

ATTACHMENT A

Guiding Principles for Franchise Review

The City of Portland aims to provide reliable, cost-efficient, and environmentally and socially sustainable garbage, recycling and composting curbside collection. Portland's collection system values partnerships with franchisees and supports waste reduction and recovery policy goals. City Council establishes the service offerings and rates, endeavoring to meet the needs of a diverse customer base.

1. Advance recovery rates and waste reduction goals.

- Implement waste reduction, recycling and composting programs.
- Increase recovery of recyclable and compostable materials.

2. Ensure cost-effective and safe operations.

- Conduct an annual rate review in a public process, including timely participation by the Portland Utility Review Board.
- Set rates via process that promotes cost savings while meeting policy goals.
- Establish rates that provide the opportunity for franchisees to earn a reasonable operating margin. However, because costs and efficiencies vary among haulers, individual franchisees are not guaranteed a specific return.
- Develop programs and conduct operations to ensure public and worker safety.

3. Provide exemplary customer service.

- Respond promptly to customers
- Ensure effective and appropriate communication with customers.
- Utilize appropriate and effective technologies to improve customer service.

4. Implement environmental best practices.

- Ensure efficient use of fuel and reduced vehicle emissions
- Develop green purchasing policies
- Conduct energy efficient operations

5. Maintain a robust and flexible system

- Allow multiple franchisees including locally owned companies.
- Maintain the ability to adapt to emerging policy goals.

ITEMS FOR FRANCHISE REVIEW

- System Review
 - Performance of the franchise system for the collection of Solid Waste, Recycling and Composting;
 - System performance indicators, including volumes of solid waste disposal and recycling, and overall rates of participation in recycling;
 - Measurements of customer satisfaction, including but not limited to customer concerns, results of public surveys, and system compliance issues;
 - Comparative analysis of programs for Solid Waste, Recycling and Composting collection used in other cities, including but not limited to system features, program costs, funding mechanisms and overall rates of participation in recycling; and
 - Whether renewal of the franchise system is in the overall public interest.
- Performance of Grantee
 - Grantee's performance of its obligations and responsibilities under this franchise, including Grantee's technical and financial abilities to perform;
 - Grantee's responsiveness to customer communications with the City;
 - Grantee's ability to provide evidence of insurability; and
 - Whether renewal of Grantee's franchise is in the public interest.
- Additional items for consideration may include addressing expiration of Recycling District requirement, as well as future provisions for compostables collection and disaster response procedures.