



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

**MEETING NOTICE  
RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD**

**Date:** Thursday, June 27, 2024

**Time:** 10 a.m. – 12 p.m.

**Commissioners, Key staff, Presenters:**

Ramsey County Environmental Health | 2785 White Bear Ave N. | 2<sup>nd</sup> Floor Conference Room  
Maplewood, MN | 55109 | [Map](#)

**Public:** Members of the public are encouraged to participate remotely or may attend at the Maplewood address.  
[Microsoft TEAMS](#) | Phone Conference ID: 428 339 343# | Call in (audio only) 1-323-792-6297

**AGENDA:**

- I. Call to Order, Introductions**
- II. Approval of Agenda** Action Page 1
- III. Approval of Minutes – May 23, 2024** Action Page 3
- IV. Consent Agenda (Resolution R&EB-2024-10)** Action Page 8
  - a. Agreement with The Minnesota Waste Wise Foundation Page 11
  - b. Agreement with EcoConsilium, Inc. Page 57
  - c. Agreement with Sustainable Synergy Solutions, LLC. Page 98
  - d. Pomp’s Tire Service, Inc. Page 112
- V. Governance**
  - a. Facility & Finance Committee Appointment Action Page 120
- VI. Management and Administration**
  - a. Facility & Finance Committee Report Information Page 122
    - i. Budget Deficit Policy (Resolution R&EB-2024-11) Action Page 123
    - ii. Food Scrap Bag Sortation Vendor Selection (Resolution R&EB-2024-12) Action Page 133
  - b. Review of 2025 Budgets Information Page 141
  - c. Xcel Memorandum of Understanding Information Page 149
- VII. Policy - No items.**
- VIII. Updates and Reports** Information Page 150
  - a. Partnership Board Update
    - i. Extended Producer Responsibility Law - "Packaging Waste and Cost Reduction Act"
  - b. Facility Update
  - c. Procurement Report Page 151

**IX. Other**

- a. Invitation for Comments from Ex Officio R&E Board Members: Information  
MPCA and City of Newport

**X. Adjourn**

**NEXT MEETING:**

R&E Board Meeting and Board Workshop

Thursday, July 25, 2024 | 10 a.m. – 12 p.m. | Ramsey County Environmental Health, Maplewood



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

**THURSDAY, MAY 23, 2024  
RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD MINUTES**

A meeting of the Ramsey/Washington Recycling & Energy Board (R&E Board) was held at 10 a.m. on Thursday, May 23, 2024, at Ramsey County Environmental Health Offices, 2785 White Bear Avenue North, Suite 350, Maplewood, Minnesota. Members of the public attended remotely or in person at the Maplewood address.

**MEMBERS PRESENT**

Commissioners Karla Bigham, Michelle Clasen, Stan Karwoski, Fran Miron – Washington County  
Commissioners Nicole Frethem, Trista Martinson, Mary Jo McGuire (alternate), Rafael Ortega, Victoria Reinhardt, Mai Chong Xiong – Ramsey County

**MEMBERS NOT PRESENT**

Commissioner Gary Kriesel (alternate) - Washington County

**EX-OFFICIO MEMBERS NOT PRESENT**

Dave Benke, Minnesota Pollution Control Agency (MPCA)  
Tom Ingemann, City of Newport

**ATTENDING AT RAMSEY ENVIRONMENTAL HEALTH, MAPLEWOOD**

Leigh Behrens, Dave Brummel, Shawn Dolan, Leslie Duling McCollam, Melissa Finnegan, Annalee Garletz, Kelli Hall, Sam Holl, Jennefer Klennert, Nate Klett, Cassie Lefeber, Marcelo Neblett, Matt Phillips, Michael Reed, John Ristad, Daniel Schmidt, Jody Tharp

**ATTENDING REMOTELY**

Kate Bartelt, Alisha Black, Gary Bruns, Tammy Christopherson, Shannon Conk, Amanda Erickson, Tutu Fatukasi, Rae Eden Frank, Jamie Giesen, Cindy Hanson, Filsan Ibrahim, Fatima Janati, Caleb Johnson, Kevin Johnson, Julie Ketchum, Randy Kiser, Nicolette Linscott, Juna Ly, David McConnell, Gabe Reynolds, Selena Rosario-Myles, Alissa Schmidt, John Springman, Ryan Tritz, Jenna Venem, Margaret Vesel, Ami Wazlawik, Caleb Werth

**CALL TO ORDER/APPROVAL OF AGENDA**

Chair Miron called the meeting to order at 10:02 a.m. Introductions were made. Commissioner Reinhardt moved, seconded by Karwoski, to approve the agenda as presented.

Motion carried 9-0. Ayes: Bigham, Clasen, Frethem, Karwoski, Martinson, McGuire, Miron, Reinhardt, Xiong. Nays: None.

**APPROVAL OF MINUTES**

Commissioner Bigham moved, seconded by Clasen, to approve the minutes of April 25, 2024.

Motion carried 9-0. Ayes: Bigham, Clasen, Frethem, Karwoski, Martinson, McGuire, Miron, Reinhardt, Xiong. Nays: None.

## **MANAGEMENT AND ADMINISTRATION**

### **Facility & Finance Committee Report**

Commissioner Bigham, Committee chair, provided a brief overview of the May 14, 2024, committee meeting.

#### **2024 Budget Status**

Matt Phillips, R&E accounting manager, provided an update on the 2024 Facility, Equipment Maintenance and Replacement (EM&R) and Joint Activities Budgets.

#### ***Facility 2024 Budget Projections***

The current \$2.9 million variance in personnel costs is due to positions that are not filled. Sam Holl, R&E Center facility manager, shared that unfilled positions include sixteen facility positions related to processing enhancements that were budgeted for but not all currently needed, a budget analyst and \$400k for executive director and deputy director positions. Contracted labor is accounted for in a different line item.

Commissioner Clasen asked about recruitment efforts for the facility positions. Kelli Hall, R&E Human Resources manager, and Sam Holl, Facility manager stated that efforts include hiring bonuses, referral bonuses offered to employees, R&E reaching out to multiple community organizations, union recruitment efforts, and contracted recruiting agencies.

Commissioner Clasen suggested a recruiting agent be brought on as R&E staff. Hall said R&E uses contracted agencies for recruiting needs and that R&E's budget would not accommodate a full-time position for a recruiter, as it would not be an ongoing need. There was additional discussion about how R&E could increase recruiting capacity, if necessary, through contracting or looking at hiring a recruiter for a limited duration.

Commissioner Frethem asked whether there is a shift differential for overnight. Holl confirmed there are shift differentials for both afternoon and overnight shifts. Hall added that the overnight shift differential is currently \$2.25. R&E will be negotiating the 2025 labor contract, so that could increase with the next settled contract.

Commissioner Reinhardt said the most logical way to do this hiring is through agencies, the union and community organizations because it does not commit R&E to another full time equivalent (FTE) position while allowing flexibility with using outside vendors on an as-needed basis.

#### ***EM&R Fund Projections***

Phillips said there is only a slight variance at this time and recycling revenue is projected to pick up over the summer.

#### ***Joint Activities (JA) Budget Projections***

Currently, the JA Budget has a surplus of slightly over \$1 million, the biggest factor being community waste solutions programs. R&E is working on hiring additional staff to work on these programs.

Commissioner McGuire asked what is included in the community waste solutions line item. Commissioner Martinson said the focus of community waste solutions is creating a circular economy, with projects such as the Rice/Larpenteur community hub and other programs, such as fix-it clinics.

Commissioner Reinhardt noted that the Ramsey County Environmental Center is under construction. When opened, fix-it clinics will be hosted at that location. Daniel Schmidt, Ramsey Environmental Health, shared that the projected opening of the environmental center is April 2025.

Commissioner McGuire asked whether the JA positions are being hired. Michael Reed, Ramsey County & R&E Joint Leadership Team (JLT), said one person has been hired, one is in interviews, and hiring of the third position will follow.

Dave Brummel, Washington County & R&E Joint Leadership Team (JLT) noted that, while the grand opening date has not been announced, the Northern Environmental Center in Forest Lake will be opening soon. In addition to other offerings, the environmental center will be hosting tool swaps.

Commissioner Ortega arrived.

### **Project Management Services Vendor Selection**

Leigh Behrens, R&E manager of planning and project management, noted that background information on project management services was presented at the April 25, 2024, board meeting. She reviewed the development timeline, project approach and purpose, the procurement process and the recommendation for vendor selection.

Commissioner Miron inquired about cost controls on contract renewals. Behrens said renewals would occur only as the project budget allows. If the contract requires renewal for 2026, it would be included in the normal budget process for the 2026-2027 budget.

Commissioner Karwoski asked what is driving the need for a contract that a new Executive Director and deputy director (DD) could deem unnecessary. Behrens said this is a consulting contract based on services provided; should a new Executive Director determine it unnecessary, nothing requires spending of the total amount of the contract. The contract is intended to leverage established project management practices. Brummel added that the R&E organizational assessment recommendation was to move to the Executive Director and Deputy Director structure and that building capacity for project management within R&E would be deemed essential.

Commissioner Ortega asked what would trigger an extension of the contract. Brummel said that, should R&E have a big project or unforeseen issue, Caleb Werth, R&E planning specialist, Behrens and other leaders in the organization would not be available to collaborate with the consultant. As a service-rendered contract, the vendor would be required to pause the work, which could require a time-only extension.

Commissioner Xiong asked whether the indemnity clause in the contract includes the board. John Ristad, Washington County attorney, confirmed elected officials are covered in the indemnity clause.

Commissioner Clasen pointed out the similarity to using recruiting and communications vendors and inquired how this will make all staff better in their jobs. Behrens said the JLT prioritizes building a culture of project management across all of R&E. The second phase of this project is critical, with a consultant leveraging people with years of experience in project management. Consultants will build specialized training programs for multiple levels of experience.

Commissioner Clasen moved, seconded by Martinson, to approve Resolution R&EB-2024-09, Project Management Services Vendor Selection. The R&E Board:

- Approves The PMO Squad as the selected vendor to provide project management services for Ramsey/Washington Recycling & Energy.
- Authorizes the Joint Leadership Team, or its successor, to execute the agreement with The PMO Squad for an initial term of June 1, 2024 through December 31, 2025, with the option of up to two one-year renewals, and any amendments or change orders thereto, provided it is within the project budget and upon approval as to form by the county attorney.

Motion carried 9-0. Ayes: Bigham, Clasen, Frethem, Karwoski, Martinson, Miron, Ortega, Reinhardt, Xiong. Nays: None.

## **UPDATES AND REPORTS**

### **Joint Activities Updates**

Leslie Duling McCollam, R&E Joint Activities program coordinator, shared information regarding the Second Chance Recycling (Second Chance) program. She reviewed the timeline, variety of services for cities and multi-unit properties, and the tracking of participation, interest and feedback to inform future programming. She highlighted the declining rates of mattresses received at the R&E Center from 2019 through 2023, and the increase in mattresses collected by Second Chance starting in 2021 when the partnership began. Twenty cities across both counties are participating.

Second Chance received a Legislative-Citizen Commission on Minnesota Resources (LCCMR) grant, allowing them to conduct pilots throughout the state to determine what does and does not work. Data collection is being conducted to better understand purchasing and disposal trends, piloting with a metro hauler and with Becker County so other counties can emulate mattress collection at centralized locations.

Shawn Dolan, General Manager of Second Chance Recycling, shared that the partnership with R&E has greatly increased the volume of mattresses coming to Second Chance and far exceeds their expectations. In 2024, they anticipate exceeding 15k mattresses collected from both counties. Dolan shared specifics about the program, including hiring individuals coming out of incarceration. The program works with them directly for nine months, providing training and resources to build skills and provide stability. This program generates jobs during the training period and after program completion.

Dolan said Second Chance also works with the Bridging organization for reuse of good mattresses that are safe and donatable. Both Second Chance and Bridging inspect mattresses to ensure they are safe to give to people who need them.

A video produced to highlight Second Chance Recycling's work and training was shown.

Commissioner Karwoski asked whether Second Chance recycles furniture. Dolan said part of the LCCMR grant is to evaluate material recycling handling. The Natural Resources Research Institute (NRRI) is studying what materials make up furniture so Second Chance can determine how to manage the component materials.

Commissioner Miron shared that extended producer responsibility (EPR) is an issue addressed legislatively by the Partnership on Waste & Energy Board (PWEB), with mattresses and materials recycling falling within the parameters of the pursued legislation. Commissioner Reinhardt said that while more time is needed to digest what was passed in the 2024 legislative session, R&E and the PWEB are thrilled that the Extended Producer Responsibility bill was signed into law.

Commissioner Miron asked whether the new Washington County Northern Environmental Center will have a place where mattresses can be dropped. Brummel said capacity for mattress drop-off is being built into both the new and existing facilities.

**Facility Update**

Sam Holl, R&E Center facility manager, shared brief updates on facility issues.

*Refuse Derived Fuel (RDF) Handling:* Staff have been working with companies interested in future options for handling RDF when the Xcel contract ends in 2027.

*Transfer Station Sortation:* Walters is working with the Minnesota Pollution Control Agency (MPCA) for permitting and working on vendor selection for construction. Holl is working on sortation vendors for the central region and should have a term sheet or contract to present to the board in June.

*IBEW Contract Negotiation:* The current union contract ends December 31, 2024. On May 14, 2024, the Facility & Finance Committee and staff established negotiation parameters.

**Legislative Update**

Michael Reed provided a brief update on securing funding for anaerobic digestion. While the Senate approved \$5 million in Renewable Development Fund allocation for 2025 and 2026 each, the House approved \$5 million for 2025 only and the \$5M in funding is what ultimately passed into law.

Commissioner Reinhardt explained R&E’s submission for an LCCMR grant emphasized a joint approach. R&E is requesting \$10 million in funding. LCCMR’s recommendation for funding should come in September 2024 but must be approved by the 2025 legislature.

Reed said that to trigger \$30 million in renewable energy tax credits under the Federal Inflation Reduction Act, DemCon must have shovels in the ground by the end of 2024. Collectively R&E is pursuing over \$50M in state and federal grants.

**Procurement Report**

Holl presented the report on behalf of Jim Redmond, R&E Contract Manager, for the period April 1, 2024, through April 30, 2024.

**ADJOURN**

Commissioner Reinhardt moved, seconded by Clasen, to adjourn. Motion carried 9-0. Ayes: Bigham, Clasen, Frethem, Karwoski, Martinson, Miron, Ortega, Reinhardt, Xiong. Nays: None.

Chair Miron declared the meeting adjourned at 11:50 a.m.

**ATTEST**

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Fran Miron, Chair  
June 27, 2024

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June 27, 2024



**RAMSEY/WASHINGTON  
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<b>R&amp;E BOARD MEETING DATE:</b>	June 27, 2024			<b>AGENDA ITEM:</b>	IV.			
<b>SUBJECT:</b>	Consent Agenda							
<b>TYPE OF ITEM:</b>	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input type="checkbox"/>	ACTION	<input checked="" type="checkbox"/>	CONSENT
<b>SUBMITTED BY:</b>	Joint Leadership Team (JLT)							

**R&E BOARD ACTION REQUESTED:**

Approval of consent agenda.

Consent agenda items:

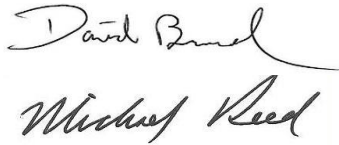


- Three contracts for Waste Management Technical Assistance Services
- Contract for Loader Tires

**ATTACHMENTS:**

1. Draft Resolution
2. Draft Agreements

**FINANCIAL IMPLICATIONS:**

Funding for these services is included in the approved budgets.

<b>AUTHORIZED SIGNATURES</b>		<b>DATE</b>
<b>JOINT LEADERSHIP TEAM</b>		6/21/24
<b>RAMSEY COUNTY ATTORNEY</b>		6/20/24
<b>WASHINGTON COUNTY ATTORNEY</b>		6/20/24





**RESOLUTION R&EB-2024-10**  
**Consent Agenda**

WHEREAS, The Ramsey/Washington Recycling & Energy Board (“R&E Board”) is governed by the Amended and Restated Joint Powers Agreement by and between Ramsey County and Washington County dated July 18, 2023 (“Joint Powers Agreement”); and

WHEREAS, The R&E Board adopted Procurement Guidelines on April 21, 2022 (Resolution R&EB–2022-06), which specify the procurement methods for contracts and purchases; and

WHEREAS, The R&E Board approved the 2024-2025 Joint Activities and Facility and Equipment Maintenance & Replacement (“EM&R”) budgets on July 27, 2023, in accordance with Section V.B.8 of the Joint Powers Agreement; and

WHEREAS, R&E issued a continuous Request for Proposals (RFP) for technical assistance for waste management services as current agreements for these services are expiring, and received five proposals for initial review; and

WHEREAS, A four-person Evaluation Team comprised of staff from Ramsey County, Washington County and R&E reviewed the proposals based on the criteria laid out in the RFP; and

WHEREAS, The Evaluation Team has an initial recommendation to enter into contracts with three of the contractors who submitted proposals that will allow for a smooth transition from the existing providers to the new providers; and

WHEREAS, R&E also has a need to replace loader tires on heavy equipment at the Facility on an annual basis; and

WHEREAS, R&E has been purchasing loader tires from its current vendor since 2019, and the current vendor is uniquely qualified to provide these services based on their access to the specific specialty tires and extensive knowledge of R&E’s tire needs, willingness to provide tire storage, and ability to provide retreading services and other service needs on an on-call basis; and

WHEREAS, R&E Staff reviewed the proposed costs for loader tires and determined them to be fair and in line with costs expected for loader tires and recommend entering into this agreement to purchase these loader tires. NOW, THEREFORE, BE IT

RESOLVED, The R&E Board hereby approves the following agreements, and amendments thereto, and delegates authority to the Joint Leadership Team, or its successor, to execute the agreements and amendments thereto, upon approval as to form by the Ramsey and Washington County Attorneys and provided funding is available in the approved budgets:

1. An Agreement between the R&E Board and Sustainable Synergy Solutions, LLC., for the initial term of July 1, 2024 through June 30, 2026, renewable for up to a five-year term, at the initial cost of \$500,000 per year.

2. An Agreement between the R&E Board and the Minnesota Waste Wise Foundation, for the initial term of July 1, 2024 through June 30, 2026, renewable for up to a five-year term, at the initial cost of \$525,000 per year.
3. An Agreement between the R&E Board and EcoConsilium, Inc., for the initial term of July 1, 2024 through June 30, 2026, renewable for up to a five-year term, at the initial cost of \$210,000 per year.
4. An Agreement between the R&E Board and Pomp’s Tire Service, Inc., for the term of June 28, 2024 through December 31, 2024, for loader tires in the amount \$194,646.40.

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Fran Miron, Board Chair  
June 27, 2024

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Attest  
June 27, 2024



## **Ramsey/Washington Recycling & Energy Board**

Contract Number: RESRC-1999

Contractor Name: Minnesota Waste Wise Foundation  
Vendor ID: 120241  
CERT SBE SVN:

Department: Joint Activities

Contract Authority/Resolution: Resolution  
Resolution #: R&EB 2024-XX

Good/Service Type: Professional Services

Contract Description: Waste management technical assistance services.

Contract Type: Max NTE

Not To Exceed Amount: \$525,000 per year

Funding Notes:

Original Contract Begin Date: 7/1/24  
Contract End Date: 6/30/26

Comments:

Minnesota Waste Wise Foundation was selected through a competitive RFP process and will be performing technical assistance services for R&E's waste management programs.



**RAMSEY/WASHINGTON  
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## **Agreement Between Ramsey/Washington Recycling & Energy Board and the Minnesota Waste Wise Foundation**

THIS AGREEMENT made and entered into by and between the Ramsey/Washington Recycling & Energy Board, hereinafter referred to as “R&E,” and the Minnesota Waste Wise Foundation, with its principal place of business at 380 Saint Peter Street, Suite 1050, Saint Paul, Minnesota 55102, hereinafter referred to as the “Contractor” or “Vendor”.

### **1. Term**

The term of the Agreement shall be July 1, 2024 and shall continue to June 30, 2026 and may be renewed for up to a five-year term by way of written Amendments to the original contract and signed by authorized representatives.

### **2. Cost/Payment**

- a) R&E shall pay the Contractor a not to exceed (NTE) of \$525,000 per year to perform direct technical assistance work at a rate of \$85 per hour. The Contractor will use the titles and corresponding hourly rates listed in the attachment for all existing and new employees working on this contract.
- b) Each application for payment shall contain the order/contract number, an itemized list of goods or services furnished and dates of services provided, cost per item or service, and total invoice amount.
- c) No payment will be made until the invoice has been approved by R&E.
- d) R&E shall make payment to the Contractor within thirty (30) days of the date on which the invoice is received. If the invoice is incorrect, defective or otherwise improper, R&E will notify the Contractor within ten (10) days of receiving the incorrect invoice. Upon receiving the corrected invoice, R&E will make payment within thirty (30) days of the corrected invoice.
- e) Payment of interest and disputes regarding payment shall be governed by the provisions of Minnesota Statutes §471.425.
- f) The Contractor shall email invoices to [jessica.paquin@recyclingandenergy.org](mailto:jessica.paquin@recyclingandenergy.org).

### **3. Scope of Services**

The Contractor will be eligible to perform any of the work outlined below over the course of this agreement. The initial work plan will be as described in Exhibit A, attached hereto and incorporated by reference. Should additional work be requested and agreed upon, an additional work plan and budget will be approved in writing via amendment to this agreement.

The Contractor may provide technical assistance as follows:

**Serve as a subject matter expert on the following:**

- Trash, recycling, and organics management.
- Waste reduction and reuse.
- Food recovery.
- Building deconstruction and construction and demolition (C&D) materials reuse.
- Business pollution prevention of hazardous materials.
- Other areas as identified.

**Perform outreach to targeted participant groups:**

While technical assistance services will be available to all eligible participants in Ramsey and Washington counties, R&E has prioritized targeting services to some groups based on the following criteria:

- Type and volume of solid waste generated based on broader R&E and county goals.
- The complexity and/or specialization of the group's waste and/or waste management operations.
- Program data that indicates a disparity in participation and access to program resources.

**Conduct outreach and recruitment activities.**

- Develop and implement equitable strategies to engage and recruit targeted participant groups. Strategies may include, but are not limited to:
  - A schedule of who, when, and how to engage prospective participants.
  - A list of events to attend or host to promote the program.
  - A data-driven approach to identify participant groups in areas historically and/or presently affected by environmental injustices.
  - Strategies to identify and establish positive relationships with community leaders and partners.
- A marketing and communications plan.
- Track engagement efforts, including dates of communication and information gained.
- Field initial questions from participants related to eligibility, resources available, the grant process, and appropriate projects.
- Seek to understand barriers preventing participants from being interested in this program and propose changes in outreach and recruitment strategies as a result.

**Conduct in-person site visits and provide recommendations.**

- Conduct onsite evaluations at participant locations to identify improvements and opportunities.
- Provide a written report of recommended improvements and next steps to the participant within ten business days.

**Assist in program implementation.**

- Provide ongoing and as-needed services to help the participant implement and operationalize best practices, equipment, and processes. Implementation support is provided onsite, via email, and via phone.

**Help navigate trash, recycling, and organic waste hauling services.**

- Review a participant's hauler services and costs and educate them on charges, taxes, and fees.
- Connect participants to available haulers for new and existing materials collection.
- Assist participants in the procurement of hauling services.

**Refer participants to community resources.**

- Provide referrals to other sustainability and business support resources as needed. Examples may include grant opportunities, public financial assistance, regulatory authority information, and nonprofit organizations.
- Maintain long-term relationships with participants in a manner that provides evolving support for their waste management needs.
- When appropriate, make connections between entities to improve waste reduction and food recovery practices.

**Assist in grant applications and securing resources.**

- Help participants navigate BizRecycling grants and resources based on project goals and eligibility.
- Ensure participant eligibility based on program guidelines.
- Assist participants in identifying and assembling all elements of grant applications, including, but not limited to:
  - Project goals.
  - Cost estimates and pricing documentation from potential vendors.
  - Product and vendor referrals, such as haulers, bin and equipment vendors, compostable and reusable product swaps, etc.
  - Review grant applications for accuracy prior to submission.
- Gather formal feedback on the participant experience (e.g., surveys, interviews, etc.) and share feedback with R&E.
- Serve as the liaison and main point of contact for all communications between R&E and the participant on all aspects of the grant application, award, and reporting processes.
- Order R&E-supplied resources for the participant, including trash, recycling, and organics labels, signage, and education posters, and in-unit recycling totes for multi-unit residential dwellings.
- Distribute R&E-provided resources directly to participants.
- Assist businesses in securing additional funding sources as reasonable. Funding sources may include grants or loans from other government agencies, private industries, or non-governmental organizations.

**Educate.**

- Conduct virtual and in-person training sessions related to the subject matter areas of expertise listed above for employees, residents, and other participant groups. Training sessions may also include implementing new practices.

**Provide consulting to R&E.**

- Provide subject matter expertise and recommendations to R&E and county staff to design and improve services.
- Assist in developing performance metrics and data collection systems, conduct waste sorts, and perform other tasks to evaluate programming as determined by R&E.

**For all work performed by the Contractor, the following reporting will be required:**

- Submit quarterly reports in R&E's data management system, Re-TRAC, that track the number of entities served and type of services provided, the status of implementation or general nature of inquiry/outreach response, and diversion outcomes by county. Submit written reports with this information for any programs not currently using Re-TRAC for data management.
- Meet with BizRecycling staff monthly to share progress updates, issues and challenges, any needed clarifications, highlights of business projects, community updates, program improvements and other information relevant to future planning for grant programs.
- For entities receiving technical assistance, submit an annual final report that summarizes the following by county:
  - Quantifiable results, including tons/pounds diverted and cost savings/increases following project implementation and anything else quantified for each program participant (e.g., number of technical assistance hours provided, number of employees educated).
  - Qualitative information that includes visual waste audit findings and current practices/challenges/opportunities with diverting materials from the waste stream.
  - Document pre- and post-project program efforts (e.g., photos) for each program participant.
- Develop case stories that can be used for county updates, program marketing and outreach, highlighting project implementation activities and outcomes, including resulting tons/pounds diverted and cost savings/increases per program participant.

**4. Audits, Reports, Records and Monitoring Procedures**

The Contractor will:

- a) Maintain records which reflect all revenues, costs incurred, and services provided in the performance of the Agreement.
- b) Agree that R&E, the State Auditor or legislative authority, or any of their duly authorized representatives at any time during normal business hours, and as often as they may deem reasonable and necessary for a minimum of six years from the end of this contract pursuant to Minn. Stat. § 16C.05, shall have access to and the right to examine, audit, excerpt, and transcribe any books, documents, papers, records, and accounting procedures and practices of the Vendor which are relevant to the Vendor's performance and determination of the agreed upon discounted payment rate under this Agreement.

**5. Standards**

- a) The Contactor shall comply with all applicable Federal and State Statutes and regulations as well as local ordinances now in effect or hereafter adopted.
- b) Failure to meet the requirements of Section a. above may be cause for cancellation of the Agreement effective the date of receipt of the Notice of Cancellation.

**6. Data Privacy**

All data collected, created, received, maintained or disseminated for any purpose by the activities of the contractor because of this agreement shall be governed by the Minnesota Government Data Practices Act (Act), Minn. Stat. Ch. 13, as amended and Rules implementing the Act. The contractor is subject to the requirements of the Act and Rules and must comply as if it is a governmental entity subject to the Act and Rules. The remedies contained in section 13.08 of the Act shall apply to the contractor.

**7. Nondiscrimination**

Pursuant to Minn. Stat. Ch. 364 and Minn. Stat. § 181.59 and General R&E Board policy, every contract shall contain provisions by which the contractor agrees to freedom from discrimination in employment.

**8. Indemnity and Insurance**

a) Indemnity - The Vendor does hereby agree that it will defend, indemnify, and hold harmless R&E, its agents, officers and employees against any and all liability, loss, damages, costs and expenses which R&E may hereafter sustain, incur or be required to pay by reason of any negligent act or omission or intentional act of the Vendor, its agents, officers or employees during the performance of this Agreement. This clause will not be construed to bar any legal remedies the Consultant may have for R & E's failure to fulfill its obligation under this contract.

b) Insurance - The Vendor does further agree that in order to protect itself, as well as R&E, it will at all times during the term of the Agreement have and keep in force:

- i. Commercial general liability of no less than \$1M per occurrence, \$2,000,000 general aggregate, \$2,000,000 products/completed operations total limit, \$1M personal injury and advertising liability. R&E, its agents, officers, and employees shall be added to the policy as additional insured on a primary and non-contributory basis with respect to the ongoing and completed operations of the proposer providing coverage at least as broad as ISO forms CG 2010 and CG 2037. Waiver of subrogation is required.
- ii. Professional liability of no less than \$1,000,000 per claim and \$3,000,000 aggregate limit.
- iii. If the Contractor is driving on behalf of R&E as part of the Contractor's services under the Agreement, a minimum of \$1,000,000 combined single limit auto liability, including hired, owned, and non-owned. R&E Board shall be added to the policy as additional insured on a primary and non-contributory basis. Waiver of subrogation is required.
- iv. Workers' Compensation as required by Minnesota Law. Employer's liability with limits of \$500,000/\$500,000/\$500,000. Waiver of subrogation is required.

Evidence of Insurance shall be provided before this Agreement is effective. All Certificates of Insurance must indicate that policies may not be non-renewed or cancelled unless 30 days advance written notice is provided to R&E Board. Ten (10) days notice to be provided for non-payment of premium.



In the event that claims or lawsuits shall arise jointly against the Vendor and R&E, and R&E elects to present its own defense, using its own counsel, in addition to or as opposed to legal representation available by the insurance carriers providing the coverage as stated above, then such legal expense shall be borne by R&E.

**9. Independent Contractor**

It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of co-partners between the parties hereto or as constituting the Vendor as the agent, representative, or employee of R&E for any purpose or in any manner whatsoever. The Vendor is to be and shall remain an independent contractor with respect to all services performed under this Agreement.

The Vendor represents that it has, or will secure at its own expense, all personnel required in performing services under this Agreement. Any and all personnel of the Contractor or other persons, while engaged in the performance of any work or services required by the Contractor under this Agreement, shall have no contractual relationship with R&E and shall not be considered employees of R&E.

Neither the Vendor nor its employees will at any time be construed to be employees of R&E. The Vendor is responsible for its employees' compensation, fringe benefits and all insurance coverage.

**10. Subcontracting and Assignment**

The Vendor shall not enter into any subcontract for performance of any services contemplated under this agreement; nor novate or assign any interest in the agreement without the prior written approval of R&E. Any assignment or novation may be made subject to such conditions and provisions as R&E may impose. If the contractor subcontracts the obligations under this agreement, the contractor shall be responsible for the performance of all obligations by the subcontractors.

**11. Modifications**

Any material alteration, modification or variation shall be reduced to writing as an amendment and signed by the parties. Any alteration, modification, or variation deemed not to be material by agreement of R&E and the Contractor shall not require written approval.

**12. Merger**

It is understood and agreed that the entire agreement of the parties is contained herein and this Agreement supersedes all oral agreements and negotiations between the parties relating to this subject matter. All items referred to in this Agreement are incorporated or attached and deemed to be a part of the Agreement.

**13. Performance**

All services performed by the Vendor pursuant to this Agreement shall be performed to the satisfaction of R&E, as determined at the sole discretion of its authorized representative, and in accord with all applicable federal, state, and local laws, ordinances, rules and regulations. Services not performed in accordance with the terms and conditions of RFQ and contract shall

be considered a material breach and shall be cause for be immediate termination by R&E Board. The Vendor shall not receive payment for work found by R&E to be unsatisfactory, or performed in violation of federal, state, or local law, ordinance, rule or regulation. In the event of work found by R&E to be unsatisfactory, R&E shall provide Vendor with written notice describing the work found to be unsatisfactory in any reasonable respect and thirty (30) days to correct the unsatisfactory service performed. Vendor shall work with R&E to correct the unsatisfactory service to R&E Board's mutual satisfaction within thirty (30) days of said notice. If service is not corrected to the satisfaction of R&E, it shall be considered a material breach and shall be cause for be immediate termination by R&E Board.

**14. Contractor Debarment, Suspension, and Responsibility**

Federal Regulation 45 CFR 92.35 prohibits R&E from purchasing goods or services with federal money from vendors who have been suspended or debarred by the federal government. Similarly, Minn. Stat. § 16C.03, subd. 2, provides the Commissioner of Administration with the authority to debar and suspend vendors who seek to contract with R&E. Vendors may be suspended or debarred when it is determined through a duly authorized hearing process, that they have abused the public trust in a serious manner.

**13. Termination**

R&E may immediately terminate this Agreement if any proceeding or other action is filed by or against the Contractor seeking reorganization, liquidation, dissolution, or insolvency of the Contractor under any law relating to bankruptcy, insolvency or relief of debtors. The Contractor shall notify R&E upon the commencement of such proceedings or other action.

If the Contractor violates any material terms or conditions of this Agreement R&E may, without prejudice to any right or remedy, give the Contractor, and its surety, if any, seven (7) calendar days written notice of its intent to terminate this Agreement, specifying the asserted breach. If the Contractor fails to cure the deficiency within the seven (7) day cure period, this Agreement shall terminate upon expiration of the cure period.

Either party may terminate this Agreement without cause upon giving at least thirty (30) calendar day's written notice thereof to the other party. In such event, the Contractor shall be entitled to receive compensation for services provided in compliance with the provisions of this Agreement, up to and including the effective date of termination.

**14. Interpretation of Agreement; Venue**

The Agreement shall be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this Agreement shall be venued in the appropriate State or Federal District Court in Ramsey County, Minnesota.

The provisions of this Agreement are severable. If any part of this Agreement is rendered void, invalid or unenforceable, such rendering shall not affect the validity and enforceability of the remainder of this Agreement.

**15. Warranty**

The Contractor warrants that it has the legal right to provide the goods and services identified in this Agreement and further warrants that the goods and services provided shall be in compliance with the provisions of this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement as of the dates below.

**Minnesota Waste Wise Foundation**

**By:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD:**

**By:** \_\_\_\_\_

David Brummel/ Joint Leadership Team

**Date:** \_\_\_\_\_

**By:** \_\_\_\_\_

Michael Reed / Joint Leadership Team

**Date:** \_\_\_\_\_

**Approved As To Form:**

**By:** \_\_\_\_\_

County Attorney

**Date:** \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_



April 11, 2024

Attn: James Redmond  
Ramsey/Washington Recycling & Energy  
100 Red Rock Road  
Newport, MN 55055

*RE: Waste Management Technical Assistance Services*

Dear Mr. James Redmond,

The Minnesota Waste Wise Foundation is pleased to submit this proposal to continue providing technical assistance for Ramsey/Washington Recycling & Energy (R&E) in multiple subject matter areas. Our organization recently celebrated thirty years of providing environmental sustainability consultation to the state's business community. We have a decade-long and successful history partnering with Ramsey and Washington Counties to provide technical assistance to area businesses and are grateful for the opportunity to highlight our qualifications and demonstrate our knowledge and experience delivering environmentally focused programming. We currently provide services for R&E's portfolio of BizRecycling grant programs (Bin-Only, Recycling, Organics Reward, Food Recovery, and Waste Reduction & Innovation) as well as R&E's Business Pollution Prevention Program (BP3).

The following documentation is enclosed in our response:

- Proposal Response Form
- Contractor Information and Reference Form
- Firm Introduction, Qualifications and Experience, Key Personnel Qualifications
- Work Plans
  - Trash, recycling, and organics management
  - Waste reduction and reuse
  - Food recovery
  - Business pollution prevention of hazardous materials
- Budget for Scope of Services
- Resumes for Key Personnel

No claims have been brought against the Foundation or proposed project team members during the past five years related to goods and/or services provided. Waste Wise has no exceptions to Terms and Conditions nor requires inclusion of an Application for Designation of Trade Secret Information.

We look forward to further discussion on how Waste Wise can once again partner with R&E to deliver exceptional business assistance and achieve positive environmental outcomes for Ramsey and Washington Counties.

Sincerely,

A handwritten signature in black ink, appearing to read "Vicki Stute".

Vicki Stute  
Executive Director | Minnesota Waste Wise Foundation  
380 St. Peter Street, St. Paul, MN 55102  
[vstute@mnchamber.com](mailto:vstute@mnchamber.com)  
Office – (651) 292-4650 Fax – (651) 292-4656

## **R&E Waste Management Technical Assistance Services Proposal**

Prepared by

Minnesota Waste Wise Foundation

380 St. Peter St., Suite 1050

St. Paul, MN 55102

[vstute@mnchamber.com](mailto:vstute@mnchamber.com) | 651-292-4650



Minnesota Chamber of Commerce

**WASTE WISE**

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**Attachment 1 – Solicitation Response Form**

**Solicitation Title:** Waste Management Technical Assistance Services RFP

**The following shall be completed by the Contractor:**

Contractor Company Name: Minnesota Waste Wise Foundation

Total Number of Solicitation Pages: 36

Total Number of Pages in Contractor's Solicitation Response: 12

Acknowledgement and Number of Solicitation Addenda Received: 1

**PLEASE READ THE FOLLOWING BEFORE COMPLETING THIS SOLICITATION RESPONSE FORM**

The provisions of the solicitation document should be reviewed and understood before preparing a solicitation response. Unless the solicitation document provides otherwise, the solicitation response shall be the best price for all labor, equipment, materials, and services for the project described in the solicitation document.

**Cost:** Please provide hourly rates per position and a total cost for each responsibility area to which you are responding on a separate sheet of paper (multiple pages may be used, if needed).

**ACKNOWLEDGEMENT**

By signing below, I certify that I understand, agree, and bind the Contractor to the provisions contained in the solicitation document for the above Solicitation, including the Solicitation and Contract Terms and Conditions and that I am authorized to submit this solicitation response on behalf of the Contractor.

**COLLUSION**

By signing below, I certify that this solicitation response has been prepared without any collusion with other contractors, competitors, R&E employees, Washington or Ramsey County employees, or R&E Board Members and without taking any other action which will restrict competition or constitute fraud or collusion.

Name and Title of Authorized Contractor Representative: Vicki Stute, Executive Director

Signature:

Date: 4/11/2024

**Solicitation Title: Waste Management Technical Assistance Services RFP**





## **Attachment 2 – Contractor Information and Reference Form**

R&E requires completion of this form for this solicitation. Failure to submit this completed form with the solicitation response will result in rejection of the Contractor's solicitation response.

### Company Information:

1. Contractor Name (as on file with the MN Secretary of State's Office, if applicable): Minnesota Waste Wise Foundation
2. Name of CEO or Company President: Vicki Stute, Executive Director
3. FEIN / Contractor Tax ID Number: 41-1834630
4. Minnesota Business Licenses Filing Number: N/A
5. Local Telephone Number: 651-292-4650
6. Toll Free Telephone Number: N/A
7. Fax Number: 651-292-4656
8. Email Address: vstute@mnchamber.com
9. Address: 380 St. Peter Street, Suite 1050
10. City: Saint Paul
11. State: MN
12. Zip Code: 55102
13. Is your company a Certified Small Business Enterprise ("CERT SBE")? No
14. If yes, what is your CERT SBE#? N/A

### Solicitation Response Contact:

1. Name and Title of the person to contact for questions concerning this solicitation response:  
Michelle Palm
2. Local Telephone Number: 651-292-3907
3. Toll Free Telephone Number: N/A
4. Fax Number: N/A
5. Email Address: mpalm@mnchamber.com
6. Address: 380 St. Peter Street, Suite 1050
7. City: Saint Paul
8. State: MN
9. Zip Code: 55102

### Contract Mailing Address (if different from Company Information):

1. Contact Name and Title:
2. Local Telephone Number:
3. Toll Free Telephone Number:
4. Fax Number:
5. Email Address:
6. Address:
7. City:
8. State:
9. Zip Code:



**Reference Requirements:** Provide a minimum of three (3) references for work completed within the last five (5) years that is similar to what is requested in this solicitation.

1. First Reference

- Company Name: Hennepin County
- Contact Name and Title: Carolyn Collopy, Supervising Environmentalist
- Local Telephone Number: 612-596-0933
- Toll Free Telephone Number:
- Email Address: Carolyn.Collopy@hennepin.us
- Address: 701 4<sup>th</sup> Ave South, Suite 700
- City: Minneapolis
- State: MN
- Zip Code: 55415
- Description of Work Completed: The primary goal of this work is to provide outreach services, technical assistance, and project implementation assistance to multi-unit residential properties, businesses, and other organizations located within Hennepin County. Services are focused on recycling, organics, and reuse diversion.

2. Second Reference

- Company Name: Anoka County
- Contact Name and Title: Amy Ulbricht, Commercial Waste Management Specialist
- Local Telephone Number: 763-324-3481
- Toll Free Telephone Number:
- Email Address: Amy.Ulbricht@anokacountymn.gov
- Address: 1530 Bunker Lake Blvd NW
- City: Andover
- State: MN
- Zip Code: 55304
- Description of Work Completed: The primary goal of this work is to provide outreach services, technical assistance, and project implementation assistance to businesses located within Anoka County. Services are focused on recycling, organics, and reuse diversion.

3. Third Reference

- Company Name: Scott County
- Contact Name and Title: Kate Sedlacek, Environmental Services Manager
- Local Telephone Number: 952-496-8351
- Toll Free Telephone Number:
- Email Address: ksedlacek@co.scott.mn.us
- Address: 200 4<sup>th</sup> Avenue West
- City: Shakopee
- State: MN
- Zip Code: 55379
- Description of Work Completed: The primary goal of this work is to provide outreach, technical assistance, and project implementation assistance to businesses located within Scott County. Services are focused on recycling, organics, and reuse diversion.



Name and Title of Authorized Contractor Representative: Vicki Stute, Executive Director

Signature:

A handwritten signature in black ink, appearing to read "Vicki Stute". The signature is fluid and cursive, with the first name being more prominent.

Date: 4/11/2024

## Firm Introduction

Established in 1994, the Minnesota Waste Wise Foundation (Waste Wise) is a 501c3 nonprofit affiliate of the Minnesota Chamber of Commerce with the mission to improve the environmental health and economic vitality of our communities by fostering sustainability principles in Minnesota-based businesses and organizations. Led by its two flagship programs, Waste Wise and Energy Smart, the Foundation has helped thousands of organizations transform the way they do business through recycling and waste reduction, pollution prevention, and energy efficiency and conservation.

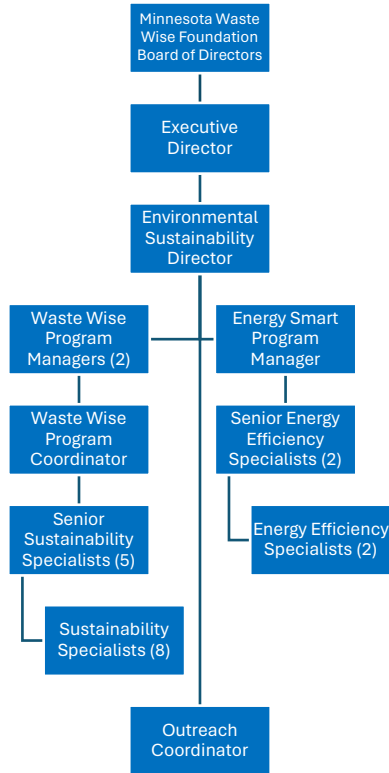
Waste Wise is currently contracted by Anoka, Hennepin, and Scott Counties and the Ramsey/Washington Recycling & Energy Board (R&E) to provide outreach services, technical assistance, grant facilitation, and project implementation support to businesses as they improve and expand recycling, waste reduction, and pollution prevention programs.

Energy Smart is currently contracted by Xcel Energy and CenterPoint Energy to provide technical support to each utility's commercial customers as these businesses implement energy efficiency and conservation improvements.

Together, these programs secure infrastructure, technology, supplies, and resources that minimize impact on the environment and bolster sustainable operations for the state's business community.

### Minnesota Waste Wise Foundation Organizational Chart:

The Minnesota Waste Wise Foundation is led by its current Executive Director, Vicki Stute, and governed by the Minnesota Waste Wise Foundation Board of Directors. Vicki has more than 25 years of combined executive leadership through her work in the Chamber of Commerce industry and is responsible for the strategic development of multiple Chamber programs and services, including Waste Wise, Energy Smart, and Grow Minnesota. Vicki leads activities with the Minnesota Waste Wise Foundation Board of Directors and has a Master of Arts in Leadership and Management. See organizational chart below:



## Qualifications and Experience

The Minnesota Waste Wise Foundation (Waste Wise) has a strong history working alongside the state’s business community, having helped thousands of businesses implement environmental initiatives over the course of its 30-year history. We have the demonstrated ability to deliver programs addressing 1) Trash, recycling, and organics management, 2) Waste reduction and reuse, 3) Food recovery, and 4) Business pollution prevention of hazardous materials on behalf of R&E.

Waste Wise provides start-to-finish program assistance in the areas identified above. Our assistance includes conducting multimodal outreach to engage businesses into these programs, performing on-site assessments to identify opportunities and recommend best practices, and providing project management for all participants served. Our assistance is tailored to meet the unique needs of each participant and leverages our experience as a leading business sustainability consultant in the state.

In 2023 alone, Waste Wise provided waste reduction assistance (includes trash/recycling/organics, waste reduction/reuse, and food recovery) to over 430 Ramsey County and Washington County businesses on behalf of BizRecycling, executed over 100 grant applications and \$820,000 in funding for related improvements, and facilitated over 1.1 million pounds in waste diversion. This included fourteen (14) Food Recovery Grants and five (5) Waste Reduction & Innovation Grants.

In addition, our work administering R&E’s Business Pollution Prevention Program (BP3) yielded \$189,000 in funding for pollution prevention projects that reduced 3,802 pounds of hazardous waste and 2,120 pounds of environmental pollutants. As part of our contract, Waste Wise conducted research on behalf of R&E that explored BP3 expansion opportunities. Waste Wise presented findings to R&E and made

recommendations for reducing air emissions through equipment electrification, as well as in other hazardous materials areas.

The Waste Wise team consists of sixteen (16) sustainability specialists with expertise in at least one of the subject matter areas identified in this proposal. Staff stay up to date on trends, challenges, and solutions by attending industry-focused conferences (RAM/SWANA Annual Conference, ReFED Food Waste Solutions Summit, Reuse Minnesota Conference, Salt Symposium, etc.), attending relevant webinars, touring material recovery and specialty recycling facilities, and learning from equipment vendors, suppliers, and other experts while providing technical assistance on behalf of participants.

Waste Wise is committed to being a culturally competent, inclusive, and equitable service provider. The Minnesota Chamber of Commerce and the Minnesota Waste Wise Foundation created two diversity, equity, and inclusion working groups, the Chamber's Diversity, Equity, and Inclusion Council and the Minnesota Waste Wise Foundation's Diversity and Inclusion Committee. These groups were formed to enact guiding principles for internal and external work and have participation by Waste Wise team members. Among other things, these groups offer opportunities for staff to learn and improve cultural awareness. In addition, Waste Wise created a Spanish language practice group open to employees who want to improve conversational skills and learn environmentally focused terminology.

We track ownership demographics for all businesses served and use the Minnesota Pollution Control Agency's (MPCA) geographic mapping tool to capture environmental justice data (percentage of people of color, limited English language proficiency, poverty levels, federally recognized Indian Tribes) to show if projects will occur in areas of concern for environmental justice. We enter this data into our Salesforce database, our internal data management platform, so it can be used to measure progress towards our diversity, equity, and inclusion goals.

Waste Wise is proficient at program and project management. We have built a streamlined system for managing participants, monitoring progress on projects, tracking services provided, and quantifying waste reduction/pollution impacts achieved. We use Salesforce for internal data management purposes and Re-TRAC for sharing business intake data, participant updates, grant submissions, and other reporting requirements with BizRecycling administrators.

We have demonstrated success in grant administration/facilitation, outreach, and engagement to businesses, and have proven to be subject matter experts in finding environmental-friendly solutions through our technical assistance.

## Key Personnel

**Michelle Palm.** Michelle is a Program Manager with Waste Wise and has more than eight years of experience managing and facilitating recycling and waste reduction grant programs for businesses and organizations throughout the Twin Cities metro area. She has spent many of those years managing contracts with government entities to do this work. Previously, Michelle worked in the clean and renewable energy sector organizing educational opportunities for communities and businesses.

Relevant Project Experience:

- R&E Business Pollution Prevention Program (2023 – present)
- Hennepin County Business and Multifamily Grant Programs (2022 – present)

**SUBJECT:** *Consent Agenda - Minnesota Waste Wise Foundation*

- Dakota County Business Recycling Incentive Program (2022 – 2023)
- Scot County Business Recycling Grant Program (2022 – present)
- Anoka County BizRecycle Grant Program (2018 – present)
- BizRecycling Grant Program (2016 – 2020)

**Bonnie Nord.** Bonnie is a Program Manager with Waste Wise. Bonnie has more than five years of combined experience facilitating recycling and waste reduction grants for businesses and multi-unit residential properties in the Twin Cities metro area.

Relevant Project Experience:

- Hennepin County Multifamily Grant Program (2022 – present)
- BizRecycling Grant Program (2018 – present)
- Food Waste Reduction in Casinos Grant Project (2018 – 2021)

**Adam Mehr-Biggs.** Adam is a Program Coordinator with Waste Wise. Adam has more than five years of combined experience facilitating recycling, waste reduction, and pollution prevention grants in the Twin Cities metro area as well as five years of prior experience supporting clean energy adoption, including implementation of solar energy projects in low-income communities.

Relevant Project Experience:

- R&E Business Pollution Prevention Program (2023 – present)
- Dakota County Business Recycling Incentive Program (2020 – 2022)
- Scot County Business Recycling Grant Program (2018 – 2021)
- BizRecycling Grant Program (2018 – 2020)

Resumes for key personnel are attached as Appendix A. Waste Wise has budgeted for additional personnel as outlined in the Description of Contractor's Cost/Budget for Scope of Services.



**Attachment 3– Work Plan for Scope of Services**

**Instructions:** Please complete one Attachment C - Work Plan for *each* Subject Matter Area of Expertise for which you propose to provide technical assistance services. For example, if you are proposing to provide for both Trash, Recycling, and Organics Management and Food Recovery, you will complete two separate work plans. Where indicated below, number each Work Plan out of the total number you plan to submit. For example, “1 of 2” and “2 of 2”.

Each submitted Work Plan must identify at least one Target Participant Group to whom services will be provided. Include the completed Work Plan(s) as an attachment to your proposal.

**ORGANIZATION INFORMATION**

ORGANIZATION NAME: Legal name. Identify if doing business as (DBA).
Minnesota Waste Wise Foundation
NAME OF PROPOSAL RESPONDER/ TITLE/PHONE/E-MAIL
Vicki Stute / Executive Director / 651-292-4650 / vstute@mnchamber.com

**WORK PLAN INFORMATION (1 out of 4) – If you are including more than one in your proposal you must fill out a separate sheet for each, and number accordingly.**

Subject Matter Area of Expertise: Choose only <b>one</b> .
<ol style="list-style-type: none"> <li>1. <input checked="" type="checkbox"/> <b>Trash, recycling, and organics management:</b> Subject matter experts are knowledgeable of best practices to maximize and maintain clean collection streams. They know of and understand how to connect entities to resources to help them manage their waste appropriately. Subject matter experts are knowledgeable about more- versus less-preferred methods of managing solid waste, recyclables, and organics.</li> <li>2. <input type="checkbox"/> <b>Waste reduction and reuse:</b> Subject matter experts have practical and creative knowledge on minimizing waste and increasing reuse in multiple industry types, such as retail, manufacturing, and hospitality. They know of and understand how to connect entities to resources to help them reduce waste and reuse materials as much as possible.</li> <li>3. <input type="checkbox"/> <b>Food recovery:</b> Subject matter experts have knowledge in food recovery operations, food safety and regulatory considerations, and common barriers preventing food recovery work. They know of and understand how to connect entities to resources to help them recover and redistribute food in a manner that is safe, sustainable, and helpful to the community.</li> <li>4. <input type="checkbox"/> <b>Building deconstruction and construction and demolition (C&amp;D) materials reuse:</b> Subject matter experts are knowledgeable about best practices in deconstructing a building in order to reuse or recycle the materials. They know how to identify a reputable deconstruction contractor or service and can assist in making sure materials are reused or recycled appropriately. Subject matter experts also understand the regulatory considerations, common barriers to, and economic considerations that accompany building deconstruction.</li> </ol>





5.  **Business pollution prevention of hazardous materials:** Subject matter experts are knowledgeable about ways to reduce the use of harmful chemicals, transition to safer, more sustainable chemicals, and convert to modern, high-efficiency equipment. They are knowledgeable about pollution prevention opportunities in multiple types of industries, such as manufacturing and vehicle maintenance. Subject matter experts also understand regulatory considerations that may positively or negatively affect pollution prevention work.

**Target Participant Groups:** Select either all groups or the targeted groups you will provide services to. Include the number you will engage over 12 months.

All eligible businesses, schools, non-profits, and multi-unit family dwellings

# engaged: \_\_\_\_\_

**OR**

**Targeted Participated Groups**

BIPOC-owned businesses and/or businesses and multi-unit locales where BIPOC are the primary constituent.  
# engaged: \_\_\_\_\_

Businesses that produce pollutants as prioritized by R&E.  
# engaged: \_\_\_\_\_

Food and beverage providers  
# engaged: **115**

Food recovery organizations  
# engaged: **13**

K-12 schools  
# engaged: \_\_\_\_\_

Manufacturing  
# engaged: **30**

Multi-unit family dwellings  
# engaged: \_\_\_\_\_

Residential campus institutions, including colleges, hospitals, and healthcare/senior living facilities  
# engaged: \_\_\_\_\_

Other (Propose your own group)  
**Medium volume waste generators**  
# engaged: **262**

**Outreach:** How will you conduct outreach and recruitment activities? Include specialized engagement activities and strategies for targeted participant groups, if applicable.

Waste Wise will utilize a combination of outreach strategies that have proven successful in recruiting businesses to participate in BizRecycling for trash, recycling, and organics management.

We recruit businesses directly through cold calls and emails, by marketing opportunities to the



business community through newsletters and social media, and by engaging with businesses through an established network of referral sources (waste/recycling haulers, former participants, municipalities, business associations, chambers of commerce, etc.). In 2023, program participants connected with Waste Wise as a result of thirteen distinct outreach or referral sources. Waste Wise’s outreach plan is purposefully varied and leads to reliable and diverse participation in the BizRecycling program.

**Site Visits:** Describe your process for providing initial site assessments (visits). Include a descriptions of any procedures, tools and education aides you will use. What will be the format you provide recommendations and what information will include?

Waste Wise schedules and performs on-site consultations (basic site visits) for all participants to assess trash, recycling, and organics practices. Visits consist of a walkthrough of a business’ facility by a Waste Wise sustainability specialist to document waste management practices, establish baseline volumes for waste/recycling/organics, and identify how and where waste is generated throughout the operation. During a visit, Waste Wise can show businesses examples of recommended items for starting or improving their recycling or organics programs. This includes visuals of color-coded bins, signage, and labeling available through BizRecycling. This visit also provides businesses with an opportunity to ask Waste Wise about proper disposal of various materials and can be a first step in improving recycling collection and reducing contamination even prior to receiving formal recommendations.

Customized recommendations are provided to the business following the visit, most often via email depending on business preference or barriers to electronic communications. Waste Wise takes a holistic approach to recommendations, outlining both downstream solutions for diverting waste as well as upstream solutions as described in Attachment 3 – Waste reduction and reuse. Examples of waste diversion recommendations could include adding or improving placement of color-coded bins, encouraging using image-base labels, switching single-use trash items to recyclable, BPI-certified compostable alternatives, or reusables and providing training to employees on recycling “do’s and don’ts” to maximize recycling and prevent contamination. Waste Wise may attach relevant recycling educational materials that can improve the business’ understanding of recycling best practices.

The recommendations will also specify any next steps that businesses would need to take to explore, plan, and prepare for recycling improvements, including relevant BizRecycling grant eligible items that would support improvements outlined by Waste Wise. The Waste Wise specialist will also communicate any next steps they will be taking on behalf of the business.

**Implementation Assistance:** What will you do to provide ongoing assistance to future, current, and former participations to implement and operationalize best practices, equipment, and processes?

After sending recommendations, Waste Wise will follow up with participants to gauge interest in moving forward with suggested improvements. If a participant would like to move forward with improvements (with support of a grant or not), Waste Wise will assist participants in implementing program enhancements. Waste Wise helps with bin placement and labeling, training staff on proper recycling habits, identifying and introducing businesses to relevant suppliers, recyclers, and donation outlets, obtaining quotes for service, and quantifying waste diversion.



Waste Wise has a project management structure we use for all participant served. This structure consists of a minimum of quarterly check-ins with participants before enhancements are made and 6, 12, and 18 month check-ins after enhancements have been implemented. Waste Wise sustainability specialists receive automated reminders to follow up with participants on this schedule to encourage improvements, troubleshoot challenges, and confirm implementation.

Waste Wise also keeps current, past, and prospective participants up-to-date on best practices, equipment, and processes through a bi-monthly newsletter that shares recycling tips and reminders, success stories, grant deadlines as applicable, funding opportunities, and other educational resources.

Our detailed project management skills combined with our up-to-date knowledge of regional trash, recycling, and composting options, position our team to provide the best implementation assistance to the business community.

**Targeted Participant Group Services:** If you selected to provide services to a targeted group(s) outline your connection and knowledge of that group(s). Include any unique qualifications, skills, and outreach tactics you have for serving these groups. Include any ways in which your approach to initial site assessments or implementation services will be tailored to meet the groups unique needs.

We intend to target assistance to Food and beverage providers, Food recovery organizations, and Manufacturers. In addition, we have been successful in diverting waste for a multitude of other sectors (identified above as “**Medium volume waste generators**”). Combined, Medium volume waste generators comprise a majority of Waste Wise’s historical participant pool, and have included nonprofits, places of worship, retailers, and more. We intend to promote trash, recycling, and organics services to these receptive business types.

In 2023, we provided services to more **Food and beverage businesses** than any other single industry group in BizRecycling territory. Our success in this sector is enhanced by being able to offer many of the businesses the opportunity to participate in MNimize, a Waste Wise-developed recognition program that supports and celebrates business efforts to reduce single-use plastics, especially non-recyclable plastics.

Waste Wise is well qualified to provide assistance to **Food recovery organizations**. We have established strong relationships within this sector while facilitating BizRecycling’s Food Recovery Grant as well as through Waste Wise’s own statewide Food Waste Prevention Grant funded by the Minnesota Pollution Control Agency (MPCA).

**Manufacturers** have been and continue to be a target industry for Waste Wise assistance. Not only do manufacturers tend to have higher waste volumes and multiple waste streams, our Energy Smart program and pollution prevention assistance provide value-add to this group given their tendency to be high energy users and hazardous materials generators. Our site assessments to this group are more likely than other standard assessments to consist of a joint visit or result in coordination between a waste specialist, energy specialist, and pollution specialist as the manufacturer may have opportunities in each subject matter area. Many manufacturers are also members of the Minnesota Chamber of Commerce, the Minnesota Manufacturers’ Council housed within the Chamber, or other local chambers of commerce, giving



Waste Wise a distinct outreach advantage.

**Formal partners (paid, sub-contracted vendors):** If any, list names of formal partners and a summary of their support to this service area/topic.

Not at this time.

**Equity** Describe how your organization fosters a diverse, equitable, and inclusive approach to work, ensuring inclusivity for both staff and the entities you collaborate with, and outline the strategies employed to guarantee accessibility and equity in the services offered.

The Minnesota Waste Wise Foundation makes several efforts to foster a more diverse, equitable, and inclusive approach to our work.

We created a Diversity and Inclusion Committee to guide and expand the accessibility of our programs and have made concerted efforts to develop new relationships.

We track environmental justice data for all businesses served across our programs (percentage of people of color, limited English language proficiency, poverty levels, federally recognized Indian Tribes) to show if projects will occur in areas of concern for environmental justice as defined by the Minnesota Pollution Control Agency (MPCA). We also track ownership demographics for all businesses served.

Specific to trash, recycling, and organics assistance, Waste Wise recommended that BizRecycling establish the Bin-Only Grant to help smaller businesses access funding support without submission of a W9. Waste Wise also continually advocates for and suggests updates to labels to include relevant languages and culturally appropriate images with the goal of fostering recycling participation and adoption of best practices by all groups.

Waste Wise has access to translators for our own educational resources, and to bridge language gaps in our consultation, created a Spanish language practice group for employees to improve conversational skills and learn waste-specific terminology.



**Attachment 3– Work Plan for Scope of Services**

**Instructions:** Please complete one Attachment C - Work Plan for *each* Subject Matter Area of Expertise for which you propose to provide technical assistance services. For example, if you are proposing to provide for both Trash, Recycling, and Organics Management and Food Recovery, you will complete two separate work plans. Where indicated below, number each Work Plan out of the total number you plan to submit. For example, “1 of 2” and “2 of 2”.

Each submitted Work Plan must identify at least one Target Participant Group to whom services will be provided. Include the completed Work Plan(s) as an attachment to your proposal.

**ORGANIZATION INFORMATION**

ORGANIZATION NAME: Legal name. Identify if doing business as (DBA).
Minnesota Waste Wise Foundation
NAME OF PROPOSAL RESPONDER/ TITLE/PHONE/E-MAIL
Vicki Stute / Executive Director / 651-292-4650 / vstute@mnchamber.com

**WORK PLAN INFORMATION (2 out of 4) – If you are including more than one in your proposal you must fill out a separate sheet for each, and number accordingly.**

Subject Matter Area of Expertise: Choose only **one**.

1.  **Trash, recycling, and organics management:** Subject matter experts are knowledgeable of best practices to maximize and maintain clean collection streams. They know of and understand how to connect entities to resources to help them manage their waste appropriately. Subject matter experts are knowledgeable about more- versus less-preferred methods of managing solid waste, recyclables, and organics.
2.  **Waste reduction and reuse:** Subject matter experts have practical and creative knowledge on minimizing waste and increasing reuse in multiple industry types, such as retail, manufacturing, and hospitality. They know of and understand how to connect entities to resources to help them reduce waste and reuse materials as much as possible.
3.  **Food recovery:** Subject matter experts have knowledge in food recovery operations, food safety and regulatory considerations, and common barriers preventing food recovery work. They know of and understand how to connect entities to resources to help them recover and redistribute food in a manner that is safe, sustainable, and helpful to the community.
4.  **Building deconstruction and construction and demolition (C&D) materials reuse:** Subject matter experts are knowledgeable about best practices in deconstructing a building in order to reuse or recycle the materials. They know how to identify a reputable deconstruction contractor or service and can assist in making sure materials are reused or recycled appropriately. Subject matter experts also understand the regulatory considerations, common barriers to, and economic considerations that accompany building deconstruction.



5.  **Business pollution prevention of hazardous materials:** Subject matter experts are knowledgeable about ways to reduce the use of harmful chemicals, transition to safer, more sustainable chemicals, and convert to modern, high-efficiency equipment. They are knowledgeable about pollution prevention opportunities in multiple types of industries, such as manufacturing and vehicle maintenance. Subject matter experts also understand regulatory considerations that may positively or negatively affect pollution prevention work.

**Target Participant Groups:** Select either all groups or the targeted groups you will provide services to. Include the number you will engage over 12 months.

All eligible businesses, schools, non-profits, and multi-unit family dwellings

# engaged: \_\_\_\_\_

**OR**

**Targeted Participated Groups**

<input type="checkbox"/> BIPOC-owned businesses and/or businesses and multi-unit locales where BIPOC are the primary constituent. # engaged: _____	<input type="checkbox"/> Businesses that produce pollutants as prioritized by R&E. # engaged: _____	<input checked="" type="checkbox"/> Food and beverage providers # engaged: <b>115</b>	<input checked="" type="checkbox"/> Food recovery organizations # engaged: <b>13</b>
<input type="checkbox"/> K-12 schools # engaged: _____	<input checked="" type="checkbox"/> Manufacturing # engaged: <b>30</b>	<input type="checkbox"/> Multi-unit family dwellings # engaged: _____	<input type="checkbox"/> Residential campus institutions, including colleges, hospitals, and healthcare/senior living facilities # engaged: _____
<input checked="" type="checkbox"/> Other (Propose your own group)  <b>Medium volume waste generators</b> # engaged: <b>262</b>			

**Outreach:** How will you conduct outreach and recruitment activities? Include specialized engagement activities and strategies for targeted participant groups, if applicable.

Outreach for this type of subject matter area of expertise employs all the same strategies as does our trash, recycling, and organics management assistance, though there are some unique recruitment tools we use for waste reduction and reuse specifically.

One notable recruitment tool is MNimize, our recognition program targeted to Food and beverage



providers. MNimize encourages food service businesses to reduce single-use plastics, incentivizing them with a marketable recognition tier (Bronze, Silver, Gold, and Platinum). The highest achievement tier (Platinum) indicates that all of a business' dine-in service ware is reusable and that reusable to-go ware is available.

**Site Visits:** Describe your process for providing initial site assessments (visits). Include a descriptions of any procedures, tools and education aides you will use. What will be the format you provide recommendations and what information will include?

Waste Wise schedules and performs on-site consultations (basic site visits) for all participants to characterize waste, recycling, and organics streams and identify waste reduction and reuse projects that would prevent waste near the source. Visits consist of a walkthrough of a business' facility by a Waste Wise specialist to document sources of material waste and volumes/weights consumed.

Customized recommendations are provided to the business following the visit, most often via email depending on business preference or barriers to electronic communications. Waste Wise takes a holistic approach to recommendations, outlining both upstream solutions as well as downstream solutions as described in Attachment 3 – Trash, recycling, and organics management. Examples of waste reduction and reuse recommendations could be as universal as reusable dishes for breakrooms and water bottle filling stations to more complex and creative solutions described under Targeted Participant Group Services.

The recommendations will also specify any next steps that businesses would need to take to research and plan for waste reduction and reuse activities. The Waste Wise specialist will also communicate any next steps they will take on behalf of the business.

**Implementation Assistance:** What will you do to provide ongoing assistance to future, current, and former participations to implement and operationalize best practices, equipment, and processes?

Implementation assistance for waste reduction and reuse follows the same procedures as our trash, recycling, and organics management assistance. We follow up with participants to gauge interest in recommended reuse activities and/or help them develop new or innovative solutions for more challenging types of waste streams, manufacturing byproducts, etc.

Administering the Waste Reduction & Innovation Grant (WRIG) for BizRecycling and coordinating with other local governments on more upstream-focused projects has allowed Waste Wise to research, promote, and replicate an increasing variety of creative and practical waste reduction and reuse projects with future, current, and former participants.

Waste Wise's knowledge and experience with available source reduction best practices provides us with an expanding array of solutions when meeting with businesses and providing recommendations.

**Targeted Participant Group Services:** If you selected to provide services to a targeted group(s) outline your connection and knowledge of that group(s). Include any unique qualifications, skills, and outreach tactics you have for serving these groups. Include any ways in which your approach to initial site assessments or implementation services will be tailored to meet the groups unique



needs.

The selected Targeted Participant Groups for waste reduction and reuse assistance are the same groups we intend to prioritize for trash, recycling, and organics management.

However, the availability of MNimize equips us as an expert resource to assist **Food and beverage providers**. Since its start in October of 2022, MNimize has met with 101 food service businesses, 85 of which have pledged to reduce single-use plastics. Food and beverage providers were also the single most served industry type by Waste Wise in BizRecycling territory in 2023, demonstrating an ability by our organization to successfully engage with this sector.

Waste Wise is well positioned to connect with **Manufacturers**, not only through the capital investment opportunity through BizRecycling WRIG, but also due to our network of state and local Chamber members and the value-add that our organization can provide by cross-promoting Energy Smart and pollution prevention assistance.

In addition, we have a working knowledge of waste reduction and reuse needs and opportunities from consulting with **Food recovery organizations** through our work under BizRecycling’s Food Recovery Grant and through our own MPCA-funded Food Waste Prevention Grant. See more information in Attachment C – Food recovery.

Finally, Waste Wise maintains an internal resource library for specific industries. This expanding resource library houses information on waste reduction and reuse opportunities organized by industry type. This includes the targeted participant groups above (Food and beverage providers, Manufacturers, Food recovery organizations) as well as automotive businesses, places of worship, retailers and more that fall within the **Medium volume waste generator** group. Within each industry section, everything from common waste reduction opportunities to more “challenging materials” and creative reuse project examples are compiled for reference and for inspiring future applications.

Of note, Waste Wise assisted a local healthcare system in reducing waste through an online management and exchange platform that inventoried various assets (equipment, furniture, supplies) that were no longer needed at one facility and redistributed them for reuse at other locations with the need for them. Waste Wise also assisted an auto mechanic in getting a bulk coolant dispensing system to replace individual plastic jugs which were single-use and non-recyclable. It’s projects like these that give us the unique experience and skillset to provide impactful, informed, and tailored waste reduction assistance to a breadth of industries.

**Formal partners (paid, sub-contracted vendors):** If any, list names of formal partners and a summary of their support to this service area/topic.

Not at this time.

**Equity** Describe how your organization fosters a diverse, equitable, and inclusive approach to work, ensuring inclusivity for both staff and the entities you collaborate with, and outline the





strategies employed to guarantee accessibility and equity in the services offered.

The Minnesota Waste Wise Foundation makes several efforts to foster a more diverse, equitable, and inclusive approach to our work.

We created a Diversity and Inclusion Committee to guide and expand the accessibility of our programs and have made concerted efforts to develop new relationships.

We track environmental justice data for all businesses served across our programs (percentage of people of color, limited English language proficiency, poverty levels, federally recognized Indian Tribes) to show if projects will occur in areas of concern for environmental justice as defined by the Minnesota Pollution Control Agency (MPCA). We also track ownership demographics for all businesses served.



**Attachment 3– Work Plan for Scope of Services**

**Instructions:** Please complete one Attachment C - Work Plan for *each* Subject Matter Area of Expertise for which you propose to provide technical assistance services. For example, if you are proposing to provide for both Trash, Recycling, and Organics Management and Food Recovery, you will complete two separate work plans. Where indicated below, number each Work Plan out of the total number you plan to submit. For example, “1 of 2” and “2 of 2”.

Each submitted Work Plan must identify at least one Target Participant Group to whom services will be provided. Include the completed Work Plan(s) as an attachment to your proposal.

**ORGANIZATION INFORMATION**

ORGANIZATION NAME: Legal name. Identify if doing business as (DBA).
Minnesota Waste Wise Foundation
NAME OF PROPOSAL RESPONDER/ TITLE/PHONE/E-MAIL
Vicki Stute / Executive Director / 651-292-4650 / vstute@mnchamber.com

**WORK PLAN INFORMATION (3 out of 4) – If you are including more than one in your proposal you must fill out a separate sheet for each, and number accordingly.**

Subject Matter Area of Expertise: Choose only <b>one</b> .
<ol style="list-style-type: none"> <li>1. <input type="checkbox"/> <b>Trash, recycling, and organics management:</b> Subject matter experts are knowledgeable of best practices to maximize and maintain clean collection streams. They know of and understand how to connect entities to resources to help them manage their waste appropriately. Subject matter experts are knowledgeable about more- versus less-preferred methods of managing solid waste, recyclables, and organics.</li> <li>2. <input type="checkbox"/> <b>Waste reduction and reuse:</b> Subject matter experts have practical and creative knowledge on minimizing waste and increasing reuse in multiple industry types, such as retail, manufacturing, and hospitality. They know of and understand how to connect entities to resources to help them reduce waste and reuse materials as much as possible.</li> <li>3. <input checked="" type="checkbox"/> <b>Food recovery:</b> Subject matter experts have knowledge in food recovery operations, food safety and regulatory considerations, and common barriers preventing food recovery work. They know of and understand how to connect entities to resources to help them recover and redistribute food in a manner that is safe, sustainable, and helpful to the community.</li> <li>4. <input type="checkbox"/> <b>Building deconstruction and construction and demolition (C&amp;D) materials reuse:</b> Subject matter experts are knowledgeable about best practices in deconstructing a building in order to reuse or recycle the materials. They know how to identify a reputable deconstruction contractor or service and can assist in making sure materials are reused or recycled appropriately. Subject matter experts also understand the regulatory considerations, common barriers to, and economic considerations that accompany building deconstruction.</li> </ol>



5.  **Business pollution prevention of hazardous materials:** Subject matter experts are knowledgeable about ways to reduce the use of harmful chemicals, transition to safer, more sustainable chemicals, and convert to modern, high-efficiency equipment. They are knowledgeable about pollution prevention opportunities in multiple types of industries, such as manufacturing and vehicle maintenance. Subject matter experts also understand regulatory considerations that may positively or negatively affect pollution prevention work.

**Target Participant Groups:** Select either all groups or the targeted groups you will provide services to. Include the number you will engage over 12 months.

All eligible businesses, schools, non-profits, and multi-unit family dwellings

# engaged: \_\_\_\_\_

**OR**

**Targeted Participated Groups**

BIPOC-owned businesses and/or businesses and multi-unit locales where BIPOC are the primary constituent.  
# engaged: \_\_\_\_\_

Businesses that produce pollutants as prioritized by R&E.  
# engaged: \_\_\_\_\_

Food and beverage providers  
# engaged: **4**

Food recovery organizations  
# engaged: **13**

K-12 schools  
# engaged: \_\_\_\_\_

Manufacturing  
# engaged: \_\_\_\_\_

Multi-unit family dwellings  
# engaged: \_\_\_\_\_

Residential campus institutions, including colleges, hospitals, and healthcare/senior living facilities  
# engaged: \_\_\_\_\_

Other (Propose your own group)  
# engaged: \_\_\_\_\_

**Outreach:** How will you conduct outreach and recruitment activities? Include specialized engagement activities and strategies for targeted participant groups, if applicable.

Waste Wise utilizes a variety of outreach strategies to engage businesses and organizations in the BizRecycling program. These strategies are the same as those identified in the trash, recycling, and organics management assistance workplans, though there is some variation in the recruitment tools used for food recovery engagement. We plan to conduct outreach to both food recovery organizations and potential food donors.



Waste Wise has found that food shelves and other food distribution organizations are very receptive to our standard outreach practices. Because they rely on grant funding for much of their programming, they are open to meeting with our team members and appreciate the free consultation services. This makes it straightforward for Waste Wise to engage new food recovery organizations in the BizRecycling program.

Contrary to food recovery organizations, most businesses donating food are for-profit organizations. Waste Wise has found that financial incentives have been more motivating for these businesses than community need. Waste Wise emphasizes the potential cost savings on hauling bills to food and beverage providers if they were to begin donating food for people. This has been specifically observed for small-business owners, such as local grocers.

**Site Visits:** Describe your process for providing initial site assessments (visits). Include a descriptions of any procedures, tools and education aides you will use. What will be the format you provide recommendations and what information will include?

Waste Wise provides an on-site assessment to all businesses interested in the BizRecycling program. These assessments, or Basic Site Visits, provide the opportunity for Waste Wise team members to walk through business operations and gain insight to the business' food waste management practices, methods of disposal, baseline volumes of food waste, and other waste streams (trash and recycling).

During these visits, Waste Wise discusses business goals related to their food waste and food recovery needs and provides recommendations for improvements, including equipment and materials available through BizRecycling, area business partnerships to aid food donation or rescue, and broader waste management and prevention suggestions as applicable. Waste Wise brings Food Recovery guidelines to share with businesses at the visit, so businesses can brainstorm opportunities within the parameters of the BizRecycling program. With food and beverage providers, Waste Wise identifies opportunities to begin or expand food-to-people donation opportunities, from produce and shelf-stable goods to prepared foods. These conversations differ slightly with food recovery organizations in which recommendations address optimizing current programming and identifying opportunities for expansion. Opportunities to increase cold storage, implement mobility equipment, and improve food pick-up efficiency and frequency are discussed.

Recommendations are tailored to each business, prioritized by organizational needs and opportunities to reduce food waste. Recommendations are sent to businesses via email unless requested otherwise. Food recovery recommendations may include increased cold-storage capacity, temperature control units for food transportation (cooler blankets or hot and cold bags), vehicle rental or purchase, mileage reimbursement for additional food recovery pickups or deliveries, and staff time to manage additional food recovery work. Other recommendations may include those outlined in Attachment 3 -Trash, recycling, and organics and Attachment 3 - Waste reduction and reuse.

The recommendations also include the next steps for the participating business, as well as any actions that Waste Wise specialists will be taking to assist them.

**Implementation Assistance:** What will you do to provide ongoing assistance to future, current, and former participations to implement and operationalize best practices, equipment, and



processes?

Implementation assistance for food recovery follows the same procedures as our trash, recycling, and organics management assistance. We follow up with participants to gauge interest in recommended food donation or redistribution activities and assist them in establishing new food donation systems as needed.

Administering the Food Recovery Grant from BizRecycling and the MPCA-funded Waste Wise Food Waste Prevention Grant has provided Waste Wise insight into the variety of stages in the food donation process and has informed our approach in identifying the primary needs for future, current, and past participants.

With participants eligible to submit applications for the Food Recovery grant annually, Waste Wise can help food recovery organizations and food providers (grocers, distributors, and other institutions) address immediate needs, allowing them to develop long-term plans with continued engagement in the BizRecycling program. As Waste Wise continues to engage various target groups in food donation work, the opportunity for food recovery organizations to expand their work and continue participating in BizRecycling increases.

If a business is interested in moving forward with a BizRecycling application, Food Recovery or other, Waste Wise offers assistance preparing application materials and reviewing applications before submission. This assistance can be provided to the business on-site or virtually to ensure understanding and thoroughness. Check-ins and follow-ups are conducted by Waste Wise to assist businesses through their grant term and to encourage further engagement in BizRecycling programs.

**Targeted Participant Group Services:** If you selected to provide services to a targeted group(s) outline your connection and knowledge of that group(s). Include any unique qualifications, skills, and outreach tactics you have for serving these groups. Include any ways in which your approach to initial site assessments or implementation services will be tailored to meet the groups unique needs.

The selected target groups for food recovery are grant-eligible entities that produce food viable for donation or those who distribute food to people.

Our work with **Food Recovery Organizations** has been established from past rounds of the BizRecycling Food Recovery Grant program, as well as work conducted statewide through the MPCA-funded Food Waste Prevention Grant. By understanding the process food recovery organizations use to receive and distribute food, tailored questions can be asked to identify challenges the organizations face, and the information needed for Waste Wise to calculate metrics such as waste generation and diversion. The familiarity these types of organizations have with applying for grant funding allows for a smooth grant assistance process. These organizations' familiarity with grant funding often makes collaboration easier than other target groups.

Waste Wise has knowledge of resources to encourage **Food and Beverage Providers** to prioritize food donation for people over disposal options such as organics recycling. Tax incentives are available for businesses who wish to begin donating, and Waste Wise can provide businesses with resources for tracking food donation in a manner that conforms with tax



deduction requirements. Additionally, food and beverage providers often fear responsibility or retaliation if inedible food gets donated, but Waste Wise can communicate to businesses that they are assured protection under the Good Samaritan Law if donating in good faith. Supporting efforts to drive culturally relevant foods into the food recovery system is essential to ensure people have access to food they are familiar with and understand how to prepare. Waste Wise has spent time conducting outreach to food and beverage companies across various communities (Hmong, Latino, Karen) to increase culturally specific food donation, as well as to ensure these business owners have equal access to BizRecycling programming.

**Formal partners (paid, sub-contracted vendors):** If any, list names of formal partners and a summary of their support to this service area/topic.

Not at this time.

**Equity** Describe how your organization fosters a diverse, equitable, and inclusive approach to work, ensuring inclusivity for both staff and the entities you collaborate with, and outline the strategies employed to guarantee accessibility and equity in the services offered.

The Minnesota Waste Wise Foundation makes several efforts to foster a more diverse, equitable, and inclusive approach to our work.

We created a Diversity and Inclusion Committee to guide and expand the accessibility of our programs and have made concerted efforts to develop new relationships.

We track environmental justice data for all businesses served across our programs (percentage of people of color, limited English language proficiency, poverty levels, federally recognized Indian Tribes) to show if projects will occur in areas of concern for environmental justice as defined by the Minnesota Pollution Control Agency (MPCA). We also track ownership demographics for all businesses served.

Eligibility requirements for the Waste Wise Food Recovery Grant includes being in or serving a community that is an area of concern for environmental justice as defined by the MPCA.



**Attachment 3– Work Plan for Scope of Services**

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Each submitted Work Plan must identify at least one Target Participant Group to whom services will be provided. Include the completed Work Plan(s) as an attachment to your proposal.

**ORGANIZATION INFORMATION**

ORGANIZATION NAME: Legal name. Identify if doing business as (DBA).
Minnesota Waste Wise Foundation
NAME OF PROPOSAL RESPONDER/ TITLE/PHONE/E-MAIL
Vicki Stute / Executive Director / 651-292-4650 / vstute@mnchamber.com

**WORK PLAN INFORMATION (4 out of 4) – If you are including more than one in your proposal you must fill out a separate sheet for each, and number accordingly.**

<p>Subject Matter Area of Expertise: Choose only <b>one</b>.</p> <ol style="list-style-type: none"> <li>1. <input type="checkbox"/> <b>Trash, recycling, and organics management:</b> Subject matter experts are knowledgeable of best practices to maximize and maintain clean collection streams. They know of and understand how to connect entities to resources to help them manage their waste appropriately. Subject matter experts are knowledgeable about more- versus less-preferred methods of managing solid waste, recyclables, and organics.</li> <li>2. <input type="checkbox"/> <b>Waste reduction and reuse:</b> Subject matter experts have practical and creative knowledge on minimizing waste and increasing reuse in multiple industry types, such as retail, manufacturing, and hospitality. They know of and understand how to connect entities to resources to help them reduce waste and reuse materials as much as possible.</li> <li>3. <input type="checkbox"/> <b>Food recovery:</b> Subject matter experts have knowledge in food recovery operations, food safety and regulatory considerations, and common barriers preventing food recovery work. They know of and understand how to connect entities to resources to help them recover and redistribute food in a manner that is safe, sustainable, and helpful to the community.</li> <li>4. <input type="checkbox"/> <b>Building deconstruction and construction and demolition (C&amp;D) materials reuse:</b> Subject matter experts are knowledgeable about best practices in deconstructing a building in order to reuse or recycle the materials. They know how to identify a reputable deconstruction contractor or service and can assist in making sure materials are reused or recycled appropriately. Subject matter experts also understand the regulatory considerations, common barriers to, and economic considerations that accompany building deconstruction.</li> </ol>
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5.  **Business pollution prevention of hazardous materials:** Subject matter experts are knowledgeable about ways to reduce the use of harmful chemicals, transition to safer, more sustainable chemicals, and convert to modern, high-efficiency equipment. They are knowledgeable about pollution prevention opportunities in multiple types of industries, such as manufacturing and vehicle maintenance. Subject matter experts also understand regulatory considerations that may positively or negatively affect pollution prevention work.

**Target Participant Groups:** Select either all groups or the targeted groups you will provide services to. Include the number you will engage over 12 months.

All eligible businesses, schools, non-profits, and multi-unit family dwellings

# engaged: \_\_\_\_\_

**OR**

**Targeted Participated Groups**

BIPOC-owned businesses and/or businesses and multi-unit locales where BIPOC are the primary constituent.  
# engaged: \_\_\_\_\_

Businesses that produce pollutants as prioritized by R&E.  
# engaged: **24**

Food and beverage providers  
# engaged: \_\_\_\_\_

Food recovery organizations  
# engaged: \_\_\_\_\_

K-12 schools  
# engaged: \_\_\_\_\_

Manufacturing  
# engaged: \_\_\_\_\_

Multi-unit family dwellings  
# engaged: \_\_\_\_\_

Residential campus institutions, including colleges, hospitals, and healthcare/senior living facilities  
# engaged: \_\_\_\_\_

Other (Propose your own group)  
# engaged: \_\_\_\_\_

**Outreach:** How will you conduct outreach and recruitment activities? Include specialized engagement activities and strategies for targeted participant groups, if applicable.

Waste Wise will utilize multiple outreach and recruitment strategies to engage prospective program participants. This includes conducting direct cold calls and emails, following up with referrals from Ramsey County and Washington County hazardous waste inspectors, promoting the program in Waste Wise's electronic newsletter and on social media, and identifying potential participants through our Foundation's other environmental assistance programs. We would intend to recruit participants by leveraging connections to businesses through our work as a





BizRecycling vendor and through our Energy Smart program which provides energy efficiency consultation to commercial customers of Xcel Energy and CenterPoint Energy.

In addition to our core Foundation programs, Waste Wise's affiliation with the Minnesota Chamber of Commerce creates opportunities to engage with other businesses that belong to state and local chambers, are engaged with other Chamber services like Grow Minnesota!, or attend focused industry events like the Chamber's Manufacturers' Summit. The Chamber also houses the Minnesota Manufacturers' Council. This Council currently has 32 Ramsey and Washington County manufacturers as members.

Our work providing pollution prevention services for R&E in 2023 showed that program participants connected with Waste Wise as a result of several different engagement methods or referrals from various sources. We would plan to continue using this varied engagement strategy and look to identify additional outreach opportunities.

**Site Visits:** Describe your process for providing initial site assessments (visits). Include a descriptions of any procedures, tools and education aides you will use. What will be the format you provide recommendations and what information will include?

Waste Wise schedules and performs on-site assessments for all participants to identify or qualify pollution prevention opportunities. These consultations typically consist of touring a facility to observe and document products (e.g. chemicals) and equipment used as well as speaking to facility managers or employees to better understand processes, project considerations, and goals.

If possible, Waste Wise discusses any clear or obvious pollution prevention opportunities with the business while on-site, though in many cases, further product and equipment investigation is necessary to evaluate the capacity of current processes to emit target pollutants or contribute to hazardous materials generation.

Following the on-site assessment, Waste Wise sends the business contact an email to gather additional data such as safety data sheets for chemicals used, volumes purchased, and specifications on equipment. If the business has already proposed a product swap or equipment upgrade they would like to make to reduce pollution, Waste Wise will ask for information on these alternatives.

**Implementation Assistance:** What will you do to provide ongoing assistance to future, current, and former participations to implement and operationalize best practices, equipment, and processes?

After gathering data on relevant business practices, Waste Wise will assist the business in quantifying pollution contributions (volatile organic compounds, hazardous air pollutants, hazardous waste, etc.). Waste Wise will then research safer and more sustainable alternatives that could replace current products and/or explore upgrades to equipment that achieve compatibility with new products. In situations where a swap is unable to be identified, Waste Wise will propose higher efficiency equipment that would result in less consumption of the current chemical. If a business has already identified new products or equipment prior to meeting with Waste Wise, our assistance will be focused on verifying project assumptions and confirming that the project as proposed will benefit environmental health.



Waste Wise would continue to serve as a liaison between the business, product and equipment vendors, and other environmental experts as needed (e.g. MPCA).

If a business is determined to be eligible for R&E pollution prevention funding, Waste Wise will prepare a grant application on behalf of the business. This application will include a project description summarizing proposed upgrades or changes and an estimation of the resulting pollution reductions.

Waste Wise tracks projects to ensure businesses are fulfilling grant requirements. This includes confirming that improvements have been implemented, verifying and processing reimbursements, and following up with grantees to measure pollution reductions to compare to original estimates and baseline pollution generation.

The data gathered for each project provides Waste Wise with information on which types of projects provide the best environmental return on investment and which types of projects could be replicated in similar facilities or settings. Furthermore, Waste Wise writes success stories for several of these projects and uses them to promote tangible pollution prevention best practices. This is especially helpful for inspiring future program participants as additional project examples enable prospects to better brainstorm and visualize how the pollution prevention program could benefit their situation.

**Targeted Participant Group Services:** If you selected to provide services to a targeted group(s) outline your connection and knowledge of that group(s). Include any unique qualifications, skills, and outreach tactics you have for serving these groups. Include any ways in which your approach to initial site assessments or implementation services will be tailored to meet the groups unique needs.

Waste Wise plans to provide this service to “Businesses that produce pollutants as prioritized by R&E.” This group encompasses a wide spectrum of industry types, however, manufacturing and automotive businesses would be targets for Waste Wise outreach.

Over the past year delivering pollution prevention services for R&E, Waste Wise has developed relationships with automotive paint vendors. Building relationships with those most engaged with the auto body industry not only helps streamline the grant application process – applications rely on clear and accurate VOC data provided by paint vendors – it has also led to increased awareness for the funding program and developed another referral source. Adding referral sources to our participant engagement strategy creates additional avenues for outreach and subsequent program participation.

An advantage of working with and targeting manufacturers and automotive businesses is that these facilities tend to have high energy demand and generate a varied waste stream. This makes them good candidates for other Foundation programs, especially Energy Smart but also for waste and recycling programming Waste Wise is experienced in offering. In some instances, equipment upgrades that these businesses need for their pollution prevention projects are also eligible for energy efficiency incentives that Energy Smart can help them identify and secure. The ability of our Foundation to provide combined waste, energy, and pollution assistance in tandem is one of our greatest assets for outreach.



Finally, Waste Wise proactively researches industry-specific solutions in order to identify additional pollution prevention solutions and new target sectors.

**Formal partners (paid, sub-contracted vendors):** If any, list names of formal partners and a summary of their support to this service area/topic.

Not applicable at this time.

**Equity** Describe how your organization fosters a diverse, equitable, and inclusive approach to work, ensuring inclusivity for both staff and the entities you collaborate with, and outline the strategies employed to guarantee accessibility and equity in the services offered.

The Minnesota Waste Wise Foundation makes several efforts to foster a more diverse, equitable, and inclusive approach to our work.

We created a Diversity and Inclusion Committee to guide and expand the accessibility of our programs and have made concerted efforts to develop new relationships.

We track environmental justice data for all businesses served across our programs (percentage of people of color, limited English language proficiency, poverty levels, federally recognized Indian Tribes) to show if projects will occur in areas of concern for environmental justice as defined by the Minnesota Pollution Control Agency (MPCA). We also track ownership demographics for all businesses served. For pollution prevention projects, we track MPCA air pollution scores.

This same data we reference above informs where to prioritize outreach. We strive to ensure our programs are accessible to businesses and nonprofits that have been historically underserved by our work and that improvements in environmental health are experienced by communities where pollution impacts are most felt.

**Description of Contractor’s Cost/Budget for Scope of Services**

MWWF Annual Budget - R&E - BizRecycling - Waste Management Technical Assistance Services					
Subtask	Annual Hours	WW Hourly Rate	Staff Cost	Travel Cost	Total Task Cost
Task 1 - Conduct outreach and recruitment activities.					
a) Develop and implement equitable strategies to engage and recruit targeted participant groups, and in collaboration with county staff, develop a marketing and communications plan.	30	\$85	\$2,550		\$2,550
b) Respond to initial questions from participants, track engagement efforts, and identify barriers to program involvement.	100	\$85	\$8,500		\$8,500
<b>Task 1 SUBTOTAL</b>	<b>130</b>		<b>\$11,050</b>	<b>\$0</b>	<b>\$11,050</b>
Task 2 - Conduct in-person site visits and provide recommendations for 454 new businesses and organizations each year. 430 businesses served by trash, recycling, organics management, waste reduction, reuse assistance, and food recovery, while 24 businesses will receive business pollution prevention assistance.					
a) Conduct onsite evaluations at participant locations to identify improvements and opportunities.	1,000	\$85	\$85,000	\$4,000	\$89,000
b) Provide written report of recommended improvements and next steps to the participant within ten business days.	500	\$85	\$42,500		\$42,500
<b>Task 2 SUBTOTAL</b>	<b>1,500</b>		<b>\$127,500</b>	<b>\$4,000</b>	<b>\$131,500</b>
Task 3 - Assist in project implementation, help navigate hauling services, refer additional community resources, and					
a) Provide ongoing and as-needed services onsite, via email, and via phone to help the participant implement best practices, equipment, and processes.	2,000	\$85	\$170,000	\$1,000	\$171,000
b) Review participants' hauler services and costs to educate and right size services, connect participants to new haulers as necessary for additional services, and assist with procuring service.	450	\$85	\$38,250		\$38,250
c) Maintain long-term relationships with participants and provide referrals to other sustainability and business support as needs arise.	1,000	\$85	\$85,000		\$85,000
d) Conduct virtual and in-person training sessions on waste trash, recycling, and organics management, waste reduction and reuse, food recovery, and business pollution prevention.	450	\$85	\$38,250		\$38,250
<b>Task 3 - SUBTOTAL</b>	<b>3,900</b>		<b>\$331,500</b>	<b>\$1,000</b>	<b>\$332,500</b>

**Description of Contractor's Cost/Budget for Scope of Services**

Task 4 - Assist in grant applications and securing resources.					
a) Help participants navigate BizRecycling grants and resources based on project goals and eligibility, assist them in identifying and assembling all elements of grant applicants.	2,000	\$85	\$170,000	\$1,000	\$171,000
b) Gather formal feedback on the participant experience to share with R&E.	100	\$85	\$8,500		\$8,500
c) Serve as liaison and main contact for all communications between R&E and the participant, including the grant application, award, and reporting.	100	\$85	\$8,500		\$8,500
d) Order and distribute R&E-provided resources to participants to support their project implementation.	450	\$85	\$38,250		\$38,250
e) Assist businesses in securing additional funding sources as reasonable.	200	\$85	\$17,000		\$17,000
<b>Task 4 SUBTOTAL</b>	<b>2,850</b>		<b>\$242,250</b>	<b>\$1,000</b>	<b>\$243,250</b>
Task 5 - Provide consulting to R&E.					
a) Provide subject matter expertise and recommendations to R&E and county staff to design and improve services	50	\$85	\$4,250		\$4,250
b) Assist in developing performance metrics and data collection systems, conduct waste sorts, and perform other tasks to evaluate programming.	50	\$85	\$4,250		\$4,250
<b>Task 5 SUBTOTAL</b>	<b>100</b>		<b>\$8,500</b>		<b>\$8,500</b>
Task 6 - Reporting					
a) Submit quarterly reports in Re-TRAC and to county staff as needed and meet BizRecycling staff monthly to discuss updates, trends, barriers, etc.	96	\$85	\$8,160		\$8,160
c) Submit annual final report	20	\$85	\$1,700		\$1,700
d) Develop case stories that can be used by county staff to promote program.	20	\$85	\$1,700		\$1,700
<b>Task 6 SUBTOTAL</b>	<b>136</b>		<b>\$11,560</b>		<b>\$11,560</b>
TOTAL ANNUAL PROJECT COST					
<b>TOTAL</b>	<b>8,616</b>		<b>\$732,360</b>	<b>\$6,000</b>	<b>\$738,360</b>

**Appendix A - Key Personnel Resumes**

**Michelle Palm**

Saint Paul, Minnesota ♦ (612) 325-1441 ♦ michelle.enp@gmail.com

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**Professional Experience**

**Minnesota Waste Wise; Minnesota Chamber of Commerce, Saint Paul, MN** January 2016 - Present

**Program Manager, December 2021 - Present**

**Program Coordinator, March 2020 - December 2021**

**Senior Sustainability Specialist, November 2018 - March 2020**

**Sustainability Specialist, January 2016 - November 2018**

- Provide customized assistance to businesses, governmental organizations, and non-governmental organizations throughout Minnesota to identify and improve recycling and waste reduction strategies through on-site waste assessments, written reports, and waste sorts
- Manage fourteen sustainability specialists working on waste reduction consulting contracts, ensuring contract goals are met annually
- Facilitate connections between businesses, service providers, and county government officials
- Research materials outlets and waste reduction, sustainability, and energy conservation opportunities
- Guide businesses through County grant programs to fund recycling improving projects, assist with implementation of new programs, and train employees on recycling procedures
- Maintain accurate and timely records of business participation, diversion rates, program results, and other contract deliverables
- Create and present information about recycling standards and waste reduction opportunities and County grant programs to local chambers of commerce and community associations

**Clean Energy Resource Teams (CERTs), Saint Paul, MN** August 2012 - December 2015

**Southeast Regional Coordinator**

- Conducted outreach to communities and local units of government to introduce energy efficiency and renewable energy opportunities through the State and CERTs programs and campaigns
- Collaborated with local community leaders and regional steering committee members to identify and advance energy conservation priorities for Southeast Minnesota
- Identified funding sources for community energy projects and helped community-based teams pursue these opportunities
- Organized and promoted quarterly CERT regional events, meetings, workshops, and tours
- Presented to local organizations, community meetings, local energy fairs and events, and partnered with other community groups and organizations planning energy-related forums
- Connected regional team members and community representatives to needed technical resources for energy efficiency and renewable energy projects

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**Education**

**Bachelor of Arts, Gustavus Adolphus College, St. Peter Minnesota** May 2012

Major: Environmental Studies; International Issues, Minor: Peace Studies

**SIT, School for International Training, Belém, Brazil** Fall 2010

Semester Abroad: Amazon Resource Management and Human Ecology

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**Professional Credentials & Affiliations**

**LEED Green Associate** September 2022

**TRUE Advisor** August 2023

**Women's Environmental Network, Board of Directors** January 2018 - January 2023

# Bonnie Nord

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## Professional Experience

### Program Coordinator

November 2023 – Present

Minnesota Waste Wise | Saint Paul, MN

- In addition to responsibilities in previous positions at Waste Wise, oversees and leads multi-unit residential contract work, ensuring the team meets monthly and annual goals.

### Senior Sustainability Specialist

November 2020 – November 2023

Minnesota Waste Wise | Saint Paul, MN

- In addition to responsibilities in the previous position at Waste Wise, creates monthly and annual reports highlighting accomplishment metrics.
- Manages several team members and provides ongoing guidance.

### Sustainability Specialist

October 2018 – November 2020

Minnesota Waste Wise | Saint Paul, MN

- Performs on-site waste consultations to identify and encourage implementation of waste reduction, recycling, and organics diversion opportunities.
- Facilitates county recycling grant programs in the Twin Cities metro area.
- Leads trainings on best practices for recycling, organics recycling, and waste reduction.
- Spearheaded waste reduction grant project funded by the Minnesota Pollution Control Agency with casinos in greater Minnesota resulting in nearly 30,000lbs of food waste reduced over a one year period.

### Agency Services Coordinator

November 2017 – October 2018

Second Harvest Heartland | Maplewood, MN

- Lead trainings on shopping portal for food ordering for dozens of Agency Partners (hunger relief programs such as food shelves, meal programs, schools etc.) across southern Minnesota.
- Implemented new year-round case counted produce subscription program, increasing produce access to smaller agency partners that could not distribute produce by the pallet. Contributed to growing this program from 100 to 200 Agency Partners.

### Administrative Catalyst

February 2016 – June 2017

Leanpath, Inc. | Portland, OR

- Acted as the executive assistant and office manager for software and hardware company that measures and reduces food waste globally in the foodservice industry.
- Trained new clients across the United States via video conference call on how to utilize food waste management system (Leanpath device).

## Education

### Gustavus Adolphus College | Saint Peter, MN

September 2008 -- May 2012

- Bachelor of Arts in Environmental Studies with a focus on Economics. Studied abroad for one semester at the University of Wollongong in New South Wales, Australia

## ADAM MEHR-BIGGS

Waste Reduction, Pollution Prevention, & Clean Energy Professional | St. Paul, Minnesota

[ammehr3@gmail.com](mailto:ammehr3@gmail.com) | 218-670-0383

### PROFILE

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Sustainability professional with over a decade of experience developing and administering waste reduction, pollution prevention, and clean energy programs.

### EXPERIENCE

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**Minnesota Waste Wise – Minnesota Chamber of Commerce** 2018 – present

Program Coordinator (2023-present)

St. Paul, MN

Senior Sustainability Specialist (2021-2023)

Sustainability Specialist (2018-2020)

- Facilitate pollution prevention and waste reduction technical assistance programs for metro-area businesses through contracts with local governments.
- Provide businesses with recommendations for source reduction, reuse, and recycling improvements. Over 200,000 pounds in ongoing waste diversion recorded across 50+ businesses.
- Assess chemical usage and hazardous materials streams for pollution emitters including auto body shops and manufacturers; research and propose more sustainable product alternatives and equipment efficiency upgrades that reduce VOCs, HAPs, or other pollutants.
- Prepare grant applications for businesses to obtain funds needed to implement environmental projects: \$360,000 funded for waste reduction projects, \$194,000 for pollution prevention projects.
- Provide grant management to prospective applicants and awardees, including verifying waste diversion and pollution reductions for use in evaluating project impacts and program effectiveness.

**Midwest Renewable Energy Association (MREA)**

2015 – 2018

Training Director (2018)

Minneapolis, MN

Certificate Program Coordinator (2015-2017)

- Managed an accredited solar energy training program serving over 1,000 students annually with entry level, advanced, and continuing education courses.
- Oversaw communications, recruitment, scheduling, logistics, and budgeting for MREA's Solar Training Academies in Minnesota, Wisconsin, Iowa, and Illinois.
- Developed and carried out procedures for ensuring training program compliance with *Interstate Renewable Energy Council (IREC)* clean energy standards.

**Rural Renewable Energy Alliance (RREAL) / Conservation Corps Minnesota & Iowa**

2013 – 2015

Program Development Coordinator (2015)

Pine River, MN

Solar Heat Outreach Specialist – AmeriCorps (2013-2014)

- Performed outreach, site selection, and client education for Project Standing Sun, an *Environmental Initiative Award*-winning project that deployed solar thermal and photovoltaic systems serving 62 low-income households across four states.
- Helped secure over \$275,000 in grant funding for low-income, residential solar installations.
- Delivered presentations to the public to raise awareness for solar technologies, energy poverty, and clean energy grant and incentive programs.

### EDUCATION

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**University of Texas at Arlington**

2011 – 2012

Master of Science in Interdisciplinary Studies – Sustainability Track

Arlington, TX

**University of St. Thomas**

2005 – 2009

Bachelor of Arts in Spanish, Minor in Mechanical Engineering

St. Paul, MN





## **Ramsey/Washington Recycling & Energy Board**

Contract Number: RESRC-1998

Contractor Name: EcoConsilium, Inc.  
Vendor ID: 150888  
CERT SBE SVN:

Department: Joint Activities

Contract Authority/Resolution: Resolution  
Resolution #: R&EB 2024-XX

Good/Service Type: Professional Services

Contract Description: Waste management technical assistance services.

Contract Type: Max NTE

Not To Exceed Amount: \$210,000 per year

Funding Notes:

Original Contract Begin Date: 7/1/24  
Contract End Date: 6/30/26

Comments:

EcoConsilium, Inc. was selected through a competitive RFP process and will be performing technical assistance services for R&E's waste management programs.



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

## **Agreement Between Ramsey/Washington Recycling & Energy Board and EcoConsilium, Inc.**

THIS AGREEMENT made and entered into by and between the Ramsey/Washington Recycling & Energy Board, hereinafter referred to as "R&E," and EcoConsilium, Inc. with its principal place of business at 8457 N Meadow Lake Rd, New Hope, MN 55428, hereinafter referred to as the "Contractor" or "Vendor".

### **1. Term**

The term of the Agreement shall be July 1, 2024 and shall continue to June 30, 2026 and may be renewed for up to a five-year term by way of written Amendments to the original contract and signed by authorized representatives.

### **2. Cost/Payment**

- a) R&E shall pay the Contractor a not to exceed (NTE) of \$175,000 per year to perform direct technical assistance work, and \$35,000 per year to perform capacity building work (K-12 schools food waste reduction forum, K-12 schools food recovery network, and reusable transport packaging coalition), for a total of \$210,000 per year according to the rates outlined in Exhibit A, attached hereto and incorporated by reference. The Contractor will use the titles and corresponding hourly rates listed in the attachment for all existing and new employees working on this contract.
- b) Each application for payment shall contain the order/contract number, an itemized list of goods or services furnished and dates of services provided, cost per item or service, and total invoice amount.
- c) No payment will be made until the invoice has been approved by R&E.
- d) R&E shall make payment to the Contractor within thirty (30) days of the date on which the invoice is received. If the invoice is incorrect, defective or otherwise improper, R&E will notify the Contractor within ten (10) days of receiving the incorrect invoice. Upon receiving the corrected invoice, R&E will make payment within thirty (30) days of the corrected invoice.
- e) Payment of interest and disputes regarding payment shall be governed by the provisions of Minnesota Statutes §471.425.
- f) The Contractor shall email invoices to [jessica.paquin@recyclingandenergy.org](mailto:jessica.paquin@recyclingandenergy.org).

### **3. Scope of Services**

The Contractor will be eligible to perform any of the work outlined below over the course of this agreement. The initial work plan will be as described in Exhibit B, attached hereto and incorporated by reference. Should additional work be requested and agreed upon, an additional work plan and budget will be approved in writing via amendment to this agreement.

The Contractor may provide the following technical assistance services:

**Serve as a subject matter expert on the following:**

- Trash, recycling, and organics management.
- Waste reduction and reuse.
- Food recovery.
- Building deconstruction and construction and demolition (C&D) materials reuse.
- Business pollution prevention of hazardous materials.
- Other areas as identified.

**Perform outreach to targeted participant groups:**

While technical assistance services will be available to all eligible participants in Ramsey and Washington counties, R&E has prioritized targeting services to some groups based on the following criteria:

- Type and volume of solid waste generated based on broader R&E and county goals.
- The complexity and/or specialization of the group's waste and/or waste management operations.
- Program data that indicates a disparity in participation and access to program resources.

**Conduct outreach and recruitment activities.**

- Develop and implement equitable strategies to engage and recruit targeted participant groups. Strategies may include, but are not limited to:
  - A schedule of who, when, and how to engage prospective participants.
  - A list of events to attend or host to promote the program.
  - A data-driven approach to identify participant groups in areas historically and/or presently affected by environmental injustices.
  - Strategies to identify and establish positive relationships with community leaders and partners.
- A marketing and communications plan.
- Track engagement efforts, including dates of communication and information gained.
- Field initial questions from participants related to eligibility, resources available, the grant process, and appropriate projects.
- Seek to understand barriers preventing participants from being interested in this program and propose changes in outreach and recruitment strategies as a result.

**Conduct in-person site visits and provide recommendations.**

- Conduct onsite evaluations at participant locations to identify improvements and opportunities.
- Provide a written report of recommended improvements and next steps to the participant within ten business days.

**Assist in program implementation.**

- Provide ongoing and as-needed services to help the participant implement and operationalize best practices, equipment, and processes. Implementation support is provided onsite, via email, and via phone.

**Help navigate trash, recycling, and organic waste hauling services.**

- Review a participant's hauler services and costs and educate them on charges, taxes, and fees.
- Connect participants to available haulers for new and existing materials collection.
- Assist participants in the procurement of hauling services.

**Refer participants to community resources.**

- Provide referrals to other sustainability and business support resources as needed. Examples may include grant opportunities, public financial assistance, regulatory authority information, and nonprofit organizations.
- Maintain long-term relationships with participants in a manner that provides evolving support for their waste management needs.
- When appropriate, make connections between entities to improve waste reduction and food recovery practices.

**Assist in grant applications and securing resources.**

- Help participants navigate BizRecycling grants and resources based on project goals and eligibility.
- Ensure participant eligibility based on program guidelines.
- Assist participants in identifying and assembling all elements of grant applications, including, but not limited to:
  - Project goals.
  - Cost estimates and pricing documentation from potential vendors.
  - Product and vendor referrals, such as haulers, bin and equipment vendors, compostable and reusable product swaps, etc.
  - Review grant applications for accuracy prior to submission.
- Gather formal feedback on the participant experience (e.g., surveys, interviews, etc.) and share feedback with R&E.
- Serve as the liaison and main point of contact for all communications between R&E and the participant on all aspects of the grant application, award, and reporting processes.
- Order R&E-supplied resources for the participant, including trash, recycling, and organics labels, signage, and education posters, and in-unit recycling totes for multi-unit residential dwellings.
- Distribute R&E-provided resources directly to participants.
- Assist businesses in securing additional funding sources as reasonable. Funding sources may include grants or loans from other government agencies, private industries, or non-governmental organizations.

**Educate.**

- Conduct virtual and in-person training sessions related to the subject matter areas of expertise listed above for employees, residents, and other participant groups. Training sessions may also include implementing new practices.

**Provide consulting to R&E.**

- Provide subject matter expertise and recommendations to R&E and county staff to design and improve services.
- Assist in developing performance metrics and data collection systems, conduct waste sorts, and perform other tasks to evaluate programming as determined by R&E.

**For all work performed by the Contractor, the following reporting will be required:**

- Submit quarterly reports in R&E's data management system, Re-TRAC, that track the number of entities served and type of services provided, the status of implementation or general nature of inquiry/outreach response, and diversion outcomes by county. Submit written reports with this information for any programs not currently using Re-TRAC for data management.
- Meet with BizRecycling staff monthly to share progress updates, issues and challenges, any needed clarifications, highlights of business projects, community updates, program improvements and other information relevant to future planning for grant programs.
- For entities receiving technical assistance, submit an annual final report that summarizes the following by county:
  - Quantifiable results, including tons/pounds diverted and cost savings/increases following project implementation and anything else quantified for each program participant (e.g., number of technical assistance hours provided, number of employees educated).
  - Qualitative information that includes visual waste audit findings and current practices/challenges/opportunities with diverting materials from the waste stream.
  - Document pre- and post-project program efforts (e.g., photos) for each program participant.
- Develop case stories that can be used for county updates, program marketing and outreach, highlighting project implementation activities and outcomes, including resulting tons/pounds diverted and cost savings/increases per program participant.

**4. Audits, Reports, Records and Monitoring Procedures**

The Contractor will:

- a) Maintain records which reflect all revenues, costs incurred, and services provided in the performance of the Agreement.
- b) Agree that R&E, the State Auditor or legislative authority, or any of their duly authorized representatives at any time during normal business hours, and as often as they may deem reasonable and necessary for a minimum of six years from the end of this contract pursuant to Minn. Stat. § 16C.05, shall have access to and the right to examine, audit, excerpt, and transcribe any books, documents, papers, records, and accounting procedures and practices of the Vendor which are relevant to the Vendor's performance and determination of the agreed upon discounted payment rate under this Agreement.

**5. Standards**

- a) The Contactor shall comply with all applicable Federal and State Statutes and regulations as well as local ordinances now in effect or hereafter adopted.

b) Failure to meet the requirements of Section a. above may be cause for cancellation of the Agreement effective the date of receipt of the Notice of Cancellation.

**6. Data Privacy**

All data collected, created, received, maintained or disseminated for any purpose by the activities of the contractor because of this agreement shall be governed by the Minnesota Government Data Practices Act (Act), Minn. Stat. Ch. 13, as amended and Rules implementing the Act. The contractor is subject to the requirements of the Act and Rules and must comply as if it is a governmental entity subject to the Act and Rules. The remedies contained in section 13.08 of the Act shall apply to the contractor.

**7. Nondiscrimination**

Pursuant to Minn. Stat. Ch. 364 and Minn. Stat. § 181.59 and General R&E Board policy, every contract shall contain provisions by which the contractor agrees to freedom from discrimination in employment.

**8. Indemnity and Insurance**

a) Indemnity - The Vendor does hereby agree that it will defend, indemnify, and hold harmless R&E, its agents, officers and employees against any and all liability, loss, damages, costs and expenses which R&E may hereafter sustain, incur or be required to pay by reason of any negligent act or omission or intentional act of the Vendor, its agents, officers or employees during the performance of this Agreement. This clause will not be construed to bar any legal remedies the Consultant may have for R & E's failure to fulfill its obligation under this contract.

b) Insurance - The Vendor does further agree that in order to protect itself, as well as R&E, it will at all times during the term of the Agreement have and keep in force:

- i. Commercial general liability of no less than \$1M per occurrence, \$2,000,000 general aggregate, \$2,000,000 products/completed operations total limit, \$1M personal injury and advertising liability. R&E, its agents, officers, and employees shall be added to the policy as additional insured on a primary and non-contributory basis with respect to the ongoing and completed operations of the proposer providing coverage at least as broad as ISO forms CG 2010 and CG 2037. Waiver of subrogation is required.
- ii. Professional liability of no less than \$1,000,000 per claim and \$3,000,000 aggregate limit.
- iii. If the Contractor is driving on behalf of R&E as part of the Contractor's services under the Agreement, a minimum of \$1,000,000 combined single limit auto liability, including hired, owned, and non-owned. R&E Board shall be added to the policy as additional insured on a primary and non-contributory basis. Waiver of subrogation is required.
- iv. Workers' Compensation as required by Minnesota Law. Employer's liability with limits of \$500,000/\$500,000/\$500,000. Waiver of subrogation is required.

Evidence of Insurance shall be provided before this Agreement is effective. All Certificates of Insurance must indicate that policies may not be non-renewed or cancelled unless 30 days

advance written notice is provided to R&E Board. Ten (10) days notice to be provided for non-payment of premium.

In the event that claims or lawsuits shall arise jointly against the Vendor and R&E, and R&E elects to present its own defense, using its own counsel, in addition to or as opposed to legal representation available by the insurance carriers providing the coverage as stated above, then such legal expense shall be borne by R&E.

**9. Independent Contractor**

It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of co-partners between the parties hereto or as constituting the Vendor as the agent, representative, or employee of R&E for any purpose or in any manner whatsoever. The Vendor is to be and shall remain an independent contractor with respect to all services performed under this Agreement.

The Vendor represents that it has, or will secure at its own expense, all personnel required in performing services under this Agreement. Any and all personnel of the Contractor or other persons, while engaged in the performance of any work or services required by the Contractor under this Agreement, shall have no contractual relationship with R&E and shall not be considered employees of R&E.

Neither the Vendor nor its employees will at any time be construed to be employees of R&E. The Vendor is responsible for its employees' compensation, fringe benefits and all insurance coverage.

**10. Subcontracting and Assignment**

The Vendor shall not enter into any subcontract for performance of any services contemplated under this agreement; nor novate or assign any interest in the agreement without the prior written approval of R&E. Any assignment or novation may be made subject to such conditions and provisions as R&E may impose. If the contractor subcontracts the obligations under this agreement, the contractor shall be responsible for the performance of all obligations by the subcontractors.

**11. Modifications**

Any material alteration, modification or variation shall be reduced to writing as an amendment and signed by the parties. Any alteration, modification, or variation deemed not to be material by agreement of R&E and the Contractor shall not require written approval.

**12. Merger**

It is understood and agreed that the entire agreement of the parties is contained herein and this Agreement supersedes all oral agreements and negotiations between the parties relating to this subject matter. All items referred to in this Agreement are incorporated or attached and deemed to be a part of the Agreement.

**13. Performance**

All services performed by the Vendor pursuant to this Agreement shall be performed to the satisfaction of R&E, as determined at the sole discretion of its authorized representative, and in

accord with all applicable federal, state, and local laws, ordinances, rules and regulations. Services not performed in accordance with the terms and conditions of RFQ and contract shall be considered a material breach and shall be cause for be immediate termination by R&E Board. The Vendor shall not receive payment for work found by R&E to be unsatisfactory, or performed in violation of federal, state, or local law, ordinance, rule or regulation. In the event of work found by R&E to be unsatisfactory, R&E shall provide Vendor with written notice describing the work found to be unsatisfactory in any reasonable respect and thirty (30) days to correct the unsatisfactory service performed. Vendor shall work with R&E to correct the unsatisfactory service to R&E Board's mutual satisfaction within thirty (30) days of said notice. If service is not corrected to the satisfaction of R&E, it shall be considered a material breach and shall be cause for be immediate termination by R&E Board.

**14. Contractor Debarment, Suspension, and Responsibility**

Federal Regulation 45 CFR 92.35 prohibits R&E from purchasing goods or services with federal money from vendors who have been suspended or debarred by the federal government. Similarly, Minn. Stat. § 16C.03, subd. 2, provides the Commissioner of Administration with the authority to debar and suspend vendors who seek to contract with R&E. Vendors may be suspended or debarred when it is determined through a duly authorized hearing process, that they have abused the public trust in a serious manner.

**13. Termination**

R&E may immediately terminate this Agreement if any proceeding or other action is filed by or against the Contractor seeking reorganization, liquidation, dissolution, or insolvency of the Contractor under any law relating to bankruptcy, insolvency or relief of debtors. The Contractor shall notify R&E upon the commencement of such proceedings or other action.

If the Contractor violates any material terms or conditions of this Agreement R&E may, without prejudice to any right or remedy, give the Contractor, and its surety, if any, seven (7) calendar days written notice of its intent to terminate this Agreement, specifying the asserted breach. If the Contractor fails to cure the deficiency within the seven (7) day cure period, this Agreement shall terminate upon expiration of the cure period.

Either party may terminate this Agreement without cause upon giving at least thirty (30) calendar day's written notice thereof to the other party. In such event, the Contractor shall be entitled to receive compensation for services provided in compliance with the provisions of this Agreement, up to and including the effective date of termination.

**14. Interpretation of Agreement; Venue**

The Agreement shall be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this Agreement shall be venued in the appropriate State or Federal District Court in Ramsey County, Minnesota.

The provisions of this Agreement are severable. If any part of this Agreement is rendered void, invalid or unenforceable, such rendering shall not affect the validity and enforceability of the remainder of this Agreement.



**15. Warranty**

The Contractor warrants that it has the legal right to provide the goods and services identified in this Agreement and further warrants that the goods and services provided shall be in compliance with the provisions of this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement as of the dates below.

**EcoConsilium, Inc.**

**RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD:**

**By:** \_\_\_\_\_

**By:** \_\_\_\_\_

David Brummel/ Joint Leadership Team

**Date:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**By:** \_\_\_\_\_

Michael Reed / Joint Leadership Team

**Date:** \_\_\_\_\_

**Approved As To Form:**

**By:** \_\_\_\_\_

County Attorney

**Date:** \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

SUBJECT: Consent Agenda - EcoConsilium, Inc.

EcoConsilium, Inc.																	
Waste Management Technical Assistance Services																	
Cost Estimate for Contract Year 1 of 3 (12 months)																	
July 1, 2024 thru June 30, 2025																	
ATTACHMENT 1 of 3																	
Trash, Recycling & Organics Management																	
K-12 Schools																	
NOTES																	
TASK	Description	Notes	Rate	Hours	Cost	Rate	Hours	Cost	Rate	Hours	Cost	Rate	Hours	Cost	Rate	Hours	Cost
TASK A	Continue to Serve (14) K-12 Schools with Grant Agreements & Applications in Development	7 schools w/agreements + 7 new apps in develop	\$148	30	\$4,440	\$124	110	\$13,640	\$105	130	\$13,650	\$96	20	\$1,920			
TASK B	K-12 Schools Outreach, Site Visits & Implementation Assistance	Assume 5 new grant applications	\$148	20	\$2,960	\$124	35	\$4,340	\$105	40	\$4,200	\$96	8	\$768			
TASK C	Centralized Trash, Recycling & Organics Collection Systems	Assume 5 schools make the switch	\$148	10	\$1,480	\$124	15	\$1,860	\$105	15	\$1,575	\$96	3	\$288			
TASK D	Regional Hauler Contracts & Satellite Schools Outreach & Technical Assistance	Assume 10 schools + outreach to 75 schools	\$148	20	\$2,960	\$124	30	\$3,720	\$105	20	\$2,100	\$96	4	\$384			
TASK E	Schools Continuum Guide	Develop 3 of 6 documents	\$148	60	\$8,880							\$96	5	\$480			
TASK F	Pilot Food Scraps Pickup Program for K-12 Schools	Assume 2 pilot schools	\$148	13	\$1,924	\$124	35	\$4,340				\$96	2	\$192			
Senior Living Facilities																	
NOTES																	
TASK G	Continue to Serve (22) Facilities with Grant Agreements & Applications in Development	8 facilities w/agreements + 14 new apps in develop	\$148	60	\$8,880	\$124	165	\$20,460	\$105	195	\$20,475	\$96	32	\$3,072	\$85	100	\$8,500
TASK H	Senior Living Facilities Outreach, Site Visits & Implementation Assistance	Assume 8 new grant applications (Recycling & MU)	\$148	32	\$4,736	\$124	60	\$7,440	\$105	50	\$5,250	\$96	12	\$1,152	\$85	150	\$12,750
Hospitals & Healthcare																	
NOTES																	
TASK I	Continue to Serve (18) Healthcare sites with Grant Agreements & Applications in Development	9 sites w/agreements + 9 new apps in develop	\$148	55	\$8,140	\$124	85	\$10,540	\$105	85		\$96	20	\$1,920			
TASK J	Hospitals & Healthcare Outreach, Site Visits & Implementation Assistance	Assume 8 new grant applications	\$148	32	\$4,736	\$124	60	\$7,440	\$105	60	\$6,300	\$96	12	\$1,152			
ATTACHMENT 2 of 3																	
Waste Reduction & Reuse																	
K-12 Schools																	
NOTES																	
TASK K	K-12 Schools Outreach, Site Visits & Implementation Assistance	Assume 0 until public school districts are eligible for WRIG															
TASK L	K-12 Schools Food Waste Reduction Forum	Recruit 8 Forum members; facilitate bi-monthly meetings (6)	\$148	120	\$17,760							\$96	8	\$768			
TASK M	Reusable Transport Packaging Coalition	Recruit 6 Coalition members; facilitate bi-monthly meetings (6)	\$148	95	\$14,060							\$96	7	\$672			
Senior Living Facilities																	
NOTES																	
TASK N	Senior Living Facilities Outreach, Site Visits & Implementation Assistance	Assume 1 new grant application				\$124	25	\$3,100				\$96	2	\$192			
Hospitals & Healthcare																	
NOTES																	
TASK O	Hospitals & Healthcare Outreach, Site Visits & Implementation Assistance	Assume 2 new grant applications				\$124	50	\$6,200				\$96	3	\$288			
Private Universities & Colleges																	
NOTES																	
TASK P	Universities & Colleges Outreach, Site Visits & Implementation Assistance	Assume 2 new grant applications	\$148	50	\$7,400							\$96	3	\$288			
ATTACHMENT 3 of 3																	
Food Recovery																	
K-12 Schools																	
NOTES																	
TASK P	K-12 Schools Food Recovery Network	Provide technical assistance; serve as liaison; facilitate partnerships	\$148	50	\$7,400							\$96	3	\$288			
Senior Living Facilities																	
NOTES																	
TASK N	Senior Living Facilities Outreach, Site Visits & Implementation Assistance	Assume 0 new grant application															
Hospitals & Healthcare																	
NOTES																	
TASK O	Hospitals & Healthcare Outreach, Site Visits & Implementation Assistance	Assume 0 new grant applications															
Private Universities & Colleges																	
NOTES																	
TASK P	Universities & Colleges Outreach, Site Visits & Implementation Assistance	Assume 2 new grant applications	\$148	40	\$5,920							\$96	3	\$288			
<b>TOTAL COST ESTIMATE</b>																<b>\$273,668</b>	



**Attachment 3 (1 of 3) – Work Plan for Scope of Services**

**Instructions:** Please complete one Attachment C - Work Plan for *each* Subject Matter Area of Expertise for which you propose to provide technical assistance services. For example, if you are proposing to provide for both Trash, Recycling, and Organics Management and Food Recovery, you will complete two separate work plans. Where indicated below, number each Work Plan out of the total number you plan to submit. For example, “1 of 2” and “2 of 2”.

Each submitted Work Plan must identify at least one Target Participant Group to whom services will be provided. Include the completed Work Plan(s) as an attachment to your proposal.

**ORGANIZATION INFORMATION**

ORGANIZATION NAME: Legal name. Identify if doing business as (DBA).
EcoConsilium, Inc.
NAME OF PROPOSAL RESPONDER/ TITLE/PHONE/E-MAIL
Jodi Taitt, Founder Phone: 763-504-2445 Email: jodi@ecoconsilium.com

**WORK PLAN INFORMATION (1 out of 3) – If you are including more than one in your proposal you must fill out a separate sheet for each, and number accordingly.**

Subject Matter Area of Expertise: Choose only **one**.

1.  **Trash, recycling, and organics management:** Subject matter experts are knowledgeable of best practices to maximize and maintain clean collection streams. They know of and understand how to connect entities to resources to help them manage their waste appropriately. Subject matter experts are knowledgeable about more- versus less-preferred methods of managing solid waste, recyclables, and organics.
2.  **Waste reduction and reuse:** Subject matter experts have practical and creative knowledge on minimizing waste and increasing reuse in multiple industry types, such as retail, manufacturing, and hospitality. They know of and understand how to connect entities to resources to help them reduce waste and reuse materials as much as possible.
3.  **Food recovery:** Subject matter experts have knowledge in food recovery operations, food safety and regulatory considerations, and common barriers preventing food recovery work. They know of and understand how to connect entities to resources to help them recover and redistribute food in a manner that is safe, sustainable, and helpful to the community.
4.  **Building deconstruction and construction and demolition (C&D) materials reuse:** Subject matter experts are knowledgeable about best practices in deconstructing a building in order to reuse or recycle the materials. They know how to identify a reputable deconstruction contractor or service and can assist in making sure materials are reused or recycled appropriately. Subject matter experts also understand the regulatory considerations, common barriers to, and economic considerations that accompany building deconstruction.



5.  **Business pollution prevention of hazardous materials:** Subject matter experts are knowledgeable about ways to reduce the use of harmful chemicals, transition to safer, more sustainable chemicals, and convert to modern, high-efficiency equipment. They are knowledgeable about pollution prevention opportunities in multiple types of industries, such as manufacturing and vehicle maintenance. Subject matter experts also understand regulatory considerations that may positively or negatively affect pollution prevention work.

**Target Participant Groups:** Select either all groups or the targeted groups you will provide services to. Include the number you will engage over 12 months.

All eligible businesses, schools, non-profits, and multi-unit family dwellings

# engaged: \_\_\_\_\_

**OR**

**Targeted Participated Groups**

<input type="checkbox"/> BIPOC-owned businesses and/or businesses and multi-unit locales where BIPOC are the primary constituent.  # engaged: _____	<input type="checkbox"/> Businesses that produce pollutants as prioritized by R&E.  # engaged: _____	<input type="checkbox"/> Food and beverage providers  # engaged: _____	<input type="checkbox"/> Food recovery organizations  # engaged: _____
<input checked="" type="checkbox"/> K-12 schools  # engaged: 5 initial onsite assessments estimated in first 12-month period	<input type="checkbox"/> Manufacturing  # engaged: _____	<input type="checkbox"/> Multi-unit family dwellings  # engaged: _____	<input checked="" type="checkbox"/> Residential campus institutions, including colleges, hospitals, and healthcare/senior living facilities  # engaged: 35 initial onsite assessments estimated in first 12-month period (does not include private universities, colleges)
<input type="checkbox"/> Other (Propose your own group)			

**Outreach:** How will you conduct outreach and recruitment activities? Include specialized engagement activities and strategies for targeted participant groups, if applicable.

Patience and persistence are the bricks and mortar that have built the foundation of EcoConsilium’s BizRecycling outreach and recruitment strategies. Persistence is “The Slow Drip” of continuous messaging. Patience is waiting – sometimes waiting for years – for prospects to be ready to receive the many benefits of the BizRecycling program. EcoConsilium proposes to employ the following outreach strategies for each targeted participant group.



All outreach activities and engagement efforts will be tracked in an Excel spreadsheet, including dates of communication and information gained. EcoConsilium will field initial questions from prospects related to eligibility, resources available, the grant process, and appropriate projects. In addition, EcoConsilium will seek to understand barriers preventing participants from being interested in the BizRecycling program and adjust changes in outreach and recruitment strategies as a result.

#### **K-12 Schools Outreach Strategies**

EcoConsilium brings to BizRecycling over 20 years of enduring relationships with K-12 public, private and charter schools located in Ramsey and Washington Counties. Through these relationships and internet research, EcoConsilium developed and has maintained a list of all public, private, and charter schools located in Ramsey and Washington Counties for several years. The firm uses this list to schedule and track outreach activities in a manner that mirrors the K-12 seasonal school calendar – taking action during the times of the year when prospects are better able to hear the firm’s continuous messaging, which oftentimes includes electronic marketing pieces developed for K-12 schools by R&E staff with assistance from EcoConsilium.

EcoConsilium’s K-12 seasonal school calendar for outreach activities follows:

- January through March: is a very desirable time to put “The Slow Drip” of continuous email messaging with follow-up prospecting phone calls into motion. School decision-makers are “fresh” after winter break and more open to starting a new initiative.
- Mid-March through April: outreach messaging is less likely to be heard due to spring break and standardized testing schedules.
- May & June: outreach activities are put on hold due to end of school year activities, Memorial Day weekend, the intensity of the last weeks of school for students and staff, and the start of summer construction projects.
- July: many principals and heads of school take the month off for vacation, and outreach activities have less impact.
- August & September: outreach activities are put on hold due to the priority school decision-makers place on starting a new school year.
- October to mid-December: is a very desirable time to put “The Slow Drip” of continuous email messaging with follow-up prospecting phone calls into motion. School staff are settled into the new school year and more open to starting a new initiative.

EcoConsilium proposes to continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s K-12 school partners.

#### **Senior Living Facilities Outreach Strategies**

From 2009 to 2012, EcoConsilium heavily marketed the food-to-hogs program as an organics management strategy to senior living facilities throughout Ramsey and Washington Counties. In partnership with Ramsey and Washington Counties, EcoConsilium planned and facilitated two half-day onsite workshops for senior living professionals to learn about the food-to-hogs program and earn CEUs. Workshops were held at the Ramsey County Care Center and Boutwells Landing. In addition, EcoConsilium presented the topic at the annual Aging Services Minnesota conference held in Minneapolis. As part of these efforts, EcoConsilium developed the first outreach list of senior living facilities in the two counties.

In 2021, EcoConsilium worked with R&E and County staff to develop the components of a BizRecycling outreach campaign for senior living facilities:

- An electronic marketing piece targeting senior living communities.
- An outreach list of 100 targeted facilities with contact information for campus administrators. The list was developed from a list of 50 facilities purchased by the County, the previous list EcoConsilium developed, and additional internet research conducted by EcoConsilium to discover additional facilities. EcoConsilium conducted more internet research to update all contact information for the 100 targeted facilities on the list.



Since 2022 EcoConsilium has been working this list of targeted facilities through The Slow Drip of continuous email messaging with follow-up prospecting phone calls. In Fall 2023, EcoConsilium added to its outreach messages a link to the BizRecycling promotional video of one of its grantees – Zvago Senior Housing Cooperative located in St. Anthony. The featured message in [the video](#) is: “BizRecycling helped make recycling more accessible.” EcoConsilium proposes to: (1) continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s senior living partners; and (2) explore with R&E staff the possibility of aligning with two professional associations that serve senior living facilities in Minnesota to expand outreach and recruitment activities – LeadingAge Minnesota (formerly Aging Services Minnesota) and Care Providers of Minnesota.

**Hospitals & Healthcare Outreach Strategies**

Since 2014, EcoConsilium has attended [HEARRT Midwest](#) educational events for networking opportunities with healthcare environmental improvement professionals at hospitals and healthcare systems. It is through the networking events hosted by HEARRT – the [Healthcare Environmental Awareness](#) and [Resource Reduction Team](#) – that EcoConsilium has developed long-term relationships with sustainability directors and managers and key personnel at hospitals and healthcare systems located throughout Ramsey and Washington Counties. EcoConsilium proposes to continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s healthcare system partners.

**Private Universities & Colleges Outreach Strategies**

For over 10 years, EcoConsilium has developed relationships with all private universities and colleges located in Ramsey and Washington Counties. By Q1 2018, all private universities and colleges had received technical assistance and one or two Recycling grants. Under current grant guidelines, they all have received maximum grant funding for Recycling grants.

In 2020 EcoConsilium developed a targeted outreach list in response to an R&E request to re-engage with these institutions by developing survey questions and facilitating online interviews and meetings. In Q3 2023, EcoConsilium updated this list and has used it to conduct outreach and recruitment activities for Waste Reduction & Innovation Grants (WRIG) and Food Recovery Grants (FRG).

**Site Visits: Describe your process for providing initial site assessments (visits). Include a descriptions of any procedures, tools and education aides you will use. What will be the format you provide recommendations and what information will include?**

EcoConsilium has turned the process of providing initial onsite assessments into a creative art. The firm’s “art supplies” are:

- Listening (for pain points);
- Empathy (sharing feelings, thoughts, and perspectives);
- Rapport (building trust and connection); and
- Compassion (the desire to take action and serve the community).

EcoConsilium proposes to apply this creative art to its process for providing initial onsite assessments as described below. This work is an art, not a science. There is no one size fits all, and the amount of time it can take to schedule and conduct an initial onsite assessment will vary from prospect to prospect.

EcoConsilium’s process for providing initial onsite assessments are comprised of six steps:

1. As a result of outreach activities, word of mouth, or referral, a “prospect” or member of a targeted participant group expresses interest in the BizRecycling program.
2. EcoConsilium sends a “thank you for your interest” email and offers an invitation to meet online with the prospect’s key personnel and decision-makers. The purpose of the meeting is to allow EcoConsilium to: (1) learn more about the prospect’s organization and the pain points and vision for their waste, recycling, and organics program; (2) discuss potential uses of grant funds, including a brief power point slide presentation of similar past projects; and (3) determine next steps.
3. The complexity of the prospect’s organization determines next steps, including: (1) the number of street addresses eligible for grant funding; and (2) if it is a hybrid grantee, eligibilities for both Recycling and Multi-Unit grants. If needed, EcoConsilium will work with County staff first to determine the prospect’s grant eligibilities, and then schedule:



- (1) the initial onsite assessment; or (2) a series of multiple initial onsite assessments for large and complex residential campus institutions.
4. The purpose of the initial onsite assessment is to become familiar with the prospect’s hauler services, foodservice operations, waste, recycling, and organics collection systems, and daily operations for custodial and maintenance staff, including shipping and receiving and loading dock operations. EcoConsilium has developed a series of “onsite assessment checklists” customized for schools and residential campus institutions. The purpose of the checklists is to organize the flow of the initial onsite assessment for efficiencies and record the information gathered, including photos.
  5. EcoConsilium summarizes the information gathered during initial onsite assessments in a “BizRecycling Onsite Assessment Summary of Findings & Recommendations.” EcoConsilium proposes to provide prospects this written report within 10 business days. Highlights of this document include: (1) notes and observations made during the onsite assessment supported by photos; (2) and recommendations to identify improvements and opportunities to elevate the prospect in alignment with best practices waste, recycling, and organics collection systems throughout the facility.
  6. EcoConsilium schedules an online follow-up meeting with the prospect’s key personnel and decision-makers to review the summary of findings and recommendations and determine next steps, which may include the development of Recycling and Multi-Unit grant applications, including project work scopes, budgets, and quotes for equipment and collection containers.

**Implementation Assistance:** What will you do to provide ongoing assistance to future, current, and former participations to implement and operationalize best practices, equipment, and processes?

Like “The Slow Drip” of continuous messaging, EcoConsilium’s philosophy for ongoing implementation assistance is to “Always Be There.” Whether it is a new prospect, a returning prospect with renewed interest, a prospect in grant application development, a current grantee in project implementation, or a grantee that successfully closed their grant agreement(s), EcoConsilium’s goal is to always be available and ready to serve targeted participant groups in achieving continuous process improvements on the journey toward developing, implementing, and sustaining best practices waste, recycling, and organics collection systems.

EcoConsilium recognizes the lingering impacts of the pandemic, which has created a new paradigm under which its proposed K-12 schools and residential campus institutions operate:

- Labor shortages (custodial and foodservice staff).
- Staff turnover (frequently starting over mid-project with new staff and new perspectives on the work).
- Inefficient hauler trucking (requires labor to manage every time a truck arrives at hauler points of service at street level or on loading docks).

With a deep understanding of these challenges, EcoConsilium proposes to work in close coordination with R&E and County staff to provide the following ongoing implementation assistance to K-12 schools and residential campus institutions located in Ramsey and Washington Counties:

1. Provide technical assistance and consultation services to develop, implement, and improve trash, recycling, and organic waste management programs to maximize and maintain clean collection streams. Program options may include: (1) food-to-people, source separated organic waste management (SSOM), composting, food-to-livestock, and other methods of managing organic waste; (2) recycling collection systems; and (3) cost-effective garbage hauling and disposal services.
2. Provide ongoing and as-needed implementation support and services to help achieve continuous process improvements on the journey toward developing, implementing, operating, and sustaining best practices equipment and processes. Implementation support and services may be provided onsite and by email, phone, and virtual meetings.
3. Help participants navigate trash, recycling, and organic waste hauling services:
  - Review hauler services and costs and educate them on charges, taxes, and fees.
  - Make connections to available haulers for new and existing materials collection.





- Assist in the procurement of hauling services.
4. Refer participants to community resources:
    - Provide referrals to other sustainability and business support resources, as needed, such as grant opportunities, public financial assistance, regulatory authority information, and nonprofit organizations.
    - Maintain long-term relationships with participants in a manner that provides evolving support for their waste management needs.
    - When appropriate, make connections between entities to improve waste reduction and food recovery practices.
  5. Assist in grant applications and securing resources:
    - Help participants navigate Recycling and Multi-Unit grants and resources based on project goals and eligibility.
    - Work with R&E staff to ensure participant eligibility based on program guidelines.
    - Assist participants in identifying and assembling all elements of grant applications, including, but not limited to: (1) project work scopes and goals; (2) cost estimates and quotes from potential vendors; (3) product and vendor referrals such as haulers, bin and equipment vendors, compostable and reusable product swaps, etc.; and (4) review grant applications for accuracy prior to submission.
    - Gather formal feedback on the participant experience (surveys, interviews, etc.) and share feedback with R&E staff.
    - Serve as a liaison and main point of contact for all communications between R&E and the participant on all aspects of the grant application, award, and reporting processes.
    - Order R&E-supplied resources for the participant, including trash, recycling, and organics labels, signage, and education posters, and in-unit recycling totes for multi-unit residential dwellings.
    - Distribute R&E-provided resources directly to participants.
    - Assist businesses in securing additional funding sources as reasonable. Funding sources may include grants or loans from other government agencies, private industries, or non-governmental organizations.
  6. Educate participants.
    - Conduct virtual and in-person training sessions related to trash, recycling, and organics management for employees, students, and residents.
    - Training sessions may also include implementing new practices.
  7. Provide consulting to R&E.
    - Provide trash, recycling, organics management expertise and recommendations to R&E and County staff to design and improve services.
    - Assist in developing performance metrics and data collection systems, and perform other tasks to evaluate programming as determined by R&E.
  8. Assist R&E in achieving the following intended outcomes:
    - Participants implement discrete waste management best practices.
    - Participants manage identified materials higher up the waste management hierarchy which results in:
      - Measurable solid waste diversion rates, such as reduced trash volume, increased recycling or organics volumes, and/or reduced rates of contamination in waste streams.
      - Reduction in the use of harmful chemicals in processes.
      - Reduction in food waste/increase in edible food distributed to people.
    - Participants increase engagement of staff, students, residents, customers, or other constituents in waste management.
    - Participants increase their understanding of the local waste management system.
    - Participants increase their understanding of their own waste production and management.
    - Participants increase public safety, access, and cleanliness of waste and recycling collection areas.
    - Participants increase compliance with state/city/county waste management ordinances.
    - Participants have increased access to other public and private resources to implement sustainability activities.
  9. Comply with reporting requirements:
    - Submit quarterly report in R&E's data management system, ReTRAC, that tracks the number of entities served and type of services provided, the status of implementation or general nature of inquiry/outreach response, and diversion outcomes by county. Submit written reports with this information for any programs not currently using



- ReTRAC for data management.
- Meet with BizRecycling staff monthly to share progress updates, issues and challenges, any needed clarifications, highlights of business projects, community updates, program improvements and other information relevant to future planning for grant programs.
- For entities receiving technical assistance, submit an annual final report that summarizes the following by county:
  - Quantifiable results, including tons/pounds diverted and cost savings/increases following project implementation and anything else quantified for each program participant (e.g., number of technical assistance hours provided, number of employees educated).
  - Qualitative information that includes visual waste audit findings and current practices/challenges/opportunities with diverting materials from the waste stream.
  - Document pre- and post-project program efforts (e.g., photos) for each program participant.
- Develop case stories that can be used for county updates, program marketing and outreach, highlighting project implementation activities and outcomes, including resulting tons/pounds diverted and cost savings/increases per program participant.

**Targeted Participant Group Services:** If you selected to provide services to a targeted group(s) outline your connection and knowledge of that group(s). Include any unique qualifications, skills, and outreach tactics you have for serving these groups. Include any ways in which your approach to initial site assessments or implementation services will be tailored to meet the groups unique needs.

**K-12 SCHOOLS**

Since 2003 EcoConsilium, in partnership with Ramsey and Washington Counties, have made the counties regional and national leaders in innovating K-12 school waste reduction, recycling, and organics recovery programs under the following technical assistance programs: (1) Ramsey/Washington County Resource Recovery Project; (2) Ramsey/Washington Recycling & Energy; (3) BizRecycling; (4) Ramsey County Public Entities Innovation Grants (PEIG); and (5) Washington County K-12 School Grants.

During this time, EcoConsilium has consistently observed that K-12 schools are the crossroads between residential and commercial solid waste management programs. Students take home what they learn about waste diversion at school and eventually enter the workforce knowing how to divert waste in commercial settings. EcoConsilium has worked with countless foodservice directors and facilities managers that remember participating in the food-to-hogs program during the early 2000’s when they were students attending Saint Paul Public Schools. When K-12 schools have high-performing waste diversion programs, there is a trickle-down benefit to residential, multi-unit housing, and commercial waste diversion programs.

With EcoConsilium’s deep understanding of how K-12 schools operate, the approach to initial onsite assessments and implementation services is holistic with a focus on contracts for waste, recycling, and organics hauling services; shipping and receiving and loading dock operations; foodservice operations in the kitchen and cafeteria; building-wide recycling collection systems; and end-of-year school clean outs. EcoConsilium proposes the following customized technical assistance services to meet the unique needs of K-12 Schools.

**Task A: Continue to Serve K-12 Schools with Grants in Implementation & Development**

EcoConsilium proposes to continue to serve 14 K-12 schools the firm is currently working with as listed below and described in the Implementation Assistance section above.

Source	# of Recycling Grant Agreements in Implementation	Grant Funds Awarded 2022 to March 2024	# Recycling Grant Applications Currently in Development 2023 to March 2024	Eligible Grant Funds Per BizRecycling Guidelines
Proposal Table 3. Page 11	7	\$41,430		
Proposal Table 4. Page 12			7	\$70,000



**Task B: K-12 Schools Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new K-12 schools to the BizRecycling program and provide Site Visits and Implementation Assistance as described in the sections above.

**Task C: Centralized Trash, Recycling & Organics Collection Systems**

In the post-pandemic paradigm, labor shortages and staff turnover have negatively impacted the daily operations and logistics of many K-12 school trash, recycling, and collection systems throughout Ramsey and Washington Counties. To do more with less labor, EcoConsilium proposes to modify the approach to standardized trash, recycling, and organics collection container systems that the firm helped develop for K-12 schools many years ago. EcoConsilium believes the future for K-12 schools is making the switch to centralized hallway trash, recycling, and organics collection container systems where:

- Students and staff transfer discarded materials from classroom bins to hallway collection containers.
- Custodial staff empty hallway collection containers and no longer empty individual classroom collection bins.

EcoConsilium is currently working with Saint Paul Public Schools to pilot this new collection system as a response to labor shortages, staff turnover, and staff movement throughout their school district. Centralized collection systems are also a strategy to start sorting trash, recycling, and organic waste generated after classroom meal service (e.g., grab and go breakfast eaten in classrooms). Many schools, including Saint Paul Public Schools, do not sort trash, recycling, and organics after classroom meal service.

**Task D: Regional Hauler Contracts & Satellite Schools Outreach & Technical Assistance**

In response to inefficient hauler trucking and cost savings opportunities, EcoConsilium partnered with Ramsey and Washington Counties and White Bear Lake Area Schools in 2014 to develop the first innovative RFP for trash, recycling, and organics collection services for K-12 schools. Over the last 10 years, this type of RFP and contract has become known as best practices. There are currently five (5) executed best practices, regional public school district hauler contracts for trash, recycling, and organics hauling services in Ramsey and Washington Counties. Among the many benefits, these best practices hauler contracts allow public school districts to add “Satellite Schools,” or private and charter schools located within their district boundaries to their hauler contracts under the same terms and conditions and price structures.

These regional hauler contracts are currently underutilized by school districts and their respective Satellite Schools. EcoConsilium proposes to start providing outreach services and technical assistance to Satellite Schools that qualify for the BizRecycling program and help them join their school districts’ regional hauler contracts. Table 5 illustrates the potential to add Satellite Schools to regional hauler contracts.

**Table 5. Executed Regional Hauler Contracts & Number of Satellite Schools**

Public School District	# District Schools & Buildings	Estimated # Satellite Schools <sup>1</sup>	Total # Schools Within District Boundaries
Mounds View Public Schools	17	3	20
North St. Paul – Maplewood - Oakdale	17	10	27
Roseville Area Schools	12	11	23
St. Paul Public Schools	74	60	134
White Bear Lake Area Schools	19	9	28
<b>TOTAL</b>	<b>139</b>	<b>93</b>	<b>232</b>

<sup>1</sup>Private & charter schools located within school district boundaries.



With each private or charter school added to a regional hauler contract, the school district's route density increases, resulting in economies of scale for the hauler to serve the school district. The environmental benefits for neighborhoods include:

- Less truck traffic and miles driven.
- Less greenhouse gas emissions.
- A smaller carbon footprint for trash, recycling, and organics hauler services within school district boundaries.
- Safer neighborhoods with less truck traffic and trucking noise.

With each Satellite School that is added to a regional hauler contract, financial benefits for the school districts include:

- Increased route density and a reduction in hauler overhead costs per school served.
- A long-term strategy to contain costs as these regional contracts will become significantly more valuable when it is time to issue the next Request for Proposals for hauler services.
- School districts will increase their power in the marketplace when issuing Request for Proposals for hauler services by leveraging the total volume of K-12 school trash, recyclables, and organics generated within their district boundaries.

Of the total 93 Satellite Schools listed in Table 5, EcoConsilium estimates that 75 schools are past, present, or future participants of the BizRecycling program. EcoConsilium proposes to start providing outreach services and technical assistance to help these 75 Satellite Schools join their school districts' regional hauler contracts.

#### **Task E: Schools Continuum Guide**

In 2018 Ramsey and Washington Counties, in partnership with EcoConsilium, created a 15-member School Recycling Advisory Board representing public school districts, private, and charter schools. The Advisory Board helped the counties develop a School Waste Reduction and Recycling Best Practices Continuum that serves as a roadmap for schools to progress from basic, improved, and advanced strategies to reduce waste and divert discarded materials from the waste stream. In 2020, both counties fully integrated the Schools Continuum into their K-12 technical assistance programs and launched updated programs: (1) the Ramsey County School Waste Reduction and Recycling Grant Program; and (2) the Washington County School Waste Reduction and Recycling Funds and Assistance Program.

When EcoConsilium's work with BizRecycling participants "crashed" to a pandemic standstill from March 2020 through 2022, the firm placed a greater emphasis on collaborating with R&E and County staff to work on special projects. Under EcoConsilium's contract with R&E, the firm began to develop a Schools Continuum Guide. The purpose of the Guide is to educate key school personnel when developing project work scopes and budgets for BizRecycling grants and the Ramsey and Washington Counties updated school grant programs. The Guide is comprised of one-page documents that describe and illustrate key elements of the Schools Continuum.

During the pandemic slowdown, EcoConsilium drafted nine (9) one-page, two-sided documents:

- EPA Tier 1: Preventing Wasted Food at School
- EPA Tier 2: Donating School Surplus Food
- EPA Tier 3: Feeding School Food Waste to Hogs
- EPA Tier 5: Composting School Cafeteria Waste
- Standardized Collection Containers
- Recycling School Cafeteria Waste
- EPP: Environmentally Preferable Purchasing
- End-of-Year School Clean Outs
- School Cafeteria Waste Reduction & Reuse

EcoConsilium proposes to complete the Schools Continuum Guide by drafting the remaining six (6) one-page, two-sided documents:



- School Waste Reduction & Recycling Policy (district-wide and individual schools)
- School Hauler Contracts
- School Construction & Demolition Waste Management
- School Waste Reduction & Recycling Education & Information
- School Green Teams
- School Trash & Recycling Compactors

A complete Schools Continuum Guide will be an excellent technical assistance tool for EcoConsilium and R&E and County staff when working with K-12 schools under the BizRecycling, Ramsey County, and Washington County K-12 schools programs.

**Task F: Pilot Food Scraps Pickup Program for K-12 Schools**

EcoConsilium believes the greatest financial investment that Ramsey and Washington Counties have made in the Food Scraps Pickup Program is their 20-year investment in serving K-12 schools with technical assistance and funding programs. As mentioned earlier, when K-12 schools have high-performing waste diversion programs, there is a trickle-down benefit to residential, multi-unit housing, and commercial waste diversion programs. To compound the return on the counties' investments in the Food Scraps Pickup Program, EcoConsilium recommends that K-12 schools are added as a pilot to Phase 2 of the Food Scraps Pickup Program. School age kids participating in and knowledgeable about the Food Scraps Pickup Program in school will take that expertise home and support the launch of the Food Scraps Pickup Program in their neighborhoods.

EcoConsilium proposes to provide technical assistance and consulting services to pilot the Food Scraps Pickup Program at two elementary schools in Oakdale or Woodbury. A preliminary list of schools that are candidates to participate in this pilot include:

- New Life Academy (Woodbury)
- St. Ambrose Catholic Schools (Woodbury)
- Transfiguration Catholic School (Oakdale)
- ISD 622 – Castle Elementary (Oakdale)
- ISD 622 – Eagle Point Elementary (Oakdale)

For over 20 years, EcoConsilium has observed the ease in which elementary age children learn waste diversion techniques and behaviors and how much more difficult it is to teach adults the same concepts and skills. This elementary school pilot has the potential to greatly enhance the Food Scraps Pickup Program's capacity to capture food scraps from the residential sector in the communities it serves.

**SENIOR LIVING FACILITIES**

Today's senior living facilities are often like hotels and resorts with town centers, shops and services, modern fitness centers, child day care and fine dining. Meals are served in a variety of venues from large dining rooms and neighborhood kitchens to restaurants, cafés, coffee shops and catered events. High-performing food waste recovery systems have a lasting positive impact on daily operations, worker safety and the bottom line.

EcoConsilium has a 15-year history of designing highly successful waste diversion programs for senior living facilities. With an emphasis on food waste recovery, EcoConsilium's initial site assessments and implementation services serve the continuum of care journey from independent living, assisted living and memory care to long-term care centers, transitional care units, child and adult day care and respite and hospice care programs. By focusing on collaboration and consensus among the many key decision-makers and bottom-line improvements, EcoConsilium fits the needs of each unique community.

**Task G: Continue to Serve Existing Senior Living Facility BizRecycling Participants**

EcoConsilium proposes to continue to serve 22 senior living facilities the firm is currently working with as listed below and described in the Implementation Assistance section above.



Source	# of Recycling Grant Agreements in Implementation <sup>1</sup>	Grant Funds Awarded 2022 to March 2024	# Recycling Grant Applications Currently in Development 2023 to March 2024 <sup>1</sup>	Eligible Grant Funds Per BizRecycling Guidelines
Proposal Table 3. Page 11	8	\$107,140		
Proposal Table 4. Page 12			14	\$205,360

<sup>1</sup>Hybrid grantees comprised of Recycling & Multi-Unit Grants on the same residential campus institutions.

**Task H: Senior Living Facility Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new senior living facilities to the BizRecycling program and provide Site Visits and Implementation Assistance as described in the sections above.

**HOSPITALS & HEALTHCARE SYSTEMS**

Now more than ever hospitals and healthcare systems are aware of the amount and type of waste they generate, and its impact on the health of their patients and the communities they serve. Most of the materials procured by a healthcare facility ultimately becomes waste. Hospitals and healthcare systems are recognizing that—by instituting waste diversion programs—an ounce of prevention is worth a pound of cure.

For over 10 years, EcoConsilium has helped hospitals and healthcare systems reduce costs, reduce risks, and promote the overall health of people and the environment. EcoConsilium’s initial site assessments and implementation services help healthcare facilities get a handle on the variety of waste streams they generate that are managed by different departments and serviced by different vendors. The focus is on establishing baseline volumes and costs, setting diversion goals, and prioritizing action plans based on the healthcare facilities specific needs and challenges.

**Task I: Continue to Serve Existing Hospital & Healthcare System BizRecycling Participants**

EcoConsilium proposes to continue to serve 18 hospitals and healthcare sites the firm is currently working with as listed below and described in the Implementation Assistance section above.

Source	# of Recycling Grant Agreements in Implementation	Grant Funds Awarded 2022 to March 2024	# Recycling Grant Applications Currently in Development 2023 to March 2024	Eligible Grant Funds Per BizRecycling Guidelines
Proposal Table 3. Page 11	9	\$107,140		
Proposal Table 4. Page 12			9	\$205,360

**Task J: Hospitals & Healthcare System Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new hospitals and healthcare system sites to the BizRecycling program and provide Site Visits and Implementation Assistance as described in the sections above.



**PRIVATE UNIVERSITIES & COLLEGES**

University and college campuses are like small cities and towns comprised of residential curbside, multi-unit housing and commercial waste, recycling, and organics programs. Financially sustainable campus-wide solid waste management programs free up funds in operating budgets for campus administrators to reallocate and respond to the ever-growing higher education sustainability movement.

For over 10 years, EcoConsilium has helped universities and colleges advance their sustainability goals and commitments. EcoConsilium’s initial site assessments and implementation services emphasize lean campus-wide materials transfer systems, efficient hauler points-of-service, and financially and environmentally sound contracts for waste, recycling, and organics hauling services.

As mentioned above, by Q1 2018, all private universities and colleges had received technical assistance and one or two Recycling grants. Under current grant guidelines, they all have received the maximum eligible grant funding for Recycling grants. During the pandemic and in the post-pandemic paradigm, these institutions have not requested trash, recycling, and organics technical assistance from EcoConsilium. Therefore, EcoConsilium proposes to continue to work with private universities and colleges under waste reduction and reuse and food recovery (see Attachment 2 of 3 and Attachment 3 of 3).

**Formal partners (paid, sub-contracted vendors):** If any, list names of formal partners and a summary of their support to this service area/topic.

EcoConsilium’s proposal does not include paid, sub-contracted vendors.

**Equity** Describe how your organization fosters a diverse, equitable, and inclusive approach to work, ensuring inclusivity for both staff and the entities you collaborate with, and outline the strategies employed to guarantee accessibility and equity in the services offered.

Forty-four (44) years ago, Jodi Taitt joined the Peace Corps and served for 3 ½ years in Barbados, West Indies as a Livestock Extension Officer for the Barbados Agricultural Society. For the first six months in country, she was immersed in cross-cultural training conducted by local residents working for the United States Peace Corps. This training plus the lived experience of being an outsider to cultural norms during work and in the community for over three years was a DEI (diversity, equity, and inclusion) boot camp.

Since that time, Jodi has been acutely attuned to cultural awareness and sensitivities and has learned that the work of DEI is never done. It is from this foundational background and experience that Jodi emphasizes the following strategies for providing technical assistance and consulting services to her team:

- Listening (for pain points);
- Empathy (sharing feelings, thoughts, and perspectives);
- Rapport (building trust and connection); and
- Compassion (the desire to take action and serve the community).

It is EcoConsilium’s goal to routinely apply and practice these strategies so that participants in the BizRecycling program receive accessible and equitable services.



**Attachment 3 (2 of 3) – Work Plan for Scope of Services**

**ORGANIZATION INFORMATION**

ORGANIZATION NAME: Legal name. Identify if doing business as (DBA).
EcoConsilium, Inc.
NAME OF PROPOSAL RESPONDER/ TITLE/PHONE/E-MAIL
Jodi Taitt, Founder Phone: 763-504-2445 Email: jodi@ecoconsilium.com

**WORK PLAN INFORMATION (2 out of 3) – If you are including more than one in your proposal you must fill out a separate sheet for each, and number accordingly.**

Subject Matter Area of Expertise: Choose only <b>one</b> .
<ol style="list-style-type: none"> <li>1. <input type="checkbox"/> <b>Trash, recycling, and organics management:</b> Subject matter experts are knowledgeable of best practices to maximize and maintain clean collection streams. They know of and understand how to connect entities to resources to help them manage their waste appropriately. Subject matter experts are knowledgeable about more- versus less-preferred methods of managing solid waste, recyclables, and organics.</li> <li>2. <input checked="" type="checkbox"/> <b>Waste reduction and reuse:</b> Subject matter experts have practical and creative knowledge on minimizing waste and increasing reuse in multiple industry types, such as retail, manufacturing, and hospitality. They know of and understand how to connect entities to resources to help them reduce waste and reuse materials as much as possible.</li> <li>3. <input type="checkbox"/> <b>Food recovery:</b> Subject matter experts have knowledge in food recovery operations, food safety and regulatory considerations, and common barriers preventing food recovery work. They know of and understand how to connect entities to resources to help them recover and redistribute food in a manner that is safe, sustainable, and helpful to the community.</li> <li>4. <input type="checkbox"/> <b>Building deconstruction and construction and demolition (C&amp;D) materials reuse:</b> Subject matter experts are knowledgeable about best practices in deconstructing a building in order to reuse or recycle the materials. They know how to identify a reputable deconstruction contractor or service and can assist in making sure materials are reused or recycled appropriately. Subject matter experts also understand the regulatory considerations, common barriers to, and economic considerations that accompany building deconstruction.</li> <li>5. <input type="checkbox"/> <b>Business pollution prevention of hazardous materials:</b> Subject matter experts are knowledgeable about ways to reduce the use of harmful chemicals, transition to safer, more sustainable chemicals, and convert to modern, high-efficiency equipment. They are knowledgeable about pollution prevention opportunities in multiple types of industries, such as manufacturing and vehicle maintenance. Subject matter experts also understand regulatory considerations that may positively or negatively affect pollution prevention work.</li> </ol>





**Target Participant Groups:** Select either all groups or the targeted groups you will provide services to. Include the number you will engage over 12 months.

All eligible businesses, schools, non-profits, and multi-unit family dwellings

# engaged: \_\_\_\_\_

**OR**

**Targeted Participated Groups**

BIPOC-owned businesses and/or businesses and multi-unit locales where BIPOC are the primary constituent.

# engaged: \_\_\_\_\_

Businesses that produce pollutants as prioritized by R&E.

# engaged: \_\_\_\_\_

Food and beverage providers

# engaged: \_\_\_\_\_

Food recovery organizations

# engaged: \_\_\_\_\_

K-12 schools  
# engaged: 8 school districts estimated to be provided value-added services in a 12-month period

Manufacturing  
# engaged: \_\_\_\_\_

Multi-unit family dwellings  
# engaged: \_\_\_\_\_

Residential campus institutions, including colleges, hospitals, and healthcare/senior living facilities  
# engaged: estimate of 5 onsite assessments and 6 universities provided value-added services in a 12-month period

Other (Propose your own group)

**Outreach:** How will you conduct outreach and recruitment activities? Include specialized engagement activities and strategies for targeted participant groups, if applicable.

Patience and persistence are the bricks and mortar that have built the foundation of EcoConsilium’s BizRecycling outreach and recruitment strategies. Persistence is “The Slow Drip” of continuous messaging. Patience is waiting – sometimes waiting for years – for prospects to be ready to receive the many benefits of the BizRecycling program. EcoConsilium proposes to employ the following outreach strategies for each targeted participant group.

All outreach activities and engagement efforts will be tracked in an Excel spreadsheet, including dates of communication and information gained. EcoConsilium will field initial questions from prospects related to eligibility, resources available, the grant process, and appropriate projects. In addition, EcoConsilium will seek to understand barriers preventing participants from being interested in the BizRecycling program and adjust changes in outreach and recruitment strategies as a result.

**K-12 Schools Outreach Strategies**

EcoConsilium brings to BizRecycling over 20 years of enduring relationships with K-12 public, private and charter schools located in Ramsey and Washington Counties. Through these relationships and internet research, EcoConsilium developed and has



maintained a list of all public, private, and charter schools located in Ramsey and Washington Counties for several years. The firm uses this list to schedule and track outreach activities in a manner that mirrors the K-12 seasonal school calendar – taking action during the times of the year when prospects are better able to hear the firm’s continuous messaging, which oftentimes includes electronic marketing pieces developed for K-12 schools by R&E staff with assistance from EcoConsilium.

EcoConsilium’s K-12 seasonal school calendar for outreach activities follows:

- January through March: is a very desirable time to put “The Slow Drip” of continuous email messaging with follow-up prospecting phone calls into motion. School decision-makers are “fresh” after winter break and more open to starting a new initiative.
- Mid-March through April: outreach messaging is less likely to be heard due to spring break and standardized testing schedules.
- May & June: outreach activities are put on hold due to end of school year activities, Memorial Day weekend, the intensity of the last weeks of school for students and staff, and the start of summer construction projects.
- July: many principals and heads of school take the month off for vacation, and outreach activities have less impact.
- August & September: outreach activities are put on hold due to the priority school decision-makers place on starting a new school year.
- October to mid-December: is a very desirable time to put “The Slow Drip” of continuous email messaging with follow-up prospecting phone calls into motion. School staff are settled into the new school year and more open to starting a new initiative.

EcoConsilium proposes to continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s K-12 school partners.

#### **Senior Living Facilities Outreach Strategies**

From 2009 to 2012, EcoConsilium heavily marketed the food-to-hogs program as an organics management strategy to senior living facilities throughout Ramsey and Washington Counties. In partnership with Ramsey and Washington Counties, EcoConsilium planned and facilitated two half-day onsite workshops for senior living professionals to learn about the food-to-hogs program and earn CEUs. Workshops were held at the Ramsey County Care Center and Boutwells Landing. In addition, EcoConsilium presented the topic at the annual Aging Services Minnesota conference held in Minneapolis. As part of these efforts, EcoConsilium developed the first outreach list of senior living facilities in the two counties.

In 2021, EcoConsilium worked with R&E and County staff to develop the components of a BizRecycling outreach campaign for senior living facilities:

- An electronic marketing piece targeting senior living communities.
- An outreach list of 100 targeted facilities with contact information for campus administrators. The list was developed from a list of 50 facilities purchased by the County, the previous list EcoConsilium developed, and additional internet research conducted by EcoConsilium to discover additional facilities. EcoConsilium conducted more internet research to update all contact information for the 100 targeted facilities on the list.

Since 2022 EcoConsilium has been working this list of targeted facilities through The Slow Drip of continuous email messaging with follow-up prospecting phone calls. In Fall 2023, EcoConsilium added to its outreach messages a link to the BizRecycling promotional video of one of its grantees – Zvago Senior Housing Cooperative located in St. Anthony. The featured message in [the video](#) is: “BizRecycling helped make recycling more accessible.” EcoConsilium proposes to: (1) continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s senior living partners; and (2) explore with R&E staff the possibility of aligning with two professional associations that serve senior living facilities in Minnesota to expand outreach and recruitment activities – LeadingAge Minnesota (formerly Aging Services Minnesota) and Care Providers of Minnesota.



**Hospitals & Healthcare Outreach Strategies**

Since 2014, EcoConsilium has attended [HEARRT Midwest](#) educational events for networking opportunities with healthcare environmental improvement professionals at hospitals and healthcare systems. It is through the networking events hosted by HEARRT – the [Healthcare Environmental Awareness and Resource Reduction Team](#) – that EcoConsilium has developed long-term relationships with sustainability directors and managers and key personnel at hospitals and healthcare systems located throughout Ramsey and Washington Counties. EcoConsilium proposes to continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s healthcare system partners.

**Private Universities & Colleges Outreach Strategies**

For over 10 years, EcoConsilium has developed relationships with all private universities and colleges located in Ramsey and Washington Counties. By Q1 2018, all private universities and colleges had received technical assistance and one or two Recycling grants. Under current grant guidelines, they all have received maximum grant funding for Recycling grants.

In 2020 EcoConsilium developed a targeted outreach list in response to an R&E request to re-engage with these institutions by developing survey questions and facilitating online interviews and meetings. In Q3 2023, EcoConsilium updated this list and has used it to conduct outreach and recruitment activities for Waste Reduction & Innovation Grants (WRIG) and Food Recovery Grants (FRG).

**Site Visits:** Describe your process for providing initial site assessments (visits). Include a descriptions of any procedures, tools and education aides you will use. What will be the format you provide recommendations and what information will include?

EcoConsilium has turned the process of providing initial onsite assessments into a creative art. The firm’s “art supplies” are:

- Listening (for pain points);
- Empathy (sharing feelings, thoughts, and perspectives);
- Rapport (building trust and connection); and
- Compassion (the desire to take action and serve the community).

EcoConsilium proposes to apply this creative art to its process for providing initial onsite assessments as described below. This work is an art, not a science. There is no one size fits all, and the amount of time it can take to schedule and conduct an initial onsite assessment will vary from prospect to prospect.

EcoConsilium’s process for providing initial onsite assessments are comprised of six steps:

1. As a result of outreach activities, word of mouth, or referral, a “prospect” or member of a targeted participant group expresses interest in the BizRecycling program.
2. EcoConsilium sends a “thank you for your interest” email and offers an invitation to meet online with the prospect’s key personnel and decision-makers. The purpose of the meeting is to allow EcoConsilium to: (1) learn more about the prospect’s organization and the pain points and vision for their waste, recycling, and organics program; (2) discuss potential uses of grant funds, including a brief power point slide presentation of similar past projects; and (3) determine next steps.
3. The complexity of the prospect’s organization determines next steps, including: (1) the number of street addresses eligible for grant funding; and (2) if it is a hybrid grantee, eligibilities for both Recycling and Multi-Unit grants. If needed, EcoConsilium will work with County staff first to determine the prospect’s grant eligibilities, and then schedule: (1) the initial onsite assessment; or (2) a series of multiple initial onsite assessments for large and complex residential campus institutions.
4. The purpose of the initial onsite assessment is to become familiar with the prospect’s hauler services, foodservice operations, waste, recycling, and organics collection systems, and daily operations for custodial and maintenance staff, including shipping and receiving and loading dock operations. EcoConsilium has developed a series of “onsite assessment checklists” customized for schools and residential campus institutions. The purpose of the checklists is to organize the flow of the initial onsite assessment for efficiencies and record the information gathered, including photos.



5. EcoConsilium summarizes the information gathered during initial onsite assessments in a “BizRecycling Onsite Assessment Summary of Findings & Recommendations.” EcoConsilium proposes to provide prospects this written report within 10 business days. Highlights of this document include: (1) notes and observations made during the onsite assessment supported by photos; (2) and recommendations to identify improvements and opportunities to elevate the prospect in alignment with best practices waste, recycling, and organics collection systems throughout the facility.
6. EcoConsilium schedules an online follow-up meeting with the prospect’s key personnel and decision-makers to review the summary of findings and recommendations and determine next steps, which may include the development of Recycling and Multi-Unit grant applications, including project work scopes, budgets, and quotes for equipment and collection containers.

**Implementation Assistance:** What will you do to provide ongoing assistance to future, current, and former participations to implement and operationalize best practices, equipment, and processes?

Like “The Slow Drip” of continuous messaging, EcoConsilium’s philosophy for ongoing implementation assistance is to “Always Be There.” Whether it is a new prospect, a returning prospect with renewed interest, a prospect in grant application development, a current grantee in project implementation, or a grantee that successfully closed their grant agreement(s), EcoConsilium’s goal is to always be available and ready to serve targeted participant groups in achieving continuous process improvements on the journey toward developing, implementing, and sustaining best practices waste, recycling, and organics collection systems.

EcoConsilium recognizes the lingering impacts of the pandemic, which has created a new paradigm under which its proposed K-12 schools and residential campus institutions operate:

- Labor shortages (custodial and foodservice staff).
- Staff turnover (frequently starting over mid-project with new staff and new perspectives on the work).
- Inefficient hauler trucking (requires labor to manage every time a truck arrives at hauler points of service at street level or on loading docks).

With a deep understanding of these challenges, EcoConsilium proposes to work in close coordination with R&E and County staff to provide the following ongoing implementation assistance to K-12 schools and residential campus institutions located in Ramsey and Washington Counties:

1. Provide technical assistance and consultation services to develop, implement, and improve trash, recycling, and organic waste management programs to maximize and maintain clean collection streams. Program options may include: (1) food-to-people, source separated organic waste management (SSOM), composting, food-to-livestock, and other methods of managing organic waste; (2) recycling collection systems; and (3) cost-effective garbage hauling and disposal services.
2. Provide ongoing and as-needed implementation support and services to help achieve continuous process improvements on the journey toward developing, implementing, operating, and sustaining best practices equipment and processes. Implementation support and services may be provided onsite and by email, phone, and virtual meetings.
3. Help participants navigate trash, recycling, and organic waste hauling services:
  - Review hauler services and costs and educate them on charges, taxes, and fees.
  - Make connections to available haulers for new and existing materials collection.
  - Assist in the procurement of hauling services.
4. Refer participants to community resources:
  - Provide referrals to other sustainability and business support resources, as needed, such as grant opportunities, public financial assistance, regulatory authority information, and nonprofit organizations.
  - Maintain long-term relationships with participants in a manner that provides evolving support for their waste management needs.
  - When appropriate, make connections between entities to improve waste reduction and food recovery practices.



5. Assist in grant applications and securing resources:
  - Help participants navigate Waste Reduction & Innovation grants and resources based on project goals and eligibility.
  - Work with R&E staff to ensure participant eligibility based on program guidelines.
  - Assist participants in identifying and assembling all elements of grant applications, including, but not limited to: (1) project work scopes and goals; (2) cost estimates and quotes from potential vendors; (3) product and vendor referrals such as haulers, bin and equipment vendors, compostable and reusable product swaps, etc.; and (4) review grant applications for accuracy prior to submission.
  - Gather formal feedback on the participant experience (surveys, interviews, etc.) and share feedback with R&E staff.
  - Serve as a liaison and main point of contact for all communications between R&E and the participant on all aspects of the grant application, award, and reporting processes.
  - Order R&E-supplied resources for the participant, including trash, recycling, and organics labels, signage, and education posters, and in-unit recycling totes for multi-unit residential dwellings.
  - Distribute R&E-provided resources directly to participants.
  - Assist businesses in securing additional funding sources as reasonable. Funding sources may include grants or loans from other government agencies, private industries, or non-governmental organizations.
6. Educate participants.
  - Conduct virtual and in-person training sessions related to trash, recycling, and organics management for employees, students, and residents.
  - Training sessions may also include implementing new practices.
7. Provide consulting to R&E.
  - Provide trash, recycling, organics management expertise and recommendations to R&E and County staff to design and improve services.
  - Assist in developing performance metrics and data collection systems, and perform other tasks to evaluate programming as determined by R&E.
8. Assist R&E in achieving the following intended outcomes:
  - Participants implement discrete waste management best practices.
  - Participants manage identified materials higher up the waste management hierarchy which results in:
    - Measurable solid waste diversion rates, such as reduced trash volume, increased recycling or organics volumes, and/or reduced rates of contamination in waste streams.
    - Reduction in the use of harmful chemicals in processes.
    - Reduction in food waste/increase in edible food distributed to people.
  - Participants increase engagement of staff, students, residents, customers, or other constituents in waste management.
  - Participants increase their understanding of the local waste management system.
  - Participants increase their understanding of their own waste production and management.
  - Participants increase public safety, access, and cleanliness of waste and recycling collection areas.
  - Participants increase compliance with state/city/county waste management ordinances.
  - Participants have increased access to other public and private resources to implement sustainability activities.
9. Comply with reporting requirements:
  - Submit quarterly report in R&E's data management system, ReTRAC, that tracks the number of entities served and type of services provided, the status of implementation or general nature of inquiry/outreach response, and diversion outcomes by county. Submit written reports with this information for any programs not currently using ReTRAC for data management.
  - Meet with BizRecycling staff monthly to share progress updates, issues and challenges, any needed clarifications, highlights of business projects, community updates, program improvements and other information relevant to future planning for grant programs.
  - For entities receiving technical assistance, submit an annual final report that summarizes the following by county:
    - Quantifiable results, including tons/pounds diverted and cost savings/increases following project implementation and anything else quantified for each program participant (e.g., number of technical



- assistance hours provided, number of employees educated).
  - Qualitative information that includes visual waste audit findings and current practices/challenges/opportunities with diverting materials from the waste stream.
  - Document pre- and post-project program efforts (e.g., photos) for each program participant.
- Develop case stories that can be used for county updates, program marketing and outreach, highlighting project implementation activities and outcomes, including resulting tons/pounds diverted and cost savings/increases per program participant.

**Targeted Participant Group Services:** If you selected to provide services to a targeted group(s) outline your connection and knowledge of that group(s). Include any unique qualifications, skills, and outreach tactics you have for serving these groups. Include any ways in which your approach to initial site assessments or implementation services will be tailored to meet the groups unique needs.

**K-12 SCHOOLS**

EcoConsilium proposes the following customized technical assistance services to meet the unique needs of K-12 Schools.

**Task K: K-12 Schools Outreach, Site Visits & Implementation Assistance**

According to the current Waste Reduction & Innovation Grant (WRIG) guidelines, eligible K-12 schools must meet the following criteria:

- Ramsey County: charter schools with less than 250 students and all private schools.
- Washington County: all charter and private schools.

Over the years, EcoConsilium has observed that charter and private schools do not have enough internal resources, purchasing power, or waste volume to pursue waste reduction projects such as reusing source materials, bulk purchasing, packaging changes, technology enhancements or production design. On the other hand, public school districts in Ramsey and Washington Counties continue to present themselves as excellent candidates for WRIG. If they became eligible for this grant, they may be able to build the foundation for new K-12 waste reduction strategies that charter and private schools could participate in as described in the following two tasks.

**Task L: K-12 Schools Food Waste Reduction Forum**

EcoConsilium proposes the establishment of a K-12 Schools Food Waste Reduction Forum. The founding members of the forum would be the following eight public school districts located in Ramsey and Washington Counties with the idea of adding charter and private schools later.

- Saint Paul Public Schools
- Roseville Area Schools
- Mounds View Public Schools
- White Bear Lake Area Public Schools
- Mahtomedi Public Schools
- Stillwater Area Public Schools
- South Washington County Public Schools
- North St. Paul – Maplewood – Oakdale Public Schools

The purpose of the forum is to address food loss and waste during daily K-12 school operations and provide solutions for food waste prevention, reduction, and recovery (see Food Recovery Work Plan in Attachment 3 of 3).

EcoConsilium has observed two recent events:

- Free School Meals Program: Effective July 1, 2023, Minnesota legislation provides the reimbursement for a free breakfast and lunch to students who receive meals through their school’s participation in the National School Lunch Program and the School Breakfast Program. Since the program started, many schools have reported that their food



waste and trash volume has more than doubled.

- **Bulk Milk Conversion:** There is a growing interest among schools and school districts to switch from serving milk in plastic-coated, 8-ounce cartons to a bulk milk-dispensing machine where students can fill reusable cups with the milk that they want. Waste reduction outcomes for bulk milk conversion is two-fold: reduction in milk waste and reduction in milk cartons.

EcoConsilium worked with White Bear Lake Area Schools to apply and receive grant funds from Washington County to launch bulk milk at Oneka Elementary School. EcoConsilium started to work with Stillwater Area Public Schools to develop Washington County grant applications to convert to bulk milk at four schools, and a Minnesota Department of Education (MDE) audit revealed some changes that needed to be made to the cafeteria serving line first. EcoConsilium is currently working with MDE to develop solutions that are compliant with USDA regulations.

The many benefits of a Ramsey/Washington K-12 Schools Food Waste Reduction Forum include, but are not limited to:

- Create a space for dialog among school nutrition services professionals to share questions and concerns about food waste and support each other in finding solutions.
- Create an innovative way to re-connect with school nutrition services professionals on timely food waste reduction issues, strategies, and solutions.
- Invite experts to speak that can help K-12 schools with food waste reduction innovation and guidance.
- Establish an effective and efficient outreach strategy for WRIG and Food Recovery Grants (see Food Recovery Work Plan in Attachment 3 of 3).

EcoConsilium proposes to work with R&E to facilitate the establishment of the Forum; recruit K-12 school nutrition services professionals to join; and facilitate bi-monthly meeting agendas and speakers.

#### **Task M: Reusable Transport Packaging Coalition**

EcoConsilium proposes the establishment of a Reusable Transport Packaging Coalition. The founding members of the Coalition would be the following seven residential campus institutions located near Saint Paul Public Schools with the idea of adding more members such as other school districts and institutional foodservice operations as the Coalition matures.

- Bethel University
- Hamline University
- Macalester College
- St. Catherine University
- University of Northwestern
- University of St. Thomas

The initial purpose of the Coalition would be to help these large educational institutions leverage their purchasing power in the marketplace to reduce one-time-use cardboard boxes arriving on campus. Saint Paul Public Schools would be the geographical nucleus of the Coalition as described below.

#### Reusable Transport Packaging Solutions for Saint Paul Public Schools

Saint Paul Public Schools (SPPS) Nutrition Services (NS) operates one of the largest, federally funded Child Nutrition Programs in Minnesota. SPPS NS serves over 6.5 million meals each year, which makes it one of the largest food service establishments in Saint Paul. SPPS NS is unique because it operates a central production kitchen. The Nutrition Center is the hub of all school and community meal programs, with a warehouse and central team, that package and distributes all this food daily to 73 schools throughout the City of Saint Paul on seven truck routes.

In 2019, EcoConsilium partnered with SPPS NS and Facilities Department to develop [The Zero<sup>2</sup> Plan](#) and produce ongoing Zero<sup>2</sup>



Plan Progress Reports #1, #2, and #3. Since its inception, a goal of The Zero<sup>2</sup> Plan has been to reduce or eliminate one-time-use cardboard boxes from SPPS NS shipping and receiving operations and replace them with reusable transport packaging. After many attempts, SPPS NS was not able to attract willing vendors to make the switch to reusable transport packaging due to perceived operational and financial barriers. The tipping point occurred in October 2023 when SPPS NS reached out to its vendor, BIX Produce, to inquire about making the switch to reusable transport packaging and the realization that the MPCA Statewide Waste Reduction & Reuse Grant could help overcome the perceived operational and financial barriers.

In January 2024, SPPS NS was selected for an MPCA grant award, and the two organizations are currently working through the details to execute a grant agreement. It is anticipated that this project will start in May 2024 and end December 31, 2026. The grant funding will demonstrate the financial and operational outcomes of replacing one-time-use cardboard boxes with reusable plastic containers (RPCs) under a partnership with SPPS NS, BIX Produce, EcoConsilium, and the University of Minnesota. The intent of this demonstration project is to plant the seed of an RPC system at SPPS NS so that it will sprout and take root within the K-12 school industry throughout the Twin Cities Metro Area and beyond. The demonstration project concept is comprised of two steps:

- Step 1: Launch an RPC system between the SPPS NS Nutrition Center and BIX Produce.
- Step 2: Explore opportunities to expand the use of RPCs by attracting local farms to switch to reusable transport packaging.

The work offers SPPS NS and their primary produce distributor an important and necessary opportunity to overcome the operational and financial barriers to reduce 17 tons of one-time-use cardboard boxes a year by making the switch to RPCs at the Nutrition Center and 73 schools. SPPS NS will develop its own used/dirty RPC return system between the Nutrition Center and 73 schools via the daily trucking routes that are currently in operation.

The many benefits of a Reusable Transport Packaging Coalition include, but are not limited to:

- Step 3: Scale up the RPC system at the SPPS NS Nutrition Center to decrease the RPC cost per trip. Explore opportunities to leverage the Coalition's purchasing power by attracting more fresh produce and other vendors to make the switch to reusable transport packaging.
- Step 4: Explore opportunities to collaborate with local farms that supply fresh agricultural products to Coalition members.
- Step 5: Explore the use of SPPS NS daily truck routes and warehouse space to pick up, store, and temporarily stage Coalition members' used/dirty RPCs at the Nutrition Center.
- Step 6: Work towards achieving a regional RPC annual volume so that the Coalition's cost per trip is financially and operationally sustainable.
- Step 7: Establish an effective and efficient outreach strategy to recruit private universities and colleges to WRIG and Food Recovery Grants.

As the Coalition matures, additional types of one-time-use transport packaging can be targeted for reuse such as pallets, gaylords, and plastic film. A potential spin-off of the Coalition is a food recovery network where SPPS NS daily truck routes and warehouse space is used to pick up and transfer food donations to non-profit recipients (see Food Recovery Work Plan in Attachment 3 of 3).

## **SENIOR LIVING FACILITIES**

### **Task N: Senior Living Facility Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new senior living facilities to Waste Reduction & Innovation Grants and provide Site Visits and Implementation Assistance as described in the sections above.





**HOSPITALS & HEALTHCARE SYSTEMS**

**Task O: Hospitals & Healthcare System Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new hospitals and healthcare system sites to Waste Reduction & Innovation Grants and provide Site Visits and Implementation Assistance as described in the sections above.

**PRIVATE UNIVERSITIES & COLLEGES**

**Task P: Private Universities & Colleges Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new private universities and colleges to Waste Reduction & Innovation Grants and provide Site Visits and Implementation Assistance as described in the sections above.

**Formal partners (paid, sub-contracted vendors):** If any, list names of formal partners and a summary of their support to this service area/topic.

EcoConsilium’s proposal does not include paid, sub-contracted vendors.

**Equity** Describe how your organization fosters a diverse, equitable, and inclusive approach to work, ensuring inclusivity for both staff and the entities you collaborate with, and outline the strategies employed to guarantee accessibility and equity in the services offered.

Forty-four (44) years ago, Jodi Taitt joined the Peace Corps and served for 3 ½ years in Barbados, West Indies as a Livestock Extension Officer for the Barbados Agricultural Society. For the first six months in country, she was immersed in cross-cultural training conducted by local residents working for the United States. This training plus the lived experience of being an outsider to cultural norms during work and in the community for over three years was a DEI (diversity, equity, and inclusion) boot camp.

Since that time, Jodi has been acutely attuned to cultural awareness and sensitivities and has learned that the work of DEI is never done. It is from this foundational background and experience that Jodi emphasizes the following strategies for providing technical assistance and consulting services to her team:

- Listening (for pain points);
- Empathy (sharing feelings, thoughts, and perspectives);
- Rapport (building trust and connection); and
- Compassion (the desire to take action and serve the community).

It is EcoConsilium’s goal to routinely apply and practice these strategies so that participants in the BizRecycling program receive accessible and equitable services.



**Attachment 3 (3 of 3) – Work Plan for Scope of Services**

**ORGANIZATION INFORMATION**

ORGANIZATION NAME: Legal name. Identify if doing business as (DBA).
EcoConsilium, Inc.
NAME OF PROPOSAL RESPONDER/ TITLE/PHONE/E-MAIL
Jodi Taitt, Founder Phone: 763-504-2445 Email: jodi@ecoconsilium.com

**WORK PLAN INFORMATION (3 out of 3) – If you are including more than one in your proposal you must fill out a separate sheet for each, and number accordingly.**

Subject Matter Area of Expertise: Choose only <b>one</b> .
<ol style="list-style-type: none"> <li>1. <input type="checkbox"/> <b>Trash, recycling, and organics management:</b> Subject matter experts are knowledgeable of best practices to maximize and maintain clean collection streams. They know of and understand how to connect entities to resources to help them manage their waste appropriately. Subject matter experts are knowledgeable about more- versus less-preferred methods of managing solid waste, recyclables, and organics.</li> <li>2. <input type="checkbox"/> <b>Waste reduction and reuse:</b> Subject matter experts have practical and creative knowledge on minimizing waste and increasing reuse in multiple industry types, such as retail, manufacturing, and hospitality. They know of and understand how to connect entities to resources to help them reduce waste and reuse materials as much as possible.</li> <li>3. <input checked="" type="checkbox"/> <b>Food recovery:</b> Subject matter experts have knowledge in food recovery operations, food safety and regulatory considerations, and common barriers preventing food recovery work. They know of and understand how to connect entities to resources to help them recover and redistribute food in a manner that is safe, sustainable, and helpful to the community.</li> <li>4. <input type="checkbox"/> <b>Building deconstruction and construction and demolition (C&amp;D) materials reuse:</b> Subject matter experts are knowledgeable about best practices in deconstructing a building in order to reuse or recycle the materials. They know how to identify a reputable deconstruction contractor or service and can assist in making sure materials are reused or recycled appropriately. Subject matter experts also understand the regulatory considerations, common barriers to, and economic considerations that accompany building deconstruction.</li> <li>5. <input type="checkbox"/> <b>Business pollution prevention of hazardous materials:</b> Subject matter experts are knowledgeable about ways to reduce the use of harmful chemicals, transition to safer, more sustainable chemicals, and convert to modern, high-efficiency equipment. They are knowledgeable about pollution prevention opportunities in multiple types of industries, such as manufacturing and vehicle maintenance. Subject matter experts also understand regulatory considerations that may positively or negatively affect pollution prevention work.</li> </ol>



**Target Participant Groups:** Select either all groups or the targeted groups you will provide services to. Include the number you will engage over 12 months.

All eligible businesses, schools, non-profits, and multi-unit family dwellings

# engaged: \_\_\_\_\_

**OR**

**Targeted Participated Groups**

<input type="checkbox"/> BIPOC-owned businesses and/or businesses and multi-unit locales where BIPOC are the primary constituent.  # engaged: _____	<input type="checkbox"/> Businesses that produce pollutants as prioritized by R&E.  # engaged: _____	<input type="checkbox"/> Food and beverage providers  # engaged: _____	<input type="checkbox"/> Food recovery organizations  # engaged: _____
<input checked="" type="checkbox"/> K-12 schools  # engaged: 8 school districts estimated to receive value-added services	<input type="checkbox"/> Manufacturing  # engaged: _____	<input type="checkbox"/> Multi-unit family dwellings  # engaged: _____	<input checked="" type="checkbox"/> Residential campus institutions, including colleges, hospitals, and healthcare/senior living facilities  # engaged: 4 initial onsite assessments estimated in first 12-month period
<input type="checkbox"/> Other (Propose your own group)			

**Outreach:** How will you conduct outreach and recruitment activities? Include specialized engagement activities and strategies for targeted participant groups, if applicable.

Patience and persistence are the bricks and mortar that have built the foundation of EcoConsilium’s BizRecycling outreach and recruitment strategies. Persistence is “The Slow Drip” of continuous messaging. Patience is waiting – sometimes waiting for years – for prospects to be ready to receive the many benefits of the BizRecycling program. EcoConsilium proposes to employ the following outreach strategies for each targeted participant group.

All outreach activities and engagement efforts will be tracked in an Excel spreadsheet, including dates of communication and information gained. EcoConsilium will field initial questions from prospects related to eligibility, resources available, the grant process, and appropriate projects. In addition, EcoConsilium will seek to understand barriers preventing participants from being interested in the BizRecycling program and adjust changes in outreach and recruitment strategies as a result.

**K-12 Schools Outreach Strategies**

EcoConsilium brings to BizRecycling over 20 years of enduring relationships with K-12 public, private and charter schools located in Ramsey and Washington Counties. Through these relationships and internet research, EcoConsilium developed and has maintained a list of all public, private, and charter schools located in Ramsey and Washington Counties for several years. The firm uses this list to schedule and track outreach activities in a manner that mirrors the K-12 seasonal school calendar – taking action



during the times of the year when prospects are better able to hear the firm’s continuous messaging, which oftentimes includes electronic marketing pieces developed for K-12 schools by R&E staff with assistance from EcoConsilium.

EcoConsilium’s K-12 seasonal school calendar for outreach activities follows:

- January through March: is a very desirable time to put “The Slow Drip” of continuous email messaging with follow-up prospecting phone calls into motion. School decision-makers are “fresh” after winter break and more open to starting a new initiative.
- Mid-March through April: outreach messaging is less likely to be heard due to spring break and standardized testing schedules.
- May & June: outreach activities are put on hold due to end of school year activities, Memorial Day weekend, the intensity of the last weeks of school for students and staff, and the start of summer construction projects.
- July: many principals and heads of school take the month off for vacation, and outreach activities have less impact.
- August & September: outreach activities are put on hold due to the priority school decision-makers place on starting a new school year.
- October to mid-December: is a very desirable time to put “The Slow Drip” of continuous email messaging with follow-up prospecting phone calls into motion. School staff are settled into the new school year and more open to starting a new initiative.

EcoConsilium proposes to continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s K-12 school partners.

#### **Senior Living Facilities Outreach Strategies**

From 2009 to 2012, EcoConsilium heavily marketed the food-to-hogs program as an organics management strategy to senior living facilities throughout Ramsey and Washington Counties. In partnership with Ramsey and Washington Counties, EcoConsilium planned and facilitated two half-day onsite workshops for senior living professionals to learn about the food-to-hogs program and earn CEUs. Workshops were held at the Ramsey County Care Center and Boutwells Landing. In addition, EcoConsilium presented the topic at the annual Aging Services Minnesota conference held in Minneapolis. As part of these efforts, EcoConsilium developed the first outreach list of senior living facilities in the two counties.

In 2021, EcoConsilium worked with R&E and County staff to develop the components of a BizRecycling outreach campaign for senior living facilities:

- An electronic marketing piece targeting senior living communities.
- An outreach list of 100 targeted facilities with contact information for campus administrators. The list was developed from a list of 50 facilities purchased by the County, the previous list EcoConsilium developed, and additional internet research conducted by EcoConsilium to discover additional facilities. EcoConsilium conducted more internet research to update all contact information for the 100 targeted facilities on the list.

Since 2022 EcoConsilium has been working this list of targeted facilities through The Slow Drip of continuous email messaging with follow-up prospecting phone calls. In Fall 2023, EcoConsilium added to its outreach messages a link to the BizRecycling promotional video of one of its grantees – Zvago Senior Housing Cooperative located in St. Anthony. The featured message in [the video](#) is: “BizRecycling helped make recycling more accessible.” EcoConsilium proposes to: (1) continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s senior living partners; and (2) explore with R&E staff the possibility of aligning with two professional associations that serve senior living facilities in Minnesota to expand outreach and recruitment activities – LeadingAge Minnesota (formerly Aging Services Minnesota) and Care Providers of Minnesota.

#### **Hospitals & Healthcare Outreach Strategies**

Since 2014, EcoConsilium has attended [HEARRT Midwest](#) educational events for networking opportunities with healthcare environmental improvement professionals at hospitals and healthcare systems. It is through the networking events hosted by



HEARRT – the Healthcare Environmental Awareness and Resource Reduction Team – that EcoConsilium has developed long-term relationships with sustainability directors and managers and key personnel at hospitals and healthcare systems located throughout Ramsey and Washington Counties. EcoConsilium proposes to continue this outreach strategy, which is supported by word of mouth and referrals from R&E staff and the firm’s healthcare system partners.

**Private Universities & Colleges Outreach Strategies**

For over 10 years, EcoConsilium has developed relationships with all private universities and colleges located in Ramsey and Washington Counties. By Q1 2018, all private universities and colleges had received technical assistance and one or two Recycling grants. Under current grant guidelines, they all have received maximum grant funding for Recycling grants.

In 2020 EcoConsilium developed a targeted outreach list in response to an R&E request to re-engage with these institutions by developing survey questions and facilitating online interviews and meetings. In Q3 2023, EcoConsilium updated this list and has used it to conduct outreach and recruitment activities for Waste Reduction & Innovation Grants (WRIG) and Food Recovery Grants (FRG).

**Site Visits:** Describe your process for providing initial site assessments (visits). Include a descriptions of any procedures, tools and education aides you will use. What will be the format you provide recommendations and what information will include?

EcoConsilium has turned the process of providing initial onsite assessments into a creative art. The firm’s “art supplies” are:

- Listening (for pain points);
- Empathy (sharing feelings, thoughts, and perspectives);
- Rapport (building trust and connection); and
- Compassion (the desire to take action and serve the community).

EcoConsilium proposes to apply this creative art to its process for providing initial onsite assessments as described below. This work is an art, not a science. There is no one size fits all, and the amount of time it can take to schedule and conduct an initial onsite assessment will vary from prospect to prospect.

EcoConsilium’s process for providing initial onsite assessments are comprised of six steps:

1. As a result of outreach activities, word of mouth, or referral, a “prospect” or member of a targeted participant group expresses interest in the BizRecycling program.
2. EcoConsilium sends a “thank you for your interest” email and offers an invitation to meet online with the prospect’s key personnel and decision-makers. The purpose of the meeting is to allow EcoConsilium to: (1) learn more about the prospect’s organization and the pain points and vision for their waste, recycling, and organics program; (2) discuss potential uses of grant funds, including a brief power point slide presentation of similar past projects; and (3) determine next steps.
3. The complexity of the prospect’s organization determines next steps, including: (1) the number of street addresses eligible for grant funding; and (2) if it is a hybrid grantee, eligibilities for both Recycling and Multi-Unit grants. If needed, EcoConsilium will work with County staff first to determine the prospect’s grant eligibilities, and then schedule: (1) the initial onsite assessment; or (2) a series of multiple initial onsite assessments for large and complex residential campus institutions.
4. The purpose of the initial onsite assessment is to become familiar with the prospect’s hauler services, foodservice operations, waste, recycling, and organics collection systems, and daily operations for custodial and maintenance staff, including shipping and receiving and loading dock operations. EcoConsilium has developed a series of “onsite assessment checklists” customized for schools and residential campus institutions. The purpose of the checklists is to organize the flow of the initial onsite assessment for efficiencies and record the information gathered, including photos.
5. EcoConsilium summarizes the information gathered during initial onsite assessments in a “BizRecycling Onsite Assessment Summary of Findings & Recommendations.” EcoConsilium proposes to provide prospects this written report within 10 business days. Highlights of this document include: (1) notes and observations made during the onsite



assessment supported by photos; (2) and recommendations to identify improvements and opportunities to elevate the prospect in alignment with best practices waste, recycling, and organics collection systems throughout the facility.

6. EcoConsilium schedules an online follow-up meeting with the prospect's key personnel and decision-makers to review the summary of findings and recommendations and determine next steps, which may include the development of Recycling and Multi-Unit grant applications, including project work scopes, budgets, and quotes for equipment and collection containers.

**Implementation Assistance:** What will you do to provide ongoing assistance to future, current, and former participations to implement and operationalize best practices, equipment, and processes?

Like "The Slow Drip" of continuous messaging, EcoConsilium's philosophy for ongoing implementation assistance is to "Always Be There." Whether it is a new prospect, a returning prospect with renewed interest, a prospect in grant application development, a current grantee in project implementation, or a grantee that successfully closed their grant agreement(s), EcoConsilium's goal is to always be available and ready to serve targeted participant groups in achieving continuous process improvements on the journey toward developing, implementing, and sustaining best practices waste, recycling, and organics collection systems.

EcoConsilium recognizes the lingering impacts of the pandemic, which has created a new paradigm under which its proposed K-12 schools and residential campus institutions operate:

- Labor shortages (custodial and foodservice staff).
- Staff turnover (frequently starting over mid-project with new staff and new perspectives on the work).
- Inefficient hauler trucking (requires labor to manage every time a truck arrives at hauler points of service at street level or on loading docks).

With a deep understanding of these challenges, EcoConsilium proposes to work in close coordination with R&E and County staff to provide the following ongoing implementation assistance to K-12 schools and residential campus institutions located in Ramsey and Washington Counties:

1. Provide technical assistance and consultation services to develop, implement, and improve trash, recycling, and organic waste management programs to maximize and maintain clean collection streams. Program options may include: (1) food-to-people, source separated organic waste management (SSOM), composting, food-to-livestock, and other methods of managing organic waste; (2) recycling collection systems; and (3) cost-effective garbage hauling and disposal services.
2. Provide ongoing and as-needed implementation support and services to help achieve continuous process improvements on the journey toward developing, implementing, operating, and sustaining best practices equipment and processes. Implementation support and services may be provided onsite and by email, phone, and virtual meetings.
3. Help participants navigate trash, recycling, and organic waste hauling services:
  - Review hauler services and costs and educate them on charges, taxes, and fees.
  - Make connections to available haulers for new and existing materials collection.
  - Assist in the procurement of hauling services.
4. Refer participants to community resources:
  - Provide referrals to other sustainability and business support resources, as needed, such as grant opportunities, public financial assistance, regulatory authority information, and nonprofit organizations.
  - Maintain long-term relationships with participants in a manner that provides evolving support for their waste management needs.
  - When appropriate, make connections between entities to improve waste reduction and food recovery practices.
5. Assist in grant applications and securing resources:
  - Help participants navigate Waste Reduction & Innovation grants and resources based on project goals and eligibility.



- Work with R&E staff to ensure participant eligibility based on program guidelines.
  - Assist participants in identifying and assembling all elements of grant applications, including, but not limited to: (1) project work scopes and goals; (2) cost estimates and quotes from potential vendors; (3) product and vendor referrals such as haulers, bin and equipment vendors, compostable and reusable product swaps, etc.; and (4) review grant applications for accuracy prior to submission.
  - Gather formal feedback on the participant experience (surveys, interviews, etc.) and share feedback with R&E staff.
  - Serve as a liaison and main point of contact for all communications between R&E and the participant on all aspects of the grant application, award, and reporting processes.
  - Order R&E-supplied resources for the participant, including trash, recycling, and organics labels, signage, and education posters, and in-unit recycling totes for multi-unit residential dwellings.
  - Distribute R&E-provided resources directly to participants.
  - Assist businesses in securing additional funding sources as reasonable. Funding sources may include grants or loans from other government agencies, private industries, or non-governmental organizations.
6. Educate participants.
- Conduct virtual and in-person training sessions related to trash, recycling, and organics management for employees, students, and residents.
  - Training sessions may also include implementing new practices.
7. Provide consulting to R&E.
- Provide trash, recycling, organics management expertise and recommendations to R&E and County staff to design and improve services.
  - Assist in developing performance metrics and data collection systems, and perform other tasks to evaluate programming as determined by R&E.
8. Assist R&E in achieving the following intended outcomes:
- Participants implement discrete waste management best practices.
  - Participants manage identified materials higher up the waste management hierarchy which results in:
    - Measurable solid waste diversion rates, such as reduced trash volume, increased recycling or organics volumes, and/or reduced rates of contamination in waste streams.
    - Reduction in the use of harmful chemicals in processes.
    - Reduction in food waste/increase in edible food distributed to people.
  - Participants increase engagement of staff, students, residents, customers, or other constituents in waste management.
  - Participants increase their understanding of the local waste management system.
  - Participants increase their understanding of their own waste production and management.
  - Participants increase public safety, access, and cleanliness of waste and recycling collection areas.
  - Participants increase compliance with state/city/county waste management ordinances.
  - Participants have increased access to other public and private resources to implement sustainability activities.
9. Comply with reporting requirements:
- Submit quarterly report in R&E's data management system, ReTRAC, that tracks the number of entities served and type of services provided, the status of implementation or general nature of inquiry/outreach response, and diversion outcomes by county. Submit written reports with this information for any programs not currently using ReTRAC for data management.
  - Meet with BizRecycling staff monthly to share progress updates, issues and challenges, any needed clarifications, highlights of business projects, community updates, program improvements and other information relevant to future planning for grant programs.
  - For entities receiving technical assistance, submit an annual final report that summarizes the following by county:
    - Quantifiable results, including tons/pounds diverted and cost savings/increases following project implementation and anything else quantified for each program participant (e.g., number of technical assistance hours provided, number of employees educated).
    - Qualitative information that includes visual waste audit findings and current practices/challenges/opportunities with diverting materials from the waste stream.
    - Document pre- and post-project program efforts (e.g., photos) for each program participant.



- Develop case stories that can be used for county updates, program marketing and outreach, highlighting project implementation activities and outcomes, including resulting tons/pounds diverted and cost savings/increases per program participant.

**Targeted Participant Group Services:** If you selected to provide services to a targeted group(s) outline your connection and knowledge of that group(s). Include any unique qualifications, skills, and outreach tactics you have for serving these groups. Include any ways in which your approach to initial site assessments or implementation services will be tailored to meet the groups unique needs.

**K-12 SCHOOLS**

According to the current Food Recovery Grant (FRG) guidelines, public school districts as a political subdivision or government entity, are not eligible for FRG. In the post-pandemic paradigm, EcoConsilium has observed that public, private, and charter schools are excellent candidates for FRG.

**Task K: K-12 Schools Food Recovery Network**

EcoConsilium proposes the establishment of a K-12 Schools Food Recovery Network, which could be a spin-off of the K-12 Schools Food Waste Reduction Forum (see Attachment 2 of 3). EcoConsilium also proposes to facilitate this group and support the connections it would make to other K-12 schools and residential campus institutions in Ramsey and Washington Counties.

EcoConsilium has observed two recent events:

1. Share Tables in School Cafeterias: During the pandemic, schools were instructed to stop operating Share Tables in cafeterias. Share Tables are where children place unconsumed food and beverage items that they have chosen not to eat or drink. This provides other children the opportunity to take additional helpings of food or beverages at no additional cost. In the post-pandemic paradigm, many schools have not reinstated their Share Tables, and a significant amount of food is wasted.
- Missed Pick-Ups: Saint Paul Public Schools (SPPS) Nutrition Services (NS) uses an app to request pick-up services for their food donations. However, the program relies on volunteers and their vehicles to pick up the donations. Many times SPPS NS has had 1,000s of pounds of food packaged and ready for pick up at its many school locations. When the school district has used the app to request pick-ups, it received confirmation, but the volunteers never arrived to pick up the food. Thousands of pounds of nutritious, leftover edible food prepared and packaged for donation have been thrown away.

SPPS NS would like to explore the possibility of its distribution team picking up left-over foods at all 73 schools through a weekly route that stops at each school two times a week. SPPS distribution workers would handle and transport the food to non-profit partners, such as Kitchen Coalition, Loaves & Fishes, and others. An alternative could be to transport the food from schools to the Nutrition Center where it would be sorted and prepared for pick-up by the non-profit partners(s) once or twice a week. SPPS NS is open to adding other organizations, such as private and charter schools located within its school district boundaries to the SPPS distribution truck routes. In addition, SPPS NS is open to placing a scale on trucks or at the Nutrition Center to document the weight of donated food and explore the use of reusable food donation containers.

There may also be synergy working with members of the Reusable Transport Packaging Coalition to collect and consolidate rescued food at the Nutrition Center.

Participants of the K-12 Schools Food Recovery Network would greatly benefit from receiving Food Recovery Grants.

**SENIOR LIVING FACILITIES**

**Task N: Senior Living Facility Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new senior living facilities to Food Recovery Grants and





provide Site Visits and Implementation Assistance as described in the sections above.

**HOSPITALS & HEALTHCARE SYSTEMS**

**Task O: Hospitals & Healthcare System Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new hospitals and healthcare system sites to Food Recovery Grants and provide Site Visits and Implementation Assistance as described in the sections above.

**PRIVATE UNIVERSITIES & COLLEGES**

**Task P: Private Universities & Colleges Outreach, Site Visits & Implementation Assistance**

EcoConsilium proposes to continue its outreach strategies to recruit new private universities and colleges to Food Waste Recovery Grants and provide Site Visits and Implementation Assistance as described in the sections above.

EcoConsilium proposes to continue to serve the following two (2) private universities and colleges:

Source	# of Recycling Grant Agreements in Implementation	Grant Funds Awarded 2022 to March 2024	# Recycling Grant Applications Currently in Development 2023 to March 2024	Eligible Grant Funds Per BizRecycling Guidelines
Proposal Table 3. Page 11	2	\$23,160		
Proposal Table 4. Page 12			0	\$0

**Formal partners (paid, sub-contracted vendors):** If any, list names of formal partners and a summary of their support to this service area/topic.

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**Equity** Describe how your organization fosters a diverse, equitable, and inclusive approach to work, ensuring inclusivity for both staff and the entities you collaborate with, and outline the strategies employed to guarantee accessibility and equity in the services offered.

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It is EcoConsilium’s goal to routinely apply and practice these strategies so that participants in the BizRecycling program receive accessible and equitable services.



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

## **Ramsey/Washington Recycling & Energy Board**

Contract Number: RESRC-2000

Contractor Name: Sustainable Synergy Solutions, LLC.

Vendor ID:

CERT SBE SVN:

Department: Joint Activities

Contract Authority/Resolution: Resolution

Resolution #: R&EB 2024-XX

Good/Service Type: Professional Services

Contract Description: Waste management technical assistance services.

Contract Type: Max NTE

Not To Exceed Amount: \$500,000 per year

Funding Notes:

Original Contract Begin Date: 7/1/24

Contract End Date: 6/30/26

Comments:

Sustainable Synergy Solutions, LLC was selected through a competitive RFP process and will be performing technical assistance services for R&E's waste management programs.



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

## **Agreement Between Ramsey/Washington Recycling & Energy Board and Sustainable Synergy Solutions, LLC.**

THIS AGREEMENT made and entered into by and between the Ramsey/Washington Recycling & Energy Board, hereinafter referred to as “R&E,” and Sustainable Synergy Solutions, LLC., with its principal place of business at 613 Lantern Court, Eagan, Minnesota 55123, hereinafter referred to as the “Contractor” or “Vendor”.

### **1. Term**

The term of the Agreement shall be July 1, 2024 and shall continue to June 30, 2026 and may be renewed for up to a five-year term by way of written Amendments to the original contract and signed by authorized representatives.

### **2. Cost/Payment**

- a) R&E shall pay the Contractor a not to exceed (NTE) of \$500,000 per year to perform technical assistance work to multi-unit dwellings at a rate of \$100 per hour. The Contractor will use the titles and corresponding hourly rates listed in Exhibit A, attached hereto and incorporated by reference, for all existing and new employees working on this contract.
- b) Each application for payment shall contain the order/contract number, an itemized list of goods or services furnished and dates of services provided, cost per item or service, and total invoice amount.
- c) No payment will be made until the invoice has been approved by R&E.
- d) R&E shall make payment to the Contractor within thirty (30) days of the date on which the invoice is received. If the invoice is incorrect, defective or otherwise improper, R&E will notify the Contractor within ten (10) days of receiving the incorrect invoice. Upon receiving the corrected invoice, R&E will make payment within thirty (30) days of the corrected invoice.
- e) Payment of interest and disputes regarding payment shall be governed by the provisions of Minnesota Statutes §471.425.
- f) The Contractor shall email invoices to [jessica.paquin@recyclingandenergy.org](mailto:jessica.paquin@recyclingandenergy.org).

### **3. Scope of Services**

The Contractor will be eligible to perform any of the work outlined below over the course of this agreement. The initial work plan will be as described in Exhibit A. Should additional work be requested and agreed upon, an additional work plan and budget will be approved in writing via amendment to this agreement.

The Contractor may provide technical assistance as follows:

**Serve as a subject matter expert on the following:**

- Trash, recycling, and organics management.
- Waste reduction and reuse.
- Food recovery.
- Building deconstruction and construction and demolition (C&D) materials reuse.
- Business pollution prevention of hazardous materials.
- Other areas as identified.

**Perform outreach to targeted participant groups:**

While technical assistance services will be available to all eligible participants in Ramsey and Washington counties, R&E has prioritized targeting services to some groups based on the following criteria:

- Type and volume of solid waste generated based on broader R&E and county goals.
- The complexity and/or specialization of the group's waste and/or waste management operations.
- Program data that indicates a disparity in participation and access to program resources.

**Conduct outreach and recruitment activities.**

- Develop and implement equitable strategies to engage and recruit targeted participant groups. Strategies may include, but are not limited to:
  - A schedule of who, when, and how to engage prospective participants.
  - A list of events to attend or host to promote the program.
  - A data-driven approach to identify participant groups in areas historically and/or presently affected by environmental injustices.
  - Strategies to identify and establish positive relationships with community leaders and partners.
- A marketing and communications plan.
- Track engagement efforts, including dates of communication and information gained.
- Field initial questions from participants related to eligibility, resources available, the grant process, and appropriate projects.
- Seek to understand barriers preventing participants from being interested in this program and propose changes in outreach and recruitment strategies as a result.

**Conduct in-person site visits and provide recommendations.**

- Conduct onsite evaluations at participant locations to identify improvements and opportunities.
- Provide a written report of recommended improvements and next steps to the participant within ten business days.

**Assist in program implementation.**

- Provide ongoing and as-needed services to help the participant implement and operationalize best practices, equipment, and processes. Implementation support is provided onsite, via email, and via phone.

**Help navigate trash, recycling, and organic waste hauling services.**

- Review a participant's hauler services and costs and educate them on charges, taxes, and fees.
- Connect participants to available haulers for new and existing materials collection.
- Assist participants in the procurement of hauling services.

**Refer participants to community resources.**

- Provide referrals to other sustainability and business support resources as needed. Examples may include grant opportunities, public financial assistance, regulatory authority information, and nonprofit organizations.
- Maintain long-term relationships with participants in a manner that provides evolving support for their waste management needs.
- When appropriate, make connections between entities to improve waste reduction and food recovery practices.

**Assist in grant applications and securing resources.**

- Help participants navigate BizRecycling grants and resources based on project goals and eligibility.
- Ensure participant eligibility based on program guidelines.
- Assist participants in identifying and assembling all elements of grant applications, including, but not limited to:
  - Project goals.
  - Cost estimates and pricing documentation from potential vendors.
  - Product and vendor referrals, such as haulers, bin and equipment vendors, compostable and reusable product swaps, etc.
  - Review grant applications for accuracy prior to submission.
- Gather formal feedback on the participant experience (e.g., surveys, interviews, etc.) and share feedback with R&E.
- Serve as the liaison and main point of contact for all communications between R&E and the participant on all aspects of the grant application, award, and reporting processes.
- Order R&E-supplied resources for the participant, including trash, recycling, and organics labels, signage, and education posters, and in-unit recycling totes for multi-unit residential dwellings.
- Distribute R&E-provided resources directly to participants.
- Assist businesses in securing additional funding sources as reasonable. Funding sources may include grants or loans from other government agencies, private industries, or non-governmental organizations.

**Educate.**

- Conduct virtual and in-person training sessions related to the subject matter areas of expertise listed above for employees, residents, and other participant groups. Training sessions may also include implementing new practices.

**Provide consulting to R&E.**

- Provide subject matter expertise and recommendations to R&E and county staff to design and improve services.
- Assist in developing performance metrics and data collection systems, conduct waste sorts, and perform other tasks to evaluate programming as determined by R&E.

**For all work performed by the Contractor, the following reporting will be required:**

- Submit quarterly reports in R&E's data management system, Re-TRAC, that track the number of entities served and type of services provided, the status of implementation or general nature of inquiry/outreach response, and diversion outcomes by county. Submit written reports with this information for any programs not currently using Re-TRAC for data management.
- Meet with BizRecycling staff monthly to share progress updates, issues and challenges, any needed clarifications, highlights of business projects, community updates, program improvements and other information relevant to future planning for grant programs.
- For entities receiving technical assistance, submit an annual final report that summarizes the following by county:
  - Quantifiable results, including tons/pounds diverted and cost savings/increases following project implementation and anything else quantified for each program participant (e.g., number of technical assistance hours provided, number of employees educated).
  - Qualitative information that includes visual waste audit findings and current practices/challenges/opportunities with diverting materials from the waste stream.
  - Document pre- and post-project program efforts (e.g., photos) for each program participant.
- Develop case stories that can be used for county updates, program marketing and outreach, highlighting project implementation activities and outcomes, including resulting tons/pounds diverted and cost savings/increases per program participant.

**4. Audits, Reports, Records and Monitoring Procedures**

The Contractor will:

- a) Maintain records which reflect all revenues, costs incurred, and services provided in the performance of the Agreement.
- b) Agree that R&E, the State Auditor or legislative authority, or any of their duly authorized representatives at any time during normal business hours, and as often as they may deem reasonable and necessary for a minimum of six years from the end of this contract pursuant to Minn. Stat. § 16C.05, shall have access to and the right to examine, audit, excerpt, and transcribe any books, documents, papers, records, and accounting procedures and practices of the Vendor which are relevant to the Vendor's performance and determination of the agreed upon discounted payment rate under this Agreement.

**5. Standards**

- a) The Contactor shall comply with all applicable Federal and State Statutes and regulations as well as local ordinances now in effect or hereafter adopted.
- b) Failure to meet the requirements of Section a. above may be cause for cancellation of the Agreement effective the date of receipt of the Notice of Cancellation.

**6. Data Privacy**

All data collected, created, received, maintained or disseminated for any purpose by the activities of the contractor because of this agreement shall be governed by the Minnesota Government Data Practices Act (Act), Minn. Stat. Ch. 13, as amended and Rules implementing the Act. The contractor is subject to the requirements of the Act and Rules and must comply as if it is a governmental entity subject to the Act and Rules. The remedies contained in section 13.08 of the Act shall apply to the contractor.

**7. Nondiscrimination**

Pursuant to Minn. Stat. Ch. 364 and Minn. Stat. § 181.59 and General R&E Board policy, every contract shall contain provisions by which the contractor agrees to freedom from discrimination in employment.

**8. Indemnity and Insurance**

a) Indemnity - The Vendor does hereby agree that it will defend, indemnify, and hold harmless R&E, its agents, officers and employees against any and all liability, loss, damages, costs and expenses which R&E may hereafter sustain, incur or be required to pay by reason of any negligent act or omission or intentional act of the Vendor, its agents, officers or employees during the performance of this Agreement. This clause will not be construed to bar any legal remedies the Consultant may have for R & E's failure to fulfill its obligation under this contract.

b) Insurance - The Vendor does further agree that in order to protect itself, as well as R&E, it will at all times during the term of the Agreement have and keep in force:

- i. Commercial general liability of no less than \$1M per occurrence, \$2,000,000 general aggregate, \$2,000,000 products/completed operations total limit, \$1M personal injury and advertising liability. R&E, its agents, officers, and employees shall be added to the policy as additional insured on a primary and non-contributory basis with respect to the ongoing and completed operations of the proposer providing coverage at least as broad as ISO forms CG 2010 and CG 2037. Waiver of subrogation is required.
- ii. Professional liability of no less than \$1,000,000 per claim and \$3,000,000 aggregate limit.
- iii. If the Contractor is driving on behalf of R&E as part of the Contractor's services under the Agreement, a minimum of \$1,000,000 combined single limit auto liability, including hired, owned, and non-owned. R&E Board shall be added to the policy as additional insured on a primary and non-contributory basis. Waiver of subrogation is required.
- iv. Workers' Compensation as required by Minnesota Law. Employer's liability with limits of \$500,000/\$500,000/\$500,000. Waiver of subrogation is required.

Evidence of Insurance shall be provided before this Agreement is effective. All Certificates of Insurance must indicate that policies may not be non-renewed or cancelled unless 30 days advance written notice is provided to R&E Board. Ten (10) days notice to be provided for non-payment of premium.

In the event that claims or lawsuits shall arise jointly against the Vendor and R&E, and R&E elects to present its own defense, using its own counsel, in addition to or as opposed to legal representation available by the insurance carriers providing the coverage as stated above, then such legal expense shall be borne by R&E.

**9. Independent Contractor**

It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of co-partners between the parties hereto or as constituting the Vendor as the agent, representative, or employee of R&E for any purpose or in any manner whatsoever. The Vendor is to be and shall remain an independent contractor with respect to all services performed under this Agreement.

The Vendor represents that it has, or will secure at its own expense, all personnel required in performing services under this Agreement. Any and all personnel of the Contractor or other persons, while engaged in the performance of any work or services required by the Contractor under this Agreement, shall have no contractual relationship with R&E and shall not be considered employees of R&E.

Neither the Vendor nor its employees will at any time be construed to be employees of R&E. The Vendor is responsible for its employees' compensation, fringe benefits and all insurance coverage.

**10. Subcontracting and Assignment**

The Vendor shall not enter into any subcontract for performance of any services contemplated under this agreement; nor novate or assign any interest in the agreement without the prior written approval of R&E. Any assignment or novation may be made subject to such conditions and provisions as R&E may impose. If the contractor subcontracts the obligations under this agreement, the contractor shall be responsible for the performance of all obligations by the subcontractors.

**11. Modifications**

Any material alteration, modification or variation shall be reduced to writing as an amendment and signed by the parties. Any alteration, modification, or variation deemed not to be material by agreement of R&E and the Contractor shall not require written approval.

**12. Merger**

It is understood and agreed that the entire agreement of the parties is contained herein and this Agreement supersedes all oral agreements and negotiations between the parties relating to this subject matter. All items referred to in this Agreement are incorporated or attached and deemed to be a part of the Agreement.

**13. Performance**

All services performed by the Vendor pursuant to this Agreement shall be performed to the satisfaction of R&E, as determined at the sole discretion of its authorized representative, and in accord with all applicable federal, state, and local laws, ordinances, rules and regulations. Services not performed in accordance with the terms and conditions of RFQ and contract shall



be considered a material breach and shall be cause for be immediate termination by R&E Board. The Vendor shall not receive payment for work found by R&E to be unsatisfactory, or performed in violation of federal, state, or local law, ordinance, rule or regulation. In the event of work found by R&E to be unsatisfactory, R&E shall provide Vendor with written notice describing the work found to be unsatisfactory in any reasonable respect and thirty (30) days to correct the unsatisfactory service performed. Vendor shall work with R&E to correct the unsatisfactory service to R&E Board's mutual satisfaction within thirty (30) days of said notice. If service is not corrected to the satisfaction of R&E, it shall be considered a material breach and shall be cause for be immediate termination by R&E Board.

**14. Contractor Debarment, Suspension, and Responsibility**

Federal Regulation 45 CFR 92.35 prohibits R&E from purchasing goods or services with federal money from vendors who have been suspended or debarred by the federal government. Similarly, Minn. Stat. § 16C.03, subd. 2, provides the Commissioner of Administration with the authority to debar and suspend vendors who seek to contract with R&E. Vendors may be suspended or debarred when it is determined through a duly authorized hearing process, that they have abused the public trust in a serious manner.

**13. Termination**

R&E may immediately terminate this Agreement if any proceeding or other action is filed by or against the Contractor seeking reorganization, liquidation, dissolution, or insolvency of the Contractor under any law relating to bankruptcy, insolvency or relief of debtors. The Contractor shall notify R&E upon the commencement of such proceedings or other action.

If the Contractor violates any material terms or conditions of this Agreement R&E may, without prejudice to any right or remedy, give the Contractor, and its surety, if any, seven (7) calendar days written notice of its intent to terminate this Agreement, specifying the asserted breach. If the Contractor fails to cure the deficiency within the seven (7) day cure period, this Agreement shall terminate upon expiration of the cure period.

Either party may terminate this Agreement without cause upon giving at least thirty (30) calendar day's written notice thereof to the other party. In such event, the Contractor shall be entitled to receive compensation for services provided in compliance with the provisions of this Agreement, up to and including the effective date of termination.

**14. Interpretation of Agreement; Venue**

The Agreement shall be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this Agreement shall be venued in the appropriate State or Federal District Court in Ramsey County, Minnesota.

The provisions of this Agreement are severable. If any part of this Agreement is rendered void, invalid or unenforceable, such rendering shall not affect the validity and enforceability of the remainder of this Agreement.

**15. Warranty**

The Contractor warrants that it has the legal right to provide the goods and services identified in this Agreement and further warrants that the goods and services provided shall be in compliance with the provisions of this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement as of the dates below.

**Sustainable Synergy Solutions, LLC.**

**RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD:**

**By:** \_\_\_\_\_

**By:** \_\_\_\_\_

David Brummel/ Joint Leadership Team

**Date:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**By:** \_\_\_\_\_

Michael Reed / Joint Leadership Team

**Date:** \_\_\_\_\_

**Approved As To Form:**

**By:** \_\_\_\_\_

County Attorney

**Date:** \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

**Attachment 3– Work Plan for Scope of Services**

**Instructions:** Please complete one Attachment C - Work Plan for *each* Subject Matter Area of Expertise for which you propose to provide technical assistance services. For example, if you are proposing to provide for both Trash, Recycling, and Organics Management and Food Recovery, you will complete two separate work plans. Where indicated below, number each Work Plan out of the total number you plan to submit. For example, “1 of 2” and “2 of 2”.

Each submitted Work Plan must identify at least one Target Participant Group to whom services will be provided. Include the completed Work Plan(s) as an attachment to your proposal.

**ORGANIZATION INFORMATION**

ORGANIZATION NAME: Legal name. Identify if doing business as (DBA).
Sustainable Synergy Solutions LLC
NAME OF PROPOSAL RESPONDER/ TITLE/PHONE/E-MAIL
Robert Friend/ Owner/ 612-490-3677/ RobF@sustainablesynergysolutionsllc.com

**WORK PLAN INFORMATION (1 out of 4) – If you are including more than one in your proposal you must fill out a separate sheet for each, and number accordingly.**

<p>Subject Matter Area of Expertise: Choose only <b>one</b>.</p> <ol style="list-style-type: none"> <li>1. <input checked="" type="checkbox"/> <b>Trash, recycling, and organics management:</b> Subject matter experts are knowledgeable of best practices to maximize and maintain clean collection streams. They know of and understand how to connect entities to resources to help them manage their waste appropriately. Subject matter experts are knowledgeable about more- versus less-preferred methods of managing solid waste, recyclables, and organics.</li> <li>2. <input type="checkbox"/> <b>Waste reduction and reuse:</b> Subject matter experts have practical and creative knowledge on minimizing waste and increasing reuse in multiple industry types, such as retail, manufacturing, and hospitality. They know of and understand how to connect entities to resources to help them reduce waste and reuse materials as much as possible.</li> <li>3. <input type="checkbox"/> <b>Food recovery:</b> Subject matter experts have knowledge in food recovery operations, food safety and regulatory considerations, and common barriers preventing food recovery work. They know of and understand how to connect entities to resources to help them recover and redistribute food in a manner that is safe, sustainable, and helpful to the community.</li> <li>4. <input type="checkbox"/> <b>Building deconstruction and construction and demolition (C&amp;D) materials reuse:</b> Subject matter experts are knowledgeable about best practices in deconstructing a building in order to reuse or recycle the materials. They know how to identify a reputable deconstruction contractor or service and can assist in making sure materials are reused or recycled appropriately. Subject matter experts also understand the regulatory considerations, common barriers to, and economic considerations that accompany building deconstruction.</li> </ol>
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5.  **Business pollution prevention of hazardous materials:** Subject matter experts are knowledgeable about ways to reduce the use of harmful chemicals, transition to safer, more sustainable chemicals, and convert to modern, high-efficiency equipment. They are knowledgeable about pollution prevention opportunities in multiple types of industries, such as manufacturing and vehicle maintenance. Subject matter experts also understand regulatory considerations that may positively or negatively affect pollution prevention work.

**Target Participant Groups:** Select either all groups or the targeted groups you will provide services to. Include the number you will engage over 12 months.

All eligible businesses, schools, non-profits, and multi-unit family dwellings #  
engaged: \_\_\_\_\_

**OR**

**Targeted Participated Groups**

<input type="checkbox"/> BIPOC-owned businesses and/or businesses and multi-unit locales where BIPOC are the primary constituent. # engaged: _____	<input type="checkbox"/> Businesses that produce pollutants as prioritized by R&E. # engaged: _____	<input type="checkbox"/> Food and beverage providers # engaged: _____	<input type="checkbox"/> Food recovery organizations # engaged: _____
<input type="checkbox"/> K-12 schools # engaged: _____	<input type="checkbox"/> Manufacturing # engaged: _____	<input checked="" type="checkbox"/> Multi-unit family dwellings # engaged: 200	<input type="checkbox"/> Residential campus institutions, including colleges, hospitals, and healthcare/senior living facilities # engaged: _____
<input type="checkbox"/> Other (Propose your own group) # engaged: _____			

Attachment 3.A. – Work Plan for Scope of Services – Trash, Recycling, and Organics Management

**Outreach:** How will you conduct outreach and recruitment activities? Include specialized engagement activities and strategies for targeted participant groups, if applicable.

SSS will work closely with R&E staff to develop an agreed upon outreach plan to engage participants in trash, recycling and organics management activities. This will include but is not limited to door knocking, direct phone calls, emails, promotion with partners, and potential targeted social media campaigns. In addition to conducting direct outreach, our Recycling Experts will respond to all referrals from R&E and other partner organizations within two business days to schedule site visits with potential program participants. We will be diligent in conducting outreach to BIPOC and non-native English-speaking participants and also work to ensure an appropriate mix of participants across cities and Ramsey and Washington Counties. We will utilize lists provided by the Secretary of State, counties, cities, cultural consultants, BizRecycling staff, and other business organizations and BizRecycling Partners. Outreach will be conducted in an ongoing capacity throughout our work to ensure continuous engagement with the BizRecycling grant program. Outreach will be conducted in a similar fashion across all targeted participant groups, though close coordination with cultural consultants, translators, and interpreters will be utilized as needed to engage non-native English speakers. Additionally, our outreach will feature analogous success stories and case studies to engage participants according to their industry or specific waste generation situation.

SSS will focus outreach on participants who have not previously worked with the BizRecycling program and will prioritize entities with significant waste diversion potential. We will also focus outreach on entities who are directly impacted by local and state regulations and are more likely to need technical assistance resources in order to gain compliance.

**Site Visits:** Describe your process for providing initial site assessments (visits). Include a descriptions of any procedures, tools and education aides you will use. What will be the format you provide recommendations and what information will include?

SSS will conduct on-site visits with a relevant decision maker from each participating organization that typically require about one-hour. Site visits begin with a brief meeting to gather background participant information and identify their unique waste management improvement goals and challenges. This is followed by a thorough walk-thru of the entire facility to gather detailed information about current waste management strategies including internal waste collection procedures, staff/resident/volunteer recycling education strategies, detailed waste hauler information, barriers to waste management improvement implementation, and any applicable logistics and purchasing situations that may impact waste reduction initiatives. Our Recycling Experts are diligent about looking inside dumpsters and waste collection receptacles and document opportunities with photographs as agreed upon with each participant. Recycling Experts will utilize a formal site visit intake form with all participants to ensure that sufficient information is gathered and no areas of their operation are overlooked.

Specific Recycling Experts are assigned to each participant based on their areas of expertise, geographic location, and multilingual capabilities. We have experience working on site with interpreters and cultural consultants to ensure that our message is clearly conveyed regardless of the primary language and cultural norms of the participant.

**Implementation Assistance:** What will you do to provide ongoing assistance to future, current, and former participations to implement and operationalize best practices, equipment, and processes?

Following each site, participants are provided with a formal set of recommendations that cover all potential areas of trash, recycling, and organics management improvement opportunities. We utilize a recommendation template to ensure that a consistent level of assistance is provided to all participants and utilize translation services as needed to tailor our assistance to participants of all languages. Recommendations may include but are not limited to, recycling education and signage improvements, custodial education and contracting adjustments, adding new recycling or organics services, right sizing existing services, developing sustainable purchasing plans, improving collection infrastructure, and switching to use of compostable or recyclable products.

After providing recommendations, Recycling Experts continue to work with participants to assist with grant

application assistance via the online grant application portal. We work to obtain and verify quotes for infrastructure and other materials and contact waste haulers to add or amend services to best suit participants' needs.

Following grant approval, Recycling Experts work with participants to implement each project by providing assistance with ordering materials, placing bins and labels, educating employees, residents, and volunteers, monitoring program successes and challenges, and highlighting their successes to promote them to their customers, employees, residents, and other potential program participants. We continue to work with participants throughout their grant term and ultimately provide grant close out assistance with a final site visit and formal documentation to R&E staff. SSS maintains contact with former participants about additional grant opportunities and maintains available to them as a free resource for any future waste reduction assistance that they may request.

Throughout all aspects of our work with participants (outreach, site visits, implementation assistance, and ongoing follow-up), Recycling Experts record all interactions in our database and can report on outreach, follow up contacts, technical assistance instances, site visits, verified waste diversion, and grant statistics.

**Targeted Participant Group Services:** If you selected to provide services to a targeted group(s) outline your connection and knowledge of that group(s). Include any unique qualifications, skills, and outreach tactics you have for serving these groups. Include any ways in which your approach to initial site assessments or implementation services will be tailored to meet the groups unique needs.

SSS is proposing to work with all eligible multi-unit properties and has a strong track record of doing so. We have existing relationships with many of the BizRecycling Partner organizations and experience with conducting various outreach, engagement, and implementation strategies that may be more effective given a multi-unit's demographics or motivations for engaging in waste management improvement activities. We fully understand that the motivations for engaging in waste management improvements vary across multi-unit properties and within them as well. Our Recycling Experts will have the experience required to recognize these various motivations and are capable of changing our approach to ensure the greatest chance of waste management improvement implementation in each situation. Our service approach with participants is individually tailored and we are comfortable and experienced working alongside cultural consultants and interpretive services to ensure that our message is understood and received in a culturally appropriate manner.

**Formal partners (paid, sub-contracted vendors):** If any, list names of formal partners and a summary of their support to this service area/topic.

SSS does not have existing formal partnerships with paid subcontractors but are willing to engage in formal partnership as needed. We have identified several interpretative services that maintain status on Small and Minority Owned Business lists who have the capacity to work with us in an 'on call' basis. Additionally, as mentioned above, we have experience working in concert with many of the BizRecycling Partners and also with NewPublica to engage potential participants in the BizRecycling grant program.

**Equity** Describe how your organization fosters a diverse, equitable, and inclusive approach to work, ensuring inclusivity for both staff and the entities you collaborate with, and outline the strategies employed to guarantee accessibility and equity in the services offered.

SSS is committed to social and racial equity internally and in our approach with participants and contractors. As a new consultancy, we are excited to have the opportunity to build our staff in a way that best matches and serves our community. We are focused on ensuring that the benefits of our work are applied in a manner that promotes environmental justice and effectively demonstrates the care that we have for our local communities. Additionally, we are open to applying new and innovative strategies that may help to further the equitable approach of our work and will conduct targeted outreach to communities that have been historically underserved by the BizRecycling grant program.



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

## **Ramsey/Washington Recycling & Energy Board**

Contract Number: RESFA-1995

Contractor Name: Pomp's Tire Service, Inc  
Vendor ID: 10904  
CERT SBE SVN:

Department: Facility

Contract Authority/Resolution: Resolution  
Resolution #: R&EB 2022-06

Good/Service Type: SEML

Contract Description: Loader Tires

Contract Type:

Not To Exceed Amount: \$194,646.40

Funding Notes: 431508-35106-140103-00000

Original Contract Begin Date: June 01, 2024  
Original Contract End Date: December 31, 2024

### Comments:

Contract is to purchase 4 sets of specialized loader tires to be used on equipment at the Recycling & Energy Center. Tires cost \$12,165.40 each. Pricing includes dismounting, mounting. Other contracts used by the R&E Center do not include purchasing options for these tires and will be justifying purchase as a 'single/sole' source procurement based on the following:

- A. Vendor provides unique approach to store inventory at vendor location and provides all other tires services, such as retreading, to R&E and is uniquely qualified to provide these tires services.
- B. Tire comes as a preassembled set offering higher quality product.
- C. Tires are not available on State of MN Master Contract T-740(5) that is typically used for tire purchases.
- D. Falls under MN Statute 473.811 WASTE MANAGEMENT BY COUNTIES contract authority.





**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

## **Agreement Between Ramsey/Washington Recycling & Energy Board and Pomp's Tire Service, Inc.**

THIS AGREEMENT made and entered into by and between the Ramsey/Washington Recycling & Energy Board, hereinafter referred to as the "R&E", and Pomp's Tire Service, Inc. with its principal place of business at 5440 W 125th Street, Savage, MN 55378 hereinafter referred to as the "Contractor" or "Vendor".

### **1. Term**

The term of the Agreement shall be from June 1, 2024 through December 31, 2024.

### **2. Cost/Payment**

- a) The R&E Board shall pay the Contractor rates described in Exhibit A. This cost includes all federal and state taxes, transit fees/taxes, and the design, supplies, equipment, material, labor, warranty and training necessary to furnish and deliver each tire.
- b) Contract renewals and changes to pricing shall be made by written agreement.
- c) Invoices shall show applicable sales tax separately.
- d) No payment will be made until the invoice has been approved by the R&E Board.
- e) The R&E Board shall make payment to the Contractor within thirty (30) days of the date on which the invoice is received. If the invoice is incorrect, defective or otherwise improper, the R&E Board will notify the Contractor within ten (10) days of receiving the incorrect invoice. Upon receiving the corrected invoice, the R&E Board will make payment within thirty (30) days of the corrected invoice.
- f) Payment of interest and disputes regarding payment shall be governed by the provisions of Minnesota Statutes §471.425.
- g) The Contractor shall email invoices to R&E Center – Supply Chain Coordinator.

### **3. Scope of Services**

Contractor shall:

- a) Furnish supplies and services for the R&E Board per the specifications in Exhibit A attached hereto and incorporated herein.
- b) Delivery to the Recycling &Energy Center at the following address: 100 Red Rock Road, Newport, MN 55055.
- c) The supplies and services furnished under this Agreement is guaranteed against any defect due to faulty material or workmanship. Such defects will be replaced by the Contractor with no additional cost to the R&E Board.

**4. Audits, Reports, Records and Monitoring Procedures**

The Contractor will:

- a) Maintain records which reflect all revenues, costs incurred and services provided in the performance of the Agreement.
- b) Agree that the R&E Board, the State Auditor or legislative authority, or any of their duly authorized representatives at any time during normal business hours, and as often as they may deem reasonable and necessary for a minimum of six years from the end of this contract pursuant to Minn. Stat. § 16C.05, shall have access to and the right to examine, audit, excerpt, and transcribe any books, documents, papers, records, and accounting procedures and practices of the Vendor which are relevant to the Vendor's performance and determination of the agreed upon discounted payment rate under this Agreement.

**5. Standards**

- a) The Contactor shall comply with all applicable Federal and State Statutes and regulations as well as local ordinances now in effect or hereafter adopted.
- b) Failure to meet the requirements of Section a. above may be cause for cancellation of the Agreement effective the date of receipt of the Notice of Cancellation.

**6. Data Privacy**

All data collected, created, received, maintained or disseminated for any purpose by the activities of the contractor because of this agreement shall be governed by the Minnesota Government Data Practices Act (Act), Minn. Stat. Ch. 13, as amended and Rules implementing the Act. The contractor is subject to the requirements of the Act and Rules and must comply as if it is a governmental entity subject to the Act and Rules. The remedies contained in section 13.08 of the Act shall apply to the contractor.

**7. Nondiscrimination**

Pursuant to Minn. Stat. Ch. 364 and Minn. Stat. § 181.59 and General R&E Board policy, every contract shall contain provisions by which the contractor agrees to freedom from discrimination in employment.

**8. Indemnity and Insurance**

a) Indemnity - The Vendor does hereby agree that it will defend, indemnify, and hold harmless the R&E Board, its agents, officers and employees against any and all liability, loss, damages, costs and expenses which the R&E Board may hereafter sustain, incur or be required to pay by reason of any negligent act or omission or intentional act of the Vendor, its agents, officers or employees during the performance of this Agreement. This clause will not be construed to bar any legal remedies the Consultant may have for R & E's failure to fulfill its obligation under this contract.

b) Insurance - The Vendor does further agree that in order to protect itself, as well as the R&E Board, it will at all times during the term of the Agreement have and keep in force:

- i. Commercial general liability of no less than \$1M per occurrence, \$2,000,000 general

- aggregate, \$2,000,000 products/completed operations total limit, \$1M personal injury and advertising liability.
- ii. Minimum of \$1,000,000 combined single limit auto liability, including hired, owned, and non-owned.
  - iii. Workers' Compensation as required by Minnesota Law. Employer's liability with limits of \$500,000/\$500,000/\$500,000. Waiver of subrogation is required.

Evidence of Insurance shall be provided before this Agreement is effective. In the event that claims or lawsuits shall arise jointly against the Vendor and the R&E Board, and the R&E Board elects to present its own defense, using its own counsel, in addition to or as opposed to legal representation available by the insurance carriers providing the coverage as stated above, then such legal expense shall be borne by the R&E Board.

**9. Independent Contractor**

It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of co-partners between the parties hereto or as constituting the Vendor as the agent, representative, or employee of the R&E Board for any purpose or in any manner whatsoever. The Vendor is to be and shall remain an independent contractor with respect to all services performed under this Agreement.

The Vendor represents that it has, or will secure at its own expense, all personnel required in performing services under this Agreement. Any and all personnel of the Contractor or other persons, while engaged in the performance of any work or services required by the Contractor under this Agreement, shall have no contractual relationship with the R&E Board and shall not be considered employees of the R&E Board.

Neither the Vendor nor its employees will at any time be construed to be employees of the R&E Board. The Vendor is responsible for its employees' compensation, fringe benefits and all insurance coverage.

**10. Subcontracting and Assignment**

The Vendor shall not enter into any subcontract for performance of any services contemplated under this agreement; nor novate or assign any interest in the agreement without the prior written approval of the R&E Board. Any assignment or novation may be made subject to such conditions and provisions as the R&E Board may impose. If the contractor subcontracts the obligations under this agreement, the contractor shall be responsible for the performance of all obligations by the subcontractors.

**11. Modifications**

Any material alteration, modification or variation shall be reduced to writing as an amendment and signed by the parties. Any alteration, modification, or variation deemed not to be material by agreement of the R&E Board and the Contractor shall not require written approval.

**12. Merger**

It is understood and agreed that the entire agreement of the parties is contained herein and this Agreement supersedes all oral agreements and negotiations between the parties relating to this subject matter. All items referred to in this Agreement are incorporated or attached and deemed to be a part of the Agreement.

**13. Performance**

All services performed by the Vendor pursuant to this Agreement shall be performed to the satisfaction of the R&E Board, as determined at the sole discretion of its authorized representative, and in accord with all applicable federal, state, and local laws, ordinances, rules and regulations. Services not performed in accordance with the terms and conditions of RFQ and contract shall be considered a material breach and shall be cause for be immediate termination by R&E Board. The Vendor shall not receive payment for work found by the R&E Board to be unsatisfactory, or performed in violation of federal, state, or local law, ordinance, rule or regulation. In the event of work found by the R&E Board to be unsatisfactory, the R&E Board shall provide Vendor with written notice describing the work found to be unsatisfactory in any reasonable respect and thirty (30) days to correct the unsatisfactory service performed. Vendor shall work with the R&E Board to correct the unsatisfactory service to R&E Board's mutual satisfaction within thirty (30) days of said notice. If service is not corrected to the satisfaction of the R&E Board, it shall be considered a material breach and shall be cause for be immediate termination by R&E Board.

**14. Contractor Debarment, Suspension, and Responsibility**

Federal Regulation 45 CFR 92.35 prohibits the R&E Board from purchasing goods or services with federal money from vendors who have been suspended or debarred by the federal government. Similarly, Minn. Stat. § 16C.03, subd. 2, provides the Commissioner of Administration with the authority to debar and suspend vendors who seek to contract with the R&E Board. Vendors may be suspended or debarred when it is determined through a duly authorized hearing process, that they have abused the public trust in a serious manner.

**13. Termination**

The R&E Board may immediately terminate this Agreement if any proceeding or other action is filed by or against the Contractor seeking reorganization, liquidation, dissolution, or insolvency of the Contractor under any law relating to bankruptcy, insolvency or relief of debtors. The Contractor shall notify the County upon the commencement of such proceedings or other action.

If the Contractor violates any material terms or conditions of this Agreement the R&E Board may, without prejudice to any right or remedy, give the Contractor, and its surety, if any, seven (7) calendar days written notice of its intent to terminate this Agreement, specifying the asserted breach. If the Contractor fails to cure the deficiency within the seven (7) day cure period, this Agreement shall terminate upon expiration of the cure period.

The R&E Board may terminate this Agreement without cause upon giving at least thirty (30) calendar day's written notice thereof to the Contractor. In such event, the Contractor shall be entitled to receive compensation for services provided in compliance with the provisions of this Agreement, up to and including the effective date of termination.

**14. Interpretation of Agreement; Venue**

The Agreement shall be interpreted and construed according to the laws of the State of Minnesota. All litigation regarding this Agreement shall be venued in the appropriate State or Federal District Court in Ramsey County, Minnesota.

The provisions of this Agreement are severable. If any part of this Agreement is rendered void, invalid or unenforceable, such rendering shall not affect the validity and enforceability of the remainder of this Agreement.

**15. Warranty**

The Contractor warrants that it has the legal right to provide the goods and services identified in this Agreement and further warrants that the goods and services provided shall be in compliance with the provisions of this Agreement.

IN WITNESS WHEREOF the parties have executed this Agreement as of the dates below.

**POMP'S TIRE SERVICE, INC.**

**RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD:**

**By:** \_\_\_\_\_

**By:** \_\_\_\_\_  
David Brummel, Joint Leadership Team

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**By:** \_\_\_\_\_  
Michael Reed, Joint Leadership Team

**Date:** \_\_\_\_\_

**Approved As To Form**

**By:** \_\_\_\_\_  
Assistant County Attorney

**Date:** \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Reviewed by: \_\_\_\_\_



Peter Bjorklund, CSR

(507)301.9689

TO: JIM REDMOND, JOE HEINZ, R&E BOARD

RE: 2024 LOADER TIRE PRICING

DATE: 5/29/24

TIRE SIZE/PART NUMBER	MANUFACTURER	MODEL	PRICE	QUANTITY
26.5-25/22 #20007091	TRELLEBORG	BRAWLER HPS SOFT RIDE	\$12165.40	16

DELIVERY DESCRIPTION: R&E spare set of 4 wheels with scrap tires to be sent to Pomp's Tire Service in St. Cloud, MN for pressing tires off/on wheels. Pomp's St. Cloud will return new tires on wheels to Pomp's Tire Service, Inc.- 5440 West 125<sup>th</sup> St. Savage, MN 55378 (Dealer). Tires will be billed in full upon receipt from manufacturer and stocked at Pomp's Savage. Tires will be delivered to R&E and installed upon request from R&E. Each set removed from loader will follow this delivery schedule until all sets have been delivered. This pricing includes all labor and transport costs between Pomp's facilities, additional labor for install and delivery to R&E to be billed at a rate of \$225/hour at time of service.

\*\*Manufacturer commits to shipping all 16 tires if order is placed by June 20, 2024



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

<b>R&amp;E BOARD MEETING DATE:</b>	June 27, 2024	<b>AGENDA ITEM:</b>	V.a
<b>SUBJECT:</b>	Facility & Finance Committee Appointment		
<b>TYPE OF ITEM:</b>	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> POLICY DISCUSSION	<input checked="" type="checkbox"/> ACTION <input type="checkbox"/> CONSENT
<b>SUBMITTED BY:</b>	Joint Leadership Team (JLT)		

**R&E BOARD ACTION REQUESTED:**

Ratify appointment by the chair to the Facility & Finance Committee.

**EXECUTIVE SUMMARY:**

The Bylaws of the R&E Board provide for two standing committees, one of which has annual appointments or when a vacancy exists: the Facility & Finance Committee.

The Facility & Finance Committee consists of the elected secretary/treasurer and two additional board members. The total makeup of the committee includes one commissioner from Washington County and two commissioners from Ramsey County. Members of the Facility & Finance Committee are appointed by the chair each year or when a vacancy exists and are ratified by majority vote of the R&E Board.

Article II, Section 3(a)(2) of the Bylaws states the chair appoints members to the Facility & Finance Committee, and the board ratifies these appointments. Following the appointments, the R&E Board will be asked to ratify the appointments by majority vote.

**ATTACHMENTS:**

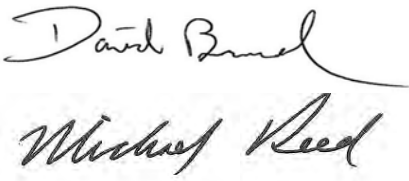


None.

**FINANCIAL IMPLICATIONS:**

None.



**SUBJECT:** *Facility & Finance Committee Appointment*

<b>AUTHORIZED SIGNATURES</b>		<b>DATE</b>
<b>JOINT LEADERSHIP TEAM</b>		6/21/24
<b>RAMSEY COUNTY ATTORNEY</b>		6/21/24
<b>WASHINGTON COUNTY ATTORNEY</b>		6/21/24



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

<b>R&amp;E BOARD MEETING DATE:</b>	June 27, 2024			<b>AGENDA ITEM:</b>	VI.a			
<b>SUBJECT:</b>	Facility & Finance Committee Report							
<b>TYPE OF ITEM:</b>	<input checked="" type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
<b>SUBMITTED BY:</b>	Joint Leadership Team (JLT)							

**R&E BOARD ACTION REQUESTED:**

For information only.

**EXECUTIVE SUMMARY:**

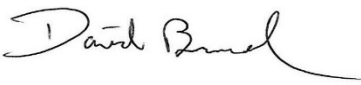

The Facility & Finance Committee met on June 13, 2024, to discuss the adoption of a budget policy that provided guidance on both surplus and deficit scenarios, adopt a recommendation to the board to approve a food scrap bag sortation vendor and to provide feedback on the draft agenda for a July 25, 2024 board workshop on the future management of refuse-derived fuel from the R&E Center. Committee Chair Bigham will provide a verbal report, followed by staff presentations of requested board actions.

**ATTACHMENTS:**

None.

**FINANCIAL IMPLICATIONS:**

None.

<b>AUTHORIZED SIGNATURES</b>	<b>DATE</b>
<b>JOINT LEADERSHIP TEAM</b>  	6/21/24



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

<b>R&amp;E BOARD MEETING DATE:</b>	June 27, 2024			<b>AGENDA ITEM:</b>	VI.a.i			
<b>SUBJECT:</b>	Budget Deficit Policy							
<b>TYPE OF ITEM:</b>	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input checked="" type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
<b>SUBMITTED BY:</b>	Joint Leadership Team (JLT)							

**R&E BOARD ACTION REQUESTED:**

Approve the Facility Budget Surplus & Deficit Policy.

**EXECUTIVE SUMMARY:**

The Ramsey/Washington Recycling & Energy (R&E) Board Facility & Finance Committee is tasked with overseeing the organization’s budgets and making finance-related recommendations to the Board. As part of this responsibility, the committee receives regular updates on the budget status. At its March 14, 2024, meeting, the committee received a 2023 year-end budget report indicating a Facility Budget deficit. While R&E has a board-approved Facility Budget Surplus Policy, there is no policy language in place if the Facility Budget is facing a year-end deficit. The Facility & Finance Committee directed staff to bring a one-time action to the committee to rectify the 2023 Facility Budget deficit, which was subsequently reviewed and approved on April 11, 2024. Additionally, the committee asked staff to explore the addition of a deficit policy and bring a recommendation and draft language back to the committee.

On June 13, 2024, the Facility & Finance Committee reviewed a draft Facility Budget Surplus & Deficit Policy. The draft adds language to the existing Facility Budget Surplus Policy, approved on September 26, 2019, setting a policy that the Enterprise Reserve Fund (ERF) be used to balance the Facility Budget in the event a deficit occurs at the end of a budget year. After a policy discussion, the committee directed staff to bring the draft policy to the next R&E Board meeting for approval.

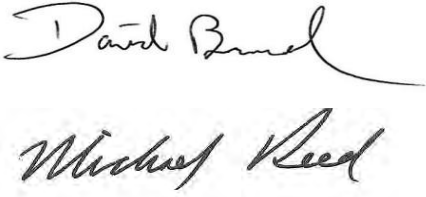


**ATTACHMENTS:**

1. Draft resolution
2. Draft R&E Board Policy – Facility Budget Surplus & Deficit Policy – drafted 6-7-2024
3. R&E Board Policy – Facility Budget Surplus Policy – approved 9-26-2019

**FINANCIAL IMPLICATIONS:**

If approved, under the Facility Budget Surplus & Deficit Policy, the ERF shall be used to maintain essential facility operations in the event of a Facility Budget deficit at the end of a budget year. Future year contributions to the ERF will need to be adjusted in the Facility Budget to correct the ERF balance up to 25% of the subsequent year’s annual Facility Budget.

**SUBJECT:** *Facility Budget Surplus & Deficit Policy*

<b>AUTHORIZED SIGNATURES</b>		<b>DATE</b>
<b>JOINT LEADERSHIP TEAM</b>		6/21/24
<b>RAMSEY COUNTY ATTORNEY</b>		6/18/24
<b>WASHINGTON COUNTY ATTORNEY</b>		6/18/24



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

**RESOLUTION R&EB-2024-11**  
**Facility Budget Surplus & Deficit Policy**

WHEREAS, The Ramsey/Washington Recycling & Energy Board (“R&E Board”) is governed by the Amended and Restated Joint Powers Agreement by and between Ramsey County and Washington County dated July 18, 2023 (“Joint Powers Agreement”); and

WHEREAS, The Amended and Restated Bylaws of the R&E Board, dated July 27, 2023, state that the Facility & Finance Committee is authorized to develop and oversee the Joint Activities Budget, Facility Budget, and Equipment Maintenance and Replacement Budget and make recommendations for these budgets to the R&E Board; and

WHEREAS, At its March 14, 2024, meeting, the Facility & Finance Committee asked staff to explore the addition of a Facility Budget deficit policy and bring a recommendation and draft language back to the committee; and

WHEREAS, Staff drafted a policy that adds language to the existing Facility Budget Surplus Policy, approved on September 26, 2019, setting a policy that the Enterprise Reserve Fund (ERF) be used to balance the Facility Budget in the event a deficit occurs at the end of a budget year; and

WHEREAS, The Facility & Finance Committee reviewed the Facility Budget Surplus & Deficit Policy at its June 13, 2024, meeting and directed the policy to be brought forward to the R&E Board for review and approval. NOW, THEREFORE, BE IT

RESOLVED, The R&E Board hereby approves the Facility Budget Surplus & Deficit Policy.

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Fran Miron, Board Chair  
June 27, 2024

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Attest  
June 27, 2024



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

## R&E Board Policy: Facility Budget Surplus & Deficit Policy

**Date Approved:** X/XX/XXXX  
**Resolution:** R&EB-2024-XX

### Purpose

Prudent financial management practices require that sufficient funds be available to provide a stable financial base. Resources must be available to fund cash flow needs and to provide resources for unfunded or uninsured liabilities. The Ramsey/Washington Recycling & Energy Board's (R&E) Amended and Restated Joint Powers Agreement (JPA) and the R&E Bylaws established an Enterprise Reserve Fund (ERF). This policy provides guidance on the desired level of funds in the ERF balance to be maintained by R&E in the ERF.

### Scope

This policy applies to the Enterprise Fund (Facility Budget) and the Enterprise Reserve Fund of Ramsey/Washington Recycling & Energy.

### Definitions

Enterprise Reserve Fund (ERF) - An R&E fund established in the JPA and Bylaws with the purposes outlined in those documents. As defined in the Third Amended and Restated Ramsey/Washington Recycling & Energy Joint Powers Agreement dated July 18, 2023, the purpose of the Enterprise Reserve Fund is, first, to at least maintain essential Facility operations; second, to make any required debt or obligations payments to third parties; and, third, to make any debt or obligations payments required to Ramsey or Washington Counties. The Bylaws outline the scope and size of the Enterprise Reserve Fund.

Operating Reserve Fund (ORF) - The original reserve fund established in the JPA and Bylaws, which are the responsibility of Ramsey and Washington Counties to address unfunded or uninsured liabilities.

Fund Balance - The difference between Assets and Liabilities, also referred to as net resources, net assets or net position. At the end of a budget year, it is the amount generally referred to as a budget surplus, which is added to surplus funds from previous budget years.

Fund Balance is classified as Non-spendable, Restricted, Committed, Assigned or Unassigned.

- Non-spendable: Fund balance amounts not in a spendable form (e.g., inventory) or legally or contractually required to remain intact.
- Restricted: Fund balance amounts that may only be used for specific purposes as stipulated by an organization's bylaws or charter, external resource providers (e.g., bond covenants) or enabling legislation. The ERF is an example of a Restricted Fund Balance.
- Committed: Fund balance of amounts for specific uses as specified by formal action at the highest decision-making level within the entity, in this case, the R&E Board. This commitment may only be changed by formal action at the same decision-making level.
- Assigned: Fund balance amounts intended to be used for a specific purpose but do not meet the committed criterion.

## ***R&E Board Policy: Facility Budget Surplus & Deficit Policy – Draft 6-7-2024***

- Unassigned: Fund balance residual classification, that is, the remaining balance that can be used after all other classifications are accounted for.
- Unrestricted: Fund balance that is the sum of the Committed, Assigned and Unassigned Fund Balances.

### **Policy**

1. The R&E Board created an ERF on September 26, 2019, to reduce financial risk for the R&E Center and meet the specified purpose in the JPA and Bylaws.
2. The R&E Board will reduce and eliminate the ORF held by each county. The ORF obligation of the counties may decrease at a faster rate if annual contributions to the ERF are greater than those outlined in the Bylaws.
3. The ERF shall be maintained at 25% of the subsequent year's annual Facility Budget. Any Facility Budget surplus funds at the end of a budget year shall be considered Committed Funds for use in future R&E Center capital projects.
4. The ERF shall be used to maintain essential Facility operations in the event of a Facility deficit at the end of a budget year. Future year contributions to the ERF shall be budgeted to correct the ERF balance to 25% of the subsequent year's annual Facility Budget.
5. Payments to the ERF may be accelerated beyond the level of contributions outlined in the Bylaws if the Facility Operating Budget has a surplus.

### **Responsibility**

The R&E Accounting Manager is responsible for preparing the year-end financial statements and ensuring the appropriate level of the ERF is reported as an Unrestricted Net Position on the R&E's annual financial statements.

### **Procedures**

1. The size of the ERF will increase each year until it reaches at least 25% of the subsequent year's annual Facility Operating Budget.
2. Annual budget surplus funds that exceed 25% of the subsequent annual Facility Operating Budget may be used by the R&E Board for capital projects it identifies and will be classified as Unrestricted Net Position on the Enterprise Fund's financial statements.
3. Annual Facility Operating Budget deficits shall be covered by the ERF as authorized by the R&E Board.



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
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## Facility Budget Surplus Policy

### **Purpose**

Prudent financial management practices require that sufficient funds be available to provide a stable financial base. Resources must be available to fund cash flow needs and to provide resources for unfunded or uninsured liabilities. The Amended and Restated Joint Powers Agreement (JPA) and the Recycling & Energy (R&E) Bylaws establish an Enterprise Reserve Fund (ERF). This policy provides guidance on the desired level of funds in the ERF balance to be maintained by R&E in the ERF.

### **Scope**

This policy applies to the Enterprise Fund (Facility Budget) and the Enterprise Reserve Fund of Recycling & Energy.

### **Definitions**

**Enterprise Reserve Fund** – R&E fund established in the JPA and Bylaws the purposes outlined in those documents.

**Operating Reserve Fund (ORF)** – The original reserve fund established in the JPA and Bylaws, which are the responsibility of Ramsey and Washington counties' to address unfunded or uninsured liabilities.

**Fund Balance** - The difference between Assets and Liabilities, also referred to as net resources, net assets, or net position. At the end of a budget year, it is the amount generally referred to as a budget surplus, which is added to surplus funds from previous budget years.

Fund Balance is classified as non-spendable, restricted, committed, assigned or unassigned.

- Non-spendable: Fund balance consists of amounts that are not in a spendable form (e.g. inventory) or are either legally or contractually required to remain intact.
- Restricted: Fund balance contains amounts that may only be used for specific purposes as stipulated by an organization's bylaws or charter, external resource providers (e.g. bond covenants) or enabling legislation. The ERF is an example of Restricted Fund Balance.
- Committed: Fund balance is composed of amounts to be used for specific uses as specified by formal action at the highest decision-making level within the entity, in this case the R&E Board. This commitment may only be changed by formal action at the same decision-making level.
- Assigned: Fund balance consists of amounts intended to be used for a specific purpose but that do not meet the committed criterion.
- Unassigned: Fund balance is the residual classification, that is, the remaining balance that can be used after all other classifications are accounted for.
- Unrestricted: Fund balance is the sum of the committed, assigned and unassigned fund balances.

### **Policy**

1. The R&E Board will create an ERF to reduce financial risk for the R&E Center and meet the specified purpose in the JPA and Bylaws. The Enterprise Fund contributes to the ERF according



to Table 1; the ERF may increase at a faster rate if annual contributions are greater than those listed in the table.

2. The R&E Board will reduce and eliminate the ORF held by each county according to Table 2. The ORF obligation of the counties may decrease at a faster rate if annual contributions to the ERF are greater than those indicated in the table.
3. The ERF shall be maintained at 25% of the annual Facility Budget. Any Facility Budget surplus funds at the end of a budget year shall be considered Committed Funds for use in future R&E Center capital projects.

### **Responsibility**

The R&E Accounting Manager is responsible for preparing the year-end financial statements and ensuring the appropriate level of the ERF is reported as Restricted Net Position on the R&E's annual financial statements.

### **Procedures**

#### **ERF:**

- 1) The R&E Board shall establish an ERF initially equivalent to \$1,640,000 from 2018 Facility surplus funds to be classified as Restricted Net Position on the Enterprise Fund's financial statements.
- 2) The size of the ERF will increase each year until it reaches at least 25% of the Facility Operating Budget. Funds more than 25% of the Facility Operating Budget may be used by the R&E Board for capital projects it identifies and will be classified as [Committed Funds] Unrestricted Net Position on the Enterprise Fund's financial statements.
- 3) The ERF is funded using the following terms:
  - a) At the end of 2019, \$1,500,000. in year-end Facility surplus funds will be added to the ERF.
  - b) For the periods of 2020 through 2023, the R&E will add at least \$1,500,000 per year to the ERF.
  - c) For the periods of 2024 through 2030, the R&E will add at least \$1,000,000 per year to the ERF.
  - d) The R&E Board shall accelerate the level of the ERF if the Facility Operating Budget has a surplus that exceeds the amounts listed above, and not otherwise designated for another use by the R&E Board.

#### **ORF:**

- 1) The ORF is reduced to \$5,000,000 in 2020 from the initial \$10,000,000 established in the Amended Bylaws.
- 2) The reduction of \$5,000,000 from the ORF will be used to provide a loan from the counties to R&E for administrative building renovation and residue and RDF loadout building enclosure.
- 3) Ramsey County's initial obligation is equivalent to 73% of the total ORF amount (\$7,300,000), and Washington County's obligation is equivalent to 27% of the total ORF amount (\$2,700,000).

- 4) During the period of 2025 – 2028, the obligation of the counties shall be reduced by at least \$1,000,000 per year, until the obligation is eliminated. The release of this obligation is directly related to the creation, growth and maintenance of the ERF. The reduction of the counties’ obligation related to the operating reserve fund may be accelerated at the sole discretion of the R&E Board, if Facility Budget surplus funds exceed \$1,500,000 in years 2020 – 2022, and \$1,000,000 thereafter, and the excess funds are placed into the ERF and are not otherwise designated for another use by the R&E Board.
- 5) The R&E Board will repay the \$4,100,000 that it withdrew from the initial ORF in 2016 according to the following chart:

Year	Payment from Recycling & Energy (R&E) to counties	Payment from R&E to Ramsey County	Payment from R&E to Washington County
2025	\$ 1,000,000	\$ 730,000	\$ 270,000
2026	\$ 1,000,000	\$ 730,000	\$ 270,000
2027	\$ 1,000,000	\$ 730,000	\$ 270,000
2028	\$ 1,100,000	\$ 803,000	\$ 297,000

**Table 1: Enterprise Reserve Fund (ERF)**

Year	Cash Balance of ERF at Beginning of Year	R&E Deposit from Facility Budget Line Item	Cash Balance of ERF at End of Year
2019	\$1,640,000		\$1,640,000
2020	\$1,640,000	\$1,500,000	\$3,140,000
2021	\$3,140,000	\$1,500,000	\$4,640,000
2022	\$4,640,000	\$1,500,000	\$6,140,000
2023	\$6,140,000	\$1,000,000	\$7,140,000
2024	\$7,140,000	\$1,000,000	\$8,140,000
2025	\$8,140,000	\$1,000,000	\$9,140,000
2026	\$9,140,000	\$1,000,000	\$10,140,000
2027	\$10,140,000	\$1,000,000	\$11,140,000
2028	\$11,140,000	\$1,000,000	\$12,140,000
2029	\$12,140,000	\$1,000,000	\$13,140,000
2030	\$13,140,000	\$1,000,000	\$14,140,000

Year	Loan Balance at Beginning of Year	Loan Balance Owed to Ramsey County*	Loan Balance owed to Washington County*	Cash Loan Repayment to Ramsey County	Cash Loan Repayment to Washington County	Loan Balance at End of Year
2019	\$ -			\$ -	\$ -	\$ -
2020	\$ -	\$3,650,000	\$1,350,000	\$ -	\$ -	\$5,000,000
2021	\$5,000,000	\$3,650,000	\$1,350,000	\$ -	\$ -	\$5,000,000
2022	\$5,000,000	\$3,650,000	\$1,350,000	\$ -	\$ -	\$5,000,000
2023	\$5,000,000	\$3,650,000	\$1,350,000	\$ -	\$ -	\$5,000,000
2024	\$5,000,000	\$3,650,000	\$1,350,000	\$365,000	\$135,000	\$4,500,000
2025	\$4,500,000	\$3,285,000	\$1,215,000	\$365,000	\$135,000	\$4,000,000
2026	\$4,000,000	\$2,920,000	\$1,080,000	\$365,000	\$135,000	\$3,500,000
2027	\$3,500,000	\$2,555,000	\$945,000	\$365,000	\$135,000	\$3,000,000
2028	\$3,000,000	\$2,190,000	\$810,000	\$1,095,000	\$405,000	\$1,500,000
2029	\$1,500,000	\$1,095,000	\$405,000	\$1,095,000	\$405,000	\$ -
2030	\$ -					

\*In 2020 each county will loan cash, totalling \$5 million, to R&E. Repayment begins in 2024.

**APPROVED: Ramsey/Washington Recycling & Energy Board**

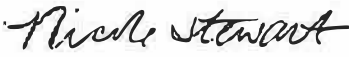
By:   
 Fran Miron, R&E Board Chair

Date: 9-26-19


**Recommended: R&E Joint Leadership Team**

By:   
 Zack Hansen, Ramsey County

Date: 9/17/2019

By:   
 Nikki Stewart, Washington County

Date: 9/18/2019

By:   
 Dushani Dye, Ramsey County Finance

Date: 9/17/2019

SUBJECT: Facility Budget Surplus Policy - 9/26/2019

**Approved as to form:**



By: \_\_\_\_\_  
Assistant County Attorney, Washington County

9/17/2019

Date: \_\_\_\_\_



By: \_\_\_\_\_  
Assistant County Attorney, Ramsey County

9/17/2019

Date: \_\_\_\_\_



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

<b>R&amp;E BOARD MEETING DATE:</b>	June 27, 2024			<b>AGENDA ITEM:</b>	VI.a.ii			
<b>SUBJECT:</b>	Food Scrap Bag Sortation Services Vendor Selection							
<b>TYPE OF ITEM:</b>	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input checked="" type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
<b>SUBMITTED BY:</b>	Joint Leadership Team (JLT)							

**R&E BOARD ACTION REQUESTED:**

1. Approve Waste Management of Minnesota, Inc. as a selected vendor for food scrap bag sortation services.
2. Approve the food scrap bag sortation services term sheet with Waste Management of Minnesota, Inc.
3. Authorize the Joint Leadership Team, or its successor, to execute an agreement with Waste Management of Minnesota, Inc., based on the term sheet following approval as to form by the County Attorney.

**EXECUTIVE SUMMARY:**

Agreements with transfer stations, known as transload agreements, create voluntary business relationships between R&E and private-sector waste companies serving the Ramsey and Washington County communities. While waste designation required all municipal solid waste (MSW) generated in Ramsey and Washington counties to be delivered to the R&E Center in Newport, transload agreements make transfer stations available to waste haulers with signed Waste Delivery Agreements. This allows haulers to reduce the distance between waste collection routes and delivery locations. R&E then transports the MSW from the transfer stations to the R&E Center to process it into refuse-derived fuel. As a part of these business relationships, transload agreements describe the process for reporting, invoicing and payment between R&E and contracted transfer stations.

On December 31, 2022, R&E’s five-year transload agreements with five transfer stations expired. Staff knew that as the Food Scraps Pickup Program would soon begin rolling out to communities within Ramsey and Washington counties, R&E would need food scrap bag sortation capacity at locations beyond the R&E Center. To prevent disruptions for haulers that use transfer stations to deliver Ramsey/Washington County MSW while still allowing R&E the flexibility to develop partnerships with transfer stations to sort food scrap bags, R&E entered into “bridge” transload agreements with its current transfer station partners. The R&E Board approved this approach at its December 15, 2022, meeting, and the bridge agreements started in 2023. Since then, R&E staff have worked toward developing partnerships with transfer stations to sort food scrap bags.

To develop a request for proposals (RFP) for food scrap bag sortation services, R&E engineering consultants analyzed the flow of waste from collection to delivery. They found that for waste delivered to transfer stations, waste collected from northern Washington County and northeast Ramsey County is generally delivered to three transfer stations in Blaine (northern zone), and waste collected from Saint Paul and

**SUBJECT:** *Food Scrap Bag Sortation Services Vendor Selection*

northwest Ramsey County suburbs is generally delivered to two transfer stations in central Ramsey County (central zone).

R&E issued the RFP for food scrap bag sortation services for the two zones on November 7, 2022. Extended time was needed for R&E staff and consultants to evaluate proposals covering both zones to support the Food Scraps Pickup Program. On March 28, 2024, the R&E Board approved a food scrap bag sortation services agreement with Walters Recycling and Refuse, Inc. to manage and sort MSW delivered to the northern zone. Once Walters commences sorting operations, this agreement will replace the existing transload agreements for the northern zone.

Concurrently, R&E staff engaged with potential vendors in the central zone. Waste Management of Minnesota, Inc. (WM), which owns and operates a transfer station in Saint Paul, was identified by staff and consultants on the RFP evaluation team to enter into negotiations for food scrap bag sortation services in the central zone. Through these negotiations, a term sheet was developed that documents key elements of an agreement. These terms are summarized below.

Transload Services

The transload component of an agreement with WM will cover the following provisions:

- Allow the contracted transfer station to receive Ramsey/Washington County waste from haulers that have entered into a waste delivery agreement with R&E.
- Offer an alternative for haulers, allowing them to avoid direct hauling waste to the R&E Center.
- Provide the process for Ramsey/Washington County waste to be transported from the contracted transfer station to the R&E Center using R&E contracted transfer vehicles/trailers.
- Describe the process for reporting, invoicing and payment between R&E and the contracted transfer station.

Sortation Services

The sortation component of an agreement with WM will cover the following provisions:

- Require the operator to install equipment that identifies and physically separates the food scrap bags from Acceptable Waste.
- Require the operator to be capable of processing at least 110,000 tons of Acceptable Waste containing food scrap bags annually.
- Outline R&E's financial put or pay obligation for sorting 110,000 tons of Acceptable Waste containing food scrap bags annually.
- Establish efficiency and purity rates of food scrap bag recovery.
- Describe operator responsibility for all labor, as well as purchasing, maintaining and troubleshooting any equipment necessary for food scrap bag sorting.
- Ensure that incoming acceptable loads containing food scrap bags are not inadvertently sent to landfill, once an agreement is executed, and that sorting non-Ramsey/Washington county loads using the food scrap bag sortation line or delivering "like tons" to R&E is not allowed.
- Option for food scrap composting at WM's Specialized Environmental Technologies, Inc. site.

Landfill Services

An additional component, for an exclusive agreement with WM for landfill services for R&E, will be included in the sortation agreement with WM. This component will cover the following provisions:

**SUBJECT:** *Food Scrap Bag Sortation Services Vendor Selection*

- Landfill tipping fee rates for R&E Center waste from 2025 through 2035, beginning at \$50 per ton plus surcharges.
- Sets an annual consumer price index escalator.





On June 13, 2024, the R&E Board Facility & Finance Committee reviewed the proposed term sheet with WM. At that meeting, the committee approved a resolution to recommend board adoption of WM as a selected vendor for food scrap bag sortation services, approval of the term sheet and authorization of JLT or its successor to execute an agreement with WM based on the term sheet. The committee resolution can be found as the second attachment in this board item.

**ATTACHMENTS:**

1. Draft resolution
2. Facility & Finance Committee resolution R&EB-FFC-2024-04
3. Draft term sheet

**FINANCIAL IMPLICATIONS:**

Estimated annual sortation expenses at the WM St. Paul transfer station are \$5,500,000 per year starting when construction and installation of sortation equipment is completed, estimated to be in Q3 2025. The R&E Board may need to amend the current 2025 approved budget to include sortation expenses. An agreement with WM will also include transload services that are already included in the approved 2024-2025 budget, which is estimated at \$1,500,000 and annual landfill costs estimated at \$7,800,000 per year.

AUTHORIZED SIGNATURES	DATE
<b>JOINT LEADERSHIP TEAM</b>  	6/21/24
<b>RAMSEY COUNTY ATTORNEY</b> 	6/17/24
<b>WASHINGTON COUNTY ATTORNEY</b> 	6/18/24



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

**RESOLUTION R&EB-2024-12**  
**Food Scrap Bag Sortation Services Vendor Selection**

WHEREAS, The Ramsey/Washington Recycling & Energy Board (“R&E Board”) is governed by the Amended and Restated Joint Powers Agreement by and between Ramsey County and Washington County dated July 18, 2023 (“Joint Powers Agreement”); and

WHEREAS, Ramsey and Washington Counties have committed to continue to protect and ensure the public health, safety, welfare and environment of each county’s residents and businesses through sound management of solid and hazardous waste generated in each county; and

WHEREAS, Transload agreements create a voluntary business relationship between R&E and five private-sector transfer stations serving the Ramsey and Washington County service area that allow waste haulers who have signed Waste Delivery Agreements to minimize the distance between their routes and the waste delivery location, provide the process for R&E designated waste to be transported from transfer stations to the Ramsey/Washington Recycling & Energy Center (“R&E Center”) using R&E contracted transfer vehicles and trailers and describes the process for reporting, invoicing and making payment between R&E and contracted transfer stations; and

WHEREAS, The Food Scraps Pickup Program will provide food scraps recycling service to all residents of Ramsey and Washington Counties by providing food scrap bags to households, which are co-collected with trash and sorted upon being delivered to the R&E Center or a transfer station; and

WHEREAS, The current five-year transload agreements with contracted transfer stations do not include sortation services for the Food Scraps Pickup Program; and

WHEREAS, New transload agreements with sortation services will replace agreements without sortation services in designated service areas; and

WHEREAS, R&E issued a request for proposals to enter into partnerships for food scrap bags to be sorted at transfer stations; and

WHEREAS, R&E staff evaluated proposals for food scrap bag sortation services and recommends approving a term sheet for transload and sortation services with Waste Management of Minnesota, Inc. (“WM”), with a ten-year duration starting from the date of execution; and

WHEREAS, The proposed term sheet includes a provision for an exclusive agreement for landfill services for R&E for a term of ten years; and

WHEREAS, The R&E Board Facility & Finance Committee approved resolution R&EB-FFC-2024-04 recommending board adoption of WM as a selected vendor for food scrap bag sortation services, approval of the term sheet and authorization of JLT or its successor to execute an agreement with WM based on the term sheet. NOW, THEREFORE, BE IT



*Draft Resolution: Food Scrap Bag Sortation Services Vendor Selection*

RESOLVED, The R&E Board hereby approves Waste Management of Minnesota, Inc. as a selected vendor for food scrap bag sortation services. BE IT FURTHER

RESOLVED, The R&E Board hereby approves the food scrap sortation services term sheet with Waste Management of Minnesota, Inc. BE IT FURTHER

RESOLVED, The R&E Board hereby authorizes the Joint Leadership Team to execute agreements with Waste Management of Minnesota, Inc. based on the approved term sheet following approval as to form by the County Attorney.

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Fran Miron, Board Chair  
June 27, 2024

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Attest  
June 27, 2024



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

**RESOLUTION R&EB-FFC-2024-04**  
**Food Scrap Bag Sortation Services Vendor Selection**

WHEREAS, The Ramsey/Washington Recycling & Energy Board (“R&E Board”) is governed by the Amended and Restated Joint Powers Agreement by and between Ramsey County and Washington County dated July 18, 2023 (“Joint Powers Agreement”); and

WHEREAS, Ramsey and Washington Counties have committed to continue to protect and ensure the public health, safety, welfare and environment of each county’s residents and businesses through sound management of solid and hazardous waste generated in each county; and

WHEREAS, Transload agreements create a voluntary business relationship between R&E and five private-sector transfer stations serving the Ramsey and Washington County service area that allow waste haulers who have signed Waste Delivery Agreements to minimize the distance between their routes and the waste delivery location, provide the process for R&E designated waste to be transported from transfer stations to the Ramsey/Washington Recycling & Energy Center (“R&E Center”) using R&E contracted transfer vehicles and trailers and describes the process for reporting, invoicing and making payment between R&E and contracted transfer stations; and

WHEREAS, the Food Scraps Pickup Program will provide food scraps recycling service to all residents of Ramsey and Washington Counties by providing food scrap bags to households, which are co-collected with trash and sorted upon being delivered to the R&E Center or a transfer station; and

WHEREAS, The current five-year transload agreements with contracted transfer stations do not include sortation services for the Food Scraps Pickup Program; and

WHEREAS, New transload agreements with sortation services will replace agreements without sortation services in designated service areas; and

WHEREAS, R&E issued a request for proposals to enter into partnerships for food scrap bags to be sorted at transfer stations; and

WHEREAS, R&E staff evaluated proposals for food scrap bag sortation services and recommends approving a term sheet for transload and sortation services with Waste Management of Minnesota, Inc., with a ten-year duration starting from the date of execution; and

WHEREAS, The proposed term sheet includes a provision for an exclusive agreement for landfill services for R&E for a term of ten years. NOW, THEREFORE, BE IT

RESOLVED, The R&E Board Facility & Finance Committee recommends the R&E Board approve Waste Management of Minnesota, Inc. as a selected vendor for food scrap bag sortation services. BE IT FURTHER

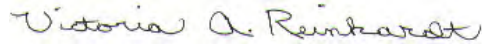
RESOLVED, The R&E Board Facility & Finance Committee recommends the R&E Board approve the food scrap sortation services terms sheet with Waste Management of Minnesota, Inc. BE IT FURTHER

RESOLVED, The R&E Board Facility & Finance Committee recommends the R&E Board authorize the Joint Leadership Team to execute agreements with Waste Management of Minnesota, Inc. based on the approved term sheet following approval as to form by the County Attorney.



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Karla Bigham, Committee Chair  
June 13, 2024



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Attest  
June 13, 2024



## **Ramsey/Washington Recycling & Energy & Waste Management of Minnesota, Inc. Transfer Station Food Waste Sortation Key Terms Summary 06/13/2024**

- Food waste processing/sortation fee: \$47.50 per ton
  - Term: 10 years with two 5-year options for extension
  - CPI Midwest Urban Index for annual adjustments
  - Agreement must include a “put or pay” or comparable provision to guarantee a minimum of 110,000 tons of annual volume for food waste processing
- Food scrap bag composting fee (WM Empire site): \$70.00 per ton
  - Term: 10 years with two 5-year options for extension
  - CPI Midwest Urban Index for annual adjustments
- MSW transload fee: \$12.00 per ton
  - Term: 10 years with two 5-year options for extension
  - CPI Midwest Urban Index for annual adjustments
- MSW disposal (exclusive agreement for bypass, bulky and residue materials): \$50.00 per ton + surcharges
  - Term: 10 years with two 5-year options for extension
  - CPI Midwest Urban Index for annual adjustments
- Recovery Efficiency - The Separation Equipment must ensure a recovery efficiency for food scrap bags of ninety-four percent (94%) by count
- Recovery Purity - The Separation Equipment must ensure a minimum purity of recovered food scrap bags of ninety-two percent (92%) by weight.
- Placeholder for additional sorting performance metrics
- R&E’s right of first refusal to purchase the property in the event WM decides to sell Saint Paul transfer station to be developed

\* Rates depicted above do not include applicable taxes or fees.

\*\* Rates depicted above are for the first year of the agreement (assuming 2025). All rates will be subject to an annual increase to be determined.



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
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<b>R&amp;E BOARD MEETING DATE:</b>	June 27, 2024			<b>AGENDA ITEM:</b>	VI.b			
<b>SUBJECT:</b>	Review of 2025 Budgets							
<b>TYPE OF ITEM:</b>	<input checked="" type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
<b>SUBMITTED BY:</b>	Joint Leadership Team (JLT)							

**R&E BOARD ACTION REQUESTED:**

For information only.

**EXECUTIVE SUMMARY:**

Budgets are an important policy tool for the Ramsey/Washington Recycling & Energy (R&E) Board to achieve its mission, “enhancing public health and the environment by creating value from waste through partnerships” and vision, “vibrant, healthy communities without waste.” The budgets are developed to reflect these statements and the commitment to Ramsey and Washington Counties to advance the goals of their respective county solid waste management plans.

R&E Board Bylaws provide that the Facility & Finance Committee will prepare a two-year budget for Joint Activities for R&E Board approval on or prior to August 1 of the year prior. The R&E Board then submits the Joint Activities Budget to the counties annually for approval of their respective contributions. The bylaws also state that the Facility & Finance Committee will prepare the annual Facility Budget for approval by the R&E Board each year on or prior to August 1 of the year prior. While not called for in the bylaws, R&E staff also prepare the Equipment Maintenance & Replacement (EM&R) Budget for consideration by the R&E Board on the same schedule as the Facility Budget.

The Facility & Finance Committee met on May 14, 2024, to review and recommend any changes to the previously approved 2024-2025 budgets for Ramsey/Washington Recycling & Energy (R&E). The Committee adopted Resolution R&EB-FFC-2024-02, approving the proposed 2025 Joint Activities Budget, Facility Budget and EM&R Budget and recommended that the R&E Board approve the budgets. Following this, both the Ramsey County Board and Washington County Board held workshops to discuss the county perspectives on the 2025 R&E budgets. The committee’s changes to the budgets are described below.

**Joint Activities Budget**

No recommended changes to the 2025 Joint Activities Budget previously approved on July 27, 2023.

**Facility Budget**

No recommended changes to the 2025 Facility Budget previously approved on July 27, 2023.

Tipping Fee – No recommended changes to the 2025 tipping fee previously approved on July 27, 2023, at \$130.00 per ton.

**Equipment Maintenance & Replacement Budget**

No recommended changes to the 2025 EM&R Budget previously approved on July 27, 2023.

**SUBJECT:** *Review of 2025 Budgets*



At the June 27, 2024, R&E Board meeting, board members will report back on the discussions that occurred at the county board workshops. This meeting provides the opportunity for the board to provide additional direction to staff in preparing the final 2025 budgets, which will be presented for approval at the July 25 R&E Board meeting.

**ATTACHMENTS:**

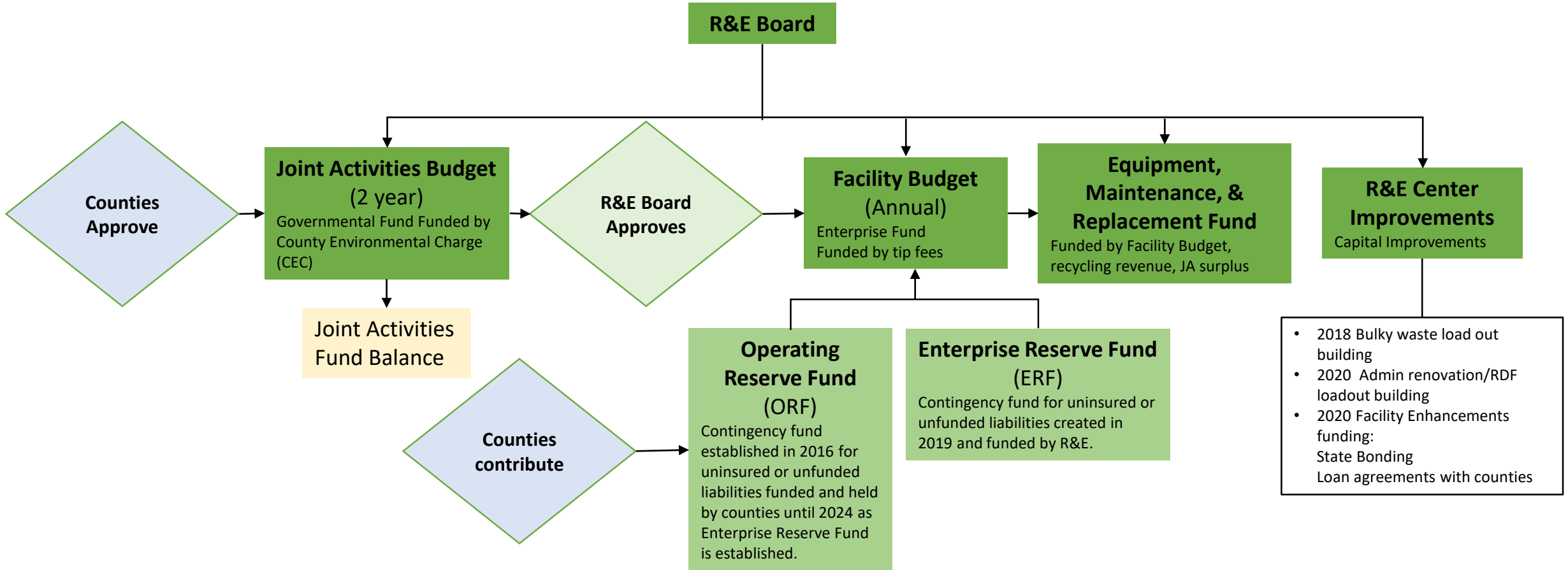
1. R&E Budget Structure
2. 2025 Budget Timeline
3. Facility & Finance Committee Resolution R&EB-FFC-2024-02
4. Proposed 2025 Joint Activities Budget
5. Proposed 2025 Facility Budget
6. Proposed 2025 Equipment Maintenance & Replacement Budget

**FINANCIAL IMPLICATIONS:**

Upon final approval, the financial implications will be explicit in the approved budgets.

<b>AUTHORIZED SIGNATURES</b>	<b>DATE</b>
<b>JOINT LEADERSHIP TEAM</b>  	6/21/24

# R&E Board Budget Structure





**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

### **2025 Budget Planning Timeline**

#### **Joint Activities Budget**

March 14, 2024	Facility & Finance Committee reviews budget process and timeline.
April 11	Facility & Finance Committee discusses Joint Leadership Team (JLT) proposal for amending 2025 budget, provides direction on changes.
April 25	R&E Board reviews budget objectives and impacts.
May 14	Facility & Finance Committee reviews revised draft budget, approves resolution to recommend budgets be approved by the R&E Board.
May/June	County Board workshops (as needed).
June 27	Facility & Finance Committee presents proposed Joint Activities Budget for R&E Board discussion.
July 25	R&E Board adopts 2025 Joint Activities Budget and recommends approval of Joint Activities Budget by County Boards.
August – September	County Boards approve 2025 Joint Activities Budget.

#### **Facility Budget and Facility Equipment Maintenance & Replacement (EM&R) Fund**

March 14	Facility & Finance Committee reviews budget process and timeline.
April 11	Facility & Finance Committee discusses JLT proposal, for amending 2025 Facility Budget and EM&R Fund, provides direction on changes.
April 25	R&E Board reviews budget objectives and impacts.
May 14	Facility & Finance Committee reviews revised budgets, approves resolution to recommend budgets be approved by the R&E Board.
May/June	County Board workshops (as needed).
June 27	Facility & Finance Committee presents proposed 2025 budgets for R&E Board discussion.
July 25	R&E Board adopts 2025 budgets and establishes tipping fee for 2025.





**RESOLUTION R&EB-FFC-2024-02**

**2025 Budget Recommendation for Board Approval**

WHEREAS, The Ramsey/Washington Recycling & Energy Board (the “R&E Board”) is governed by the Amended and Restated Joint Powers Agreement by and between Ramsey County and Washington County dated July 18, 2023, (“Joint Powers Agreement”); and

WHEREAS, The Joint Powers Agreement provides that the R&E Board shall establish a Facility Budget and a Joint Activities Budget; and

WHEREAS, The Facility & Finance Committee has reviewed the 2025 Joint Activities Budget at its meeting on April 11, 2024; and

WHEREAS, The Facility & Finance Committee has reviewed the 2025 Facility Budget at its meeting on April 11, 2024; and

WHEREAS, The Facility & Finance Committee has reviewed the 2025 Equipment Maintenance & Replacement Fund at its meeting on April 11, 2024. NOW, THEREFORE, BE IT

RESOLVED, The Ramsey/Washington Recycling & Energy Board Facility & Finance Committee hereby approves the 2025 R&E Joint Activities Budget and recommends that the R&E Board approve the Joint Activities Budget and forward the budget to the Ramsey and Washington county boards for approval. BE IT FURTHER

RESOLVED, The Ramsey/Washington Recycling & Energy Board Facility & Finance Committee hereby approves the 2025 Facility Budget and sets the 2025 tipping fee at the rate, previously approved on July 27, 2023, of \$130.00 per ton. BE IT FURTHER

RESOLVED, The Ramsey/Washington Recycling & Energy Board Facility & Finance Committee hereby approves the 2025 Equipment Maintenance & Replacement Fund.

A handwritten signature in black ink that reads "Karla Bigham".

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Karla Bigham, Committee Chair  
May 14, 2024

A handwritten signature in black ink that reads "Victoria A. Reinhardt".

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Attest  
May 14, 2024

## Ramsey/Washington Recycling & Energy Board Joint Activities

<b>JOINT ACTIVITIES</b>	<b>2023</b>	<b>Unaudited</b>	<b>2024 Approved Budget</b>	<b>2025 Proposed Budget</b>
<b>APPROPRIATIONS:</b>				
Project Management		2,970,130	3,506,000	3,559,000
Commercial & Residential Recycling		3,685,868	4,425,000	4,425,000
Community Waste Solution		247,753	830,000	786,000
Food Scrap Recycling		1,049,888	1,105,000	1,455,000
General Outreach		673,995	925,000	925,000
Policy Evaluation		1,135,613	1,190,000	1,190,000
Total Appropriations		<u>9,763,247</u>	<u>11,981,000</u>	<u>12,340,000</u>
<b>REVENUE:</b>				
Washington County		3,134,553	3,234,870	3,331,800
Ramsey County		8,474,901	8,746,130	9,008,200
Total Revenue		<u>11,609,454</u>	<u>11,981,000</u>	<u>12,340,000</u>
<b>TOTAL</b>				
Appropriations		9,763,247	11,981,000	12,340,000
Revenue		11,879,977	11,981,000	12,340,000
Surplus/(Deficit)		<u>2,116,730</u>	<u>-</u>	<u>-</u>

**Ramsey/Washington Recycling & Energy Board  
Recycling & Energy Center - Facility**

<b>R&amp;E CENTER</b>	<b>2023 Unaudited</b>	<b>2024 Approved Budget</b>	<b>2025 Approved Budget</b>
<b>APPROPRIATIONS:</b>			
Personnel Costs	8,357,874	12,102,800	12,849,900
Fuel Supply Agreements	6,415,362	6,385,535	6,626,800
Landfill	7,322,997	7,700,699	7,845,403
Compost	-	240,700	730,600
Transportation	8,857,103	9,136,776	9,862,200
Transload	2,709,278	2,862,300	3,035,300
Facility Operations	10,174,802	10,512,200	10,946,800
Contingency	-	710,090	808,897
Enterprise Reserve Fund	1,500,000	1,500,000	1,500,000
Debt Services	3,533,586	3,873,600	4,868,800
Transfer to Equipment/Maintenance Fund: Additional Transfer -Approved/Proposed	300,000	300,000	300,000
<b>Total Appropriations</b>	<b>49,171,001</b>	<b>55,324,700</b>	<b>59,374,700</b>
<b>REVENUE:</b>			
Operations Revenue	47,582,998	55,324,700	59,374,700
<b>Total Revenue</b>	<b>47,582,998</b>	<b>55,324,700</b>	<b>59,374,700</b>
<b>TOTAL</b>	<b>2023 Unaudited</b>	<b>2024 Approved Budget</b>	<b>2025 Approved Budget</b>
Appropriations	49,171,001	55,324,700	59,374,700
Revenue	47,582,998	55,324,700	59,374,700
<b>Surplus/(Deficit)</b>	<b>(1,588,004)</b>	<b>-</b>	<b>-</b>

Notes:

- 2023 Approved Tipping Fee is \$103/ton
- \*\* 2024 Proposed Tipping Fee is \$121/ton
- \*\*\* 2025 Proposed Tipping Fee is \$130/ton

**Ramsey/Washington Recycling & Energy Board  
Recycling and Energy Center - Equipment Maintenance Fund**

<b>EQUIPMENT/MAINTENANCE</b>	<b>2023 Unaudited</b>	<b>2024 Approved Budget</b>	<b>2025 Proposed Budget</b>
<b>APPROPRIATIONS:</b>			
Equipment	505,000	795,000	1,270,000
Maintenance	752,784	1,300,000	1,120,000
Total Appropriations	<u>1,257,784</u>	<u>2,095,000</u>	<u>2,390,000</u>
<b>REVENUE:</b>			
Sale of Recyclable Materials	1,736,762	1,780,000	1,780,000
Additional Transfer - Proposed	300,000	300,000	300,000
Total Revenue	<u>2,036,762</u>	<u>2,080,000</u>	<u>2,080,000</u>
<b>TOTAL</b>			
Appropriations	1,257,784	2,095,000	2,390,000
Revenue/Fund Balance Transfer	2,036,762	2,080,000	2,080,000
Reserve for Future Years	<u>778,978</u>	<u>(15,000)</u>	<u>(310,000)</u>



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

<b>R&amp;E BOARD MEETING DATE:</b>	June 27, 2024	<b>AGENDA ITEM:</b>	VI.c
<b>SUBJECT:</b>	Xcel Memorandum of Understanding		
<b>TYPE OF ITEM:</b>	<input checked="" type="checkbox"/> INFORMATION	<input type="checkbox"/> POLICY DISCUSSION	<input type="checkbox"/> ACTION <input type="checkbox"/> CONSENT
<b>SUBMITTED BY:</b>	Joint Leadership Team (JLT)		

**R&E BOARD ACTION REQUESTED:**

For information only.

**EXECUTIVE SUMMARY:**

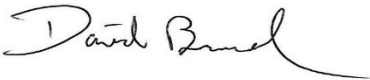



R&E has a fuel delivery agreement in place with Xcel through December 31, 2027 for refuse derived fuel. Recently there was a change in federal rule made effective by U.S. Environmental Protection Agency designating two PFAS/PFOA substances as hazardous substances. These are just two of thousands of “forever chemicals” that are used in products that eventually become part of the waste stream. Xcel approached R&E with concerns about their potential increased liability under this new regulation and offered proposed strategies to remedy those concerns. R&E is in active negotiations with Xcel on this matter. As an interim step, R&E is finalizing a memorandum of understanding with Xcel to continue good faith negotiations on this matter. Any contract modifications to the existing fuel delivery agreement with Xcel will require future board approval. JLT will provide a verbal report.

**ATTACHMENTS:**

None.

**FINANCIAL IMPLICATIONS:**

None.

AUTHORIZED SIGNATURES	DATE
<b>JOINT LEADERSHIP TEAM</b>  	6/25/24
<b>RAMSEY COUNTY ATTORNEY</b> 	6/25/24
<b>WASHINGTON COUNTY ATTORNEY</b> 	6/25/24



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

<b>R&amp;E BOARD MEETING DATE:</b>	June 27, 2024			<b>AGENDA ITEM:</b>	VIII			
<b>SUBJECT:</b>	Updates and Reports							
<b>TYPE OF ITEM:</b>	<input checked="" type="checkbox"/>	INFORMATION	<input type="checkbox"/>	POLICY DISCUSSION	<input type="checkbox"/>	ACTION	<input type="checkbox"/>	CONSENT
<b>SUBMITTED BY:</b>	Joint Leadership Team (JLT)							

**R&E BOARD ACTION REQUESTED:**

For information only.

**EXECUTIVE SUMMARY:**


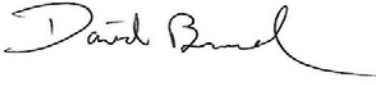
- a. **Partnership on Waste and Energy Board Update**  
Partnership on Waste and Energy Board Chair Reinhardt will provide Partnership Board updates, including legislative efforts. Staff will provide a presentation on the Minnesota Packaging Waste and Cost Reduction Act that was recently signed into law.
- b. **Facility Updates**  
Staff will provide updates on R&E Center projects and operations.
- c. **Procurement Report**  
Staff will provide a written report of new contracts and amendments executed under the authority of R&E's procurement guidelines during the period of May 1, 2024, through May 31, 2024. Funding for the contracts is available in the approved Joint Activities, Facility and EM&R Budgets, following approval as to form by the Ramsey County or Washington County attorney's office.

**ATTACHMENTS:**

- 1. R&E Center Tours Report
- 2. Procurement Report

**FINANCIAL IMPLICATIONS:**

None.

AUTHORIZED SIGNATURES	DATE
JOINT LEADERSHIP TEAM  	6/21/24



**RAMSEY/WASHINGTON  
RECYCLING & ENERGY**  
CONNECTING VALUE TO WASTE

**R&E Center Tours**

**Completed between 5/17/24 - 6/21/24**

<b>Group</b>	<b>Group Type</b>	<b>Date</b>	<b># of visitors</b>
Robiotix Biotech	Business	5/21/2024	10
City of St Paul Public Works	Governmental	5/21/2024	12
Burns & McDonnell + Western Lake Superior Sanitary District (WLSSD)	Consultant/Vendor	5/23/2024	7
Post Consumer Brands	Business	6/6/2024	7
Girl Scout 58488 (Woodbury) 4th grade	Educational	6/6/2024	10
Ramsey County Waste Reduction Advisory Committee	Community	6/6/2024	16
Ashley Marston Community	Internal/Community	6/12/2024	6
The Grove United Methodist Church Sustainability Team	Community	6/12/2024	15
Food Recovery Network	Community	6/12/2024	5
FSPP Participants #1	Community	6/20/2024	22
FSPP Participants #2	Community	6/20/2024	22

Total Number of Tours Completed: 11

Total Number of Tour Attendees: 132



Report of all professional service and supplies, equipment, material and labor (SEML) contracts, amendments and solicitations issued and executed under authority of Ramsey/Washington Recycling & Energy’s procurement guidelines (Resolution R&EB 2022-06) between May 1, 2024, and May 31, 2024.

<b>Vendor</b>	<b>Effective Date</b>	<b>Description</b>	<b>NTE/Budgeted Amount</b>	<b>Procurement Type</b>
The PMO Squad	6/1/24	Joint Activities – Project management consulting services.	\$223,000	Professional Services
Kennedy Scales, Inc.	3/1/24	Facility – Scalehouse calibration and repair services.	About \$12,000 per year	Professional Services
J.R.’s Advanced Recyclers	6/1/24	Facility – Appliance recycling services.	Under \$20,000 per year	SEML
Forest Lake Area Chamber of Commerce	1/1/24	Joint Activities – BizRecycling promotions and outreach.	\$15,000 per year	Professional Services
Twin City Garage Door, Co.	6/1/24	Facility – Parts and servicing for the garage doors at the facility.	Rate Setting	SEML
Toltz King Duvall Anderson & Associates, Inc.	2/1/24	Facility – Plant controls system maintenance and miscellaneous system engineering services.	Rate Setting	Professional Services
White Bear Area Chamber of Commerce	1/1/24	Joint Activities – BizRecycling promotions and outreach.	\$15,000 per year	Professional Services
Minnesota Department of Revenue	5/10/24	Facility – Debt collections services.	\$0	Professional Services
North Country Food Alliance	6/1/24	Joint Activities – Surplus food recovery and distribution to alleviate food insecurity.	\$173,523	Professional Services
St. Paul Area Chamber of Commerce	6/1/24	Joint Activities – BizRecycling promotions and outreach.	\$30,000	Professional Services
Metropolitan Courier Corporation	5/1/24	Facility – Cash handling services.	Under \$5,000 per year	Professional Services
The Boldt Company	5/1/24	Facility – Specialized labor services.	Budget of approximately \$500,000 per year	SEML
East Side Neighborhood Development Company, Inc.	1/1/24	Joint Activities – BizRecycling promotions and outreach.	\$15,000 per year	Professional Services