

April 18, 2012

City of Edina  
Ms. Solvei Wilmot  
4801 West 50<sup>th</sup> Street  
Edina, MN 55424

Dear Ms. Wilmot,

Thank you for the opportunity to present a proposal for residential curbside recycling services to the City of Edina. Waste Management looks forward to the opportunity to develop a long term partnership with the City.

As North America's largest recycler, Waste Management offers a convenient, user friendly curbside program that allows residents to simply put all recyclables in a single cart and let our advanced sorting technology do all the work.

A key feature in Waste Management's proposal to the City of Edina is the fact that we will be utilizing new, compressed natural gas (CNG) trucks to service the City. Natural gas vehicles yield a 15% reduction in carbon footprint. Additionally, natural gas powered refuse vehicles run at least 50% quieter than their diesel powered counterparts.

I am your Public Sector Solutions representative at Waste Management, and I'm here to answer your questions and work with you for the benefit of Edina. Please call or e-mail me with any questions, comments or concerns.

Sincerely,



Darrell Hoekstra  
Public Sector Solutions Representative  
Phone: (952) 460-8645  
E-Mail: [dhoekstra2@wm.com](mailto:dhoekstra2@wm.com)



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## Qualifications and Statements of Acceptance

- Waste Management has been the Twin Cities Market Area recycler of choice since 1987. Waste Management was one of the first partners to bring recycling to communities in the late 1980's when the mandates for communities to provide recycling began. Waste Management has serviced City contracts for more than 20 years through our long-term relationships. Cities trust Waste Management with their residents service. Waste Management services over 30 contracts in the Twin Cities Market Area between our Blaine, Burnsville and Hastings locations.
- Waste Management accepts the City of Edina's single-sort specifications.
- Waste Management accepts the City of Edina's annual public education flyer requirement.
- Waste Management of Minnesota, Inc. has not been party in the State of Minnesota to any litigation or contract default which would impair its ability to perform its obligations under this agreement. We are at times engaged in suits related to traffic accidents or property damage, etc. We have no suits by any government entity based on a failure to perform a contract or breach of any existing agreement.



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**Waste Management acknowledges that it received the following:**

**City of Edina's response to questions from potential curbside recycling collection providers.**

*2012 Residential Curbside Recycling Collection RFP.*

*4/11/12*

Where applicable, is an addendum to the:

**City of Edina, Minnesota, Request for Proposals (RFP), For Residential Curbside Recycling Services, March 20, 2012**



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## PROPOSAL CONTENT CHECKLIST

Prospective Contractors shall complete and submit this checklist.

Items listed are mandatory (*unless noted otherwise*).

- Four (4) bound copies of the proposal
- One (1) unbound (not stapled or bound) copy of the proposal
- One (1) electronic copy of the proposal  
(formatted in Microsoft Word or a suitably compatible alternative).
- Attachment D - Signature Page
- Description of all subcontractors *NA*

### Proposed Price Worksheets, Attachments B.1 through B.4

(Please submit proposed price worksheets in a separate sealed envelope.)

- B.1.1 Proposed Percent Revenue Sharing Worksheet
- B.1.2 Proposed Processing Fees Worksheet

### B.2 Collection Service Fees Worksheets

- B. 2.1 Two Sort Scenario *NA*
- B. 2.2 Single-sort Scenario

### B. 3 Proposer's Alternate Scenario (*Not required*):

- B.3.1 Complete Description of Alternate System
- B.3.2 Proposed Alternate Percent Revenue Share
- B.3.3 Proposed Alternate Processing Fees
- B.3.4 Alternate Collection Service Fees Worksheet

- Attachment C - Questionnaire
  - Proof of ability to provide insurance
  - Current example of an "education tag"  
(as left behind by the recycling collection crew with any non-targeted material)
  - Confidential information is / is not (*circle one*)  
included in a separate envelope (*optional*)
-

**Attachment D - Signature Page**

Project Title: City of Edina Residential Recycling Services

Date/Time Proposals Due: **Wednesday, April 18, 2012; No later than 4:00 p.m.**

**PROPOSAL SUBMITTED BY:**

Signature: *Darrell Hoekstra*

Name/Title: Darrell Hoekstra – Public Sector Representative

Firm Name: Waste Management

Mailing Address: 20520 Keokuk Avenue, Suite 100

City/State/Zip: Lakeville, MN 55044

Official Contact Person: Darrell Hoekstra

Phone Number(s): (952) 460-8645 (office) (612) 965-9620 (mobile)

Email Address: Dhoekstra2@wm.com

**PROPOSALS WILL BE ACCEPTED AT:**

**Edina City Hall**

**Attention: Recycling Coordinator**

**4801 West 50<sup>th</sup> Street, Edina, MN 55424**

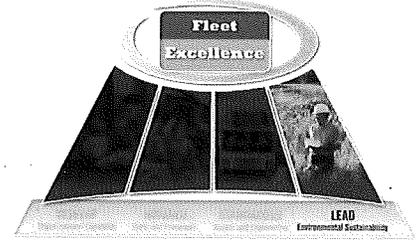
**No later than 4:00 p.m. Wednesday, April 18, 2012 to be considered**



**RECEIPT OF PROPOSAL**

2:55 pm      *DMW*  
TIME                      BY WHOM

# Natural Gas Fleet Strategy at Waste Management *Moving towards Zero Tailpipe Emissions*

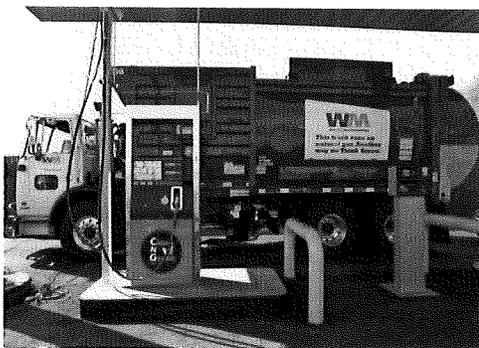


With more than 32,000 collection and support vehicles on the road throughout North America, Waste Management has committed to reducing the environmental impacts of these vehicles. Waste Management is a leader in the use of alternative fuel vehicles. The company has over 1,000 natural gas trucks on the road, the largest heavy-duty fleet of natural gas trucks in North America.

Waste Management has committed to transitioning its fleet of over 18,000 Class 8 collection vehicles from diesel to natural gas. For every Class 8 truck that we convert to natural gas, we reduce our use of diesel fuel by an average of 8,000 gallons per year. This reduces our greenhouse gas emissions (GHG) by over 21 metric tons per year per truck.

## Natural Gas Trucks Emit Fewer Emissions than Diesel Trucks

- Nitrogen oxide (NOx) emissions are reduced by up to 50% compared to 2010 diesel engines and even more compared to the older diesel engines we are replacing;
- Greenhouse gas emissions (GHG) are reduced by over 21% compared to standard diesel engines; and
- GHG can be reduced by over 80% when using CNG& LNG derived from landfill gas instead of standard pipeline gas.

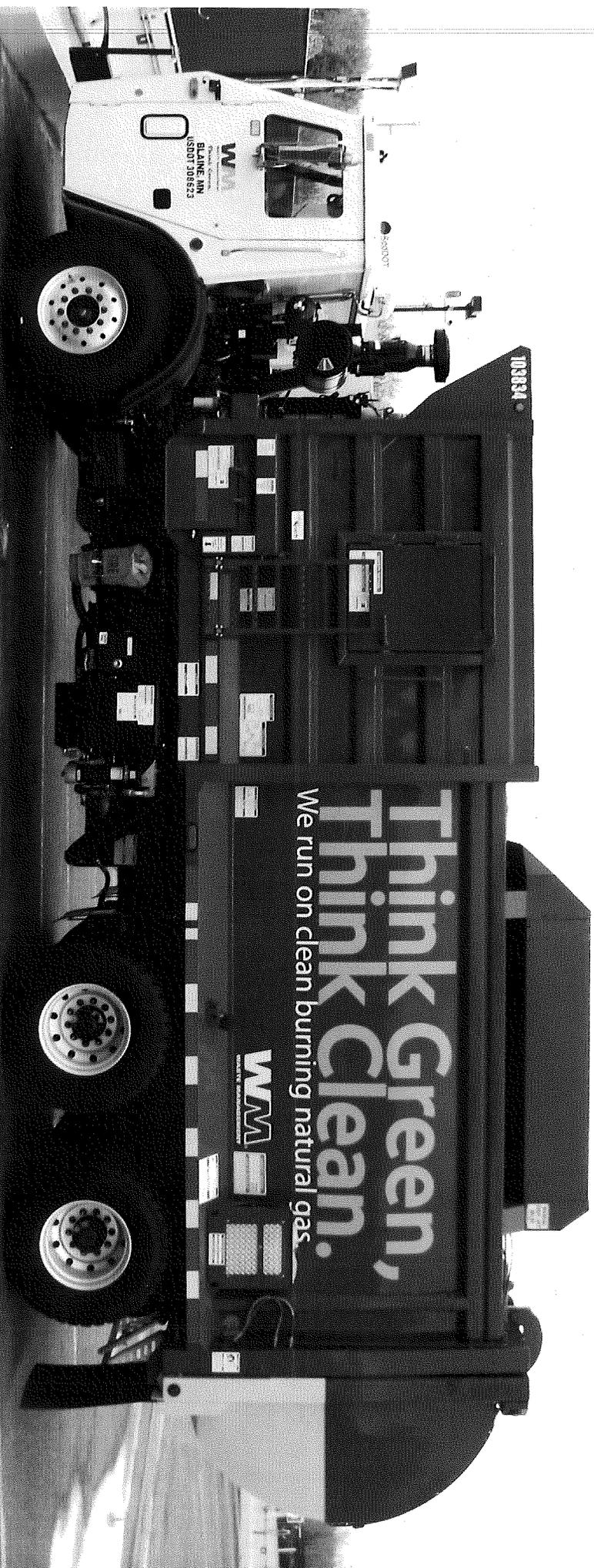


## WM is Making a Significant Financial Investment in Natural Gas Trucks and Infrastructure

- Waste Management has a goal of replacing 80% of its new Class 8 vehicles with natural gas trucks - at a cost of over \$300,000 per truck.
- The company will be developing new fueling stations each year to support the new natural gas trucks. Each facility costs several million dollars.
- WM will build public fueling stations wherever practical.

## Other Benefits of Natural Gas Trucks

- Natural gas trucks are quieter, easier to maintain and weigh less than their new diesel truck equivalents.
- Natural gas trucks provide a bridge to future zero tailpipe emission vehicles. They can use biomethane from landfill gas, sewage treatment facilities and dairies, which reduces GHG emissions by over 80%.



WMA  
BLAINE, MN  
USDOT 308623

103334

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Think Clean.  
We run on clean burning natural gas.

WMA  
WASTE MANAGEMENT

## ATTACHMENT B: Price Worksheets

### Attachment B.1 Revenue Sharing Formula and Processing Fee Price Worksheets

#### B.1.1 Proposed Percent Revenue Share By Commodity:

Revenue share is the percent of gross material sales <sup>(a)</sup> after the processing fees.  
Our proposed percent revenue share rates proposed to be credited to the City are:

Percent Revenue Share (per RFP Specifications)							
Year <sup>(b)</sup> :	2013	2014	2015	2016	2017	2018	2019
All Paper Grades	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Aluminum	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Steel Cans	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Glass	100 %	100 %	100 %	100 %	100 %	100 %	100 %
Plastics #1 - #7	100 %	100 %	100 %	100 %	100 %	100 %	100 %

This revenue share is guaranteed and shall not be amended without a written agreement. \*

#### Notes:

- (a) Revenue share material sales shall be based on the published market indexes specified in Section 13 of this RFP. Revenue share amounts shall come in the form of monthly credits back to the City.
- (b) Please add additional columns as needed if you want to show a different percent revenue share for the later years (2016 and beyond) within a five year or seven year contract term option.



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## B.1.2 Proposed Processing Fees By Commodity:

Our proposed per ton processing fees are:

Processing Fees (per RFP Specifications)							
Year <sup>(a)</sup> :	2013	2014	2015	2016	2017	2018	2019
<b>All Paper Grades</b>	\$80.00 per ton	\$ 82.40 per ton	\$ 84.88 per ton	\$ 87.43 per ton	\$ 90.06 per ton	\$ 92.77 per ton	\$ 95.56 per ton
<b>Aluminum</b>	\$80.00 per ton	\$ 82.40 per ton	\$ 84.88 per ton	\$ 87.43 per ton	\$ 90.06 per ton	\$ 92.77 per ton	\$ 95.56 per ton
<b>Steel Cans</b>	\$80.00 per ton	\$ 82.40 per ton	\$ 84.88 per ton	\$ 87.43 per ton	\$ 90.06 per ton	\$ 92.77 per ton	\$ 95.56 per ton
<b>Glass</b>	\$80.00 per ton	\$ 82.40 per ton	\$ 84.88 per ton	\$ 87.43 per ton	\$ 90.06 per ton	\$ 92.77 per ton	\$ 95.56 per ton
<b>Plastics #1- #7</b>	\$80.00 per ton	\$ 82.40 per ton	\$ 84.88 per ton	\$ 87.43 per ton	\$ 90.06 per ton	\$ 92.77 per ton	\$ 95.56 per ton

This processing fees are guaranteed and shall not be amended without a written agreement.

Notes:

- (a) Please add additional columns as needed if you want to show a different processing fee by commodity for the later years (2016 and beyond) within a five year or seven year contract term option.



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**Attachment B.2 NO BID ON DUAL SORT SCENARIO- WM will collect recycling in bins until carts are delivered.  
Residential Curbside Recycling -  
Collection Service Fees Price Worksheets  
(Price per Household)**

**Attachment B.2.1.1 Dual-sort Scenario (three year term)**

Our proposed price per household (i.e., Certified Dwelling Unit) for dual-sort curbside collection service per month from January 1, 2013 through December 31, 2015 for the City shall be:

Year	Price per Curbside CDU per Month
2013	\$ NO BID
2014	\$ NO BID
2015	\$ NO BID

**Attachment B.2.1.2 Dual-sort Scenario (five year term)**

Our proposed price per household (i.e., Certified Dwelling Unit) for dual-sort curbside collection service per month from January 1, 2013 through December 31, 2017 for the City shall be:

Year	Price per Curbside CDU per Month
2013	\$ NO BID
2014	\$ NO BID
2015	\$ NO BID
2016	\$ NO BID
2017	\$ NO BID



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### Attachment B.2.1.3 Dual-sort Scenario (seven year term)

Our proposed price per household (i.e., Certified Dwelling Unit) for dual-sort curbside collection service per month from January 1, 2013 through December 31, 2019 for the City shall be:

Year	Price per Curbside CDU per Month
2013	\$ NO BID
2014	\$ NO BID
2015	\$ NO BID
2016	\$ NO BID
2017	\$ NO BID
2018	\$ NO BID
2019	\$ NO BID

These price schedules are guaranteed and shall not be amended without a written agreement.

\* Note: All prices above in B.2 are for the collection service component only. The fixed revenue sharing formulae proposed in Attachments B.1.1 and B.1.2 shall be assumed to be separate and in the form of a monthly credit back to the City. Collection days shall be assumed to be the current specified collection days unless otherwise stated within an alternate proposal scenario within B.3.1.



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### **Attachment B.2.2.1 Single-sort Scenario (three year term)**

#### **\$80.00/Ton Processing & 100% Pass Back to City**

Our proposed price per household (i.e., Certified Dwelling Unit) for single-sort curbside collection service per month from January 1, 2013 through December 31, 2015 for the City shall be:

<b>Year</b>	<b>Price per Curbside CDU per Month</b>
2013	\$ 2.69
2014	\$ 2.77
2015	\$ 2.85

### **Attachment B.2.2.2 Single-sort Scenario (five year term)**

Our proposed price per household (i.e., Certified Dwelling Unit) for single-sort curbside collection service per month from January 1, 2013 through December 31, 2017 for the City shall be:

<b>Year</b>	<b>Price per Curbside CDU per Month</b>
2013	\$ 2.60
2014	\$ 2.68
2015	\$ 2.76
2016	\$ 2.84
2017	\$ 2.93



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### Attachment B.2.2.3 Single-sort Scenario (seven year term)

Our proposed price per household (i.e., Certified Dwelling Unit) for single-sort curbside collection service per month from January 1, 2013 through December 31, 2019 for the City shall be:

Year	Price per Curbside CDU per Month
2013	\$ 2.51
2014	\$ 2.59
2015	\$ 2.67
2016	\$ 2.75
2017	\$ 2.83
2018	\$ 2.91
2019	\$ 3.00

These price schedules are guaranteed and shall not be amended without a written agreement.

\* Note: All prices above in B.2 are for the collection service component only. The fixed revenue sharing formulae proposed in Attachments B.1.1 and B.1.2 shall be assumed to be separate and in the form of a monthly credit back to the City. Collection days shall be assumed to be the current specified collection days unless otherwise stated within an alternate proposal scenario within B.3.1.



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Example of Revenue Sharing Formula Based on \$80.00 per ton processing and 100% pass-back to the City of Edina:

	<u>Last 4.5 Year Avg.</u>	<u>Last 12 Month Avg.</u>
Blended Commodity Value	\$95.58/Ton	\$126.88/Ton
Less Processing Fee	\$80.00/Ton	\$ 80.00/Ton
Net To Edina	\$15.58/Ton	\$ 46.88/Ton
Tons*	5,779	5,779
Homes	14,247	14,247
Months	12	12
Pass-Back/Home	\$ .53	\$1.58
Net Price/Home (3 year)**	\$2.16	\$1.11
(5 year)***	\$2.07	\$ 1.02
(7 year)****	\$1.98	\$ .93

\*Increase in tons from current due to increased volume/participation with single sort and larger container

\*\*Base Price of \$2.69/home in year one of three year contract

\*\*\*Base Price of \$2.60/home in year one of five year contract

\*\*\*\*Base Price of \$2.51/home in year one of a seven year contract



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## **Attachment B.3 Proposer's Alternate**

### **80/20 Revenue Split (80% to Edina) \$52.00 Processing in year 1**

Proposers may suggest an alternate collection / processing scenarios and/or revenue sharing scenarios. To be considered eligible, proposals must be complete and fully responsive. The alternate scenarios submitted must have a complete system description (Attachment B.3.1). The proposer must complete the price worksheets in Attachments B.3.2, B.3.3, and B.3.4 or suitable equivalents.

The alternate system description (Attachment B.3.1) must include adequate details about: collection methods, frequency, schedules (e.g., days of the week), processing operations, any differences in marketing tactics, etc. Any differences compared to the dual-sort and single-sort RFP scenarios and revenue sharing requirements (as specified within this RFP) must be clearly and explicitly stated. Implied or unstated alternate provisions will be deemed as non-responsive and therefore not acceptable and may be grounds for the City to reject the alternate proposal.

#### **B.3.1 Complete Description of Alternate System**

Waste Management's Alternate Proposal would not change the method of collection (single sort in 64 gallon carts). The alternate would call for an 80/20 revenue split of the blended commodity value, after processing. 80% would go to the City and 20% would be retained by Waste Management. The Processing base rate for year one would be \$52.00/Ton.



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**B.3.2 Proposed Alternate Percent Revenue Share**  
 (Specify Materials Covered by this Alternate Scenario):

Our revenue share is the percent of gross material sales after the processing fees (unless explicitly and clearly proposed otherwise in as part of the alternate revenue sharing formula). Our alternate percent revenue share rates proposed to be credited to the City are:

Alternate Percent Revenue Share <sup>(a)</sup>							
Commodity (Please specify)	Year						
	2013	2014	2015	2016	2017	2018	2019
All Paper Grades	80 %	80 %	80 %	80 %	80 %	80 %	80 %
Aluminum	80 %	80 %	80 %	80 %	80 %	80 %	80 %
Steel Cans	80 %	80 %	80 %	80 %	80 %	80 %	80 %
Glass	80 %	80 %	80 %	80 %	80 %	80 %	80 %
Plastics #1 - #7	80 %	80 %	80 %	80 %	80 %	80 %	80 %

(Attach additional sheets as needed)

This revenue share is guaranteed and shall not be amended without a written agreement. The proposal shall provide explicit descriptions of the proposed published market indexes or means to document actual sales as the basis for materials sales revenue. Revenue share amounts shall come in the form of monthly credits back to the City.

Note:

- (a) Please add additional columns as needed if you want to show a different alternative revenue share by commodity for the later years (2016 and beyond) within a five year or seven year contract term options.



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**B.3.3 Proposed Alternate Processing Fees**  
 (Specify Materials Covered by this Alternate Scenario):

Our proposed per ton processing fee for the specified recyclable materials is:

Alternate Processing Fees <sup>(a)</sup>							
Commodity (Please specify)	Year						
	2013	2014	2015	2016	2017	2018	2019
All Paper Grades	\$ 52.00 per ton	\$ 53.56 per ton	\$ 55.17 per ton	\$ 56.83 per ton	\$ 58.54 per ton	\$ 60.30 per ton	\$ 62.11 per ton
Aluminum	\$ 52.00 per ton	\$ 53.56 per ton	\$ 55.17 per ton	\$ 56.83 per ton	\$ 58.54 per ton	\$ 60.30 per ton	\$ 62.11 per ton
Steel Cans	\$ 52.00 per ton	\$ 53.56 per ton	\$ 55.17 per ton	\$ 56.83 per ton	\$ 58.54 per ton	\$ 60.30 per ton	\$ 62.11 per ton
Glass	\$ 52.00 per ton	\$ 53.56 per ton	\$ 55.17 per ton	\$ 56.83 per ton	\$ 58.54 per ton	\$ 60.30 per ton	\$ 62.11 per ton
Plastic #1- #7	\$ 52.00 per ton	\$ 53.56 per ton	\$ 55.17 per ton	\$ 56.83 per ton	\$ 58.54 per ton	\$ 60.30 per ton	\$ 62.11 per ton

(Attach additional sheets as needed)

This processing fee is guaranteed and shall not be amended without a written agreement.

Note:

- (a) Please add additional columns as needed if you want to show a different alternative revenue share by commodity for the later years (2016 and beyond) within a five year or seven year contract term options.

**B.3.4 Alternate Collection Service Fees Worksheet:**

Our proposed price under this alternate scenario for curbside collection service per month from January 1, 2013 through December 31, 2015 for the City shall be:

Year <sup>(a)</sup>	Price per Curbside CDU per Month
2013	\$ 2.75
2014	\$ 2.83
2015	\$ 2.91



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### B.3.5 Alternate Collection Service Fees Worksheet:

Our proposed price under this alternate scenario for curbside collection service per month from January 1, 2013 through December 31, 2017 for the City shall be:

Year	Price per Curbside CDU per Month
2013	\$ 2.66
2014	\$ 2.74
2015	\$ 2.82
2016	\$ 2.90
2017	\$ 2.99

### B.3.6 Alternate Collection Service Fees Worksheet:

Our proposed price under this alternate scenario for curbside collection service per month from January 1, 2013 through December 31, 2019 for the City shall be:

Year	Price per Curbside CDU per Month
2013	\$ 2.56
2014	\$ 2.64
2015	\$ 2.72
2016	\$ 2.80
2017	\$ 2.88
2018	\$ 2.97
2019	\$ 3.06



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This price schedule is guaranteed and shall not be amended without a written agreement. Proposals with alternate pricing mechanisms other than “dollar per household” (e.g., dollar per ton) must provide explicit descriptions of the alternate methods of service measurement, documentation, verification and payment.

All prices above in B.3.4 – B.3.6 are for the collection service component only. The fixed revenue sharing proposed in Attachments B.3.2 and B.3.3 shall be assumed to be separate and in the form of a monthly credit back to the City.



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Example of Revenue Sharing Formula Based on \$52.00 per ton processing and 80% pass-back to the City of Edina:

	<u>Last 4.5 Year Avg.</u>	<u>Last 12 Month Avg.</u>
Blended Commodity Value	\$95.58/Ton	\$126.88/Ton
80% Value	\$76.46/Ton	\$101.50/Ton
Less Processing Fee	\$52.00/Ton	\$ 52.00/Ton
Net To Edina	\$24.26/Ton	\$ 49.50/Ton
Tons*	5,779	5,779
Homes	14,247	14,247
Months	12	12
Pass-Back/Home	\$ .83	\$1.67
Net Price/Home (3 year)**	\$1.92	\$1.08
(5 year)***	\$1.83	\$ .99
(7 year)****	\$1.73	\$ .89

\*Increase in tons from current due to increased volume/participation with single sort and larger container

\*\*Base Price of \$2.75/home in year one of three year contract

\*\*\*Base Price of \$2.66/home in year one of five year contract

\*\*\*\*Base Price of \$2.56/home in year one of a seven year contract



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## ATTACHMENT C - Questionnaire

Please provide requested information to the items listed below. All questions should be answered fully in order to provide the City with an understanding of the services you would provide. Information and answers can be attached on separate sheets as needed.

1. Provide a list of acceptable materials you are currently able to collect, process and market, other than the listed materials the City requires in the RFP. Do you have any concerns about the City's list of designated recyclables?

*Waste Management accepts the following items to be included in the single sort recycling carts: Aluminum cans, tin cans, glass bottles and jars, mixed plastics to include plastic bottles, containers, lids and tubs (#1 - #7), newspapers and inserts, mail, office and school papers, magazines and catalogs, brown grocery bags, phone books, shredded paper in closed paper bags, cardboard boxes, cereal, cracker, pasta and cake mix boxes, shoe boxes, electronic boxes and milk, juice, soup and broth cartons. There are no concerns regarding the City's list of designated recyclables.*

2. Provide clear descriptions of the means used to calculate monthly recycling tonnage. For example, will you collect Edina loads of residential curbside recyclables separate from other customers? Will you weigh each load? If not, state any other assumptions, sources of data, and methods of calculation (e.g., average recovery rates in pounds per household served or pounds per stop).

*Edina's recycling trucks would be utilized only in the City of Edina. The recycling loads will be collected separate from all other cities that Waste Management services. Waste Management weighs the full truck before it enters the Materials Recovery Facility (MRF) and weighs the empty truck after it exits the MRF. This gives an exact amount of material picked up in the City. We are provided with electronic weight slips, which gives the weight of the recycling material left at the MRF.*

3. Describe your interest and capability of adding materials in the future. Please note the types of materials that may be included in the future.

*Waste Management continues to evaluate markets for all types of materials collected. We have recently expanded the plastics collected, to include #1 - #7.*

4. Describe what you propose as plans for education to better the quality of the program, to increase participation and volume of materials collected, both initially and over the term of this contract.



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*Waste Management will work with the City to educate the residents at City events or expos. We will prepare literature and informational material for these events, which outlines the different types of material that is recyclable. In addition to these events, Waste Management will offer to attend truck fairs or school functions to publicize information on the City's recycling program. Waste Management will provide quarterly information for the City's website, utility bill insert and/or newsletter.*

*Waste Management will also mail an annual calendar, list of materials to include for recycling collection, list of materials that cannot be recycled and how to prepare the materials for collection.*

*Waste Management will provide education tags to residents in the City of Edina. Education tags indicate an issue with a resident's recycling. These tags will be used to directly notify the resident of any issues with their recycling.*

*Please see Education Tab*

**5. Describe how your company proposes to conduct set-out rates and participation studies.**

*Every Driver is provided a route cover sheet at the beginning of each day that lists the total number of homes to be serviced that day. Our Drivers utilize hand clickers to track the participation each time a house is picked-up. At the end of the day, the total number of participants are recorded using an in-house reporting tool. This report also tracks mileage, weight and other pertinent information.*

*Waste Management has piloted On-Board Computing "OBC", in other areas throughout the Country. This program is planned to be introduced in the Minnesota/Wisconsin Area next year, 2013. OBC will provide a much more efficient means to manage our routes and without question, will be the most technologically advanced equipment in our industry.*

**6. Please describe your proposed means to provide annual materials composition for the City.**

*Waste Management will work with the City of Edina to provide materials and composition studies as deemed necessary by the City and Waste Management. Annually Waste Management will select a week and keep recycling loads from the City in a separate area of the MRF. Once the weight of the loads have been established, commodities will be manually separated and weighed in order to determine the percentage of each type of material by weight.*

**7. State your means to estimate process residuals from your (or subcontracted) recycling facility.**



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*Process residuals are estimated based on historical and experiential data. Weather and seasonal changes contribute to the fluctuation in process residuals. The processing equipment is continually adjusted to minimize generation of these residuals.*

**8. What techniques, controls and other innovations will you employ to increase efficiency and maximize material quality and revenues.**

*Recent upgrades in 2010 and 2012, included expansion of our star screens, the addition of banana screens, 6 optical sorters and a paper magnet. This additional equipment improved throughput, line efficiencies, material quality and reduced process residuals.*

*The facility utilizes Lean Manufacturing techniques to continuously improve equipment performance and material quality. All equipment is maintained through a comprehensive preventive maintenance program that ensures equipment is performing at optimum levels. Material quality is continuously monitored through a bale auditing process. The results are reviewed regularly and provide management and front line employees the data necessary to improve overall material quality.*

**9. Provide an estimate of the relative amounts (in percent of total) of all residential container glass collected (all colors) by type of end use:**

RECYCLED (by definition of recycling in Minnesota Statutes) including recycling into glass containers = 99%

BENEFICIALLY USED (by definition and rules of the MPCA) such as fiberglass, sand-blast and aggregate for construction projects (e.g., as gravel base for roads) = 0%

RECOVERED using other applications including alternative daily cover (ADC) or other use of aggregate for utilities (e.g., gas or leachate collection) at landfills= 0%; and

DISPOSED into landfills whether as a separate material (e.g., mixed, broken glass only) or a part of the mixed process residuals from the recycling facility = < 1%.

*With two processors located in the Twin Cities and the competition that it will bring there will be additional confidence in our local markets. There will be strong potential for markets long-term versus what we have had previously.*

*Waste Management is currently hauling loads of mixed glass to local market E-Cullet for sorting of mixed glass. Waste Management has also recently partnered with Strategic Materials Incorporated to come to the Twin Cities and process 3-color mixed glass locally. We anticipate that long-term markets will be stable if not strong for glass to glass recycling with the two companies competing for material in the Twin cities.*

**10. The City plans to expand its list of types of plastics to be recycled to be consistent with the new Hennepin County recycling funding policy (as adopted November 2011)**

**To help the City evaluate the relative strength of your plastic markets, provide an**

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estimate of the relative amounts used by domestic (U.S. and Canadian) end-users for each of the following grades of plastic:

(Percent of Plastic Grade Marketed Domestically)

Plastic Resin Type	Bottle Grade	Non-Bottle Grade
PETE (#1)	80%	20%
HDPE (#2)	100%	
PVC (#3)	0%	
LDPE (#4)	40%	
PP (#5)	100%	

Provide a list of your plastic end use markets for plastic types #3, #4 and #5. Provide a list of your plastic end use markets for plastic tubs and lids/caps. (Note: This information may be submitted as confidential, non-public data under a separate sealed envelope.) End use markets do not include intermediate plastic processors that only grind, wash and/or pelletize recycled plastics into flake or pellets. End use markets are defined as manufacturers that use recycled resins to make new products.

What steps will you company take over the life of this proposed contract to market more of your recyclable plastics to domestic markets? Can these plans be included into the proposed contract as service standards?

*WM is a major supplier to KW plastics in Troy, Alabama, who receives the bulk of PET and HDPE from Minnesota currently, as well as some other miscellaneous clean plastics. WM also has a plastics recycling facility in the U.S. in Raleigh, NC and takes its Midwest materials there from time to time. Per the submitted market plan, WM favors both domestic and lowest freight markets at all times, provided they consistently accept material at the current market price levels and have adequate credit to support their purchases. However, all plastics may not have domestic markets and may require sale to non-US markets. WM is working to expand plastic recycling opportunities to help create more outlets in N. America. In order to meet City concerns, we are willing to negotiate a mutually acceptable language regarding the marketing of plastics.*

10a. Can you provide monthly certification disclosure documentation of end markets for each category of recyclable commodities?

*Yes. WM regularly supplies reports on end markets to over 1,000 municipal customers per month, including scores of Midwest cities.*



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10b. Verify that all recyclables that are collected in the city are not landfilled or incinerated. M.S. 115A.94 prohibits the unapproved disposal of separated recyclable materials

*Even with the latest and best equipment available and the highest training standards in the industry, small quantities of recyclable materials may remain in the residue generated from the recycling process (for instance, small pieces of paper and plastic) as well as contaminated recyclables such as water-filled containers. However, residues are part of all manufacturing processes and can be affected by the amount of contamination in the inbound stream. We strive to achieve the lowest residue rates in the industry. To the larger question, even during 2008, and the complete three month disruption of movement to almost all recycling markets, all recyclable material separated by WM was sent to market (some after storage), rather than landfilled. The marketing arm of WM is one of the few that were able to find markets or adequately store all recyclables during that period, and pay all rebates owed by contract, despite major internal monetary losses. In addition, WM earned its third Ethisphere Award in a row as one of the world's most ethical companies; to that end WM has never defaulted on any of its recycling processing contracts nationwide and honors its contractual obligations in its contracts.*

10c. How do you propose to estimate and report the amount of residuals from the end use markets (e.g., mills) that receive your recyclables from municipal recycling programs? How will your proposal assist the City in improving its understanding about the material quality and environmental impacts of the end users you select to use as markets?

*WM has just launched its new Material Composition Data Base for its Minnesota facilities, which measures inbound materials at regular intervals. WM will share the data with the City on those materials and provide sample best practices and logistic support for improving the quality of the inbound stream. In addition, WM regularly receives mill reports on quality and issues surrounding quality are addressed appropriately. Edina's loads will be combined with other customer loads before mill shipment to help achieve energy savings from full trucks. Finally, WM ships more than 8.2 million tons (current 2012 run rate) to markets and rarely has been rejected for quality. The entire rejected load level is far far less than 1/1000 of 1% of all materials at our Minnesota facility, considered one of the flagship MRF's in the U.S.*

11. If awarded the contract, describe how you will staff and deliver quality customer service during this Agreement. This includes, but is not limited to, collection service on the route, and customer service in the office (e.g., answering residents' call; processing invoices; reports; etc.).

*While Waste Management may occasionally have a missed pickup, we have always been able to resolve the satisfaction of the resident and the contracting City. A missed pickup will be recovered on the same day or by noon the following day if called in after 2:00 P.M.*



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*Waste Management will offer walk up service for senior citizens and persons with disabilities who are unable to get their cart to the curb.*

*All customer issues shall be resolved on the first call. If the issue cannot be resolved on the first call the customer will be contacted back with an update within 24 hours. If the issue involves property damage, the first follow up call will be with 4 hours. Investigation begins within 24 hours of the report of the incident.*

*Waste Management will work together with the City of Edina to finalize public education pieces for mailing to residents of Edina. We would also propose a monthly meeting (at a minimum) with the City during the initial few months of the Contract to make certain everything is working to the satisfaction of both parties.*

*On a random basis J.D. Power and Associates selects a few Waste Management residential recycling customers to participate in a survey to determine our customers satisfaction with our service. If a survey comes back with any negative comments, our Manager of Customer Experience will distribute the response to the appropriate department. The department manager will follow up with the resident to correct the problem.*

*Billing and monthly reporting will be handled locally from our Lakeville, MN office.*

**12. Briefly describe previous recyclables collection, processing and marketing experience. Highlight experience, municipal contracts, and recycling facilities within the Twin Cities Metropolitan Area (TCMA).**

*Waste Management has been the Twin Cities Market Area recycler of choice for the last 24 years. Waste Management was one of the first partners to bring recycling to communities in the late 1980's when mandates for communities to provide recycling began. In the mid-1990's we encouraged our customers to use Pay-As-You-Throw systems and we were the first company in the TCMA to provide carted trash service to our customers. As this encouraged customers to recycle we introduced two-sort recycling to the TCMA in the mid-1990's. We were one of the first haulers to get involved with two sort recycling. We had multiple MRF's across the TCMA managing and processing material. As we continued on the cutting edge of innovation we brought carted single sort recycling to the TCMA in 2002. At that time we opened a regional MRF located in the center of the TCMA in North Minneapolis.*

*Waste Management's MRF currently processes approximately 20,000 tons of recyclables per month and provides single-sort recycling for residents in several communities in the TCMA.*

**13. Specify if and how you will change your capacity (i.e., staff, vehicle fleet and processing / marketing) to fulfill the Agreement, if awarded.**



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*Waste Management will be purchasing two new CNG trucks and all new carts to fulfill the agreement. Natural gas vehicles yield a 15% reduction in carbon footprint and natural gas powered refuse vehicles run at least 50% quieter than their diesel powered counterpart. Natural gas supplies are 84% Domestic, 13% Canadian and the remaining 3% Imported.*

*The Twin Cities MRF has recently undergone a retrofit/upgrade and has sufficient capacity to handle the additional volume of recycling from the City of Edina, as well as the most sophisticated sorting equipment available in the recycling industry.*

**14. Specify the management, supervisory and foreman staff that will be directly responsible for the operations of recycling services (i.e., collection, processing and marketing). Resumes of key individuals may be included, limited to one page per individual.**

*Sheldon Swensen, District Manager – [sswensen@wm.com](mailto:sswensen@wm.com)  
763-783-5438 (O) 952-270-0438 (C)*

*Sheldon has over 20 years industry experience with both public and private Company experience. He has been in a variety of sales and operations roles with Waste Management since 1999. As District Manager, he currently oversees 125 employees at our Blaine location. This position is responsible for leading the charge when it comes to safety, efficiencies and cost control.*

*Chris Gust, Residential Route Manager – [cgust@wm.com](mailto:cgust@wm.com)  
763-783-5435 (O) 651-775-2297 (C)*

*Chris has over 11 years experience with Waste Management. Prior to that, he was the Operations Manager at Super Cycle Recycling. The Route Manager has direct responsibility for the day-to-day activities of approximately 25 route Drivers. These activities can vary from staffing to safety training, incident investigation, route observations, efficiencies and overall front-line employee supervision.*

*Ryan Sarner, Residential Route Manager – [ssarner@wm.com](mailto:ssarner@wm.com)  
763-783-5716 (O) 612-328-7160 (C)*

*Ryan came to Waste Management 3 years ago as an Operations Management Trainee. This past year, Ryan has earned the position of Route Manager at our Blaine location. He also directly supervises approximately 25 route Drivers on a daily basis.*

*Darrell Hoekstra, Public Sector Services Representative – [dhoekstra2@wm.com](mailto:dhoekstra2@wm.com)  
952-460-8645 (O) 612-965-9620 (C)*

*Darrell has over 22 years of industry experience with both Commercial and Municipal contracts. He has spent the past 5 years working with communities throughout the TCMA as well as out-state Minnesota, Wisconsin and Iowa.*



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Mike Lunow, Area Recycling Operations Director – [MLunow@wm.com](mailto:MLunow@wm.com)  
952-460-8608 (O) 612-968-9973 (C)

John Saladis, Material Recovery Facility Manager – [jsaladis@wm.com](mailto:jsaladis@wm.com)  
952-656-5049 (O) 612-390-8275 (C)

Steve Rehbein, Material Recovery Facility Operations Manager – [srehbein@wm.com](mailto:srehbein@wm.com)  
952-656-5044 (O) 612-963-5983 (C)

Ronald Bengel, Commodity Marketing – [rbengel@wm.com](mailto:rbengel@wm.com)  
303-775-7724

**15. Describe plans for processing and marketing recyclables collected.**

*As a processor of more than 20,000 tons of materials each month we are constantly evaluating markets to ensure that 1) we have long term markets in place and 2) we are getting the best dollar value for our material no matter what occurs in the market. We participate in hedging of materials, which involves negotiating rates that often are higher than the indicator markets that are available to the public due to our volumes. We are constantly evaluating our end product and looking at how we can improve the quality of the materials we provide to our suppliers. We work with our staff on a daily basis to ensure we are meeting the specifications of our markets.*

**16. State your company safety philosophy. Provide written, signed confirmation that all required safety plans are on file and available for review upon request. Include your safety manager's name and contact information (i.e., phone number, e-mail) in the proposal.**

*World-class safety is achieved when committed employees embrace safety as a core value and act consistently to influence behavior. Safety should not be considered a priority, but a core value with no compromise. Safety requires:*

*Leadership to:*

*Clearly communicate and model safe behavior  
Genuinely care and demonstrate concern for their employees  
Accept nothing less than a safe operation*

*Employees to:*

*Accept responsibility for their safe behavior  
Actively care about the safety of others  
Participate in all aspects of the WM safety programs*

*The employees of WM are responsible for safety and maintaining a zero tolerance for unsafe actions and decisions. Together, everyone can achieve the level of safety that WM wants for the Company and its employees.*



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Waste Management is extremely committed to safety in every aspect of our operation. Our drivers go through a daily safety briefing and a weekly safety meeting covering timely critical activities.

I have included a copy of Waste Management's Life Critical Rules. These 8 rules are followed by each and every Waste Management employee to ensure that everyone goes home at the end of the day. Also included is a copy of the District Safety Plan. Please see Safety Plan tab.

At Waste Management we feel that every employee is responsible for safety not just our Safety Manager. Our Safety Manager is Sandra Landy and Sandra's phone number is 262-250-8707, email is [slandy1@wm.com](mailto:slandy1@wm.com) and her address is W132 N10487 Grant Drive, Germantown, WI 53022.

17. Describe any environmentally sustainable initiatives in the TCMA that are currently a part of your company's business operations. List any future plans for your operations in the TCMA.

**WM's Transformation Strategy:** In January 2011, WM presented its Transformation Strategy which includes three pillars; 1) Extract More Value from the Waste Stream; 2) Know our Customers Better; 3) Increase Service and Operations Efficiency. These three objectives represent WM's approach to sustainability for our company and for the environment. WM has fully embraced the need to change to meet every type of customer's needs, including the individual residential customer that wants to recycle more material, the large corporate accounts that have developed corporate sustainability pledges, and the municipalities that have established sustainability departments and programs.

The following items represent WM's history in the Twin Cities, but more importantly highlights recent activities that WM has engaged in to advance our Transformation and Sustainability Objectives:

**Recyclable Materials Collected:** Waste Management recently announced the addition of mixed plastics recycling to the list of materials that will be collected curbside. Waste Management customers have voiced their interest in recycling more plastics for many years. WM is now able to provide mixed plastics recycling because technology is available to sort mixed plastics and because new markets have developed to support plastics recycling. WM has retrofitted the Twin Cities Materials Recovery Facility (TC MRF) with the addition of an optical sorter that is able to distinguish between resin types 1 through 7. WM has informed our customers that they can now place food and beverage containers made of plastic material at the curb. These efforts exemplify WM's transformation objective of knowing our customers and what they want and extracting more recyclable from the waste stream. WM's collection and processing were profiled in two segments by KARE11 in November 2011, in advance of America Recycles Day. These film clips are still available on the KARE11 website as stories; 1) "Why Do I Have to Sort My Recycling"; and, 2) "An All Access Pass to Recycling in the Twin Cities".



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**Recycling Collection:** *WM has employed a variety of measures that reduce fuel use, truck emissions, and injuries in an effort to reduce fuel use, emissions, and collection costs. WM premiered Single Sort recycling in 2002, paving the way for residents to recycle more material and for WM to collect that material in an environmentally preferable manner. Single Sort has reduced fuel use and consequently The use of Automatic Sideload Trucks resulted in more efficient collection of material, fewer injuries to our workers and less idling at the curb during the collection process. WM uses sophisticated routing software to analyze truck routes and transportation efficiencies. All of these measures have resulted in the collection of more materials in a more efficient and effective manner, thereby reducing Greenhouse Gases associated with the trucking industry. In 2013 WM install onboard computing systems that allow the driver to get “real time” information on a route, to ensure better quality collection services, and again, to increase efficiency.*

**Recycling Truck Innovation:** *In July 2011, WM began the process of building a Compressed Natural Gas Fueling (CNG) fueling station in Blaine, Minnesota. The fueling station was completed in January 2012, and 20 CNG trucks are now servicing the Twin Cities metro area. WM will add approximately 20 new trucks every year, to eventually replace the existing fleet at the Blaine hauling site. WM’s interest in renewable fuels will result in fewer truck emissions, thereby working to keep the Twin Cities metro area air quality measures within federal standards.*

*CNG trucks on average generate up to 50% fewer Nitrogen Oxide emissions when compared to diesel engines, and Greenhouse Gas emissions are reduced by over 21% compared to diesel. WM is exploring the possible development of additional CNG fueling stations in the area, but nationally, WM built 17 CNG sites in 2011, with additional sites being built within the coming years.*

*WM’s National Goal is to: “Move Towards Zero Tailpipe Emissions” and the CNG fueling station and trucks in Blaine is one step in that direction locally.*

**Recycling Markets Expansion:** *WM supports local, regional and global end markets for recyclable materials and fully supports the development of new end markets. An example of this is our work with Strategic Materials Inc., (SMI) with whom we negotiated a lease at WM’s transfer station so that SMI could enter the market and recycle glass. New local end markets, along with the installation of Optical Sorting equipment*

**Education/Working with Customers:** *WM works to educate our residential and municipal customers on new initiatives to increase their participation and engagement. WM customers are informed of new developments on recycling through billing inserts and through the media. WM’s work with commercial customers has been highlighted recently at the Minnesota Twins Stadium, working to increase recycling, organics and proper waste management. WM has worked extensively with key customer that have shown interest in sustainability measures, including Warner’s Stellian, who is a finalist for the Annual Environmental Initiative Award, for their Styrofoam recycling program.*



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*WM recently created a position locally to work with schools and educational institutions to increase their recycling rates, some of whom have developed organics management programs. By working with schools and students, our objective is to instill recycling and sustainability ethics in our youth, with the hope that they will become even better recyclers for our future.*

**Product Stewardship:** *WM has provided feedback and has been involved in the development of statewide programs for electronics recycling, appliance recycling, and Compact Fluorescent Lamp recycling. From an operational perspective, WM consolidated the processing of these materials at a new site located next to the Twin Cities MRF at 1700 Broadway NE, Minneapolis, called the Product Recovery Center. WM held an Open House at this site and received media attention in both the Pioneer Press and Star Tribune.*

**Extracting More Value:** *WM is currently mining additional corrugated cardboard (OCC) and wood waste at our transfer station. This material would otherwise have gone to a landfill, but WM is working to separate this valuable material. In addition, WM also has signed contracts with all resource recovery/waste to energy facilities in the Twin Cities metro area. WM's three landfills serving the metro area also have methane recovery systems installed that generate renewable energy for utilities and the municipalities in which they reside, thereby extracting even more value from the waste materials that cannot be recycled.*

**Community Partner—Active Participation:** *WM partners with communities that we serve by providing key sponsorships for events and in-kind services. These donations show WM's community engagement and interest in working with municipalities and residents. WM annually, provides thousands of dollars throughout the state of Minnesota, for a variety of activities, including recycling and waste management services at events, special collection events for electronics and appliances, memberships to civic organizations and key environmental groups, including the Minnesota Chamber of Commerce, The Environmental Initiative (Board Membership), The Great Plains Institute (Board Membership), Minnesota Waste Wise (past Board Membership), and many other state and local organizations. Our active participation means that WM has a seat at the table and is an active and engaged party that has an impact on the discussion and can provide the expertise required to drive sustainability.*

*If awarded the contact for the City of Edina, Waste Management will award \$1,500 in scholarship money to graduating seniors from Edina High School. This can be in the form of either 2 - \$750 scholarships or 3- \$500 scholarships.*

18. Minnesota's Global Warming Mitigation Act of 2007 commits to reducing the state's greenhouse gas (GHG) emissions by 15% by 2015. What actions will your company be taking by the end of this contract term to help achieve this goal in Minnesota? Describe your plans for reducing greenhouse gas (GHG) emissions as part of the proposed recycling services for the City of Edina. Itemize your GHG emission reduction plans in



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terms of the following four categories of the recycling system (listed in order of priority to the City of Edina):

- On-route, curbside collection operations in the City of Edina (e.g., route efficiencies, operator instructions and other driver policies, fleet maintenance, fuel types, and other transportation related measures directly related to curbside recycling operations).

*Waste Management will be utilizing new CNG trucks in the City of Edina. As stated previously in this document, CNG trucks yield a 15% reduction in carbon footprint. Additionally, CNG powered refuse vehicles run at least 50% quieter than their diesel powered counterparts.*

*Waste Management utilizes several routing programs in addition to GPS systems that allow us to optimize our efficiency in how routes are run.*

- Recyclables materials processing operations in the TCMA (e.g., overall processing efficiencies, alternative means to reduce process residuals, facility energy efficiency, and other measures directly related to operation of your recycling facility or your subcontractor's recycling facility).

*WM continually works on processing efficiencies. Our Twin Cities MRF is a LEAN facility, utilizing LEAN manufacturing techniques and has an enviable record of LEAN improvements and greater efficiency. Most recently, WM installed several state of the art screen and optical recognition machines in the facility to increase recovery and separation. More exciting, WM is working internally and externally to find secondary material and energy uses for MRF residuals and has several technologies, such as returning some non-recyclable plastics to oil and fuels capable of coal substitution in development with partners on the cutting edge of material usage. All of these efforts can be found in our Sustainability Report available at WM.com.*

- Materials transportation to market (e.g., location of end markets, transportation logistics, etc.).

*WM has a dedicated logistics department and strives to meet maximum weight and shortest freight as an ongoing principal of its marketing strategy and LEAN practices (See above answer to domestic markets and our Material Marketing plan). Rail, when cost effective and available on an intermodal basis if necessary, is chosen over straight over highway transportation. Finally, local mills are chosen over mills from further distances, all other things being equal.*

- Selection of end markets and their own efficiencies (e.g., overall production efficiencies, alternative means to reduce residuals from end use markets, etc.).



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*Waste Management has an internal audit team that reviews all end markets prior to Waste Management sending material. We ensure that the markets are viable, handle material in an environmentally sound manner and also work to create long-term partnerships to ensure their long-term availability to process our materials.*

19. List at least three references. Provide the name, title, organization, phone number, e-mail, information, dates service provided. You are encouraged to submit up to three reference letters.

*Please see reference tab.*

20. Marketing to highest and best use as a recyclable material, i.e. glass to glass, plastic bottle to plastic bottle is an environmental preference. Describe how your company meets this preference.

*Recovery of recyclable materials differs from application to application and mill to mill. Some mills can use all of the fiber in a one-way conversion to lesser products, while other markets can close the loop by adding a certain percentage of recyclable material to manufacturing feed stock. In some cases, like aluminum cans, WM is able to return the material to commerce as can stock. However, as more materials get recycled there is a structural manufacturing difficulty until economies of technology and scale are reached to achieve these ends and still have shortest freight, domestic availability (most of the truly technologically advanced recovery mills are foreign) reliable credit, continuity of receiving and other factors. Each of these is balanced when we make a marketing decision. In the case of glass, WM has two local companies that we work with.*

21. **Description of single-sort operations details** - If you are proposing under the single-sort scenario, answer the following questions in sufficient detail:

21.a Are you proposing any changes or variances to the single-sort scenario specifications as stated in the RFP (Section 10.2)? If so, itemize those changes and fully describe the difference. Also, estimate the cost implications of the proposed change.

*Waste Management is not proposing any changes to the single-sort scenario specified in the RFP (section 10.2)*

21.b Can you make the RFP-specified start date of January 1, 2013? If not, what "change date" do you propose for start of the new single-sort recycling collection service?



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*Waste Management is fully capable of making the RFP start date of January 1, 2013.*

- 21.c If you are submitting an alternate proposal, what size of recycling cart will be your standard or “default”?

*A 64 gallon cart will be the standard. 96 gallon carts are also available and can be discussed as a possible alternative while negotiating the contract.*

- 21.d What is your proposed policy for number of “free” cart switches that residents can make per year? If a resident exceeds this number of “free” cart switches, what is your proposed administrative, handling and/or delivery cost for any switch above this free level?

*A resident will be allowed one “free” cart switch per year. The delivery/handling fee after that will be \$25 per switch.*

- 21.e What are your policies and truck-side procedures to manage prohibited items that residents may place in the recycling cart? Will your proposed single-sort operations have any public education “leave behind” tags for prohibited items? If so, attach a reference example of such a leave behind public education tag.

*Waste Management innovated Single Sort Recycling over a decade ago to make recycling efforts easier and less of a chore. We recognize this program has been scrutinized by critics that say it produces more residuals; the fact of the matter is it produces a higher rate of recycling material.*

*Our trucks are equipped with a camera in the “hopper” and an in cab display monitor that will allow drivers to see what is coming out of the container that is being dumped. It also gives the driver the ability to make certain that carts are completely empty before being set back down at the curb.*

*Each cart is clearly labeled in large graphics on the lid showing the items that are acceptable with our curbside program. If a Driver notices a “non-recyclable” item placed out for pick-up. He/She will leave an educational tag for the resident (see attached). If the problem persists with any single homeowner, we will attempt to contact them by letter or phone for further clarification. City Staff will be provided a list of all “problem” stops as requested.*

*Residents can visit our website [wm.com](http://wm.com) or [thinkgreen.com](http://thinkgreen.com) or many other related sites for more information pertaining to pick-up schedules, recycling do's and don't's, plus much more material and information.*

- 21.f What is your proposed cart color? Lid color?

*Green cart with a yellow lid*



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- 21.g. What is your proposed/example content of resident in mold label (IML) instructions to be mounted on the lid? (Please include an example in your proposal.)

*Please see examples of IML's included in the "Education Tab" of this proposal. Waste Management will work with the City to design an IML that is acceptable to both parties.*

- 21.h What is your proposed policy and procedure for pick-up and recycling of the City's old dual-sort curbside bins? Who is your proposed market for this type of plastic? Contact person, email and phone number?

*Waste Management will collect the City's old dual – sort bins at the same time that the 64 gallon carts are delivered. The bins will be delivered to our MRF in Minneapolis and sent to a recycler. Waste Management considers our end markets confidential information. The information is included in our Confidential packet.*

- 21.i What is your proposed list of single-sort public education tools? Please describe in sufficient detail and include examples from other existing City programs.

*Waste Management will send a letter to each resident introducing our company, the single sort recycling program (including a list of acceptable material) and a brochure/calendar explaining the use of the cart, holidays and other pertinent information. Examples included in the attachment tab.*

25. Provide an example of Contractor's annual report, trends in recovery rate and participation. Include efforts to expand recyclable markets, summary of market trends, contractor recommendations for improvements in city recycling program.

*See next page for report example. Waste Management will work with the City of Edina to develop a report that is both acceptable and user friendly to the City.*

*WM is now able to provide mixed plastics recycling because technology is available to sort mixed plastics and because new markets have developed to support plastics recycling. WM has retrofitted the Twin Cities Materials Recovery Facility (TC MRF) with the addition of an optical sorter that is able to distinguish between resin types 1 through 7. WM has informed our customers that they can now place food and beverage containers made of plastic material at the curb. These efforts exemplify WM's transformation objective of knowing our customers and what they want and extracting more recyclable from the waste stream.*

*WM works to educate our residential and municipal customers on new initiatives to increase their participation and engagement. WM customers are informed of new developments on recycling through billing inserts and through the media.*



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**Waste Management of Minnesota  
2011 Single Sort Recycling Report**

	January	February	March	April	May	June	July	August	September	October	November	December	Total to Date	Average to Date
<b>Recycling</b>														
Recycling Participation %	85.42%	62.04%	67.22%	63.11%	58.44%	67.22%	64.39%	63.51%						
Actual Stops Collected	7,625	8,306	9,000	8,450	7,825	9,000	8,621	8,503						
Possible Stops for Collection 4463 Per Pick up	8,926	13,389	13,389	13,389	13,389	13,389	13,389	13,389						
Pounds Per Set Out	16.5	15.4	20.2	19.8	20.6	24.6	19.6	18.5						
Newspaper	37.06	37.66	53.48	49.08	47.32	65.16	49.58	46.16	0.00	0.00	0.00	0.00	385.5	32.1
Mixed Glass	7.06	7.17	10.19	9.35	9.01	12.41	9.44	8.79	0.00	0.00	0.00	0.00	73.4	6.1
Color Sorted Glass	1.05	1.07	1.52	1.39	1.34	1.85	1.41	1.31	0.00	0.00	0.00	0.00	10.9	0.9
Cans (Aluminum & Steel)	2.53	2.57	3.65	3.35	3.23	4.44	3.38	3.15	0.00	0.00	0.00	0.00	26.3	2.2
OCC & Mixed Paper	8.88	9.02	12.81	11.76	11.34	15.61	11.88	11.06	0.00	0.00	0.00	0.00	92.4	7.7
Plastic	2.18	2.22	3.15	2.89	2.78	3.83	2.92	2.72	0.00	0.00	0.00	0.00	22.7	1.9
Scrap Steel	0.51	0.52	0.74	0.68	0.65	0.90	0.68	0.64	0.00	0.00	0.00	0.00	5.3	0.4
<b>Total Recycling Tonnage</b>	59.26	60.22	85.53	78.49	75.68	104.20	79.28	73.82	0.00	0.00	0.00	0.00	616.5	51.4
Residue	3.75	3.81	5.41	4.97	4.79	6.59	5.02	4.67	0.00	0.00	0.00	0.00	39.0	
<b>Total Tonnage Picked Up</b>	63.01	64.03	90.94	83.46	80.47	110.79	84.30	78.49						



# CERTIFICATE OF LIABILITY INSURANCE

1/1/2013

DATE (MM/DD/YYYY)  
12/5/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER LOCKTON COMPANIES, LLC 5847 SAN FELIPE, SUITE 320 HOUSTON TX 77057 866-260-3538	CONTACT NAME:	
	PHONE (A/C, No, Ext):	FAX (A/C, No):
	E-MAIL ADDRESS:	
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A: ACE American Insurance Company		22667
INSURER B: Indemnity Insurance Co of North America		43575
INSURER C: ACE Property & Casualty Insurance Co		20699
INSURER D:		
INSURER E:		
INSURER F:		

INSURED  
1300299 WASTE MANAGEMENT HOLDINGS, INC. & ALL AFFILIATED, RELATED & SUBSIDIARY COMPANIES INCLUDING:  
WASTE MANAGEMENT  
20520 KEOKUK AVENUE  
LAKEVILLE MN 55044

**COVERAGES**

AJ CERTIFICATE NUMBER: 3487271

REVISION NUMBER: XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> XCU INCLUDED <input checked="" type="checkbox"/> ISO FORM CG 00011207 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC	Y	Y	HDO G26436886	1/1/2012	1/1/2013	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 5,000,000 MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 6,000,000 PRODUCTS - COMP/OP AGG \$ 6,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/> MCS-90	Y	Y	MMT H08692853	1/1/2012	1/1/2013	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	Y	Y	XOO G25834501	1/1/2012	1/1/2013	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 15,000,000 \$ XXXXXXXX
B A A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	WLR C46774735 (AOS) WLR C46774747 (CA & MA) SCF C4677579A (WI)	1/1/2012 1/1/2012 1/1/2012	1/1/2013 1/1/2013 1/1/2013	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 3,000,000 E.L. DISEASE - EA EMPLOYEE \$ 3,000,000 E.L. DISEASE - POLICY LIMIT \$ 3,000,000
A	EXCESS AUTO LIABILITY	Y	Y	XTR H08692865	1/1/2012	1/1/2013	COMBINED SINGLE LIMIT \$9,000,000 (EACH ACCIDENT)

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

BLANKET WAIVER OF SUBROGATION IS GRANTED IN FAVOR OF CERTIFICATE HOLDER ON ALL POLICIES WHERE AND TO THE EXTENT REQUIRED BY WRITTEN CONTRACT WHERE PERMISSIBLE BY LAW. CERTIFICATE HOLDER IS NAMED AS AN ADDITIONAL INSURED (EXCEPT FOR WORKERS' COMP/EL) WHERE AND TO THE EXTENT REQUIRED BY WRITTEN CONTRACT.

**CERTIFICATE HOLDER****CANCELLATION**

3487271

FOR BID PURPOSES ONLY  
C/O WASTE MANAGEMENT

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



# 2012 Calendar

Your collection week is **Every Other Week**

■ Green Week   ■ Gold Week   ■ Holiday   ■ Holiday Week

1-888-960-0008

### January

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

### July

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

### February

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

### August

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

### March

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

### September

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

### April

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

### October

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

### May

Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

### November

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

### June

Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

### December

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

www.wmnorthland.com

## Your Materials Were NOT Picked Up Today Because...

1. Unacceptable Plastic
2. Unrinsed Bottles
3. Materials not at curb by 6:30 AM
4. Hazardous Waste Bottles
5. Food Contaminated Cardboard
6. Place cart 5 feet from obstruction (mailbox, car, shrubs, and greenery)
7. Face cart toward street with handle toward house
8. Place recycling cart and trash cart on opposite sides of driveway whenever possible to allow the automated arm to lift and empty the cart.
9. Call 952-890-1100 to schedule cart repair or to switch cart size
10. You used your small bin
11. Your cart must be placed at the curb for service
12. Other \_\_\_\_\_



WASTE MANAGEMENT  
952-890-1100

## RECYCLING GUIDE MATERIALS MUST BE OUT BY 6:30 AM!

1. METAL CANS,  
GLASS BOTTLES AND JARS.  
PLASTIC BOTTLES, MIXED PAPER  
AND NEWSPAPER.

Place these materials in your recycling cart.  
You don't need to sort them.

- Metal Food Cans and Aluminum Beverage Cans  
(Rinse Clean)
- Glass Bottles and Jars  
Three colors – Brown, Green and Clear  
(Remove lids and caps. Rinse clean.)
- Plastic Bottles with a Neck (Remove and throw away all caps, lids, pumps and metal handles. Rinse clean.) Commonly accepted plastic bottles are: soda bottles, milk and water and laundry product containers.
- Magazines and Catalogs Direct mailing advertisements, brochures, pamphlets, and booklets.
- Cereal, Cake, Chip & Cracker Boxes
  1. Remove the liner and all food from the box.
  2. Flatten the box.
  3. Place flattened box in your recycling cart.
- Paper Includes all types except no personal use, tissue, waxed, coated or carbon paper.
- Corrugated Cardboard Place in your recycling cart.
- Newspaper

# Single Sort™ Recycling



# Single Sort™ Recycling

## What to Include

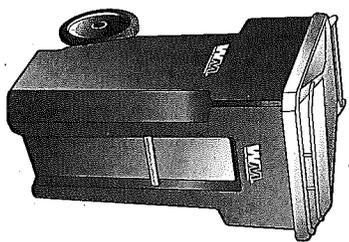
- Aluminum Cans
- Tin Cans
- Glass Bottles & Jars
- Pickle Jars
- Jelly Jars
- Mixed Plastics Recycling: plastic bottles, containers, lids, and tubs (1-7)
- Newspapers and inserts
- Mail, office and school papers
- Magazines and catalogs
- Brown grocery bags
- Phone books
- Shredded paper in closed paper bags
- Cardboard boxes
- Cereal, cracker, pasta, and cake mix boxes
- Shoe boxes, gift boxes and electronic boxes
- Milk, juice, soup and broth cartons

## How to Prepare

- Remove caps and lids
- Rinse cans, bottles & jars
- No need to remove labels
- No Plastic Bags or foam cups

## Please Help!

- Remember, flattening your cardboard and paperboard saves space & energy!
- Extra Cardboard Boxes can be flattened, tied into bundles no more than three feet long by three feet wide by one foot tall and then placed next to your Single Sort™ cart.
- Questions? Please contact Customer Service toll free at 1-888-960-0008.



Recycling is easy with Single Sort™!

Place the following items together in your cart:

- Clean glass bottles and jars
- Metal cans
- Mixed Plastics Recycling: plastic bottles, containers, lids, and tubs (1-7)
- Paper - news, office, junk mail, magazines, paper food boxes, cardboard
- Pop and beer cartons

Roll cart to the end of your driveway every other week on your service day.

Face the lid opening toward the street and handle toward the house.

## Every Other Week Cart Recycling on the Gold Week

- Gold Week
- Holiday
- Holiday Week

# 2012

January							July						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	2	3	4	5	6	7	1	2	3	4	5	6	7
8	9	10	11	12	13	14	8	9	10	11	12	13	14
15	16	17	18	19	20	21	15	16	17	18	19	20	21
22	23	24	25	26	27	28	22	23	24	25	26	27	28
29	30	31					29	30	31				

February							August						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31	29	30	31				

March							September						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3	1	2	3	4	5	6	7
4	5	6	7	8	9	10	8	9	10	11	12	13	14
11	12	13	14	15	16	17	15	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28
25	26	27	28	29	30	31	29	30	31				

April							October						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	1	2	3	4	5	6	7
8	9	10	11	12	13	14	8	9	10	11	12	13	14
15	16	17	18	19	20	21	15	16	17	18	19	20	21
22	23	24	25	26	27	28	22	23	24	25	26	27	28
29	30						29	30	31				

May							November						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
							1	2	3	4	5	6	7
6	7	8	9	10	11	12	8	9	10	11	12	13	14
13	14	15	16	17	18	19	15	16	17	18	19	20	21
20	21	22	23	24	25	26	22	23	24	25	26	27	28
27	28	29	30	31			29	30	31				

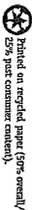
June							December						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
							1	2	3	4	5	6	7
3	4	5	6	7	8	9	8	9	10	11	12	13	14
10	11	12	13	14	15	16	15	16	17	18	19	20	21
17	18	19	20	21	22	23	22	23	24	25	26	27	28
24	25	26	27	28	29	30	29	30	31				

## Waste Management Holiday Schedule

Waste Management staff works all holidays except New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving Day and Christmas Day. If the holiday falls on or before your pick up day, your service will be delayed by one day.

### 2011 - 2012 Holiday Schedule:

- Thanksgiving Day** - Thursday, November 24, 2011  
*Thursday & Friday service day will be delayed by one day.*
- Christmas Day** - Sunday, December 25, 2011  
*No delay in service. Holiday falls on a Sunday.*
- New Year's Day** - Sunday, January 1, 2012  
*No delay in service. Holiday falls on a Sunday.*
- Memorial Day** - Monday, May 28, 2012  
*Service will be delayed by one day all week.*
- Independence Day** - Wednesday, July 4, 2012  
*Wednesday - Friday service will be delayed by one day.*
- Labor Day** - Monday, September 3, 2012  
*Service will be delayed by one day all week.*
- Thanksgiving Day** - Thursday, November 22, 2012  
*Thursday & Friday service will be delayed by one day.*
- Christmas Day** - Tuesday, December 25, 2012  
*Tuesday - Friday service will be delayed by one day.*



Printed on recycled paper (95% overall, 50% post consumer waste).



10050 Naples St. NE  
Blaine, MN 55449

Your week is the **Gold Week.**



**S**INGLE SORT<sup>SM</sup> RECYCLING

**Your Single Sort<sup>SM</sup>  
Calendar Is Inside.  
Think Green.<sup>®</sup>**

**Single Sort<sup>SM</sup> Recycling  
Simply put...The easiest recycling around.**

Waste Management's Single Sort<sup>SM</sup> Recycling, is the most convenient recycling program around. Just place all your recyclables together in your recycling cart and then place the cart curbside on your scheduled collection day.

Recycling collection occurs every other week. Your recycling week is highlighted in GOLD on the calendar inside.

There is no limit to the volume of recyclables you can have collected during your given week. If your current Single Sort<sup>SM</sup> cart is insufficient, we offer larger or additional carts at no additional charge. Contact your Waste Management Customer Service Center to receive a different cart.

*From everyday collection  
to environmental protection,  
Think Green.<sup>®</sup>  
Think Waste Management.*

SSCA1126AD





Dear Village of Dresser Resident,

Waste Management would like to inform you that there is going to be an exciting change to the residential curbside recycling program in the Village of Dresser.

On May 8, 2012, Waste Management will be delivering 64 gallon recycling carts to the residents of the Village of Dresser, to use in place of the current bins. Waste Management will collect the 18 gallon bins at the same time it delivers the 64 gallon cart. Please note that recycling carts will be differentiated from the regular trash cart by having a yellow lid. In addition, recycling will now be collected every other week, beginning on May 15, 2012. Your trash collection day will continue to be Tuesday and will continue to be picked up weekly.

The day your recycling is picked up will continue to be Tuesday and pickups will occur every other week on the even/gold week. A 2012 calendar is included with this letter that highlights the even/gold week as well as the holiday schedule for the remainder of 2012. The calendar also has information about what can be thrown into the recycling container. Please note that the list has been expanded to now include all plastics, #1 through #7.

By going to the 64 gallon carts for recycling, it almost doubles the current capacity for recyclables, while reducing wear and tear on Village streets by going to every other week collection.

With this letter, you will also find a brochure that spells out how to prepare the recyclables, along with an expanded list of what is acceptable. There is also a calendar that will help remind you of the week that your recycling will be collected. Your trash collection will continue to be weekly, on Tuesday with recycling being collected every other week on the GOLD week. The carts are very similar to the trash carts that most residents are familiar with, except for the fact the carts will be green, with a yellow lid. The list of items that are recyclable has been expanded to include all plastics #1 through #7. Juice boxes can also now be recycled.

Waste Management appreciates the opportunity to continue to provide residential recycling service to the Village of Dresser.

WASTE MANAGEMENT

REV	40473
DESCR	ascade
REV	00-0436
ROUND FLUORIM TEMPLATE	4.50" x 14.50"
MATERIAL NUMBER	
QUANTITY	
4 Color Process, White & spot colors	
SPECIAL REQUIREMENTS	
ROMO PRODUCTION	
DATE	9/18/06
APPROVED BY:	
CA	
DATE	
DATE THE PERSON RECORDS ON INDEX	

**HERE'S THE PLACE FOR**

# RECYCLABLES

BOTTLES • CANS • JARS • PAPER

For information: (303) 797-1600

Lot Number

- Please:**
- NO mirrors, light bulbs or window glass
  - NO ceramics (dishes or cups)
  - NO styrofoam
  - NO plastic bags
  - NO plastics other than bottles
  - NO hazardous materials (paint, motor oil, antifreeze)
  - NO garbage

**Romo Approval Proof**

Attn: C. Hindley & S. Fagan

Customer PO# 267419

Romo Job# 267419

Date: 9/18/06

Signature / Date

Please indicate any corrections or changes above. Your approval indicates your complete acceptance of the part produced. Please sign and E-mail or Fax to 950-568-5171

Proof approved  
 Proof approved with changes or corrections indicated  
 Make changes and provide a new proof.

# ROMO PRODUCTION DRAWING

3 BLUEPRINT TEMPLATE  
ISSUED 5/31/07

CUST: Cascade Engineering	P/N: 5500-0850	REV:	CREATED BY:	DATE:	APPROVED BY:	DATE:
SIZES: 14.5" x 9.5"	MATERIALS/CONST:	COLORS/INKS:	4/C Process, Green PMS 349, Red PMS 485, Yellow PMS116, Gray PMS413			
DRAWING REVISION RECORD OR NOTES:						

## RECYCLING INSTRUCTIONS

## RECICLAJE INSTRUCCIONES

Paper - Papel	Cans & Foil - Latas y aluminio	Glass - Vidrio	Plastics - Plástico
<p><b>Newspaper</b> Periodicos</p> <p><b>Cardboard (Flatten all boxes)</b> Lightly Soiled Pizza Boxes Carton (aplaste todos los cajas) Cajas solidas de Pizza</p> <p><b>Junk Mail / Correspondencia variada</b></p> <p><b>Books &amp; Phone Books</b> Directorios y libros de cobertura blanda</p> <p><b>Do Not Include - No incluye</b> No food contaminated paper No Papel contaminado de comida</p>	<p><b>Egg Cartons</b> Cartones de Huevos</p> <p><b>Frozen Food Packaging</b> Empaques de comida Congelada</p> <p><b>Paper Bags &amp; Boxes</b> (such as cereal boxes) Bolsas de papel &amp; cajas (como cajas de cereal)</p> <p><b>Magazines / Revistas</b></p> <p><b>No gift wrapping paper</b> No Papel para los regalos</p> <p><b>No photos / No Fotograficas</b></p>	<p><b>Glass Bottles &amp; Jars</b> Vidrio botellas con envases</p> <p><b>Food Containers</b> Envases de comida</p> <p><b>Beverage Containers</b> Envases de Bebidas</p> <p><b>Do Not Include - No incluye</b> No window glass or mirrors No Vidrio de ventanas o espejos</p> <p><b>No ceramics / No Ceramica</b></p> <p><b>No light bulbs / No focos de luz</b></p>	<p><b>Bottles &amp; Containers Labeled #1-#7</b> Botellas y recipientes con etiquetas del #1 al #7</p> <p><b>Plastic Milk Containers</b> Botellas plasticas de leche</p> <p><b>Detergent Containers</b> Recipientes de detergente</p> <p><b>Plastic Bags</b> (bundle plastic bags into one bag and tie) Bolsas de plastico (Bolsas de plastico en bunches dentro de una bolsa y amarrado)</p> <p><b>Do Not Include - No incluye</b> No styrofoam / packing peanuts No Ningun tipo de empaque de espuma / No unicef</p> <p><b>Un numbered plastics</b> No Plastico sin numero</p> <p><b>Lightly rinse food residue from containers.</b> Enjuague los residuos de alimento dos los recipientes.</p>

### Instructions - Instrucciones

<p><b>Place your recycling cart at curbside 3 feet from carts, cars &amp; objects with the cart opening toward the truck.</b> Coloque se bote do reciclaj en la acera 3 pies (90cms) de distancia de autos y otros objetos con la tapa ed direccion a la calle.</p> <p><b>All recyclables must be placed in the cart with the lid completely closed.</b> Todos los materiales reciclables deben colocarse in el bote con la tapa competamente cerrada.</p>	<p><b>Only use the recycling cart provided by Waste Management.</b> Solo use el bote de reciclaje proporcionado por de Waste Management.</p> <p><b>Battery Disposal: Tape the ends to prevent a short circuit &amp; place in a clear bag &amp; place on top of the recycle cart.</b> Descto de Baterias: Pongale cinta en la punta para evitar circuito y pongala en bolsa clara y pongala arriba de su bote de reciclar.</p>
--	---

## NO Liquid, Toxic, or Hazardous Waste

For more information on any of your services or on Hazardous Material disposal please call 805-922-2121

5500-0850

14.5'



## CUSTOMER ART APPROVAL

Attn: Jan Bognoski

Customer PO#: Jan Bognoski

Romo Job#: 312859 Date: 5/10/11

CSR: Debbie Goff GPS: MJ

Please indicate any corrections or changes above. Your approval indicates your complete acceptance of the part produced. Please sign and E-mail or Fax to 920-336-5171

Proof Approved.

Proof Approved with changes or corrections indicated.

Make changed and provide new proof.

Signature/Date \_\_\_\_\_

**ROMO**  
DURABLE • GRAPHICS  
Prof prints, T-shirt, impressions.

CUST: Cascade Engineering	FG:	P/N: 5500-0338 WM Birmingham Recycling Label	REV: VB	CREATED BY: VB	DATE: 5/29/09	APPROVED BY:
SIZES: 9.5" x 14.5"		MATERIALS/CONST: 7.5 Mil. Clear Zyncast	COLORS/INKS: Black, Cyan, Magenta, Yellow, Green PMS 349, White, Hardcoat			
SPECIAL REQUIREMENTS:						
DRAWING REVISION RECORD OR NOTES:						

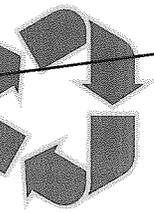
**4 Color Process**

**4 Color Process**

**14.5" Wide**

**Mix all recyclables here**

Thank you for recycling!

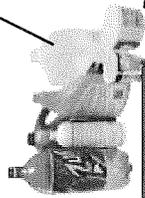


**Paper**

- Newspaper
- Cardboard
- Junk mail & other paper products (anything that tears)
- Paperback & phone books
- Frozen food packages
- Magazines
- Paper grocery bags

**Do not include:**

- No food contaminated paper
- No hardcover books
- No photos
- No tissue paper, hand towels, or toilet paper



**Plastics**

- All containers
- Recycle codes 1 thru 7 (typically marked on the bottom of container)

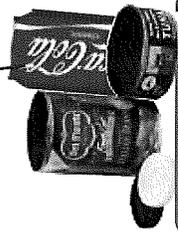
**Do not include:**

- No plastic bags
- No styrofoam

**Important:**

- Empty containers only
- Rinse all food & beverage containers
- Flatten or cut cardboard boxes
- All recyclables must be placed in the cart, bin, or stacked neatly to side
- Set out your cart at least 2 feet away from other carts or objects

**9.5" Tall**



**Cans**

- Aluminum cans
- Tin, steel, bi-metal cans
- Lids from jars

**No hazardous materials** including automotive fluids, garden chemicals, paint products, cleaners and fluorescent lamps.

From everyday collection to environmental protection.  
Think green think "Waste Management"  
This cart is partially made from your recycled plastic milk containers



5500-0338

Lot #

**Green PMS 349**

**Notched Corner**

**CUSTOMER ART APPROVAL**

Attn: Julie Obrecht@cascadeng.com  
 Customer PO#: Julie Obrecht Date: 5/29/09  
 Romo Job#: 290082 Date: 5/29/09 GPS: Vince Buss  
 CSR: Debbie Goff

Please indicate any corrections or changes above. Your approval indicates your complete acceptance of the part produced. Please sign and E-mail or Fax to 920-336-5171

Proof Approved.  
 Proof Approved with changes or corrections indicated.  
 Make changed and provide new proof.

Signature/Date \_\_\_\_\_

Please indicate any corrections or changes above. Your approval indicates your complete acceptance of the part produced. Please sign and E-mail or Fax to 920-336-5171



Real results. Lasting impressions.

# District Specific Safety Plan (DSSP)



Waste Management of Blaine  
10050 Naples St NE  
Blaine, MN 55449

Updated: March 7, 2012

By:

Brian Kahl – Roll Off Driver  
Steve Mehnke – Residential Driver  
Chuck Guy – Commercial Driver  
Abel Mumbi – Shop Lead  
Stuart Smith – Commercial Route Manager  
Rick Jockisch – Roll Off Route Manager  
Chris Gust – Residential Route Manager  
Ryan Sarnier – Residential Route Manager  
Sheldon Swensen – District Manager  
Andy Soiney – Fleet Manager

Safety Metrics – YTD Thru February, 2012

	TRIR	VARR
WI/MN Area Goal	<b>2.52</b>	<b>13,572</b>
Actual 2012 YTD	<b>0.00</b>	<b>16,047</b>
Actual 2011	<b>1.95</b>	<b>7,079</b>
Actual 2010	<b>3.48</b>	<b>10,185</b>
Actual 2009	<b>2.60</b>	<b>14,595</b>

Incident Types:

Injuries: 0 OSHA injuries.

2012 Accidents: 2 total

1. OV hit us (2)

2011 Accidents: 30 total

1. OV hit us (10)
2. Hit parked vehicle (7)
3. **CRITICALS (4)**, OV rear-ended us (3)
4. Rear-ended OV (2), Backing (2), Intersections (2)

Operational Liabilities:

1. Property Damage in the process of Servicing (enclosure gate, mailbox, landscaping).
2. Overhead Wires

Purpose:

All Employees will be part of the Safety Team. Each Manager and committee member will meet with the drivers within their group to discuss District Safety plan and what could help drive positive results and bring information back to monthly Safety Committee meetings to discuss and draft new DSSP plan and assist in its implementation in the district.

This Site Specific Plan will identify areas needed for improvement and will provide subsequent action items the District can implement in order to reach and sustain the desired goals. As these action items and goals are accomplished we will share the results with the employees at the Weekly Safety Meetings.

## Existing Safety Action Items

### Existing Programs:

- ✓ Centralized New Hire Orientation
- ✓ Rules Book Training
- ✓ Mentor Program/OTJ
- ✓ Driver Science Series
- ✓ Daily Safety Briefings
- ✓ Safety Lanes ( QCI )
- ✓ DOT Requirements/Driver Qualification Files
- ✓ Weekly Safety Meetings
- ✓ Weekly Safety Updates
- ✓ Safety Performance Review
- ✓ Informational Postings on Safety Board
- ✓ Utilize Driver Trainer as a valued resource
- ✓ Safety Committee Meetings
- ✓ Standardized Uniforms/PPE
- ✓ Impact Action Planning
- ✓ Quarterly Performance Reviews
- ✓ DSSP
- ✓ Develop Cross-Functional Safety Committee
- ✓ Insure all incidents are properly handled
- ✓ Insure quality OBA's and Safety Lanes are completed as scheduled.

### Identified Areas of Opportunities:

- ✓ Reduction in number of MIE's.
- ✓ Insure all incidents are properly handled.
- ✓ Enhance overall Communication with all Employees.
- ✓ Be pro-active in resolving Safety concerns to prevent potential incidents from happening.
- ✓ Reduction in distractions that our drivers deal with on a daily basis
- ✓ Better quality OBA's
- ✓ Drill down to where / when incidents are occurring and what employees are having them.

## Action Plans

- Daily update of Safety communication board to be done by Steve Anderson, with back up from Rick Jockisch when needed.
- Weekly communication with committee members to gain insight as to what they are hearing from the field
- Rotate meeting so all of the team can attend
- Add question Box for drivers to fill out questions and place in box that can be reviewed as anonymous during safety meetings with clear direction from management.
- Put up pictures of incidents weekly in Safety meeting to discuss with all drivers.
- Post all incidents in break room including date of incident, line of business, type of incident, description including preventability.

### Incident Reporting / Re-Training:

- Improve Coaching with drivers that have been involved in with a safety violation by using the "Corrective Action Plan" template. The RM and employee will complete this after every Safety incident with the Route Manager and myself involved in the process. Coaching will involve scheduled follow up to ensure the employee is receiving every opportunity. Follow up will be scheduled in Outlook.
- **DM will be involved in all Recommittment and Action plans with RM and employee.**

### Safety Committee:

- The Committee presently consists of the District Manager, Fleet Manager, Route Managers, someone from operations staff, a member of sales, and one employee from each Line of business. The core group was selected by their managers and will remain in place through the third quarter (September) at which time we will rotate in new committee members every other month based on recommendation from current members.
  - September 2011 – Roll Off
  - October 2011 – Commercial
  - November 2011 – Residential
  - December 2011 – Sales
  - January 2011 – Operational Support

### MIE's:

- Follow Area MIE program including next day clock in to clock out Ride along by direct manager, 4-hour ride along with DM within one week of incident, three observations within 30 days, and weekly meetings with MIE to cover safety concerns.

### OBA's:

- Manage the E-OBA process with both electronic tracking data and district risk spreadsheet to ensure that OBA's are being performed on the drivers that are at risk, not just OBA's of convenience. See Manager OBA Safety Plan Addendum A

Addendum A



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**2012 Blaine District Safety Plan - Managers**  
Updated 3/7/2012

**Ongoing Items:**

- a) Completion of OBA's to ensure performed on scheduled or "Risk" employees
- b) Improve OBA quality.
- c) Improve Coaching (including mentoring all employees that have an incident or have demonstrated risk behavior.
- d) Improve QCI completion percentage and quality.

**Action Plans:**

- Manage the E-OBA process through scheduling of OBA's and setting aside uninterrupted time to focus on quality OBA's.
  - Do not complete several OBA's in one city at one time. Drivers communicate this information to each other and we may not be seeing a driver's normal safety behavior.
  - Spend a minimum of 90 minutes per OBA. Stay with it long enough to see behaviors in several situations.
  - Observe drivers in the right situations. If a driver issues in the past are following distance, don't observe them at the disposal location. This again will require planning in advance.
  - Have good, honest discussions with driver about performance. If a driver is doing rolling stops, recognizes you are out there and changes their behavior, it is not a training issue, it is a following the training issue. Ask them why and set the expectation.
  - Utilize SafeComm on risk employees or employees that have made poor decisions on previous OBA's.
  - Promote 100-Point club for SafeComm OBA's that get 100 points. Post name and date of OBA on a plaque on the wall and give driver a personalized jacket
  - Full discussion weekly in Operations meeting of every OBA completed previous week as well as planned OBA's scheduled for current week.

- DM to schedule ride-a-long's with RM's to ensure OBA's are planned to see drivers when they historically are performing their "at risk" behaviors. This will give validation as to whether the behavior has improved and if RM's are capturing behaviors.
- DM to be involved in all safety related coaching and counseling. Will arrange schedule with RM's to ensure availability and prioritize time with driver.
- Mentoring with all employees will be completed by DM and RM and results / communications will be discussed in weekly Operations meeting.
- MIE's will be mentored by the DM and contact with each driver will take place weekly. Spreadsheet for communication is being put together to demonstrate completion.
- Improve utilization of Rule Book in all safety meetings. Work the rule book and opening it to the topic of week on regular basis..

### **Recent Action items**

- Rolled-out LO/TO locks & tags 7/1/2011. Completed Demo-backs in 3<sup>rd</sup> qtr 2011. Schedule 2012 Demo backs (Andy / Sheldon).
- Discuss CNG (Compressed Natural Gas) updates as available. Training 1/2012.
- Review Smoking Policy in yard and trucks. COMPLETED
- Re-enforce with Driver's to note all truck defects daily on DVIR. If problem is not fixed a satisfactory timeframe or manner Driver is to reach out to Supervisor.
- Resolve technical difficulties with Fastenal Machines. Replaced with Grainger.
- Implement 100 Days of Summer Safety Challenge kick-off plans, ongoing action items and rewards program. Completed. .
- Review SafeComm videos at upcoming Safety Meeting for Driver's to see un-safe behaviors first-hand.
- Discuss CSA, review proper Load securement procedures and review CSA findings at Safety Meeting in October. DOT Compliance Officer training completed 12/8/11.
- Reviewed Winter Weather plowing/shoveling plans, proper PPE, salt, torches.
- Discussed 2011 Safe Driver Recognition. Hats and WM points will be awarded.
- 2012 Safety Goals (Sheldon)
- Re-train Driver's on use of Emergency strobes and triangle use while broke down. (do not have on to/from route except in low visibility situations... triangles out while on the side of road unless you are placing yourself in harms way by doing so).

# LIFE CRITICAL RULES

## — COLLECTIONS —

1. Never back a vehicle with someone on the riding steps.
2. Never back a dual drive vehicle from right side without the proper mirrors, camera(s)/monitor.
3. Never exceed the speed limits posted or set by policy for school zones, riding steps, and stand-up right-side driving.
4. Always safely secure the vehicle.
5. Always comply with the seat belt rules.
6. Never zigzag.
7. Never double side unless approved by DM and specific conditions met.
8. Never modify or disable equipment safety devices.
9. Always comply with tipping floor or workface rules.
10. Always apply parking brakes when exiting a vehicle.

Refer to WM Operations and Safety Rules Book for full rule description.



## REFERENCES

City of Stillwater                      Larry Hansen, City Administrator                      (651) 430-8800  
lhansen@ci.stillwater.mn.us                      Serviced since 1999

City of Robbinsdale                      Larry Jacobson, Finance Director                      (763) 537-7344  
ljacobson@ci.robbinsdale.mn.us                      Serviced since 1988

City of Northfield                      Joseph Staph, P.E., Public Works Director                      (507) 645-3006  
Joseph.staph@ci.northfield.mn.us                      Serviced since 1998

City of Brooklyn Park                      Dan Ruiz, Recycling Coordinator                      (763) 493-8047  
danr@ci.brooklynpark.mn.us                      Serviced since 1998

City of Litchfield                      Bruce Miller, City Administrator                      (320) 693-7201  
Bruce.miller@ci.litchfield.mn.us                      Serviced since 2006



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Opening a world of solutions for your environmental needs.





## City of Robbinsdale

4100 Lakeview Avenue North • Robbinsdale, Minnesota 55422-1898  
Phone (763) 537-4534 • Fax (763) 537-7344  
<http://www.robbinsdalemn.com>

April 17, 2012

To Whom It May Concern:

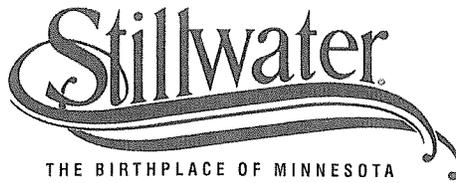
The City of Robbinsdale has partnered with Waste Management since 1988 to provide waste & recycling collection for our residents. Waste Management has consistently been awarded the City contract due to their competitive prices and willingness to work with the City to design services that best serve our citizens.

The City has enjoyed a productive working relationship with Waste Management. Their responsiveness to service problems has been exceptional and they have worked consistently with us to resolve issues. Waste Management has demonstrated a willingness to provide waste & recycling collection services that meet our City's unique street layout and they also keep us current with changes occurring in the waste & recycling collection industry. From the delivery of carts to providing walk up service for the elderly, Waste Management has worked with the City to make waste & recycling in Robbinsdale a success.

Sincerely,

CITY OF ROBBINSDALE

Larry Jacobson  
Finance Director



July 20, 2011

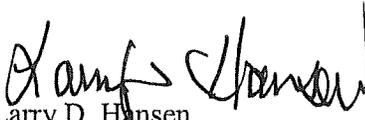
To Whom It May Concern:

I am writing on behalf of Waste Management, Inc., who has been the City of Stillwater's contracted hauler for all residential properties since 1999.

In my experience with Waste Management, they have been very receptive to the needs of our City and have shown willingness to work with us to find a mutually agreeable solution on any issue.

If you have any questions or concerns, please contact me at (651) 430-8800.

Sincerely,

  
Larry D. Hansen  
City Administration

LDH/nm

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CITY OF  
**LITCHFIELD**  
M I N N E S O T A

*On Lake Ripley*

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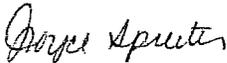
April 11, 2012

To Whom It May Concern:

Waste Management, Inc. has been the sole provider of residential solid waste services for several years for the City of Litchfield. The City Council recently renewed a 3 year Franchise Agreement with Waste Management, Inc. to continue to provide residential solid waste services. We have had very few complaints over the years and there have not been any issues that we have not been able to resolve in a timely manner.

If you need any additional information, please call. Thank you.

Sincerely,



Joyce Spreiter  
Assistant City Administrator