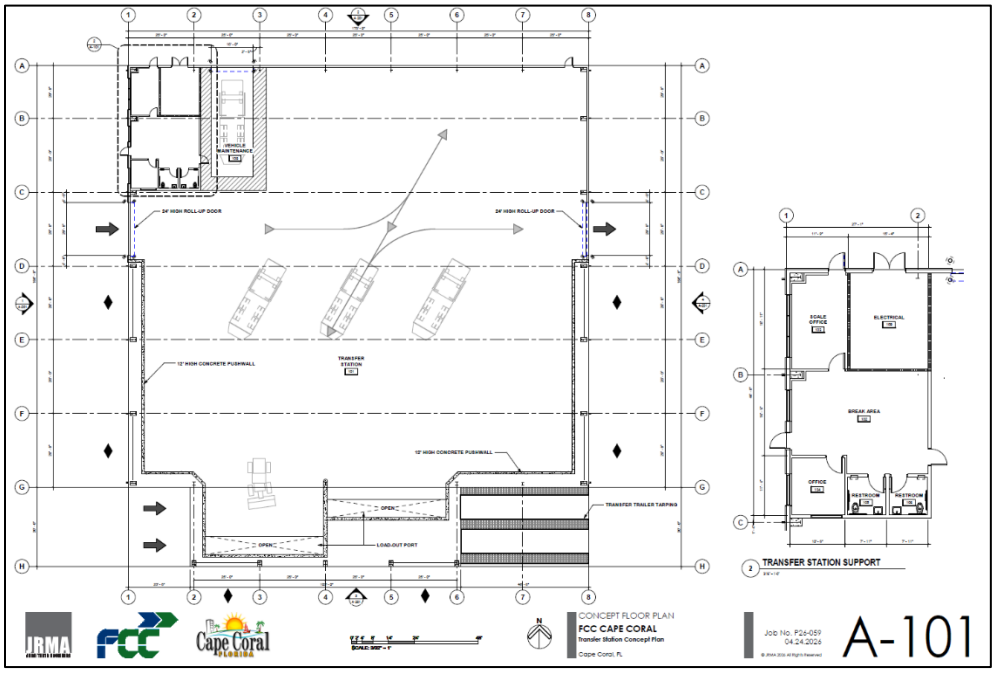
In order to meet and exceed the above concepts of the project, FCC has engaged in our Engineering partner, JRMA to develop an initial design for the City of Cape Coral's Transfer Station. JRMA represents the ideal engineering partner as they have had involvement in more than 150 solid waste projects including City of Redding MRF (100,000 tons annual tons), South Coast Recycling & Transfer (140,000 annual tons), Tacoma Recovery (300,000 annual tons) over a nearly 40-year period. Their team of architects, structural engineers, planners, and sustainable design specialists has the experience and expertise necessary to meet the ongoing, complex solid waste management challenges faced by our customers. JRMA is a leader in the planning, design, permitting, and construction of material recovery facilities (MRFs), transfer stations, household hazardous waste (HHW) facilities, gate house and scale house complexes, self-haul and recycling drop-off centers, vehicle and equipment maintenance operations, public amenities such as meeting space and education/visitor centers, and administrative offices. JRMA has also worked with FCC's Placer County MRF.

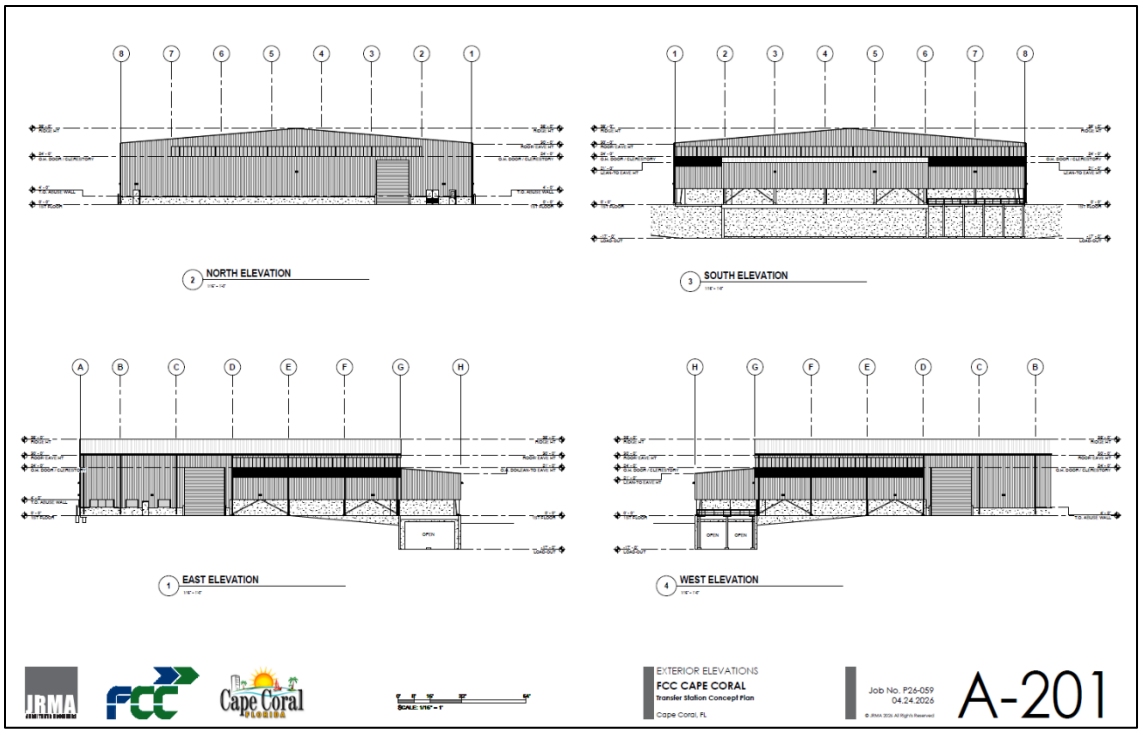
After extensive discussion and analysis, in order to support the volume described within the RFP, FCC's proposed Transfer Station would require an 8 –10-acre property. A site of this size provides ample space for a circular traffic pattern, which is the most critical safety and efficiency element. With a property of this size, FCC would ensure that there is enough space in order to properly account for Buffer Zones including but not limited to: Berms, Fencing, and Landscaping to mitigate noise, dust, and visual impact on neighbors and surrounding locations. Additionally, this size allows for FCC to design a long entry drive to access the facility, which will in turn eliminate the need for collection vehicle "stacking" on public roadways which often contributes to an increase in traffic delays and would reduce potential time/cost savings to the City's collection system. The size of the property additionally allows for dual scales (In and Out) which can contribute to a more efficient operations approach for all applicable collection vehicles.

Furthermore, as detailed within the RFP, the location of the Transfer Station must be north of the Caloosahatchee River. Finally, in order to present the most optimal reduction in travel distance for collection vehicles while also maintaining an achievable travel distance for transportation of received materials, the ideal property would be located with equal travel distance from both the City and the Lee County final disposal location at 10500 Buckingham Rd. Ft. Myers, FL 33905.

With all of these specifications considered, the available land that meets these requirements is extremely limited and therefore carries a premium cost. Additionally, due to the rapidly-evolving nature of industrial real estate in the Cape Coral/Lee County area, costs may vary due to availability of suitable property.

At the time of submission, FCC has considered a capital investment cost to secure the necessary property of **$13,000,000**. According to Addendum 1, it is understood that the property will not be provided by the City as it pertains to the submission of the project. However, in order to provide Cape Coral with the very best proposal, FCC would welcome a discussion with City Staff to determine if the City would have an available property that would have the ability to meet the above specifications. Should the City have the ability to supply property, this would translate into a direct reduction to be determined. As an initial design approach, FCC has provided the following conceptual layouts for the Cape Coral Transfer Station.




2 NORTH ELEVATION
3 SOUTH ELEVATION
1 EAST ELEVATION
4 WEST ELEVATION
EXTERIOR ELEVATIONS
FCC CAPE CORAL
Transfer Station Concept Plan
Cape Coral, FL
Job No. P26-059
04.24.2026
A-201


1 NORTHEAST PERSPECTIVE
2 SOUTHWEST PERSPECTIVE
3D PERSEPECTIVES
FCC CAPE CORAL
Transfer Station Concept Plan
Cape Coral, FL
Job No. P26-059
04.24.2026
A-901

FCC's proposed Transfer Station design for the City of Cape Coral has considered several factors in order to ensure that the facility may offer the most ideal service to the City and its community. As a highlight of some of the most important aspects to the design, FCC has provided the following:

- A clear span metal building of over 25,000 square feet inclusive of a tip floor with capacity to receive the necessary volume described within the RFP. This size ensures that all received materials may be maintained separately in order to uphold the integrity of the recyclable materials received.
- Entry/Exit points for collection vehicles with access heights of 24 feet to ensure all vehicles can safely enter and exit the facility.
- 12 ft. high push walls made of concrete to allow for FCC's Loader Operators to efficiently push, lift, and tip materials into transportation trailers. These walls will be designed to withstand the wear and tear of normal daily use so that our Loader Operators can safely and efficiently load trailers with material.
- Loading Pits for Multiple Transfer Trailers to be loaded with available material. These pits have been designed with scales so that our Transportation Drivers and Loader Operators can understand in real time when a trailer has been loaded to the maximum capacity. With this approach, FCC can eliminate wasted effort of having to remove material from overloaded trailers.
- Separate Trailer Tarping Location. FCC has designed the Transfer Station to have a separate location for Trailers to be properly tarped in order to avoid loss of materials during transport. With this approach, FCC can ensure a more efficient operation as trailers can be removed from the loading pits to allow for additional trailers to be loaded. Furthermore, by having a designated space, our facility will promote our employees to fully cover the transfer trailers. As an environmental company, FCC fully understands the potential impact of improper tarping as it pertains to litter accruing along City and County roadways.
- Office, Restrooms, and Breakroom. In order to ensure a complete and reliable operation of the facility, FCC will have onsite management to oversee each aspect of the Transfer Station. This management personnel will office out of the Transfer Station, meaning that they will be readily available to resolve any potential issues that unexpectedly arise. In order to ensure that our personnel have a suitable location to take well-deserved breaks, FCC has included the design of a Breakroom. This location will have lockers for safe storage of personal property, microwave, and refrigerator for storing and heating of food items and comfortable chairs so that employees can properly rest for the duration of their break.
- In/Outbound Scales: By proposing the use of an inbound and outbound scale, FCC's design can ensure consistent efficient operation as the transportation vehicles will avoid utilizing the same scale as the collection vehicles. Furthermore, FCC's inbound scale will have the capability of using RFID cards so that collection vehicles can seamlessly enter the facility. As outlined within the RFP, FCC is prepared to modify our approach to account for self-haul traffic after further discussion with City staff.

Upon award, FCC's Senior Management and our Design partner will immediately set to update and enhance our initial design so that all aspects are carefully considered and outlined within all plans. In addition to a more extensive design approach, this team would also develop a more comprehensive timeline so that the City can better calibrate expectations for all steps involved to meet the anticipated commencement date of 10/1/2032.

As an initial timeline, FCC has considered the following events and duration of time involved for each.

Task Name	Duration	Start	Finish
Construction of Trasfer Station	**1065 days**	**Fri 9/1/28**	**Thu 9/30/32**
Identify and secure property	90 days	Fri 9/1/28	Thu 1/4/29
Develop detail engineering	120 days	Fri 1/5/29	Thu 6/21/29
Obtain Building and construction permits	180 days	Fri 6/22/29	Thu 2/28/30
Contract a GC	60 days	Fri 3/1/30	Thu 5/23/30
Construction of Transfer Station	580 days	Fri 5/24/30	Thu 8/12/32
Purchase Equipment	220 days	Wed 10/1/31	Tue 8/3/32
Hire All Necessary Peronnel to Operate the Facility	90 days	Mon 5/3/32	Fri 9/3/32
Commissioning of the facility	20 days	Fri 8/13/32	Thu 9/9/32
Start Operating Contract	15 days	Fri 9/10/32	Thu 9/30/32

FCC's initial consideration in capital costs pertaining to permitting, designing, and constructing the Cape Coral Transfer Station have been provided below so that the City can understand the significant investment FCC is prepared to make to the City. As a note, FCC's investment totals have considered the future timeframe of the construction portion of the project. Upon award and notice of intent to move forward with the Transfer Station project, FCC would welcome further discussion with City Staff in order to best understand the City's preferred detailed specifications for the facility as well as costs associated to the project and how they have evolved since the submittal in order to provide the very best proposal and service to the City.

In total, FCC's anticipated capital cost for permitting, designing, and constructing the Transfer Station is **$28,763,919.00.**

Operation Approach for City of Cape Coral Transfer Station

FCC's operations approach for the City of Cape Coral's Transfer Station is similar in philosophy to that of our collections approach. The following personnel and equipment will be fully dedicated to City's services and have been designed to ensure that the City will receive consistent and reliable transfer services on a daily basis. In order to achieve this, FCC has carefully analyzed the anticipated quantity of tons as outlined within the RFP and Pricing Form, the anticipated distance to the Lee County Disposal Facilities, and the hours needed to operate in order to receive all residential and commercial tons.

FCC is committed to operating the Transfer Station so that it is open Monday-Friday from 7:00 am to 5:00 pm and on Saturday from 7:00 am to 12:00 pm with the exception of any holidays that are recognized within the agreement. With this approach, FCC can ensure that the Transfer Station will align with the collections approach in order to receive all materials including tons collected on Saturdays from high-frequency commercial customers.

FCC has developed a shift of personnel to operate the facility so that it is capable of receiving the material as outlined within the RFP. Should the Transfer Station experience a drastic increase in the volume of material, then FCC is prepared to modify and increase the number of shifts/personnel accordingly in order to best serve the City and its residents.

In order to effectively control the flow of traffic so that all offloading vehicles are efficiently led to the tipping floor and then exit from the property, FCC will maximize the use of the facility's bays, allowing multiple vehicles to offload at a single time. FCC's Loader Operator and Material Handler Operator will act as the tipping floor supervisors in tandem with our spotter position, ensuring that all policies are followed including ample amount of space between each vehicle to avoid injury or damage.

FCC will also limit any delays in the flow of traffic by utilizing weigh stations equipped with a scale and connected to our operating software, WasteWORKS so that each load of material is weighed and compiled for reporting and tracking purposes. FCC's scales will be used for a dual purpose. In addition to tracking the weight of material entering the facility, FCC will also weigh the material that is loaded onto the transfer trailers in order to verify the outgoing number of tons. With this data, FCC's management will be able to access this information in order to take a more proactive approach in transporting material and can shift/adjust resources according to the current data to meet all demands.

With a Yard Truck on site, a semi-truck designed specifically to stage trailers for loading purposes, FCC's Material Handler and Loader Operator will have the ability to stage trailers within the facility's loading pit so that they may empty the tipping floor of material in instances when the transportation drivers are in the process of delivering material. Trailers will be filled and properly covered before being set aside for transport. This will allow for a much quicker turnaround time for each trailer so that FCC can maintain availability for additional tons on the tipping floor. In this way, FCC can show that our personnel and senior management team will have the ability to provide effective service delivery and operate the Transfer Station in a cost efficient and effective manner.

Our Site Manager will remain in constant contact with our transportation Drivers of any information that could affect the operations of the facility. For example, if heavy traffic is to occur along the route from the facility to the Lee County disposal location, or if any of the facilities are experiencing offloading delays, then FCC's facility staff will receive that detail in real time and have the ability to adjust and strategize for more drivers to remove material/load more trailers.

As a transporting plan, FCC has designed the following parameters in order to understand the number of equipment and hauls needed to keep the facility operating and maintain a sufficient level of space available on the tipping floor. In order to ensure that our operating plan will work for the facility, FCC has designed the parameters to the maximum number of tons as outlined within the RFP.

As a summary, FCC has analyzed that the facility would need a total of 10 full time, dedicated transportation routes that will consist of 1 Road Tractor Driver and 1 Semi-Tractor and Walking Floor Trailer in order to effectively transport solid waste and recyclable materials from the facility to final disposal destinations on a daily basis. Through expert communication, FCC's loader operator would inform the road tractor driver of which material has been loaded into the next trailer and where to deliver the material.

In addition, FCC will operate 1 full-time transportation route on Saturdays in order to provide the necessary coverage for commercial tons.

The calculation used to develop the adequate number of transportation personnel have been provided below.

MSW Transportation

DESIGN PARAMETERS CAPE CORAL TRANSFER STATION

Transport equipment		Tractor and Trailer of payload 18 ton					
Operation Time per Day:		10.00	hours		5.00	hours	
Assumes 5 days/week with some Saturday Coverage		532.57	Ton/day		19.23	Ton/day	

	Tons/year	Tons/month
Cape Coral	139,000.00	11,583.33
Municipal	139,000.00	
Saturday Tons	1,000.00	

MON-FRI			SAT		
Tractor and trailer	18.00	ton/trailer	Tractor and trailer	18.00	ton/trailer
Trip time of transport	1.00	hr/trip	Trip time of transport	1.00	hr/trip
Loading/unloading time	0.50	hr	Loading/unloading time	0.67	hr
Time MRF/TS scale	0.25	hr	Time MRF/TS scale	0.42	hr
Incidentals	0.25	hr	Incidentals	0.33	hr
Number of trips	5.00	trips/day	Number of trips	2.07	trips/day
Number of transport equipment	6.00		Number of transport equipment	1.00	

			Miles	Time(min)
Transfer Location	to	10500 Buckingham Rd	13	30

Recyclables Transportation

DESIGN PARAMETERS CAPE CORAL TRANSFER STATION

Transport equipment		Tractor and Trailer of payload 14 ton					
Operation Time per Day:		10.00	hours		5.00	hours	
Assumes 5 days/week with some Saturday Coverage		229.89	Ton/day		0.00	Ton/day	

	Tons/year	Tons/month
Cape Coral	60,000.00	5,000.00
Municipal	60,000.00	
Saturday Tons	0	

MON-FRI			SAT		
Tractor and trailer	14.00	ton/trailer	Tractor and trailer	15.50	ton/trailer
Trip time of transport	1.00	hr/trip	Trip time of transport	1.00	hr/trip
Loading/unloading time	0.50	hr	Loading/unloading time	0.67	hr
Time MRF/TS scale	0.25	hr	Time MRF/TS scale	0.42	hr
Incidentals	0.25	hr	Incidentals	0.33	hr
Number of trips	5.00	trips/day	Number of trips	2.07	trips/day
Number of transport equipment	4.00		Number of transport equipment	0.00	

			Miles	Time(min)
Transfer Location	to	10500 Buckingham Rd	13	30

Based on the annual volumes described within the RFP and the anticipated growth of the City's population, FCC will have the ability to implement additional transportation routes accordingly throughout the 20-year term of the Operations contract.

Dedicated Staffing of Cape Coral Transfer Station

In order to provide the highest quality of service, FCC will have **23 full-time personnel** that will be solely dedicated to the South Transfer Station contract. These personnel will be highly qualified and responsible for efficient operations of the facility and will ensure that all material is received and transported on a daily basis.

In order to provide excellent collection services, all site staff that have been proposed will be completely local and dedicated to the South Transfer Station 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 operation of the facility.

Position	Quantity
Swing Driver	2
Material Handler Operator	1
Loader Operator	1
Transportation Driver	9
Yard Truck Driver	1
Spotter	1
Site Manager	1
Technician	4
Administrative Personnel	1
Scalehouse Attendant	1
Total	22

Fully Dedicated Equipment to Cape Coral Transfer Station

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 transfer operations and transportation
- 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
- Provide ample spare equipment to ensure that Service shall always remain uninterrupted
- Secure all material so that no material is spilled, leaked, or lost throughout the process of loading and transporting to the final disposal location
- 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
- Supply the City with an updated, comprehensive list of all equipment, including equipment identification numbers that shall be used in fulfilling the Contract
- Notify the City 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 daily tonnages and receipt data to ensure the transfer station may continue to accept material efficiently, and to plan for any equipment additions that are needed. Our procurement team will ensure that all fully dedicated equipment for the City is secured and will begin to monitor their arrival status at the signing of the contract. With these types of equipment, FCC will have the ability to maximize the efficiency and safety of all operations at the Transfer Station. Our quality level of service is ensured to be maintained due to our extensive preventative maintenance process.

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

FCC has proposed the use of the following equipment in order to ensure safe and efficient operation of the Cape Coral Transfer Station:

STYLE OF EQUIPMENT	SNAPSHOT	PROPOSED EQUIPMENT QUANTITIES	
		FRONTLINE	SPARE
Material Handler Equipment		1	
Big Loader		1	1
Skid Steer		1	
Yard Truck		1	
Semi-Tractor		9	2
Walking Floor Trailers		9	5
Technician Truck		1	
TOTAL EQUIPMENT		23	8
		31	

Reporting and Record Keeping



In order to comply with all documentation and record keeping requirements, FCC has proposed the use of WasteWORKS as the recording software. Carolina Software, Inc. specializes in software for the waste disposal and recycling industries. Since 1988, Carolina Software, Inc. has been installing and supporting WasteWORKS solid waste management software at locations across the U.S. and Canada.

WasteWORKS has become the industry leader by providing a cost-effective, complete turnkey solution for managing landfills, transfer stations, waste-to-energy facilities, MRFs, and recycling facilities. From small, single pc installations to major U.S. cities and counties, WasteWORKS provides a total, Windows-based package for ticketing, billing, and reporting.

The WasteWORKS family of products is designed to provide a comprehensive approach to waste management information. The products are designed to be easy to use while providing the timely and accurate data you need to manage your waste facilities.

WasteWORKS is the centerpiece of Carolina Software's waste solution strategy. Information enters the system as your weigh masters greet vehicles arriving at your sites. Weights are able to be captured automatically or manually by scale house attendants with ease. Hidden error checking works while the data is entered to ensure accuracy, and pop-up choices and online help allow attendant to focus on our customer, not the computer.

However, generating a refuse ticket is only the beginning. WasteWORKS is the complete solution for waste disposal management and includes analysis and reporting in order to ensure that the City will receive any and all data that is requested for the South Transfer Station.

Software Support and Maintenance

Through WasteWORKS excellent customer service, the Software Support and Maintenance provides all hours of access for support on an ongoing basis. Response time for voice calls is typically within 15 minutes. Combined with in-depth training of our personnel on the system and potential trouble-shooting techniques, any errors experienced in the system will be rapidly resolved so that the City and residents will not endure any delay.

Standards

WasteWORKS products are NTEP certified and were developed by a CPA. Their products provide the highest level of functionality and stability, while conforming to the highest levels of security and best business and accounting practices. WasteWORKS has been successfully audited in almost every U.S. state and continues to receive high marks from our customers' accounting and I.T. staff members.

All data will be recorded in FCC's software on two different computers and locations, in order to always have available a backup copy of data.

FCC will have the ability to maintain all applicable logs, reports, and data as required by the City and all other Local, State, or Federal Agencies. Below are examples of weight tickets and reports that the system is able to produce.

Tonnage Report

TCK	Customer	Vehicle	M.Waste	W.In	W.Out	W.Net	TN	DateIn	Time In	Time Out
200759-0.A		MW-10-	SINGLE	45,540	37,260	8,280	4.140	12/3/2024	7:04:02 AM	7:04:02 AM
200760-0.A		MW-08-	SINGLE	46,380	37,080	9,300	4.650	12/3/2024	7:05:29 AM	7:11:32 AM
200761-0.A		MW-10-	SINGLE	40,100	34,040	6,060	3.030	12/3/2024	7:05:51 AM	7:09:47 AM
200778-0.A		MW-08-	SINGLE	49,260	36,940	12,320	6.160	12/3/2024	8:51:23 AM	9:03:59 AM
200779-0.A		MW-10-	SINGLE	42,540	36,100	6,440	3.220	12/3/2024	8:53:48 AM	9:05:08 AM
200790-0.A		MW-08-	SINGLE	47,700	35,340	12,360	6.180	12/3/2024	10:32:38 AM	10:38:01 AM
200806-0.A		MW-08-	SINGLE	49,340	36,580	12,760	6.380	12/3/2024	12:21:27 PM	12:31:10 PM
200832-0.A		MW-08-	SINGLE	50,400	36,860	13,540	6.770	12/3/2024	2:37:44 PM	2:49:40 PM
200833-0.A		MW-10-	SINGLE	47,200	35,520	11,680	5.840	12/3/2024	2:38:47 PM	2:50:30 PM
200886-0.A		MW-04-	SINGLE	47,420	34,920	12,500	6.250	12/4/2024	7:51:24 AM	7:51:24 AM
200887-0.A		MW-04-	SINGLE	45,380	35,940	9,440	4.720	12/4/2024	7:51:45 AM	7:58:12 AM
200888-0.A		MW-10-	SINGLE	47,900	37,360	10,540	5.270	12/4/2024	7:52:38 AM	7:58:50 AM
200898-0.A		MW-04-	SINGLE	47,000	34,940	12,060	6.030	12/4/2024	9:47:06 AM	9:58:28 AM
200901-0.A		MW-10-	SINGLE	48,080	37,220	10,860	5.430	12/4/2024	9:57:43 AM	9:57:43 AM
200915-0.A		MW-04-	SINGLE	46,680	34,340	12,340	6.170	12/4/2024	11:33:18 AM	11:44:36 AM
200916-0.A		MW-10-	SINGLE	47,160	36,060	11,100	5.550	12/4/2024	11:37:32 AM	11:43:50 AM
200934-0.A		MW-04-	SINGLE	48,900	35,840	13,060	6.530	12/4/2024	1:17:44 PM	1:24:54 PM
200935-0.A		MW-10-	SINGLE	47,140	37,160	9,980	4.990	12/4/2024	1:19:58 PM	1:31:45 PM
200966-0.A		MW-04-	SINGLE	48,380	35,740	12,640	6.320	12/4/2024	3:44:46 PM	4:01:40 PM
200968-0.A		MW-10-	SINGLE	46,640	35,420	11,220	5.610	12/4/2024	3:47:20 PM	4:08:58 PM
200989-0.A		MW-07-	SINGLE	51,040	37,240	13,800	6.900	12/5/2024	6:58:38 AM	7:01:45 AM
200995-0.A		MW-10-	SINGLE	48,760	36,120	12,640	6.320	12/5/2024	7:27:30 AM	7:32:19 AM
201012-0.A		MW-07-	SINGLE	51,480	37,460	14,020	7.010	12/5/2024	8:39:44 AM	8:43:56 AM
201017-0.A		MW-10-	SINGLE	39,540	33,780	5,760	2.880	12/5/2024	9:13:02 AM	9:13:02 AM
201018-0.A		MW-10-	SINGLE	50,580	37,180	13,400	6.700	12/5/2024	9:14:42 AM	9:20:15 AM
201023-0.A		MW-07-	SINGLE	46,820	37,060	9,760	4.880	12/5/2024	10:11:11 AM	10:15:56 AM
201031-0.A		MW-10-	SINGLE	51,060	35,900	15,160	7.580	12/5/2024	11:52:53 AM	11:57:58 AM
201048-0.A		MW-07-	SINGLE	50,080	37,240	12,840	6.420	12/5/2024	1:18:36 PM	1:26:47 PM
201057-0.A		MW-10-	SINGLE	51,060	36,980	14,080	7.040	12/5/2024	2:07:59 PM	2:20:02 PM
201074-0.A		MW-07-	SINGLE	48,200	35,760	12,440	6.220	12/5/2024	3:07:46 PM	3:15:44 PM
201086-0.A		MW-10-	SINGLE	50,820	36,960	13,860	6.930	12/5/2024	4:00:01 PM	4:08:27 PM

(note: this report can be run for a duration of time including multiple days/weeks of information)

Scale Tickets

5200 SIMPSON STUART ROAD
FCC DALLAS MRF
DALLAS, TX 75241

Weighed:
Deposit:
BILL TO:

Vehicle ID: 3010
Reference:

Origin: OTHER
DATE IN: TIME IN: 06:57:25
DATE OUT: TIME OUT: 07:06:31

INBOUND TICKET Number: 01-00202383

	SCALE 1 GROSS WT.	LB
	SCALE 2 TARE WT.	LB
	NET WEIGHT	LB

Qty	Description	Amount
	OCC INDUSTRIAL	

TICKET AMOUNT:

X_____

5200 SIMPSON STUART ROAD
FCC DALLAS MRF
DALLAS, TX 75241

Weighed:
Deposit:
BILL TO:

Vehicle ID: 233073
Reference:

Origin: 95003
DATE IN: TIME IN: 06:56:16
DATE OUT: TIME OUT: 07:21:22

INBOUND TICKET Number: 01-00202381

	SCALE 1 GROSS WT.	LB
	SCALE 2 TARE WT.	LB
	NET WEIGHT	LB

Qty	Description	Amount
	Single Stream	

TICKET AMOUNT:

X_____

3. FEES / COSTS

FCC is fully committed to our partnership with the City of Cape Coral and is prepared to discuss any portion of our submission to ensure that the City receives the most beneficial proposal. As such, it is important to note that while the financial form has considered the costs of both the annualized costs for the proposed collection program and the Transfer Station DBO, the necessary comparison for the City to recognize the most affordable overall option would be to compare the base costs of the collection program under Line 73-79 of tab 5 of the financial form to the costs of the Transfer Station DBO (line 80) combined with the proposed reduction to collection costs in line 82

Furthermore, as clarified in Question 41 of Addendum 2, FCC has provided our Proposed Flat Collection Rate Reduction as a $/household/month reduction to the submitted residential collection rates. As an example using FCC's submitted offer:

$1.03 x 100,000 households x 12 months = **$1,236,000 annual savings.**

City of Cape Coral, Florida
Financial Proposal Form (PAGE 1 of 5)
RFP Solid Waste and Recycling Franchise Collection Services

PROPOSER'S NAME: FCC Environmental Services Florida, LLC

Single Family, Small Scale Multi-family, and Residential Bulk Drop-off Site Operations

Please note the following:
1. Proposer must fill in all proposed pricing (yellow highlighted cells) to be considered responsive. All other cells are locked.
2. Curb Services pricing shall NOT include disposal. Large Scale Multi-family pricing SHALL include disposal, as applicable for solid waste.
3. All unit prices must be rounded to the nearest cent.
4. Unit numbers provided are estimated and for evaluation purposes only. The City makes no guarantee on the number of units to be serviced.
5. Proposers are encouraged to thoroughly read the scope of work as provided in the RFP and Sample Agreement.

Curb Services (Includes Single Family and Small Scale Multi-Family 2-4 Unit Complexes)

Line	Type of Service	Monthly Service Rate/Unit (a)	Estimated Projected Units (b)
1	Solid Waste: Limited 1x per week automated 95 gallon carted collection	$6.59	100,000
2	Recycling: Limited 1x per week single stream automated 65 gallon carted collection	$4.79	100,000
3	Horticulture Waste: Unlimited 1x per week	$4.81	100,000
4	Bulk Waste: Unlimited 1x per week	$2.96	100,000
5	**Total Monthly Fee per Unit (Sum of lines 1a-4a)**	$19.15	
6	**Estimated Annualized Cost for Curb Service** [(((Line 1a x 1b)+(Line 2a x 2b)+(Line 3a x 3b)+(Line 4a x 4b)) x 12 months]	**$22,980,000.00**	

[1] *Franchisee responsible for cart maintenance and replacement or newly issued Carts.*
[2] *Franchise Fee of 8.5 percent should be included in all proposed rates.*
[3] *Rates shall NOT include disposal costs.*

Residential Curb Services Supplemental Collection Services

Line	Type of Service	Monthly Service Rate/Unit (a)
7	Non-medical Rear Door Service	$10.00
8	Improperly prepared Solid Waste	$20.00
9	Improperly prepared Horticulture Waste	$20.00
10	Deployment and weekly collection of additional Solid Waste Cart (rate per extra 95 gallon cart)	$15.00
11	Deployment and weekly collection of additional Recycling Cart (rate per extra 65 gallon cart)	$15.00
12	**Estimated Annualized Cost for Curb Service Supplemental Collection Services** [(((Line 7a x 1)+(Line 8a x 1)+(Line 9a x 1)+(Line 10a x 1)+(Line 11a x 1)) x 12 months]	**$960.00**

[1] *Franchisee responsible for cart maintenance and replacement of additional Carts.*
[2] *Franchise Fee of 8.5 percent shall be included in the Supplemental Collection Services proposed rate.*

Residential Bulk Drop-off Site Operations

Line	Type of Service	(a)
13	Daily Drop-off site operations (cost per ton)	$20.69
14	Estimated annual tons (based on 2025 tonnage reports)	1,270
15	**Estimated Annualized Cost for Bulk Drop-off Site Operations** [(Line 13a x Line 14a) x 12 months]	**$315,315.60**

[1] *Franchise Fee of 8.5 percent shall be included in the Residential Bulk Drop-off Site Operations proposed rate.*
[2] *Rates shall NOT include disposal costs.*

City of Cape Coral, Florida
Financial Proposal Form (PAGE 2 of 5)
RFP Solid Waste and Recycling Franchise Collection Services

PROPOSER'S NAME: FCC Environmental Services Florida, LLC

Large Scale Multi-family Collection Services

Please note the following:
1. Proposer must fill in all proposed pricing (yellow highlighted cells) to be considered responsive. All other cells are locked.
2. Prices are for collection service only except for those containers that include disposal.
3. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in RFP Section IV. Sample Agreement.
4. All unit prices must be rounded to the nearest cent.
5. Unit numbers provided are for evaluation purposes only and are based upon recent billing reports. The City makes no guarantee as to the number of units to be serviced.
6. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use.
7. Disposal tip fees shall be a component to the Rate for all containers that include disposal.
8. All rates shall include 8.5 percent Franchise Fee.

Large Scale Multi-family Carted Services (5+ Unit Complexes) (Curb Level Service)

Line	Type of Service	1x/week		2x/week		3x/week		On Call (per Pickup)	
		Monthly Rate (a)	Estimated Units (b)	Monthly Rate (c)	Estimated Units (d)	Monthly Rate (e)	Estimated Units (f)	Monthly Rate (g)	Estimated Units (h)
16	Solid Waste Collection (rate per 35 gallon cart)	**17.61**	710	**26.42**	1	**35.22**	1	**8**	1
17	Solid Waste Collection (rate per 65 gallon cart)	**19.11**	57	**28.67**	1	**38.22**	1	**8.5**	1
18	Solid Waste Collection (rate per 95 gallon cart)	**20.61**	1276	**30.92**	1	**41.22**	1	**9**	1
19	Recycling Collection (rate per 35 gallon cart)	**10.31**	1	**15.47**	1	**20.62**	1	**5**	1
20	Recycling Collection (rate per 65 gallon cart)	$11.21	1	$16.82	1	$22.42	1	$5.50	1
21	Recycling Collection (rate per 95 gallon cart)	$12.11	1	$18.17	1	$24.22	1	$6.00	1
22	Yard Waste Collection (rate per 35 gallon cart)	$13.71	132	$20.57	1	$27.42	1	$6.00	1
23	Yard Waste Collection (rate per 65 gallon cart)	$15.21	1	$22.82	1	$30.42	1	$6.50	1
24	Yard Waste Collection (rate per 95 gallon cart)	$16.71	1	$25.07	1	$33.42	1	$7.00	1
25	Annual Subtotals [Summation of Rates in Lines 16 - 24 multiplied by 12]	$1,639.08		$2,459.16		$3,278.16		$738.00	
26	**Estimated Annualized Cost for Large Scale Multi-family Collection Services** (Line 25a + Line 25c + Line 25e + Line 25g)								**$8,114.40**

City of Cape Coral, Florida
Financial Proposal Form (PAGE 3 of 5)
RFP Solid Waste and Recycling Franchise Collection Services

PROPOSER'S NAME: FCC Environmental Services Florida, LLC

Commercial Collection Services

Please note the following:
1. Proposer must fill in all proposed pricing (yellow highlighted cells) to be considered responsive. All other cells are locked.
2. Prices are for collection service only except for those containers that include disposal.
3. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in RFP Section IV. Sample Agreement.
4. All unit prices must be rounded to the nearest cent.
5. Unit numbers provided are for evaluation purposes only and are based upon recent commercial billing reports. The City makes no guarantee as to the number of units to be serviced.
6. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use.
7. Disposal tip fees shall be a component to the Commercial Base Rate to all containers that include disposal.
8. All rates shall include 8.5 percent Franchise Fee.

NON-COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxh)+(ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	Annual Price Proposal (s)
27	2 cubic yard	$113.27	447	$226.55	98	$339.82	21	$453.09	1	$566.36	1	$679.64	1	$45.31	1	$67.96	1	$45.31	1	$981,929.76
28	4 cubic yard	$226.55	450	$453.09	115	$679.64	27	$906.18	7	$1,132.73	5	$1,359.27	1	$90.62	1	$135.93	1	$90.62	1	$2,233,037.76
29	6 cubic yard	$339.82	150	$679.64	89	$1,019.46	49	$1,359.27	7	$1,699.09	5	$2,038.91	1	$135.92	1	$203.90	1	$135.92	1	$2,183,273.88
30	8 cubic yard	$453.09	162	$906.18	151	$1,359.27	92	$1,812.36	30	$2,265.46	48	$2,718.55	1	$181.23	1	$271.86	1	$181.23	1	$6,021,028.20
	Customer-Owned Containers																			
31	2 cubic yard	$110.96	1	$221.92	1	$332.88	1	$443.84	1	$554.79	1	$665.76	1	$44.38	1	66.58	1	44.38	1	$29,825.88
32	4 cubic yard	$221.92	1	$443.84	1	$665.76	1	$887.67	1	$1,109.59	1	$1,331.51	1	$88.77	1	133.15	1	88.77	1	$59,651.76
33	6 cubic yard	$332.88	1	$665.76	1	$998.64	1	$1,331.51	1	$1,664.39	1	$1,997.27	1	$133.15	1	199.73	1	133.15	1	$89,477.76
34	8 cubic yard	$443.84	1	$887.67	1	$1,331.51	1	$1,775.34	1	$2,219.19	1	$2,663.03	1	$177.53	1	266.31	1	177.53	1	$119,303.40
35	**Estimated Annualized Cost for Commercial Collection in Non-Compaction Containers** (Sum of Lines 27s - 34s)																			**$11,717,528.40**

COMPACTION CONTAINERS

Line	Franchisee-Owned Containers	1x/week		2x/week		3x/week		4x/week		5x/week		6x/week		Extra Scheduled Pickup		On-Call Service Monthly Charge		On-Call Service Pickup Charge		=((axb)+(cxd)+(exf)+(gxh)+(ixj)+(kxl)+(mxn)+(oxp)+(qxr))x12
		(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)	(q)	(r)	
		Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Billing Units/ Month	Rate per Pickup	Est. Pickups/ Month	Monthly Rate	Est. Billing Units/ Month	Monthly Rate	Est. Pickups/ Month	Annual Price Proposal (s)
36	2 cubic yard	$198.23	1	$396.45	1	$594.68	1	$792.91	1	$991.14	1	$1,189.36	1	$79.29	1	$118.94	1	$79.29	1	$53,283.48
37	4 cubic yard	$396.45	5	$792.91	2	$1,189.36	1	$1,585.82	1	$1,982.27	1	$2,378.73	1	$158.58	1	$237.88	1	$158.58	1	$135,111.48
38	6 cubic yard	$594.68	2	$1,189.36	5	$1,784.05	2	$2,378.73	1	$2,973.41	1	$3,568.09	1	$237.87	1	$356.82	1	$237.87	1	$245,484.60
39	8 cubic yard	$792.91	1	$1,585.82	1	$2,378.73	1	$3,171.64	1	$3,964.55	1	$4,757.46	1	$317.16	1	$475.76	1	$317.16	1	$213,134.28
	Customer-Owned Containers																			
40	2 cubic yard	$194.18	1	$388.35	1	$582.53	1	$776.70	1	$970.88	1	$1,165.05	1	$77.67	1	116.51	1	77.67	1	$52,194.48
41	4 cubic yard	$388.35	1	$776.70	1	$1,165.05	1	$1,553.41	1	$1,941.75	1	$2,330.11	1	$155.34	1	233.01	1	155.34	1	$104,388.72
42	6 cubic yard	$582.53	1	$1,165.05	1	$1,747.59	1	$2,330.11	1	$2,912.64	1	$3,495.16	1	$233.01	1	349.53	1	233.01	1	$156,583.56
43	8 cubic yard	$776.70	1	$1,553.41	1	$2,330.11	1	$3,106.81	1	$3,883.52	1	$4,660.22	1	$310.68	1	466.03	1	310.68	1	$208,777.92
44	**Estimated Annualized Cost for Commercial Collection in Compaction Containers** (Sum of Lines 36s-43s)																			**$1,168,958.52**

City of Cape Coral, Florida
Financial Proposal Form (PAGE 4 of 5)
RFP Solid Waste and Recycling Franchise Collection Services

PROPOSER'S NAME: FCC Environmental Services Florida, LLC

Please note the following:
1. Proposer must fill in all proposed pricing (yellow highlighted cells) to be considered responsive. All other cells are locked.
2. Franchisee shall provide Commercial Collection Service for roll-offs as arranged between the Commercial Customer and Franchisee as defined in RFP Section IV. Sample Agreement.
3. All unit prices must be rounded to the nearest cent.
4. Unit numbers provided are for evaluation purposes only. The City makes no guarantee as to the number of units to be serviced.
5. For proposal evaluations, all services have a minimum of one unit listed, even those not currently in use.
6. Prices are for collection service only. Disposal rates to Commercial Customers for roll-off containers shall be based upon scale tickets and shall not be a component to the Commercial Base Rate provided for roll-off containers.
7. All rates shall include 8.5 percent Franchise Fee.

Commercial Services Roll-offs

Line	Container Size	(a) Monthly Container & Maintenance Fee	(b) Est. Billing Units/Month	(c) Fee per Pull	(d) Est. Pulls/ Month	= ((axb) + (cxd)) x 12 months Annual Price Proposal (e)
45	Non-Compaction: 10 cy	$82.80	1	$301.28	1	$4,608.96
46	Non-Compaction: 20 cy	$91.79	9	$301.28	1	$13,528.68
47	Non-Compaction: 30 cy	$101.45	18	$301.28	1	$25,528.56
48	Non-Compaction: 40 cy	$112.02	1	$301.28	1	$4,959.60
49	Compaction: 10 cy	$411.65	1	$400.57	1	$9,746.64
50	Compaction: 20 cy	$467.78	12	$400.57	1	$72,167.16
51	Compaction: 30 cy	$504.27	12	$400.57	1	$77,421.72
52	Compaction: 40 cy	$536.42	12	$400.57	1	$82,051.32
53	**Estimated Annualized Cost for Commercial Collection in Roll-Offs** (Sum of Lines 45e - 52e)					**$290,012.64**

Commercial Supplemental Collection Services

Please note the following:
1. Proposer must fill in all proposed pricing (yellow highlighted cells) to be considered responsive. All other cells are locked.
2. Franchisee shall provide Commercial Collection Service as arranged between the Commercial Customer and Franchisee as defined in RFP Section IV. Sample Agreement.
3. All unit prices must be rounded to the nearest cent.
4. Due to the unknown variable of estimated units served per month, each type of service has a general multiplier of one (1) utilized to calculate the estimated annualized cost.
5. All rates shall include 8.5 percent Franchise Fee.

Line	Type of Service	Service Rate (a)
54	Rolling out container(s) and returning to original location (per month)	$5.00
55	Opening and closing doors or gates (per month)	$4.00
56	Unlocking and locking Collection Containers (per occurrence)	$3.00
57	Moving customer-owned container location per Customer request (per occurrence)	$45.00
58	Changing out Collection Container size, if more than two times per year (per occurrence)	$100.00
59	Overloaded Collection Container charge (per occurrence)	$20.00
60	Long walk charge: Container located from truck access point greater than 100 feet (per occurrence)	$8.00
61	Adding Casters to containers charge (one time fee)	$50.00
62	Locks for containers (one time fee)	$225.00
63	**Estimated Annualized Cost for Commercial Supplemental Collection Services** [(((Line 54a x 1)+(Line 55a x 1)+(Line 56a x 1)+(Line 57a x 1)+(Line 58a x 1)+(Line 59a x 1)+(Line 60a x 1)+(Line 61a x 1)+(Line 62a x 1)) x 12 months]	**$5,520.00**

Collection of Debris from Disaster Events

Note: Estimated tons/year provided are for evaluation purposes only. The City makes no guarantees of volume.

Line	Type of Service	(a)
64	Collection of debris ($/ton)	$120.00
65	Estimated tons/year (for RFP purposes only)	50
66	**Estimated Annualized Cost for Debris Collection** [Line 64a x Line 65a]	**$6,000.00**

Transfer Station DBO

Note: Estimated tons/year provided are for evaluation purposes only. The City makes no guarantees of volume. Proposer to assume 20 year operational contract commencing October 1, 2032.

Line	Type of Service	(a)
67	Proposed Tip Fee for Solid Waste and Bulk ($/ton)	$62.41
68	Estimated tons/year Residential and Commercial (for RFP purposes only)	140,000
69	Proposed Tip Fee for Recycalbes ($/ton)	$70.62
70	Estimated tons/year Resdiential and Commercial (for RFP purposes only)	60,000
71	**Estimated Annualized Cost for Transfer Station DBO** [(Line 67a x Line 68a) + (Line 69a x Line 70a)]	**$12,974,600.00**

Collection Rate Reduction with Transfer Station as Designated Site

Note: The following rate is required for Proposers to be deemed responsive. Rate is not linked to total RFP Package price and will not be including in the Tab 3 scoring, but will be a consideration under Tab 1 Technical Proposal. The flat Rate Reduction may be applied to all rates for Collection Services (Residential and Commercial) effective October 1, 2032 and shall be provided pro-rated with all inflationary factors.

72	Proposed Flat Collection Rate Reduction ($)	$1.03

City of Cape Coral, Florida
Financial Proposal Form (PAGE 5 of 5)
RFP Solid Waste and Recycling Franchise Collection Services

PROPOSER'S NAME: FCC Environmental Services Florida, LLC

Total Proposed Rates for Evaluation Purposes

Note: Annualized summations have been provided by level of service option and a total of all services bid. Where applicable, placeholder values of one have been included. This total may not reflect the total annual contract value.

Line	Type of Service	Est. Annualized Cost (a)
	Curb Services Collection Service (1-4 Residential Units)	
73	Estimated Annualized Cost [Line 6a]	$22,980,000.00
	Large Scale Multi-family Service (5+ Residential Units)	
74	Estimated Annualized Cost [Line 26h]	$8,114.40
	Residential Bulk Drop-off Site Operations	
75	Estimated Annual Operations Cost [Line 15a]	$315,315.60
	Commercial Collection Service	
76	All Container Types and Services [Line 35s + Line 44s + Line 53e]	$13,176,499.56
	Supplemental and Disaster Debris Collection Services	
77	Residential Curb Services Supplemental Collection Services [Line 12a]	$960.00
78	Commercial Supplemental Collection Services [Line 63a]	$5,520.00
79	Collection of Debris from Disaster Events [Line 66a]	$6,000.00
	Transfer Station DBO	
80	Estimated Annualized Cost for Transfer Station DBO [Line 71a]	$12,974,600.00
81	**Total Proposed RFP Package** [Line 73a + Line 74a + Line 75a + Line 76a + Line 77a + Line 78a + Line 79a + Line 80a]	**$49,467,009.56**
	Collection Rate Reduction with Transfer Station as Designated Site	
82	Proposed Flat Collection Rate Reduction [Line 72]	$1.03

4. REQUIRED FORMS AND SUBMITTALS

SCHEDULE OF SUBCONTRACTORS

Please note that the subcontractor schedule form was not provided; however, FCC will collaborate with the necessary City staff to complete any required documentation. As a summary, FCC will utilize A & Associates Inc. to provide the quantities of helpers as listed within our Staffing sections on a Monday – Friday schedule to meet our collections approach.

REFERENCE FORM

See Tab 1 section "Service Performance and References" for completed form.

SERVICE TRANSITION HISTORY FORM

See Tab 1 section "Service Transition History" for completed form.

EQUIPMENT AND PERSONNEL FORM

See Tab 2 section "Collection Services" for completed form, which has also been submitted as a separate Excel file in the Response Attachment tab in Ionwave.

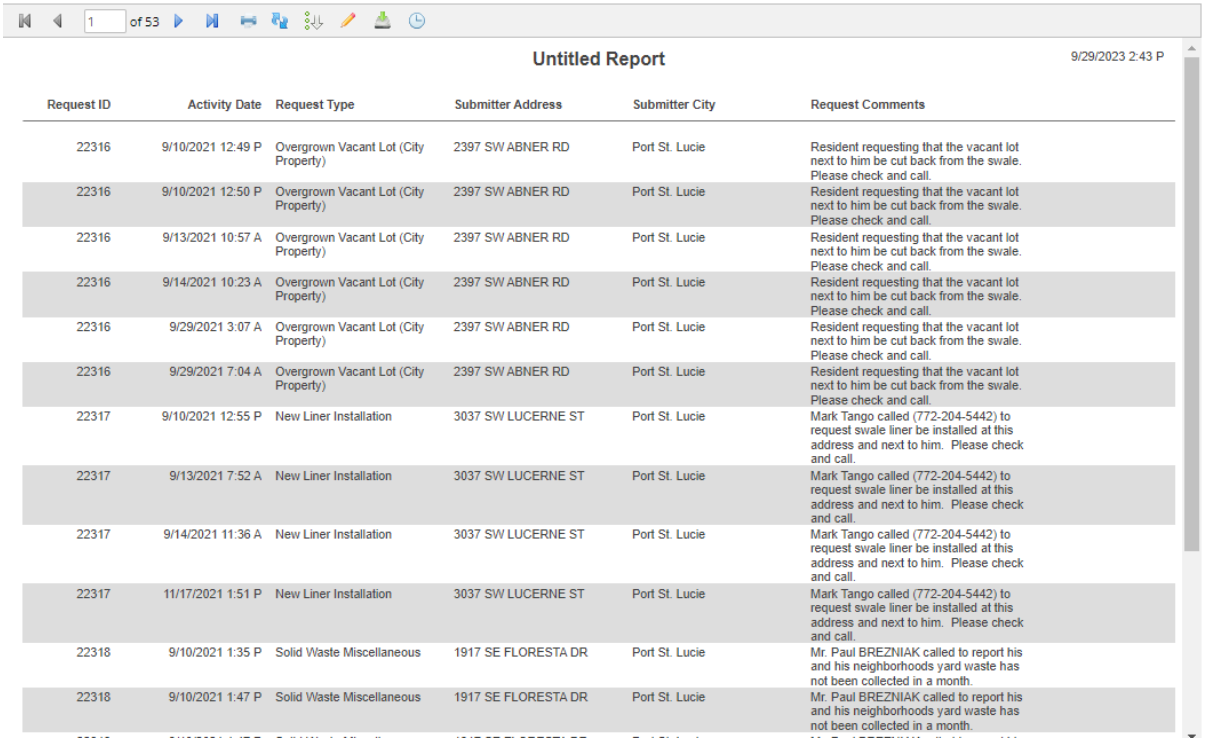
FINANCIAL PROPOSAL FORM

Completed form has been submitted as a separate Excel file in Response Attachment tab in Ionwave.

5. APPENDIX

Non-Collection Notice Log/Customer Call Log/ Missed Collections and Legitimate Complaints Log/Bulk Waste, White Goods, E-Waste, and Tires Log

*Note – By developing customized Request Types, FCC and City staff will have the ability to export similar reports to the below that includes customer detail, date of notification, and relevant notes so that all reports can be fulfilled with ease.



1 of 53

Untitled Report 9/29/2023 2:43 P

Request ID	Activity Date	Request Type	Submitter Address	Submitter City	Request Comments
22316	9/10/2021 12:49 P	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/10/2021 12:50 P	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/13/2021 10:57 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/14/2021 10:23 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/29/2021 3:07 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22316	9/29/2021 7:04 A	Overgrown Vacant Lot (City Property)	2397 SW ABNER RD	Port St. Lucie	Resident requesting that the vacant lot next to him be cut back from the swale. Please check and call.
22317	9/10/2021 12:55 P	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	9/13/2021 7:52 A	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	9/14/2021 11:36 A	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22317	11/17/2021 1:51 P	New Liner Installation	3037 SW LUCERNE ST	Port St. Lucie	Mark Tango called (772-204-5442) to request swale liner be installed at this address and next to him. Please check and call.
22318	9/10/2021 1:35 P	Solid Waste Miscellaneous	1917 SE FLORESTA DR	Port St. Lucie	Mr. Paul BREZNIAK called to report his and his neighborhoods yard waste has not been collected in a month.
22318	9/10/2021 1:47 P	Solid Waste Miscellaneous	1917 SE FLORESTA DR	Port St. Lucie	Mr. Paul BREZNIAK called to report his and his neighborhoods yard waste has not been collected in a month.

Number of Missed Collections and Legitimate Complaints

*Note – From the export of all recorded data and filtered down to the missed collection and legitimate complaints, FCC can deliver tables that show these customer interactions by any period of time.

Row Labels	6-Oct	7-Oct	8-Oct	9-Oct	10-Oct	11-Oct	12-Oct	13-Oct	15-Oct
Driver Complaint	4			4	3	4	3	2	
Litter							1		
Missed Bulk					2	2	1		
Missed Garbage	12	2	1	5	7	2	9	5	1
Missed Horticultural/Yard Waste	3		1	1	4	3	1	1	
Missed Recyclable	3		1	1	3	17	6	7	1
Property Damage Complaint							1		
Grand Total	**22**	**2**	**3**	**11**	**19**	**28**	**22**	**15**	**2**

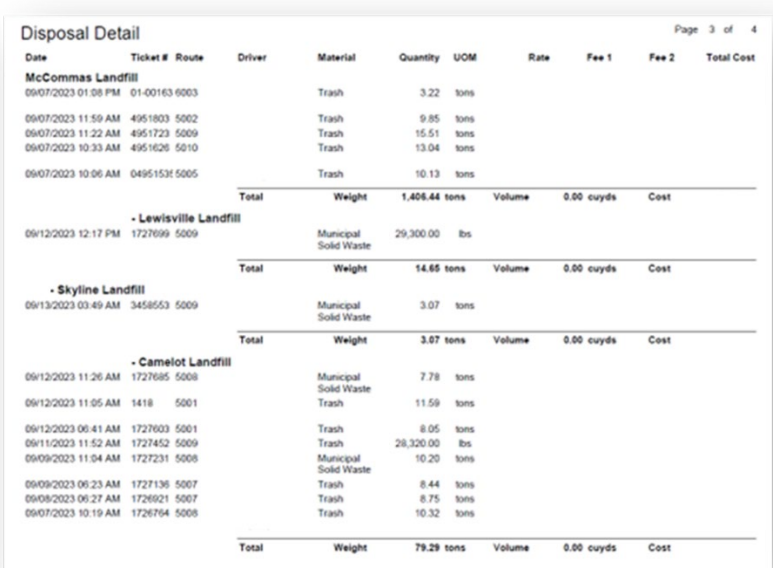
Daily crew out

*Note – FCC utilizes a daily crew out report that tracks truck and personnel assignment and consistently updates this throughout the day as circumstances arise. Disabled trucks or shortage of staff that lasts for more than 2 hours will be recorded and shared with the City in every instance.

Garbage				Absent	
Route #	Truck #	Driver	Helper or Trainee	Name	Scheduled Unscheduled
Route 1	Truck 1	FCC Driver 1	Helper 1	FCC Driver 19	Scheduled
Route 2	Truck 2	FCC Driver 2	Helper 2	FCC Driver 20	Scheduled
Route 3	Truck 3	FCC Driver 3	Helper 3	FCC Helper 19	Scheduled
Route 4	Truck 4	FCC Driver 4	Helper 4		
Route 5	Truck 5	FCC Driver 5	Helper 5		
Route 6	Truck 6	FCC Driver 6	Helper 6		
Route 7	Truck 7	FCC Driver 7	Helper 7		
Route 8	Truck 8	FCC Driver 8	Helper 8		
Route 9	Truck 9	FCC Driver 9	Helper 9	Spare Trucks	
Route 10	Truck 10	FCC Driver 10	Helper 10	Truck 19	
Route 11	Truck 11	FCC Driver 11	Helper 11	Truck 20	
Route 12	Truck 12	FCC Driver 12	Helper 12	Truck 21	
Route 13	Truck 13	FCC Driver 13	Helper 13		
Route 14	Truck 14	FCC Driver 14	Helper 14		
Route 15	Truck 15	FCC Driver 15	Helper 15		
Route 16	Truck 16	FCC Driver 16	Helper 16		
Route 17	Truck 17	FCC Driver 17	Helper 17		
Route 18	Truck 18	FCC Driver 18	Helper 18		

Tonnage Reports by Waste Stream / Reconciliation of Scale Tickets / Recyclables Program Log

*Note – By selecting different filters such as recyclables, Navusoft can provide disposal detail in pdf and excel to fulfill these reports



Disposal Detail

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Date	Ticket #	Route	Driver	Material	Quantity	UOM	Rate	Fee 1	Fee 2	Total Cost
McCommas Landfill										
09/07/2023 01:08 PM	01-00163	6003		Trash	3.22	tons				
09/07/2023 11:59 AM	4951803	5002		Trash	9.85	tons				
09/07/2023 11:22 AM	4951723	5009		Trash	15.51	tons				
09/07/2023 10:33 AM	4951626	5010		Trash	13.04	tons				
09/07/2023 10:06 AM	0495153(	5005		Trash	10.13	tons				
			Total	**Weight**	**1,406.44**	**tons**	**Volume**	**0.00**	**cuyds**	**Cost**
- Lewisville Landfill										
09/12/2023 12:17 PM	1727699	5009		Municipal Solid Waste	29,300.00	lbs				
			Total	**Weight**	**14.65**	**tons**	**Volume**	**0.00**	**cuyds**	**Cost**
- Skyline Landfill										
09/13/2023 03:49 AM	3458553	5009		Municipal Solid Waste	3.07	tons				
			Total	**Weight**	**3.07**	**tons**	**Volume**	**0.00**	**cuyds**	**Cost**
- Camelot Landfill										
09/12/2023 11:26 AM	1727685	5008		Municipal Solid Waste	7.78	tons				
09/12/2023 11:05 AM	1418	5001		Trash	11.59	tons				
09/12/2023 06:41 AM	1727603	5001		Trash	8.05	tons				
09/11/2023 11:52 AM	1727452	5009		Trash	28,320.00	lbs				
09/09/2023 11:04 AM	1727231	5008		Municipal Solid Waste	10.20	tons				
09/09/2023 06:23 AM	1727136	5007		Trash	8.44	tons				
09/08/2023 06:27 AM	1726921	5007		Trash	8.75	tons				
09/07/2023 10:19 AM	1726764	5008		Trash	10.32	tons				
			Total	**Weight**	**79.29**	**tons**	**Volume**	**0.00**	**cuyds**	**Cost**

Non-Collection Notice Log/Customer Call Log/ Work Order Log, and Tires Log

*Note – By developing customized Request Types, FCC and City staff will have the ability to export similar reports to the below that includes customer detail, date of notification, and relevant notes so that all reports can be fulfilled with ease.

Case #	Created	Closed	Address	Name	Phone	Category	Category Comments	Resolution
4029893	12/4/2023 10:27	12/5/2023 10:37	21 WOODSTON LN, PALM COAST, FL 32164-7999	robin reed	6145718895	Trash - Bulk Waste / Whit	refrigerator	picked up
4029893	12/4/2023 10:27	12/5/2023 10:37	21 WOODSTON LN, PALM COAST, FL 32164-7999	robin reed	6145718895	Resolutions	picked up	picked up
4028366	12/1/2023 10:39	12/4/2023 4:37	42 EDWARD DR, PALM COAST, FL 32164-6312	james daley	3862063377	Trash - Bulk Waste / Whit	refrigerator	picked up
4028366	12/1/2023 10:39	12/4/2023 4:37	42 EDWARD DR, PALM COAST, FL 32164-6312	james daley	3862063377	Resolutions	picked up	picked up
4028608	12/1/2023 12:34	12/4/2023 4:38	40 LEWIS DR, PALM COAST, FL 32137-9731	nerval gabay	3864458784	Trash - Bulk Waste / Whit	refrigerator	picked up
4028608	12/1/2023 12:34	12/4/2023 4:38	40 LEWIS DR, PALM COAST, FL 32137-9731	nerval gabay	3864458784	Resolutions	picked up	picked up
4028783	12/1/2023 14:13	12/4/2023 4:37	98 EDWARD DR, PALM COAST, FL 32164-6312	helen davis	3865865868	Trash - Bulk Waste / Whit	refrigerator	picked up
4028783	12/1/2023 14:13	12/4/2023 4:37	98 EDWARD DR, PALM COAST, FL 32164-6312	helen davis	3865865868	Resolutions	picked up	picked up
4029815	12/4/2023 10:00	12/6/2023 10:40	21 FRONT ST, PALM COAST, FL 32137-1453	DRIVER REQUEST	.	Trash - Bulk Waste / Whit	FRIDGE	PICKED UP
4029815	12/4/2023 10:00	12/6/2023 10:40	21 FRONT ST, PALM COAST, FL 32137-1453	DRIVER REQUEST	.	Resolutions	PICKED UP	PICKED UP

Case #	Created	Closed	Address	Name	Phone	Category	Category Comments
4033373	12/6/2023 14:46	12/6/2023 15:41	1 BROOKLYN LN, PALM COAST, FL 32137-87	DRIVER REQUEST	.	Tagged Item - Yard	EXCEEDS LIMIT
4033379	12/6/2023 14:47	12/6/2023 15:41	32 BLAINE DR, PALM COAST, FL 32137-7373	DRIVER REQUEST	.	Tagged Item - Yard	YARD WASTE MATERIAL IS MIXED WITH REGULAR GARBAGE OR BULK
4033489	12/6/2023 15:19	12/6/2023 15:41	23 LAMONT LN, PALM COAST, FL 32137-966	DRIVER REQUEST	.	Tagged Item - Yard	EXCEEDS LIMIT
4033558	12/6/2023 15:54	12/6/2023 15:56	61 PEBBLE BEACH DR, PALM COAST, FL 3216	DRIVER REQUEST	.	Tagged Item - Yard	YARD WASTE NOT CUT, CONTAINED, AND/OR PREPARED FOR HAND COLLECTION
4033643	12/6/2023 16:34	12/6/2023 16:35	50 SABAL BND, PALM COAST, FL 32137-4328	DRIVER REQUEST	.	Tagged Item - Yard	EXCEEDS LIMIT
4033647	12/6/2023 16:35	12/6/2023 16:35	6 CROW CT, PALM COAST, FL 32137-8901	DRIVER REQUEST	.	Tagged Item - Yard	EXCEEDS LIMIT
4041670	12/15/2023 11:48	12/18/2023 9:23	32 PLEASANT LN, PALM COAST, FL 32164-74	DRIVER REQUEST	.	Tagged Item - Bulk	Move Out Pile/ See attached photos
4041670	12/15/2023 11:48	12/18/2023 9:23	32 PLEASANT LN, PALM COAST, FL 32164-74	DRIVER REQUEST	.	Resolutions	driver tagged supervisor also tagged with a fee for removal
4041675	12/15/2023 11:50	12/18/2023 9:25	14 RAINBOW LN, PALM COAST, FL 32164-68	DRIVER REQUEST	.	Tagged Item - Bulk	Move Out Pile & Scattered Trash/ Please see attached photos
4041675	12/15/2023 11:50	12/18/2023 9:25	14 RAINBOW LN, PALM COAST, FL 32164-68	DRIVER REQUEST	.	Resolutions	Driver tagged, supervisor left tag with fee for removal
4045873	12/20/2023 17:08	12/20/2023 17:12	101 WELLWOOD LN, Palm Coast, FL 32164	DRIVER REQUEST	1234567890	Tagged Item - Yard	Yard waste not cut, contained, and/or prepared for hand collection
4045873	12/20/2023 17:08	12/20/2023 17:12	101 WELLWOOD LN, Palm Coast, FL 32164	DRIVER REQUEST	1234567890	Resolutions	Drivers tagged
4045874	12/20/2023 17:09	12/20/2023 17:12	24 RIVERSIDE LN, Palm Coast, FL 32164	DRIVER REQUEST	1234567890	Tagged Item - Yard	Yard waste not cut, contained, and/or prepared for hand collection
4045874	12/20/2023 17:09	12/20/2023 17:12	24 RIVERSIDE LN, Palm Coast, FL 32164	DRIVER REQUEST	1234567890	Resolutions	Drivers tagged
4045876	12/20/2023 17:10	12/20/2023 17:12	73 FLEMINGWOOD LN, Palm Coast, FL 3213	DRIVER REQUEST	1234567890	Tagged Item - Yard	Yard waste not cut, contained, and/or prepared for hand collection
4045876	12/20/2023 17:10	12/20/2023 17:12	73 FLEMINGWOOD LN, Palm Coast, FL 3213	DRIVER REQUEST	1234567890	Resolutions	Drivers tagged