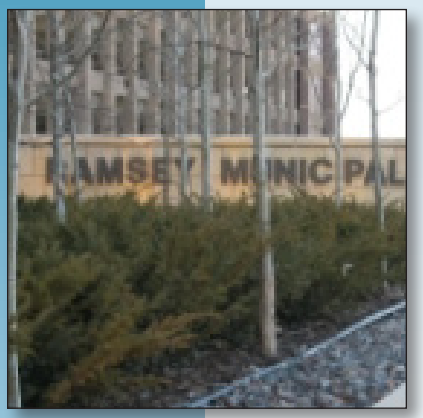

Proposal

Recycling Drop-Off Center Analysis & Plan Development

City of Ramsey, Minnesota

October 2012

City of RAMSEY

Foth

Eagle Point II • 8550 Hudson Blvd. North • Suite 105
Lake Elmo, MN 55042
(651) 288-8550 • Fax: (651) 288-8551
www.foth.com

October 12, 2012

City of Ramsey
Attention: Chris Anderson
Associate Planner/Environmental Coordinator
7550 Sunwood Drive NW
Ramsey, Minnesota 55303

Dear Mr. Anderson,

RE: Full Service, Year-Round Recycling Drop-off Center Analysis
and Plan Development Proposal

We are pleased to submit this proposal for consultant services to assist the City of Ramsey with development of a plan for a year-round recycling drop-off center that can be a long-term asset for the City, and a model for other Anoka County municipalities. We understand that consideration of new capital facilities can be a daunting task, and we would be honored to assist with the planning of a facility to serve the residents of Ramsey.

Foth's consultant team is eager to begin this project. We are very experienced in planning, design and location of recycling and solid waste facilities. We are also familiar with Minnesota and Anoka County solid waste plans and requirements, and knowledgeable of the issues that the City of Ramsey will face when considering a new facility. We are particularly knowledgeable about public-private partnerships, and opportunities to leverage these partnerships to derive the greatest benefits for the citizens of Ramsey.

We look forward to the opportunity to partner with you on your project.

Sincerely,

Foth Infrastructure & Environment, LLC

Warren A. Shuros
Client Director

Susan A. Young
Technical Consultant

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Foth Companies

The best partnerships become relationships.

They last well beyond any project deadline; they thrive on trust. And your trust is exactly what Foth works so hard to earn.

Today and every day, Foth is delivering personalized, client-centered service that keeps your goals within sight and your interests at heart. Our consulting engineering, science and construction services firm provides technical solutions for public and private clients around the corner and around the globe. We delve deeply into all aspects of your project so that we can ask the right questions and find the right answers. We readily expand our capabilities to keep pace with your needs. And the dedication, care and hard work we put into our projects, we also invest in our relationships. In Foth, you'll find a devoted "one-stop" engineering, science, and consulting partner whom you know you can trust.

Foth was founded in 1938 and quickly became a success. But the engineering and environmental consulting firm we know today truly began one weekend in 1992. It started with a simple question: what kind of company do we want to be? It ended with an "all-in" refocus on the one principle that has guided our firm from the very first: putting our clients' success ahead of our own.

That Monday, old business cards were tossed out—and a reinvigorated Foth looked to the future with our clients' needs placed firmly at the center of our purpose.

Today, Foth is thriving because we are dedicated to growing our clients and people with care. At least 85 percent of our business comes from repeat clients each year. Our financial strength, a client retention rate of 99.4 percent and an employee retention rate of 95 percent are all testaments to our client-first commitment. But the two assets that matter most—our clients and our people—never appear on our balance sheet.

Foth's more than 650 employees, or members, deliver services in three main areas: Environmental, Infrastructure, and Production Solutions. And no matter which skilled, experienced Foth member you work with, you can always expect: a personalized approach; a consistent single point of contact supported by a team that serves as a seamless extension of your staff; and responsive service that acts on your priorities, urgency and needs.

Professional publications consistently rank Foth among the nation's top professional services consulting firms. More importantly, our clients rank Foth highly, too.

Please visit www.foth.com for additional information.

… you can always expect: a personalized approach; a consistent single point of contact…and responsive service that acts on your priorities, urgency and needs.

Foth's Locations

Contact Information

Firm Name & Address

Foth Infrastructure & Environment, LLC
Eagle Point II
8550 Hudson Boulevard North, Suite 105
Lake Elmo, MN 55042

Telephone: (651) 288-8550
Fax: (651) 288-8552

Contact Name:

Warren A. Shuros, Client Director
Telephone: (651) 288-8596
Email; warren.shuros@foth.com

Project Team:

The Foth staff members committed to this project are well-suited to meet the needs of the City of Ramsey. All consultant team members will be available as needed to work on this project. Team members include Warren Shuros, Susan Young, Dan Krivit, Jim Miles-Polka, Chris Vermeer, and Jeff Walsh.

Foth assigns one Client Team Leader for single-source responsibility for coordinating your needs. Warren will serve as the Client Team Leader. Warren has 30 years of experience conducting similar projects and will provide overall direction and strategic oversight. Susan Young will serve as the project manager. Susan has extensive knowledge and experience in leading and coordinating challenging community-based projects such as this recycling center drop-off project. She has the leadership skills needed to facilitate the work plan. Dan Krivit has had experience in analyzing municipal recycling programs and in assisting with the development of recyclable materials marketing and special waste handling. Jim Miles-Polka will provide insight on building and site needs. Chris Vermeer will provide site layout design with Jeff Walsh assisting with GIS needs.

Client Team Leader/ Strategic Consulting

Education

M.S., Preventative Medicine and Environmental Health, University of Iowa
B.S., General Science, University of Iowa

Warren's motto is... work should be fun! "I genuinely enjoy working for public solid waste agencies because of their dedication to serving their customers and protecting the environment. It is my pleasure to help solve problems and improve their bottom lines. We should have some fun in the process!"

Warren A. Shuros

Introduction

Warren has worked extensively with public officials helping with strategic planning and management of their solid waste programs. His involvement has ranged from strategic policy development and preliminary planning and feasibility analyses, through facility design and development, permitting, construction operations, and monitoring/trouble-shooting. Technologies include all aspects of an integrated solid waste management system. He has worked successfully with small rural, large metropolitan agencies, and state agencies.

Relevant Experience

- **Solid Waste Facilities.** Managed hundreds of solid waste projects helping to improve clients' effectiveness of solid waste collection, MRFs, waste-to-energy, transfer stations, landfills, composting, landfill gas systems, leachate management, and household hazardous waste facilities. Responsibilities included strategic business planning and policy statements, market analysis, financial analysis, site selection, feasibility studies, facility design, permitting, procurement and contracting, public relations, regulatory liaison, legislative assistance, construction, operations, troubleshooting, monitoring, closure, remediation, long-term care and marketing.
- **Business Planning and Strategic Management.** Warren initiated Foth's focus on helping public agencies thrive in the competitive market. He has managed several projects involved with evaluating options available for public solid waste agencies' facilities/programs, including landfills, composting, waste-to-energy, MRFs, public education, HHW, and solid waste/recyclables collections. Projects included waste security plans, business plans, strategic plans, master plans, mission statements, and guiding principles—all of which relate to the role of public solid waste agencies in a competitive market.
- **Economic Analyses.** Warren has conducted numerous cost/benefit and/or life-cycle cost analyses on solid waste systems. This is a key component of many long-term planning or strategic management plans. The analyses and spreadsheets are always tailored to the specific system. The analyses often include demographics, waste flows, and costs for transfer stations, direct hauls, recycling, composting, waste-to-energy, landfilling, as well as landfill capacity utilization and material revenues. Costs such as operating costs and debt service are presented as cost per ton, cost per person, cost per household, or other appropriate manners. The life-cycle analyses

Memberships

Solid Waste Association of North America, Minnesota Chapter

"Among the firms the agency has employed over the years for expert counsel, Foth Infrastructure & Environment has proven exemplary ... Mr. Shuros has been far from timid when making recommendations … he has an excellent feel for our industry, present and future. And he has always proven mindful of the financial implications of all policy decisions, emphasizing that we not only have to pay our bills at the end of the day, but that we can not make the price of our services cost-prohibitive to the citizens who entrust us with managing their virtually irreplaceable public utility." - Don Vogt, Public Works Director, Dubuque Metropolitan Area Solid Waste Agency

provide an excellent decision making tool to select among options and for making future pricing decisions.

- **Comprehensive Solid Waste Management Plans.** Managed the development of comprehensive solid waste management plans in Iowa, Minnesota, and Wisconsin. Comprehensive plans typically address all areas of solid waste management from documenting waste generation to evaluating possible alternatives for managing the waste, developing detailed cost estimates, developing implementation plans, facilitating public participation, and making public presentations.
- **Collection Efficiency Analyses and Contracts.** Project manager for Minnesota Pollution Control Agency (MPCA) study analyzing open versus organized collection. Project manager for a procurement process (RFP and service agreement) for over 75,000 households in 21 communities in the Des Moines Metro area. Served as project manager for a detailed analysis of collection efficiency for Davenport and Bettendorf, Iowa, with options to address automated collection of MSW and single-stream recycling. Served as lead technical consultant for the Ramsey/Washington Public Collection Study. Provided technical coordination for unit-based rate study for city of West Des Moines, Iowa, automated collection system. Served as project manager for another collection contracting process in the Des Moines Metro area as the regional waste authority, Metro Waste Authority is coordinating all solid waste collection for their municipal members. Managed a review of the collection system rates and competitive nature in Duluth, Minnesota. Managed an analysis of curbside collection in the Des Moines metro area. Developed a Request for Proposal which led to three contracts for collection of over 100,000 homes in the Des Moines area. Analyzed curbside and drop-off collection approaches as part of recycling implementation programs in Portage County, Wisconsin; Mankato, Minnesota; Hardin County, Sioux City, Marshalltown and Caroll, Iowa.

Project Manager

Education

M.S. Biology and Geology, University of New Mexico, Albuquerque, New Mexico

B.S. Majors in Biology and Aquatic Environments, minor in Geology, Allegheny College, Meadville, Pennsylvania

Professional Associations

- American Public Works Association, Oklahoma Chapter
- American Public Works Association, Minnesota Chapter
- Solid Waste Association of North America

Susan Young

Introduction

Susan served as the Director of Solid Waste and Recycling Services for the City of Minneapolis from 1991 to 2011. Since joining Foth in 2012, Susan has developed a new model ordinance and standards for solid waste and recycling, analyzed recycling collection options and ways of expanding plastics recycling. Susan provides technical research in support of public solid waste agencies.

Relevant Experience

- **Strategic Planning and Operations - Solid Waste and Recycling Services.** Developed a comprehensive, integrated system of solid waste management for a city of 105,000 dwelling units. Provided garbage, recycling, large item/problem material and yard wastes services on a routine basis.
- **Transfer Station Management.** Managed two transfer stations for yard wastes, citizen drop-off and emergency response operations. Managed in-house fleet.
- **Contract Collection Services.** Managed contract collection services for one-half of the city dwelling units. Progressed the division from a general fund subsidized operation to a fully enterprise operation that contributed funds to the General Fund. Added services such as graffiti removal, litter container collection and Clean City functions at no additional costs to rate payers. Sought and obtained outside contracts for services that provided additional revenue sources for the division.
- **Customer and Staff Satisfaction.** Managed customer service call center that the eventual 311 call center was patterned after. Managed in-house development of field and office customer, inventory and billing data management system that improved integration of services and reduced system costs. Staff management resulted in highest worker engagement and job satisfaction in city. Managed services to result in highest customer satisfaction of all city services. Safety and employee management resulted in recommendation by the Society of Civil Engineers that SW & R be the model for other Minneapolis Public Works divisions to follow. Developed innovative neighborhood cleanup, litter control and participation programs that received neighborhood acclaim, reduced crime and resulted in the Chief's Award of Merit.
- **Organics and Yard Waste Collections.** Developed city-wide piloted programs for organics collections, multiple types of recycling

collections, yard waste collections and variable rate billing to evaluate cost-effectiveness, customer buy-in and operational success.

- **Sustainability.** Developed links and partnerships with city sustainability and disaster-relief operations. Served on numerous enterprise-wide teams to develop city programs, including 311 implementation and new city-wide budget processes.
- **Multi-Jurisdictional Public Services Enterprise.** Provided solid waste management and planning functions to counties of Creek, Tulsa, Osage and Wagoner and multiple cities in those counties. Developed the first Household Hazardous Waste collection events in Oklahoma, using all volunteer and donated labor and services. Developed the first curbside recycling programs in Oklahoma and the first yard waste collection and composting programs. Developed regional recycling education programs, with data bases of recyclers and regional newsletters.
- **Environmental Planning.** Performed environmental planning activities for five-county voluntary association of governments, including air quality and transportation, water quality sampling and discharge modeling, non-point source pollution evaluation and abatement, landfill evaluation, leachate monitoring and modeling, sewage treatment plant evaluation and sludge disposal planning and collection line evaluation to control odors and I & I. Conducted landfill siting. Co-chaired Oklahoma Corporation Commission committee to develop rules for oil field SO2 gas protocols and leachate and fluid disposal and remediation. Served as primary staff support to Citizens Solid Waste Advisory Committee, which developed the first Regional Solid Waste Plan, ratified landfill siting and recommended creation of the Metropolitan Environmental Trust (the Met). Effected multi-county and city ratification and creation of the Met.

Technical Consultant

Education

Mini MBA, University of St. Thomas, 1981
B.A., Biology, Colorado College, 1978

Dan has been involved in several recycling collection and/or processing procurement processes, including a significant contract for the city of Minneapolis, Minnesota, that involved performance measures, revenue sharing, and operating issues.

Daniel F. Krivit

Introduction

Dan has more than 30 years of experience in environmental protection and resource conservation, particularly in the disciplines of solid waste management planning, recycling, composting, and waste reduction. He has provided consulting services to private recycling companies, end-user industries, municipalities, counties, and states. Dan has assisted several cities in the Twin Cities region with contracting for recycling services.

Relevant Experience

- **Recycling.** Extensive work in the field of recycling. Their experiience includes a wide variety of planning, developing and implementing projects that span all components of the recycling loop, which include collection, processing, marketing and procurement. Recent and past projects have included surveys and analysis of collection programs, processing operations and end-use markets serving the Twin Cities and Greater Minnesota. Clients have included markets for the asphalt shingles, paper, glass and plastics recycling industries.
- **Ramsey County Technical Assistance.** Provide strategic and technical consulting services for the County under their Technical Assistance Program to help municipalities and other public entities with recycling and solid waste planning and contracting. Assistance includes contract negotiations for the City of little Canada, planning and drafting the organized collection RFP and selected cart implementation details for the City of Maplewood, trash/recyclable collection assistance with the City of St. Paul, review of trash/recycling contracts with the City of Vadnais Heights, and review of trash/recycling contract with the City of White Bear Lake. County-wide tasks include analysis of yard waste operations, analysis of the contract structure for yard waste programs, plastics recycling research, and analysis of county parks trash/recycling collection operations.
- **Collection Contracts.** Assisted several Minnesota cities developing recycling collection contracts including:
  - City of Maplewood
  - City of Plymouth
  - Three city group of Minnetonka, Golden Valley, and Plymouth
  - The Lake Minnetonka Recycling Group (including the six cities of Excelsior, Minnetonka Beach, Mound, Shorewood, Spring Park, and Wayzata
  - City of Lauderdale
  - City of Falcon Heights

I had the pleasure of working with Dan Krivit and Foth in 2009 while developing a RFP for the City of Edina residential recycling contract. Mr. Krivit established a clear timeline and expected outcomes for the RFP. The RFP was an extensive document and included criteria for a best value selection process as opposed to lowest price. Mr. Krivit was instrumental in developing a rating scale for key components of the best value selection such as cost, environmental concerns, education and outreach and quality service. He then developed a concise summary and a clear presentation for the Edina City Council. The staff at Foth was professional, hard-working, skilled and reliable. The staff was given a very rough draft and made it an error-free professional document in a prompt time frame. — Solvei M. Wilmot, R.S., Recycling Coordinator, Edina Health Department

- **La Crosse Collection Evaluation Study.** Served as part of the Foth Consultant Team to analyze a wide variety of solid waste and recycling collection systems for the cities of La Crosse and Onalaska and La Crosse County.
- **MPCA Collection Study.** Served as part of the Foth Consultant Team for the Minnesota Pollution Control Agency (MPCA) study analyzing open versus organized collection.
- **Other Collection Experience.** Worked for two years within the Minneapolis Department of Public Works as the City's recycling coordinator. Worked for two years with Super Cycle as its manager of business development. These experiences within practitioner organizations in waste and recyclables collection services provide unique, inside perspectives from both public sector (Minneapolis favoring organized collection) and the private sector (Super Cycle favoring open MSW collection).
- **Research and Analysis.** Broad base of experience in all aspects of recycling research, survey design and implementation, data analysis, strategic planning, and policy development. Nearly all recent projects have involved some form of survey as one means of collecting original data. Many of the past projects have involved program performance monitoring and evaluation including recovery rates, participation, composition analysis, and cost-effectiveness measurements.
- **Procurement and Contract Development**. Extensive, recent experience developing recycling contracts and evaluating contractor's proposals. Serving as one of two consulting contractors for Ramsey County, Minnesota, he authored a white paper on municipal revenue sharing options, developed RFP's representing "state-of-the-art" procurement documents that lead to competitive proposals and new cost-effective recycling contracts.
- **Policy Development and Facilitation**. A key strength is taking sound technical information as far as possible through the point of consideration and decisions by policy makers. Has provided a wide variety of professional consulting services with solid waste staff and decision makers, including facilitated group discussions leading to strategic recycling decisions.

Structural Engineer

Education

M.S., Structural Engineering,
Marquette University
B.S.C.E., Civil Engineering,
Marquette University

Professional Registration

Professional Engineer -
Minnesota, Wisconsin
Structural Engineer – Iowa

Jim's experience includes managing the design and construction of the Metro Waste Authority constructed wetlands treatment facility, which received the honor of "2001 Outstanding Civil Engineering Project" by the Iowa Chapter of The American Society of Civil Engineers.

James E. Miles-Polka, P.E.

Introduction

Jim has been involved in planning and project management for landfills, solid waste facilities (transfer stations, recycling facilities, household hazardous waste collection facilities), wastewater treatment plants, water treatment plants, and municipal buildings. Jim is also skilled in construction administration and evaluations of existing facilities.

Relevant Experience

- **Strategic Consulting for Public Solid Waste Agencies.** Works with public agencies to help them thrive in the competitive solid waste market. Work includes solid waste system projects involved with program/facility development and evaluations of existing programs/facilities, including transfer stations, landfills, composting, construction and demolition recovery/recycling, material recycling facilities, public education, household hazardous waste, and solid waste/recyclables processing.
- **Preliminary Planning and Project Development.** Analyses of existing sites and facilities to evaluate feasibility of development or expansion, change in use, or proposed construction. Studies include review of site, available utilities, condition of existing facilities, economic analysis of proposed improvements, development of project schedule through commissioning program, needs assessment, cost/benefit analysis, and options analysis.
- **Project Management.** Extensive experience managing multi-discipline teams providing services from multiple locations for the planning, design and construction phases of public planning and private capital improvement projects. Work includes developing, managing and tracking schedules, budgets, sequencing and delivery of services to meet client needs.
- **Construction Administration.** Team leader for the construction phase of building and site development projects including site observations, submittal review, project coordination, review of payment applications, construction
- **Construction Cost Opinion Development.** Development and refinement of construction cost opinions from feasibility phase through bid phase. Clients for these services include public agencies and private companies using this information for long-range planning, feasibility analyses, public bonding, and/or project development.

Jim has worked on the planning and design of many different solid waste buildings.

Memberships

- American Society of Civil Engineers (ASCE)
- Solid Waste Association of North America (SWANA)
- Corporation for Economic Development in Des Moines
- Structural Engineers Association of Iowa
- Iowa Limestone Producers Association

- **Investigation and Evaluation of Existing Buildings.** Evaluation of existing buildings to determine feasibility of continued use and potential for change in use or expansion. Investigation of building distress to determine causes and identify solutions.

- **Wastewater Collection and Treatment Systems.** Preliminary and final design, bid phase and construction administration of wastewater collection and treatment systems for municipalities. The work includes a close working relationship with regional planners, community representatives, county representative regulators, and funding entities to develop solutions that are economical, meet State permit requirements, and meet established funding criteria.

- **Water Treatment and Distribution Improvements.** Water treatment and distribution systems study and improvements for municipalities. The work includes the development of preliminary engineering reports used to support funding applications.

Environmental Project Designer

Education

B.A., Anthropology, University of Arizona, Tucson, 1997

Additional Education/ Training

Sanitary Landfill Design (University of Wisconsin, Madison)
Microstation "J' Fundamentals
InRoads Design
Liner Integrity Testing Training, November 2011

Chris is proficient on Intergraph MicroStation, Site Works, InRoads, AutoCad, and ArcGIS. Experience includes 3-D design, earthwork computations, production of Digital Terrain Models (DTM), volume calculations, digitizing from field maps,

Christian K. Vermeer

Introduction

Chris is an environmental project designer with experience in landfill construction documentation, landfill site design, drafting, earthwork computations, development of engineering cross-sections, survey, construction staking, and GIS (Geographic Information Systems) using various software.

Relevant Experience

- **Design Services.** Produced redesign and record drawings, volume and area calculations, 3D modeling, and other miscellaneous drawings using MicroStation, Site Works, and GIS applications. Performed CADD applications, including the design of landfill cells, stormwater management system, leachate collection system, and building pad. Produced 3D Digital Terrain Models (DTM), geologic engineering sections, and earthwork computations. Produced groundwater models and various other maps for annual report and permit reissuance. Produced transfer station design, including building layout, building elevations, stormwater management, curb and gutter, and landscaping plan. Developed the design of proposed mining activities and end use including stormwater management and also performed volume calculations. Produced waste relocation, final cover, and stormwater management system design and made earthwork computations and material estimation. Developed the design of a yard waste composting facility, access roads, and stormwater management system and made earthwork computations and material estimation.
- **Construction Quality Assurance.** For landfills in Minnesota and Iowa has: Performed landfill construction quality assurance for HDPE liner installation and leachate collection systems. Produced CADD documentation drawings from survey data. Calculated quantities and volumes through CADD applications, performed landfill construction quality assurance for recompacted clay and performed nuclear density tests on recompacted clay liner lifts with documentation of all phases of construction. Performed landfill construction quality assurance for construction of stormwater management, conducted GPS survey documentation "as built" conditions including piping, gas wells, and final cover topography. Performed construction observation of liner installation and produced CADD "as built" drawings from survey data.
- **GIS Services.** Used GIS and CADD applications to assist archaeological investigations in connection with the new construction and realignment of TH 169. Created a GIS database

Skills

Intergraph MicroStation, InRoads, Site Works, AutoCAD, ArcView, ArcInfo, Databasing, 3D Modeling, Surfer, and Adobe

Certifications

Hazardous Material Handling Training (40-Hour)
National Safety Council First Aid Refresher
Troxler Nuclear Testing Equipment – Operator
American Red Cross, Adult CPR

Chris is experienced in creating and manipulating various forms of data, including digital elevation models, orthophotos, raster graphics, shape files, and ArcInfo coverages; reprojection and conversions of various coordinate systems; and linking of CADD files and various databases into GIS for modeling, proximity analysis, data analysis and mapping.

of previous archaeological investigations, construction plans, and ongoing investigations for the facilitation of field work and documentation. Performed GIS analysis of predictive archaeological probability models for field investigations, integrating data derived from the DNR, SHPO, OSA, Water District, previous archaeological investigations, and ongoing investigations. Produced pre-field and report graphics and database. Performed groundwater elevation modeling and Isoconcentration maps for a risk base corrective analysis using various CADD and GIS software.

Project GIS Specialist/ Data Analyst

Education

B.S., Geology, North Dakota State University, 1999
M.S., Geographic Information Science, University of Minnesota, 2006

Certifications

- ACI Certified
- ASPRS Certified Photogrammetrist
- Troxler Certified
- MPCA Type II Inspector/ Operator Certified

A thoughtful, highly motivated professional with finely-tuned technical skills.

Jeffrey J. Walsh

Introduction

Jeff specializes in complex predictive and site suitability modeling applications based on both Geographic Information Science (GIS) and Remotely Sensed (RS) data. He has experience in designing enterprise geospatial databases, customizing web-based GIS mapping applications, designing workflows for large, complex GIS and RS projects, GPS surveying, and photogrammetry.

Relevant Experience

- **GIS Applications.** Construction of predictive/hydrologic/ contaminant/site suitability GIS models using multiple data layers in both vector and raster formats. Cross-platform integration between GIS and Remote Sensing systems. Generating probability layers based on logistic regression calculations. 3D analyses including: surface generation, imagery visualization, fly-throughs, and elevation modeling. Site, route, and network planning, and geocoding operations. Project experience includes:

  - RockTenn Site Suitability Study, a network analysis study to determine the cost effectiveness of relocating a major Midwestern recycling facility. The project involved multi-modal transportation network analysis involving roads, rail lines, multi-modal cargo facilities, and trans-pacific shipping routes to China.

  - Mn/DOT Anoka Sand Plain and Mississippi Zumbro, geomorphology projects spanning 11 and 13 counties, respectively, in Minnesota, involves use of advanced topology rules, geodatabase validation and replication, and the development of custom GIS attribute editing tools.

  - Dakota County Site Suitability Study Calculated service areas for existing recycling plants throughout the county, and calculated the location of a proposed single consolidated recycling plant to minimize drive time, and reduce the County's operating costs for all residents.

  - NRG Minn-Can project, a 300 mile pipeline corridor from central to southeastern Minnesota. Generated an Archaeologic site probability model, and calculated recommended survey intervals along the pipeline route. Also built a custom ArcIMS site for secure project status information access for the client.

Technical Skills

- Programming: Visual Basic. NET, VBA, Visual C++, Visual C#.NET, AML, PASCAL
- Databases: MS Access, MS SQL Server 2005, ArcSDE
- Drafting: AutoCAD
- GIS: ArcGIS - ArcInfo, ArcInfo Workstation, MapInfo, ArcIMS, ArcGIS Server, ArcPAD
- Remote Sensing: ERDAS Imagine Professional
- Photogrammetry: Leica Photogrammetry Suite 2010
- Xray Diffraction: JADE, GSAS, RIQAS

Regardless of the size or difficulty of the task at hand, Jeff maintains a calm, steady approach and gets the work done.

- **Environmental Database Management.** Developed environmental data processing programs and database reporting systems in Microsoft SQL Server and Geodatabases. Built a centralized SQL Server database for storage, analysis, and generation of hydrologic and groundwater quality data for two sites in Minnesota and three sites in Iowa. Also built numerous web-based analytical reports in Microsoft SQL Reporting Services.
- **Geospatial Database Management.** Designed numerous centralized geospatial databases in Microsoft SQL Server for multi-user versioned editing and replication operations.
- **Remote Sensing.** Works with supervised and unsupervised classifications of satellite-based data, general spectral information class clustering, and ground reference point driven clustering. Conducts change-detection analyses of satellite data. The use of both modern and historical aerial photos commonly assists project analysis by providing rapid and efficient site locations, physical conditions, and the presence or absence of features such as buildings and wetlands. Satellite-based data can provide very cost-effective classifications of land cover types such as wetlands, uplands, urban, and impervious surfaces over vast (state-sized) areas. Additionally, satellite-based data can provide from/to classification change detection analysis during a given time span.
- **Photogrammetry, aerial triangualtion, terrain model generation, orthorectification, flight mission planning, feature extraction, and ground control planning.** Experience includes:

  - Tulsa International Airport, Tulsa Oklahoma, Airport Airspace Analysis Survey (2009-2010) — Tasks include development of plans for 17B and 18B, Aerial photography mission planning, Aerial Triangulation, orthorectification, feature extraction, and final 18B GIS submittal.

  - Orlando Sanford International Airport, Sanford Florida, Airport Airspace Analysis Survey (2009-2010) — Tasks include development of plans for 17B and 18B, Aerial photography mission planning, Aerial Triangulation, orthorectification, feature extraction, and final 18B GIS submittal.

  - Panama City - Bay County International Airport, Panama City, Florida, Airport Airspace Analysis Survey (2009-2010) Tasks include development of plans for 17B and 18B, Aerial photography mission planning, Aerial Triangulation, orthorectification, feature extraction, and final 18B GIS submittal.

Experience/Background

2

Problems and challenges solid waste agencies face:

- The need to do more with less
- Ever increasing demands for specialized service
  - Environmental Management Systems
  - E-waste management
  - Single-stream recycling
  - Automated collection
- C&D recycling
- New approaches
  - Conversion technologies
  - Bioreactors
- Changing regulations
- Succession planning for key staff
- Property tax levy limits
- Maintaining waste diversion
- To close, sell, or expand the landfill
- Landfill closure and long-term care

The Foth Difference: Helping solid waste agencies find the right answers to their questions. That is what we do!

Solid Waste Management Strategic Consulting

In today's market, local and state solid waste agencies face challenges from many directions, including:

- Competitors
- Changing regulations
- Expanding focus on more environmental management
- Budget constraints
- Site neighbors
- An aging workforce
- Changing political priorities
- Landfill closures

Foth's focus is to help the local, regional, and state bodies responsible for solid waste management understand the challenges and select the best strategy to meet them to continuously improve their systems.

Our philosophy is different than other engineering firms. We understand good solutions involve more than good engineering. Cost-effective, leading edge, publicly acceptable solutions come from our understanding of the **business** of solid waste management, as well as our expertise in solid waste **engineering**.

Oftentimes, Foth develops a detailed financial analysis of the agency's entire solid waste management system. The analysis breaks down the costs and revenues for each facility separately (e.g., landfill, recycling, HHW, collection, etc.). This analysis is an excellent tool for comparing different strategies and making a decision. The life-cycle analysis can be further developed into a tool for capital expenditure planning, pricing, and cash flow projections. Maintaining financial stability and sustainability is very critical.

Public agencies are routinely challenged that their operations are not cost effective and that the public would be better served by privatizing a facility or service. These situations often require some benchmarking, a review of operational efficiency, or a comparison of different options.

The Boards, Committees or Commissions of public solid waste agencies are usually not full-time professional solid waste managers. Foth's management consulting staff works with agency boards at retreats and

Typical strategic planning and consulting activities:

- Master site planning
- Board retreats, strategic planning, and visioning
- Life-cycle, financial analysis
- Strategic business plans
- Waste reduction modeling
- Waste stream security planning
- Administration/policy options analyses
- Contract development and negotiations
- Ordinances
- Funding and marketing assistance
- Comprehensive solid waste management plans
- Community relations and communications
- Procurement assistance
- Operations efficiency analysis
- Benchmarking
- Environmental audits

strategic planning sessions to work through policy and strategic issues, make key decisions, and set the course for the next couple of years. Planning activities and visioning are very important in developing well-thought-out, publicly acceptable, cost-effective facilities and services that continue to improve over time.

Foth has extensive experience preparing environmental policy statements, integrated solid waste management plans, strategic business plans (including goals, objectives, action plans, resource needs, and measurement), master site planning, options and feasibility analyses, and procurement planning and assistance.

Results

The results of good, strategic planning and visioning are:

- Cost-effective operations
- Financially sound agencies with good cash flows into the enterprise fund
- Great customer and neighbor relations
- Political support and positive recognition
- Innovative programs receiving awards and professional recognition
- Significantly reduced neighborhood opposition to facility expansions
- Successful regionalization and consolidation that improves service and cost effectiveness
- Maintaining public facilities as community assets rather than privatized
- Continued improvement in service and results

"The Foth team focuses on solutions that are in the best interest of each client. Time and again they've shown a willingness to go the extra mile to get the job done. In addition to their technical expertise, they are great people to work with. It is my philosophy to invest in long-term relationships with partners I can trust. I can truly say Foth fits this description." — Thomas B. Hadden, III, Executive Director, Metro Waste Authority, Des Moines, Iowa

Building Experience

Solid Waste Buildings

- Minneapolis South Transfer Station Remodeling, Minneapolis, MN
- Solid Waste Transfer Station, St. Louis County, MN
- Electronic Waste Processing Facility, Scott County, IA
- Household Hazardous Storage Facility, La Crosse, WI
- Recyclables Processing Facility, St. Louis County, MN
- Equipment Maintenance Facility, Des Moines, IA
- Otter Tail County Transfer Station, Fergus Falls, MN
- Carroll County Material Recycling Facility, Carroll, IA
- Transfer Station Scalehouse, Dodge county, MN
- Metro Waste Authority Transfer Station, Des Moines, IA

Municipal Buildings

- Administration & Maintenance Building, Wisconsin Rapids
- Water and Light Building, Brodhead
- City Garage, Edgerton
- City Hall Addition, Evansville
- City Hall, Manawa
- County Office Complex, Manitowoc
- Municipal Building Addition, Fitchburg
- Municipal Building Analysis – Marion, McFarland

- Municipal Building, Waunakee
- Public Safety Training Facility, Sparta
- Public Works Facility, Lake Mills

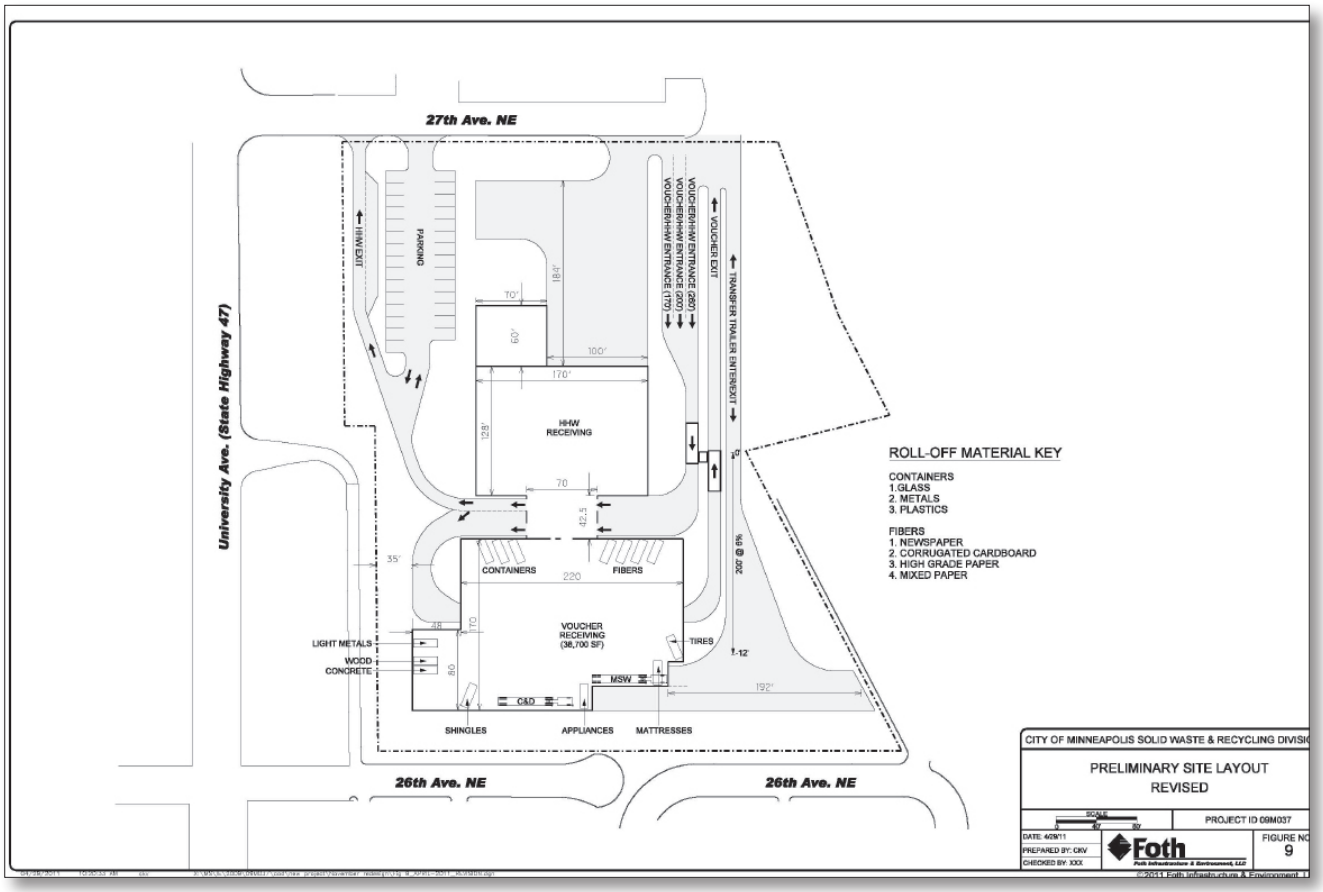
Fire Stations

- Crandon Fire Station
- Manawa Fire Station
- Niagara Fire Station
- St. Germain Fire Station

Other Buildings

- Transfer Stations—3 private, Minneapolis, Winnebago County, WI
- Austin Straubel Airport Terminal Building Expansion, Green Bay
- Bay Beach Wildlife Sanctuary Woodlands Building, Green Bay
- Booster Stations—Ashwaubenon, Madison
- Schneider Corporate Headquarters, Ashwaubenon
- Denmark State Bank—Bellevue, Denmark, Wrightstown, Maribel
- Environmental Management Center, University of Wisconsin - Madison
- Libraries—Ashwaubenon, Kewaunee, Peshtigo
- Park Facilities (shelters, restrooms)—Ashwaubenon, Bellevue, Edgerton, Green Bay (over 10), Sharon, Weyauwega
- Schools—Brodhead Elementary, Denmark Middle School, Kimberly High School
- Wastewater and Water Treatment Facilities—Over 25 in Wisconsin
- Well Houses—Ashwaubenon, Brokaw, Cleveland, Whiting
- Wisconsin Information Center, Hurley

Relevant Project Experience

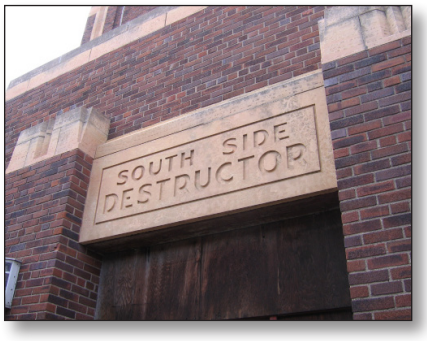


City of Minneapolis Solid Waste and Recycling Division

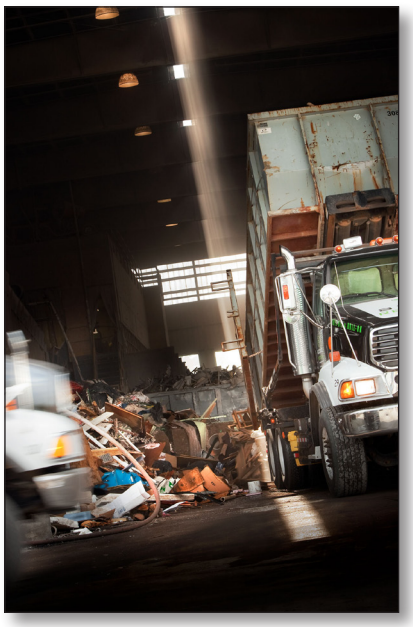
Minneapolis, Minnesota

Foth assisted the city of Minneapolis with planning, permitting and strategic consulting processes, including:

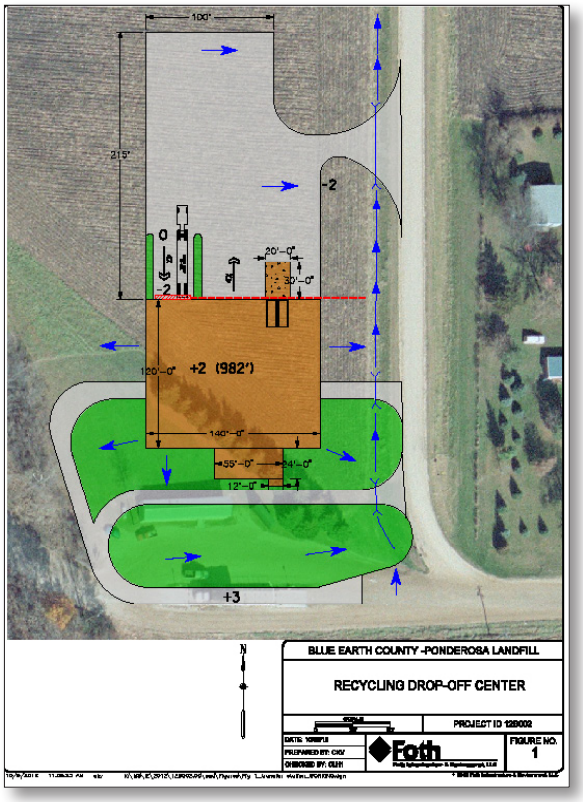
- **Joint HHM/Transfer Station Project with Hennepin County.** On behalf of the city of Minneapolis (City), Foth worked with the City Solid Waste and Recycling Division and Hennepin County Environmental Services to assess the needs for an HHM Facility combined with a transfer station capable of handling the City's voucher program. Hennepin County was interested in siting at least one, and preferably two, permanent HHW facilities in Minneapolis. The City was interested in combining some of their solid waste services at sites with Hennepin County (city services will include a drop-off for recyclables, electronic wastes, appliances, C&D wastes, and municipal solid wastes). The preliminary phase included determining potential site sizes for stand-alone and combined facilities. A Preliminary Facilities Options Analysis was prepared



that defined the base level of services for each operation. The base service levels provided the data to develop preliminary needs for site size and location. Potential site selection criteria were developed. The report concluded that there are significant potential cost saving advantages for a joint project. The second phase included developing conceptual site layouts for several specific sites proposed by the City. The conceptual layouts worked with the constraints of the existing sites to effectively handle the HHM customers separately from the voucher customers while recognizing that some customers will have materials for both the County and City programs. A potential site was tentatively identified as a preferred site and several layouts were developed specific to the site.



- **South Transfer Station Remodelling.** Foth assisted the City of Minneapolis with a traffic and transfer station improvement project. The traffiic flow at the facility required customers to weigh multiple times. Foth worked with the City of Minneapolis to redesign the traffic flow, add a new scalehouse and add a 70 foot scale, all while the transfer station remained open. Additionally, the transfer building, built in the early 1900s, required improvements to operations and stormwater management at the facility. The site improvements had to take into consideration a high pressure natural gas line that was under the improvement area. Foth provided strategic consulting, engineering, and construction observation services for the project. The project was completed in 2010 and significantly improved the operations of the Minneapolis South Transfer Station.
- **Mattress Recycling.** Foth provided consulting assistance to the City of Minneapolis to plan and draft a request for proposals (RFP) for mattress collection and recycling services. Foth researched the existing state-of-the-art in mattress recycling technologies and service providers in Minnesota. A list of prospective responders was developed as a means to solicit proposals and anticipate potential responses.



Blue Earth County Recycling Drop-Off Center

Mankato, Minnesota

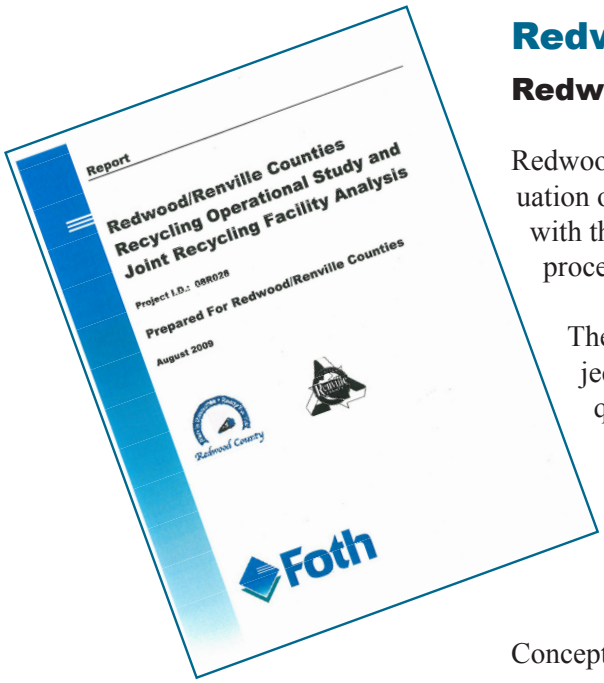
Foth has worked with Blue Earth County for over 15 years providing strategic solid waste consulting, landfill engineering services and regulatory permitting to support the Ponderosa Landfill and the integrated waste programs in the County. In 2011, Foth and the County met to establish the framework for the construction of a recycling and customer convenience center at the Ponderosa Landfill. The landfill is a regional disposal site where individual haulers bring waste and recyclables. The County desires to construct a building to assist haulers with convenient disposal and recycling options and to capture more recyclable materials at the landfill.

Foth facilitated a brainstorming meeting for the convenience and recycling facility that identified the County's wants, needs, constraints, opportunities and budgets for the building. The meeting also addressed customer access, material management, material loadout, regulatory compliance and future facility expansion options. This initial meeting provided the framework for the initial design of a recycling and customer drop off building with an integrated scalehouse.

After initial designs were completed, Foth again met with Blue Earth County to discuss building function, access for customers, traffic flow patterns and turning radius for vehicles using the facility and material load out vehicles, material flow patterns and scalehouse operations including employee and meeting facilities. This follow up meeting helped the County refine their wants and needs for the facility and identified potential constraints to a functioning facility. Foth aided the County in identifying existing facilities that could be utilized in the proposed new facility. This helped the County save money by not replacing items that could be used for the new facility.

With the facility more refined, Foth developed the engineering cost opinion for the facility. The cost opinion addresses costs for site works and improvements, building, lighting, electrical, plumbing, heating/ventilation, sanitary facilities and regulatory requirements. With the cost opinion, the building design is further refined to bring the facility in line with the available budget.

Overall, the process used by Foth helped Blue Earth County move from an idea to a conceptual layout of a customer recycling and convenience facility that meets the needs of the County to increase recycling and provide convenient access to disposal and recycling facilities for individual haulers.



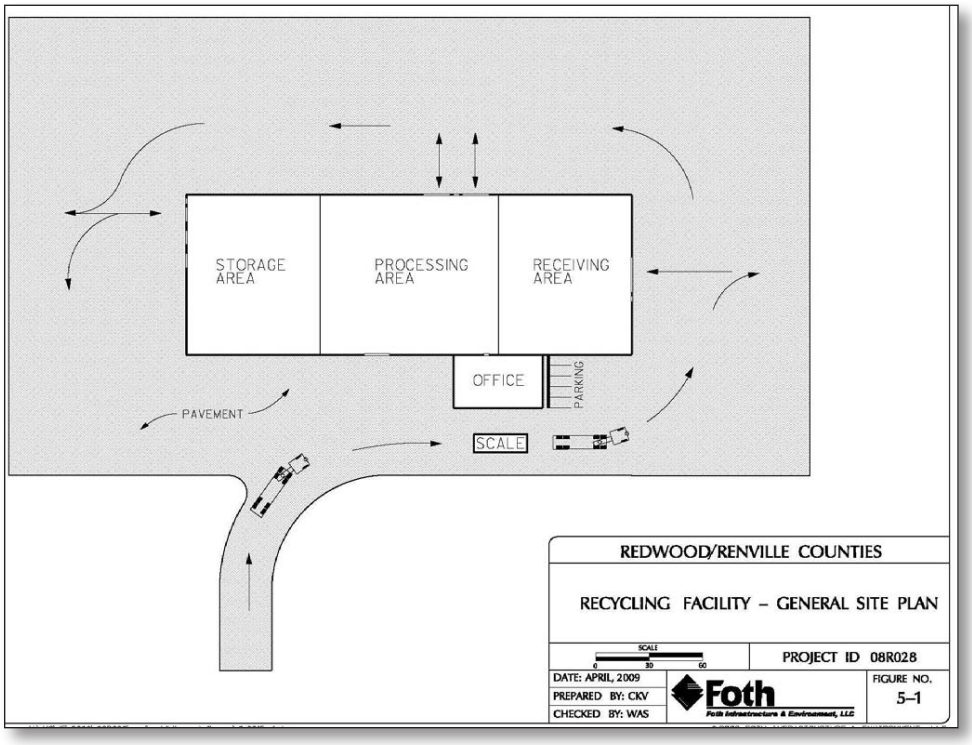
Redwood-Renville Counties

Redwood Falls, Minnesota

Redwood and Renville Counties hired Foth in 2008 to conduct an evaluation of their existing recycling collection and processing programs with the intent of potentially developing joint recycling collection and processing operations.

The assessment examined the demographics and population projections for the counties to provide estimates of future recyclable quantities and composition. It was estimated that the counties would generate approximately 3,000 tons per year. Current and future recyclables collection approaches were analyzed, including single and dual stream. Dual stream was the existing system and was the recommended future collection method.

Conceptual processing facility approaches were identified with preliminary capital and operating costs for two different approaches — a single sorting line and a separate paper and container sorting line. Three potenital sites were identified by Redwood County and the sites were evaluated against pertinent criteria for the processing facility.



Institutional arrangements were reviewed such as different owner/operator options, joint powers board formation, recyclable material flow measures, workforce development opportunities, and public education needs. The counties have not yet secured funding as state grant funding was not available. They recently were awarded a grant for $1.9 million from the Minnesota DEED. Foth is currently working with the Counties to meet the grant requirements leading to design and construction of the recycling facility.

Pelican Rapids Transfer Station

In 2002, Foth assisted the County in designing, permitting and constructing a new transfer station at one of its existing citizen drop-off sites. Otter Tail County is known for its lakes and vacation homes. Waste volumes during tourist season can vary greatly from the off-peak time of year. Therefore, in the design of the new transfer station, Foth had to evaluate this range of waste flows and vacationer visits in order to determine the best size, access and vehicle flow on site.

Fergus Falls Transfer Station

With the closure of the State Hospital in Fergus Falls, the local MSW incinerator lost its customer for steam and therefore closed as well. The City asked the County for assistance with MSW management services. In 2005, the County, with the assistance of Foth, started the site selection process for a new transfer station. Foth then provided preliminary designs for the local, state and federal permitting process. The project became a very public and delicate project that required expertise in wetlands, archeology, transportation, surface water management in addition to traditional building design. Foth provided information studies, environmental impact review for an Environmental Assessment Worksheet (EAW) and for the Federal Aviation Administration (FAA). The permits were in place in 2007 and Foth provided the detailed construction plans and specifications for bidding and construction management services. The building was completed in late 2009.

"Otter Tail County is proud of our integrated solid waste management system and pleased with the services provided by Foth. Throughout our relationship with Foth, we have found their staff to be very professional and committed to us as a client. Projects have been completed on time and on budget. Because of the numerous and varied permits that Otter Tail County has, we have been especially happy with the strong professional working relationship that staff from Foth have with the various state agencies."
--Michael Hanan, Director

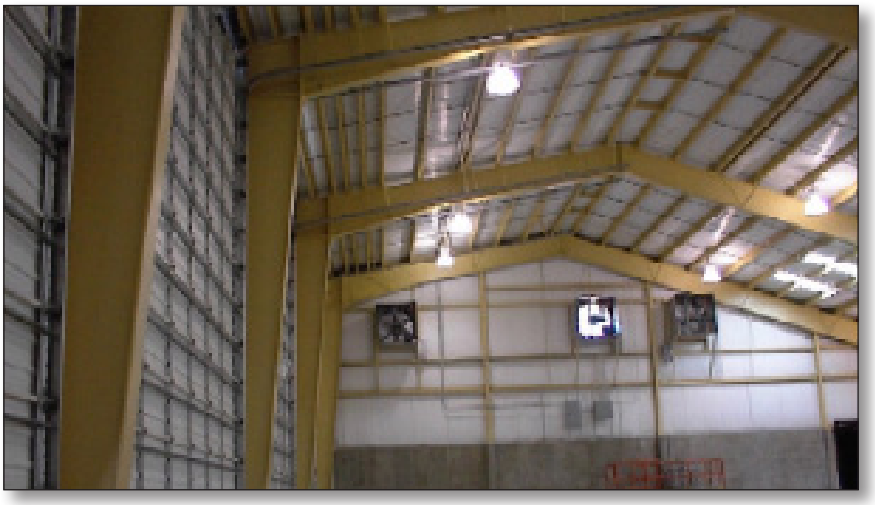
St. Louis County Solid Waste Department

Virginia, Minnesota

MRF Design and Construction Administration. St. Louis County contracted with Foth to design the County's new recyclables processing facility located at their regional landfill in Virginia. This MRF will handle approximately 7,000 tons per year of mixed paper and commingled containers. The general contractor and processing equipment bids came in under budget. Foth provided contract administration services through construction, which included processing equipment performance testing. Total project costs for St. Louis County were approximately $2.3 million.

Public/Private MRF Operations Contract. Foth helped the County develop an operating contract for their private operator. The O&M Plan was developed with Foth oversight.

Hibbing Transfer Station. Foth designed and provided construction-related services for a new transfer station located in Hibbing. The transfer station is used to receive and transfer MSW, commingled recyclables, and HHW from residents and businesses in the Hibbing area to St. Louis County's regional landfill, MRF, and HHW facility located in Virginia, Minnesota. The facility includes a HHW satellite station, which can be operated in conjunction with or separate from the transfer station operation.



Winneshiek County

Decorah, Iowa

MRF Design and Construction. Foth and a local subcontractor, Gardner Architecture, provided design, equipment procurement, and construction observation services to the County for its Recyclables Processing Facility. Foth finalized the conceptual layout, incorporating many environmental and sustainability goals of the County. The recyclables processing equipment was specified and procured. This included a horizontal baler and a commingled recyclables sorting line to handle both paper and containers safely operated by the HDAC.

The site work and building design documents were prepared. Finally, the construction and equipment installation process was observed including shop drawing review and observation of the processing equipment performance tests. Assistance was provided during start-up to improve operating efficiency. State grant funding was obtained for the project. Foth received an award from the County for management of this project.

Carroll County Solid Waste Management Commission

Carroll, Iowa

Foth has completed several projects for the Commission:

- **Strategic Planning.** Foth led the Commission's five-member Executive Board through a day-long strategic planning session to identify its primary mission and the activities to be completed in fulfillment of that mission. During the session, participants identified short-, mid-, and long-term (six months to ten years) goals. As part of the follow-up to this activity, Foth reviewed and completed 30-year life-cycle analyses for five disposal alternatives, including expanding the landfill, marketing landfill space to add 50 tons per day to existing waste flows, and transferring waste to another landfill. The financial comparisons, combined with policy observations about the five alternatives, provided the Executive Board with the information needed to adopt and amend the goals identified during the planning session.

Through an ongoing general advice contract, Foth provides advice and assistance to the Carroll County Solid Waste Management Commission (Commission) on a number of solid waste management issues. Assistance provided in the past has included landfill permitting and construction, recycling facility construction, maintenance shop plans and construction, regional planning for five counties, and detailed financial planning.

- **MRF Options Analysis.** In follow-up to the strategic planning goal of increasing overall Commission operational efficiency and safety, Foth reviewed MRF operations to address several critical health and safety related items. Five facility options were developed and cost estimates prepared to address material handling, ventilation, and general safety issues. The primary material handling changes included an elevated paper sorting line and a new horizontal baler. Recommendations were developed and presented to the Commission for their consideration and approval.
- **MRF Expansion/Grant Funding.** As a result of the MRF options analysis, the Commission hired Foth to complete the design and construction administration of a significant MRF expansion. Additional equipment, including an elevated, enclosed paper sorting line and higher throughput horizontal baler, was procured and a building addition of over 8,000 square feet designed. Considerable effort was given to efficiently incorporating the addition to the existing site and material handling activity. As a side, but related issue, roof drainage problems with the existing buildings were improved. The container sorting line continues to be staffed by the local handicapped workforce agency. DNR grant funding was obtained.

Waste Commission of Scott County

Davenport, Iowa

Foth provides solid waste management consulting assistance to the Waste Commission of Scott County (Commission) on a number of issues, including MRF construction administration handicapped labor contracting, design and construction of a household hazardous materials facility, and design and construction of an electronic waste processing facility.

- **MRF.** Foth provided construction administration services during the construction of the Commission's MRF. The Waste Commission of Scott County MRF is designed to handle approximately 75 tons per shift of commingled containers and mixed paper. The 21,500-square foot facility contains an elevated sorting line for commingled

containers; an elevated sorting line for mixed paper; and a single-ram, horizontal baler with a submerged conveyor located between the container and paper sorting lines. Materials from the sorting line are directed to the submerged conveyor feeding the baler. Activities included the cost-benefit analysis of existing design with identification of cost reduction measures prior to construction, overall project administration, construction observation, shop drawing/submittal review, change orders, testing and inspection coordination, equipment performance testing, and schedule monitoring.

- **MRF Operations.** Foth's assistance in development of MRF operations also included three other tasks
  - Negotiation of a labor contract with the Handicapped Development Center, Davenport, Iowa.
  - Development of a Commission staffing plan for the MRF operation, including participation in the hiring process.
  - Development of a facility operations plan.

- **Regional Collection Center (RCC)/Grant Funding**. The Commission received a grant from the Iowa DNR to establish a permanent RCC for household hazardous waste. Constructed at the landfill, the RCC is a masonry building with a hazardous occupancy screening vestibule, a separate, portable flammable materials storage building, a large, non flammable bulking area, and a loading dock. The exterior design of this building is consistent with that of the landfill administration building and creates an attractive entrance area to the site with a uniform facility appearance, effective traffic patterns, and economical operation and maintenance.

- **Material Recycling Center Improvements/Sustainable Building/ Grant Funding**. In addition to providing construction administration services to the Commission during the initial 1996 construction of the Scott Area Recycling Center in Davenport, Iowa, Foth provided planning and design services for Education/Board Room and satellite household hazardous material (HHM) additions. These additions were integrated into the ongoing operation of the facility and provided the opportunity to include additional needed office space. The education/board room was included in a second-story addition over the existing one-story office area in order to

provide a viewing window from the education room to the existing recycling sorting, baling, and storage areas. Materials used in the construction of this addition included, when practical/ economical, products manufactured from recycled or sustainable products as an on-site demonstration to visitors. Prior to the completion of this room, Commission staff led tours of the facility by allowing viewing of the processes from the processing floor, which affected operation and did not provide an appropriate level of safety for a tour participants. Since the completion of the addition, and through the use of an audio-visual system that projects images of each step of the recycling process onto a drop-down screen, the tour participants can view the recycling process from trucks scaling in to materials being loaded out. This audio-visual system is also integrated into the Commission's computer system for ease of use in presentations.

The satellite HHM addition allows the Commission to provide a convenient location for material collection and management closer to the center of population for its service area. Foth worked closely with Commission staff to effectively integrate this satellite HHM facility into the existing site/facility and overall HHM program.

- **Electronic Processing Facility/ Grant Funding.** As part of the Commission's continued program improvement for the citizens and businesses served, it has developed a regional program to collect and recycle material from used electronic devices. Foth assisted the Commission in evaluating siting options, development costs, and program operation. The electronic processing facility was constructed on land adjacent to the existing Scott Area Recycling Facility in order to take advantage of staff and equipment sharing between the two facilities. The electronic processing facility started operation in spring 2005 and also has incorporated recycled content and sustainable products. The program has been successful at collecting electronic materials from the region and from public solid waste agencies from as far away as 175 miles.

- **Garbage and Recycling Collection Analysis.** The Waste Commission of Scott County (Davenport, Iowa, Area) retained Foth to complete a detailed analysis of the solid waste collection operations for two Commission members - the cities of Bettendorf and Davenport. The analyses covered critical issues such as:

- Existing system review.
- Productivity analysis of collection routes.
- Conversion to automated garbage collection and single-stream recycling collection and processing.
- Benchmarking the existing operations to comparable communities.
- Bulky waste collection efficiency analysis.
- Privatization.

Cost efficiencies were identified to save over $100,000 per year for each city. Recommendations were developed for automated collection, single-stream recycling, and dramatic changes for bulky waste collection.

Dodge County Scalehouse/Office and Scale

Mantorville, Minnesota

Dodge County Environmental Services Department owns and operates a transfer station south of Mantorville, Minnesota. The transfer station facilities were in need of upgrades. Dodge County turned to Foth to help with the conceptual design and layout for a new scalehouse/office, new truck scale and access to the transfer station. Foth met with Dodge County staff to obtain conceptual ideas for the new truck scale and scalehouse/office and develop the list of must have's, needs and wants for the facility along with developing an understanding of the budget and local requirements for the project. This initial meeting helped Dodge County and Foth develop the framework for the design of the access to the facility, the truck scale platform including customer convenience features and the new scalehouse/office facility.

Foth took the general concepts provided by Dodge County and develop preliminary conceptual plans for the access, new platform scale and the scalehouse/office space. These preliminary plans were presented to Dodge County along with an engineering cost opinion for construction of the facilities. Upon review by both Foth and Dodge County, changes were made to the plans to meet local requirements and provide for long term functionality for the facilities. Additionally, customer convenience items were added like an intercom for customers that use the scale, a camera for load checking on the scale, a payment window so customers can complete transactions easily and traffic signal lights to control both inbound and outbound scale traffic. Improvements were also made the scalehouse/office to provide natural lighting, upgrades to insulation to make the building more energy efficient and on demand hot water systems to remove the need for a large hot water tank for the building.

Foth developed final plans and specifications for the scalehouse/office building and the new truck scale and assisted Dodge County in the bidding and contract award process. Since the scalehouse/office and the new truck scale are two different types of projects, Dodge County chose to bid and award the projects separately. Foth assisted in contract change orders, contract payment application and construction inspection throughout the project. Upon substantial completion, Foth issued a punch list of items for completion and assisted Dodge County with project close out services.

The scalehouse/office and truck scale at the Dodge County transfer station improved the facility by allowing for efficient customer processing and a central location for both office and scalehouse functions to be conducted. The scalehouse/office is energy efficient and will provide Dodge County with functional space for many years.

South Central Iowa Solid Waste Agency

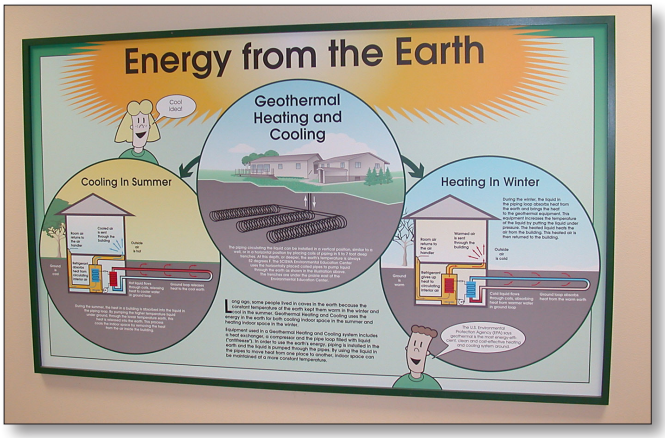
Knoxville, Iowa

Foth provides strategic planning services to the Agency, including the following projects:

Strategic Business Planning. The South Central Iowa Solid Waste Agency (Agency) appears to be in an enviable position. The landfill has ample capacity; waste quantities continue to increase; revenues and cash reserves continue to increase; and the landfill tipping fee has not been raised for several years. Although the situ-

ation is now good, the Agency decided to implement a planning process to predict future challenges and prepare to address them. Foth worked with the Agency's Executive Board and representatives of each member county to:

- Review the Agency's mission statement and guiding principles.
- Identify existing or potential challenges. One result of an industry screen was the realization that Waste Management and BFI-owned companies now control 30 percent of the waste stream with several additional haulers (another 24 percent of the waste stream) also targeted for acquisition.
- Identify a development schedule for new cell construction.
- Establish a dedicated equipment replacement schedule and reserve fund.
- Review the Agency's current role in the provision of recycling collection and processing services and recommend changes needed to guarantee service continues to be available.
- Predict long-term capital and operating costs for the total integrated solid waste system.
- Make recommendations about landfill tipping fees, reserve fund structures, and alternative funding sources. As a result of preliminary meetings and discussions, the Agency purchased an MSW transfer station from one of its county members and may review the need to initiate waste delivery contracts with area haulers.

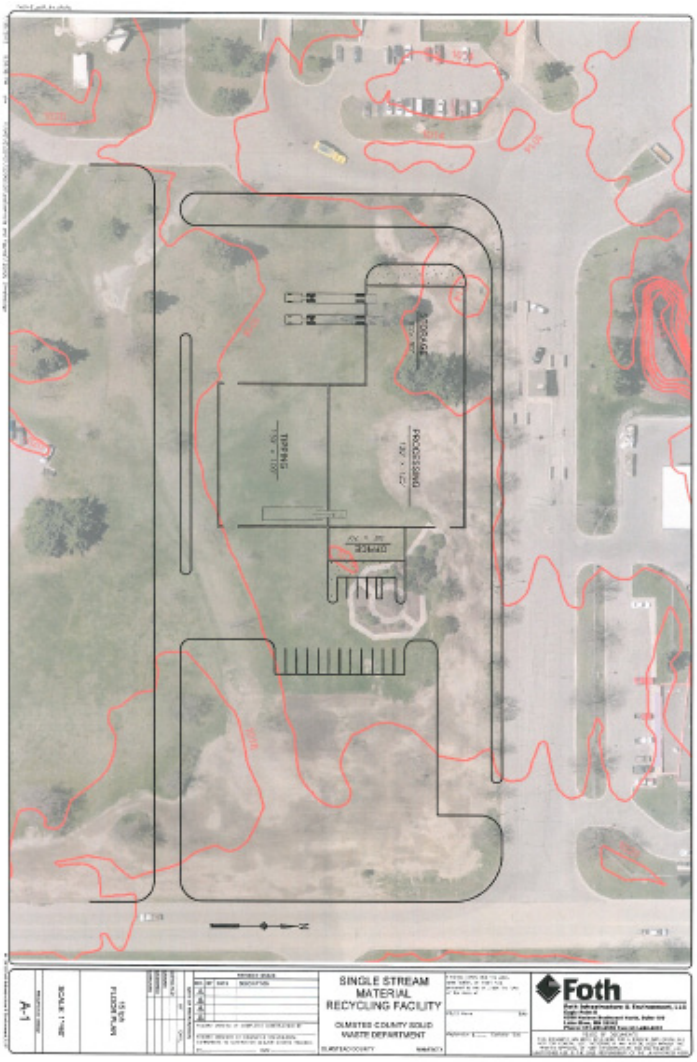


Education Addition and Office Renovation/ Grant Funding. The Agency selected Foth to assist in developing an addition to their existing office/ scalehouse at the Agency's landfill entrance. The Agency's goals included utilizing energy efficient, sustainable systems and materials in the addition in order to demonstrate to visitors how these concepts could be incorporated into a small-scale building in an economical manner.

The facility was partially funded using an Iowa Department of Natural Resources SWAP grant. As part of grant funding approval, Foth assisted the Agency in negotiating the grant requirements, including LEED criteria, for the development.

Foth worked closely with the Agency staff to identify sustainable systems and materials that would be functional, economical and still meet

the Agency's demonstration goals. Foth provided planning, design, bidding and construction administration services for the project. Systems and materials used included geothermal heating and cooling, exterior siding manufactured from recycled materials, flooring manufactured from recycled and/or sustainable materials, ceiling system manufactured from recycled materials, treated wood products using sustainable materials rather than hazardous materials, increased levels of insulation in the building envelope, insulating/remain-in-place concrete forms for the basement walls, minimizing the disturbed footprint on the site, porous paving surfaces, and other concepts.



Foth also assisted Agency staff in developing a construction material recycling program for use by the contractor during the construction period. A rain garden and prairie vegetation landscaping plan was developed for the Agency to implement over time as part of the site plan and education program.

Olmsted County Material Recycling Facility

Rochester, Minnesota

Olmsted County is considering the development of a single stream MRF. The County is evaluating the advantages and disadvantages of a range of facility options (e.g. throughput, size, flexibility, durability of systems, among others) relative to development (capital improvement) costs and long-term costs. Foth provided preliminary opinions of construction costs for different size facilities depending on how large a service area the facility could potentially serve, as well as different durability of building materials.

Foth identified two existing single-stream recycling facilities that matched the size throughputs desired and obtained their existing building size information, as well as preliminary "future" plans developed for these facilities. Foth provided preliminary construction cost opinions for metal and fabric building type options with throughputs of 15 tph-single shift, 15 tph-two shifts, and 25 tph-one shift. Project assumptions, sizing, and preliminary site layouts were included in Foth's report to the County as well as the advantages and disadvantages to each option.

Municipalities, Counties, Public Organizations with Whom Foth Has Worked

	Conceptual/Planning & Schematic Design	Permitting	Development Plans & Specifications	Bidding Assistance	Construction Administration & Observation	Transfer Station Design/ Construction	Materials Processing Facility Design	HHW Facility Design	Equipment Maintenance/ Scale Building Design	Life Cycle Cost Analysis/ Financial Planning
Minnesota Clients										
Blue Earth County	◆	◆	◆	◆	◆			◆	◆	◆
Otter Tail County	◆	◆	◆	◆	◆	◆			◆	
St. Louis County	◆	◆	◆	◆	◆	◆	◆	◆		◆
City of Minneapolis	◆	◆	◆	◆	◆	◆				◆
Dodge County	◆		◆	◆	◆	◆				
Olmsted County	◆						◆			
Iowa Clients										
Cedar Rapids/Linn County	◆	◆	◆	◆	◆				◆	◆
Waste Commission of Scott County	◆	◆	◆	◆	◆		◆	◆	◆	◆
Metro Waste Authority	◆	◆	◆	◆	◆	◆			◆	
South Central Iowa Solid Waste Agency	◆	◆	◆	◆	◆				◆	◆
Carroll County	◆	◆	◆	◆	◆		◆		◆	◆
Wisconsin Clients										
Outagamie County	◆	◆	◆	◆	◆					◆
La Crosse County	◆	◆	◆	◆	◆			◆	◆	◆
Brown County	◆		◆	◆	◆	◆				
Winnebago County	◆	◆	◆	◆	◆	◆	◆	◆		◆
Shawano County	◆	◆	◆	◆	◆					
Illinois Clients										
Joint City/County of Peoria	◆	◆	◆	◆	◆					◆
Knox County	◆	◆	◆	◆	◆					◆

Foth has the expertise to see the City's project through from planning through design, contracting, and operation.

References

Blue Earth County
410 South Fifth Street
Mankato, MN 56002
Contact: Scott Fichtner
Phone: (507) 304-4385
Email: scott.fichtner@co.blue-earth.mn.us

City of Minneapolis, Minnesota
Solid Waste & Recycling
309 - 2nd Avenue South, Room #210
Minneapolis, Minnesota 55401
Contact: Jeff Jenks
Phone: (612) 673-3534
Email: jeff.jenks@ci.minneapolis.mn.us

Ramsey/Washington Counties Resource Recovery Project
2785 White Bear Avenue
Maplewood, Minnesota 55109
Contact: Zack Hansen
Phone: (651) 266-1160
Email: zack.hansen@co.ramsey.mn.us

Redwood County Environmental Services
P.O. Box 130
Redwod Falls, MN 56283
Contact: Brian Sams, Recycling Coordinator
Phone: (507) 644-2800
Email: redcorec@redred.com

Scope of Services

3

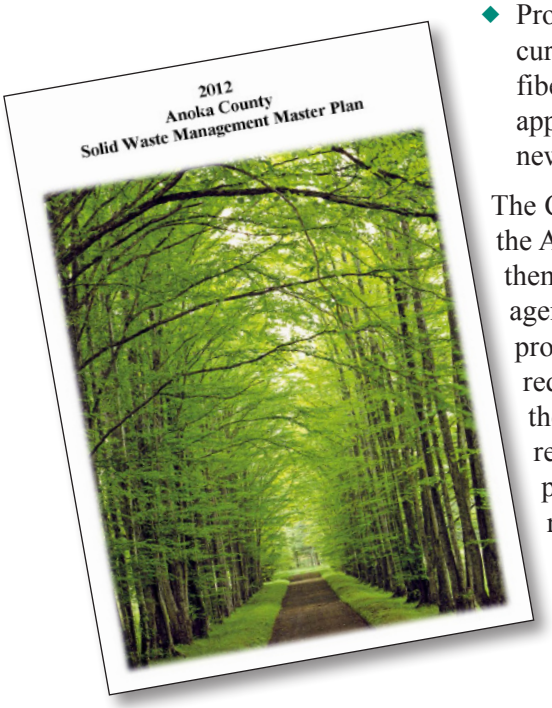
3 | Scope of Services

OUR UNDERSTANDING OF YOUR PROJECT

The City of Ramsey, in Anoka County, is a developing suburb in the northwest section of the Twin Cities, with an estimated current population of 23,500. The City presently contracts for curbside recycling services with ACE Solid Waste. Residential and commercial garbage service is an open, subscription, system. The City also offers two "cleanup and recycling" events per year. These events offer residents an opportunity to properly dispose of materials that are not collected in the curbside recycling program, such as fluorescent light bulbs, scrap metal and used motor oil, or in typical garbage services, such as electronics, mattresses, tires, etc. The City understands that optimal service to residents would allow them to properly recycle and dispose of these items on a regular basis as recycling or disposal is needed. The City has been awarded grant funds by Anoka County to develop a plan for a year-round recycling drop-off center that can be a model for other Anoka County municipalities.

Specifically, the City's objectives for the project are to:

- Assess and identify the key factors and criteria associated with the potential development of a full service, year-round recycling drop-off center.
- Develop a non-site-specific plan for such a drop off center that could be implemented in the City of Ramsey, and, potentially, other Anoka County municipalities
- Provide residents a year-round option for recycling of standard curbside recyclable materials (glass, metal and plastic containers, fiber grades) as well as other recyclable materials such as appliances, electronics and mattresses, and additional materials as new recycling markets emerge.



The City of Ramsey, as an Anoka County community, is subject to the Anoka County Solid Waste Management Master Plan. The key themes of accountability, waste as a resource, the solid waste management hierarchy, generator responsibility, government as a leader, product stewardship, private sector initiatives and greenhouse gas reduction underline all elements in the County Plan. Goal 1 of the Plan seeks to reduce greenhouse gas emissions and conserve resources. Goal 2 of the Plan emphasizes integration of the plan parts; managing waste to minimize landfilling, emphasizing reducing waste generation and increasing reuse, recycling and source-separated management of wastes. Goal 3 seeks to manage waste cost-effectively and Goal 4 promotes shared responsibility

for waste management between producers, retailers, consumers, citizens and the government. The current solid waste management system in Anoka County is a mix of proven methods and innovative, cutting-edge approaches developed in cooperation with county stakeholders.

A year round recycling facility in Ramsey will support all of the County goals. Local responsibility for locally generated wastes argues for a drop-off facility that is convenient for Ramsey citizens to use, from the standpoint of location and hours of operation. A drop-off location in Ramsey will provide shorter travel distances, with lower greenhouse gas emissions, than other more distant locations. Anoka County no longer provides HHW collection events; all HHW must be taken to the County facility in Blaine, which also accepts the recyclables that Ramsey seeks to collect. The County Plan notes that in 2010, 774 Anoka County residents used a facility or collection event in another county, presumably because of the increased convenience of that event's time or location. Many items such as mattresses, tires and appliances, termed "problem materials" that Ramsey seeks to accept from its residents are not accepted at the HHW facility.

The County provides funding to the municipalities to provide and promote problem material collection opportunities for their residents. These events are usually held twice a year and can be expensive to conduct. A drop-off facility in Ramsey for these materials will not only be more convenient for residents, but will emphasize the shared responsibility for waste management that the Plan promotes. The County encourages non-residential sector waste reduction and recycling, but these services can be cost or space-prohibitive for some businesses. The County encourages these businesses to either hire a service provider specifically for those recyclables, or to self-haul recyclables to a drop-off facility. A recycling drop-off facility in Ramsey can provide an important service to small business owners and promote the goals of the Plan. In addition, these businesses may be encouraged to recycle under-represented materials, such as corrugated cardboard and film plastics, and be pilot entities for aggressive source reduction through enhanced recycling.

BARRIERS TO SUCCESS

In every community, there are groups of "BANANA" (Build Absolutely Nothing Anywhere Near Anyone) individuals and NIMBYs (Not In My Back Yard). Foth has found that through true public participation and public engagement processes, and careful planning, site selection and site design, opposition to any "waste facilities" is a

barrier that can more likely be overcome. In addition, if public operation or management of the potential facility is proposed, there may be businesses in town that feel threatened by additional "government" functions. Foth could help facilitate a structured discussion with the City and County staff to identify the potential pitfalls and roadblocks that may be encountered and potential mitigation measures. Foth uses this type of risk management assessment as a standard tool in kick-off meetings to jointly plan participative solutions that will increase the likelihood of a successful project.

SCOPE OF SERVICES

Foth will identify the key factors and criteria associated with potential development, and will develop a non-site specific plan for a full service, year-round recycling drop off center that could be implemented within the City of Ramsey, and potentially other Anoka County municipalities. The center will handle standard curbside recyclables, other "problem materials" and have the planned space and facilities available to handle future materials as new markets emerge. The end result will be an implementable plan that Ramsey can use to develop its own drop-off center, and that other Anoka County municipalities can use to plan and develop additional drop-off centers in the future.

Task 1 — Facilitate a Project Kickoff and Scoping Meeting

Foth will facilitate a kick off meeting with City Staff and others as identified by the City to discuss the following:

- The Vision for the project.
- Materials that the City expects to collect now and in the foreseeable future.
- Data that is available from the City regarding projected amounts (throughput) of material.
- Envisioned hours of operation.
- The possible addition of a redemption ("cash for cans") option.
- Zoning codes and maps, and direction on the zoning district(s) that a facility could be located in.
- Preference for in-house staff vs. contract (partner) operation of the facility.

- The potential for HHW satellite operations in the future, on an event or regular basis
- Risk assessment to identify major risks / threats to the project and potential mitigation measures.

If data on projected amounts of materials are not available, methods to project the 5, 10 and 20 year use of the facility should be agreed upon. City staff and Foth will also discuss the initial set of local factors and criteria that Ramsey and Foth believe will be key to successful development of a drop off center (access, safety, materials accepted, etc). If the City envisions partner-operations of the facility, identification of those potential partners and scheduling of a series of "interest" meetings with potential partners should occur. Consideration could be given by the City as to the desirability of a meeting or education room or area in the facility which could provide enhanced education services in the near term, and accommodation of growth needs for the future. Finally, there should be a discussion of the potential for a future "satellite" HHW facility, either full time or on certain dates, at the drop-off location, to best accommodate the needs of Ramsey and other residents in the area for a full-service environmental facility.

Task 1 Deliverables:

- Facilitation of the kick-off meeting
- Verified scope of the project, including data available from the City on tonnage and projected citizen and business use, and/or sources or methods for necessary data acquisition, uses of the facility (including near-term education activities), initial determination of acceptable materials to be collected, determination of potential partnership determination activities, potential for future HHW activities, and project risk management and public participation plan.
- A more detailed project timeline, with determinations of data acquisition and potential partnership discussions.
- A project memo, verifying for planning purposes the acceptable materials, tonnages or other measure of materials expected and use by citizens and businesses of the facility.

Task 1 Timeline: Two weeks after execution of the consultant contract.

Task 2 — Develop Non-Site-Specific Plan for Full Service, Year-Round Recycling Drop-off Center

Foth will develop a plan for a full service, year round facility that has the following components:

- Basis for planned capacity, including acceptable materials now and as envisioned for the future, form(s) of acceptable materials (co-mingled, partially separated, processed, loose only, etc.) and through-put customer visits and tonnage estimates.
- Recommendations for minimum property size necessary, and for additional property required for expected future operations.
- Recommendations for minimum building requirements, and requirements for expected future operations, including:
  - Size, exterior finish to comply with zoning requirements, loading and processing areas, interior layouts, safety and hygiene needs, meeting room or community needs, future expansion layouts and accommodations
  - Options for a Sustainable Building (LEED or equivalent standards), and sustainable practices in the operation of the facility.
- Recommendations for optimal configurations of a site, including dedicated customer and vendor traffic flow, one-way throughput, turning and storage areas, etc.
- Recommendations for equipment needs for the immediate, mid and long term uses of the facility, including scenarios for partner and City operations.
- Estimate of base cost, excluding land and land development costs, of the initial facility.

Task 2 Deliverables:

- Draft report containing the items in Task 2, including tables and figures describing facility and operations.

Task 2 Timeline: Six weeks after kick-off meeting.

Task 3 — Assess and Provide Recommendations on Potential Partnerships with Private Sector and Non-Profit Sector for Facility Operations

In the metro area, there are various models of public-private, public-non-profit and public-private-non-profit joint operations of drop-off facilities and materials processing and recycling operations. The Anoka County Solid Waste Plan highlights the importance of government, resident and business partnerships to achieve solid waste management goals. There are opportunities for an innovative approach to management of the new facility that will take advantage of strengths of all partners to achieve an optimal facility and set of services for the City.

After the kickoff meeting, Foth will develop a matrix of operations options for the facility, using the preferences indicated by the City. The matrix will include various accepted commodities, options for management, and pluses and minuses of the management options. After consultation with the City to determine their preferences, Foth will facilitate a site visit/meeting with City-selected private sector and/or non-profit entities to discuss potential management options for the facility, and the potential interest of the entities in such management. Foth will prepare a memo outlining potential partnerships, pluses and minuses of such partnerships, and specific methods (contracts, RFPs' etc) for implementation.

Task 3 Deliverables

- Matrix of options for operation of a facility.
- Facilitated meeting with City staff to fine-tune the options, determine City preferences.
- Facilitated site visits/meetings with potential partners to introduce operations options, gather input and feedback on options, and determine interest and potential involvement. For purposes of the estimated cost, up to three (3) site visits/meetings are included.
- Draft report section outlining potential partnerships, pluses and minus of various partnership structures, potential methods for implementation of selected structures.

Task 3 Timeline: Two months after kick-off meeting.

Task 4 — Final Report

The Draft Report Sections in Tasks 1, 2 and 3 will be finalized and compiled into a Final Report for the City, with an additional section containing "Next Steps" for the City's implementation of the Plan.

Task 4 Timeline: Three months after kick-off meeting.

Optional Task 5

Public Participation Planning

Foth will facilitate an initial discussion with the Project Team at the kick-off meeting to identify any major risks to the project's success and potential measures to mitigate those risks. Potential opposition from neighbors, other citizens and/or business interests will be discussed. If the probability of such risks is real enough, and if the threat to the project is significant enough, proactive plans can be developed. Such plans may include more active citizen and business participation and public relations strategies. The kick-off meeting should provide a preliminary framework including roles and responsibilities for the project team. Foth proposes to conduct a second meeting with the project team to present and finalize a more detailed public participation plan.

Optional Task Deliverable: A detailed public participation that is agreed to by all three parties, City, County and Foth.

Optional TaskTimeline: Two weeks after the kick-off meeting.

Additional Optional Tasks

The RFP allowed for optional additional tasks to be proposed. We understand that these are concepts to be considered by the project team, but that we have not included in the above base scope of services and budget.

Foth suggests the following optional tasks be considered:

- Tour of other recycling drop-off centers in the Twin Cities Metro Area. Two types of facilities should be targeted and planned for the tour:
  - Without household hazardous waste (HHW)
  - Including HHW
- Photographic survey of other recycling drop-off centers of similar size and scope to the proposed Ramsey facility.

Process, Services, Deliverables

4

4 | Process, Services, Deliverables

As a client-centered firm, Foth takes its lead from the needs and desires of the client. We understand the needs of the City of Ramsey as stated in its RFP and the Anoka County Solid Waste Master Plan. Our Scope of Work was designed to create an efficient process flow that will ensure success of this project.

Specifically, the Kick-off meeting will clarify the City's vision for the project, specific tasks to be completed, project timelines, and City values for the success of the project. Information that Foth will need from the City to complete the project will be requested and any optional or additional tasks will be formalized. The project memo delivered at the completion of Task 1 will ensure that all parties are "on the same page."

As Foth develops the facility plan, there will be contact with City staff to make sure that the Zoning and Planning requirements of the City are met and that Foth remains on-track with timelines and deliverables. As Foth builds the matrix of design and operations options, we will leverage those contacts and conduct meetings, tours and other optional activities that the City selects. At approximately fifty percent (50%) project completion, Foth will request a meeting with the project team to update all parties on progress of the project and make any mid-point corrections needed.

The Final Report will be delivered to the City first in draft form, for review and comment. Finalization of the report, meetings with the project team and others, draft revisions, and next steps will occur in partnership with the City, in compliance with the project contract.

Information Needed from the City

The Kick off meeting will clarify and finalize the City's goals for the project. At that time, the specific information that Foth will need from the City will be determined. At this time, it is expected that Foth will ask for:

- Tonnage and participation data at previous event collections;
- A meeting with the Ramsey Community Development and Engineering Departments to understand the zoning and building requirements of the City for the recycling facility;
- Access to maps or other documents for eventual determination of potential locations for a recycling facility;
- Traffic, water and sewer line information for eventual determination of potential locations for a recycling facility;
- Existing contracts with potential operations contractors or the city "standard" for contracts with possible future partners.

Timing

5 | Timing

The following table summarizes the schedule for the tasks in this project.

Task	Timeline
Task 1 — Project Kickoff and Project Management	Two weeks after execution of the consultant contract.
Task 2 — Develop Non-Site-Specific Plan for Full Service, Year-Round Recycling Drop-off Center	Six weeks after kick-off meeting.
Task 3 — Assess and Provide Recommendations on Potential Partnerships with Private Sector and Non-Profit Sector for Facility Operations	Two months after kick-off meeting.
Task 4 — Final Report/Presentation	Three months after kick-off meeting.
Optional Task 5 — Public Participation Plan	Two weeks after the kick-off meeting.

Cost

6 | Cost

Project Cost

Foth's project team will complete Tasks 1 through 4 for a "not to exceed" cost of $25,200. If the City of Ramsey requests us to complete Optional Task 5, the additional cost will not exceed $1,450, for a total "not to exceed" project cost of $26,650.

Task	Cost
Task 1 — Project Kickoff and Project Management	$6,200
Task 2 — Develop Non-Site-Specific Plan for Full Service, Year-Round Recycling Drop-off Center	$11,200
Task 3 — Assess and Provide Recommendations on Potential Partnerships with Private Sector and Non-Profit Sector for Facility Operations	$4,600
Task 4 — Final Report/Presentation	$3,200
TOTAL	**$25,200**
Optional Task 5 — Public Participation Plan	$1,450

Labor Rates for Key Team Members

Team Member	Hourly Rate
Warren Shuros, Client Team Leader, Strategic Consultant	$150
Susan Young, Project Manager	$125
Dan Krivit, Technical Consultant	$135
Jim Miles-Polka, Structural Engineer, Technical Coordinator	$155
Chris Vermeer, Designer	$85
Jeff Walsh, GIS	$100

Notes:

- Foth will bill labor in "tenth of an hour" increments (e.g., .10 hr., .50 hr., 1.5 hr., etc.).
- The cost of specific technical equipment and employee travel expenses is in addition to the above hourly rates, but is included in the "not to exceed" amount.

Why Choose Foth?

7

7 | Why Choose Foth?

This project is part of our core competency. The project team has over 100 years of combined experience in similar projects. Please see a client testimonial below and our overall core values.

"Blue Earth County has worked with Foth for all our solid waste consulting activities since 1995. Over the years, we have developed a solid, professional working relationship and high level of trust and confidence. The benefits of our working relationship with Foth include:

- *It is a partnership we trust in. They place our interests above theirs at all times.*
- *They have a strong relationship with the MPCA so when we have needed to "Push back" on "unreasonable" regulatory requirements, the MPCA's respect of Foth has resulted in the best possible results for Blue Earth County.*
- *Cost effective, stable pricing - Foth recognizes the importance of cost containment for County government. Several projects are completed under a "Fixed Price" wherein Foth fixes the cost for certain projects such as cell construction plans and specs, construction documentation reports, and annual reports. The costs for these types of projects have not increased over time and we have benefited from Foth's increased efficiencies.*
- *Finally, working with Foth is a positive experience. They enjoy their work, are very professional, and committed to our success. I appreciate their efficiency, commitment and expertise."*

— Scott Fichtner, Director
Blue Earth County Environmental Services

Foth Core Values

- **Honesty**

  We believe in telling the truth in every situation.

- **Respect**

  We treat other people and their ideas as we would like to be treated.

- **Courage**

  We constructively address behaviors inconsistent with our values.

- **Accountability**

  We do what we commit to doing.

- **Integrity**

  We do the right thing at all times.

- **Selflessness**

  We serve the best interests of our clients and our team before our self interest.

- **Passion**

  We do everything worth doing with an intense feeling of conviction and high energy.

- **Fun**

  We find ways to enjoy working with our team members and our colleagues.

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