RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

MEETING NOTICE
RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD

Date: Thursday, October 29, 2026
Time: 10 a.m. – noon
Location: Ramsey/Washington Recycling & Energy Center | 100 Red Rock Road | Newport, MN | 55055 | Tours Building, Mississippi Conference Room | Map
Public: Members of the public are encouraged to participate remotely or may attend at the Newport address. Microsoft Teams | Phone Conference ID: 662 660 987# | 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** – September 24, 2026	Action	Page 2
IV.	**Consent Agenda** a. Agreement with Foth Infrastructure and Environment, LLC b. Agreement with GHD Services, Inc.	Action	Page 8
V.	**Governance** – No items.		
VI.	**Management and Administration** a. 2026 Budget Status	Information	Page 94
VII.	**Policy** a. 2027 Legislative Platform	Policy Discussion	Page 98
VIII.	**Updates and Reports** a. Commissioner Updates b. Executive Director Update c. Strategic Partnerships Update d. Programs Update e. Facility Update f. Procurement Report	Information	Page 100 Page 104
IX.	**Other** a. Invitation for Comments from Ex Officio R&E Board Members: MPCA and City of Newport	Information	
X.	**Adjourn**		

NEXT MEETING:
R&E Board | Thursday, November 19, 2026 | 10 a.m. – noon | Ramsey/Washington Recycling & Energy Center, Newport

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

THURSDAY, SEPTEMBER 24, 2026
RAMSEY/WASHINGTON RECYCLING & ENERGY BOARD MEETING MINUTES

A meeting of the Ramsey/Washington Recycling & Energy Board (R&E Board) was held at 10 a.m. at the Ramsey/Washington Recycling & Energy Center (R&E Center), 100 Red Rock Road, Newport, Minnesota. Members of the public attended remotely or in person at the Newport address.

MEMBERS PRESENT
Commissioners Bethany Cox and Fran Miron – Washington County
Commissioners Mary Jo McGuire, Kelly Miller and Rafael Ortega (joined at 10:15 a.m.) – Ramsey County

EX-OFFICIO MEMBERS PRESENT
Tom Ingemann – City of Newport (call in)

ATTENDING AT THE R&E CENTER, NEWPORT
Leigh Behrens, Dave Brummel, Amanda Erickson, Annalee Garletz, Jeanne Given, Cassie Hagen, Kelli Hall, Sam Hanson, Susan Jamison, Jennefer Klennert, Nate Klett, Pete Lesiak, Trista Martinson, Andrea McKennan, Deb Orth, Michelle Palm, Matt Phillips, Jim Redmond, Gabi Rosenthal, Bill Sumner, Ryan Tritz

ATTENDING REMOTELY
Aymet Baysal, Alisha Black, Gary Bruns, Mikaela Campbell, Reyna Chavez, Tammy Christopherson, Hannah Coyle, Tutu Fatukasi, Sam Ferguson, Rae Frank, Jamie Giesen, Lianna Goldstein-Rancich, Abigail Hindson, Fatima Janati, Kevin Johnson, Kathryn Jordan, Hannah Keller, Jon Klapperich, Kathleen Murphy, Rob Murray, Amina Muumin, Jen Palmquist, Ashley Stoner, Rick Varco, Elizabeth Walsh, Gina Williams, Sherilyn Young

CALL TO ORDER
Chair McGuire called the meeting to order at 10:02 a.m. Introductions were made.

AGENDA OF SEPTEMBER 24, 2026 PRESENTED FOR APPROVAL
Motion by Miron, seconded by Miller, to approve the agenda. Motion passed.

Ayes: Cox, McGuire, Miller and Miron.
Nays: None.

MINUTES FROM AUGUST 27, 2026 PRESENTED FOR APPROVAL
Motion by Miller, seconded by Miron, to approve the minutes of August 27, 2026. Motion passed.

Ayes: Cox, McGuire, Miller and Miron.
Nays: None.

CONSENT AGENDA
Presented by: Kelli Hall, Administration Director

Information on the policies on the consent agenda is included in the September 24, 2026, R&E Board packet.

Motion by Miron, seconded by Miller to approve R&EB-2026-15 Consent Agenda. Motion passed.

Ayes: Cox, McGuire, Miller and Miron.
Nays: None.

MANAGEMENT AND ADMINISTRATION

Capital Assistance Program (CAP) Award for Flail Mill Project
Presented by: Trista Martinson, Executive Director

The resolution is required by state law for grant funding. It affirms that R&E has the necessary funding to complete the project, including matching funds, pledges the use of the funds and authorizes the executive director to sign the application and related agreement.

Motion by Miller, seconded by Cox, to approve R&EB-2026-16 Capital Assistance Program (CAP) Award for Flail Mill Project. Motion passed.

Ayes: Cox, McGuire, Miller, Miron and Ortega.
Nays: None.

Executive Director Compensation Agreement
Presented by: Mary Jo McGuire, Board Chair

The executive director's annual review was completed in a closed session held after the August 27, 2026, R&E Board meeting. Goals for 2026 were reviewed, and it was determined all had been met, with the executive director exhibiting high performance, along with managing a motivated workforce. Goals for 2027 were also reviewed and are well aligned with the strategic plan.

Executive Director Trista Martinson indicated all successes belong to the entire staff. Every part of the team is looking to the future. Administration staff are reviewing policies to protect R&E and continue to have a well-functioning system, which includes an exceptional safety rating.

Motion by Miller, seconded by Miron to approve R&EB-2026-17 Executive Director Compensation Agreement. Motion passed.

Ayes: Cox, McGuire, Miller, Miron and Ortega.
Nays: None.

Board Workshop: Solid Waste Trends
Presented by: Leigh Behrens, Manager, Planning & Project Management

Planning & Project Management Manager Leigh Behrens presented the findings of the waste characterization trends analysis, which was completed in collaboration with Foth and HDR. The analysis provides information on trends in the waste stream and an evaluation of what is happening in the local waste system. R&E has many goals, commitments and performance requirements.

The Solid Waste Management Act identifies counties as the governing body responsible for solid waste management. The act, among other things, sets the framework for the relationship between the Minnesota Pollution Control Agency (MPCA) and Minnesota counties. Counties work with the MPCA toward achieving goals identified in the act.

The municipal solid waste inbound flow and outbound flow infrastructure was noted. There are many sources of input, which can make it hard to measure and evaluate. Many approaches are used to get an accurate view of municipal solid waste, like surveys, trend analyses, community engagement, historical tonnage trends and waste characterization studies.

Waste characterization studies are completed by sorting and weighing a representative sample of waste by material type to extrapolate how much of each material is present in the waste stream overall. Standards are used for getting a representative sample. A single trash bag is not studied, rather a randomized sampling is used to achieve more accurate results. Individual categories are identified prior to a study. Waste characterization evolves over time. Eleven studies have been completed at R&E between 2012 and 2025, with the most recent study completed by Foth in 2025. The Food Scraps Pickup Program is not a part of the study due to the timing of implementation.

The Select Committee on Recycling and Environment (SCORE) reporting is another tool. Solid waste data is reported to the MPCA annually by each Minnesota county. The data is used for many purposes, including calculating recycling rates. It is particularly valuable for examining long-term trends. The MPCA began collecting this data in 1991.

The recycling rate is a brief evaluation of how each county is performing. There are shortcomings to this metric as it is harder for fast-growing, populous counties to receive accurate rates. There are materials that never enter the system, such as solid waste from large businesses.

The combined recycling rate of Ramsey and Washington Counties, as of 2024, was 47%. The goal is 75%. When R&E was created in 2016, the rate was 39%. When solid waste designation was implemented in 2018, the rate was 49%. The 41% rate in 2021 was attributed to the COVID-19 pandemic.

When looking at per capita waste, it is important to note that during the study period between 2010 and 2024, the population increased by 100,000, but the rates per capita went down. Compared with Minnesota overall, Ramsey and Washington Counties have lower discard rates and higher waste-to-energy rates.

There are 86 haulers in Ramsey and Washington Counties. In 2025, 427,363 tons of residential and business municipal solid waste were hauled. By tons delivered to the R&E Center, the top five haulers

deliver 70% of all Ramsey and Washington County municipal solid waste. Agreements are in place with all 86 haulers.

Insights from the analyses can help inform prioritization and decisions, such as resource allocation and program and policy development, operational tactics and service delivery strategies. The research, data collection and analysis align with the values of the Counties and R&E.

The need for a disposition policy in County and joint powers boards was discussed relative to furniture, equipment, etc., to reduce items being added to the waste stream. It was recommended that it be a part of request for proposal.

Tire disposal remains a problem. It was suggested that R&E staff coordinate with the Mosquito Control District regarding potential tire legislation.

UPDATES AND REPORTS

Commissioner Updates
Presented by: Mary Jo McGuire, R&E Board Chair

No update presented.

Executive Director Update
Presented by: Trista Martinson, R&E Executive Director

Martinson, along with Facility Director Sam Holl, participated in a presentation on PFAS in the waste stream at a 3M Corporation conference on Wednesday, September 16, 2026.

R&E will have two new University of Minnesota Climate Smart Municipalities interns in 2027. The GreenCorps intern will start at R&E on September 28, 2026.

Holl and Strategic Partnerships Manager Melissa Finnegan are attending the Solid Waste Administrators Association Conference on September 24-25, 2026. Dan Donkers with Ramsey County Environmental Services will receive a solid waste manager award at the conference.

Meetings have been held with all haulers regarding tipping fees. There are concerns about designation and fair market value. Haulers have asked for an all-hauler meeting with commissioners.

Planning Specialist Kieu My Phi started at R&E on Monday, September 14, 2026. Kieu My will be supporting planning and project management and strategic partnerships.

Legislation was passed in the recent Minnesota legislative session to conduct a study regarding infectio waste disposal. The MPCA sent out a survey and will be doing a report in January 2027, which will include a proposal on the next steps. There has been a reduction in infectious waste received on the R&E tipping floor.

Strategic Partnerships Update
Presented by: Trista Martinson, R&E Executive Director

There are two outstanding grant applications with the MPCA, and a third in contract discussions.

Two group tours are being held for local legislative candidates on Monday, September 28, 2026, with individual tours for those not able to make the group tours.

Programs Update
Presented by: Sam Hanson, R&E Programs Director

The GreenCorps intern, who starts her 11-month internship on Monday, September 28, 2026, has a background in environmental studies and will be assisting with food waste reduction and prevention work.

Food Waste Prevention Week is Sept. 28 - Oc . 4, 2026. Community cooking skills classes focused on ways to waste less food were scheduled for Se . 19 and 26, led by Chef Blong Vang. Food Recovery Partners will be celebrated during Food Waste Prevention Week. Social media content will be shared with commissioners.

The latest Food Scraps Pickup Program rollout phase took place on July 7, 2026. As of September 7, 2026, there are 21,232 program participants (11% participation rate), with 208.35 tons of food being sent for composting. The launch of the phase that includes Roseville, Lauderdale and Falcon Heights is scheduled for December 26, 2026. The rollout for Saint Paul is scheduled for February 2027, with Saint Anthony Village and Spring Lake Park scheduled for the spring of 2027.

Michelle Palm, R&E programs coordinator, presented an update on bulky waste and mattresses. R&E began a partnership with Second Chance Recycling in 2021. There are services available for cities and multi-unit properties. These include discounted collection through drop-off events and discounted curbside pickup for residents. Other options are to participate in reduced-cost pickup for multi-unit properties and reduced-cost pickup from public properties. Drop-off events were held in both Ramsey and Washington Counties in 2026. R&E is working with junk haulers to divert mattresses.

Eighteen cities participated in curbside events, resulting in the recycling of 10,429 mattresses. Seven cities held cleanup events, resulting in the recycling of 334 mattresses. In addition, 1,631 mattresses were diverted from the R&E tipping floor and recycled. Mattresses and box springs collected as of August 31, 2026, totaled 21,493. In 2025, a total of 19,036 mattresses were collected.

R&E is collaborating with Hennepin and Carver Counties on the building material reuse program. Deconstruction grants are issued for up to $5,000 on residential properties and up to $10,000 on commercial properties. Grants for used building material installation are issued for up to $5,000. Structural move grants are issued for up to $15,000. As of August 31, 2026, 21 projects have been contracted, compared to 10 in 2025.

Work is being done on a stakeholder analysis and environmental scan. R&E is exploring expanded access to curbside mattress collection for all of Ramsey and Washington Counties. Staff are working on an overarching communication plan for mattresses. There will be focus on expansion into supporting

furniture reuse and recycling efforts. Evaluation will continue on the building material reuse grant program, as well as supporting deconstruction education through partners.

Programs Director Sam Hanson acknowledged Palm turning several pilot projects into robust programs.

Facility Update
Presented by: Trista Martinson R&E Executive Director

Work is underway with a tariff broker relative to the line clean-up robot being transported to R&E from Canada.

Procurement Report
Presented by: Jim Redmond, R&E Contract Manager

Contract Manager Jim Redmond presented the report for July 2026. There were five contracts and amendments issued: two for facility and three for programs. Five grants totaling approximately $57,000 were issued for waste reduction and recycling. A presentation on 2026 contracts and grants is planned for the October 29, 2026, R&E Board meeting.

OTHER BUSINESS

Invitation for Comments from Ex Officio R&E Board Members

No comments.

Next Meeting
The next meeting of the R&E Board will be held on , 2026, at 10 a.m. at the R&E Center in Newport. The December 3, 2026, R&E Board meeting is canceled.

ADJOURNMENT

Chair McGuire adjourned the business meeting at 11:59 a.m.

ATTEST:

_____
Commissioner Mary Jo McGuire, Chair
October 29, 2026

_____
October 29, 2026

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

R&E BOARD MEETING DATE:	October 29, 2026				**AGENDA ITEM:**	IV.	
SUBJECT:	Consent Agenda						
TYPE OF ITEM:	☐	INFORMATION	☐	POLICY DISCUSSION	☒	ACTION	☐ CONSENT
SUBMITTED BY:	Trista Martinson, R&E Executive Director						

R&E BOARD ACTION REQUESTED:

Approve the Consent Agenda.

EXECUTIVE SUMMARY:

Consent agenda items:

- Approve a rate-setting agreement with Foth Infrastructure and Environment, LLC, to provide engineering services specific to the Ramsey/Washington Recycling & Energy (R&E) Center.
- Approve a rate-setting agreement with GHD Services, Inc., to provide general engineering services to R&E, including strategic and programmatic efforts.

ALIGNMENT WITH STRATEGIC PLAN:

Both vendors will support R&E in achieving numerous goals across most of R&E's strategic plan, including innovating for impact, advancing circularity by transforming waste into resources, and enhancing organizational efficiencies to meet obligations.

ATTACHMENTS:

. Draft Resolution (R&EB-2026-18)
. Draft Contract with Foth Infrastructure & Environment, LLC
. D C D .

FINANCIAL IMPLICATIONS:

The annual budget for engineering services is $700,000 and this funding has been approved in the 2026-2027 A Programs budget.

SUBJECT: *Consent Agenda*

AUTHORIZED SIGNATURES		DATE
R&E EXECUTIVE DIRECTOR		10/22/26
WASHINGTON COUNTY ATTORNEY		10/22/26

RAMSEY/WASHINGTON
RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

RESOLUTION R&EB-2026-18
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 November 12, 2024 (Joint Powers Agreement); and

WHEREAS, The R&E Board adopted Procurement Guidelines on January 23, 2025 (Resolution R&EB-2025-01), which specify the procurement methods for contracts and purchases; and

WHEREAS, The R&E Board approved the 2026-2027 Joint Activities, Facility and Equipment Maintenance & Replacement (EM&R) budgets on July 24, 2025, in accordance with Section V.B.8 of the Joint Powers Agreement; and

WHEREAS, On July 27, 2026, R&E released an RFP for engineering services, structured to allow vendors to propose engineering services, general and strategic engineering services, or both for the Ramsey/Washington Recycling & Energy Center (R&E Center); and

WHEREAS, R&E received three responses, and a five-person review team reviewed the proposals based on the criteria laid out in the RFP; and

WHEREAS, Based on the strength of two proposers, the evaluation team recommends two contractors to provide engineering services to R&E: Foth Infrastructure and Environment, LLC to provide engineering services for the R&E Center; and GHD Services, Inc. to provide general and strategic engineering services, based on each possessing strong knowledge and expertise in their respective subject areas. NOW, THEREFORE, BE IT

RESOLVED, The R&E Board approves Foth Infrastructure and Environment, LLC as the selected proposer recommended by the evaluation team to provide engineering services for the R&E Center. BE IT FURTHER

RESOLVED, The R&E Board approves GHD Services, Inc. as the selected proposer recommended by the evaluation team to provide general and strategic engineering services. BE IT FURTHER

RESOLVED, The R&E Board authorizes the executive director to execute the agreements with Foth Infrastructure and Environment, LLC, and GHD Services, Inc., and any amendments or change orders thereto, for engineering services, with an initial term of three years with the option of renewals totaling up to a five-year term, and within the project budget and upon approval as to form by the county attorney.

_____

Mary Jo McGuire, Board Chair
October 29, 2026

_____

Attest
October 29, 2026

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

Agreement Between Ramsey/Washington Recycling & Energy Board and Foth Infrastructure & Environment, LLC.

THIS AGREEMENT made and entered into by and between the Ramsey/Washington Recycling & Energy Board, hereinafter referred to as "R&E", and Foth Infrastructure & Environment, LLC with its principal place of business at 2121 Innovation Court, Suite 300, P.O. Box 5126, De Pere, WI 54115, hereinafter referred to as the "Contractor" or "Vendor".

1. Term

The term of the Agreement shall be from January 1, 2027 through December 31, 2029 with the possibility to renew upon mutually agreed upon terms for a full term of up to five years.

2. Cost/Payment

a) R&E shall pay the Contractor for services performed according to the rates outlined on Page 30 of the Contractor's proposal, included here as Exhibit A, attached hereto and incorporated by reference.
b) Contract renewals including changes to pricing shall be made by written agreement.
c) Invoices shall show applicable sales tax separately.
d) Invoices shall be sent on a monthly basis and within 30 days for which work is being billed.
e) Each invoice shall contain the order/contract number, an itemized list of goods or services furnished, dates of services provided, cost per item or service, and total invoice amount.
f) No payment will be made until the invoice has been approved by R&E.
g) 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.
h) Payment of interest and disputes regarding payment shall be governed by the provisions of Minnesota Statutes §471.425.
i) The Contractor shall email invoices in PDF form to sholl@recyclingandenergy.org, or designee(s).

3. Scope of Services

For each calendar year of this Agreement, the Contractor will provide an annual workplan and budget to R&E for acceptance and approval, focusing on R&E Center-specific activities, no later than December 1 of the prior year (January 15, 2022, for the first year of this Agreement). For planning purposes, the target annual budget for activities will be $250,000. This total may fluctuate at R&E's discretion based on tasks that need to be performed or other activities that may be added by the designated R&E contact over the course of each calendar year.

In addition, on or before the 21st day of each calendar month of this Agreement (beginning in January of the first year of this Agreement), the contractor shall provide, to the designated R&E contact, an activity projections report consisting of:

- Year-to-date spend in each of the agreed upon budget categories.
- Planned activities for the next calendar month with estimated hours by position per activity and estimated total budget for that month.

No work shall be performed prior to R&E's written approval of the activity projection report or other written scope, statement or work or other document as directed by the designated R&E contact.

Certain tasks and assignments may overlap with other contractors R&E has retained. In those circumstances, R&E will determine which contractor(s) should be assigned for those tasks and assignments. R&E is solely designated to assign Contractor work.

Under this Agreement, the Contractor will provide the following services according to the methods outlined in the Contractor's proposal, attached hereto as Exhibit A:

- ***Odor Control***
  - Ongoing odor monitoring.
  - Analysis of odor control technologies.
  - Assistance with communications about odor.
- ***Delivery of Waste & Materials Marketing***
  - Assistance with monitoring waste-to-energy capacity, managing outlets for RDF, Xcel Fuel Supply Agreement and advising on strategic approaches related to that agreement.
  - Monitoring waste deliveries by haulers and designation compliance.
  - Data management and presentation of facility-related data.
  - Procurement assistance, such as for waste hauler agreements, transfer station agreements and landfill agreements.
  - Recommendations on the management of certain waste streams delivered to the R&E Center, including bulky waste, construction and demolition debris and industrial waste.
  - Exploration, analysis, estimation and tracking related to sale of materials captured from RDF production, the recyclables recovery and organics recovery (food scrap bags and organic-rich materials).
- ***R&E Center Operational Assistance***
  - Processing equipment design, planning, modification and construction oversight and assistance, including estimates and technical expertise on processing systems.
  - Assistance with transportation and transfer stations issues, such as with FSPP.
  - Conducting testing and evaluation of operational elements, such as regular food scrap bag quality control, waste stream characterization, contamination and purity observation/studies.
  - Permitting and reporting.
  - Preparation and revision of standard operating procedures (SOPs).
  - Assistance with safety reviews and safety protocol development.

- Assistance with facility-related information systems technology and support for R&E's contracted information technology services.
- Assistance with establishing a metro green energy campus, such as technology evaluation, permitting, materials management integration and/or related efforts.
- Technical assistance with management of RDF processing equipment and facility operations.

- ***Other Duties As Requested***

All goods and services furnished under this Agreement are guaranteed against any defect due to faulty material or workmanship. Such defects will be replaced by the Contractor within 30 days at no additional cost to R&E.

4. Audits, Reports, Records and Monitoring Procedures

The Contractor will:

a) Maintain records which reflect all billing amounts 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 Contractor which are relevant to the Contractor'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.

. **Indemnity and Insurance**

Indemnity - The Contractor does hereby agree that it will defend, indemnify, and hold harmless the R&E Board, its agents, officers and employees against 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 acts, error or omission for any services performed by Contractor, its agents, officers or employees in connection with this Agreement. This clause will not be construed to bar any legal remedies the Contractor may have for R&E's failure to fulfill its obligation under this contract.

Insurance - The Contractor 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:

. 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. The R&E Board, 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.

. Professional liability of no less than $1,000,000 per claim and $3,000,000 aggregate limit.

. 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.

. Workers' Compensation as required by Minnesota Law. Employer's liability with limits of $500,000/$500,000/$500,000. Waiver of subrogation is required.

Commercial General Liability insurance and Automobile Liability insurance may be obtained through a combination of base policy and excess or umbrella insurance policy.

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 Contractor 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.

. **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 Contractor as the agent, representative, or employee of the R&E Board for any purpose or in any manner whatsoever. The Contractor is to be and shall remain an independent contractor with respect to all services performed under this Agreement.

The Contractor 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 Contractor nor its employees will at any time be construed to be employees of the R&E Board. The Contractor is responsible for its employees' compensation, fringe benefits and all insurance coverage.

10. Subcontracting and Assignment

The Contractor 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 Contractor pursuant to this Agreement shall be performed with the same degree of care and skill ordinarily used by members of the design profession practicing under similar conditions at the same time and locality of the project, and in accord with all applicable federal, state, and local laws, ordinances, rules and regulations 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 Contractor 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 Contractor with written notice describing the work found to be unsatisfactory in any reasonable respect and thirty (30) days to correct the unsatisfactory service performed. Contractor 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 Contractors 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 Contractors who seek to contract with the R&E Board. Contractors 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.

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 R&E 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.

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.

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.

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 TESTIMONY WHEREOF the parties have duly executed this Contract by their duly authorized officers:

RAMSEY/WASHINGTON RECYCLING & ENERGY		**FOTH INFRASTRUCTURE & ENVIRONMENT, LLC**	
_____		_____	
Executive Director	Date	Contractor	Date

Approved as to form:

_____

Assistant County Attorney Date

Reviewed By: _____

Reviewed By: _____

Ramsey/Washington Recycling & Energy Contract No. RESRC-

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

Contract Overview

Vendor Name: GHD Services, Inc.

Aspen ID:
Goods or Services Being Provided: Strategic engineering services
Goods or Services Type: Professional Service
Contracting Department: Facility and JA **Teams:**

Financial Information

Contract Type: Max Not to Exceed
Original Contract Amount: Rate be $250,000 - $350,000
Current Contract Amount Including Renewals: NA – Rate
Annual Budget for These Goods or Services:
Maximum Potential Contract Spend Allowed Based on Signing Authority: NA - A
Funding String:

Contract Overview

Contract Begin Date: November 1, 2026
Original Term End Date: October 31, 2029
Current End Date: October 31, 2029
Contract Authority:
If Board Resolution, Resolution Number: -2026-
Solicitation Method: RFP

Solicitation Description: GHD strategic engineering services a
.

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

RESFA-2356

SERVICE CONTRACT BETWEEN RAMSEY/WASHINGTON RECYCLING & ENERGY AND GHD SERVICES, INC.

I. PARTIES

This Contract is made and entered into by and between Ramsey/Washington Recycling & Energy, hereinafter referred to as "R&E," and GHD Services, Inc., with its principal place of business at 2055 Niagara Falls Blvd, Ste 3, Niagara Falls, NY 14304, herein referred to as "Contractor."

II. TERM OF CONTRACT

The term of this Contract shall be from November 1, 2026, through October 31, 2029. This Contract may be renewed up to a maximum term of five years upon mutual agreement of the parties.

III. SCOPE OF SERVICES

For each calendar year of this Agreement, the Contractor will provide an annual workplan and budget to R&E for acceptance and approval, focusing on R&E programs and strategic initiatives, no later than December 1 of the prior year (except in the initial year of this Agreement). For planning purposes, the target annual budget for activities will be $250,000. This amount may fluctuate at R&E's discretion based on tasks that need to be performed or other activities that may be added by the designated R&E contact over the course of each calendar year.
On or before the 21st day of each calendar month of this Agreement, the contractor shall provide, to the designated R&E contact, an activity projections report consisting of:

- Year-to-date spend in each of the agreed upon budget categories.
- Planned activities for the next calendar month with estimated hours by position per activity and the estimated total budget for that month.

No work shall be performed prior to R&E's written approval of the activity projects report or other written scope, statement of work or other document as directed by the designated R&E contact.

Certain tasks and assignments may overlap with other contractors R&E has retained. In those circumstances, R&E will determine which contractor(s) should be assigned for those tasks and assignments. R&E is solely designated to assign Contractor work.

Work shall conform to the methods outlined in the Contractor's Proposal, attached hereto and hereby made a part of this Contract as Exhibit A. The specific areas of services that will be requested of the Contractor will include, but not be limited to the following:

- ***Solid Waste Management Research and Evaluation***
  - Research, data collection, analysis and planning related to strategic solid waste topics and issues, such as waste reduction, reuse, recyclables/organics collection,

education/behavior change, sustainable materials management, material flow, transfer, materials marketing and end use. Activities may include studying feasibility, trends, financial/economic impact, environmental impact, equity, scalability and similar.
  - Research emerging topics and issues.
  - Data management and assistance with development of reports, recommendations, visualizations, presentations and tools.
  - Procurement and monitoring assistance for services related to comprehensive R&E programs and efforts (e.g., food scrap collection, BizRecycling).

- ***Upstream Efforts Assistance***
  - Support of upstream efforts through data collection/management/mapping, planning, partnership development, implementation and monitoring of priority programs, such as wasted food, compost, bulky or hard to process items (e.g., mattresses), construction and demolition debris, textiles and industrial waste.
  - Support of R&E staff on the community roll-out and operation of the Food Scraps Pickup Program (FSPP), such as supporting GIS-based data management and tracking, vendor procurement, coordination and strategic management.
  - Recommendations on the management of certain waste streams, such as collection, logistics, processing and end markets.
  - Technical expertise and facilitation services related to communications, outreach, education and engagement efforts.

- ***Future Technology***
  - Identification and monitoring of current and emerging solid waste management technologies that align with R&E's strategic plans and values.
  - Analysis, evaluation and knowledge-building of technologies that process waste streams generated in Ramsey and Washington counties (e.g., anaerobic digestion, waste-to-energy, gasification, pyrolysis, advanced recycling, etc.).
  - Research, analysis and support of future materials management and end markets, such as organics, refuse-derived fuel (RDF) and components thereof (process residue, plastics, etc.).
  - Outreach and relationship-building with existing and potential partners, such as through site visits to facilities and conference attendance.

- ***Policy & Planning***
  - Assistance with development, execution and tracking of strategic efforts to implement Ramsey and Washington counties' solid waste management plans and R&E Strategic Plan.
  - Assistance with public policy monitoring and plan development for state and regional requirements and goals, such as in the Metropolitan Policy Plan, 75% recycling goal for Twin Cities metropolitan counties and 2040 carbon free energy standard.
  - Assistance with development, analysis and implementation of existing and potential extended producer responsibility programs and requirements (e.g., packaging, batteries, electronics, mattresses, textiles, etc.).
  - Assistance with evaluation, planning and implementation of regional governance frameworks for solid waste management.

- ***Other Duties As Requested***

IV. COST AND PAYMENT

A. The cost to R&E for the services to be provided by the Contractor is set forth on pages 54 of Exhibit A.

. The Contractor will provide to R&E invoice(s) no more frequently than monthly, which shall include clear documentation of work completed, dates of work, location of work, and Contract Number RESRC-2356.

C. R&E shall pay each invoice within 30 days of receipt of the invoice. If the invoice is incorrect or work was not performed as specified, R&E will notify the Contractor who shall provide R&E with a corrected invoice. Upon receiving the corrected invoice, R&E will make payment within 30 days of the corrected invoice.

D. The Contractor shall email invoices to the R&E Staff requesting the services specified on the invoice.

V. NONDISCRIMINATION

The Contractor agrees to comply with the nondiscrimination provision set forth in Minnesota Statute § 181.59 and not discriminate on the basis of race, creed, color, or national origin. The Contractor's failure to comply with this requirement may result in cancellation or termination of the Contract, and all money due or to become due under the Contract may be forfeited for a second or any subsequent violation of the terms or conditions of this Contract.

VI. COMPLIANCE WITH LAW

The Contractor shall comply with all applicable Federal law, State statutes, Federal and State regulations, and local ordinances now in effect or adopted during the performance of the services herein until completion of said services. Failure to meet the requirements of the above shall be a substantial breach of the Contract and will be cause for cancellation of this Contract.

VII. POSSESSION OF FIREARMS ON R&E PREMISES

Unless specifically required by the terms of this Contract or the person it is subject to an exception provided by 18 USC §§ 926B or 926C (LEOSA) no provider of services pursuant to this Contract or subcontractors shall carry or possess a firearm on R&E premises or while acting on behalf of Ramsey/Washington Recycling & Energy pursuant to the terms of this Contract. Violation of this provision is grounds for immediate suspension or termination of this Contract.

VIII. SUBCONTRACTING AND ASSIGNMENT

The Contractor shall not enter into any subcontract for performance of any services contemplated under this Contract; nor novate or assign any interest in the Contract, 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, including ensuring that subcontractors are abiding by R&E's Conflict of Interest policy. If the Contractor subcontracts the obligations under this Contract, the Contractor shall be responsible for the performance of all obligations by the subcontractors.

IX. SUBCONTRACTOR PROMPT PAYMENT

Pursuant to Minnesota Statute § 471.425, subd. 4a., Contractor shall pay any subcontractors within 10 days of the Contractor's receipt of payment from R&E for undisputed services

provided by the subcontractor. The Contractor shall pay interest of 1½ percent per month, or any part of a month, to the subcontractor on any undisputed amount not paid on time to the subcontractor. The minimum monthly interest penalty payment for an unpaid balance of $100 or more is $10. For an unpaid balance of less than $100, the Contractor shall pay the actual penalty due to the subcontractor. The subcontractor shall have third party rights under this Contract to enforce this provision.

X. DATA PRACTICES

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

XI. AUDITS, REPORTS, RECORDS AND MONITORING PROCEDURES/RECORDS AVAILABILITY & RETENTION

Contractor's books, records, documents, and accounting procedures and practices, and other evidence relevant to this audit clause are subject to the examination, duplication, transcription and audit by R&E and either the Legislative or State Auditor, pursuant to Minn. Stat. § 16C.05. The Contractor agrees to maintain books, records, documents, accounting procedures and practices, and other evidence relevant to this audit clause for a period of six (6) years from the date services or payment were last provided or made or longer if any audit in progress requires a longer retention period.

XII. INDEMNIFICATION

The Contractor agrees it will defend, indemnify, and hold harmless R&E, its officers and employees against any and all liability, loss, costs, damages, and expenses which R&E, its officers, or employees may hereafter sustain, incur, or be required to pay arising out of the negligent or willful acts or omissions of the Contractor in the performance of this Contract.

XIII. INSURANCE REQUIREMENTS

The Contractor agrees that it will at all times during the term of this Contract, keep in force the following insurance protection in the limits specified:

A. Commercial General Liability with Contractual liability coverage in the amount of $1,500,000 per occurrence with a $3,000,000 aggregate. An excess or umbrella liability policy may be used in conjunction with primary coverage limits to meet the minimum limit requirements.
B. Professional Liability coverage in the amount of $2,000,000 per wrongful act or claim with a $4,000,000 annual aggregate.
C. Cyber Liability coverage in the amount of $2,000,000 per wrongful act or occurrence with a $4,000,000 annual aggregate.
D. Automobile coverage in the amount of $1,500,000 on a combined single limit basis and include hired and non-owned.
E. Worker's Compensation in statutory amount (if applicable) of bodily injury by accident in the amount of $500,000 each accident, bodily injury by disease in the amount of

$500,000 each employee, and bodily injury by disease in the amount of $500,000 policy limit.

Ramsey/Washington Recycling & Energy shall be listed as additional insured as it relates to Commercial General Liability and Automobile Liability.

Prior to the effective date of this Contract, the Contractor will furnish R&E with a current and valid proof of insurance certificate indicating insurance coverage in the amounts required by this Contract. This certificate of insurance shall be on file with R&E throughout the term of the Contract. As a condition subsequent to this Contract, Contractor shall ensure that the certificate of insurance provided to R&E will at all times be current. The parties agree that failure by the Contractor to maintain a current certificate of insurance with R&E shall be a substantial breach of the Contract and payments on the Contract shall be withheld by R&E until a certificate of insurance showing current insurance coverage in amounts required by the Contract is provided to R&E.

Any policy obtained and maintained under this clause shall provide that it shall not be cancelled, materially changed, or not renewed without thirty days' notice thereof to R&E.

XIV. INDEPENDENT CONTRACTOR

Nothing within the Contract is intended or should be construed in any manner as creating or establishing the relationship of co-partners between the parties or as constituting the Contractor as the agent, representative, or employee of R&E for any purpose or in any manner whatsoever. The Contractor is to be and shall remain an independent Contractor with respect to all services performed under this Contract.

The Contractor will secure, at its own expense, all personnel required in performing services under the Contract. 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 Contract shall have no Contractual relationship with R&E and shall not be considered employees of R&E.

XV. TERMINATION BY R&E FOR CONVENIENCE

R&E may terminate the Contract at any time and for any reason by providing the Contractor written notice of such termination. Upon such termination the Contractor shall be entitled to compensation for work activities in accordance with the Contract which were incurred prior to termination.

XVI. TERMINATION BY R&E FOR CAUSE

R&E may immediately terminate the Contract if R&E determines that the Contractor has failed to comply with any of the provisions of the Contract, for breach or default. Termination will be in writing setting forth the manner in which the Contractor is in default.

R&E in its sole discretion may, allow the Contractor a reasonable period of time not to exceed ten (10) days, in which to cure the defect. In such case, the notice of termination will state the time period in which cure is permitted and other appropriate conditions. If Contractor fails to remedy to R&E's satisfaction the breach or default of any of the terms, covenants, or conditions of this Contract within ten (10) days after receipt by Contractor of written notice from R&E setting forth the nature of said breach or default, R&E shall have the right to terminate the

Contract without any further obligation to Contractor. Any such termination for default shall not in any way operate to preclude R&E from also pursuing all available remedies against Contractor and its sureties for said breach or default.

XVII. CONTRACTOR DEBARMENT, SUSPENSION AND RESPONSIBILITY CERTIFICATION

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, Minnesota Statutes, Section 16C.03, subdivision 2, provides the Commissioner of Administration with the authority to debar and suspend vendors who seek to Contract with R&E. Contractors 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. By signing this Contract, the Contractor certifies that it and its principals* and employees:

A. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from transacting business by or with any federal, state, or local governmental department or agency; and
B. Have not within a three year-period preceding this Contract: 1) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (federal, state, or local government) transaction or Contract, 2) violated any federal or state antitrust statutes, or 3) committed embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property; and are not presently indicted or otherwise criminally or civilly charged by a governmental entity for:
    a. commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (federal, state, or local government) transaction,
    b. violating any federal or state antitrust statutes, or
    c. committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property; and
C. Are not aware of any information and possess no knowledge that any subcontractor(s), that will perform work pursuant to this Contract, are in violation of any of the certifications set forth above; and
D. Shall immediately give written notice to the Contract manager should the Contractor come under investigation for allegations of fraud or a criminal offense in connection with obtaining or performing a public (federal, state, or local government) transaction, violating any federal or state antitrust statute, or committing embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

*Principals, for the purpose of this certification, means officers, directors, owners, partners, and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager, plant manager, head of subsidiary division or business segment, and similar positions).

XVIII. CONFLICT OF INTEREST

Contractor affirms that, to the best of its knowledge, this Contract does not present a conflict of interest with any party or entity, which may be affected by the terms of this Contract. The Contractor agrees that, should any conflict or potential conflict of interest become known, it will

immediately notify R&E of the conflict or potential conflict, and will advise R&E whether it will or will not resign from the other engagement or representation. Unless waived by R&E, a conflict or potential conflict may, in R&E's discretion, be cause for cancellation or termination of this Contract.

XIX. VENDOR/CONTRACTOR USE OF ARTIFICIAL INTELLIGENCE AGREEMENT

Contractor shall comply with all applicable R&E policies, in all use of artificial intelligence (AI) technology in the performance of its duties under this Contract. In the event that this Contract will include access to nonpublic government data, this Contract will need to incorporate provisions to control the use of AI on such data.

XX. VENDOR/CONTRACTOR INFORMATION TECHNOLOGY USAGE AGREEMENT

All contractors having access to R&E information technology resources in the course of their work for R&E will be required to sign R&E Vendor/Contractor Information Technology Usage Agreement.

XXI. SAFETY

The Contractor must comply with all state and federal Occupational Safety and Health regulations and laws.

This includes but is not limited to employee right to know concerning all materials classified by Occupational Safety and Health Administration (OSHA) as hazardous. All chemical dispensers/applicators will be clearly marked showing contents. All Material Safety Data Sheets (MSDS) relating to all chemicals shall be displayed where chemicals are stored. Any chemicals used in R&E buildings or in the performance of R&E projects shall have an MSDS which will be given to R&E before any work begins. Any spillage of chemicals shall be reported immediately to R&E and appropriate reporting agencies (i.e., MPCA). Report any problems, breakage, fires, etc., immediately to R&E.

Contractor shall remove all supplies, chemicals, etc., from R&E premises that were used to perform services and dispose of them properly. There will be no disposing of supplies and chemicals on R&E property. There will be no loaning of R&E tools and/or equipment to Contractors from R&E staff.

Drinking of alcoholic beverages, using of controlled substances (drugs) or being under the influence of drugs or alcohol is expressly prohibited. Refrain from smoking of any substance in or about R&E buildings.

XXII. SECURITY & PRIVACY

The Contractor is responsible to close, secure, and lock all doors in R&E facilities when services are performed after normal R&E hours or when no R&E personnel are present. While Contractors are working in R&E buildings, Contractor must sign in/out on a daily basis in addition to wearing a badge. Contractor should produce sufficient identification.
The Contractor agrees to take any precautions necessary to maintain security of R&E buildings and privacy of data found throughout R&E buildings or on R&E premises. All questions concerning security issues will be reported to R&E immediately upon discovery.

XXIII. JURISDICTION & VENUE

This Contract, amendments, and supplements thereto, shall be governed by the laws of the State of Minnesota. All actions brought under this Contract shall be brought exclusively in Minnesota State Courts of competent jurisdiction with venue in Ramsey County.

XXIV. MODIFICATIONS

Any material alteration, modification, variations, or additional tasks to this Contract shall be reduced to writing as an amendment and signed by the parties. Any alterations, modifications, variations, or additional tasks deemed not to be material by Contract of R&E and the Contractor shall not require written approval.

XXV. MERGER

It is understood and agreed that the entire Contract of the parties is contained herein and that this Contract supersedes all oral agreements and negotiations between the parties relating to this subject matter. All items referred to in this Contract are incorporated or attached and deemed to be part of this Contract. In the event of any conflict, contradiction, or ambiguity between the terms and conditions of this Contract and any other document(s) incorporated by reference to this Contract, the terms and conditions of this Contract shall prevail.

XXVI. COUNTERPARTS

This Contract may be executed in two or more counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument.

IN TESTIMONY WHEREOF the parties have duly executed this Contract by their duly authorized officers:

RAMSEY/WASHINGTON RECYCLING & ENERGY		**GHD SERVICES, INC.**	
Executive Director	Date	Contractor	Date

Approved as to form:

Assistant County Attorney Date

Reviewed By: _____
Reviewed By: _____

Proposal for

→ Engineering Services

Ramsey/Washington Recycling & Energy • September 2026



900 Long Lake Road, Suite 200
St. Paul, Minnesota 55112
United States

www.ghd.com

Mr. James Redmond
Ramsey/Washington Recycling & Energy
100 Red Rock Road
Newport, Minnesota 55055

September 9, 2026

Our Project Number: 13002213

Re: Proposal for Engineering Services

Dear Jim,

Thank you for the opportunity to submit this proposal and continue supporting Ramsey/Washington Recycling & Energy (R&E) as it advances resource recovery, greenhouse gas reduction, and sustainable materials management across Ramsey and Washington Counties. **Our team brings firsthand experience from the Former Steel Mill Feasibility Study, a strong local presence in the Twin Cities, and a broader network of solid waste specialists ready to help.**

We are pleased to submit this proposal for both the Strategic and Programmatic Services and R&E Center Services categories outlined in the RFP. We believe our integrated team is uniquely positioned to support both service areas under a single contract by connecting long-term planning and policy initiatives with practical facility operations and implementation.

We share R&E's belief that discarded materials should be treated as valuable resources. That philosophy is reflected in our work with public agencies across North America, where we help clients evaluate opportunities, improve operations, implement diversion programs, assess emerging technologies, develop end markets, and make informed investment decisions that create long-term environmental and community benefits.

Our recent work with R&E gives us a meaningful head start. While evaluating the potential acquisition, remediation, and reuse of the former steel mill property next to the R&E Center, we gained a deeper understanding of your goals, operating environment, stakeholders, and long-term vision. We are eager to build on that knowledge and continue the progress we have made together.

You will also have a team that is close by and easy to reach. Our St. Paul professionals will be your day-to-day partners, with support from solid waste specialists across North America and around the world whenever additional perspective or expertise is helpful. We understand that many assignments under this contract will require timely response, flexibility, and access to specialized expertise. Our St. Paul-based project leadership team will provide a single point of accountability while drawing upon GHD's broader network of solid waste, resource recovery, operations, odor, organics, data analytics, and future technology specialists as needed. Most importantly, we understand that your needs will continue to evolve. Whether the next step involves research, implementation, operations, procurement, policy, or technology, we will listen closely, communicate openly, and provide practical support that fits the situation.

Thank you for considering our team. We acknowledge receipt of and have incorporated the information in Addendum No. 1 into our proposal. We have valued the opportunity to work with R&E and would welcome the chance to continue that partnership. If selected, we will bring the same responsiveness, commitment, and technical expertise that has characterized our recent work together, helping R&E advance its mission of maximizing resource recovery, reducing greenhouse gas emissions, and creating long-term value for Ramsey and Washington County residents and businesses.

Sincerely,



Margaret Zuckweiler
Technical Director | Waste Management - Solid Waste Team Leader+1 651 524-6843
margaret.zuckweiler@ghd.com

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→ About GHD

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About GHD

GHD is one of the world's leading professional services companies operating in the markets of energy and resources, environment, water, property and buildings, and transportation. We provide engineering, consulting, and construction services to private and public sector clients.

We pride ourselves on being a partner in our clients' success. Drawing on experience across the complete project lifecycle, GHD helps municipalities, public agencies, and waste management organizations solve complex solid waste challenges through strategic planning, technical expertise, and innovative resource recovery solutions.

Our team recently supported R&E on a feasibility study evaluating the acquisition, remediation, and adaptive reuse of a former steel mill property adjacent to the R&E Center, providing actionable insights to support informed decision-making and future resource recovery opportunities.

Drawing on expertise in waste systems, facility operations, policy development, and emerging technologies, we deliver practical, sustainable solutions that create lasting environmental and operational value.

While GHD offers multidisciplinary expertise through a global network of professionals, we recognize the importance of local knowledge and relationships. Through our relationship with R&E and our local presence in the Twin Cities, we understand the organization's strategic goals, operating environment, and commitment to maximizing resource recovery, reducing greenhouse gas emissions, and advancing sustainable materials management. Our local teams provide responsive service and a deep understanding of the communities, regulatory environments, and stakeholder needs that are critical to project success.



97+ years in operation
135+ countries served
165+ offices worldwide
1.96B USD revenue 2025
5 global markets
12K people
45+ service lines

↳ **Providing engineering, environmental, advisory, architecture, digital and construction services**

Safety and Sustainability

Our people are united by the core values of Safety, Teamwork, Respect and Integrity. We live these values to strengthen our relationships with our clients and within the communities in which we operate. They define who we are. At GHD, we understand sustainability is not just an ideal but a necessity. We are deeply committed to minimizing our environmental footprint, promoting social well-being, and creating resilient communities. We aim to address climate change, preserve natural resources, and promote a circular economy.

Client-Centered Culture

GHD's "One GHD" approach emphasizes teamwork and long-term client relationships. Approximately 90% of clients are municipal or government agencies, and 75% of work comes from repeat clients. This reflects deep trust and satisfaction in GHD's ability to deliver complex projects from planning through completion.

GHD St. Paul Office

Founded in 1984, GHD's St. Paul, Minnesota office has successfully delivered hundreds of complex projects not only throughout Minnesota, Wisconsin, Iowa, North Dakota, and South Dakota, but across the entire United States—managing individual project values as high as $30 million.

Our inaugural achievement, a comprehensive environmental investigation and remediation at the former military plant site in Arden Hills, set a benchmark for excellence that continues to define our work today.

Our Minnesota office is powered by a team of approximately 40 professionals, including civil, geological, environmental, and chemical engineers, hydrogeologists, geologists, and GIS specialists. This dynamic group combines technical expertise with swift responsiveness, ensuring that every client receives immediate and effective solutions tailored to their specific needs.

With a proven record of securing outstanding results for municipal and private clients, we excel in tackling the most demanding challenges. Our comprehensive approach encompasses every stage of project delivery—from detailed investigations and rigorous risk assessments to feasibility studies, design, remediation strategies, advanced treatment systems, and ongoing operation, maintenance, monitoring, and reporting.



Continental Expertise

GHD offers more than 40 years of experience delivering integrated waste management services throughout North America. Our multidisciplinary capabilities encompass solid waste planning, engineering design, facility development and operations, resource recovery, and stakeholder engagement. We support clients throughout the full project lifecycle, from system assessment, strategic planning, feasibility analysis, and permitting through procurement, design, construction, commissioning, and operational optimization. Our experience includes transfer, recycling, organics, mixed-waste processing, refuse-derived fuel, and disposal facilities, complemented by expertise in waste characterization, material-flow forecasting, policy and program evaluation, market and financial analysis, implementation planning, and performance monitoring. GHD also develops and facilitates structured engagement programs involving agency staff, elected officials, regulators, haulers, processors, technology providers, community organizations, businesses, and residents to ensure that technical alternatives incorporate stakeholder priorities and are communicated transparently. Relevant assignments include a detailed mixed-waste-processing feasibility study for the Region of Peel, a technology review and financial analysis for the Region of Durham, evaluations of operating European facilities, and the delivery of multiple operational organics-processing facilities. This combination of planning, engineering, engagement, and implementation experience provides R&E with access to practical North American and global expertise applicable to its current and future waste management priorities.

GHD

2025 ENR
Top 500 Design Firms

#28 Overall

#11 Water

#10 Hazardous Waste

#15 Sewer and Waste

#11 Top 50 Designers in International Markets

#19 Top 100 Pure Designers



MRF Designs
Waste Processing Subconsultant

To enhance the strength and efficiency of our team, GHD has partnered with MRF Designs, a trusted long-term collaborator. MRF will provide highly qualified professionals with the specialized experience needed to support successful program delivery.

MRF Designs LLC provides specialized engineering support focused on the evaluation, optimization, and integration of solid waste processing systems. With over three decades of experience in mechanical design, equipment specification, project management, construction oversight, and operational troubleshooting for MRFs, transfer stations, and RDF production systems, MRF Designs offers deep technical expertise that complements GHD's strategic, programmatic, and environmental capabilities. This extensive background includes direct responsibility for managing engineering deliverables, coordinating shop drawings, and overseeing fabrication and installation activities across multiple facilities and fabricators.

The firm's core competencies include detailed assessment of processing equipment performance, conveyor and screening system configuration, optical sorting integration, and mechanical/electrical constructability for both system upgrades and new installations. MRF Designs conducts comprehensive evaluations of material flow, equipment interactions, and system bottlenecks to identify opportunities to improve throughput, recovery efficiency, reliability, and maintainability. These evaluations are grounded in decades of hands on experience commissioning equipment, resolving field issues, and implementing practical modifications that improve long term operational performance.

MRF Designs also provides technical assistance related to RDF processing equipment, including evaluation of shredding, sizing, separation, and fuel quality control systems, as well as operational considerations for residue handling and downstream fuel supply requirements. The firm's experience spans both greenfield and retrofit environments, providing a practical understanding of how new technologies and equipment can be integrated into existing facilities with minimal disruption.

In support of R&E Center operations, MRF Designs offers planning and oversight for processing equipment design and modification projects, including layout optimization, equipment selection, integration feasibility, and constructability review. The firm routinely provides project management during execution, including coordination of engineering teams, review and management of shop drawings, and oversight of fabrication activities with multiple fabricators. This includes ensuring alignment between mechanical, structural, and electrical disciplines; verifying fabrication accuracy; coordinating installation sequencing; and supporting contractors during construction and commissioning.

Additional capabilities include evaluation of emerging processing technologies, assessment of bulky waste and C&D processing approaches, and technical review of equipment options that align with R&E's long term strategic direction. Across all engagements, MRF Designs emphasizes operational reliability, safety, maintainability, and long term performance—ensuring that recommended solutions are technically sound, cost effective, and aligned with R&E's goals to maximize resource recovery and improve system efficiency.

MRF recent experience includes:

- **SMaRT Station | City of Sunnyvale, CA (Active)**
  Owner's Engineer Consultant
  https://www.sunnyvale.ca.gov/homes-streets-and-property/recycling-and-garbage/smart-station-recycling-center
- **SBWMA | Rethink Waste (Active)**
  Owner's Engineer Consultant
  https://rethinkwaste.org
- **Ecomaine (Completed)**
  Bid Review (Scope of Work for the Owner) to help them select 1 of 3 vendors. Ecomaine is in construction now of their new MRF.
  https://www.ecomaine.org

02

→ Our Understanding

02

Our Understanding

We understand that Ramsey/Washington Recycling & Energy (R&E) is seeking a responsive, long-term engineering partner to help advance an integrated solid waste system serving more than 800,000 residents and 27,000 businesses in Ramsey and Washington counties. R&E's work reflects a deliberate shift from viewing discarded materials as waste to managing them as resources, consistent with the Minnesota waste hierarchy and the counties' goals to reduce waste, increase recycling and organics recovery, recover material and energy value, reduce greenhouse gas emissions, and minimize landfill disposal. The R&E Center in Newport is central to this system, providing the infrastructure needed to manage designated waste, recover recyclables, produce refuse-derived fuel, and support continued evolution toward higher-value material recovery.

We also understand that this contract must support both R&E's strategic and programmatic priorities and the day-to-day and long-term needs of the R&E Center. Assignments may range from research, policy analysis, program planning, public engagement, procurement support, GIS-based data management, and emerging-technology evaluation to odor management, materials marketing, operational studies, equipment modifications, permitting, safety, and facility information systems. These services are interconnected: effective planning must be informed by operating data and practical facility constraints, while operational decisions must remain aligned with R&E's strategic plan, county solid waste plans, public policy requirements, community expectations, and long-term resource-recovery goals.

We understand that there is a difference between studying projects and making them real. GHD has worked with numerous municipalities on a variety of solid waste planning and infrastructure projects to operationalize and implement key facilities that make up the strong solid waste infrastructure within Ramsey and Washington R&E.



Few firms can provide the combination of local Minnesota presence, direct experience supporting R&E, national solid waste planning expertise, facility engineering capabilities, and hands-on operational leadership that GHD offers. Our team includes professionals who have planned, designed, constructed, optimized, and operated waste management and resource recovery systems across North America.

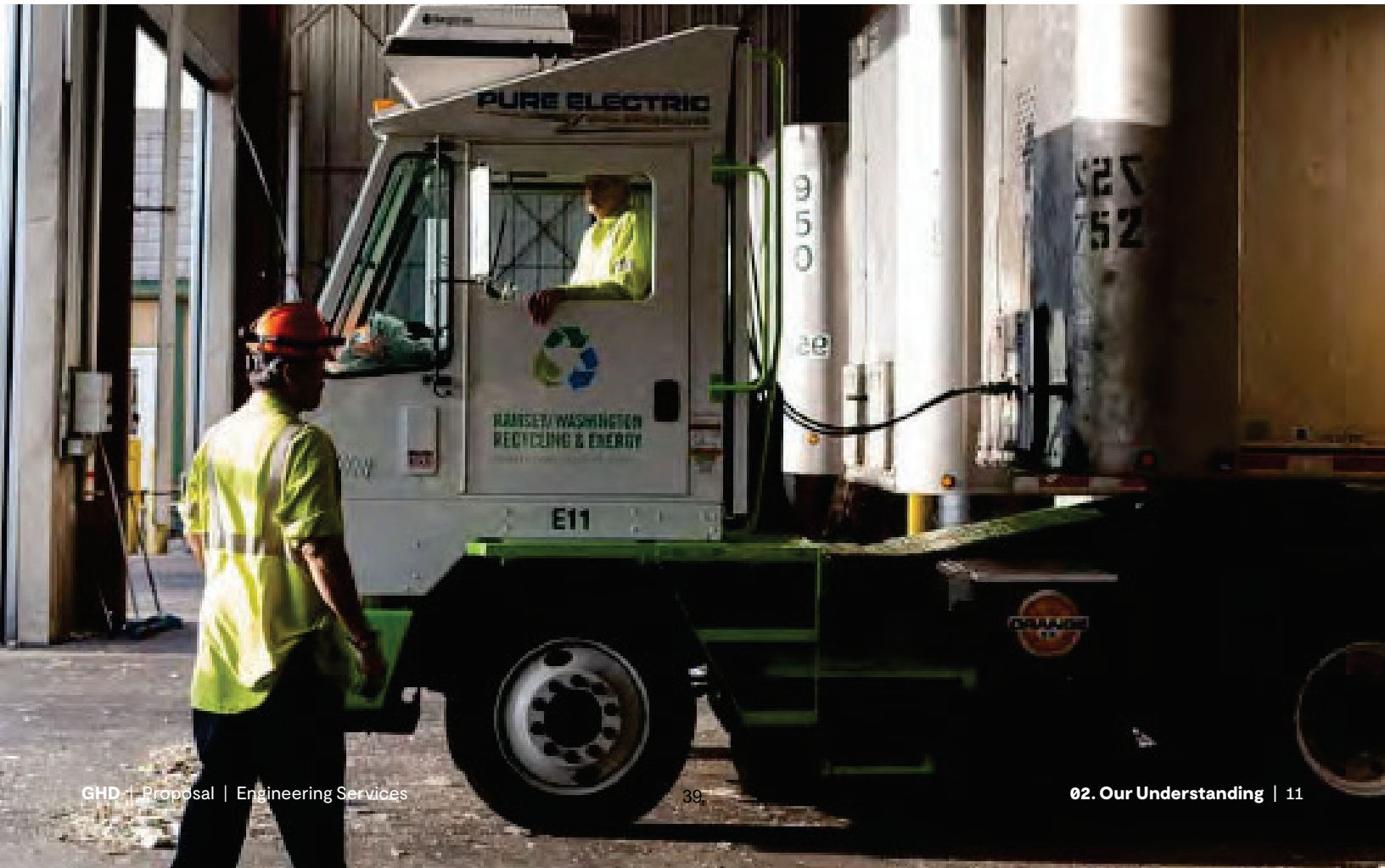
We use the lessons learned during facility and infrastructure implementation as a feedback loop when creating and modifying solid waste plans.

R&E's first five-year strategic plan establishes an important framework for converting these priorities into coordinated initiatives, measurable outcomes, and informed investment decisions. At the same time, programs such as the Food Scraps Pickup Program are expanding across the two counties, requiring reliable data, coordinated vendors and partners, accessible communications, and ongoing performance monitoring. R&E will therefore benefit from a consultant that can move efficiently from research and analysis to implementation and operational support, while maintaining the flexibility to address emerging issues, changing markets, evolving regulations, and new technology opportunities.

GHD will provide that support through an integrated team of local professionals and national and global specialists in solid waste planning, facility operations, engineering, environmental services, strategic advisory, digital solutions, data analytics, GIS, communications, and stakeholder engagement.

Our on-call approach will begin with clear definition of each assignment's objectives, decision needs, scope, schedule, budget, data requirements, and responsible technical lead. We will then assemble the appropriate specialists, apply fit-for-purpose analysis, coordinate closely with R&E staff and partners, and deliver practical work products that can be readily used by staff, leadership, boards, vendors, and community stakeholders.

Across assignments, GHD will emphasize objective and technology-neutral evaluation, transparent assumptions, defensible data, practical implementation pathways, and clear communication. We will connect strategic planning with operational realities; evaluate technical, environmental, financial, market, equity, scalability, and implementation considerations; and develop recommendations that can be monitored and adapted over time. This approach will help R&E advance near-term programs while preserving flexibility for future investments, partnerships, technologies, and changes in the regional solid waste system.



Supporting Implementation of the R&E Strategic Plan

GHD will also help R&E translate its 2025-2030 Strategic Plan into measurable action. Working alongside R&E staff, we can help prioritize initiatives, establish implementation roadmaps, define responsibilities, identify resource needs, and develop key performance indicators aligned with R&E's strategic goals, county solid waste management plans, and Board priorities. This includes support for initiatives related to organics recovery, implementation of the Food Scraps Pickup Program, waste reduction and diversion, emerging technology evaluation, greenhouse gas reduction, public engagement, and circular economy development.

Our data analytics, GIS, and digital specialists can develop dashboards, scorecards, and performance tracking tools that help R&E monitor progress, communicate results to stakeholders and the public, and support informed decision-making. By combining strategic planning, operational expertise, and performance measurement, GHD can help R&E maintain momentum on current initiatives while adapting to changing regulations, markets, technologies, and community needs over time.



Metro Green Energy Campus Support

GHD recognizes that the R&E Center is uniquely positioned to evolve beyond a traditional waste processing facility into a regional resource recovery and green energy hub. Building on R&E's strategic goals related to resource recovery, greenhouse gas reduction, organics diversion, and next-generation waste management technologies, GHD can support development of a Metro Green Energy Campus through integrated planning, technology evaluation, permitting, infrastructure development, and implementation support.

Working with R&E and regional partners, we can evaluate opportunities to integrate organics processing, anaerobic digestion, renewable natural gas production, waste-to-energy optimization, recovered materials processing, low-carbon fuel production, carbon reduction initiatives, and future energy infrastructure into a coordinated campus strategy. Our team can assess technical feasibility, material flows, permitting requirements, market opportunities, greenhouse gas reduction benefits, infrastructure needs, capital investment requirements, operational impacts, and partnership models to identify practical pathways for implementation.

GHD's experience supporting resource recovery facilities, organics infrastructure, RNG developments, waste-to-energy evaluations, and long-term solid waste planning allows us to move beyond technology screening and help R&E develop a phased implementation roadmap that aligns future investments with operational realities, market conditions, regulatory requirements, and community objectives. The discussion on GHD's experience in Section 4 illustrates our abilities in evaluation through commissioning of technologies contemplated under the RFP and R&E Strategic Plan.

03

→ Project Management Approach

03

Project Management Approach

Project Management and Quality Control

Our St. Paul-based solid waste and environmental team, located just 20 minutes from the R&E office, will serve as the primary point of contact and work closely with R&E staff to provide responsive and accessible support. This local presence enables us to address project needs while maintaining a strong understanding of R&E's priorities and objectives.

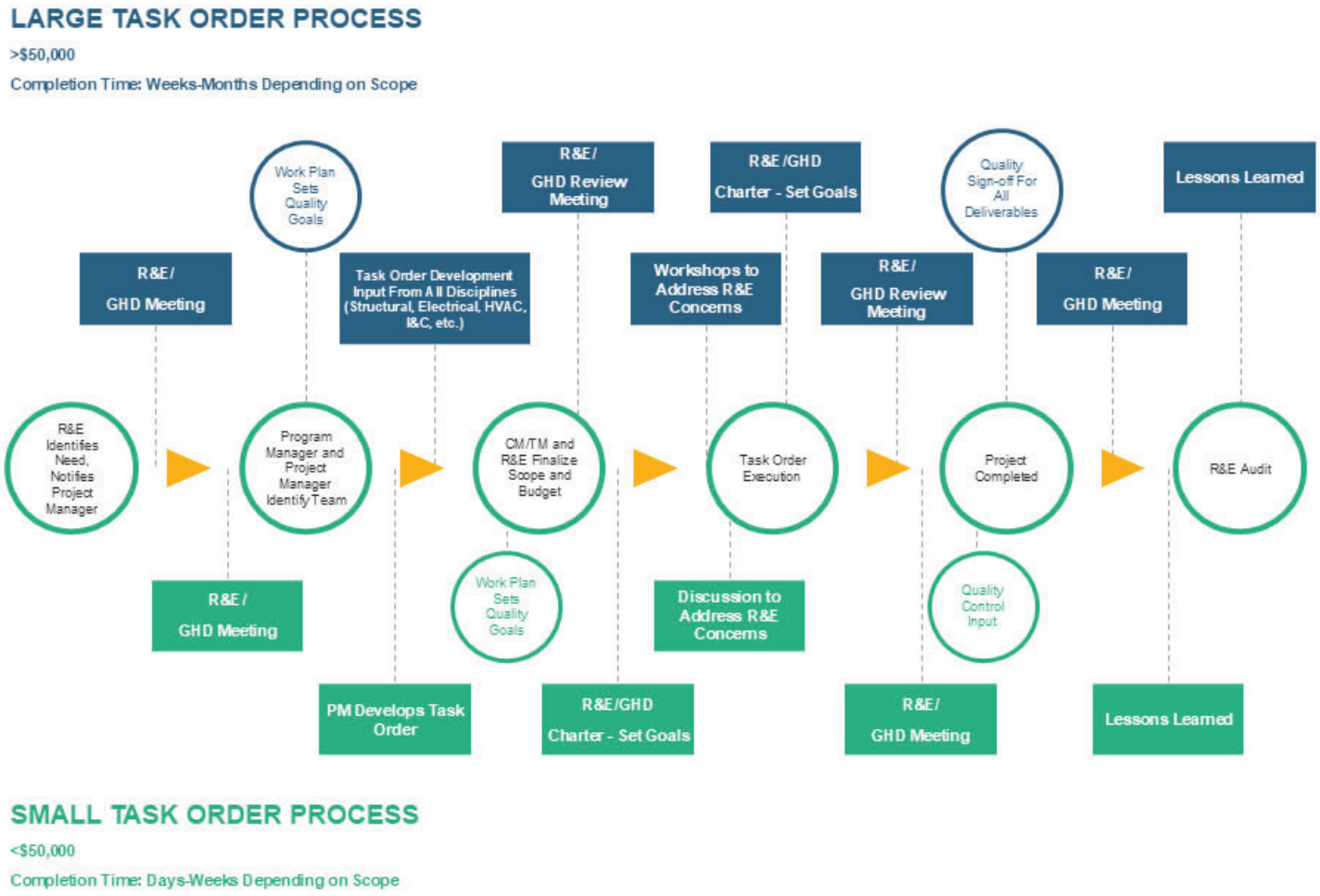
Our local team will be complemented by experienced solid waste specialists from across the US and Canada, and supported by GHD's broader network of nationally recognized solid waste professionals. By combining local accessibility with deep technical expertise, GHD is uniquely positioned to deliver innovative, practical, and cost-effective solutions tailored to R&E's solid waste and environmental programs.

GHD's project management approach is founded on proactive communication, accountability, quality, and responsiveness. For each project, a dedicated Project Manager will serve as R&E's primary point of contact and will be responsible for coordinating technical resources, managing scope, schedule, budget, and facilitating communication among R&E staff, regulators, and project stakeholders. Our project management framework is scalable and can be applied to routine compliance and monitoring activities as well as larger capital projects such as landfill expansions, landfill gas system modifications, transfer station improvements, leachate management projects, composting facilities, and long-term solid waste planning initiatives.



Project Management Approach

For each assignment, GHD will develop a task-specific work plan that establishes project objectives, scope, schedule, key milestones, deliverables, communication protocols, and project risks. Regular coordination meetings with R&E staff will be conducted to review progress, identify challenges, discuss budget status, and confirm upcoming activities. Our team will actively manage project risks and opportunities throughout the project lifecycle to support informed decision-making and successful project delivery.
Our project management approach is illustrated in the figure below.



Quality Control and Quality Assurance

GHD's quality management approach is governed by GHD's ISO 9001:2015 accredited North American Quality System. ISO 9001:2015 specifies requirements for GHD's quality management system that allows GHD to demonstrate our ability to provide consistent quality of services to meet the County's requirements while providing continual improvement.

Each task order will follow a structured QA/QC process that includes technical reviews by experienced senior professionals independent of the primary project author. Deliverables will undergo discipline-specific reviews, verification of technical calculations and assumptions, regulatory compliance checks, and final management review prior to submission. This process helps ensure accuracy, consistency, constructability, and compliance with applicable Minnesota regulatory requirements.

Our Technical Oversight & QA/QC Managers will review and assure that the required documentation demonstrating compliance with our Quality Management System is provided throughout the duration of the project. Technical reviews of work products are completed by senior professionals independent of the project team to ensure clarity, accuracy, completeness, constructability, and consistency.

Schedule, Cost, and Client Service

GHD understands that timely project execution and budget management are critical to R&E's operations. Our project managers continuously monitor scope, schedule, and budget performance and communicate potential issues early so corrective actions can be implemented quickly. By combining local responsiveness with access to GHD's broad network of specialists, we can efficiently assemble the right resources for each assignment while maintaining high-quality service and consistent project delivery.

Responsive On-Call Service Delivery

Margaret Zuckweiler will serve as R&E's single point of contact, supported by Carlos Gonzalez-Gomez and Dilshad Mondegarian. For each assignment, Margaret will confirm the scope, team, schedule, and budget, then mobilize the appropriate local and specialized resources.

GHD can rapidly scale multidisciplinary support for routine, urgent, or emerging needs. When priorities overlap, project leadership will coordinate with R&E, reallocate workload, and add qualified staff to protect schedules and maintain responsiveness. Consistent leadership, documented assignments, and structured knowledge transfer will preserve continuity throughout the contract. Any necessary key-personnel changes will be reviewed with R&E and filled with comparably qualified professionals.

Establishing Goals and Requirements

Our underlying approach to setting goals and objectives is simple – we will listen. We will work with R&E to understand your goals and objectives and match our best team members to deliver. After selecting the right team of multi-disciplined engineers, we would work closely with R&E to further define the scope of work, budget, critical success factors, risks, deliverables and schedule for the project.

Managing Client Expectations / Communication

GHD recognizes the importance clients place on collaboration, communication, and transparency throughout project delivery. We establish clear communication protocols at the outset of each assignment and maintain regular coordination with client staff to review progress, discuss project needs, and address emerging challenges.

As appropriate for the scope of work, we facilitate interactive planning and technical workshops that engage key stakeholders and support informed decision-making. Through ongoing communication and active collaboration, we seek to build strong working relationships, align expectations, and ensure each project is delivered in a manner that meets the client's goals, schedule, budget, and quality objectives.

Change Management

Even with effective project management tools and good communication with the client, change is at times unavoidable. GHD presents some key themes of our philosophy in managing change when there are multiple ongoing projects under a single contract.

1. All team members need to be fully engaged and aware of the scope of work.
2. There is immediate communication of the potential change from the team to the Project Manager, then to the Project Director, and ultimately to R&E.
3. The potential change needs to be fully vetted internally to get concurrence that it is indeed a change, and to agree on impacts to the project.
4. Change in scope (fee or no fee adjustment) should not be started until authorized by R&E.

04

→ GHD Experience

04

GHD Experience

As regulations surrounding waste disposal and diversion grow increasingly stringent, the need for innovative, cost-effective waste management solutions has never been greater. With over four decades of experience delivering waste generator compliance, solid waste design, and construction projects across North America, we combine advisory and technical acumen, pairing commercial and engineering insight with regulatory understanding, to turn environmental challenges into sustainable opportunities.

Our approach to solid waste management is rooted in long-term planning, integrated solutions, and a commitment to seeing waste not just as a liability, but as a resource. Whether supporting municipalities, Indigenous communities, or private industry, we partner with clients to develop custom strategies that improve environmental outcomes and operational efficiency.

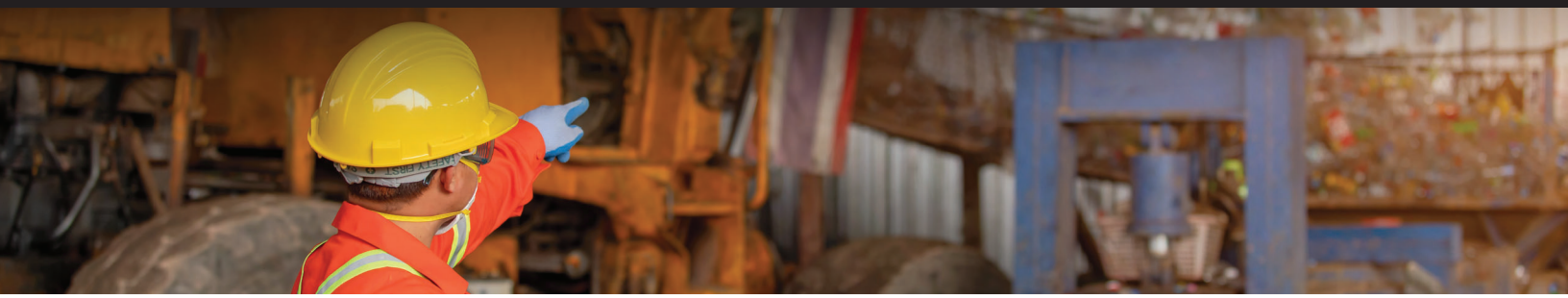
From system-wide planning to facility design, construction, and long-term operations, GHD's waste solutions are customized to meet each client's unique goals, regulatory requirements, and community context. Our services span the full project lifecycle, including strategic and business case planning, options and cost analysis, environmental assessments, permitting, infrastructure delivery, monitoring, closure and post-closure care. This lifecycle view lets us test alternatives early and de-risk decisions before capital is committed.

Through collaborative partnerships and a deep understanding of operational realities, we deliver with a focus on performance, adaptability, and proven results. We work with our clients to navigate change in the industry and tackle emerging challenges, supporting business transformation and change management alongside technical delivery, staying at the forefront of waste management technologies and leaning on our experts from around the globe to form industry best-practices.

GHD has completed numerous projects that are directly relevant to the R&E Program. To clearly demonstrate this experience, we have organized our qualifications into two categories: Strategic Engineering Services Experience and Technical Engineering Services Experience. Together they show how we move from strategy and evaluation into design, delivery and operations. Each section highlights recent projects that align closely with the scope of work and demonstrate our ability to provide effective solutions for the R&E Board.



Strategic Engineering Services Experience



Solid Waste Management Research and Evaluation

GHD is a member of the Environmental Research Education Foundation (EREF) Research Council which is the primary funding mechanism for research in the solid waste industry. The research council reviews research proposals from universities and other sources with a focus on industry relevance and makes recommendations to the Board on which proposals should be considered for funding.

→ **GHD does not stop at identifying preferred alternatives. Our team routinely supports clients through pilot testing, procurement, implementation, startup, performance monitoring, and operational optimization, helping ensure recommendations become operational realities rather than standalone studies.**

GHD's participation in the Research Council of the Environmental Research & Education Foundation strengthens our understanding of current and emerging solid waste research. The Council brings together technical experts from industry, academia, and consulting to evaluate research proposals for scientific quality, industry relevance, and potential practical impact before recommending projects for funding. Through this involvement, GHD gains timely insight into emerging research priorities, data gaps, technologies, and environmental issues affecting solid waste and sustainable materials management. This perspective helps our team identify credible research, distinguish proven findings from developing concepts, and translate technical results into practical recommendations for planning, policy, operations, pilot programs, and investment decisions.

Define the question and decision need. GHD will begin each assignment by confirming the issue to be addressed, the decisions R&E needs to make, affected stakeholders, desired outcomes, evaluation criteria, schedule, budget, and required work products. We will document assumptions, data needs, responsibilities, and a focused work plan so the research remains relevant and actionable.

Research and data collection. We will review applicable plans, policies, regulations, industry research, peer programs, technologies, markets, contracts, and operational records. Data collection may include waste characterization, material-flow and service data, financial and environmental information, GIS and demographic data, surveys, interviews, workshops, vendor outreach, site visits, and targeted field observations. GHD will assess data quality, reconcile inconsistencies, identify gaps, and establish transparent assumptions where direct measurements are unavailable.

Analysis and feasibility assessment. GHD will use fit-for-purpose methods such as benchmarking, statistical and spatial analysis, material-flow and mass-balance modeling, forecasting, scenario testing, lifecycle or greenhouse-gas analysis, market assessment, and financial modeling. Alternatives will be evaluated against agreed criteria that may include technical performance, cost, environmental impact, equity, scalability, regulatory requirements, market viability, operational compatibility, implementation risk, and stakeholder acceptance.

Recommendations and communication. Findings will be translated into clear, defensible recommendations that identify preferred options, key tradeoffs, uncertainties, risks, and next steps. Depending on the

assignment, visualization tools may include interactive dashboards; GIS maps showing participation, service coverage, material flows, facilities, or equity indicators; Sankey diagrams and process-flow graphics; trend and performance charts; scenario-comparison graphics; scorecards and heat maps; financial and greenhouse-gas summaries; and public-facing infographics. These tools may be incorporated into technical memoranda, reports, briefing materials, cost models, decision tools, implementation roadmaps, procurement documents, or presentations tailored to R&E staff, leadership, boards, partners, and community audiences.

Implementation and continuous improvement. GHD can help convert recommendations into action by defining responsibilities, schedules, budgets, performance measures, procurement needs, partnerships, pilot programs, and risk controls. We can support vendor selection, program startup, stakeholder coordination, training, contract monitoring, and progress reporting, then use operating results and stakeholder feedback to evaluate performance, refine assumptions, and adjust the program over time.

Our experience in this area includes:

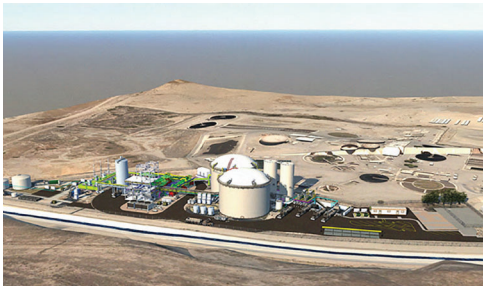


Renewable Natural Gas Utilization Report

City of Toronto
Toronto, Ontario, Canada

Feasibility Study

To understand the opportunity and the associated economic and environmental benefits, GHD studied five City of Toronto solid waste management facilities to evaluate the potential to produce RNG from their biogas and LFG resources. This feasibility study evaluated RNG purification technologies and transportation options based on a triple bottom line evaluation, considering economic, environmental, and social components



Rialto Bioenergy Facility Project

Anaergia Services
California, United States

Development of the Rialto Bioenergy Facility, the Largest Food Waste AD Plant in the United States

GHD supported the development of the Rialto Bioenergy Facility. The plant processes ~700 tpd of pre-processed food waste and 300 tpd of biosolids into renewable electricity, RNG, and fertilizer. GHD provided detailed design and permitting for infrastructure including two 3.5-million-gallon high-solids ADs, four CHP units (4.6 MWe total), two dryers, a pyrolysis unit, a 2-MWh battery bank, and a microgrid controller.



Landfill Gas to RNG Project Origination

Enbridge
United States

Techno-economic analysis to identify viable landfill gas to RNG project development opportunities across the US

GHD developed a framework to analyze EPA landfill and GIS data to identify candidate landfills and prioritize securing gas rights for the development of viable LFG to RNG facilities. This GIS-based tool identified and segmented over 3,000 landfills. GHD then developed a techno-economic and market analysis on the costs to collect landfill gas, process and convert it to RNG and inject into the natural gas pipeline. We developed a GIS-based tool to evaluate internal and external logistics infrastructure across landfills. The tool was developed to segment and report the most valuable assets and drive early-stage capital project development efforts.



Upstream Efforts Assistance

GHD understands that R&E's upstream efforts require coordinated technical, programmatic, and engagement support to prevent waste and increase diversion. Our multidisciplinary team combines material-flow analysis, GIS and data management, program planning, market and partnership development, communications, and implementation expertise to help R&E advance priority initiatives and measure results.

→ **Unlike firms focused solely on communications or planning, GHD combines stakeholder engagement, material flow analysis, operational logistics, market development, GIS, and performance analytics within a single team. This allows R&E to move from program concept to measurable diversion results using integrated technical and outreach support.**

Communications and behavior change. GHD recognizes that successful upstream waste diversion programs depend on effective communication and stakeholder engagement. We develop targeted outreach and education strategies that build awareness, encourage participation, and support lasting behavior change. Our approach combines technical understanding of waste management systems with strategic communications and facilitation expertise to ensure programs are accessible, actionable, and responsive to community needs.

Stakeholder engagement and facilitation. Drawing on our experience supporting waste management and resource recovery initiatives, GHD designs and facilitates stakeholder workshops, interviews, public outreach programs, and educational campaigns that translate technical information into clear, actionable messages. We work closely with agency staff, community partners, and key stakeholders to gather input, build alignment, and support informed decision-making that advances waste reduction and diversion goals.

GIS-based program tracking and analysis. GHD can strengthen upstream initiatives with GIS-based program tracking, participation analysis and hotspot mapping. By combining collection, demographic, land-use, generator and engagement data, we can help R&E identify service gaps, target neighborhoods or business sectors with high diversion potential, monitor Food Scraps Pickup Program performance and evaluate which interventions are producing measurable results.

Priority waste-stream planning and implementation. For wasted food, compost, mattresses and other bulky materials, construction and demolition debris, textiles, and industrial waste, GHD can evaluate material flows, generation patterns, collection and logistics options, processing capacity, partnerships, costs, environmental and equity considerations, and viable end markets. We can translate these findings into practical recommendations, pilot programs, implementation plans, and monitoring tools tailored to each material stream.

Food Scraps Pickup Program implementation. GHD can support FSPP rollout and operation by coordinating R&E, municipalities, haulers, bag suppliers, processors, and community partners; evaluating collection logistics, processing capacity, contamination, costs, and equity; and developing operating procedures and implementation schedules. GIS mapping, dashboards, and measures such as enrollment, set-out rates,

tonnage, missed pickups, customer inquiries, and service reliability can guide outreach, phased expansion, and continuous improvement.

Procurement and contract monitoring. GHD can assist R&E throughout the procurement lifecycle by defining service needs, preparing scopes of work, technical specifications, pricing forms, reporting requirements, and performance standards, and supporting market research, vendor outreach, pre-proposal meetings, proposal evaluation, interviews, negotiations, and selection recommendations. Following award, we can support contract startup, establish key performance indicators, review invoices and service data, monitor vendor performance, and assist with issue resolution, corrective actions, renewals, and service modifications.

Our experience in this area includes:



Anne Arundel County Biosolids Facility

Anne Arundel County Department of Public Works
Anne Arundel County, Maryland

Regional Biosolids Management Program

GHD supported in advancing a regional biosolids management program, including planning for a demonstration-scale biosolids facility and a future full-scale regional biosolids facility intended to create beneficial-use products and reduce reliance on traditional disposal methods. The project involved evaluating long-term residuals management solutions, identifying sustainable end-use opportunities, supporting implementation planning, and assessing market pathways for resource recovery.

GHD conducted market research and surveying to support the development of end markets for biosolids-based biochar. The work included data collection and analysis, evaluation of market demand and acceptance, identification of distribution and implementation partners, assessment of barriers to market development, and development of recommendations to support future program implementation and growth. GHD also evaluated pre- and post-processing requirements for a regional resource recovery facility, by developing process flow diagrams, identifying upstream, downstream equipment needs and assessing alternative operating scenarios. Recognizing that long-term program success depends on both technical feasibility and stakeholder confidence, GHD's Strategic Communications and Engagement Consulting (SCEC) team supported public outreach, education, and engagement planning to increase awareness, improve understanding of the program's benefits, and build trust among community members and stakeholders.

The project demonstrates GHD's ability to integrate market analysis, partnership development, and stakeholder engagement to support resource recovery initiatives. By combining data-driven planning with proactive communications and outreach, the team helped establish a foundation for informed decision-making, stakeholder confidence, and the long-term advancement of beneficial-use programs.



Toronto Long Term Waste Management Strategy

City of Toronto
Toronto, Ontario, Canada

Consulting Services to Review and Update the City's Long Term Waste Management Strategy

GHD supported the City of Toronto, the capital of Ontario, in reviewing and updating its Long Term Waste Management Strategy. Serving a population of more than 2.7 million residents and supported by approximately 40,000 employees, the project involved a comprehensive review of the City's waste

management system, development of future waste management options, and preparation of a long-term roadmap to guide policy, program, and service delivery decisions.

A key component of the assignment was the design and delivery of a robust engagement program to support strategy development and implementation. GHD facilitated and supported stakeholder meetings, workshops, and online surveys, developed communications materials, provided data analysis, and provided consultation support throughout the project lifecycle. GHD successfully helped build the understanding of complex waste management issues through targeted engagement and facilitation approaches and informed long-term decision-making. This experience directly aligns with Ramsey/Washington Counties' Upstream Efforts Assistance needs, including stakeholder engagement, public education, partnership development, and outreach initiatives that advance waste reduction, diversion, and resource recovery programs for priority waste streams such as food scraps, textiles, bulky materials, and construction and demolition debris.

GHD demonstrated its ability to design and deliver integrated communications, outreach, education, and engagement programs that support complex solid waste initiatives. This experience provides a strong foundation for supporting Ramsey/Washington Counties' upstream efforts, including stakeholder engagement, public education, outreach, and communications initiatives aimed at advancing waste reduction and diversion goals.



Transfer Station Network Capacity Study

City of Toronto
Toronto, Ontario, Canada

Evaluating Transfer Station Capacity and Future Waste Transfer Operations

The City of Toronto retained GHD to conduct a review of the City's transfer station network capacity in terms of tonnage and traffic for the various materials including garbage, source separated recyclable material, and source separated organics. The City is looking to GHD's expertise to help inform future decisions regarding relocating and enhancing public drop-off depot function of the Commissioners Street Transfer Station (CSTS) and absorbing the waste transfer function within the remaining six transfer stations.

The City's current system of inbound waste material is a complex network consisting of curbside waste collection and drop-off from various sources. Curbside collection can include single family and multi residential collection, night collection from commercial and residential, citywide litterbin and street litter collection, and parks collection. In addition, there are various sources of material being dropped off which can include typical residential and commercial drop-offs, and materials from various divisions, agencies, and corporations.

GHD conducted a comprehensive review and analysis of the City's current raw collection data and future material projection data, and compiled the information into various categories including material type and source type to develop the basis for modeling material transfer to the other transfer stations. GHD created collection maps to combine the collection tonnage and traffic data to a visual representation of material flow.

GHD developed a data set basis for the various collected materials based on tonnages and traffic. The data was used with GIS mapping to develop material flows from collection areas and inbound material from drop-offs to the respective transfer station. The material flow was used to determine the effects of transferring the material from CSTS to the other transfer stations



By combining stakeholder engagement with the data analytics capabilities described below, GHD can provide R&E with powerful tools to present information clearly and effectively to targeted audiences.

Data Analytics, AI, and Location Intelligence

GHD integrates data analytics, location intelligence and applied AI into solid waste engineering, planning and operational assignments. Our specialists work alongside waste planners, engineers, operators and engagement professionals to turn data into practical evidence for forecasting, forensic analysis, program design, facility planning and investment decisions.

→ **Most waste system analytics stop at reporting historical performance. GHD applies forecasting, scenario modeling, GIS, and decision-support tools to help clients understand how future policy, market, technology, and operational changes may affect system performance before major decisions are made.**

For R&E, these capabilities support upstream efforts and Food Scraps Pickup Program tracking, waste-flow and facility analysis, strategic-plan monitoring, recovered-material market intelligence, operational studies and presentation of facility data.

We combine waste management expertise with GIS, advanced analytics, data visualization, and applied AI to deliver fit-for-purpose solutions tailored to each assignment. Our capabilities include:

- **Forecast waste flows and future system needs** using scenarios that account for growth, generation trends, diversion performance, policy changes, processing assumptions, facility capacity and disposal requirements.
- **Support upstream programs with GIS and location intelligence** by mapping participation, service coverage, material flows and diversion opportunities across neighborhoods, housing types, business sectors, generators and facilities.
- **Analyze facility and operational performance** using waste delivery, designation compliance, throughput, recovery, contamination, purity, downtime, quality-control, cost and operating data to identify trends and improvement opportunities.
- **Support materials recovery and marketing decisions** by tracking recovered-material volumes, quality, pricing, buyers, market outlets and sales performance for refuse-derived fuel, recyclables, organics and other recovered products.
- **Measure performance and prioritize investments** using transparent frameworks that consider diversion potential, environmental benefit, cost-effectiveness, scalability, equity, market feasibility and implementation risk, including defensible estimates where direct measurements are incomplete.

Where appropriate, we also use AI-assisted methods for survey analysis, document classification, information extraction from unstructured data and pattern identification, with human review and quality controls.

Our process starts with the business need, followed by data assessment and targeted analysis, resulting in clear, documented tools, insights, and recommendations that can be maintained by R&E teams over the long term.

Outputs may include an analysis report, custom tool, forecasting model, GIS maps, dashboard, data-management process or decision framework depending on R&E needs and desired outcome for use for the public, use and integration on a website for public access or board member access.

Our experience in this area includes:



Residual Waste Forecasting and Scenario Planning

City of Toronto
Toronto, Ontario, Canada

For the City of Toronto, GHD developed a scenario-based model to support residual waste and landfill capacity planning over a 50-year horizon. The model used time-series forecasting based on historical data and user-defined assumptions to examine how waste growth, customer volumes, legislative changes, service contracts and alternative waste-management approaches could affect future residual waste volumes and the remaining capacity of the Green Lane Landfill.

The flexible analytical engine allowed users to adjust annual assumptions, add waste-stream and customer data, compare potential scenarios and present projected results through tables and visualizations. This gave senior decision-makers a repeatable way to test future conditions, understand when additional capacity or alternative solutions may be required and evaluate options based on environmental, operational and cost considerations.

Application to R&E: The approach can support waste-flow forecasting, processing and disposal capacity planning, comparison of future technology or service alternatives, and evaluation of how policy, program or market changes could affect system requirements.



Long-Term Waste Management Strategy Survey Analysis

City of Toronto
Toronto, Ontario, Canada

For the City of Toronto's Long-Term Waste Management Strategy update, GHD used AI-assisted topic modelling and sentiment analysis to analyze more than 10,000 responses across three phases of engagement surveys that were conducted to understand public opinion. The analysis focused on identifying practical ideas for improving sorting behaviors and gathering broader community input on the City's long-term waste-management priorities.

Working with engagement and waste-management specialists, the analytics team extracted key themes, subthemes, suggestions and related waste-system components from the responses. Results were visualized in Power BI, enabling the project team to explore patterns and compare feedback across themes and phases of engagement. This accelerated the review of qualitative feedback while improving the consistency, transparency and objectivity of the reporting process.

Application to R&E: The method can help interpret community and stakeholder feedback, identify barriers to participation in waste reduction and recycling programs, compare priorities across communities or service types, and provide evidence for refining upstream programs and communications. The broader strategy and engagement assignment is described under Upstream Efforts Assistance.



Statistical Waste Factor Development

Union Pacific Railroad
Salt Lake City, Utah, United States

GHD supported Union Pacific Railroad in updating historical waste factors used to convert waste collection and disposal costs into estimated tonnage across its extensive operating footprint. The existing factors had become less reliable as waste streams, unit costs and regional disposal conditions changed, creating challenges for consistent operational and cost analysis.

GHD collected and reviewed disposal records, invoices, industry comparison data and historical factors for multiple waste streams. The team performed exploratory data analysis across more than 12,000 records, standardized units of measure, filtered incomplete or inconsistent data, identified outliers using statistical methods and validated representative cost-per-ton factors. GHD also documented the methodology so the factors could be consistently applied and updated as more data is obtained over the years.

Application to R&E: The method can support defensible estimates of material quantities, operating factors, disposal costs or market values where scale records, transaction data or other direct measurements are incomplete. It also demonstrates our ability to establish transparent calculations, test assumptions and document repeatable data-quality and estimation procedures.



Future Technology

GHD will provide R&E with a technology-neutral, evidence-based Future Technology program aligned with its strategic goals for resource recovery, green energy, greenhouse-gas reduction, end-market development, and public/private partnerships. We will monitor anaerobic digestion, renewable natural gas, waste-to-energy, mixed-waste processing, gasification, pyrolysis, advanced recycling, organics processing, landfill-gas utilization, and related conversion technologies. Each opportunity will be screened for maturity, demonstrated performance, compatibility with county waste streams and R&E Center operations, environmental and safety impacts, permitting, cost, markets, scalability, risk, and implementation requirements.

→ **GHD evaluates emerging technologies through a practical implementation lens. Our assessments combine technical performance, operating experience, permitting considerations, market viability, end-use demand, and financial performance to identify technologies that are not only innovative, but implementable.**

Targeted process-technology support. GHD will lead and remain responsible for the full Future Technology scope, including technology monitoring, strategic evaluation, environmental and permitting review, financial and market analysis, end-market assessment, outreach, and recommendations. When an assignment requires detailed review of solid waste processing equipment, GHD may engage MRF Designs LLC to provide targeted support evaluating material flow, conveyors, sorting and RDF systems, equipment performance, bottlenecks, layout, constructability, and mechanical/electrical integration at the R&E Center. MRF Designs' role will be limited to process-technology and equipment considerations under GHD's direction.

Technology evaluation and end markets. GHD will combine operating data, waste audits, pilot testing, mass-balance and financial modeling, market intelligence, and site-specific constraints to compare technical, environmental, commercial, and operational performance. Because technologies are viable only when outputs can be reliably used, we will assess product quality, buyer specifications, processing capacity, transportation, pricing, competing outlets, regulatory drivers, and commercial risk for organics and digestate, RDF and its components, plastics, process residues, metals, renewable fuels, and other recovered materials. The resulting analysis will identify viable outlets, market partners, and measurable criteria for further study, pilot testing, demonstration, or investment.

Monitoring, outreach, and partnerships. GHD will maintain an informed view of the technology landscape through targeted research, jurisdictional scans, conferences, facility visits, vendor interviews, RFIs, market

soundings, technical working groups, and engagement with operators, peer agencies, processors, end users, developers, and equipment suppliers. These activities allow GHD to test technology claims against operating experience, track changing markets, identify potential partners early, and provide timely recommendations as opportunities mature.

Our experience in this area includes:



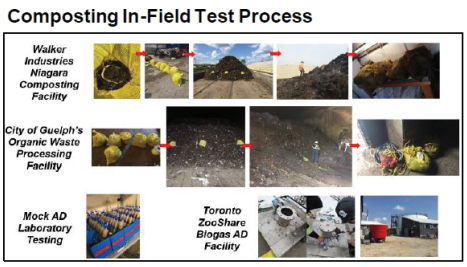
Monterey Renewable Energy and Electrical Utility Reliability Study

Monterey One Water and ReGen Monterey
Monterey, California, United States

GHD led a comprehensive feasibility study for Monterey One Water and ReGen Monterey to evaluate innovative resource recovery, organics management, renewable energy, and infrastructure resiliency opportunities. The study assessed the feasibility of integrating wastewater, landfill, organics, and energy assets to create a more reliable and sustainable utility system capable of supporting critical public services while reducing environmental impacts and operating costs.

As part of the study, GHD evaluated multiple organics processing and beneficial-use pathways, including food waste co-digestion, high-solids anaerobic digestion, landfill gas utilization, renewable natural gas production, electricity generation, organics preprocessing technologies, and mixed waste processing alternatives. The team completed waste characterization and forecasting analyses, assessed recoverable organics and recyclables, reviewed available technologies, and compared technical, environmental, and financial performance across multiple scenarios.

The study provided a strategic framework for future investment decisions by evaluating resource recovery opportunities, greenhouse gas reduction potential, energy resiliency benefits, implementation risks, and long-term economic performance. The work demonstrated GHD's ability to conduct applied research, technology evaluations, business case analyses, and feasibility studies that help public agencies assess emerging resource recovery and waste-to-energy solutions and identify the most practical and sustainable pathways for implementation.



In-Field Testing of Certified Compostable Products at Composting & Anaerobic Digestion Facilities

Ontario Ministry of the Environment, Conservation and Parks
Toronto, Ontario, Canada

The Ontario Ministry of the Environment, Conservation and Parks, along with Environment and Climate Change Canada, retained GHD to test and document the amount of disintegration of Certified compostable products in aerobic composting and anaerobic digestion (AD) facilities. To be Certified as compostable, a product must disintegrate up to 90% in <84 days in a lab environment. However, most composting and AD facilities in the real-world process waste for roughly half that time.

Ten (10) certified compostable products were used in the pilot, including PLA-based products (polylactic acid), PHA (polyhydroxyalkanoate), PBAT (polybutylene adipate terephthalate, tree or other cellulose-based fibres, or a mixture of these materials. A PLA-based product was used as the control. Field testing protocols were developed for both composting and AD facilities. In-field testing of Certified Compostables was completed at two different composting facilities, one mock AD testing at a laboratory, and one test at an operating AD facility.

Fiber-based products showed little to no disintegration in composting but showed higher disintegration in AD. PLA-based products showed opposite results. A report was prepared summarizing the in-field test results and recommendation for a path forward for compostables in Ontario.

Based on the findings of this project, as of April 2023, the Canadian Regulatory Framework for labeling of plastics now requires certified compostable products to have undergone an in-field test at a composting facility in Canada.



Knowledge Transfer on the Application of Waste-to-Energy Technologies

Cowater International – Canadian Trade and Investment Facility for Development (CTIF)
Malaysia, Indonesia and Lao PDR

GHD provided project management, technical assistance, and reporting to support government and non-governmental beneficiaries in Malaysia, Indonesia, and Lao PDR with the effective and context-appropriate application of waste-to-energy (WTE) technologies. The assignment considered existing recycling and reuse strategies, local disposal capacity, regulatory conditions, infrastructure constraints, and social and environmental safeguards affecting technology selection, siting, and operation.

GHD prepared a comprehensive desk study comparing solid waste management regulations, practices, and constraints in the three participating countries with experience from Canada, the United States, Europe, Australia, and other jurisdictions. The study evaluated the socioeconomic and environmental implications of WTE options and reviewed traditional mass-burn combustion; gasification, pyrolysis, and plasma technologies; anaerobic digestion and co-digestion; mixed-waste processing; and beneficial use of digestate and biogas. The assessment also addressed lifecycle considerations and the policy, feedstock, market, financing, institutional, and operating conditions required for successful deployment.

Based on the study findings, GHD developed more than 6.5 hours of training materials and delivered a Training of Trainers course on WTE technologies to more than 40 participants from Malaysia, Indonesia, and Lao PDR. The program included live interpretation in Bahasa Malaysia, Bahasa Indonesia, and Lao and engaged participating universities, national and local government officials, and civil society representatives through workshops, focus groups, and interactive technical sessions.

GHD also organized in-person visits to WTE facilities in Ladang Tanah Merah, Malaysia, and Surabaya, Indonesia, supplemented by recorded virtual facility tours. These activities connected comparative research with operating experience and strengthened participants' ability to assess technology applicability, performance, safeguards, and implementation conditions. The project was nominated as a finalist for GHD's Chair's Award for Technical Excellence – Energy for Life.

Application to R&E: This experience is especially relevant to R&E because it demonstrates GHD's ability to convert research and alternatives evaluation into an actionable procurement and implementation pathway



Policy & Planning

GHD will help R&E translate the Ramsey County, Washington County, and R&E strategic plans into coordinated, measurable action. Working with R&E staff and county partners, we can refine priorities, define responsibilities, establish schedules and performance measures, support implementation, and maintain practical tracking tools that document progress and inform future decisions. Our approach will align individual initiatives with applicable policy requirements, available resources, operational priorities, and community objectives while providing a clear process for evaluating results and adapting actions over time.

→ GHD's policy recommendations are grounded in operational realities. Our planners work directly alongside facility engineers, operations specialists, r esource recovery experts, and technology advisors to ensure strategic recommendations can be implemented successfully within real-world waste management systems.

GHD has extensive experience supporting municipalities, regional governments, and waste management organizations with the development and implementation of waste management strategies, master plans, action plans, and policy initiatives. Our work includes strategic planning, policy analysis, program evaluation, service reviews, implementation planning, performance measurement, assessment of service delivery considerations, and coordination among municipal and regional stakeholders. Through these projects, we help clients establish priorities, evaluate opportunities and challenges, clarify roles and responsibilities, and develop practical plans that support long-term waste management objectives.

Our team regularly assists clients in assessing emerging regulatory requirements, industry trends, and policy drivers affecting waste management systems, including Extended Producer Responsibility (EPR), organics diversion, resource recovery, circular economy initiatives, climate action objectives, and long-term disposal planning. For R&E, this includes supporting implementation of the Ramsey County and Washington County Solid Waste Management Plans and the R&E Strategic Plan while monitoring and evaluating state and regional policy drivers such as the Metropolitan Policy Plan, the Twin Cities metropolitan counties' 75% recycling goal, Minnesota's producer responsibility framework, and Minnesota's 2040 carbon-free electricity standard.

For EPR programs, GHD can help R&E evaluate and implement requirements for packaging, batteries, electronics, mattresses, textiles, and future product categories by assessing producer and local government responsibilities, collection and processing needs, service and financial impacts, stakeholder roles, data and reporting requirements, transition risks, and opportunities to coordinate with existing programs. We work with clients to understand how these changes may affect current services and to identify practical actions, timelines, implementation considerations, performance measures, and partnership strategies that support successful implementation.

GHD has developed waste management strategies and implementation roadmaps for municipalities and regional governments across North America. This work often involves technical analysis, stakeholder

engagement, evaluation of alternative approaches, development of performance measures, coordination across multiple jurisdictions, and identification of phased implementation actions to support informed decision-making and continuous improvement.

Our planning approach is supported by forecasting, scenario analysis and performance measurement. We can help R&E establish measurable indicators, evaluate progress against strategic objectives, test the implications of policy or program changes and maintain a transparent evidence base for future investment decisions.

Our experience in this area includes:



EPR Business Transformation and Change Management

City of Toronto
Toronto, Ontario, Canada

GHD supported the City of Toronto's transition to EPR for Blue Box recycling, one of the first and largest EPR transitions undertaken in Ontario. Working as a technical advisor to Ernst & Young (EY), GHD assisted with evaluating existing service delivery models, assessing future municipal and producer roles and responsibilities, and developing implementation strategies to support the City's transition to the new regulatory framework. The project included policy analysis, stakeholder engagement, risk evaluation, transition planning, and assessment of how service delivery responsibilities would change under the new regulatory framework.

This work demonstrates GHD's experience supporting the implementation of major waste management policy and regulatory changes, including the assessment of municipal and producer responsibilities and development of implementation strategies for emerging EPR programs. It also highlights GHD's understanding of the practical considerations associated with transitioning waste management programs under evolving regulatory requirements.



Niagara Region Waste Management Strategic Plan

Niagara Region
Niagara Region, Ontario, Canada

GHD supported the Niagara Region Waste Management Strategic Plan (WMSP), a 25-year roadmap for waste reduction, diversion, disposal, and resource recovery. The project involved assessing the Region's existing waste management system, evaluating future service and infrastructure needs, engaging stakeholders, and developing a preferred long-term strategy supported by implementation actions and performance measures. Development of the Plan required coordination with Niagara Region and its 12 local area municipalities to align regional objectives, local priorities, and long-term waste management needs. The resulting strategy established a framework for implementation tracking, performance monitoring, and ongoing collaboration among multiple municipal partners.

The project highlights GHD's experience in solid waste policy and planning, including development of long-range waste management strategies, evaluation of emerging regulatory requirements and industry trends, assessment of service delivery considerations and implementation requirements, and identification of practical actions to achieve diversion, sustainability, and climate-related objectives. The resulting plan established a framework for future decision-making, implementation tracking, and collaboration across multiple municipal stakeholders.



Solid Waste Management Master Plan Update

City of Hamilton
Hamilton, Ontario, Canada

GHD supported the City of Hamilton Solid Waste Management Master Plan (SWMMP), a long-term strategy guiding waste management services from 2026 to 2050. Building on more than two decades of waste planning, the project involved a comprehensive review of the City's waste management system, assessment of future needs and regulatory drivers, evaluation of waste reduction, diversion, collection, processing, and disposal options, and development of a preferred strategy supported by implementation actions, performance measures, and monitoring frameworks. The updated SWMMP was approved by City Council in 2026 and establishes a roadmap for advancing diversion, resource recovery, landfill capacity management, and circular economy objectives.

The project also involved aligning waste management recommendations with the City's broader climate objectives, including Hamilton's Community Energy and Emissions Plan and commitment to achieving net-zero greenhouse gas emissions. GHD evaluated how waste diversion, organics management, resource recovery, and long-term disposal planning could contribute to reducing landfill-related greenhouse gas emissions and developed associated performance measures and monitoring approaches to track progress over time.

This project highlights GHD's experience in solid waste policy and planning, including evaluation of emerging regulatory requirements, consideration of EPR impacts, assessment of alternative service delivery and infrastructure approaches, and development of implementation roadmaps to support long-term decision-making. Through a triple-bottom-line evaluation process, GHD assessed strategic options across waste reduction, diversion, collection, processing, and disposal while considering environmental, financial, technical, and social factors. The resulting plan established a framework for implementation tracking, performance monitoring, and future updates to support ongoing decision-making and continuous improvement.



Odor Control

GHD provides integrated odor management services for solid waste facilities, combining expertise in facility operations, landfill gas, air quality, process engineering, monitoring, permitting, and community engagement. We identify and characterize sources through site inspections, operating-data reviews, field instruments, ambient and olfactory monitoring, chemical analysis, meteorological evaluation, and dispersion modeling, then develop practical measures to prevent or reduce off-site impacts.

→ GHD combines air quality, landfill gas, process engineering, facility operations, and stakeholder engagement expertise within a single odor management team. This allows us to move beyond symptom management and identify underlying operational, engineering, and environmental causes of odor impacts.

R&E Center sources and operating controls. At the R&E Center, potential sources may include waste receiving and tipping, storage, conveyors and processing equipment, RDF and residue handling, drains, sumps, leachate or wastewater systems, truck queues, doors, and building openings. GHD can evaluate ventilation balance, building pressure, waste residence time, equipment downtime, cleaning, and seasonal conditions and develop odor management plans, operating procedures, inspection and maintenance schedules, housekeeping practices, staff training, performance indicators, and response thresholds.

Monitoring and complaint response. GHD can establish real-time or periodic monitoring and a consistent process to receive, map, investigate, and resolve odor complaints. We correlate complaints and field observations with weather, operating conditions, and monitoring data to identify root causes, document corrective actions, verify effectiveness, and support timely communication with facility staff, nearby communities, and regulators.

Alternatives, design, and procurement. GHD can screen source-control, ventilation, gas-collection, biofiltration, activated-carbon, scrubbing, neutralization, and process-modification options based on effectiveness, cost, energy use, maintenance, reliability, safety, constructability, and compatibility with ongoing operations. We can prioritize near- and long-term improvements; prepare designs, specifications, procurement packages, and bid evaluations; and support construction, startup, commissioning, and performance testing.

Our experience in this area includes:



STIP Part 8 Requirement Assistance

Farmers Union Industries
Long Prairie, Minnesota, United States

GHD supported Farmers Union Industries (FUI) and Central Bi-Products (CBI) in addressing environmental compliance requirements associated with facility operations in Long Prairie, Minnesota. The work included supporting hydrogen sulfide (H_2S) monitoring and reporting, community engagement requirements, public information initiatives, website

enhancements, communications planning, and development of a crisis communications framework to support transparent communication with regulators, stakeholders, and the surrounding community.

Working alongside technical specialists, GHD's communications team developed a communications and community engagement program to support transparency around environmental compliance activities and address stakeholder concerns related to facility operations and odor impacts. The team developed key messaging, supported crisis communications planning, coordinated stakeholder outreach, and prepared public-facing communications materials designed to communicate technical information in a clear and accessible manner. Particular emphasis was placed on ensuring stakeholders received timely and accurate information regarding facility operations and environmental performance.

The team also enhanced the facility's public website with content focused on environmental benefits, compliance information, community partnerships, and facility improvements, creating a readily accessible source of information for residents and stakeholders. Through these efforts, GHD helped improve public awareness and understanding while supporting open dialogue between the facility and the surrounding community.



High Acres Landfill Waste Odor Characterization Study

Waste Management of New York
Fairport, New York, United States

The Waste Odor Characterization Study was conducted to evaluate whether incoming municipal solid waste from different geographic regions or transportation methods contributed differently to odor conditions at a large municipal solid waste landfill in the northeastern United States. The study responded to odor complaints and community concerns following increased waste shipments from a large urban center, and it was designed to provide a transparent, measurable, and technically defensible basis for decision-making.

The study provided a defensible technical basis for addressing public concern and regulatory questions regarding landfill odors. The findings do not support restricting waste based on geographic origin or transportation method. Instead, odor management efforts should focus on identifying and controlling high-odor waste streams, improving load-specific screening, and maintaining container integrity to reduce odor potential before waste reaches the working face.

Following the study GHD prepared a Comprehensive Landfill Odor Control Plan, Evaluation, and Design Basis Report for Waste Management's High Acres Landfill and Recycling Center. The report evaluates site odor conditions, reviews available odor control technologies and products, and establishes the design basis for a comprehensive odor control network at the facility.



Seneca Meadows Landfill Environmental & Engineering Services

Seneca Meadows Inc.
Waterloo, New York, United States

GHD has served for decades as a trusted environmental advisor to Seneca Meadows Inc. (SMI), a Waste Connections company, supporting environmental compliance, air quality, odor management, and landfill gas (LFG) programs at the Seneca Meadows Landfill. GHD continues to support SMI with regulatory compliance and permitting activities associated with the facility's proposed expansion.

This work has included evaluating odor sources and mitigation measures, optimizing the LFG collection system, conducting and interpreting community-level ambient air monitoring for methane and hydrogen sulfide, analyzing odor complaint trends, and developing response protocols for off-site odor events.

GHD also developed air emission inventories and performed regulatory air dispersion modeling to assess potential impacts from LFG systems, flares, engines, leachate management operations, fugitive emissions, and other sources. Results were evaluated against applicable federal and New York State standards, guideline concentrations, and odor thresholds to support permitting and demonstrate protection of public health and nearby receptors.

GHD prepared technical analyses and documentation for the draft environmental impact statement, including air resources and odor control evaluations, mitigation recommendations, regulatory support, and stakeholder-facing materials. This integrated approach helped SMI address regulatory requirements and community concerns related to odor and air quality.



MSW Co-Composting Facility

Delaware County Department of Public Works
Delaware County, New York, United States

The Delaware County MSW and Biosolids Co-Composting Facility demonstrates GHD's ability to research, evaluate, design, permit, implement, and optimize innovative waste diversion technologies that support long-term landfill management and resource recovery objectives. Following a comprehensive evaluation of alternatives to increase diversion and extend landfill life, Delaware County selected a mixed municipal solid waste (MSW) and biosolids co-composting approach. GHD partnered with technology providers to deliver a turnkey facility and was responsible for contract negotiations, permitting, design, construction oversight, startup, performance testing, operational support, and staff training. The project represented the first permitted facility of its kind in New York State and required extensive coordination with regulators, local governments, waste haulers, and community stakeholders.

As part of the project, GHD evaluated waste processing technologies, composting systems, material recovery processes, environmental controls, and operational requirements to identify a sustainable and cost-effective diversion strategy. The facility was designed to process approximately 35,000 tons per year of municipal solid waste and 6,500 tons per year of biosolids in a fully enclosed environment. Key features included advanced material separation systems, forced aeration composting, automated process controls, extensive product refining capabilities, and enclosed curing and storage areas to maximize recovery and produce a marketable Class A compost product.

A critical component of the facility's success was the implementation of comprehensive odor management and environmental control systems. GHD designed an enclosed waste receiving, processing, curing, and storage facility equipped with negative air handling systems and a large biofilter-based odor control system to minimize impacts on surrounding communities. The odor management strategy was integrated throughout the facility design, ensuring that waste handling, active composting, curing, and product storage operations could be conducted while maintaining environmental compliance and protecting community acceptance. The project highlights GHD's capability to evaluate, design, and implement odor mitigation measures for organics processing, composting, and resource recovery facilities.

The facility has operated continuously since 2006 and has become a cornerstone of Delaware County's integrated waste management system. The project helped the County achieve landfill diversion rates exceeding 70 percent by volume, county-wide recycling rates exceeding 80 percent, and an extension of landfill life of more than 60 years. This long-term success demonstrates GHD's ability to conduct applied waste research, evaluate emerging technologies, implement innovative resource recovery solutions, and design facilities that deliver measurable environmental, operational, and economic benefits while maintaining effective odor control and regulatory compliance.



Delivery of Waste & Materials Marketing

GHD has completed market studies and business case evaluations for organics processing, anaerobic digestion, renewable natural gas, digestate utilization, and resource recovery programs across North America. Our work includes evaluation of feedstock availability, recovered-material quality, end-user requirements, processing infrastructure, commodity pricing, market demand, competitive conditions, and commercial risks. Recent assignments include a province-wide organic waste market assessment for WM Canada, a national organics infrastructure and market study, digestate market evaluations, RNG and anaerobic digestion business case assessments, and circular economy studies that identified beneficial use opportunities and market pathways for recovered materials. GHD technical staff has experience in negotiating waste hauler, transfer station, and landfill agreements, along with key contacts with vendors offering these services.

→ Successful resource recovery depends on reliable end markets. GHD combines technical evaluations with direct market assessments, buyer requirements, infrastructure reviews, commodity analysis, and implementation planning to ensure recommended recovery pathways are commercially viable.

Key capabilities include:

- Evaluation of recovered-material quantities, composition, and quality.
- Assessment of buyer specifications, contamination tolerances, and product acceptance criteria.
- Market opportunity and risk assessments for recyclables, organics, digestate, RDF, renewable natural gas, and other recovered products.
- Revenue and cost modeling, including transportation and processing considerations.
- Identification and comparison of alternative end-use markets and beneficial-use opportunities.
- Feedstock, infrastructure, and competitive market assessments to support facility planning and investment decisions.
- Business case development for organics processing, anaerobic digestion, resource recovery, and circular economy initiatives.
- Extensive contacts with buyers of commodities, including fiber, containers, metals, and engineered fuels.

Our experience in this area includes:



Ontario Organic Waste Market Study

Ontario, Canada

GHD completed a market assessment of Ontario's organics and anaerobic digestion sector to support investment decision-making. The study evaluated feedstock availability, processing infrastructure, competitive market conditions, and regulatory drivers affecting organics recovery and product utilization.



MWP Digestate Study

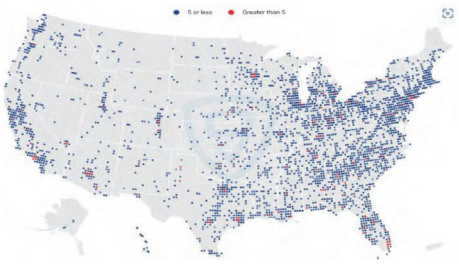
Regional Municipality of Peel
Region of Peel, Ontario, Canada

GHD has provided the Region of Peel with ongoing strategic, technical, and market advisory services related to mixed waste processing (MWP) since 2016. The initial assignment focused on evaluating the feasibility of implementing an MWP facility to help the Region achieve its waste diversion objectives, including increasing material recovery and supporting beneficial use pathways for residual waste. GHD developed a comprehensive assessment framework that combined waste generation projections, seasonal waste audit data, pilot equipment testing results, facility performance data, and jurisdictional research from North American and European MWP facilities. The resulting feasibility study evaluated the ability of MWP technologies to recover recyclables, organics, and other materials from the Region's residential garbage stream, while identifying key technical, regulatory, market, and operational risks. As part of this work, GHD and Region staff conducted site visits to operating MWP facilities throughout Europe and North America to gain firsthand understanding of technology performance, material recovery outcomes, and end-market requirements.

Building on the feasibility study, GHD completed a series of market assessments and strategic reviews to support the Region's evaluation of MWP implementation. This work included assessments of low-carbon fuel and solid recovered fuel (SRF) markets, updates to jurisdictional scans of operating facilities, reviews of emerging MWP technologies, and evaluations of market opportunities for recovered materials and products. GHD provided market soundings and procurement support for the Region's Pilot Project Mixed Waste Processing Facility initiative, including development of technical content for the Request for Expressions of Interest (REOI), evaluation and summarization of industry responses, and engagement with technology providers to better understand available solutions and market readiness. Additional analyses examined recovery objectives, evolving regulations, land application considerations, and the applicability of European MWP experience to North American operating conditions.

In 2022, GHD prepared an Updated Market Options Report that incorporated new information from operating MWP facilities and additional stakeholder engagement with technology providers. Across all phases of the work, GHD developed waste flow, diversion, mass balance, greenhouse gas, and financial models to evaluate probable recovery rates, facility performance, capital and operating costs, revenue opportunities, and emissions reduction potential under multiple scenarios. The studies provided the Region with a comprehensive understanding of the technical feasibility, marketability of recovered products, economic considerations, and implementation risks associated with mixed waste processing, supporting informed decision-making regarding future resource recovery infrastructure investments.

R&E applicability: This experience provides R&E with a GHD delivered proven framework for evaluating processing technologies, recovered-material markets, costs, emissions, and implementation risks to support informed pilot, procurement, and infrastructure investment decisions.



Burger King Recycling Pilot Program

Burger King
Across United States

Burger King had a commitment to provide front-of-house (FOH) recycling where infrastructure exists by 2025 in all of its North American locations. GHD undertook a waste management infrastructure mapping exercise, review of existing waste hauling contracts at pilot locations, and execution of a FOH and back-of-house recycling pilot in select restaurant locations in the U.S. GHD completed two waste audits at one of their restaurants in Florida to establish baseline conditions. GHD has since completed a model projecting waste estimates on a national scale and had discussions with two of the largest waste management entities to establish recycling collection across all Burger King restaurants in North America.



R&E Center Operational Assistance

Our data specialists can work with facility and operations personnel to analyze waste deliveries, designation compliance, throughput, recovery, contamination, purity, quality-control results, downtime, operating costs and recovered-material performance. We can also support facility information-system requirements and develop clear reporting or visualization tools for operational and management use.

→ GHD's team includes professionals who have directly managed resource recovery facilities, transfer stations, materials processing facilities, transportation fleets, organics operations, and alternative fuel programs. This operational experience allows us to provide recommendations that improve performance, safety, maintainability, and reliability while remaining practical for day-to-day implementation.

Our internal operational experts and technology partner have extensive experience with material recovery processing systems. Our team has past hands-on experience managing large recycling centers for residential, commercial, and construction/demolition feedstocks. They have also managed transfer station operations ranging from 100 tpd up to 2000 tpd. This unique practical operational experience differentiates us from a traditional consultant in that we can bring the owners perspective to help solve problems, improve safety practices, and increase overall efficiencies by partnering with current R&E operational teams.

Our Operations Subject Matter Expert, Alan Davis, brings decades of experience to R&E. His past roles include:



Reworld Operations

Reworld
Niagara Falls, New York, United States
2024-2026

Alan Davis served as Director of Operations and drove profitability and growth for multiple business units with over 120 employees, 4 Material Processing Facilities (MPFs), and a large transportation fleet. He managed zero waste to landfill facilities processing feedstock from multiple waste streams into a fuel for Thermomechanical Treatment Facilities (TTF), and alternative engineered fuel (AEF) for use in cement kilns. He also has experience producing Tire Derived Fuel, and Tire Derived Aggregate.



Caglia Environmental Operations

Caglia Environmental
Fresno, California, United States
2011–2018

Alan Davis served as a General Manager for Caglia where he was responsible for all operations of this fully integrated solid waste and recycling organization across municipal, commercial and industrial sectors. Operations included a 2,000 TPD recycling and energy complex that processed MSW, bulky waste, single stream recycling, organics, and C&D material. Multiple efficiency and safety improvements were made along with automation technology upgrades. Also responsible for the operations of the Fairmead solid waste complex under contract with Madera County. This facility consisted of a permanent Household Hazardous Waste facility servicing Madera County, along with a landfill, and a recycling transfer station.

Other key accomplishments include:

- Secured and negotiated a 20+ year collection, transfer, and landfill franchise, doubling company size.
- Significantly reduced safety incidents by 80% and achieving major OSHA TRIR reduction resulting in a transition to captive insurance saving over $300,000 annually.
- Championed sustainable transformation by integrating CNG trucks into the fleet with grants resulting in operating cost reduction of 20%
- Negotiated partnership with an organics processing company to construct a facility at a company-owned/operated transfer station allowing the company access to this market and provide a home for organic feedstock
- Increased revenue from processed materials by identifying new buyers and negotiating FOB pricing.

05

→ GHD Team

05
GHD Team

Behind every successful project is a team that not only brings deep expertise but also operates with seamless coordination and shared purpose. Our project team is composed of seasoned professionals contributing specialized knowledge. From initial strategy sessions to final production, our team's strength lies in its ability to integrate diverse perspectives into a unified vision.

Throughout the duration of this contract, we will leverage the insights of subject matter experts (SMEs) to ensure technical accuracy and relevance. Their involvement will enhance the quality of our technical content and ensure alignment with client expectations and regulatory frameworks.

Collaboration is at the heart of our process. Regular status calls, and shared digital workspaces enable real-time feedback and agile adjustments. Our team's communication practices foster transparency and accountability. This culture of open dialogue ensures that each team member's contributions are recognized and integrated, and that challenges are addressed proactively.

Data, Analytics and Location Intelligence

Dave Findlay, Ryan Coy and Kanda Siva provide a coordinated specialist capability spanning analytics, GIS and digital delivery. They will be mobilized as assignments require to work with the relevant waste planning, operations, future technology and engagement leads, with one accountable technical lead identified for each assignment.

The organizational chart below outlines GHD's proposed structure for this contract, designed with strong leadership, technical excellence, and seamless execution. **The senior leaders featured at the top of the chart bring recent experience working with R&E, enabling our team to deliver value from day one.**

We are committed to keeping the same project team we are proposing. Should an unexpected change result in a team member being unavailable to serve R&E on this project, we are backed with the resources of a global network. No changes will be made to the project team without consent by R&E.

This section includes biographies for all key team members. For ease of review, we have provided concise biographies, with full resumes available upon request.



Organizational Chart

The R&E Board

Project Director
Carlos Gonzalez-Gomez

Project Manager
Margaret Zuckweiler, PE (MN)

Project Assurances
Steve Wilsey
Andrew Alexander

Project Coordinator
Dilshad Mondegarian, PEng

SUBJECT MATTER EXPERTS (SMEs)

Waste Planning
Blair Shoniker

Operations
Alan Davis

Future Energy
Amir Ghasdi

Stakeholder Engagement
Yosef Yip
Katrina McCullough

Waste Processing
Hans Ouellet (*MRF Designs*)

Air & Odor
Steve Wilsey
Bryan Szalda, PE
Doug Gatrell, PE

Waste Services
Kevin Harvey
Doug Gatrell, PE

Organics
Dilshad Mondegarian, PEng
Roxy Hasior, PEng
Dyson Sprouse, PE

Waste Mapping
Dilshad Mondegarian, PEng
Roxy Hasior, PEng

Future Technologies
Dilshad Mondegarian, PEng
Roxy Hasior, PEng
Kim Domptail

Real Estate & Ownership
Andrew Alexander

Data Analytics
Dave Findlay

Location Intelligence
Ryan Coy

Digital
Kandasamy Siva

Local O&M Support
Tim Ree, PE

Transfer Station
Brad Smith, PE

ENTERPRISE SUPPORT: 12,000+ ADDITIONAL EMPLOYEES AVAILABLE ACROSS KEY SERVICE AREAS

- Advisory
- Air & Noise
- Aquatic Sciences
- Architecture, Interior and Landscape
- Asset Management
- Automation
- Aviation
- Bridges
- Building Sciences Engineering
- Construction Contracting
- Contamination Assessment & Remediation
- Dams
- Data Sciences
- Decommissioning Closure & Rehabilitation
- Digital Design
- Emergency Response
- Engagement Communications & Communities
- Food and Agribusiness
- Forensics and Building Sciences
- Geology
- Geotechnical
- HSE Systems & Industrial Hygiene
- Hydrocarbons & Chemicals
- Hydrogeology and Hydrodynamics
- Impact Assessment & Permitting
- Integrated Water Management
- Investment, Policy & Economics
- Maritime & Coastal Engineering
- Materials Process & Plant Engineering
- Mining Engineering & Geosciences
- Natural Resources
- Power Distribution & Industrial
- Power Generation
- Project & Construction Management
- Railways
- Risk & Assurance
- Road Systems
- Security & Communication Systems
- Solar & Renewable Energy
- Spatial Sciences
- Structures
- Tailings (Mines & Residue)
- Transportation Planning & Traffic Engineering
- Tunnels
- Urban Planning & Land Development
- Waste Management
- Wastewater & Stormwater Collection Systems
- Wastewater Treatment & Recycling
- Water Transmission & Distribution
- Water Treatment & Desalination

Similar Scope Team Experience

Team Member	Role	Firm	Solid Waste Management Research and Evaluation	Upstream Efforts Assistance	Data, Analytics, AI, and Location Intelligence	Future Technology	Policy & Planning	Odor Control	Delivery of Waste & Materials Marketing	R&E Center Operational Assistance
			Similar Scope Components							
Margaret Zuckweiler, PE	Project Manager	GHD	✓	✓		✓			✓	
Carlos Gonzalez-Gomez	Project Director	GHD	✓	✓		✓	✓			
Dilshad Mondegarian, PEng	Project Coordinator / Organics, Waste Mapping & Future Technologies SME	GHD	✓	✓	✓	✓	✓	✓		
Andrew Alexander	Project Assurances / Real Estate & Ownership SME	GHD		✓		✓	✓			
Steve Wilsey	Project Assurances / Air & Odor SME	GHD	✓			✓	✓	✓		✓
Blair Shoniker, MA, RPP	Waste Planning SME	GHD	✓	✓	✓		✓			
Alan Davis	Operations SME	GHD		✓		✓	✓	✓	✓	✓
Amir Ghasdi	Future Energy SME	GHD	✓		✓	✓				
Yosef Yip	Stakeholder Engagement SME	GHD		✓	✓		✓		✓	
Katrina McCullough, RPP	Stakeholder Engagement SME	GHD	✓	✓			✓		✓	
Hans Ouellet	Waste Processing SME	MRF				✓				✓
Bryan Szalda, PE	Air & Odor SME	GHD	✓			✓		✓		
Kevin Harvey	Waste Services SME	GHD		✓	✓				✓	
Doug Gatrell, PE, TSP	Air & Odor / Waste Services SME	GHD	✓			✓		✓		✓
Roxy Hasior, PEng	Organics, Waste Mapping & Future Technologies SME	GHD	✓	✓		✓			✓	
Dyson Sprouse, PE	Organics SME	GHD		✓		✓			✓	
Kim Domptail	Future Technologies SME	GHD	✓			✓				
Dave Findlay	Data Analytics SME	GHD			✓					
Ryan Coy	Location Intelligence SME	GHD			✓				✓	
Kandasamy Siva	Digital SME	GHD			✓					
Tim Ree, PE	Local O&M Support SME	GHD							✓	✓
Brad Smith, PE, BCEE	Transfer Station SME	GHD	✓	✓			✓	✓	✓	✓

The GHD Team



Margaret Zuckweiler PE (MN)

Project Manager

Margaret's local knowledge and global connections allow her to supply local clients with global innovation. Her technical background in the last **25+ years** in waste management and agricultural engineering has provided her a broad base for using waste as a resource for renewable natural gas projects for landfill gas to energy/RNG projects, and organics management projects in Minnesota and throughout North America. Margaret performs RNG due diligence projects, supports RNG feasibility studies, implements and supports developers in obtaining required permits, and supplies compliance support for those permits. Her professional engineering expertise includes regulatory compliance, permitting, design, modeling, civil site plan design, and project siting. Margaret is the Midwest Technical Services Leader and formerly the Americas Waste Management Service Line Leader for GHD. Margaret is also the Midwest Future Energy Ambassador which allows her to connect to GHD's Future Energy network where over 80 personnel provide immediate technical solutions and resources to our clients quickly and efficiently.



Carlos Gonzalez-Gomez

Project Director

Carlos is a senior commercial advisor with **19 years** of experience in the energy and infrastructure sectors. He has managed large multi-discipline teams as a strategy consultant leader for low-carbon commodities and a Project Manager for large petrochemical and offshore oil & gas projects with budgets in excess of $1 billion Capex.

Carlos' strategy practice was trained by BCG executive alumni. His expertise includes go-to-market strategies, techno-economic assessments, closure strategy, capital investment analysis, commercial and technical due diligence and market studies for established and emerging industries driven by regulations and decarbonization trends. His relevant work includes diverse remediation and closure strategy risk and financial modeling, hydrogen export market analyzes and hydrogen techno-economic assessments, small modular nuclear reactor market sizing, low-carbon investments financial modeling, marine terminal operators growth strategy, LNG-bunkering market studies, buy-side commercial due diligence for biofuel facilities, business case analysis of sustainable fuels, biofuels and new power technology.



Dilshad Mondegarian, PEng

Project Coordinator

Organics, Waste Mapping, and Future Technologies Subject Matter Expert

Dilshad brings **10 years** of experience to this project. She is appreciated by peers and clients for her integrity, professionalism, and in-depth knowledge of a wide array of waste management and diversion technologies. She specializes in the management, design, and review of organics processing facilities and composting facilities. She has also conducted studies on organic waste recycling, diversion, and processing in Canada, identifying major opportunities and potential new areas for increased organic waste diversion. Dilshad has successfully delivered a diverse range of organics projects giving her firsthand, practical knowledge of anaerobic digestion, source-separated organics, composting, and more. Dilshad is known as much for her leadership skills as she is for her ability to develop client-focused solutions, whether designing new facilities or upgrading existing infrastructure.



Steve Wilsey

Project Assurances / Air & Odor Subject Matter Expert

Steve is a principal with GHD and has **30+ years** of professional experience in the solid waste industry across North America. He is involved in all aspects of projects, including feasibility studies, development, siting, permitting, environmental impact, design, construction oversight, and operations. He has been involved with all types of solid waste facilities, including landfills, transfer stations, hazardous waste treatment, storage and disposal facilities, recycling centers, Landfill Gas-to-Energy (LFGTE) plants, waste-to-energy plants, and alternative waste processing facilities. Steve has completed feasibility studies for transfer stations, anaerobic digesters, and alternative waste management facilities that included collection, hauling, and processing of waste streams.



Andrew Alexander

Project Assurances / Real Estate and Ownership Subject Matter Expert

Andrew is a GHD Principal and a Chartered Mechanical Engineer, bringing **20+ years** of experience supporting asset intensive organizations to develop and implement strategies that maximize value from their existing assets and capital investments. He is skilled in market analysis, strategy and business case development, aligning multiple stakeholders behind common goals to achieve the intended business outcomes.

Andrew works closely with SMEs across multiple technologies to assess technical constraints, identify strategic options and develop robust benefits cases, including market and techno-economic studies and full value chain analyses. He has developed road maps to effectively engage stakeholders and implement strategy, with experience delivering projects through multi-disciplinary and global teams.

Andrew leads GHDs Infrastructure Investment and Capital Projects initiative in the Americas, supporting M&A activities and developing viable approaches to support client's capital deployment objectives.



Blair Shoniker, MA, RPP

Waste Planning Subject Matter Expert

Blair specializes in waste and environmental planning, both in private consulting and the public sector. His **23 years** of experience includes extensive waste system planning and environmental approvals experience and is well-versed in legislation and policy governing waste systems and environmental approvals, at both the provincial and federal levels. Blair has extensive experience in the waste management field, including the development of and consultation on waste management master plans, system plans, and diversion studies, with a significant focus on strategic planning and approval processes for waste management facilities and systems. His professional skill set includes waste system planning within the context of environmental assessment (EA) for new or expanding waste facilities and as part of long-term strategic plans; a thorough understanding of best practices in relation to various public/private sector clients; and project management experience with the implementation and operations models for waste management.



Alan Davis

Operations Subject Matter Expert

Alan will support operations, including waste and materials marketing, R&E Center operational assistance, procurement with waste transportation, transfer stations and landfill agreements. His **40+ years** in solid waste includes multi-site leadership, landfill/recycling/transportation fleet/renewable energy operations, public-private partnership coordination, and operations reviews/assessments. Alan also has experience in solid waste industry safety processes, organic waste depackaging, construction/demolition debris processing, permitting, SOP's and management of Extended Producer Responsibility (EPR) programs.



Amir Ghasdi

Future Energy Subject Matter Expert

Amir brings **over two decades** of future energy expertise encompassing process development, design, procurement, manufacturing, and commissioning. Since April 2023, he has been spearheading GHD's RNG Portfolio in the Americas, actively engaged in market assessment while providing invaluable support to RNG-related projects as an expert in the field. In his previous role, spanning more than 12 years with an OEM, Amir directed the global development of RNG projects and products, with direct involvement in over 60 RNG projects (including landfill and AD applications), more than 200 H2 production and purification projects, and over 20 specialized gas purification endeavors, from project conception to delivery. He lends technical support to GHD's teams across all stages of renewable gas plant development, from conceptualization through detailed engineering, commissioning, and operation.



Yosef Yip

Stakeholder Engagement Subject Matter Expert

Yosef has more than **15 years** of experience in stakeholder and community engagement with a background in urban planning. His community building informs his ability to implement strategic outreach plans, foster trust through equity-focused partnerships with Community-Based Organizations (CBOs) and enhance public understanding of technical projects. Yosef has successfully managed small and large-scale initiatives for projects in all phases. He has worked in a variety of sectors including energy, transportation, mobility, active transportation, emergency response, and more.



Katrina McCullough, RPP

Stakeholder Engagement Subject Matter Expert

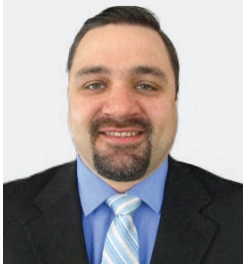
Katrina is one of GHD's leading community engagement practitioners. She has dedicated the last **15 years** to helping public and private sector organizations create lasting community benefit through meaningful stakeholder engagement. As a trained member of the International Association of Public Participation, Katrina possesses a unique set of skills and experiences that enable her to develop, manage, and facilitate engagement processes that are both effective and meaningful. Katrina is a natural communicator, with an innate ability to distill complex technical and environmental information into language that is accessible, relevant, and concise. Whether she's working on public meetings, collaborative workshops, advisory committees, or a community outreach campaign, Katrina is always committed to helping her clients achieve their goals in a way that is sustainable, equitable, and community-supported.



Hans Ouellet

Waste Processing Subject Matter Expert

With more than **30 years** of experience, Hans is a precision-driven engineering professional with experience in engineering and project management while meeting strict scheduling, budget, performance, safety, and compliance requirements. His broad technical background includes mechanical, process, structural, electrical, and manufacturing disciplines, as well as engineering design and development, technical support, process improvement, cost estimation, documentation, and maintenance services. Hans is a skilled communicator and negotiator with a proven track record of leading multidisciplinary efforts, supervising teams, managing financial responsibilities, and delivering practical, results-oriented solutions.



Bryan Szalda, PE

Air & Odor Subject Matter Expert

Bryan has over **18 years** of experience at GHD with many types of solid waste, air and renewable energy projects including air quality permitting, greenhouse gas emissions reporting, landfill gas modeling, preparation of Title V Permit Applications, and ambient air dispersion modeling projects. Bryan has managed a number of renewable natural gas (RNG) projects utilizing landfill gas, biogas and dairy manure as feedstock materials. In recent years, Bryan has worked in conjunction with a GHD team of experts to conduct a number of renewable energy assessments consisting of an engineering analysis of portfolios for potential development of renewable natural gas plants. Bryan also has experience designing and optimizing landfill gas collection and control systems (GCCS) for utilization projects.



Doug Gatrell, PE, TSP

Air & Odor / Waste Services Subject Matter Expert

Douglas is the Technical Director and Team Leader for Civil Site Services for the US-Central / West region within the Design Delivery Organization (DDO) which is responsible for projects in the United States, Canada, and Asia. Douglas has **33 years** of experience in the solid waste industry related to landfill gas to energy projects (incl. digesters), landfill construction projects, landfill gas collection and control system master planning and beneficial/renewable energy. Additionally, engineering engagements include Agricultural applications for dairy upgrades for renewable energy (anaerobic digesters).



Kevin Harvey

Waste Services Subject Matter Expert

Based in Cincinnati, Kevin is a GHD Principal and Technical Director and currently serves as the US Air and Noise and Waste Management Business Group Leader. In this role, Kevin manages the Business Group which consists of multi disciplined sub practices such as: Air, Waste, and Water Compliance, Industrial Hygiene, Solid Waste Engineering and Design, and GHD's Waste Services Group. As the US Business Group Leader, Kevin manages a team of 132 technical staff and oversees all operational aspects of this business from staffing to professional development, to budgeting and planning. Previously Kevin served as the North American Practice Leader of GHD's Waste Services Group which is a group of 40 Waste Subject Matter Experts (SMEs) developed to assist internal project managers and external clients with waste management services, regulatory compliance support, and waste minimization sustainability initiatives. Kevin brings **23 years** of experience and is the Technical Director for multiple enterprise-wide waste management and compliance programs for large oil and gas, petrochemical, transportation, remediation, and various other industrial clients. Kevin is also Globally recognized Waste SME by Shell where he provides technical expertise in support of Shell's Global TSDF Audit program. In his role as a Technical Director, Kevin provides RCRA, CERCLA, & TSCA technical oversight and support for GHD's internal project delivery teams.



Roxy Hasior, PEng

Organics, Waste Mapping, and Future Technologies Subject Matter Expert

Roxy brings over **12 years** of experience in environmental and civil engineering, specializing in the solid waste industry. She currently serves as the Service Line Leader for GHD's Waste Management technical community across the Americas, where she fosters collaboration, promotes knowledge-sharing, and ensures teams have access to the tools and resources they need across GHD's broad geographic footprint. Roxy's project experience spans the full lifecycle of solid waste management projects in both the U.S. and Canada, from initial conceptualization, planning, and permitting through to detailed design, construction, commissioning, and operations support. She serves as a project manager and project director and regularly leads multidisciplinary teams in the successful delivery of complex projects involving planning, feasibility studies, economic analysis, design, regulatory compliance, and implementation.



Dyson Sprouse, PE

Organics Subject Matter Expert

With **8 years** of experience in civil and environmental engineering, Dyson specializes in solid waste management facilities. His experience includes the design, permitting, and construction-phase services for a variety of waste infrastructure projects, including waste transfer stations, landfills, landfill closure projects, and composting facilities. Dyson applies his technical expertise throughout all phases of project delivery, supporting clients with practical, compliant, and effective solutions for the planning, development, and management of solid waste facilities.



Kim Domptail

Future Technologies Subject Matter Expert

Kim is an environmental engineer with **16 years** of experience in organic waste management, biogas / RNG, hydrogen, energy and decarbonization. She has managed planning, strategy, business case evaluation and feasibility studies in 20 countries and speaks French, English, and Spanish fluently. As GHD's Future Energy Market Leader in the Western US, she connects multi-disciplinary experts to support a wide range of clients providing decarbonization solutions or transitioning to net zero. She focuses in particular on hydrogen, RNG and microgrid developments in California. Prior to joining GHD, Kim worked for Naldeo in Lyon (France), Tetra Tech in Washington, DC, and the French Geological Survey in Beijing (China).



Dave Findlay

Data Analytics Subject Matter Expert

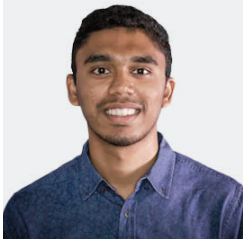
Dave leads the Data & AI practice at GHD for the Americas Region. He brings over **20 years** of experience leading data, analytics, and AI initiatives across enterprise environments in both public and private sector. He specializes in modernizing data platforms and translating business strategy into scalable architecture, analytics, and AI solutions. Dave integrates cloud technologies, data engineering, and advanced analytics and AI to support decision-making, strengthen governance, and deliver practical, future-ready data and AI foundations for complex organizations.



Ryan Coy

Location Intelligence

Ryan's professional skills give clients and colleagues confidence that the end products they receive are of the highest quality, delivered on time and on budget, and according to scope. Ryan possesses strong project management, targeted communication, organization, and people skills. He has over **25 years** of experience as an environmental scientist, working on a wide variety of projects ranging from GIS solutions to groundwater monitoring, from environmental compliance to due diligence, and has excelled with each new challenge presented to him.



Kandasamy Siva

Digital Subject Matter Expert

Kandasamy is a Data Scientist and the Americas Service Line Leader for Data & Analytics with over **6 years** of experience applying artificial intelligence, advanced analytics, geospatial intelligence, and decision-support systems to environmental, remediation, infrastructure, and asset management challenges. He specializes in transforming large, fragmented datasets into practical, business-focused insights through machine learning, GIS, automation, dashboard development, and portfolio-scale analytics. His experience includes developing data extraction and analytics solutions for environmental monitoring programs, automating interpretation of complex technical datasets, and designing frameworks that help clients prioritize investments, manage risk, and accelerate decision-making.



Tim Ree, PE

Local O&M Support Subject Matter Expert

Tim has worked extensively over **30 years** in soil and groundwater remediation throughout the United States. He demonstrates effective skills in remedy selection and implementation; remediation system design, operation, maintenance, monitoring, and optimization; construction oversight/management and contract administration. Tim possesses strong project management skills, targeted communication, and good organization to meet and exceed client needs and expectations while focusing on project budget, scope, and schedule.



Brad Smith, PE, BCEE

Transfer Station Subject Matter Expert

Brad has more than **37 years** of experience in civil and environmental engineering with special emphasis in the areas of solid waste management, environmental, geotechnical and geosynthetics engineering. He has full familiarity of state and federal solid waste management regulations as the apply to landfill planning, design, operation and closure for non-hazardous and hazardous waste landfills. His landfill experience includes guidance for municipal solid waste facilities, incinerated sewage sludge ash lagoons, and paper sludge, construction waste, coal combustion ash, and cement kiln dust landfills. Recently, he has focused on maximizing landfill airspace, improving facility operations and efficiencies, and reducing long term financial assurance obligations for his clients. Brad has been a consistent presence at regional and national conferences as a moderator, presenter, and panelist and has authored articles on landfill design for national trade publications.

06

→ Fee Schedule

06

Fee Schedule

2026 Proposed Rate Schedule for R&E 5 Year Contract

Role	Proposed Hourly Rate
A001 - Senior Technical Director 1	$276
A002 - Senior Technical Director 2	$258
A003 - Senior Technical Director 3	$240
A004 - Technical Director 1	$231
A005 - Technical Director 2	$219
A006 - Senior Professional 1	$204
A007 - Senior Professional 2	$189
A008 - Professional 1	$183
A009 - Professional 2	$159
A010 - Professional 3	$147
A011 - Vacationer / Professional 4	$138
B001 - Lead Design Technician 1	$249
B002 - Lead Design Technician 2	$231
B003 - Lead Design Technician 3	$210
B004 - Senior Design Technician 1	$207
B005 - Senior Design Technician 2	$198

Role	Proposed Hourly Rate
B006 - Design Technician 1	$183
B007 - Design Technician 2	$171
B008 - Drafting/Design 1	$165
B009 - Drafting/Design 2	$144
B010 - Drafting/Design 3	$135
B011 - Drafting/Design 4	$132
B012 - Intern Drafting/Design	$114
D009 - Project Support 5	$126
D010 - Project Support 6	$96
V001 - Executive Consultant 1	$339
V002 - Executive Consultant 2	$318
V003 - Senior Consultant 1	$267
V004 - Senior Consultant 2	$240
V005 - Consultant 1	$201
V006 - Consultant 2	$165
V007 - Consultant 3	$141

2026 Rate Schedule Notes

Fees and reimbursable expenses are subject to the requirements of Attachment A and any project-specific authorization provided by R&E.

- Rates are for employees of GHD companies.
- All travel will be invoiced at economy class rates. Lodging and meal expenses will be at cost. Travel within the Twin Cities and work at facilities within the Twin Cities will not be considered to require meal reimbursement.
- All other project related disbursements, expenses and subcontractor costs will be invoiced with a markup of 10% or at a rate that will cover costs to manage the subcontractor contract per R&E review and approval.
- Fee schedule is subject to change after initial 3 year period and proposed rate increase of 5% will be requested.
- Leased and personnel vehicles, field equipment and disposable field supplies will be invoiced at established rates. Personal vehicle mileage rates will be charged in accordance with government regulated standard rates at the approval of the R&E Board.

07

→ GHD References

07

GHD References

We are proud of the work we've delivered for our clients and the positive impact our projects have made. In this section, you'll find references who can speak directly to our capabilities, commitment, and results. We encourage you to reach out and hear firsthand how GHD partners for success.



City of Toronto

Dan Boulos
Acting Senior Project Manager
Solid Waste Management Services
daniel.boulos@toronto.ca
(416) 392-3268

- Toronto Long Term Residual Waste Study
- Toronto Long Term Waste Management Strategy Update

Farmers Union Industries (FUI)

Troy Bryant
Director of Construction & Project Management
tbryant@fuillc.com
(507) 644-6912

- Central Bi-Products Environmental compliance
- Central Bi-Products wastewater evaluation

Delaware County

James D. Thomas, PE
Commissioner - Delaware DPW
jim.thomas@delcony.gov
(607)832-5800

- Cell 1RE Landfill Expansion, Compost Facility Bioreactor Replacement
- Operations Assistance contract
- Cell 1 Landfill Reclamation
- Cell 4S landfill expansion project, pump station panel replacement, and permit modification

08

→ Legal

08

Legal

Standard Terms & Conditions

Our legal team has reviewed the provided contract language and has not identified language that would bar GHD from providing services to the R&E Board.

GHD has signed R&E's Standard Terms and Conditions. It is provided in **Appendix A**.

Conflict of Interest

GHD considers the avoidance of any real or perceived conflict of interest to be an extremely important factor in our continued business relationships with clients. We strongly believe in full and upfront disclosure of any potential conflicts of interest so that they may be handled expeditiously and in the best interests of all parties. At this point we do not believe there is any conflict of interest in GHD supporting this project.

Should any conflict or potential conflict of interest become known, we will immediately notify R&E of the conflict or potential conflict, and will advise R&E whether we will or will not resign from the other engagement or representation.

Non-Collusion Certification

GHD affirms compliance with all non-collusion requirements contained in the RFP.

Insurance

We will provide proof of our insurance upon award.



Appendix A: Contract

Attachment A – R&E's Standard Terms and Conditions

A contract will be prepared by R&E upon selection of a firm. The following provisions must be included in any contract and are non-negotiable.

I. Cost And Payment

The Contractor will provide to R&E clear documentation of work completed, dates of work, and location of work. Contractor invoice(s) will reflect charges in accordance with the Cost Proposal provided. Contractor invoice(s) will be paid within 30 days of receipt of the invoices providing proper documentation is presented. Payments made under this Contract shall be in the form of Automated Clearing House (ACH), check, or Electronic Funds Transfer (EFT). R&E may withhold payment for failure to provide service to comply with any of the provisions of this agreement; no interest penalty shall accrue against R&E.

Unless otherwise agreed to in advance, charges such as, but not limited to, mileage reimbursement, fuel, trip or parking charges, consumable incidental materials, etc. shall be included in the Contractor's overhead and included on the Cost Proposal provided. These charges will not be reimbursed if labeled as "miscellaneous charges."

II. Nondiscrimination

The Contractor agrees to comply with the nondiscrimination provision set forth in Minnesota Statute § 181.59 and not discriminate on the basis of race, creed, color, or national origin. The Contractor's failure to comply with this requirement may result in cancellation or termination of the Contract, and all money due or to become due under the Contract may be forfeited for a second or any subsequent violation of the terms or conditions of this Contract.

III. Compliance with Law

The Contractor shall comply with all applicable Federal law, State statutes, Federal and State regulations, and local ordinances now in effect or adopted during the performance of the services herein until completion of said services. Failure to meet the requirements of the above shall be a substantial breach of the Contract and will be cause for cancellation of this Contract.

IV. Possession of Firearms on R&E Premises

Unless specifically required by the terms of this Contract or the person it is subject to an exception provided by 18 USC §§ 926B or 926C (LEOSA) no provider of services pursuant to this Contract or subcontractors shall carry or possess a firearm on R&E premises or while acting on behalf of R&E pursuant to the terms of this Contract. Violation of this provision is grounds for immediate suspension or termination of this Contract.

V. Subcontracting and Assignment

The Contractor shall not enter into any subcontract for performance of any services contemplated under this Contract; nor novate or assign any interest in the Contract, 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, including ensuring that subcontractors are abiding by R&E's Conflict of Interest policy. If the Contractor subcontracts the obligations under this Contract, the Contractor shall be responsible for the performance of all obligations by the subcontractors.

VI. Subcontractor Prompt Payment

Pursuant to Minnesota Statute § 471.425, subd. 4a., Contractor shall pay any subcontractors within 10 days of the Contractor's receipt of payment from R&E for undisputed services provided by the subcontractor. The Contractor shall pay interest of 1½ percent per month, or any part of a month, to the subcontractor on any undisputed amount not paid on time to the subcontractor. The minimum monthly interest penalty payment for an unpaid balance of $100 or more is $10. For an unpaid balance of less than $100, the Contractor shall pay the actual penalty due to the subcontractor. The subcontractor shall have third party rights under this Contract to enforce this provision.

VII. Data Practices

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

VIII. Audits, Reports, Records and Monitoring Procedures/Records Availability & Retention

Contractor's books, records, documents, and accounting procedures and practices, and other evidence relevant to this audit clause are subject to the examination, duplication, transcription and audit by R&E and either the Legislative or State Auditor, pursuant to Minn. Stat. § 16C.05. The Contractor agrees to maintain books, records, documents, accounting procedures and practices, and other evidence relevant to this audit clause for a period of six (6) years from the date services or payment were last provided or made or longer if any audit in progress requires a longer retention period.

IX. Indemnification

The Contractor agrees it will defend, indemnify, and hold harmless R&E, its officers and employees against any and all liability, loss, costs, damages, and expenses which R&E, its officers, or employees may hereafter sustain, incur, or be required to pay arising out of the negligent or willful acts or omissions of the Contractor in the performance of this Contract.

X. Insurance Requirements

The Contractor agrees that it will at all times during the term of this Contract, keep in force the following insurance protection in the limits specified:

A. Commercial General Liability with Contractual liability coverage in the amount of $1,500,000 per occurrence with a $3,000,000 aggregate. An excess or umbrella liability policy may be used in conjunction with primary coverage limits to meet the minimum limit requirements.
B. Professional Liability coverage in the amount of $2,000,000 per wrongful act or claim with a $4,000,000 annual aggregate.
C. Cyber Liability coverage in the amount of $2,000,000 per wrongful act or occurrence with a $4,000,000 annual aggregate.
D. Automobile coverage in the amount of $1,500,000 on a combined single limit basis and include hired and non-owned.
E. Worker's Compensation in statutory amount (if applicable) of bodily injury by accident in the amount of $500,000 each accident, bodily injury by disease in the amount of $500,000 each employee, and bodily injury by disease in the amount of $500,000 policy limit.

R&E shall be listed as additional insured as it relates to Commercial General Liability and Automobile Liability.

Prior to the effective date of this Contract, the Contractor will furnish R&E with a current and valid proof of insurance certificate indicating insurance coverage in the amounts required by this Contract. This certificate of insurance shall be on file with R&E throughout the term of the Contract. As a condition subsequent to this Contract, Contractor shall ensure that the certificate of insurance provided to R&E will at all times be current. The parties agree that failure by the Contractor to maintain a current certificate of insurance with R&E shall be a substantial breach of the Contract and payments on the Contract shall be withheld by R&E until a certificate of insurance showing current insurance coverage in amounts required by the Contract is provided to R&E.

Any policy obtained and maintained under this clause shall provide that it shall not be cancelled, materially changed, or not renewed without thirty days' notice thereof to R&E.

XI. Independent Contractor

Nothing within the Contract is intended or should be construed in any manner as creating or establishing the relationship of co-partners between the parties or as constituting the Contractor as the agent, representative, or employee of R&E for any purpose or in any manner whatsoever. The Contractor is to be and shall remain an independent Contractor with respect to all services performed under this Contract.

The Contractor will secure, at its own expense, all personnel required in performing services under the Contract. 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 Contract shall have no Contractual relationship with R&E and shall not be considered employees of R&E.

XII. Termination by R&E for Convenience

R&E may terminate the Contract at any time and for any reason by providing the Contractor written notice of such termination. Upon such termination the Contractor shall be entitled to compensation for work activities in accordance with the Contract which were incurred prior to termination.

XIII. Termination by R&E for Cause

R&E may immediately terminate the Contract if R&E determines that the Contractor has failed to comply with any of the provisions of the Contract, for breach or default. Termination will be in writing setting forth the manner in which the Contractor is in default.

R&E, in its sole discretion, may allow the Contractor a reasonable period of time not to exceed ten (10) days, in which to cure the defect. In such case, the notice of termination will state the time period in which cure is permitted and other appropriate conditions. If Contractor fails to remedy to R&E's satisfaction the breach or default of any of the terms, covenants, or conditions of this Contract within ten (10) days after receipt by Contractor of written notice from R&E setting forth the nature of said breach or default, R&E shall have the right to terminate the Contract without any further obligation to Contractor. Any such termination for default shall not in any way operate to preclude R&E from also pursuing all available remedies against Contractor and its sureties for said breach or default.

XIV. Contractor Debarment, Suspension and Responsibility Certification

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, Minnesota

Statutes, Section 16C.03, subdivision 2, provides the Commissioner of Administration with the authority to debar and suspend vendors who seek to Contract with R&E. Contractors 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. By signing this Contract, the Contractor certifies that it and its principals* and employees:

A. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from transacting business by or with any federal, state, or local governmental department or agency; and
B. Have not within a three year-period preceding this Contract: 1) been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (federal, state, or local government) transaction or Contract, 2) violated any federal or state antitrust statutes, or 3) committed embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property; and are not presently indicted or otherwise criminally or civilly charged by a governmental entity for:
    a. commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (federal, state, or local government) transaction,
    b. violating any federal or state antitrust statutes, or
    c. committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property; and
C. Are not aware of any information and possess no knowledge that any subcontractor(s), that will perform work pursuant to this Contract, are in violation of any of the certifications set forth above; and
D. Shall immediately give written notice to the Contract manager should the Contractor come under investigation for allegations of fraud or a criminal offense in connection with obtaining or performing a public (federal, state, or local government) transaction, violating any federal or state antitrust statute, or committing embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

*Principals, for the purpose of this certification, means officers, directors, owners, partners, and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager, plant manager, head of subsidiary division or business segment, and similar positions).

XV. Conflict of Interest

Contractor affirms that, to the best of its knowledge, this Contract does not present a conflict of interest with any party or entity, which may be affected by the terms of this Contract. The Contractor agrees that, should any conflict or potential conflict of interest become known, it will immediately notify R&E of the conflict or potential conflict, and will advise R&E whether it will or will not resign from the other engagement or representation. Unless waived by R&E, a conflict or potential conflict may, in R&E's discretion, be cause for cancellation or termination of this Contract.

XVI. Vendor/Contractor Information Technology Usage Agreement

All Contractors having access to R&E information technology resources in the course of their work for R&E will be required to sign R&E Vendor/Contractor Information Technology Usage Agreement.

XVII. Safety

The Contractor must comply with all state and federal Occupational Safety and Health regulations and laws.

This includes but is not limited to employee right to know concerning all materials classified by Occupational Safety and Health Administration (OSHA) as hazardous. All chemical dispensers/applicators will be clearly marked showing contents. All Material Safety Data Sheets (MSDS) relating to all chemicals shall be displayed where chemicals are stored. Any chemicals used in R&E buildings or in the performance of R&E projects shall have an MSDS which will be given to R&E before any work begins. Any spillage of chemicals shall be reported immediately to R&E and appropriate reporting agencies (i.e., MPCA). Report any problems, breakage, fires, etc., immediately to R&E.

Contractor shall remove all supplies, chemicals, etc., from R&E premises that were used to perform services and dispose of them properly. There will be no disposing of supplies and chemicals on R&E property. There will be no loaning of R&E tools and/or equipment to Contractors from R&E staff.

Drinking of alcoholic beverages, using of controlled substances (drugs) or being under the influence of drugs or alcohol is expressly prohibited. Refrain from smoking of any substance in or about R&E buildings.

XVIII. Security & Privacy

The Contractor is responsible to close, secure, and lock all doors in R&E facilities when services are performed after normal R&E hours or when no R&E personnel are present. While Contractors are working in R&E buildings, Contractor must sign in/out on a daily basis in addition to wearing a badge. Contractor should produce sufficient identification.

The Contractor agrees to take any precautions necessary to maintain security of R&E buildings and privacy of data found throughout R&E buildings or on R&E premises. All questions concerning security issues will be reported to R&E immediately upon discovery.

XIX. Jurisdiction & Venue

This Contract, amendments, and supplements thereto, shall be governed by the laws of the State of Minnesota. All actions brought under this Contract shall be brought exclusively in Minnesota State Courts of competent jurisdiction with venue in Ramsey County.

XX. Modifications

Any material alteration, modification, variations, or additional tasks to this Contract shall be reduced to writing as an amendment and signed by the parties. Any alterations, modifications, variations, or additional tasks deemed not to be material by Contract of R&E and the Contractor shall not require written approval.

XXI. Merger

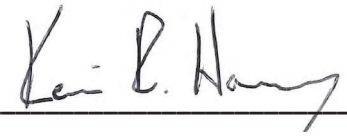
It is understood and agreed that the entire Contract of the parties is contained herein and that this Contract supersedes all oral agreements and negotiations between the parties relating to this subject matter. All items referred to in this Contract are incorporated or attached and deemed to be part of this Contract. In the event of any conflict, contradiction, or ambiguity between the terms and conditions of this Contract and any other document(s) incorporated by reference to this Contract, the terms and conditions of this Contract shall prevail.

XXII. Counterparts and Electronic Signatures

This Contract may be executed in two or more counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument. An electronic signature or electronic

record of this Contract shall be deemed to have the same legal effect as delivery of an original executed copy of this Contract for all purposes.

Contractor Acknowledgment

Signature:  **Date:** 09/09/26

Name: Kevin Harvey **(Please print or type)**

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

R&E BOARD MEETING DATE:	October 29, 2026				**AGENDA ITEM:**	VI.a	
SUBJECT:	2026 Budget Status						
TYPE OF ITEM:	☒	INFORMATION	☐	POLICY DISCUSSION	☐	ACTION	☐ CONSENT
SUBMITTED BY:	Trista Martinson, R&E Executive Director						

R&E BOARD ACTION REQUESTED:

For information only.

EXECUTIVE SUMMARY:

Staff will provide an update on the 2026 budget status, including year-end projections. These projections are based on revenue and expenses through October 1, 2026.

ALIGNMENT WITH STRATEGIC PLAN:

Strategic Initiative 4A.ii: Develop in-house systems, services and budget structures that reduce reliance on county resources.

ATTACHMENTS:

. 2026 R&E A Programs Projection
. 2026 Facility Projection
. 2026 EM&R Projection

FINANCIAL IMPLICATIONS:

None.

AUTHORIZED SIGNATURES		**DATE**
R&E EXECUTIVE DIRECTOR		10/20/26

Ramsey/Washington Joint Activities

SURPLUS/DEFICIT YEAR-END PROJECTION REPORT
As of October 5, 2026

Programs	2026 Approved Budget	Current 2026 Projection	Variance
Program Operations	5,255,357	4,837,095	418,262
Commercial & Residential Recycling	3,750,000	3,236,829	513,171
Community Waste Solution	840,000	761,790	78,210
Food Scrap Recycling	3,004,000	1,555,102	1,448,898
Education, Communications & Outreach	2,326,000	2,430,907	(104,907)
Policy Evaluation	1,204,700	953,970	250,730
	16,380,057	13,775,692	2,604,365
Revenue	16,380,057	16,380,057	0
Surplus/(Deficit)	-	2,604,365	2,604,365

Ramsey/Washington Recycling & Energy Board

SURPLUS/(DEFICIT) YEAR-END PROJECTION REPORT
As of October 5, 2026

FACILITY	2026 Approved Budget	Current 2026 Projection	Current Variance
Personnel Costs	13,351,834	12,078,351	1,273,483
Fuel Supply Agreements			
RDF	7,144,760	7,026,048	118,712
Organics	861,771	160,630	701,141
Landfill	7,180,752	6,742,313	438,439
Sortation	5,434,724	2,177,340	3,257,384
Transportation	9,734,296	9,852,541	(118,245)
Transload	3,126,359	2,328,191	798,168
Facility Operations	11,264,946	11,887,478	(622,532)
Contingency	878,164	878,164	-
Enterprise Reserve Fund (ERF)	1,500,000	1,500,000	-
Transfer to Equipment Maintenance Fund	300,000	300,000	-
Debt Services	4,870,695	4,870,695	-
	65,648,301	59,801,750	5,846,551
Revenue	65,648,301	63,313,198	(2,335,103)
Surplus/(Deficit)	-	3,511,448	3,511,448

Equipment Maintenance & Replacement Fund

SURPLUS/DEFICIT YEAR-END PROJECTION REPORT
As of October 5, 2026

EM&R	2026 Approved Budget	Current 2026 Projection	Variance
Equipment	1,701,746	1,714,536	(12,790)
Maintenance	1,000,000	1,000,000	-
	2,701,746	2,714,536	(12,790)
Sale of Recyclable Material	1,650,000	1,822,388	172,388
Additional Transfer - Proposed	300,000	300,000	-
Revenue	1,950,000	2,122,388	172,388
Surplus/(Deficit)	(751,746)	(592,148)	159,598

Cumulative Reserve:	2024	2025	2026	2027	2028	2029	2030
Total Budgeted Expenses	$ 2,095,000	$ 3,069,251	$ 2,491,600	$ 3,783,848	$ 5,836,763	$ 3,160,366	$ 1,724,677
Beginning Cumulative Reserve	$ 2,804,260	$ 7,025,780	$ 8,640,781	$ 8,271,569	$ 6,437,721	$ 2,680,958	$ 1,600,592
Revenue from Recyclables	$ 1,780,000	$ 1,780,000	$ 1,822,388	$ 1,650,000	$ 1,780,000	$ 1,780,000	$ 1,780,000
Additional Board Approved Transfer	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000	$ 300,000
Ending Cumulative Reserve	$ 2,789,260	$ 6,036,529	$ 8,271,569	$ 6,437,721	$ 2,680,958	$ 1,600,592	$ 1,955,915

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

R&E BOARD MEETING DATE:	October 29, 2026				**AGENDA ITEM:**	VII.a	
SUBJECT:	2027 Legislative Platform						
TYPE OF ITEM:	☐	INFORMATION	☒	POLICY DISCUSSION	☐	ACTION	☐ CONSENT
SUBMITTED BY:	Trista Martinson, R&E Executive Director						

R&E BOARD ACTION REQUESTED:

For policy discussion.

EXECUTIVE SUMMARY:

The 2027 Legislative Session will convene on January 12, 2027. R&E developed its first legislative platform in 2026. The proposed 2027 platform adds a new priority item and removes another.

Staff will provide an overview of the draft 2027 platform and priority items.

The Ramsey/Washington Recycling & Energy (R&E) Board will be requested to approve the 2027 legislative platform at the November 19, 2026, meeting.

ALIGNMENT WITH STRATEGIC PLAN:

Strategic Goal 1B: R&E-led regional coordination on policy and plans for greater regional impact.

ATTACHMENTS:

1. Draft 2027 Legislative Platform

FINANCIAL IMPLICATIONS:

None.

AUTHORIZED SIGNATURES		**DATE**
R&E EXECUTIVE DIRECTOR		10/20/26



RAMSEY/WASHINGTON RECYCLING & ENERGY

2026 7 Legislative Platform

VISION: VIBRANT, HEALTHY COMMUNITIES WITHOUT WASTE

Priority Items

- **Infrastructure investment:** Secure additional funding for the development of an anaerobic digester to transform food scraps and other organic waste into renewable natural gas and biochar.
- ~~**Regional governance:** Pursue legislation to provide counties with the opportunity to create effective regional integration of challenges.~~
- **Solid waste advisory committee:** Establish a state/county solid waste advisory committee to collaborate on addressing critical and emerging priorities to help create a more comprehensive solid waste system and enhance environmental outcomes.
- **Public health & safety:** Ensure appropriate management of infectious waste through penalties, training, enhanced protocols and enforcement.

Policy Goals

Support increased funding for counties to meet statutory requirements for solid waste management

Support product stewardship and extended producer responsibility approaches to reduce the impact of products on the environment

Support funding for research and development of emerging technologies to process, handle and reuse solid waste

Support funding and policy to promote new markets for waste and recyclable materials

Support policies and funding to support organics collection programs, business recycling endeavors, and other efforts aimed at reducing the amount of waste generated in Minnesota

Support funding for programs and products and resources in use for a more equitable circular economy

Maintain Minnesota's waste management ~~hierarchy~~ and wasted food hierarchies

Explore statutory updates to provide counties with the opportunity to create effective regional integration of challenges.

Ramsey/Washington Recycling & Energy (R&E) is a joint effort of Ramsey and Washington counties to responsibly manage waste, recover value from discarded materials and support programs that help residents and businesses reduce waste and recycle better.

NEED MORE INFORMATION?

Melissa Finnegan | *Strategic Partnerships Manager*
651-515-0817 | mfinnegan@recyclingandenergy.org

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

R&E BOARD MEETING DATE:	October 29, 2026				**AGENDA ITEM:**	VIII.	
SUBJECT:	Updates and Reports						
TYPE OF ITEM:	☒	INFORMATION	☐	POLICY DISCUSSION	☐	ACTION	☐ CONSENT
SUBMITTED BY:	Trista Martinson, R&E Executive Director						

R&E BOARD ACTION REQUESTED:

For information only.

EXECUTIVE SUMMARY:

a. **Commissioner Updates**
R&E Board members will provide updates on waste-related ad hoc committees.

b. **Executive Director Update**
The R&E Executive Director will provide a report to the board.

c. **Strategic Partnerships Update**
Staff will provide a report to the board.

d. **Programs Update**
Staff will provide updates on programmatic efforts.

e. **Facility Update**
Staff will provide updates on R&E Center projects and operations.

f. **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 Sept. 1-30, 2026, along 2026 contracts and grants highlights. Funding for the contracts is available in the approved Joint Activities, Facility and Equipment Maintenance & Replacement (EM&R) budgets, following approval as to form by the Ramsey County or Washington County attorney's office.

ALIGNMENT WITH STRATEGIC PLAN:

a. Strategic Goal 1A: Public awareness & trust through brand management, transparency and engagement.
b. Strategic Goal 1B: R&E led regional coordination on policy and plans for greater regional impact.
c. Strategic Initiative 4Ai: Implement and sustain a streamlined and consistent portfolio of upstream programs (waste reduction, reuse, recycling), informed by data and community engagement.

d. Strategic Initiative 3Aii: Continue to operate an industry-leading waste processing facility and innovate for increased landfill diversion.
e. Strategic Goal 4C: Robust obligation tracking and reporting.

ATTACHMENTS:

1. R&E Center Tours Report
2. Procurement Report

FINANCIAL IMPLICATIONS:

None.

AUTHORIZED SIGNATURES		**DATE**
R&E EXECUTIVE DIRECTOR		10/20/26

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

R&E Center Tours
Completed September 2026

Group	Group Type	Date	# of visitors
Washington County EH Staff	Internal	9/15/2026	8
Recycling Ambassadors - RC	Community	9/15/2026	20
Recycling Ambassadors - WC	Community	9/15/2026	20
Community Tour	Community	9/16/2026	5
Resident Group	Community	9/17/2026	6
Stillwater Chamber of Commerce	Business	9/22/2026	10
Higher Ground Academy - Pranke	Educational	9/23/2026	27
Candidate Tour: Tom Dippel	Governmental	9/23/2026	1
Higher Ground Academy - Lamanna	Educational	9/23/2026	22
DFL Candidates for Legislative Office	Governmental	9/28/2026	7
GOP Candidates for Legislative Office	Governmental	9/28/2026	8
Higher Ground Academy - Melo	Educational	9/29/2026	23
Higher Ground Academy - Stampley	Educational	9/29/2026	26
Higher Ground Academy - Juanero	Educational	9/30/2026	22

Total Number of Tours Completed: 14
Total Number of Tour Attendees: 205

RAMSEY/WASHINGTON RECYCLING & ENERGY
CONNECTING VALUE TO WASTE

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-2025-01) between . , 2026.

Vendor	Effective Date	Description	NTE/Budgeted Amount	Procurement Type
Cintas Corporate Services, Inc	11/1/26	Facility – Uniform rental and laundry service.	Rate Setting	SEML
AMG Resources Corporation	9/1/26	Facility – Purchase of ferrous feedstock recovered at R&E	Revenue Agreement	Feedstock
Shakopee Mdewakanton Sioux Community	10/5/26	Facility – Renewal Amendment for FSPP composting services.	Rate Setting	SEML
MAP Consulting	10/1/27	Facility – Risk management services.	Rate Setting	Professional Services

The procurement team also processed 16 grants or amendments for deconstruction, food recovery, waste reduction/pollution prevention, BizRecycling and multi-unit recycling programs in the amount of $139,473.92. These grants were distributed throughout Ramsey and Washington Counties to assist in waste reduction and recycling efforts. Grant funds helped each recipient by providing materials and infrastructure needed to better support waste reduction and recycling efforts, as well as expand waste reduction and recycling education for their residents, employees and visitors.