

City of Greensboro, North Carolina

Processing and Marketing of Recovered Recyclables

May 29, 2012 | 3:00 PM

Submitted to

City of Greensboro, North Carolina

300 West Washington Street | Greensboro, North Carolina 27401

Submitted by

Waste Management of Carolinas, Inc.

280 Business Park Dr., Winston Salem, NC 27105

In response to Bid #11-12

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Chapter 1 - Letter of Intent

The Letter of Intent is to be signed by an officer of the company authorized to bind the proposer to its provisions. The Letter of Intent shall state that the proposer will provide services to the City, in compliance with the Contract, for the rates submitted with its proposal.



WASTE MANAGEMENT

Chapter 1 - Letter of Intent

May 29, 2012

Ms. Susan Crotts
Centralized Contracting Division Manager
City of Greensboro
P.O. Box 3136
Greensboro, NC 27402-3136

Dear Ms. Crotts:

Waste Management of Carolinas, Inc. (WM), a wholly owned subsidiary of Waste Management, Inc., is pleased to provide this submittal in response to Request for Proposals #11-12, Processing and Marketing of Recovered Recyclables. We propose to enter into an agreement with the City per the scope and provide services to the City, in compliance with the contract, for the rates submitted with its proposal. WM has read and understands the scope and provides this response without reservation. We have given the City an excellent alternative to their current processing arrangement:

- The state of the art greater Piedmont Regional Material Recovery Facility and education center was built for the Triad and western I85 corridor. It is the centerpiece in our response.
- WM is expert in working with municipalities to reduce contamination. We have proposed on-going education and in-kind help including material composition audits and public speakers to reduce contamination to normal levels. Your Single Stream residue rate should be much better and we can help you get there. For instance, our Raleigh facility experiences a rate less than half Greensboro reported contamination. In addition, our new greater Piedmont MRF has the latest state of the art technology and better separation will lead to less waste.
- WM is also proposing flexibility and security in the Pricing of our services. The proposal is sensitive to the travel distance to our Piedmont MRF and that the City will incur transportation costs to deliver material there. It contains a fixed floor rebate that guarantees revenue under all conditions, and a fixed freight allowance option, which allows the City a very fair package even in the worst markets. We have also proposed a potentially lucrative revenue share, which kicks in if the guaranteed rebate is exceeded in the formula. In fact, in 2011, the average rebate of our proposal would have been over \$880,000 (see Pricing).
- Finally, WM is proposing a value laden package including an option for the lowest price possible on Recycle Bank, which rewards citizens for recycling participation.

The security of dealing with Waste Management cannot be overstated. During the recent economic credit crisis of 2008, markets, world trade, transportation, and funding froze, and news sources nationwide reported that recyclables were being landfilled and payments under recycling contracts were not being made. Waste Management and all of its subsidiaries paid every customer on time, and recycled every ton that came to their facilities during this period. In addition, Waste Management executed Emergency Action Plans at each impacted facility until world markets stabilized, including storage warehouses and alternate back-up markets for on-board materials. The resources under WM's auspices can give the City comfort that any and all problems that arise from uncertain times or economic troubles will be overcome.

Most importantly, the City will be collaborating with a transparent partner. Waste Management has recently earned prestigious awards from Forbes and Ethisphere, among others, for our ethical resolve and transparent interactions with customers. Audits, reports, and other information will be provided on-time with back up source documentation. These are some of the key reasons that over 400 direct municipalities and 2,000 municipal collection customers rely on Waste Management every day for their recycling processing needs, with over 78% in the renewal phase of their agreements.

As requested, Waste Management acknowledges that this proposal will become the property of the City of Greensboro and a public document(s) subject to the public disclosure requirements in accordance to North Carolina statutes once it is opened and Waste Management is determined to be a participant in the solicitation process.

The per-unit proposed price is the total fixed price for the equipment and services enumerated. The total fixed price contained herein will remain firm for a period of one hundred-eighty (180) days, per the requirements of the solicitation.

I am the operating executive for Waste Management of Carolinas, Inc. and serve as the Area Vice President for Waste Management in the South Atlantic region. I am authorized to legally bind Waste Management in the terms of this proposal.

Sincerely,



Tracey Shrader
Area Vice President

Chapter 2 - Proposer's Statement of Organization

Proposers must provide information concerning the proposer's organizational structure by completing Qualification Form 1, which is provided in Section 4 of this RFP. Proposers may supply any additional information that will assist the City in understanding the proposer's organization.

**QUALIFICATION FORM
1
PROPOSER'S STATEMENT OF
ORGANIZATION**

1. Full Name of Business Concern (Proposer):

Waste Management of Carolinas, Inc.

Principal Business Address:

280 Business Park Dr., Winston Salem, NC 27105

2. Principal Contact Person(s) and Phone Numbers:

Stan Joseph, Manager of Community and Municipal Relations, 336-531-3285

3. Form of Business Concern (Corporation, Partnership, Joint Venture, Other):

Corporation

4. Provide names of partners or officers as appropriate and indicate if the individual has the authority to sign on behalf of proposer. Provide proof of the ability of the individuals so named to legally bind the proposer.

<u>Name</u>	<u>Address</u>	<u>Title</u>
1. John VanGessel	1000 Parkwood Circle, Atlanta, GA 30339	Assistant Secretary
2. Brett W. Frazier	1001 Fannin, Suite 4000, Houston, TX 77002	President
3. Thomas G. Carroll	1000 Parkwood Circle, Atlanta, GA 30339	Vice President

If a corporation, in what state incorporated: North Carolina

Date Incorporated: April 6, 1961 _____
Month Day Year

If a Joint Venture or Partnership, date of agreement: _____

Federal Employer Identification Number: 56-0731307 _____

5. List all firms participating in this project (including the prime contractor, subcontractors, operators, major equipment suppliers, etc., if any):

<u>Name</u>	<u>Address</u>	<u>Phone</u>
1. Waste Management of Carolina, Inc.		
2. WM Recycle America LLC	_____	
3.		
4.	_____	

6. Outline specific areas of responsibility for each firm listed in Question 5.

1. Primary Contractor
2. Subcontractor-Processor
- 3.
4. _____

7. Summarize the provisions of any agreement between the parties which assigns legal or financial liabilities or responsibilities.

WM Recycle America, L.L.C. owns and operates a multipurpose recycling facility that the proposer would use to process the City's recyclables. WM Recycle America, L.L.C. is an indirect subsidiary of Waste Management Holdings, Inc., which is the common parent of all of Waste Management's companies that provide waste management and recycling services, including Waste Management of Carolinas, Inc. (see Section 8). Waste Management of Carolinas, Inc. intends to deliver the recyclable materials collected from the City for processing and marketing but will not assign any of its operational, legal, or financial responsibilities under any contract that may be awarded by the City and shall be solely responsible to the City for all such contractual obligations.

8. If any of the responding firm(s) are a partially or fully-owned subsidiary of another firm, or share common ownership with another firm, please identify the related firms and describe the relationships.

Waste Management of Carolinas, Inc. is a wholly owned subsidiary of Waste Management Holdings, Inc. Waste Management Holdings, Inc. is a direct subsidiary of Waste Management, Inc., which is the parent entity of subsidiaries all over the United States and internationally. A list of all of entities under the common control of Waste Management Holdings, Inc. would be too voluminous to provide herein. Therefore, for the purposes of this proposal, we have included only those the affiliates having operations in the state of North Carolina, as that would have relevancy to the scope of services being proposed herein. See the organizational chart below.

Waste Management, Inc. (Parent Corporation)

Waste Management Holdings, Inc. (sole direct subsidiary of WMI)

- Waste Management of Carolinas, Inc.
- Recycle America Holdings, Inc.
 - WM Recycle America, L.L.C.
- Waste Management National Services, Inc.
 - WM Green Squad, LLC
 - WM Greenops, LLC
 - WM Bagco, LLC
- WM Lamptracker, Inc.

Chapter 3 - Staffing

Proposers must demonstrate significant staff expertise in effectively managing a contract for the services proposed. Proposers must carefully provide, in the format requested, all of the information requested in Qualification Form 2, which is provided in Section 4 of this RFP.

Name and Title	Tracey Shrader - Area Vice President
Assignment on City's Project	Oversee Market Area management
Name of Employer	Waste Management
Experience	25 years' experience in recycling and waste operations
Education	
Summary of Professional Training and Experience	25 years working with an independent waste services firm and an owner/operator in addition to his 16 years with Waste Management. Currently, his primary responsibilities include managing 29 operating districts, including 13 hauling companies, 13 landfills, three transfer stations, and 1,400 dedicated employees
Professional References	Brett Frazier, Senior VP of Waste Management Greg Yorston, Corporate Vice President Operation/Logistics and Business Solutions Tim Wells, Area Vice President Waste Management ATAK
Other Relevant Experience and Qualifications	
Name and Title	Richard Huckabee - Area Director of Recycling
Assignment on City's Project	Oversee local MRF management
Name of Employer	Waste Management
Experience	15 years' experience in recycling and waste operations
Education	Bachelors Degree, University of South Carolina
Summary of Professional Training and Experience	Over 15 years in the waste/recycling business with primary focus on managing facilities and streamlining operations
Professional References	Tracey Shrader, Area Vice President Waste Management SAA Greg Yorston, Corporate Vice President Operation/Logistics and Business Solutions Tim Wells, Area Vice President Waste Management ATAK
Other Relevant Experience and Qualifications	

Name and Title	Terrence J. Feeney - Site Manager
Assignment on City's Project	MRF Manager
Name of Employer	Waste Management
Experience	20 years' experience in recycling and MRF operations
Education	B.S. Business Management, California State University, Fullerton, CA
Summary of Professional Training and Experience	Residential Supervisor Fort Worth, Texas 1993-1995 MRF Supervisor Fort Worth, Texas 1995-1996 Site Manager Dallas West MRF, Dallas TX 1997-1999 Operations Manager, Carpet Again Recycling, Dallas TX 1999-2001 Site Manager, Recycle America of the Piedmont, Winston Salem, NC. 2001-present
Professional References	Derek Owens - City of Winston Salem 336-747-6970 Thad Buck - Town of Kernersville 336-399-2927 Kevin Burt - Catawba Baling Company 336-285-8592

Other Relevant Experience and Qualifications

Name and Title	Stan Joseph - Public Sector Sales Rep
Assignment on City's Project	Manager of Community and Municipal Relations
Name of Employer	Waste Management
Experience	21 years' experience in waste and operational management
Education	B.S. Human Resource Management , Park University
Summary of Professional Training and Experience	He currently serves as a liaison for the company for specific needs of 29 municipalities spanning 21 counties within the Triad region, enhancing customer satisfaction through relationship building in North Carolina communities. He researches and develops new business opportunities within the marketplace while maintaining primary responsibility for current municipal service responsibilities. He brings four years of operational experience in the solid waste industry to the public sector after serving 21 years within the U.S. Air Force and as district operational manager at two of Waste Management's major hauling companies
Professional References	Council Woman Vivian Burke-City of Winston-Salem Mayor Pro Tem-(336) 661-6460

The Honorable Allen Joines - Mayor of
Winston Salem (336) 727-2058
Mr. Frank James -Town of Rural Hall, Town
Manager (336) 969-6856

Other Relevant Experience and Qualifications

Name and Title

Greg Peverall - Senior Manager, Market
Planning

Assignment on City's Project

Marketing Representative

Name of Employer

Waste Management

Experience

29 years with Waste Management and over 33
years' experience in waste and recycling

Education

BS Zoology, NCSU (1981)

Summary of Professional Training and

Experience

Served various positions for private/family-
owned solid waste collections company
throughout NC during 1970s; served as Vice
President of Operations and Marketing for
ARS-Waste Management from 1983 through
1995; State President for Waste Management
of North American (Carolinas Region) 1995
through 1998 with Public Sector and solid
waste facility development focused
responsibilities with Waste Management
thereafter through present

Professional References

John Crumpton County Manager Lee County
NC

K. G. Smith, Chairman Florence County
Council Florence, SC

Greg Turner, Assistant City Manager Winston-
Salem, NC

Other Relevant Experience and Qualifications

National Solid Waste Management Association
(Carolinas Chapter) President 1993-95
NC Beautiful, Board of Directors 1990-2001

Name and Title

Mike Holbrook, Area Manager, Public Sector
Solutions

Assignment on City's Project

Director of Public Sector for WM of Carolinas
Inc.

Name of Employer

Waste Management

Experience

25 years' experience in waste and recycling
operations and management

Education

Summary of Professional Training and

Experience

25 years' industry experience, 19 years with
Waste Management. 15 years served as a
Senior District Manager before assigned
Market Area Public Sector Director.
Knowledgeable in all areas of the
Environmental Waste Business, with a long
history of excellence in customer service.

Professional References

Tracey Shrader, Area Vice President Waste Management SAA
Greg Yorston, Corporate Vice President Operation/Logistics and Business Solutions
Tim Wells, Area Vice President Waste Management ATAK

Other Relevant Experience and Qualifications

Name and Title

Michael Timpane, Director of Municipal Recycling and Diversion

Assignment on City's Project

Manages Municipal Recycling

Name of Employer

Waste Management

Experience

30+ years' experience in waste and recycling operations and management

Education

UCLA - Bachelors in Geography-Ecosystems

Summary of Professional Training and Experience

Charged with improving services to municipal customers and developing alternative public diversion and waste stream strategies. In the last five years, he developed over 80 projects, including single stream facilities and C&D development. He has worked with the EPA, Product Stewardship Institute, and Construction Materials Recycling Association on technical and policy issues. He has been with Waste Management for seven years. Prior to that, he was VP for BFI in Houston. He is a member of the Jacksonville Lean Consortium, Board-GTM National Ecological Reserve, and ASSE professional.

Professional References

Steve Thompson - Curbside Value Partnership
Betsy Dorn - Steward's Edge
R. Scott Myers - U.S. Treasury
Nat Egosi - RRT

Other Relevant Experience and Qualifications

Chapter 4 - Experience



The Waste Management education approach is comprehensive. We can tour Greensboro residents through the new facility with its high housekeeping and safety standards or provide a web feed in real time to classrooms and civic organizations, sensitizing residents towards improving recycling quality and participation. Waste Management provides education programs for hundreds of cities across the U.S. and is committing long-term dollars and in-kind resources to drive quality and volume for Greensboro. We have 15 Education Centers nationwide and make available speakers and promotional material for single stream recycling.

Waste Management is coming to the Piedmont Triad, opening its new facility in Forsyth County, North Carolina. For the first time in many years, real competition now exists with the latest in single stream technology in the Piedmont Triad area. The facility is designed to provide the highest rebates for customers, focusing on maximum recovery and a commitment to lower residue through state-of-the-art technology and unsurpassed commitment to education. The Piedmont facility is easily accessible to the City of Greensboro. Our experience in the processing and marketing services required by the City is unrivaled. Waste Management rebates in this corridor currently average around \$30, and Waste Management's average residue for single stream has consistently been well below 10%. No customer should expect less than extracting maximum value and receiving what their material is worth.

Waste Management of Carolinas, Inc. (WMCI) has been recycling in the Triad area for the past 14 years at its current dual stream facility in Winston Salem. We are providing the City of Winston-Salem with single stream capabilities through transfer to our Raleigh Material Recovery Facility (MRF), the first single stream facility built in this state. We are committed to growing recycling and plan to invest in the Triad area's sustainable future through single stream education and commitment. Waste Management constructed a new MRF in Forsyth County, which is proposed in this document, and placed over \$8.5 million into constructing a new state-of-the-art regional facility designed to get even more net material out of the Greensboro's recycling program. Waste Management's single stream capability throughout the United States is unrivaled. Our facility in Raleigh, 30 recycling operations throughout the South, and over 115 recycling facilities nationwide, clearly demonstrates our commitment to the sustainable future of our country.

The Waste Management of Carolinas, Inc. team has a wealth of environmental experience and knowledge that is unsurpassed in the waste industry. We have created highly successful recycling and waste reduction programs for cities, schools, and businesses across the country and state. WMCI has many long-standing partnerships throughout the great state of North Carolina, including Wake County, the Town of Cary, the Town of Fuquay Varina, and the City of Winston Salem (references upon request).

WMCI is a wholly owned subsidiary of Waste Management, a recognized leader in the environmental services industry for 44 years. The current Waste Management organization resulted from a 1998 merger between USA Waste of Houston, Texas and Waste Management, Inc., headquartered in Oak Brook, Illinois. The original Waste Management began operations in 1968, bringing together numerous solid waste companies, including some dating from the late 1880s. Waste Management continued to grow, making over 1,000 acquisitions in the 1980s and 1990s. In 1998, Waste Management merged with USA Waste, which had begun

operations in 1987 and grew rapidly through the acquisition of numerous solid waste companies. In addition, WM companies, including the Peltz Group, USA CRinc, and assets of Abitibi and the former BFI, which have been in the recycling industry since World War II.

Waste Management and its former companies have also been world leaders in moving recyclables to the right market. We consistently receive the best prices and enjoy excellent relationships with all the major U.S. domestic mills and an integrated network of world partners. Even during the commodity collapse of 2008-2009, Waste Management was able to provide unparalleled service without interruption and met all of its receiving and rebate commitments to over 400 direct municipal and public agency customers, 2,000 collection system customers, and thousands of third party companies. This takes resources, dedication, and a focus on our customers. Waste Management's marketing team is responsible for commodity sales of over 8 million tons of recyclables annually throughout its processing and brokerage network. By virtue of carefully honed strategies, we bring stability to an area otherwise often characterized by wild swings and unanticipated price moves. In the past 19 years, Waste Management has successfully marketed over 110 million tons of recyclables.

Waste Management currently owns and operates 38 single-stream facilities. In the past four years, we processed and marketed over 12 million tons of single-stream material (see list below). Since the late 1990s, our management and engineering teams conceived and executed more economical and higher-yield processes, continuing the transition to single-stream capacity, and added materials and better recovery along the way for a host of communities nationwide. Waste Management has worked with American and international experts in material separation, image recognition technology, advanced screening, air conveyance, high-speed baling, "smart" computerization of processing systems and motor controls, and other separating and cleaning techniques to evolve the single stream approach to allow lowest-cost collection with highest yield. Waste Management is committed to grow, and we have pledged to triple our recycling volumes to 20 million tons per year in North America by 2020, with single stream being a core component of that strategy.

From the top down, there is solid commitment to recycling at Waste Management. In order to meet our business goals and produce goods and services demanded by our community partners, Waste Management is focused on sustainability. We have included an abbreviated version of our Sustainability Report in the appendix. The full report is available at www.wm.com. Waste Management's published goals are well on their way to being met and include:

- Double our waste-based energy production ~ Power 2 million homes by 2020
- Triple the tons of recyclable materials processed ~ Process 20 million tons by 2020. Besides traditional recycling, Waste Management has increased all recycling to over 13 million tons per year. Waste Management's mission is to provide single stream recycling and diversion services to municipalities, public agencies, and all 20 million Waste Management customers
- Invest in cleaner technologies ~ Direct capital expenditures to reduce emissions and increase fuel efficiency by 15%
- Preserve and restore more wildlife habitats across North America ~ Increase the number of facilities to 100 (4X increase) - *This goal was achieved in 2010*

Waste Management's Current and Planned Single Stream Facilities

Facility Name	City	State	Zip	Contact Name	Contact Phone	Equip Supplier	Rated Thru-put Tons/Hr	Start Date
Current Facilities								
Reuter	Pembroke Pines	FL	33029	Eddie McManus	(813) 244-5527	Van Dyk Baler	45	03/07
Miami	Miami	FL	33167	Eddie McManus	(813) 244-5527	CP Mfg.	25	11/11
Orlando	Orlando	FL	32829	Eddie McManus	(813) 244-5528	Van Dyk Baler	25	01/05
Tampa	Tampa	FL	33605	Greg Branam	(813) 621-3051	Van Dyk Baler	27	01/12
Raleigh	Raleigh	NC	27604	Richie Huckabee	(850) 461-6543	Van Dyk Baler	12	01/03
Prince George CRINC	Capitol Heights	MD	20743	Jim Marcinko	(301) 440-0327	Van Dyk Baler	25	10/07
Elkridge	Elkridge	MD	21075	Jim Marcinko	(301) 440-0327	Van Dyk Baler	60	06/06
Philadelphia	Philadelphia	PA	19136	Jim Marcinko	(301) 440-0327	Van Dyk Baler	60	12/10
RCA-York	York	PA	17402	Jim Marcinko	(301) 440-0327	Van Dyk Baler	16	02/02
Ocean County	Lakewood	NJ	08701	Bill Lehman	(973) 854-0621	Van Dyk Baler	25	04/09
St. Charles St.	Newark	NJ	07105	Bill Lehman	(973) 854-0621	Van Dyk Baler	25	11/07
Syracuse	Liverpool	NY	13090	Robert Comi	(315) 461-9323	Van Dyk Baler	20	11/02
Avon Spiegel	Avon	MA	02322	Robert Comi	(315) 461-9323	Van Dyk Baler	25	06/08
Arlington	Arlington	TX	76011	Steve Hasley	(214) 879-9924	Van Dyk Baler	25	01/07
Gasmer Drive	Houston	TX	77035	Paul Ware	(713) 723-1580	Van Dyk Baler	25	12/10
South Chicago	Chicago	IL	60633	Mike Tunney	(630) 404-4453	CP Mfg.	40	06/05
Lake County	Grayslake	IL	60030	Mike Tunney	(630) 404-4453	CP Mfg.	30	03/02
Dayton	Fairborn	OH	45324	Mike Tunney	(630) 404-4453	Van Dyk Baler	15	01/98
Cleveland Oakwood Village	Oakwood Village	OH	44146	Mike Tunney	(630) 404-4453	Van Dyk Baler	16	01/01
Twin Cities	Minneapolis	MN	55413	Mike Lunow	(612) 379-1360	Van Dyk Baler	55	02/02
Germantown	Germantown	WI	53022	Jerry Maerz	(608) 278-2363	CP Mfg.	50	01/08
NW Regional	Surprise	AZ	85387	Shawn Tackitt	(480) 624-8403	Van Dyk Baler	30	1/11
Tucson	Tucson	AZ	85705	Shawn Tackitt	(480) 624-8403	CP Mfg.	25	10/02

Facility Name	City	State	Zip	Contact Name	Contact Phone	Equip Supplier	Rated Thru-put Tons/Hr	Start Date
Denver-Franklin St.	Denver	CO	80216	Shawn Tackitt	(303) 486-6097	CP Mfg.	30	01/05
CMR Recycling	Castroville	CA	95012	Shawn Tackitt	(480) 624-8406	Van Dyk Baler	22	08/02
Central Valley	Lodi	CA	95240	Shawn Tackitt	(480) 624-8406	Van Dyk Baler	25	07/02
LA Express	Los Angeles	CA	90001	Shawn Tackitt	(951) 277-5110	Generic	20	09/01
Pico Rivera	Pico Rivera	CA	90660	Shawn Tackitt	(951) 277-5110	Generic	20	09/01
Davis St. Recycling	San Leandro	CA	94577	Shawn Tackitt	(480) 624-8406	Machine x Tech.	25	07/06
HSS Recycling	Santa Maria	CA	93455	Shawn Tackitt	(951) 277-5110	Bulk Handling Sys.	15	06/03
Orange	Orange	CA	92865	Shawn Tackitt	(951) 277-5110	Van Dyk Baler	30	07/11
Salt Lake	West Jordan	UT	84088	Shawn Tackitt	(303) 486-6097	CP Mfg.	15	04/03
Cascade Recycling Center	Woodinville	WA	98072	Matt Stern	(503) 894-1160	CP Mfg.	30	07/03
City of Edmonton	Edmonton	ON	T6S 1A3	Doug Allen	(780) 472-0121	Van Dyk/ Machine x	20	3/97
Planned Facilities								
Little Rock (retrofit)	Little Rock	AR	72206	Steve Hasley	(214) 879-9924	Van Dyk Baler	20	10/12
Spokane	Spokane	WA	99224	Matt Stern	(503) 894-1160	TBD	15	05/12
Azusa/Los Angeles	Los Angeles	CA	91702	Mike Hammer	(818)-253-3148	Van Dyk Baler	30	12/12
Bradley/Los Angeles	Los Angeles	CA	91352	Mike Hammer	(818)-253-3148	Van Dyk Baler	30	12/12
Winston Salem (retrofit)	Winston Salem	NC	27105	Richie Huckabee	(951) 277-5110	Van Dyk Baler	28	07/12
Topeka Shawnee County	Topeka	KS		Chris Drier	(301)-840-0211	CP Mfg.	15	05/13
Cambridge (Toronto)	Cambridge	ON	N1R 7P7	Mike Lunow	(612) 379-1360	TBD	30	03/12

Single Stream Commitment

Waste Management is listening carefully to its customers, making it easier for people to recycle - whether at home or at work. In 2001, Waste Management became the first major solid waste company to focus on residential single stream recycling, which allows customers to mix recyclable paper, plastic, and glass in one bin. Residential single stream programs have greatly increased recycling rates and the actual amount of recyclable materials through a combination of greater participation and greater yield. Waste Management is testing and pioneering the same easy recycling programs for office buildings and other commercial applications.

Single Stream Recycling Processing Experience

Since the planning began in the late 1990s, our managers and engineers have conceived and executed the company's continuing transition to focus and expand single stream capacity. Single stream is made possible through the use of various mechanized screens for sizing, gravity and electrical separation, and optical sorting technologies used in many of Waste Management's recycling plants. Waste Management has worked with U.S. and international experts in material separation, image recognition technology, advanced screen technology, high speed baling technology, automated system control centers, and other separating and cleaning techniques to evolve the single stream approach to recyclables processing. After approximately 11 years on-line, the benefits in collection fleet efficiency, automation, and HH recyclables yield has transformed markets where it is employed by offering the lowest system total cost municipal recycling collection and processing alternative available.

Materials Recycling Facility Design & Construction Experience

The process that Waste Management uses in recommending vendors is tried and true. Our staff engineers provide standardized service and equipment design to all Waste Management processing systems while maintaining flexibility to add materials. Our experience features a broad range of equipment types and models supplied by an array of manufacturers. This has allowed us to rank our satisfaction and find reliable partners when we undertake capital improvements.

Sourcing, Transportation, & Logistics: A Far-Reaching Facilities Network Means Services Are Always Close At Hand

Waste Management is the one-stop shop for all recycling transportation needs. The company has the financial stability, industry expertise, contacts, and scope of services necessary to hold down transportation and disposal costs while increasing the potential for higher returns. Its transfer points and recycling facilities accommodate over 1,900 shipments a day of material movement internally and through a network of preferred providers. It is specially set up to accommodate single stream, paper, glass, plastics, metals, and electronics using advanced technologies such as single stream processing and optical sorting systems. Waste Management's goal is to find beneficial end uses for even the most challenging recyclable materials.



Thanks to its extensive network of North American facilities, Waste Management has multiple shipping points to accommodate customer needs. With this extensive facilities network, we

can be close enough to ensure the cost efficient transportation - including just-in-time deliveries - that companies would expect from a local provider.

The proposer should demonstrate experience in providing the services required by the Contract for successfully operating material recovery facilities which receive a minimum of 20,000 tons annually. The proposer should have three (3) awarded and serviced (but not necessarily completed) comparable projects. Proposers shall utilize Qualification Form 3, which is provided in Section 4 of this RFP, to document all (but not more than 5) of the most recently awarded and serviced (but not necessarily completed) comparable projects in the last five (5) years. This record must show the agency's name and address, a description of the project including tonnage type and quantities processed, the dates of service, the cost of work in dollars, and the primary contact person and phone number.

While the City Council must determine that the selected Contractor has the necessary experience to provide the services requested, Council has also stressed the importance of understanding all options available. In order to address the concern regarding experience while not limiting the options available to the City, responses will be evaluated based on the experience and references provided. Responses lacking the desired level of experience and project references will not be disqualified or rejected without due consideration.

The Proposed shall provide a minimum of three (3) but no more than five (5) references of the most recently awarded and serviced (but not necessarily completed) comparable projects.

1. Name of Agency: Collier County Florida
Address: 3301 Tamiami Trail , Naples, FL 34112
Phone Number: 239-732-2504
Principal Contact Person(s): Dan Rodriguez- Solid Waste Manager
Year Contract Initiated: 2005
Tonnage Processed: 40,000 Tons/Year
Revenue Generated for Agency (Describe):
Project Description: Single Stream Processing

2. Name of Agency: Miami-Dade County
Address: 2525 NW 62nd Street, 5th Floor Miami, FL 33147
Phone Number: 305-514-6631
Principal Contact Person(s): Jeanmarie Manze Massa
Year Contract Initiated: 2008
Tonnage Processed: 60,000 Tons/Year
Revenue Generated for Agency (Describe):
Project Description: Single Stream processing

3. Name of Agency: SWALCO Lake County, IL
Address: 1311 North Estes Street, Gurnee, IL 60031
Phone Number: 847-336-9340
Principal Contact Person(s): Walter Willis- Executive Director
Year Contract Initiated: 1997
Tonnage Processed: 45,000 Tons/Year
Revenue Generated for Agency :(Describe):

Project Description: Single Stream Processing

4. Name of Agency: Ocean County Department of Solid Waste Management
Address: 129 Hooper Avenue, Toms River, New Jersey, 08754
Phone Number: 732-506-5047
Principal Contact Person(s): Ernest J. Kuhlwein- Director
Year Contract Initiated: 1991
Tonnage Processed: 73,000 Tons/Year
Revenue Generated for Agency (Describe):
Project Description: Single Stream Processing

5. Name of Agency: Orange County Florida
Address: 5901 Young Pine Road, Orlando, FL 32829
Phone Number: 407-836-6600
Principal Contact Person(s): Debbie Sponsler- Section Manager
Year Contract Initiated: 1990
Tonnage Processed: 30,000
Revenue Generated for Agency (Describe):
Project Description: Single Stream Processing

Chapter 5 - Project Approach

The City Council will entertain proposals from the private sector to provide the equipment and staffing to process and market recyclable materials collected via the City's recycling program. The proposals must provide for a project approach which addresses the following components.

Transition from the current contract for recyclables processing. The Contractor should address the proposed transition time required to begin operations after contract execution.

Waste Management of Carolinas, Inc. is fully prepared to perform the scope of services required by the RFP for the entire program recycling volume. Greensboro can begin delivery of its vehicles at any time with a 30-day notice from submission of this proposal. Waste Management's Greater Piedmont MRF will be open and fully operational by July 1. Available as redundancy, Waste Management's Raleigh MRF is a working single stream Material Recovery Facility with superior inventory storage and can weigh and store/ship material in full compliance in any emergency. At an agreed-upon start date, Waste Management will always be able to receive materials at the Piedmont MRF and, if the plant is down, ship to Raleigh (with City permission) for processing.

The Contractor should address operational methods proposed to maximize the potential for revenues to the City.

Greensboro has a high residue rate for their type of collection system. In similar permissive and low-regulation non-PAYT cart environments, for the over 2,000 programs that Waste Management runs, residue/contamination is generally half or lower. Using a series of automated and lean manufacturing techniques, Waste Management will target the unacceptable rate that Greensboro has long experienced. Additionally, our proposed aggressive education, incentives, and community outreach will drive this rate down, even further optimizing the City's diversion rates. The process flow has allowed the higher fixed floor pricing and more benefits in the proposal.

The equipment installed is state-of-the-art:

- Advanced variable speed computer motor control regulation
- Drum-fed leveling of material flow for presentation to devices
- Image recognition optical sorting for plastics
- Paper magnet that efficiently captures small fines of fiber
- Polishing screen for complete material separation prior to presentation to automated and quality sorting



- Finely honed screen tolerances to not allow escape of each distinct fraction of sized materials; the site has installed adjustable LUBO screens which are considered to be the best in the industry

In addition, Waste Management will use LEAN methodologies and “Visual Plant” techniques to clearly identify materials that sorters should or should not sort, both as an opportunity for capture and for quality differentiation. LEAN manufacturing has yielded overwhelming success in companies that have implemented continuous improvement processes, including Boeing, Medtronic, and Honda. Waste Management personnel staff through a LEAN journey with one goal: daily improvement. Waste Management will operate the MRF as a lean facility from Day One and is fully committed to the continuous improvement of people, processes, and systems. We take this approach seriously. For instance, our Orange County, Florida MRF was recently named most improved operation of the year by the Jacksonville LEAN Consortium. Through LEAN processes, the facility will provide interactive engagement on a daily basis at each shift on progress towards greater capture of materials. In addition, it will be safer, more efficient, and more organized than traditional operations. In addition, LEAN training and roll out will be mentored through all levels of Waste Management to deliver a culture that will drive efficient recovery production to the next level. Results in places as diverse as Minnesota and Miami have shown real progress in lowering residue costs dramatically.

As part of our education approach, Waste Management has a closed caption TV system for education in the facility. We are also working on a web-based camera system for use by our public speakers and independently by teachers in Greensboro, which can be utilized in real time to show specifically targeted child age groups what happens to their materials and also what is wasted at the plant. The process will clearly demonstrate to students why this is not good for the environment and show the City how they can participate in helping others to know what to add to the containers and why. The effectiveness of this approach with the right curriculum has tangible results and can supplement the Education Center tours that are available to Greensboro schools.

Finally, Waste Management proposes to have monthly or quarterly recovery roundtables with the City so both sides have an objective view of progress in reducing contamination and the subsequent capture of material. Metrics and reports would be developed to drive progress in this collaboration, both on the City’s side at the curb and Waste Management’s side in the operation and support of public outreach.

stream as the way to increase volumes and revenue for municipalities. Locally, Waste Management was the first company to bring recycling to the curb, offering programs in Chapel Hill and Sanford, NC. Today, Waste Management recycles more residential commodities than any company in the industry, and our list of acceptable recyclables continues to expand. Single stream allows customers to mix recyclable paper, glass, all household plastic, metal beverage containers, and mixed metal scrap in one cart. Residential single stream programs have greatly increased the recycling rates, recovering as much as three times the amount of recyclable materials.

At our new facility, the single stream process is accomplished through a combination of advanced image recognition technology, induction electrical fields, mechanical screening, and manual sorting techniques, where non-recyclable contaminants are removed and the remaining materials are sorted and prepared for shipment to the highest value domestic and export end user markets. The processing equipment is composed of balers, conveyors, a series of highly accurate screening devices, sorting mezzanines, a magnetic ferrous separator, a non-ferrous rare earth eddy current separator, and various rolling stock units (forklifts and loaders). Waste Management requests a composition study every six months to ensure that the City is receiving an accurate rebate.

Our company's newest single stream MRF is 85% complete and ahead of schedule. It will be the most advanced MRF in the state and only 18 miles from the City center. The completely enclosed facility is designed for receiving, processing, and storing bales for more materials over time for shipment to market. It also includes a community education center and recycling laboratory. The facility will eventually provide service to an estimated 40+ municipal entities and five WMCI hauling districts and will be open to third party users. It was designed to service counties and cities through transfer from up to 150 miles away, through optimizing economies of scale, providing the lowest cost possible.

Our advanced equipment has the capability to process more than 10,000 tons per month initially and can be expanded to a maximum over 13,000 tons per month without a major equipment retrofit. The facility is being built to allow low-cost processing to offset transfer costs in the most efficient cost mix available.

Waste Management's custom designed equipment layout is configured to extract the most value from Greensboro's recycling stream, capturing more recyclables and leaving less material residue. This will give the City the best value and will optimize the rebate.

The Waste Management Greater Piedmont Regional Single Stream Facility

WMCI will complete construction of the facility in early July this year.



Plant Description

WMCI is building our proposed processing location with the following features:

- A. Approximately 85,000 SF for tipping, processing and shipping
 - a. 35,000 SF tip floor
 - b. 40,000 SF processing footprint
- B. 10,000 SF administration and employee areas, including visitors' area with education center
- C. Perimeter paved roadways, landscaped and fenced
- D. Utilities as required.
- E. Single stream processing equipment
- F. Two tip floor bays for incoming residential recycling trucks and walking floor deliveries
- G. The MRF will be designed to sort 22-25 tons per hour. The flexible MRF will be able to double its processing capacity with the addition of a second 10-hour shift. This can be done in increments as volumes grow and will not require additional capital expenditures. The capacity will be more than adequate to process City tons now and in the future and was explicitly built for that purpose. However, should volumes grow exponentially, our company is well-versed in retrofitting and upgrading facilities to meet community need.
- H. The MRF will be built in a manner that allows expansion of sorting equipment and systems. The design theory is similar to a spider, in that "legs" or building extensions that house additional sorting equipment can be added as volumes or material types increase. However, prior to facility expansion, staffing will be designed in a manner that allows for additional shifts to be added until the facility is running at full capacity, 24 hours per day, except for scheduled maintenance, breaks, and meal periods (4-5 hours per day; WMCI running at full capacity MRF's averages over 18 hours nationally).

4. Materials

Waste Management is known to be the leader in material recovery expansion within the single stream envelope. Waste Management will take all materials specified in the RFP in the current program. We propose to add the following materials to the program with City permission:

- A. Clean aluminum foil and trays
- B. Pots and pans without plastic handles
- C. Expand fiber definitions to all paper products which can tear; no laminates
- D. All program recyclables

5. Deliveries

Our plan to accept material includes:

- A. Open between the hours of 7:30 a.m. and 5 p.m. and other times by City request
- B. Will accept all program recyclables
- C. Will furnish all supplies, labor, and goods to perform the processing scope for maximum recovery
- D. Will assure that vehicle turnaround time stays below a 15-minute average
- E. All trucks entering and exiting the site will be weighed on Waste Management's truck scale
- F. All material will be tipped inside the tip floor receiving area according to permit
- G. Waste Management has submitted the RFP following all County requirements

6. Functional Design Features of the MRF Site/Building

- A. Located in the population center of the Piedmont, designed for transfer from outlying City, County, and private customers.
- B. Separate areas for visitor traffic and parking.
- C. Separate areas for employee traffic and parking.
- D. Separate routing for trucks.
- E. A MRF office building is attached to the main MRF building, as well as support spaces including education center/lab, break rooms, training rooms, and offices.
- F. Included is an outdoor break area for staff.
- G. Included are separate visitor and employee entries into building.

7. Primary Operating Features

Waste Management will:

- A. Furnish all supplies, labor, and goods to perform the processing scope for maximum recovery
- B. Receive and process single stream recyclables, both commercial and residential
- C. Receive and process dry commercial recyclables, materials typically segregated by commercial and institutional establishments participating in the region's growing efforts to recycle its community's waste stream
- D. Receive and process public drop-off materials from drop-off centers

8. Design Criteria of the Greater Piedmont MRF

- A. Maximum recovery of single stream mixed recyclables and minimum residue. Thirteen years of experience in modern single stream layouts has allowed WMCI to have one of the lowest missed recyclables rates in the industry.
- B. Automation of tedious, dangerous, and injury-prone manual positions through the use of advanced screen, sizing, and optical technology.

- C. Truck turnaround time will not exceed 15 minutes after the initial weigh-in, barring any unique, infrequent circumstances beyond the control of facility operations.
- D. The entire MRF site and primary portions of the building interior will be covered by a CCTV system which would be monitored at selected computer stations and utilized for control and educational value.
- E. Traffic circulation through the site will generally be in a counterclockwise direction to reduce the number of traffic crossing points since vehicles are driven on the right side of the road.
- F. Floor reserve storage capacity provided by our proposal exceeds three (3) days of delivered material capacity. This provides ample contingency in the event of an equipment breakdown or routine maintenance.
- G. The tipping floor capacity must be sufficient to accommodate all material unloaded from all County materials transferred and delivered by WMCI trucks on a daily basis.
- H. The design accommodates the unloading of a minimum of 2-3 vehicles at the same time.
- I. The tipping floor size allows vehicles to fully back into the building to tip so as to reduce windblown litter.

9. Criteria Overview of MRF Equipment and Process

- A. The single stream MRF processing system is the most advanced and efficient in the nation. It will include the latest innovations developed from the 200 MRF facilities designed and built by this project team.
- B. The equipment design is fully coordinated with the MRF building, resulting in the efficient and flexible use of space.
- C. System design is based on material tonnage history and future demand, future material load projections, and additional materials.
- D. The MRF is configured to allow transfer trailers to tip incoming loads at the MRF. Having this configuration is beneficial in the unlikely emergency cases where material would need to be removed from the tipping floor and placed into transfer trailers to be transferred for remote processing.
- E. Presorting will not occur on the tipping floor due to safety concerns and company policies. Elevated presort stations are provided for manual sorting.

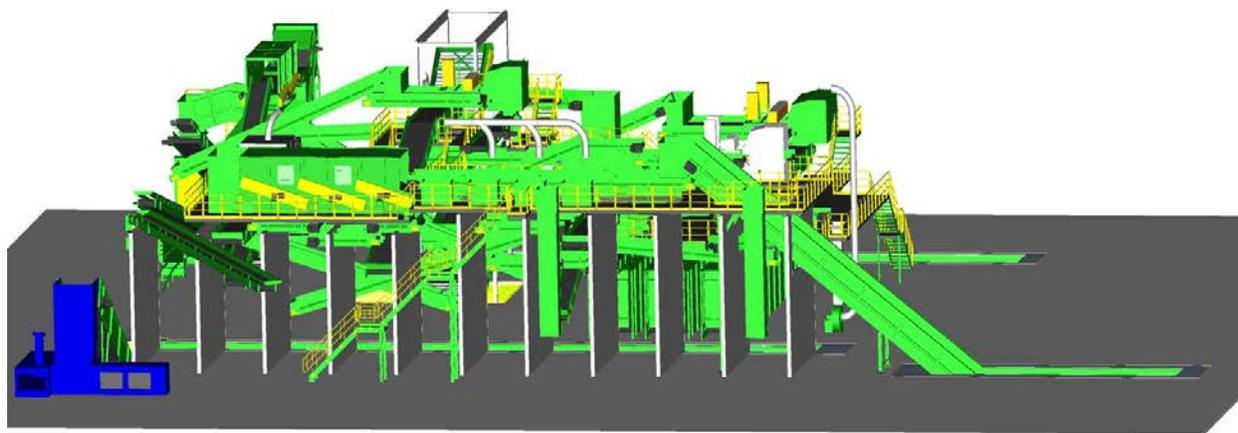
10. Functional Design Features of the MRF Equipment and Process

- A. The MRF system tipping floor is designed for access by any type of material delivery vehicle and is of sufficient size to handle the increasing yearly load.
- B. It is capable of storing deliveries while equipment is undergoing major maintenance or is otherwise not available for service.
- C. A maintenance shop and parts storage area located inside the MRF building will provide for efficient and functional servicing of the MRF system equipment.
- D. Future increased process loads will be handled by extended daily operational hours and/or moving to two shift operations.
- E. The design and quality of the MRF equipment is the best available to support the long-term needs of the facility; however, it is to be expected that major maintenance and some retrofit is typical and may be required. Room has been left for flexibility and adjustment.

11. MRF Process Flow

Waste Management of Carolinas, Inc.'s processing plan for the City of Greensboro includes improved technology such as motor control centers, automated devices for processing such as optical feeders and sorters, eddy currents, burden depth levelers, advanced screens, and self regulated conveyors and balers. Transfer vehicles entering and exiting the site are weighed on the site's existing truck scale. Trucks are then directed to the tipping area to unload.

- A. Material is metered onto the in-feed pit conveyor by a 2-yard bucket front wheeled loader.
- B. Material is then carried up to the presort conveyor. At presort, sorters manually sort larger recyclable material and rejects (i.e., sorters manually remove any large bulky metals and drop them down a chute to a roll off container). The pre sort was designed for maximum flexibility and the addition of larger new materials (i.e., rigid plastic or bagged in bag film). Four sort bunkers and 8-10 sorting positions are available. The ability to remove bunkers and sorting positions in favor of automated devices (when available) is designed into the system. Material is dropped down chutes and conveyed or pushed to the baler, compactors, or other processing stations.
- C. After presort, the material is screened by advanced elevated star screen technology, and OCC is automatically removed and conveyed to the OCC storage bunker after QC. Quality inspectors manually remove rejects, which are conveyed to rejects storage. Inspectors also remove news, which is conveyed to the news QC line. Throughs from the OCC screen are conveyed to the ONP screen.

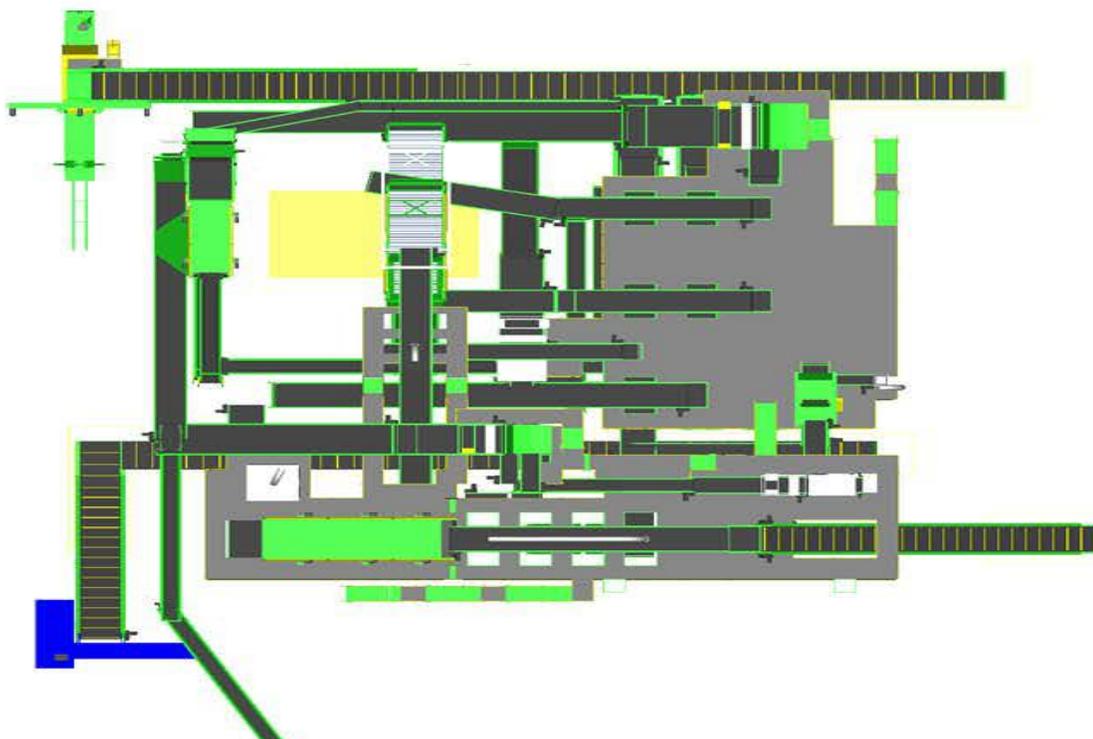


- D. ONP is automatically separated and conveyed to the ONP storage bunker. ONP QC inspectors manually remove any tramp OCC, film, plastics, and Aseptic packaging and drop them into their respective bunkers. Rejects are also removed and conveyed to the rejects storage.
- E. Throughs from the ONP screen are conveyed to the fines screen where fines are removed and conveyed for future processing. Overs from the fines screen are conveyed to the French screen where ONP is automatically removed and conveyed to the ONP storage bunker.
- F. Throughs, bottles, and cans from the French screen are conveyed to the paper magnet where any residual paper is automatically removed and conveyed to the ONP storage bunker.

- G. A QC inspector removes any remaining OCC which is conveyed to the OCC storage bunker. Any remaining rejects are also removed and conveyed to the rejects storage.
- H. Bottles and cans from the paper magnet are conveyed to the magnet where ferrous metals are automatically removed and dropped into a storage bunker.
- I. The remaining bottles and cans are conveyed to the Ti-tech accelerator conveyor and onto the TI-Tech poly sort. The Ti-Tech poly sort automatically removes PET, which is conveyed to the PET QC conveyor. QC inspectors manually remove any colored or any tramp natural HDPE and deposit them into their respective bunkers.
- J. All other containers from the Poly sort are conveyed to the plastics sorting conveyor where sorters manually remove colored and natural HDPE, PET, Ferrous, Aseptic packaging, and 3-7 plastics and deposit them into their respective bunkers.
- K. Negatively sorted material goes over an Eddy Current where aluminum is automatically conveyed on the Alum QC conveyor before dropping into the Aluminum bunker. Material unaffected by the Eddy current is conveyed to the rejects storage.
- L. All bulk-stored material in bunkers or cages is pushed, conveyed, or gravity fed onto the baler in-feed conveyor, which meters the material onto the baler in-feed conveyor that feeds the baler.

12. Back-Up Plan

Waste Management is well-versed in operating under adverse conditions, including natural disasters and other severe disruptions. In addition, we have been called in to assist municipalities that have suffered service disruptions. We have developed several back-up alternatives in case of unforeseen difficulties, including the ability to provide a large inventory of storage and shipping containers locally and to implement alternative processing options on a regional basis through alternative company-owned baling facilities in North Carolina and Virginia and to provide temporary equipment and personnel to assist in these efforts.



13. Necessary and planned upgrades to the existing facilities, or construction of new facilities to accommodate the City's materials and related schedule.

Waste Management regularly accomplishes MRF upgrades and has completed over 754 in the last 5 years. Our plants introduced optical sorting, paper magnets, drum feeders, and star screens to the industry, and we actively work on better ways to improve operations. We are also known for adding and extracting more materials, and the systems are built with flexibility and protocols to add peripheries and new equipment as needed. Our facility can do the present City-requested scope and more and can meet the schedule any time within a thirty-day advance notice from the City.



14. Education

Waste Management accepts its leadership role in informing and promoting increased recycling through greater participation and decreased contamination. In addition, Waste Management of Carolinas will augment the required education support with a valuable list of additional services.

To augment program success, Waste Management is proposing the following marketing and education resources as part of our baseline and alternate proposals:

1. **\$75,000 for Public Education Materials.** Waste Management will provide \$75,000 in Year One of the agreement for public education materials. This includes post card mailers, door hangers, bill inserts, and printed ads in local media.
2. **\$1.00/Ton Education fee.** Waste Management will get the City \$1.00 for education and marketing for every ton delivered to us starting in Year Two and continuing through the lifetime of the agreement. This will ensure that the material will stay clean, allowing Greensboro to optimize their full rebate potential.
3. **State-of-the-Art Education Center.** Waste Management has invested over \$150,000 into a state-of-the-art education center located at our San Antonio MRF. The Center is permanently staffed with recycling resource staff. This unique Lab/Education/Viewing Gallery hosts tours and classes to teach the fundamentals of recycling, focusing on ways to increase participation and reduce contamination by revealing the importance of recycling and the recycling process.
4. **Complete Suite of Education and Awareness Resources.** Waste Management has a myriad of on-line and social media resources to further the environmental, diversion, and sustainability education for all age groups, including the scientific community. Waste Management and Discovery Education have collaborated to engage students in interactive platforms designed to engage minds in technical content related to management of materials and the value of the household items consumed on a regular basis. On our award-winning Think Green websites, teachers will find standards-based lesson plans, tools, and hands-on activities to enliven classroom learning and at-home extensions. Students will find video clips and step-by-step interactive activities to expand their



knowledge of the planet we share. Links to these resources and demonstrations are available upon request. We are also cognizant that the City is the lead partner on education and will further hone our strategies with theirs to ensure uniformity and satisfaction in this aspect of our relationship.

5. ***Education Center and Tours at the greater Piedmont MRF***

Waste Management is outfitting an education center at the greater Piedmont MRF which will serve as a focal point. It will have CCTV for real time viewing of the recycling process and education exhibits, and pre-arranged tours for Greensboro schools and other groups can be arranged. In this way, our highly popular education centers close the “knowledge loop” in recycling.

15. Marketing approach and strategy

For almost 45 years, Waste Management has been a world leader in moving recyclables to the right market. We consistently receive the best prices and enjoy excellent relationships with all the major domestic mills and have an unrivaled network of world partners. Even during the commodity collapse of 2008-2009, Waste Management was able to provide unparalleled, uninterrupted service and met all of our commitments to over 400 municipal and public agency customers. This takes resources, dedication, and focus. In the past 19 years, over 106 million tons of recyclables have been successfully marketed by Waste Management.

Our plan pays close attention to the volatile nature of recycled commodities and the associated variables that drive sales in the local, regional, national, and international arenas. By virtue of carefully honed strategies, we will bring stability to an area otherwise often characterized by wild swings and unanticipated price moves.

Maximizing Revenues

As noted above, our team will aggressively seek to maximize the revenues while minimizing exposure to potentially dangerous market conditions or wild commodity price swings. We promote a balanced, long-term approach, taking risks only when the probability of success is in the project’s favor. This approach has consistently beaten the market. Our strategy is rock-solid and relies on generating a reputation as a high-quality supplier who keeps our word on deliveries and quality and expects superior pricing in return. The cornerstones of the approach include:

- Using the export market to augment and increase revenue on the domestic side
- Dealing with most consuming domestic mills throughout the country. Our market knowledge from these options generates premium bidding and less product captivity to limited options
- Where possible, we have and will include Greensboro tonnage as a shipping point on an existing Waste Management contract
- Occasionally, we will utilize an advantaged short-term market to increase revenues. All due diligence is performed before use to ensure the market is competitive and credit-worthy

Long Term vs. Spot Market

Waste Management favors a long-term market. In those commodities that are less voluminous with greater potential for reward, we favor exploring all short term/spot market sales opportunities.

- *Brokers vs. End Users:* Our team typically prefers to deal with the final consumer of a commodity, except in those instances where the broker has a strategic advantage and a long history of success with the commodity.
- *Development of Local Markets:* We recognized long ago that, to the degree that local markets can be developed and supported, the projects in and around that community will benefit.
- *Export vs. U.S. Markets:* Given the project’s access to export markets, our marketing team plans to use these markets whenever it is in the best interest of the project goals.
- *Data Mining, Predictive Analytics, and Business Intelligence:* Waste Management keeps a library of technical on-line, printed, and confidential expert sources throughout the industry and financial markets to detect market movement for each commodity and related resources (i.e., oil, metals, etc.). Our offices and affiliated sources are located throughout the U.S., the Pacific Rim, Latin America, and Europe, detecting the latest pulse of commodity movement and price trends. A team of over 30 company professionals are engaged to make the right decisions for your materials.
- *Superior Communication:* We will keep the City of Greensboro staff, along with our own Waste Management staff, apprised of all issues that can potentially affect the project or revenues derived from the sale of commodities through the use of reports and meetings as outlined in the Agreement. This includes the requested consultations in the RFP. Access to our experts is guaranteed.

Waste Management has gone into detail about its procedures for operating the facility to produce marketable material in the Greensboro plan. In summary:

Newspaper, including all inserts

Newspaper will be sorted to a news grade described in the material specification modification section through automated screen sorting and manual sort stations and will be shipped either loose or baled in overseas containers, van trucks, or rail cars.

	Commodity: #8 News
Primary Market(s)	Pratt Industries/Export
Secondary Market(s)	Export to China direct through Waste Management’s export group.
Marketing Strategy	Based upon its broad experience, Waste Management’s strategy is to diversify tonnage to build in reliability. We believe that shipping to more than one mill improves competition and pricing, and reduces the potential of the County facility becoming backed up with product tonnage. Waste Management has long-term contracts in place with both customers.
Local vs. Export	Waste Management marketing will continue to monitor both local and export markets for competitive pricing for #8 News.
Freight Included?	Yes for domestic shipments/No for export
Contract Pricing	When available
Floor Pricing	When available for medium and shorter length contracts

Mixed paper, including magazines, catalogs, junk mail, etc.

Paper is sorted to a mill-quality pack through automated screens and manual sort stations. When possible, when the ground wood content is high, to facilitate higher pricing, mixed paper will be upgraded into #6 ONP pack to take advantage of pricing differentials and will be baled to market specification and shipped in overseas containers, domestic van trucks, or rail cars.

	Commodity: Mixed Paper/ONP #6
Primary Market(s)	Pratt Industries / Newark Group
Secondary Market(s)	Export to China direct through Waste Management's export group
Marketing Strategy	To obtain the best possible price for the County. Waste Management may be able to 'upgrade' mix paper to ONP #6 and sell to domestic or export mills.
Local vs. Export	Waste Management Marketing will continue to monitor both local and export markets for competitive pricing
Freight Included?	Yes on domestic shipments / No on export
Contract Pricing	When available
Floor Pricing	When available for medium and shorter length contracts

Corrugated cardboard (no wax coated), kraft, and brown papers

This material will be sorted to a mill-quality pack through automated screen sorting and manual sort stations. OCC will be baled to market specification and shipped in overseas containers, van trucks, or rail cars.

	Commodity: OCC
Primary Market(s)	Rock Tenn, Sonoco, GP
Secondary Market(s)	Export to China direct through Waste Management's export group.
Marketing Strategy	To obtain the best possible price. Waste Management uses domestic and export mills for the available OCC tonnage. Waste Management has long-term contracts with International Paper and Rock Tenn.
Local vs. Export	Waste Management will continue to monitor both local and export markets for competitive pricing.
Freight Included?	Yes
Contract Pricing	Yes
Floor Pricing	No

Aseptic/gable top containers, drink boxes, carton drinks, etc.

Waste Management is working with the plastics industry, packaging councils, and Tetra Pak on maximum separation and sorting technologies to improve recovery of this material and improving markets for the separated package; a great deal of progress on both counts has been made in the past two years. When possible, aseptics will be sorted as a defined commodity on the container sort line. It will also be baled with mixed paper in some instances because of its long-fiber value. All aseptics bales will be made to market specification and shipped by van trucks.

	Commodity: Aseptic Packaging/Gable Tops	
Primary Market(s)	Fibrex	
Secondary Market(s)	Export	
Marketing Strategy	To obtain the best possible price, Waste Management uses domestic and export mills.	
Local vs. Export	Waste Management marketing will continue to monitor both local and export markets for competitive pricing.	
Freight Included?	Yes	
Contract Pricing	No	
Floor Pricing	No	

Aluminum cans (UBC)

Aluminum cans will be sorted to UBC standards through automated screen sorting, automated magnetic and other mechanical separation, and manual sort stations. It will be baled to market specification and shipped by van trucks.

	Commodity: Aluminum UBC	
Primary Market(s)	Anheuser Busch Recycling, David Joseph, Novelis	
Secondary Market(s)	AB	
Marketing Strategy	Waste Management will market UBCs to aluminum can sheet mills through contracts maintained with the aforementioned customers. These contracts, which leverage our sizeable volume, give Waste Management a distinct advantage over other buyers. Our contract pricing has been shown to consistently average higher than spot buyers' pricing on the open market. Waste Management will maintain all market contacts to ensure that we secure the most competitive pricing for the region.	
Local vs. Export	Waste Management marketing will continue to monitor both local and export markets for competitive UBC pricing.	
Freight Included?	Yes	
Contract Pricing	Yes	
Floor Pricing	No	

Steel cans

Steel cans will be sorted to mill-quality pack through automated screen sorting, automated magnetic separation, and manual sort stations will be baled, stored to truckload quantities, and shipped to markets by van trailer, tip truck trailer, and overseas containers.

	<p>Commodity: FE/Tin Cans</p>
<p>Primary Market(s)</p>	<p>Tube City</p>
<p>Secondary Market(s)</p>	<p>AMG</p>
<p>Marketing Strategy</p>	<p>These cans will be marketed primarily to Tube City, who has demonstrated consistently above-market pricing and timely movement during volatile market conditions. Tube City has always shown an aggressive stance towards Waste Management tons and always provide top pricing and prompt service.</p>
<p>Local vs. Export</p>	<p>Waste Management marketing will continue to monitor both local and export markets for competitive pricing.</p>
<p>Freight Included?</p>	<p>Yes</p>
<p>Contract Pricing</p>	<p>No</p>
<p>Floor Pricing</p>	<p>No</p>

Other metal

Household Metals—old metal pots, metal pans, and metal cookware (no glass tops) will be sorted on the pre-sort and OHM for smaller pieces of metal. Metal will be baled or shipped loose in end dump containers to metal processors or end markets, depending upon price and transportation.

	<p>Commodity: Pots and Pans</p>
<p>Primary Market(s)</p>	<p>AMG</p>
<p>Secondary Market(s)</p>	<p>Export</p>
<p>Marketing Strategy</p>	<p>To obtain the best possible price, Waste Management uses domestic and export mills.</p>
<p>Local vs. Export</p>	<p>Waste Management marketing will continue to monitor both local and export markets for competitive pricing.</p>
<p>Freight Included?</p>	<p>Yes</p>
<p>Contract Pricing</p>	<p>No</p>
<p>Floor Pricing</p>	<p>No</p>

PET, HDPE (natural and colored), mixed plastics #1, #2, #3-7: Will be sorted according to market standards through optical and manual sort stations. This material will be baled to market specification, stored to truckload quantities, and shipped by van trucks.



Commodity: PET	
Primary Market(s)	Mohawk
Secondary Market(s)	Export
Marketing Strategy	Waste Management has a long-standing agreement with Ming's Recycling for sorted PET and envisions continuing this relationship for the materials that will be generated over the term of this agreement. We will continually monitor other potential markets to help ensure the highest return for the material produced.
Local vs. Export	Domestic markets will be utilized and export opportunities will be continually evaluated. As is the case with fiber and scrap metals, Asian outlets are anticipated to play a more significant role in the coming years.
Freight Included?	Yes
Contract Pricing	No
Floor Pricing	No

Commodity: HDPE Natural and Colored	
Primary Market(s)	Envision, KW
Secondary Market(s)	Export
Marketing Strategy	Waste Management will use leverage gained in the market by our volumes of material marketed throughout North America to secure the most competitive pricing. HDPE natural and color material will be targeted toward end users of these commodities. The natural and the color HDPE material will predominantly be marketed to separate users to achieve the best possible pricing scenario. The plastic is marketed as high quality material without contamination.
Local vs. Export Markets	Waste Management will concentrate on local markets but continue to monitor the export market opportunities. Weight restrictions, payment terms, and grading practices have traditionally limited export opportunities.
Freight Included?	Yes on domestic/No on export
Contract Pricing	No
Floor Pricing	No

Commodity: Mixed Plastic	
Primary Market(s)	Plastic Pallet Solutions/GRM
Secondary Market(s)	Export
Marketing Strategy	Waste Management is committed to moving our mixed plastic in the most efficient manner possible. With that in mind, we take our mixed plastic to a secondary processing facility for a second round of sorting and upgrading. Afterwards, we check the quality of the material and ship directly to the mill.
Local vs. Export Markets	Export markets will be reviewed regularly for this grade of materials.
Freight Included?	No
Contract Pricing	No
Floor Pricing	No

Bulky Rigid Household Plastics

These plastics will be sorted according to market standards through optical and manual sort stations. This material will be baled to market specification, stored to truckload quantities, and shipped by van trucks.

	Commodity: Household Rigid Plastics	
Primary Market(s)	GMR	
Secondary Market(s)	Export	
Marketing Strategy	To obtain the best possible price, Waste Management uses domestic and export markets.	
Local vs. Export Markets	Waste Management marketing will continue to monitor both local and export markets for competitive pricing.	
Freight Included?	Yes	
Contract Pricing	No	
Floor Pricing	No	



3-Mix Glass

Glass will be sorted through automated screen sorting and cleaned to truckload quantities and shipped by dump trucks to a local source if found. The material is crushed and shipped to the best available market. Waste Management ships to local markets first, if available, utilizing sandblasters or other applications that allow recycling credit in the state.

Other Fibers and Combination Packs

From time to time, markets may allow additional sorters to pull specific grades manually. In addition, prices may produce demand for residential packs, which are higher than specific markets for materials. In these cases, Waste Management will approach the county to discuss the opportunity and the benefits. Upon mutual agreement, material will be baled to market specification and shipped in overseas containers, van trucks, or rail cars.

	Commodity: High Grades - Sorted Office Paper, Sorted White Ledger	
Primary Market(s)	Kimberly Clark, GP, SCA Tissue North America	
Secondary Market(s)	Direct export	
Marketing Strategy	To obtain the best possible price, Wastes Management uses domestic and export mills for the available high-grade tonnage.	
Local vs. Export Markets	Waste Management's marketing group will continue to monitor both local and export markets for competitive pricing.	
Freight Included?	Yes	
Contract Pricing	No	
Floor Pricing	No	

The Contractor should address proposed methods for communicating with the City before and during operation of the facility to ensure issues and concerns are managed in a timely and successful manner.

Waste Management of Carolinas, Inc. offers a secure, transparent, and safe reporting system for its recycling customers. We use certified scales and recording devices. Each site has multiple scales, allowing redundancy in case of failure or malfunction. We comply with SEC and GAAP regulations for large, publicly-traded companies as a wholly owned subsidiary of WMCI and its parent Waste Management Holdings, Inc. We have never defaulted on obligations for providing data and back-up for public obligations or rebate payments of any kind in recycling processing agreements. Each day, throughout North Carolina, WMCI discharges this obligation for over 75 customers, most requiring extensive, customized reporting. Nationally, each day, all units of Waste Management, including WMCI, report on over 2,400 municipal agreements for accepting, processing, and marketing recyclables.

Most importantly, WMCI takes the extra steps. For instance, we have customized control and exception reports needed to manage the current contract in partnership with Greensboro. Specifically, we worked closely with city staff to create a user-friendly data extract system from Waste Management scale reports in execution of the current agreement. We designed the extract to pull inbound program data directly from our Fastlane[®] scale system and upload it to a permission-based external website on a nightly basis. City staff can download this file directly into their system. The file builds upon itself throughout the month. At month end, we use this extract to calculate the monthly rebate back to the City and reconcile. The system has proven very useful and beneficial for both parties. City staff are able to review tickets throughout the month and even notify WMCI of keying errors. WMCI is able to verify City questions in real time. The system allows auditability and high-speed client access.

All sales of material produced at Greensboro will be entered and billed using the WMCI ReTI[®] software package. Periodic reconciliations are performed, verifying all shipments, prices, and weights. Data is entered on a real-time basis. The program records (weights):

- All incoming tonnage by vendor and commodity
- Production of materials to be shipped to market by commodity
- Productivity information, including downtime
- Daily hours processing for each incoming material stream
- All outgoing shipments by truck, receiving consumer, and commodity
- All residue and other materials leaving the facility

On a daily and cumulative basis, WMCI will continue to maintain the appropriate records regarding the City program. WMCI disseminates reports via an agreed-upon electronic or paper format. We will provide the following reports at a minimum:

- Updated periodic tonnage reports of recyclable materials received and marketed (sold), as well as reports of waste disposed of by type
- Periodic reports on marketable materials by type of commodity

Finally, WMCI's state-of-the-art ReTI system is designed to give the most accurate historical reporting available, with an array of requested reports such as Commodity Trend Reports, Monthly Tonnage Reports, Tons Produced Reports, Tonnage by Customer Reports, and Exception and Pricing Reports.

Chapter 6 - Financial Stability and Statement

Proposers shall demonstrate financial stability. Proposers must provide a statement of the proposer's financial stability, including information as to current or prior bankruptcy proceedings. Proposals shall include a copy of the most recent annual financial report/annual audit/10K and the most recent 10Q, if appropriate. Financial reports provided must include, at a minimum, a balance sheet, an income statement and a statement of cash flows.

Proposers must include a copy of their latest audited financial statements. If the proposer is a corporation, it must submit a copy of the latest audited financial statements of the corporation. In the event the proposer does not have audited financial statements, it may substitute non-audited financial statements and complete federal tax returns for the last two (2) years.

Through the years, our company has worked hard to maintain a foundation of financial and operational strength, and this has served us well through difficult economic times. We drew on this strength in 2011 when the economy once again impacted our business and made for another challenging year.

In 2011, our company performed well despite the economy, and we made significant progress on many important fronts by focusing on yield management, operational efficiency, and providing valuable solutions for our customers. Although waste volumes were down in our landfill operations, recycling volumes were up, resulting in a record year for that important and growing business. This demonstrates clearly that customers are modifying their consumption and disposal habits to throw away less and recycle more.

The financial results for the year reflect our company's continuing ability to fund its operations and pursue growth initiatives even in a less than favorable economy.

Chapter 7 - Financing Plan

Each proposer must include a description of anticipated method(s) for funding capital improvements if applicable, and operating costs in a manner that demonstrates capability in receiving necessary funding.

Waste Management of Carolinas, Inc. is a wholly owned subsidiary of Waste Management Holdings, Inc. Waste Management has the strongest balance sheet in the environmental services industry. With over \$22 billion in assets and solid financial returns, Waste Management offers the security of the industry leader to support this project.

A company's future viability is directly related to its current financial strength. Waste Management's financial strength allows us to continue investing in areas that are necessary for continued market leadership, such as:

- Maintaining a dedicated focus on safety and compliance excellence
- Implementing new initiatives to enhance customer service
- Developing long-term customer relationships
- Attracting and keeping the best employees
- Managing data and improving communication

Revenue in 2011 was \$13.4 billion. The company has a strong cash flow and an extensive line of credit. Our annual report from 2011, which includes the last three years' earnings, is included with this proposal. Previous years' copies are available on our website, www.wm.com.

Chapter 8 - Implementation Schedule

Each proposer shall provide a schedule of how services will be initiated under the Contract. Ensuring a smooth, seamless transition is of critical importance to the City.

1. Waste Management of Carolinas, Inc. will immediately work with the City to set up the logistics transfer link in our proposal to accommodate delivery from your transfer station and directly from Greensboro trucks, even before award, if desired.
2. Waste Management of Carolinas, Inc. is fully prepared to perform the scope of services required by the RFP for the entire program recycling volume that Greensboro can deliver now and in the future. Waste Management's Piedmont MRF will be open and fully operational by July 1, a full month before the set contract start date. The City will be granted prime capacity for its tonnage and a guarantee of receiving.
3. Back Up for Unforeseen Delays: If and when the City wishes to start, Waste Management is fully prepared to begin accepting deliveries and will transfer the material to our Raleigh MRF. The Raleigh MRF is a fully operational Material Recovery Facility with superior inventory storage and can receive, weigh, and store/ship material in full compliance, if needed.

Chapter 9 - Customer Service Procedures

Each proposer shall describe how customer service issues, including complaints, are handled in its organization.

Local Office

Waste Management will assign a local customer service representative specifically dedicated to serving the City of Greensboro. The office in our new Material Recovery Facility will be staffed from 6:00 a.m. to 5:00 p.m., with a dedicated specialist trained to serve the customers and City staff. A manager and supervisor will also be available to the City at all times to ensure that expectations are met or exceeded. Complaints are responded to immediately, with a manager following up with customers to ensure that the resolution has met expectations. Managers and supervisors complete a monthly review of all logged compliments and complaints to ensure that areas for improvement are looked at and the necessary processes are put in place to eliminate repeat issues.

Customer Call Center

To further optimize service, some of our customers are directed to the Waste Management Customer Service Call Center. Our call center is composed of a group of skilled customer care personnel trained in superior customer handling. Our Customer Service Representatives (CSRs) are empowered to respond to customer needs and requests, with a goal of first-call resolution. We use J.D. Power surveys and feedback to continuously improve our operations. Each CSR's calls are monitored weekly, and one-on-one feedback sessions are conducted between the CSR and supervisor.

Training

The Customer Service Representatives are trained in Waste Management processes through a variety of avenues. A dedicated, full-time professional Customer Service Trainer is on staff to deliver training programs. The trainer and the supervisors routinely monitor operations in our Call Center, focusing on quality assurance. All new CSRs undergo a six-week training course that includes classroom training, observation, and one-on-one mentoring. The classroom training topics include, but are not limited to:

Customer Service

Topic	Description
Operations	CSRs do ride-alongs with drivers and are given detailed equipment and facility familiarization training to include new product training.
Soft Skill Training	Customer Service Etiquette, Listening, Issue Resolution
Service Machine	A set of standards governing service performance, recovery, and tracking

Knowledge Base	<ul style="list-style-type: none"> • A web-based data repository of our service areas and contracts • MAS - Waste Management's Accounts Receivable System • Websites utilized in some areas to access local information • In addition to New Hire Training, CSRs are provided on-going training daily, weekly, and on an as-needed basis
Daily Huddles	Each day is kicked off with a huddle to review the previous day, introduce new information, and prepare for the new day
Weekly Training	All CSRs attend weekly training on new Corporate initiatives, skill refreshers, and contract/site-specific areas
Performance Coaching	Performance Coaching Plans are developed, reviewed, and implemented with each CSR, with follow-ups occurring a minimum of once per month
Quality Assurance	Each CSR has five telephone calls per month monitored and scored by a Customer Service Supervisor/Manager, as well as five calls per month monitored and scored by an outside company. If areas of improvement are identified, additional training and coaching are provided

Customer contacts - including requests for service, change of status, change of service, status of service, complaints, and compliments - are recorded in the MAS Ticket System. Each ticket is created in an open status and requires closure upon completion of requested action and/or resolution. The timeframe for ticket closure is dependent upon the type of ticket opened. Local management and their teams are responsible for providing requested service and/or issue resolution and monitoring tickets live in MAS.

If an issue requires immediate attention and/or escalation, an email is also sent to the attention of the Operation Management Team.

If a repeat issue occurs within two months, a ticket is also opened to alert the Management Team that a recurring problem exists.

Ticket creation, closure, and tracking, as well as service recovery, fall under Service Machine standards and are reported weekly and tracked company-wide. Local management is responsible and accountable for these statistics.



JD Power and Associates

Waste Management participates in the J.D. Power and Associates survey program to gain insight into our customer perceptions and to learn how we can improve and provide premier service to our customers. The survey results are reviewed at all levels of operation, and issue resolution is tracked on a dedicated web site that tracks feedback across all Waste Management operating units.

Disaster/Emergency Response

Waste Management has an emergency plan that includes the Call Center. The Call Center has the ability to communicate to our customers and continue to provide customer service in a disaster situation. We have the tools and processes in place to provide emergency communication such as:

- A call blast message to our customers to provide updated service information
- The Knowledge Base, which serves as the one-stop internal reference source to post live information and emergency messages
- Our website (www.wm.com), which gives our customers on-line access to public postings and updates
- A telephone platform that has the ability to assign additional resources from other call centers in a disaster situation

All of these tools allow us to partner with our municipalities in a disaster situation to set expectations while maintaining customer satisfaction.

Chapter 10 - Litigation History

Each proposer shall identify each case within the last five years where: (a) a civil, criminal, administrative, bankruptcy or other similar proceeding was filed or is pending, if such proceeding arises from or is related to a dispute concerning the proposer's rights, remedies or duties under a contract for the processing of recyclable materials; (b) a county, municipality or other entity terminated a written contract with the proposer concerning the management of recyclable materials; or (c) administrative fines, liquidated damages or other penalties were assessed or were deducted from the proposer's payments under a contract for the management of recyclable materials. For each case identified, the proposer must describe the basic facts concerning the case, the names and docket numbers of the parties, the name and location of the courts or the administrative venue and its current status.

Although Waste Management of Carolinas, Inc. has been a party to litigation in the past five years, we are not aware of any civil, criminal, administrative, bankruptcy, or other similar proceeding filed in the past five years, or currently pending, arising from or related to a dispute concerning the proposer's rights, remedies, or duties under a contract for processing of recyclable materials; any written contract for the processing of recyclable materials that has been terminated by any county, city, or other entity or person or any administrative fines, liquidated damages, or other penalties assessed or deducted from the proposer's payments under a contract for the management of recyclable materials.

Chapter 11 - Bonding Company Commitment

Proposers shall provide a letter of intent from a state of North Carolina licensed bonding company to provide a Performance Bond in the form provided as Qualification Form 4 in Section 4 of this RFP for services and in the amount as proposed as set forth in Section 7 of this RFP. Surety Bonds shall be issued by approved bonding companies, acceptable to the City, and limited to those companies authorized to transact business in the state of North Carolina, having a resident agent in the state of North Carolina and meeting the following requirements and/or limits: Surety shall be rated "A+" as to management and "FSC XV" or better as to the strength by Best's Insurance Guide; the bond shall contain any applicable provisions required by Section 129 of Chapter 143 of the General Statutes of North Carolina and pursuant to Article 3 of Chapter 44-A of the General Statutes of North Carolina, and each and every provision set forth and contained in Section 129 of Chapter 143 and in Article 3 of Chapter 44-A of the General Statutes of North Carolina, guarantee the performance of the Contract.



Date May 29, 2012

To: CITY OF GREENSBORO, NORTH CAROLINA
300 W. Washington Street
Greensboro, NC, 27402

Principal: WASTE MANAGEMENT OF CAROLINAS, INC.
Bid Date: May 29, 2012
Description: Processing of Recyclables

Dear Sir/Madam:

We, FIDELITY AND DEPOSIT COMPANY OF MARYLAND,
hereby agree that in the event an award is made to
WASTE MANAGEMENT OF CAROLINAS, INC.
on the project as captioned, and a mutually acceptable contract is signed, we will execute the
necessary Performance and/or Payment Bonds that may be required.

Sincerely,

FIDELITY AND DEPOSIT COMPANY OF MARYLAND

A handwritten signature in cursive script that reads 'Jennifer Copeland'. Below the signature is a horizontal line, and underneath the line, the text 'Jennifer Copeland, Attorney-in-Fact' is printed.

Jennifer Copeland, Attorney-in-Fact

**Power of Attorney
FIDELITY AND DEPOSIT COMPANY OF MARYLAND
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY**

KNOW ALL MEN BY THESE PRESENTS: That the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, and the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, corporations of the State of Maryland, by FRANK E. MARTIN JR., Vice President, and GERALD F. HALEY, Assistant Secretary, in pursuance of authority granted by Article VI, Section 2, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, does hereby nominate, constitute and appoint Michael J. HERROD, Wendy W. STUCKEY, Lupe TYLER, Lisa A. WARD, Roger SMIDDY, Margaret BUBOLTZ, U. Theresa GARDNER, Jennifer COPELAND and Nancy THOMAS, all of Houston, Texas, EACH its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings, EXCEPT bonds on behalf of Independent Executors, Community Survivors and Community Guardians.** and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the Company at its office in Baltimore, Md., in their own proper persons. This power of attorney revokes that issued on behalf of Michael J. HERROD, Wendy W. STUCKEY, Lupe TYLER, Lisa A. WARD, Roger SMIDDY, Margaret BUBOLTZ, U. Theresa GARDNER, Nancy THOMAS, dated September 17, 2010.

The said Assistant Secretary does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article VI, Section 2, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President and Assistant Secretary have hereunto subscribed their names and affixed the Corporate Seals of the said FIDELITY AND DEPOSIT COMPANY OF MARYLAND, and the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, this 3rd day of November, A.D. 2011.

ATTEST:

**FIDELITY AND DEPOSIT COMPANY OF MARYLAND
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY**



Gerald F. Haley

Gerald F. Haley Assistant Secretary

Frank E. Martin Jr.

By: Frank E. Martin Jr. Vice President

State of Maryland }
City of Baltimore } ss:

On this 3rd day of November, A.D. 2011, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, came FRANK E. MARTIN JR., Vice President, and GERALD F. HALEY, Assistant Secretary of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, and the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and they each acknowledged the execution of the same, and being by me duly sworn, severally and each for himself depose and saith, that they are the said officers of the Companies aforesaid, and that the seals affixed to the preceding instrument is the Corporate Seals of said Companies, and that the said Corporate Seals and their signatures as such officers were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.

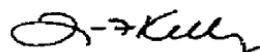


Maria D. Adamski

Maria D. Adamski Notary Public
My Commission Expires: July 8, 2015

Chapter 12 - Insurance Requirement

Each proposer must provide proof of its ability to obtain insurance complying with the requirements specified in Section 7 of this RFP.

		CERTIFICATE OF LIABILITY INSURANCE			1/1/2013	DATE (MM/DD/YYYY) 5/7/2012	
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: _____			
INSURED 1300299 WASTE MANAGEMENT HOLDINGS, INC. & ALL AFFILIATED, RELATED & SUBSIDIARY COMPANIES INCLUDING: WASTE MANAGEMENT OF CAROLINAS, INC. 3303 NORTH GLENN AVENUE WINSTON SALEM NC 27105				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:			
COVERAGES NCWINSAL AJ CERTIFICATE NUMBER: 11795981 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	ADJ. INSR	INSR W/O	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 GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJ <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 - COM/POF AGG \$ 6,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input checked="" 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/A	Y	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			
11795981 THE CITY OF GREENSBORO, NC 300 W. WASHINGTON STREET GREENSBORO NC 27402				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			
							

ACORD 25 (2010/05)

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Chapter 13 - Criminal Convictions/ Environmental Violations

Proposers must provide a summary of any criminal convictions of the company, owners, and/or officers related to the services being offered, within the last ten (10) years. The City may disqualify a proposer on the basis of past criminal convictions when those convictions relate to dishonesty, antitrust violations, or unfair competition. Proposers must provide a summary of any environmental violations, including enforcement cases initiated by environmental agencies that have occurred or have been alleged in the last five years.

We are not aware of any criminal convictions of the company, owners, and/or officers related to the services being offered, within the last ten (10) years. Below is a summary of environmental violations, including enforcement cases initiated by environmental agencies that have occurred or have been alleged in the last five years.

Date	Facility	Agency	Type of Action	Nature of Violation	Disposition	Penalty
3/16/2007	WM of Greater Charlotte - 2712 Lowell Road, Gastonia, NC	Mecklenburg County	Notice of Violation	As a result of a 3/14/2007 on-site investigation it is alleged that a residential collection truck discharged hydraulic fluid onto various streets in Cornelius, NC allegedly causing illicit discharge of non-storm water to the storm drain system	Corrective actions including documentation of clean up was submitted to the County. Preventative actions are related to both the fleet and the yard and are focused on PMs and BMPs re the fleet and a systemic regular and routine approach to housekeeping in the yard	\$500.00

8/20/2007	Florence Transfer Station - 2620 St. Beulah Rd., Florence, SC	DHEC	Notice of Violation	Cites failure to clean the interior of the facility where waste was held as often as necessary so as to control insects and other vectors; failure to remove all wastes within 24 hours of receipt; and failure to ensure that no solid waste remains on tipping floor at the end of the work day.	Operating procedures were reviewed with the District Manager. Additional procedures were developed to improve operations. Oversight by the District Manager was increased. The policy of no waste on the floor at the end of the day was reemphasized. Extended operational hours were requested to ensure that the facility does not operate outside of permit requirements. Procedures are in place to ensure that additional trucks are requested at the end of the day if the standard number of trucks is insufficient to remove all projected waste. Communication has increased with drivers to prepare	\$5,000.00
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					the transfer station for incoming waste and to ensure there are an adequate number of transfer trucks available.	
9/18/2008	Florence Transfer Station	SCDHEC	Notice of Violation	Alleged permit violations by allowing sewer overflow to be discharged to storm water system. Facility failed to ensure that all drainage areas discharged to a sanitary sewer.	Corrective actions taken. Consent Order issued 07-21-SW issued	\$16,640.00
3/15/2011	WM of Wilmington	NCDENR	Notice of Violation	As the result of a facility compliance audit, it was alleged that a septage hauling tractor-trailer had not been inspected or registered, and that it had not been marked with the permit number, phone number or the town of operation.	Corrective action taken.	\$0.00

Chapter 14 - Proposer's Non-Collusion Certification

Any proposer submitting a proposal to this RFP must complete and execute the Non-Collusion Affidavit of Proposer (Qualification Form 5) included in Section 4 of this RFP.

**QUALIFICATION FORM 5
NON-COLLUSION AFFIDAVIT OF PROPOSER**

STATE OF North Carolina)

)SS

COUNTY OF Stokes)

Tracey Shrader, being duly sworn, deposes and says that:

1. He/She is Vice President of Waste Management of Carolinas, Inc. the proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
3. Such proposal is genuine and is not a collusive or sham proposal;
4. Neither said proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, connived, or agreed, directly or indirectly, with any other proposer, firm or person to submit a collusive or sham proposal in connection with the Contract for which the attached proposal has been submitted or to refrain from proposing in connection with such Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other proposer, firm, or person to fix the price or prices in the attached RFP, or of any other proposer, or to fix any overhead, profit or cost element of the proposal or the response of any other proposer, or to secure through any collusion, connivance, or unlawful agreement any advantage against the City of Greensboro, North Carolina or any person interested in the proposed Contract; and
5. The cost proposals in the attached RFP are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.


(Signed)

Vice President

(Title)

Subscribed and sworn to before me this 29th day of May, 2012

Melissa Cheatham-Webb

Notary Public, State of North Carolina

My Commission Expires: 4/30/2016

Chapter 15 - Independence Affidavit

Proposers shall list and describe any relationships - professional, financial or otherwise - that it may have with the City, its elected or appointed officials, its employees or agents, or any of its agencies or component units during the past five (5) years, together with a statement explaining why such relationships do not constitute a conflict of interest relative to performing the services sought in this RFP. Additionally, the proposer shall give the City written notice of any other relationships - professional, financial or otherwise - that it enters into with the City, its elected or appointed officials, its employees or agents, or any of its agencies or component units before the Contract is executed.

None applicable

Chapter 16 - Drug-Free Workplace Certification

Proposer shall certify that it has implemented a drug-free workplace program. Refer to Section 7 of this RFP.

**QUALIFICATION FORM 6
DRUG-FREE WORKPLACE**

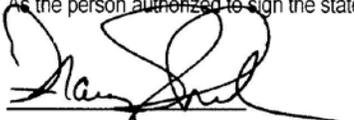
The undersigned vendor (firm) hereby certifies that

Waste Management of Carolinas, Inc. does:

(Name of Company)

1. Publish a statement notifying employees that the unlawful manufacturing, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the work place, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.


Proposer's Signature

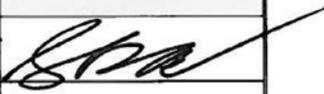
Date: 29 May 2012

Chapter 17 - Addenda

The proposer shall complete and sign the Acknowledgement of Addenda Form (Qualification Form 7 included in Section 4 of this RFP) and shall include the form in the proposal in order to have the proposal considered. In the event any proposer fails to acknowledge receipt of such addenda, his/her proposal shall nevertheless be construed as though the addenda had been received and acknowledged, and the submission of his/her proposal shall constitute acknowledgment of receipt of all addenda, whether or not received by him/her.

QUALIFICATION FORM 7
ACKNOWLEDGEMENT OF ADDENDA

The proposer hereby acknowledges the receipt of the following addenda, which were issued by the City and incorporated into and made part of this RFP. The proposer acknowledges that it has the sole duty to make itself aware of, and to be in receipt of, all addenda.

ADDENDUM NUMBER	DATE RECEIVED	PRINT NAME	TITLE	SIGNATURE
1	2 May 2012	Stan Joseph	Manager, Community-Municipal Relations	

Proposer shall certify and attest, by executing Qualification Form 8 of Section 4 of this RFP, that all forms, affidavits and documents related thereto that the proposer has enclosed in the proposal are true and accurate. Failure by the proposer to attest to the truth and accuracy of such forms, affidavits and documents shall result in the proposal being deemed non-responsive and such proposal will not be considered.

QUALIFICATION FORM 8
CERTIFICATION TO ACCURACY OF PROPOSAL

Proposer, by executing this form, hereby certifies and attests that all forms, affidavits and documents enclosed in the proposal package in support of its proposal are true and accurate. Failure by the proposer to attest to the truth and accuracy of such forms, affidavits and documents shall result in the proposal being deemed non-responsive and such proposal will not be considered.

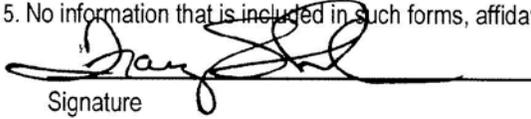
The undersigned individual, being duly sworn, deposes and says that:

1. He/She is_(title) of_, the proposer, that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached proposal and of all forms, affidavits and documents submitted in support of such proposal;
3. All forms, affidavits and documents submitted in support of this proposal are true and accurate;
4. No information that should have been included in such forms, affidavits and documents has been omitted; and

[THIS SPACE INTENTIONALLY LEFT BLANK]

QUALIFICATION FORM 8
CERTIFICATION TO ACCURACY OF PROPOSAL
(CONTINUED)

5. No information that is included in such forms, affidavits or documents is false or misleading.


Signature

Tracey Shrader
Print Name

Vice President
Title

29 May 2012
Date

Witness my hand and official notary seal/stamp at 9:12 am the day and year written above

STATE OF North Carolina)

)SS

COUNTY OF Stokes)

BEFORE ME, an officer duly authorized by law to administer oaths and take acknowledgments, personally appeared Tracey Shrader (name) as Vice President (title), of Waste Management of Carolinas, Inc. an organization authorized to do business in the State of North Carolina, and acknowledged and executed the foregoing document as the proper official of Waste Management of Carolinas, Inc. for the use and purposes mentioned in it and affixed the official seal of the corporation, and that the instrument is the act and deed of that corporation. He/she is personally known to me or has produced (personally known) as identification.

IN WITNESS OF THE FOREGOING, I have set my hand and official seal in the State and County aforesaid on this 29 day of May, 2012.

Melissa Cheatham-Webb

NOTARY PUBLIC

My Commission Expires: 4/30/2016

Proposers must complete Price Forms 1 and 2, which are provided in Section 5 of this RFP.

The Certification of Cost Form (Price Form 3 provided in Section 5 of this RFP) is to be signed by an officer or other individual that is authorized to bind the proposer to the provisions in the proposal.

Waste Management is committed to help grow Greensboro’s recycle program. To show our commitment, we offer the following:

Education, Outreach and Sustainable Solutions Summary

Item	Offer
Community MRF and Education Center	Waste Management proposes to utilize the MRF and Education Center in order to maximize the long-term sustainability potential and exceed the City’s 2020 diversion goals. The site will house a diversion classroom laboratory with interactive displays on the benefits of resource conservation and savings generated by the Winston-Salem recycling program. It will be available for use by local schools and civic groups. Tours, direct feed camera kiosks, and other educational aids will be offered. Additionally, we will set aside \$1.00 for every ton recycled for the sole purpose of continuing education in the schools.
Solar Powered Compactors	Waste Management will donate ten (10) new State of the Art Solar Powered Compactors and Recycling Kiosks to the City Governmental Center or Downtown area. \$50,000 Value
Marketing and Outreach	Waste Management will dedicate \$75,000 for the first year of the contract to implement an aggressive marketing campaign targeted at neighborhoods, rotary clubs, schools etc. to ramp up recycling awareness and increase diversion in the City.
E-Cycle	We will host one (1) eCycling event in the City per year for the life of the contract. \$30K value
Bagster™	We will provide the City of Greensboro the option to be set up as a retailer for Bagster™, creating a new opportunity for a consistent revenue stream for the City while increasing diversion of yard waste and supporting local cleanup events.
Recycle Bank	Waste Management, in alliance with Recyclebank, is pleased to bring you an award winning incentive-based recycling program that rewards residents for the amount they recycle. We have negotiated the best possible pricing currently available across the U.S. in order to bring the Recyclebank rewards program to the City of Greensboro. This program is proven to dramatically increase recycling and add substantial value for residents in communities across the United States.

PRICE FORM 1
 MARKETING FEE

Section 1: Processing Fee or Credit

The Contractor may choose to offer either a processing fee, a processing credit, or neither of the two. A processing fee is the amount per ton that the City will pay to the Contractor for every City-ton delivered to the materials recovery facility. A processing credit is the amount per ton that the Contractor will pay to the City for every City-ton delivered to the materials recovery facility.

Please specify the Processing Fee or Credit in the table below. If the Contractor does not wish to offer a Processing Fee or Credit, please leave the table blank:

Please specify if the Contractor will offer a Processing Fee or Processing Credit: Processing Credit
Write either "Processing Fee" or "Processing Credit" here

Monthly Tonnage Range	per Ton Delivered to the Materials Recovery Facility
1,200 up to 2,200 Tons	\$ <u>25.00</u> per Ton
2,201 up to 2,600 Tons	\$ <u>25.00</u> per Ton
2,601 up to 3,000 Tons	\$ <u>25.00</u> per Ton
3,001 up to 3,400 Tons	\$ <u>25.00</u> per Ton

Please specify the Contractor's preferred adjustment method for processing fee.

- Frequency N/A
- Index N/A
- Percentage of Preferred Index

The Above Processing Credit is guaranteed. The Upside Revenue Share will be OBM High for paper and prior month's average per ton sales for all other commodities, negative or positive.

Section 2: Proposed Contract Term

Article I of the Contract Principles identifies a range for the contract term. Please specify the desire contract term and explain whether the proposed term represents the minimum duration for which the offered pricing structure is valid.

Proposed Contract Term: 5 Years

Explanation: With the City's ability to extend the contract 5 more years after the first term, WM is committing to this contract for a minimum of 10 years. 80% of Waste Management's (WM) processing agreements are in renewal phase. WM's corporate governance requires contracts longer than 10 years be presented to the Board of Directors for approval. If the City would like the current agreement to extend the initial term past 10 years, WM would obtain approval from the board at the proposed rates to do so, making the total commitment all 15 years at the City's request.

If additional space is required, please attach an additional page to this form.

Section 3: Other Charges to be Paid by the City to the Contractor

Please describe any other charges the City will pay the Contractor. These other charges would be in addition to any Processing Fee or Credit described in Section 1 above.

Other Charges description:

WM does not propose any net charges in any case except in the case of hazardous materials delivered to the facility. The City would be responsible for disposal of these materials.

In addition, WM does propose an Upside Revenue Share (Below) which will greatly enhance the guaranteed credit.

If additional space is required to describe other charges, please attach an additional page to this form.

Section 4: Other Payments to be Paid by the Contractor to the City

Please describe any other payments to the City by the Contractor. These other payments would be in addition to any payments described above and could include revenue sharing, host fee or other incentive(s) offered by the Contractor.

Other Payments description:

WM proposes a \$1.00 per Ton payment for every ton of recyclables received from the City of Greensboro.

This money would be allocated for ongoing recycling education to improve volume (participation and yield) and reduce residue rates of the City of Greensboro recycling program.

If additional space is required to describe other charges, please attach an additional page to this form.

Section 5: Sample Payment/Revenue Calculation

Using the pricing structure offered above, calculate below the value of a monthly invoice or payment to the City. For purposes of this calculation below, assume that the City-delivered tonnage for the month is 2,400 tons.

Monthly Credit				
\$ 25	x	2400	=	\$ 60,000
Upside Revenue Share (Current Markets- April)				
Additional Compensation from Formula (see example below)				
\$14.69	x	2400	=	\$35,256
Education Payment				
\$1	x	2400	=	\$ 2,400
TOTAL			=	\$97,656

Note: In poor markets, see below Attachment to Section 4 & 5, the minimum payment will be the guaranteed fee of \$60,000 plus the \$2,400 Education or \$62,400. However, please note examples below. By sorting plastics correctly and ensuring paper moves at its highest value, WM believes the Upside Revenue will be much higher than the reported commodity percentages in the RFP.

Other Payments to be Paid by the Contractor to the City. Upside Revenue Share.

WM will pay an upside revenue share to Greensboro.

- Percentage of Each Material in the Greensboro Program (Percentage)** (see also Table 1-3 on page 7 of RFP): Percentage of materials will be mutually determined by the City and WM in a transparent audit, attended by both WM and the City (including residue but not including residue cost), and utilizing statistically acceptable methods to both parties, at the beginning of the contract term, and adjusted by similar audit every six months thereafter.
- Blended Value Tons Received (BV):** Aggregate value of all materials received by percentage material times the current price on the individual component material (including residue but not including residue cost).

GREENSBORO				
Program Commodities	Percentages	Current Prices	VALUE	
OCC	14.1%	138.00	19.46	
ONP	25.9%	105.00	27.20	
MP	22.3%	100.00	22.30	
UBC	0.8%	1,550.00	12.40	
Tin	1.5%	225.49	3.38	
PET	2.6%	560.00	14.56	
HDPE-Nat	0.5%	790.00	3.95	
HDPE-Pig	0.7%	670.00	4.69	
1-7 Plastic	0.4%	80.00	0.32	
High Grade Paper	0.5%	200.00	1.00	
Glass	8.0%	(12.00)	(0.96)	
Residue (T&D)	22.7%			
			BV	\$ 108.30

Section 5: Sample Payment/Revenue Calculation (Continued)

3. **Adjustment before Revenue Share (A):** Deduction by WM for calculating Revenue Share:
 $\$42.15$ per Ton
4. **City Revenue Share:**
 60% of the remaining value after the adjustment
5. **WM Revenue Share:**
 40% of the remaining BV value after the adjustment
6. **Formula for City Revenue Share:**

$$(BV-A)*60\%$$

EXAMPLES

I. Current Price Example for Upside Revenue Share utilizing April Material Sales Values

Upside Revenue Share- Current Market							
BV \$	108.30	-	\$ 42.15	=	\$ 66.15	X	60% = \$ 39.69

Note if Upside Revenue Share is Above Processing Credit pay Upside Revenue otherwise WM will pay Guaranteed minimum revenue

II. Poor Market Price Example for Upside Revenue Share using 2,400 Tons

Upside Revenue Share- Poor Markets							
BV \$	80.00	-	\$ 42.15	=	\$ 37.85	X	60% = \$ 22.71

Note if Upside Revenue Share is Above Processing Credit pay Upside Revenue, Otherwise WM will pay Guaranteed minimum revenue. In this case, WM pays City minimum \$25.

III. Current Price Example for Upside Revenue Share with Better Sorting Capabilities

Upside Revenue Share- Better Sorting Capabilities and Glass Markets							
BV \$	137.08	-	\$ 42.15	=	\$ 94.93	X	60% = \$ 56.96

Note if Upside Revenue Share is Above Processing Credit pay Upside Revenue otherwise WM will pay Guaranteed minimum revenue.

Section 5: Sample Payment/Revenue Calculation (Continued)

This final example utilizes the expected revenue in current markets with higher sorting of plastics, aluminum and paper, and better recovery expected from our new Piedmont MRF facility. Though Greensboro material may differ, the better capture of ONP, plastics, and metals will lead immediately to better revenue share than the current percentages the City has experienced over the last 20 years by far, and a much better revenue share. See pricing notes.

Sorting Ability Normalized for Typical WM Facility	Percentages	Current Prices	Calculated Percentages
OCC	7%	138.00	9.11
ONP	53%	105.00	55.65
MP	2%	100.00	2.00
UBC	1%	1,550.00	17.05
Tin	2%	225.49	4.96
PET	4%	560.00	22.40
HDPE-Nat	2%	790.00	14.22
HDPE-Pig	2%	670.00	12.73
1-7 Plastic	1%	80.00	1.12
High Grade Paper	0%	200.00	-
Glass	18%	(12.00)	(2.16)
Residue (T&D)	8%		
		BV	\$ 137.08

PRICE FORM 2 OTHER FINANCIAL INCENTIVES

If contractor proposes to provide other financial incentives to the City, describe below.

WM also has included as part of this proposal:

1. Annual eCycling Event valued \$2,500 per Year (see Attached Flyers in Appendix 2)
2. 10 Big Belly Solar trash compactors with Recycling container worth \$66,000 to be delivered within 3 months after signing the contract – (see Attached Flyers in Appendix 2)
3. \$75,000 additional first year infusion grant for Education and Outreach at the City discretion which improves the extraordinarily high contamination/residue rate and/or participation in Greensboro's recycling program
4. In kind services:
 - a. Minimum 12 scheduled tours with Guide to WM greater Piedmont facility
 - b. Minimum 4 public speaking events per year by WM recycling experts to improve Greensboro program in the community
5. Recycle Bank: Waste Management, in alliance with Recyclebank, is pleased to have negotiated for the City of Greensboro the most competitive pricing of the award-winning incentive-based recycling program that rewards residents for the amount they recycle (See Appendix 1). We are prepared to negotiate the initial set up fee with the City based upon our pricing below, which provides the basis for an agreement option:

Initial One-time Set up fee: \$3.30 per home

Monthly per home cost: \$0.30 per home

PRICE FORM 3
CERTIFICATION OF COST FORM

The Undersigned hereby certifies as follows:

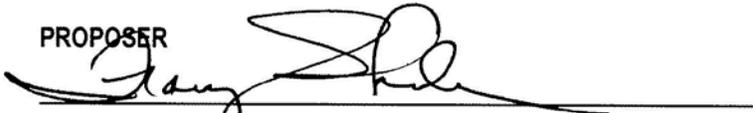
1. That I, Tracey Shrader, on behalf of Waste Management of Carolinas, Inc. (PROPOSER) have personally and carefully examined the specifications and instructions for the work to be done for the City of Greensboro as set forth in this RFP, including the Contract Principles in Section 7 of this RFP.
2. That I, Tracey Shrader, on behalf of Waste Management of Carolinas, Inc. (PROPOSER) have made examination of the conditions in the City, the services applicable to the proposal, and all other relevant facts and circumstances, and fully understand the character of the work to be done for the City.
3. That, having made the necessary examination, the undersigned hereby proposes to furnish all materials, vehicles, equipment, storage and facilities, and to perform all labor and services which may be required to do said work upon the terms and conditions provided in the Contract, at the rates set forth on the Cost Forms that are attached hereto.

(See signature instructions below.)

PRICE FORM 3
CERTIFICATION OF COST FORM
(CONTINUED)

Dated this 29th day of May, 2012.

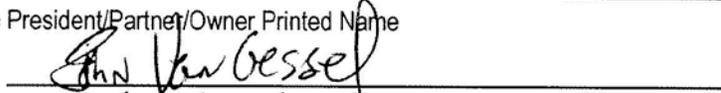
PROPOSER



Vice President/Partner/Owner Signature

Tracey Shrader

Vice President/Partner/Owner Printed Name



Secretary ~~Assistant Secretary~~

Waste Management of Carolinas, Inc.

Firm Name

The proposer is an Individual _____; Partnership _____; Corporation ; or other business entity _____; and is authorized to do business in the state of North Carolina

Signature Instructions:

If business is a CORPORATION, name of the corporation should be listed, in full and both president and secretary must sign the form, OR if one signature is permitted by corporation by-laws, a copy of the by-laws shall be furnished to the City as part of the proposal.

If business is a PARTNERSHIP, the full name of each partner should be listed followed by d/b/a (doing business as) and firm or trade name; any one partner may sign the form. If the business is an INDIVIDUAL PROPRIETORSHIP, the name of the owner should appear followed by d/b/a and name of the company.

If business is operating as any other business entity than listed above, the name(s) of the authorized representative(s) should be listed and the authorized representative(s) must sign the form. A copy of the appropriate documents evidencing legal binding authority to sign on behalf of the entity shall be furnished to the City as part of the proposal.

Pricing Page Notes

1. Pricing respectfully presented to Greensboro assumes that material will be delivered either directly to the new Piedmont facility from Greensboro trucks, or from the City of Greensboro Solid Waste Transfer Station, 6310 Burnt Poplar Rd, Greensboro in walking floor trailers.
2. The current composition in the RFP can be vastly improved. Pricing presented is based on the Audit proposal to the City in S. 4 and 5. It is WM's belief the audit will identify larger quantities of PET, HDPE, and metals than previously reported (please refer to the Section 5 Example for Better Sorting). WM cannot fully estimate the impact on the Upside Revenue Share, but knows it to be significant. All of that upside will go to the City and the revenue share results will be immediate (see chart below). Our equipment at the new MRF was designed specifically to improve cleaning, allow for maximum separation of paper from containers, specific plastic types from mixed plastics, capture of fines paper from glass, and greater recovery from flow control and computerized processing. For example, WM's average annual Blended value in the South on over 250,000 this year (as used above in the pricing) is indeed over \$130. WM is willing to share its data with Greensboro if desired during negotiations.
3. To insure highest value to the City and compliance with the pricing sheet, our price is based on tons received. The current City residual rate is high and we propose to improve it. In illustration, WM has looked at all of its like facilities in the South and compared the residue rate for like programs from Single Stream. Our Single Stream facilities in aggregate average 10.02% residue, YTD 2012. Every program is different but it is an excellent indicator that improvement can occur. For illustration, if the rebate received by the City was \$15, the present 22.7% residue rate vs. 10.02 residue (at the 11 Single Stream facilities we operate in the South) the difference is close to \$50,000 annually in net City rebate. Though each individually program is different, WM and the City would both be motivated by the upside revenue potential to reduce the high residue number.
4. Valuable Rebates that matter. . . WM has been rebating customers in the mid-Atlantic, not only by sharing in the upside, but by securing the downside, in a fair, open, and transparent process. WM has provided both for the City. Under our contract Greensboro will never pay for recycling for the term. We are also sensitive to the need to transport the material to a location outside the City and felt we had to make it worthwhile for the City to either direct deliver or transfer.

Annual Tons	WM Proposal Upside Revenue Share at Current Prices	Example: Capturing 50% Upside from Better Sorting and Recovery compared to Present Composition- Over \$5.70 per Ton	Rebate at \$15	Recently Proposed Rebate to Renew Contract - \$22
30,000	\$ 1,190,700.00	\$ 259,000.00	\$ 450,000.00	\$ 660,000.00
Difference per Year same Composition			\$ 740,700.00	\$ 530,700.00
Difference per Year Better Sorting			\$ 1,000,200.00	\$ 790,200.00

Appendix 1 - Recyclebank

Waste Management, in alliance with Recyclebank, is pleased to bring you an award-winning incentive-based recycling program that rewards residents for the amount they recycle. The Recyclebank rewards program has dramatically increased recycling and added substantial value for residents in communities across the United States. Recyclebank is proposing its service in Greensboro in order to:

- Provide each household with reward savings
- Enhance outreach and engagement activities
- Increase recycling participation and community engagement

Waste Management proposes to implement the Recyclebank incentive-based recycling rewards program based on a single-stream collection service that utilizes 96-gallon recycling containers. Each time neighborhood recycling is collected the amount is weighed and converted to Recyclebank points. Participating residents automatically receive 2.5 Recyclebank points for each pound of material recycled by their community.

RECYCLEBANK COMPANY BACKGROUND

Recyclebank helps create a more sustainable future by rewarding people for taking everyday green actions. Through its digital offerings and partnerships with municipalities, haulers, small businesses and corporate brands, Recyclebank incentivizes green actions with points that can be redeemed for discounts and deals at local and national businesses.

By educating, engaging, and empowering more than 3 million members, Recyclebank aims to increase recycling rates, curb energy, and water consumption, encourage smarter transportation, strengthen local economies, and help people realize the financial benefits of making greener choices every day. On average, participating Recyclebank members realize \$165 in potential reward savings annually.

The rewards-for-recycling program is active in more than 350 communities in 32 states across the United States and the United Kingdom. In addition to rewards for recycling, members can be rewarded for household energy reduction, purchasing and recycling certain products, taking eco-challenges, engaging with educational content and pledging to take greener actions. Our belief is that our company can do well by doing good and so can our members.

Recyclebank At-a-Glance	
Headquarters	New York, NY
Offices	New York, NY Philadelphia, PA London, UK
Chief Executive Officer	Jonathan Hsu
Founded	2004
Corporate Structure	Privately held; ventured backed; for profit; wholly-owned subsidiary of RecycleRewards, Inc.
Website	www.recyclebank.com
Investors	Generation Investment Management; Kleiner Perkins, Caufield & Byers; Paul Capital Investments; Phisic Ventures; RRE Ventures; Sigma Partners; The Westly Group; Waste Management, Inc.
Full-time Employees	215+
Local to California	6
Members	3 million+
Communities Serviced	350+
Local and National Reward Partners	3,000+

Recyclebank Partners

Recyclebank aims to provide rewards to members that can be used on a daily basis, including deals on everyday household and grocery items or meals at local restaurants as well as more experiential rewards, like discounts at local fitness centers, spas and salons, museums and aquariums, and other family entertainment attractions. Recyclebank partners include businesses in categories ranging from food and beverage to health and beauty, restaurants, entertainment, sports and recreation, apparel, automotive, electronics and more. National partners include Macy's, AVEENO®, Kashi®, Nestle Purina®, Coca-Cola®, Ziploc® and more than a hundred other major brands and businesses.

Recyclebank and its partners further motivate behavioral changes online and offline through the Recyclebank Ecosystem, a network of companies working together to create a substantial collective impact on the environment. Ecosystem partners, which include Barnes & Noble, UncommonGoods, Earth911 and MillionTreesNYC among many others, reward their communities with Recyclebank points for the green actions they take, from engaging with sustainability-related educational content to making more eco-friendly purchasing decisions to signing up for paperless billing.

Encouraging Greener Lifestyles

Through www.recyclebank.com/wm and our social media presence on [Facebook](#) and [Twitter](#), Recyclebank has further expanded the ways consumers can get rewarded for green behaviors and learn about sustainability related topics, including:

"Green Your" Challenges: Recyclebank leverages the powerful concept of "gaming for good" to engage members online while influencing behaviors offline. "Green Your" Challenges, including the Green Your Home Challenge and Green Your Seasons Challenge, have educated, motivated and inspired people to live a more eco-friendly lifestyle. Recent research by Google, ROI Research and Recyclebank indicates that these initiatives are effective ways to increase awareness and motivate shifts in consumer behavior, ultimately encouraging more people to take positive social and environmental actions.

Points for Planet: Kashi® and Ziploc® are the pioneer partners in this initiative to motivate people to recycle their packaging. By entering a code online, found on specially marked packages, consumers pledge to recycle their Kashi® cereal box or Ziploc® bags, helping to reduce the impact on our landfills while earning Recyclebank points. As of November 2011, a total of 54,798 recycling pledges from members had been recorded for Kashi® cereal boxes, which translates to 8,221pounds less waste sent to the nation's landfills.

Learn & Earn: There are many different ways to be green, not all of them obvious. With that in mind, Recyclebank partners with major brands to create a digital learning experience that both educates and rewards participants. Our Learn & Earn opportunities involve interactive educational content (video, quizzes, games) that informs individuals about taking small steps to live more sustainably—and Recyclebank rewards them with Recyclebank points for advancing their eco-IQ.

PROGRAM AWARDS & RECOGNITION

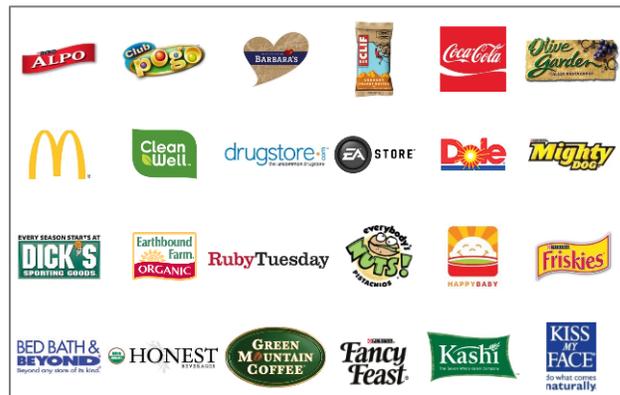
	No. 1 Clean-tech Company and No. 4 Next Big Thing THE WALL STREET JOURNAL, 2011		Loyalty Marketing Innovation Award COLLOQUY LOYALTY AWARDS, 2010
	Outstanding Excellence in Public/Private Partnerships U.S. CONFERENCE OF MAYORS, 2010		Technology Pioneer WORLD ECONOMIC FORUM, 2009
	Champion of the Earth UNITED NATIONS ENVIRONMENT PROGRAMME, 2009		Responsibility Pioneer TIME MAGAZINE, 2009
	Eco Role Model O, THE OPRAH WINFREY MAGAZINE, 2009		Best Educational Resource Award SXSW WEB AWARDS, 2009
	Outstanding Recycling Innovation Award NATIONAL RECYCLING COALITION, INC., 2007		Corporate Environmental Award WASTE & RECYCLING NEWS, 2007

THE MORE RESIDENTS RECYCLE, THE MORE THEY EARN

If a program of this nature isn't easy to understand and even easier to use, residents won't participate. Recyclebank has a proven track record of success, helping to increase recycling participation and community engagement in diverse communities across the United States. The incentive program will reward each home with points for the amount of material recycled. The more residents recycle, the more points they will earn.

HIGH QUALITY, DIVERSE REWARD PARTNERS

Residents in Greensboro can redeem their points for discounts and rewards at thousands of local, regional and national businesses. Waste Management and Recyclebank will provide an extensive portfolio of high quality national reward partners from day one. Below is a select group of national retailers from our current national reward partner portfolio:



Note: Sample represents a selection of current Recyclebank partners. All partners are subject to change.

Local businesses in Greensboro will be invited to participate as reward partners. By including local reward partners, residents are connected to the incentive-based program in a relevant and meaningful way; this drives superior community recycling engagement. The goal of the local reward program is to strengthen the overall value proposition to residents, increase member engagement and drive household recruitment. Recyclebank already has over 70 local reward partners in Broward County.

SCHOOL PROGRAMS

Recyclebank school programs are a cornerstone of the Recyclebank Rewards program and our commitment to social responsibility. This is an environmental program designed to educate and motivate children and teachers to live a greener lifestyle. The program is centered on schools/classrooms developing and then implementing projects that support a specific environmental action.

Beginning in 2012, Recyclebank will work with partners to award prizes to the schools/classrooms with the best environmental project in a specific category. Together, these schools, their students and their communities will work together to encourage residents to support projects and participate in other sustainability efforts. Since 2007, Recyclebank has awarded close to \$350,000 to more than 100 schools.

THE WEBSITE

The Recyclebank website is designed to ensure that residents enjoy their online experience and find something valuable in the program. Whether it means watching your point balance grow, shopping for rewards and deals, or exploring green educational media, Recyclebank's website, accessible through www.recyclebank.com/wm, has been designed with residential engagement in mind. Members can:

- Search for rewards in fifteen well-organized categories
- Filter searches according to proximity, brand, point value, and reward fulfillment methods
- Learn more about sustainability through our education series - Learn and Earn
- Check out 'deal of the day' offerings and 'featured rewards', and much more...

INCENTIVE PROGRAM SERVICE OVERVIEW

Waste Management and Recyclebank will work with the City to implement the incentive-based recycling rewards program:

Each resident who participates will earn points based on the amount of recycling collected

Point Allocation:

By route, we will determine a 'per/household weight' based on the amount of material collected, divided by the number of households in a given community

The 'per/household weight' is converted to Recyclebank Points

Participating households receive their share of the points, and also have opportunities to earn additional points for reporting their set-out activity and taking other environmental actions

Points are converted to rewards. Each household will have access to the network of reward partners. Residents can obtain their rewards online or over the phone and redeem the rewards with the reward partners.

Recyclebank will provide customer service for reward redemption and fulfillment:

The program will track reward points and provide member access via the website and toll free telephone customer service center

Recyclebank Customer Service will field all service related calls via toll-free lines and respond to email inquiries from the residents - Monday through Thursday, 8am to 9pm, and Friday 8am to 7:45pm, Eastern Time. The support line provides member care in both Spanish and English and has 24/7 automated phone support for registration and redemption inquiries. NOTE - confusing on the times.

Recyclebank will manage and fulfill resident reward requests via the Recyclebank website, phone and mail systems.

MARKETING, COMMUNICATION, AND PROGRAM OUTREACH

Waste Management recognizes that effective marketing and communication are essential parts of any successful recycling program. Waste Management and Recyclebank will collaborate with the City to employ various tactics to drive initial and ongoing interest in the incentive based curbside recycling program to positively affect household engagement. Below are tactics for initial outreach:

Letter from Mayor or other City Official to all residents introducing Recyclebank
Recyclebank Registration Mailer sent to all homes describing how the program works
300 point bonus for residents that subscribe to earn points for recycling at home



We will also leverage multiple communication tools and channels to engage residents throughout the lifecycle of the program. Below are examples of ways to maintain engagement with your residents:

Program announcement in all appropriate communications, i.e. client-owned social media sites, websites etc., utilizing Waste Management & Recyclebank Digital Toolkit
Periodic outreach to residents: postcards, flyers, direct mail, etc. (optional service)
Ongoing web engagement online with Members via online newsletters, transaction summaries, other online notifications, etc.
Post Launch Public Relations to engage citizens in the recycling program, acknowledge the City's leadership in environmental focus and innovation, and sustain household participation levels

PROGRAM DEPLOYMENT

Waste Management and Recyclebank have a proven, structured, 120-day implementation process to successfully launch the Recyclebank program in Greensboro. The following is a high level outline of the plan:

Days	Activities
Project Commencement	Agreement signed and received by all parties Recyclebank program team identified
1-30	Kickoff meeting Implementation timeline confirmed Communications plan developed Cart delivery plan developed, if needed
31-60	Communication pieces designed Initial press released distributed Local reward partner outreach City letter to residents sent
61-90	Recyclebank program information sent Customer service introduction & training Local reward partner outreach Account registration begins
91+	First rewarded pick-up begins Community outreach events Account registration continues

A dedicated Recyclebank Project Manager functions as the main conduit for the implementation and is the operational knowledge base for the duration of the implementation. Waste Management and Recyclebank will work to provide guidance and assistance throughout the implementation. Waste Management and Recyclebank will conduct a training program for appropriate City staff to educate participants on the basics of the incentive-based program. Waste Management and Recyclebank’s team of specialists will work in close collaboration with the applicable City Representatives to bring the program to life. A brief description of the team can be found in the following table:

Function	Description
Project Manager	Coordinates all internal and external communications, and activities for the implementation, including status meetings leading to program launch
Rewards Team	Recruits local and national reward partners to ensure a successful and engaging program for residents from the start
Brand Design Team	Designs the Welcome Mailer and any additional marketing and communications materials which are necessary
PR Team	Develops PR materials and contacts in both local and national press (where applicable) to notify marketplace of program availability
Information Team	Performs initial and ongoing member account set up
Account Manager	Manages ongoing activities and requests following program launch / post-implementation

ACCOUNT MANAGEMENT

Throughout the life of our Agreement, Waste Management and Recyclebank will provide Greensboro with a dedicated Account Manager. Waste Management and Recyclebank recognize and appreciate the importance of a close relationship with our partner municipalities. The Account Manager will act as liaison for Greensboro- someone who the City can reach whom is personally familiar with the program and understands all aspects of our partnership.

REPORTING

A complete report, including detailed analysis of recycling and reward program performance will be provided to Greensboro on a monthly basis. The reporting suite is outlined below:

Monthly Households Summary - Total number of households that have joined the program--the subscription rate

Weight Summary - Total pounds recycled in a given month, average monthly weight per subscribed household

Points Summary - Total points credited per month and number of points spent by members

Rewards Summary - Total rewards ordered, other reward program performance details

Appendix 2 Community Engagement

Waste Management has provided a brief background on community engagement, company philosophy, and achievements below.

- **GO Expo**

The GO Expo is an event dedicated to promoting sustainable business practices across all industries and government. As a company dedicated to transforming waste into valuable materials for reuse across all industries, Waste Management is proud to participate in Go Expo.



- **Piedmont Environmental Alliance**



**piedmont
environmental
alliance**

Piedmont Environmental Alliance is a nonprofit organization formed to facilitate environmental sustainability in the Piedmont Triad community through education, networking, and outreach. Waste Management is a dedicated supporter of the Piedmont Environmental Alliance. The Alliance supports the activities of like-minded organizations throughout the Triad, including the Annual Earth Day Fair. Waste Management participates in and is a platinum and Zero Waste sponsor of the Piedmont Environmental Alliance, as well as the Earth Day Fair.



- **Action Greensboro**

Waste Management recently placed five solar trash and recycling compactors in the newly completed area of Phase 1 of the Greensboro greenway project.

- **Forsyth Technical Community College**

Stan Joseph, a Municipal and Community Relations Manager for Waste Management, lives and works in the area and is a committee member of Forsyth Technical Community College Environmental Services Education Board. He is also discussing Waste Management internships with A & T University.

- **Community Roots Day**

"Community Roots Day" is a volunteer tree-planting event that takes place every year, adding shade, fresh air, and extra character to our neighborhoods. In the past 17 years, over 4,000 trees have been planted on streets throughout the Piedmont, another organization supported by Waste Management. We also participate in the annual Great American Cleanup through dedication of resources and volunteerism.



- **NC League of Municipalities**

Waste Management is proud to support the NC League of Municipalities by hosting the statewide 2010 annual luncheon in Greensboro. The league advocates for municipalities at the state and federal level, provides a forum for the exchange of ideas among municipal officials, promotes excellence and efficiency in municipal government, and provides services and information that will help municipal officials meet the needs of their citizens.



- **United Negro College Fund**

Waste Management is proud to support the Annual Governors Luncheon for the United Negro College Fund, the largest scholarship and achievement program for students of color in the nation.



- **Benton Convention Center**

Waste Management has donated a Solar Powered Trash Compactor to Benton Convention Center in order to help the facility better manage its refuse collection.

- **Education and Outreach**

Waste Management has prepared an extensive Education and Outreach plan tailored to the needs of Greensboro. We are excited to propose the development of an Education Center to house specialized programs for the benefit of the community. In addition, Waste Management often presents topics on recycling to area schools and other civic organizations. Detailed information is provided in our proposal.

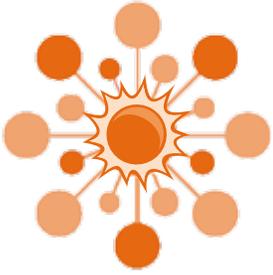
- **Winterlark Wake Forest Benefit**

Waste Management is a proud, long-time supporter of Wake Forest University and Wake Forest University Baptist Medical Center. We provide annual contributions to the school's athletic programs and Medical Center events. Recently, Waste Management provided platinum sponsorship to Winterlark, Piedmont's premier black-tie event and primary fundraiser for the Cancer Patient Support Program (CPSP).



Appendix 3 - Annual Report

BigBelly Solar Intelligent Waste & Recycling Collection System



Slash Collections

Dramatically reduce collection frequency and overflows without reducing service levels

Boost Recycling

Divert recyclables from the waste stream in public spaces to drive sustainability and reduce costs

Optimize Operations

Use wireless monitoring to optimize collection performance and resource utilization while managing risks

A Solution for Every Corner

Imagine the benefits of public space waste and recycling bins that can hold up to 5X more than standard units while keeping your streets clear of overflowing litter. BigBelly Solar Compactors accomplish this feat by utilizing the power of the sun to compact waste so your waste and recycling bins can hold more and you can spend less time and money emptying them. For lower traffic areas, the new SmartBelly provides real-time status to avoid overflows and unnecessary collections.



Right-size capacity for each location

The Power of the Network



Using the wireless monitoring and management solution will give you operational insight and control to ensure you are confidently capitalizing on trip reductions while still providing quality service to your community. Ensure you are only picking up waste and recycling when necessary to maximize the return on investment of your system.

Real-Time Online Monitoring of Bin Status

Public Space Recycling



Leveraging the cost savings from fewer waste collection trips can make your recycling program truly sustainable—both environmentally and economically—over the long run. Diverting waste from landfills saves your organization money and provides a revenue stream from harvesting recyclable materials. Additionally, giving people the opportunity to

recycle on the go can catalyze overall recycling behavior changes and demonstrate your commitment to sustainability.

Single & Multi-Stream Recycling Options

BigBelly Solar, Inc.
85 Wells Avenue, Suite 305
Newton, MA 02459 USA

BigBelly
SOLAR
Sales@BigBellySolar.com
BigBellySolar.com

Toll-free: +1-888-820-0300
Int'l: +1-781-444-6002
Fax: +1-617-558-1010

Smart Grid for Waste & Recycling™

BigBelly Solar Municipal Benefits

Saving Time and Money

“Instead of stopping at 100 trash cans every day, our workers only have to stop at 3 or 4. Everything from gas to man power turns into savings.”

Dan DiLillo, Assistant Commissioner of General Service, Albany, NY



A Cleaner Environment



“It has a ton of benefits—it will save the city time and money, keep litter from overflowing, and discourage illegal dumping of trash. This will save us a lot of time for guys to fill potholes, fix sidewalks, and do other things.”

Tim McCarthy, Principal to Public Works Commissioner, City of Boston

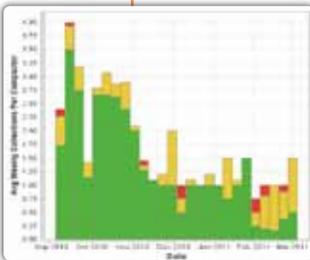
Increased Recycling

“I don't think we send the right message to the public if recycling is difficult but garbage is easy. The message we want to send is ... let's make recycling easy and garbage difficult. Not only are you saving your operational costs, your manpower, your trucks—you're saving on carbon, you're giving the proper messaging.”

Claudia Marsales, Senior Manager of Waste and Environment, Markham, Ontario



Power of the Network



“The wireless monitoring system has made it very easy to manage our inventory all across Center City. The ability to sort through historical data by collection route and discover collection patterns gives us valuable and actionable information.”

Scott McGrath, Recycling Coordinator, City of Philadelphia Streets Department

Visit www.bigbellysolar.com/study

Let us show you how the BigBelly Solar system can save your municipality time and money!
Financing and grant opportunities may be available.



Contact Us Today for a FREE Collection Study



eCYCLING

Turn your high-tech waste green.

Every year, businesses replace millions of computers, monitors, circuit boards, peripherals, cell phones, and other electronics. Waste Management offers a simple, ecologically friendly way to recycle your obsolete devices.



We'll take it off your hands - responsibly.

How do you make sure your business is recycling electronics in an environmentally responsible way? The best answer is to call us and ask about our eCycling services. With Waste Management at your side, you have a single source to recycle tech products at the end of their life cycle, make sure sensitive digital information is destroyed, and reduce the environmental footprint of your operations. And you won't have to spend valuable administrative time or go to a lot of expense managing the process.

eCycling is good business.

In keeping with today's go-green attitude, it's good corporate citizenship to do whatever you can to promote the health of our planet. Here's how our eCycling solutions can help:

- > **Locations across the country.** We offer a substantial network of drop-off locations with additional locations added daily, for electronic waste in the United States and Canada. This includes more than 27 regional processing centers in 15 states.
- > **Or we can come to you.** Just call us, and we'll customize a program that's convenient and cost-effective for you. We even have a mail-back program that can handle substantial amounts of electronic scrap.
- > **End-of-life equipment recycling.** We'll handle all the logistics, transportation and recycling of your electronics, in quantities large or small. Once the process is complete, you'll receive a Certificate of Recycling, verifying the destruction of all sensitive or proprietary files, applications, and other data.

**REDUCE
REUSE
RECYCLE
RECOVER
THE RESOURCE**



➤ **Commodity marketing/brokerage.** We also provide marketing services for more than 100 commodities and components to various end markets and end users.

➤ **E-waste events.** These are great opportunities for individuals, employers, and entire communities to drop off electronics at convenient locations and have us recycle them.

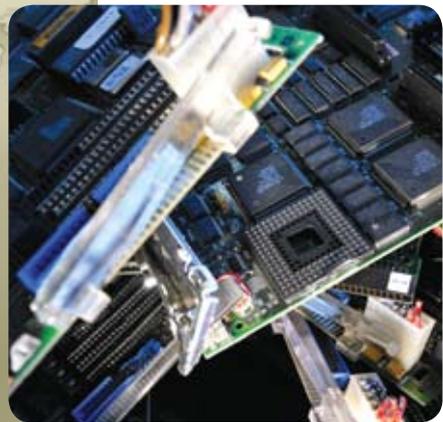
Accountable to you - and the environment.

With Waste Management as your single source of accountability, you are assured that your eCycling needs will be handled in an environmentally friendly manner.



WM Recycle America* has adopted both the Basel Action Network (BAN) e-Stewards Pledge and the Electronics Recyclers Pledge of True Stewardship for the dismantling and recycling of electronic waste. Together, they assert our commitment to:

- preventing hazardous e-waste from entering municipal incinerators or landfills;
- preventing the exportation of hazardous e-waste to developing countries; and
- providing for visible tracking of e-waste throughout the product recycling chain.



From commercial waste collection to e-cycling, Waste Management is leading the way in finding economically and environmentally sustainable ways to get the job done. Rely on us as your single source for recycling solutions – and let us help your business Think Green® every day.

We are proud to be one of the first national electronic recyclers to achieve multiple-location ISO 9001:2000 and ISO 14001:2004 certification.



For more information on eCycling, call 866.588.0572 or email ecycling@wm.com.
*WM Recycle America, L.L.C. is a wholly-owned subsidiary of Waste Management, Inc.