

EXHIBIT A**Guiding Principles for Franchise Review**

The City of Portland regulates residential garbage, recycling and composting service through a franchise system that aims to provide reliable, cost-efficient, and environmentally and socially sustainable curbside collection. City Council establishes the service offerings and rates, endeavoring to meet waste reduction and recovery policy goals and the needs of a diverse customer base.

1. Advance Climate Action Plan goals.

- Reduce food scraps sent to landfills by 90 percent.
- Reduce per capita solid waste by 33 percent.
- Recover 90 percent of all waste generated.

2. Ensure cost-effective, safe, and environmentally sound operations.

- Establish rates through a process that promotes operational efficiencies while meeting policy goals, including equity.
- Employ a rate-setting methodology that provides franchisees the opportunity to earn a reasonable operating margin without guaranteeing a specific return to any franchisee.
- Develop programs and conduct operations to ensure public and worker safety.
- Reduce air emissions from collection vehicles.
- Improve the safety of collection vehicles for hauler employees and for other road users.

3. Provide exemplary customer service.

- Respond promptly to and communicate appropriately with customers.
- Use technologies to provide more responsive, reliable, and convenient customer service.
- Keep and maintain accurate and accessible customer and operational records.

4. Develop a resilient and equitable system.

- Increase participation of women and minority workers.
- Reduce barriers to economic opportunities for minority-owned and women-owned companies.
- Collect clean and marketable recyclable and compostable material streams.
- Maintain the ability to adapt to emerging policy goals.