

**Recycle Ann Arbor's Response to RFP #980:
Interim Operation of Ann Arbor Material Recovery Facility
(MRF) and Waste Transfer Station**



As a non-profit organization, Recycle Ann Arbor's mission is to develop and operate innovative reuse, recycling, and zero waste programs that improve the environmental quality of our community.

October 28, 2016

Dear RFP Review Committee:

It is my pleasure to submit this response to RFP #980, Interim Operation of the Ann Arbor Material Recovery Facility (MRF) and Waste Transfer Station. As the catalyst for recycling services in Ann Arbor dating back to 1977, Recycle Ann Arbor (RAA) has led the way in promoting and serving the recycling cause in our community for almost four decades as our community's mission-driven recycler.

RAA's sole purpose for existence is to "develop and operate innovative reuse, recycling and zero waste programs that improve the environmental quality of our community". We are local. We are environmental. We are non-profit. We are community built and community based. Profits are reinvested in the local community, buttressing reuse, construction/demolition waste recovery, recycling education and zero waste event services.

Recycle Ann Arbor has assembled an incredible team in order to provide the most dynamic, experienced and proactive response to this request for proposal. We are pleased to be partnering with Rumpke Waste and Recycling Services, a family-owned waste and recycling company with a storied 80+ year history, headquartered in Cincinnati, Ohio. Rumpke owns and operates eight recycling facilities in the Midwest, three of which are single-stream processing facilities, marketing over 400,000 tons of recyclables each year.

Rumpke will provide MRF employee training and management support to Recycle Ann Arbor, identify and install the appropriate scale software, facilitate maintenance support and offer comprehensive materials marketing services, including state-of-the-art glass processing technology that will allow Ann Arbor's glass to be prepared for glass container and fiberglass markets, and not landfill cover. This alone is a huge breakthrough for Ann Arbor, providing a highest and best use for a commodity that comprises 7-10% of the recycling material stream by weight.

Custom Ecology, Inc. (CEI) will continue to operate the Ann Arbor waste transfer station and will haul waste to the Woodland Meadows Landfill. Recyclables will be shipped by CEI to Rumpke's Cincinnati, Ohio facility in the interim. CEI has been providing hauling services out of the Ann Arbor MRF/transfer station for twelve years.

UAW Local 174 will be the recognized collective bargaining unit at the Ann Arbor MRF (once operational), insuring fair wages (beyond living wage), safe working conditions and ongoing employee input to maximize the success of facility operations. Community values built on both environmental *and* economic justice are the cornerstone of our identity, with over 20 union jobs created through this proposal.

Resource Recycling Systems, a nationally recognized consultant in materials recovery, life cycle management and applied sustainable design, will provide periodic logistical analysis to maximize MRF productivity, materials marketability and emerging opportunities for greater recovery.

S & H Business Solutions has three decades of local accounting experience and has been Recycle Ann Arbor's contracted accounting firm since 2006. S & H will provide all necessary bookkeeping, financial analysis/reporting and invoicing for this contract.

The City of Ann Arbor brings several desirable elements to the table as it looks to recapture the momentum toward sustainable materials management:

- A dedicated solid waste millage
- A solid waste enterprise fund with a healthy fund balance
- Substantial capital assets available through the city-owned MRF and transfer station
- A highly motivated and engaged population
- Long-term recycling success, guided by key community partnerships

Recycle Ann Arbor and its partners look forward to working with the City in reinventing this strategic processing function over the next six to twelve months. A high-performing MRF is the linchpin in achieving consistently high recovery rates in the community while maximizing highest and best use for Ann Arbor's collected recyclables. This success will also drive Ann Arbor's larger zero waste goals and climate action targets, with recycling identified as one of the most effective mechanisms communities have in reducing greenhouse gas emissions.

RAA has integrated its local, non-profit recycling education, collection and processing services with the best private sector players in the industry, playing to the strengths of the non-profit and for-profit sectors. The assembled Recycle Ann Arbor team is uniquely qualified to maximize recovery, master operational efficiencies, minimize contamination and empower Ann Arbor's citizens to respond accordingly, inspired by a creative partnership assembled to re-energize our community's zero waste efforts.

Sincerely,

A handwritten signature in blue ink, appearing to read "K. Lignell", is positioned above the typed name.

Kirk Lignell, CEO
Recycle Ann Arbor

Response to RFP #980: Interim Operation of Ann Arbor Material Recovery Facility (MRF) and Waste Transfer Station

A. Professional Qualifications

1. Recycle Ann Arbor (RAA), is the primary contractor on this proposal, located at 2420 South Industrial Highway, Ann Arbor, Michigan, 48104. Recycle Ann Arbor is a wholly owned subsidiary of the Ecology Center, a 501(c)3 non-profit corporation licensed to operate in the State of Michigan, whose address is 339 East Liberty, Suite 300, Ann Arbor, Michigan, 48104.
2. The strength of this proposal lies in the team that RAA has assembled to provide MRF and transfer station services, particularly our partners, Rumpke Waste and Recycling and Custom Ecology, Inc. (CEI). Following is a listing of the executive and professional personnel by skill and qualification that will be employed in this work:

Kirk Lignell, CEO, Recycle Ann Arbor, overall manager of the contract, located at 2420 S. Industrial Highway, Ann Arbor.

Bryan Weinert, Director of Strategy, Recycle Ann Arbor, primary liaison with RAA's partners on the project, most especially Rumpke Waste and Recycling and CEI, located at 2420 S. Industrial Highway, Ann Arbor.

Sam Dettra, MRF Plant Manager, Recycle Ann Arbor, (and former Corporate Recycling and MRF Manager at Rumpke), responsible for managing staff and operations at the Ann Arbor MRF, located at 4150 Platt Road. Dettra will also implement preventative maintenance programs at the Ann Arbor MRF.

Steve Sargent, Corporate Recycling Director at Rumpke Recycling, will serve as the main Rumpke contact for the Ann Arbor project, located in Cincinnati, Ohio.

Mike Bramkamp, Regional Vice President for Rumpke Consolidated Companies, Inc. will serve on the corporate management team at Rumpke to assist Recycle Ann Arbor in the operations of the MRF, located in Dayton, Ohio.

Jake Rumpke, Manager of the Dayton MRF and Glass Plant for Rumpke, will support Steve Sargent and Mike Bramkamp on this project. Jake will help to establish best management practices for Ann Arbor MRF staff and will assist in tracking and auditing the critical success factors implemented at the Ann Arbor MRF.

Jerry Peters, Corporate Safety Manager for Rumpke, will provide critical information on OSHA safety protocol as well as training and development of a safety culture at the Ann Arbor MRF and transfer station, located in Cincinnati, Ohio. Jerry has also implemented fire safety programs at Rumpke facilities and will bring this expertise to the Ann Arbor MRF.

Rich Simon, Corporate Recycling Marketing Manager for Rumpke, identifies and brokers metals and glass sales at all Rumpke facilities, located in Cincinnati, Ohio.

David Schwendeman, Corporate Recycling Marketing Manager for Rumpke, identifies and brokers fiber and glass sales at all Rumpke facilities, located in Cincinnati, Ohio.

Charles Stansley, Market Area Manager for CEI, has over 25 years of experience in the transportation and logistics industry. From 1986 through 2015, Mr. Stansley founded and successfully developed Stansley Industries, a transportation and logistics company serving Northwest Ohio and Southeast Michigan.

Scott Stansley, Vice President of Operations-Special Projects at CEI, has over 25 years in the transportation and logistics industries. Mr. Stansley will be on-site at inception to oversee the day to day operations at the Ann Arbor waste transfer station. Mr. Stansley is a graduate of Ohio University with a Bachelor's Degree in Business Administration.

Jim Logsdon, Senior Manager with CEI, has over 35 years of experience in the solid waste, transportation and disposal fields. He will assist Mr. Stansley in the management of the Ann Arbor transfer station.

Resumes of key personnel are included as attachments in this proposal. As a matter of corporate policy, CEI does not authorize the publication of employee resumes.

3. Founded in 1977, Recycle Ann Arbor is a leader in the recycling industry, offering easy and convenient recycling programs to the residents and businesses of Ann Arbor, as well as surrounding communities in southeast Michigan. Nationally recognized as an established leader in recycling programs, Recycle Ann Arbor has been instrumental in diverting recyclable waste from landfills and reducing pressure on natural resources. As a private nonprofit organization (and subsidiary of the Ecology Center), Recycle Ann Arbor is dedicated and experienced in providing education and innovative services in the collection, processing, and distribution of recyclable materials.

Recycle Ann Arbor started Michigan's first curbside recycling program in 1978, and also currently operates the state's largest community Drop-Off Station, the ReUse Center, the Ann Arbor Curbside Recycling program, Zero Waste Special Event Program, and the Recovery Yard. Additionally, outreach and education services are provided to all Ann Arbor residents and businesses who currently have curbside recycling or who want to further explore waste diversion solutions.

Recycle Ann Arbor is uniquely qualified to lead the charge in managing a cutting edge recycling facility that will maximize recovery, minimize contamination, and

assist Ann Arbor in achieving its goals of sustainability and responsible resource management. RAA provides access to the local labor market, understands the culture and recycling experience of our community and has decades of operational experience in all phases of recycling and waste services. RAA has identified its Ann Arbor Plant Manager, Sam Dettra, who offers decades of MRF operations and maintenance experience to lead the RAA facility team during the interim.

As outlined in this section (III.A.2), Recycle Ann Arbor will be partnering with additional organizations to maximize the expertise and experience brought to this endeavor. Below are some organizational details of those partners and their services:

Rumpke Waste and Recycling is a family owned company based in Ohio that has been providing recycling services since their founding in 1932. Rumpke currently owns and operates a total of eight recycling facilities in the Midwest. Three of these are state of the art MRF similar in concept to the Ann Arbor MRF. Rumpke processes and markets over 400,000 tons of recyclables each year.

Rumpke has invested heavily in state of the art recycling technology and continues to expand their footprint in the recycling industry. In addition to owning three of the most advanced single-stream facilities in the country, Rumpke also operates one of the few glass processing systems in the US which would effectively help the City of Ann Arbor recycle their glass instead of repurpose it as landfill cover.

Rumpke is well-suited and experienced to provide MRF employee training, scale software, facility maintenance support and materials marketing services on all collected recyclables.

Custom Ecology, Inc. (CEI) has been providing transportation and logistical services to businesses in Northwest Ohio and Southeast Michigan for twenty-seven years, including over twelve years at the Ann Arbor MRF/transfer station. It is proposed that they continue to use their expertise in this area to operate the Ann Arbor waste transfer station and provide the trucking services for waste and recyclables during this interim period.

S & H Business Solutions has two decades of accounting experience, and has served as Recycle Ann Arbor's contracted accounting firm since 2006. S & H will be able to provide all necessary bookkeeping, financial analysis/reporting and invoicing for this contract.

Resource Recycling Systems, founded in 1986, is a nationally recognized consultant in materials recovery, life cycle management and applied sustainable design. They will use such experience to provide ongoing logistical analysis to

maximize MRF productivity, materials marketability and emerging opportunities for greater recovery.

The United Auto Workers (UAW Local 174) will be the recognized collective bargaining unit at the Ann Arbor MRF, insuring fair wages, safe working conditions and ongoing employee input to maximize the success of facility operations.

B. Past Involvement with Similar Projects

Recycle Ann Arbor has been in the materials processing business since its inception. In the early years, RAA transported and marketed its collected materials directly via Nelson Paper Company, Owens Illinois and other buyers. In the 1983 to 1995 period, RAA operated its own processing facility at the site of the current Drop-Off Station, under the auspices of the City of Ann Arbor- sorting, baling, crushing and marketing collected source separated and dual-stream materials.

Today, RAA continues to sort, process and ship recyclables collected through its Drop-Off, Reuse Center and Recovery Yard (construction/demolition) operations. This amounts to over 12,000 tons processed per year through these combined operations, excluding reuse tons.

Although RAA does not have direct single-stream MRF operations experience, RAA's partner on this proposal, Rumpke Waste and Recycling Services, certainly does. Through a dynamic partnership with Rumpke, RAA is now prepared to not only operate, maintain and market recyclables from the Ann Arbor plant, but to do so with the full resources, training, management and experience of one of the country's most experienced MRF operators.

Rumpke Waste and Recycling is the third largest, privately-owned waste and recycling operation and the tenth largest waste/recycling company in the nation. The company began in 1932 and has been involved with recycling since 1941.

Rumpke owns and operates three of the most advanced recycling facilities in the nation. Rumpke completed an \$18 million upgrade of its existing Columbus, Ohio MRF to bring the system up to a 35 ton per hour system that features five optical sorters as well as an innovative glass pre-clean collection system. The Rumpke Cincinnati MRF represents a \$32 million investment in a state of the art single stream recycling facility with six optical sorters and a glass pre-clean system. This system effectively processes 55 tons per hour of single stream materials.

Rumpke's Glass Plant in Dayton, Ohio represents a \$6 million investment in innovative processing of container glass. One of the few glass processing systems in the US, the Rumpke glass plant effectively cleans, separates by size and further separates by color bottle glass for use in the fiberglass and bottle glass industries.

Via positive negotiations, Rumpke has secured long-term marketing agreements with manufacturers that purchase 400,000 tons per year of recyclables for use as raw materials and therefore has ensured the best recycling opportunities for its customers.

With a staff of 39, the responsibilities of the Rumpke Safety Department include maintaining compliance with all Occupational Health and Safety Health Administration (OSHA) regulations, as well as the implementation of fire prevention programs at all Rumpke locations. This group also develops, implements, and maintains safety policies and procedures to ensure the overall safety of Rumpke employees.

Personnel conducting maintenance on conveyors have the following qualifications:

- Mobile crane and rigging operator safety
- Aerial work platform (AWP) operator safety
- Powered Industrial Truck (PIT) operator safety
- OSHA 30 hour general industry course
- On-Garde, Inc., Electrical Qualification Training

Rumpke-sponsored training is completed in-house and by third party contractor safety training specialists. The training programs are overseen by Jerry Peters, RSM. Mr. Peters is a certified/authorized trainer (IPAF, Comtrain USA, Craine Institute and the OSHA Outreach Institute).

Manufacturer/Installer Practical Training:

- US Wire Tie, Inc. technician training
- Machinex conveyor and processing machinery practical training
- Bollegraaf conveyor and processing machinery practical training
- Baler (Excel, Harris, Machinex, Boa, IPS, Bollegraaf, Selco) practical training

Manufacturer practical training is completed by manufacturers, distributors and installers of recycling equipment. This practical training is invaluable as Rumpke maintenance personnel are given the opportunity to train along with engineers, project managers and technical advisors.

This commitment by Rumpke—to safety, efficient operations, material markets and training are all services and expertise that will be available to Recycle Ann Arbor as their facility partner, and ultimately to the City of Ann Arbor, as the client in this enterprise.

Until the Ann Arbor MRF is operational, RAA will work with CEI to transport recyclables to Rumpke's Cincinnati, Ohio facility for further sorting/marketing.

CEI will continue to provide waste transfer operations and hauling operations as they have in the past for the Ann Arbor facility. In the interim (until the Ann Arbor MRF is operational), they will also provide loading and transportation services for recyclables, under contract to Recycle Ann Arbor.

CEI has been in the waste/recycling trucking business for 27 years and has been providing trucking services for the City of Ann Arbor's waste transfer station for the past twelve years.

Following is a more detailed description of the key staff that will be involved with the project:

Kirk Lignell, CEO of Recycle Ann Arbor, will be the overall manager/administrator of the contract. Kirk has been the CEO of RAA for the past five years. Kirk brings with him 20 years of proven business success in engineering, research, product development, corporate strategy and executive management with Omni Sciences, Advanced Modular Power Systems, Whirlpool and Ford Motor Company.

Bryan Weinert, Director of Strategy at Recycle Ann Arbor, has been with RAA the past three years. Prior to that, he served for over twenty years as the Manager of Resource Recovery and then Solid Waste Coordinator for the City of Ann Arbor. He retired from the City in 2009. He is also the past president of the Michigan Recycling Coalition. In his capacity with the City, he was responsible for the procurement, construction and contract management of the City's MRF and transfer station from conception to just prior to the transition to single-stream processing.

Sam Dettra, Ann Arbor MRF/Transfer Station Plant Manager served previously as Rumpke's supervisor of operations and maintenance at facilities in Louisville, Dayton, Cincinnati and Columbus. Additionally, he operated (as co-owner) a curbside recycling processing facility for eight years. Mr. Dettra brings over 25 years of MRF operating experience to the position.

Steve Sargent, Corporate Recycling Director at Rumpke, will serve as the primary Rumpke contact for the Ann Arbor facility. He has served in his Rumpke position since 1989. Prior to Rumpke, Mr. Sargent served as Recycling Director for the PICCA Recycling Station in Circleville, Ohio, leading to the center becoming the largest non-profit recycling center in the State of Ohio.

Mike Bramkamp, Regional Vice President for Rumpke Consolidated Companies, Inc. will serve on the corporate management team at Rumpke to assist Recycle Ann Arbor in the operations of the MRF. Under Mr. Bramkamp's direction, Rumpke received the 2007 Better Business Bureau Eclipse Award for business ethics in the workplace and also guided the company's efforts in designing, constructing and operating a state-of-the-art glass processing facility in Dayton.

Jake Rumpke, Dayton Recycling Plant Manager will also be supporting RAA's operations. Mr. Rumpke oversees both the Dayton MRF and glass processing facility, which combine for around 10,000 processed tons of material per month. His operational expertise will be important in maximizing efficiencies and throughput at the Ann Arbor facility. Jake will also provide guidance on best management practices and will be responsible for tracking and auditing critical success factors.

Jerry Peters, Corporate OSHA Compliance Manager will provide critical information on OSHA safety protocols as well as training on the development and monitoring of a safety culture at the Ann Arbor MRF and transfer station.

Rich Simon, Corporate Recycling Marketing Manager at Rumpke, has been in the recycling industry for 17 years, including a stint at Smurfit-Stone. Mr. Simon identifies and brokers metals and glass sales at all Rumpke facilities.

David Schwendeman, Corporate Recycling Marketing Manager at Rumpke, has been in the recycling industry for 25 years, including work as a plant manager at Montgomery Paper, a high

grade paper packer in Dayton, Ohio. Mr. Schwendeman identifies and brokers fiber and glass sales at all Rumpke facilities.

Charles Stansley, Market Area Manager for CEI, has over 25 years of experience in the transportation and logistics industry. From 1986 through 2015, Mr. Stansley founded and successfully developed Stansley Industries, a transportation and logistics company serving Northwest Ohio and Southeast Michigan.

Scott Stansley, Vice President of Operations-Special Projects, at CEI, also has over 25 years in the transportation and logistics industries. Mr. Stansley will be on-site at inception to oversee the day to day operations at the Ann Arbor waste transfer station. Mr. Stansley is a graduate of Ohio University with a Bachelor's Degree in Business Administration.

Jim Logsdon, Senior Manager with CEI, has over 35 years of experience in the solid waste, transportation and disposal fields. He will assist Mr. Stansley in the management of the Ann Arbor transfer station.

For additional details about each individual referenced above, please refer to their resumes attached. As a matter of corporate policy, CDI does not authorize the publication of employee resumes.

Following is a list of client references for the key partner organizations included in this proposal:

For Recycle Ann Arbor:

Ed H. Mamou, Vice President, Royal Oak Recycling, 414 E. Hudson, Royal Oak, Michigan 48067, ed@royaloakrecycling.com.

Jeff Krcmarik, Environmental Supervisor, Office of the Water Resources Commissioner, Washtenaw County, 705 N. Zeeb Road, P.O. Box 8645, Ann Arbor, Michigan 48107-8645, krcmarij@ewashtenaw.com

Kerrin O'Brien, Executive Director, Michigan Recycling Coalition, P.O. Box 10070, Lansing, Michigan, 48901, kobrien@michiganrecycles.org

For Rumpke Waste and Recycling:

Terrie Termeer, Division Chief, Ohio Environmental Protection Agency, Division of Materials and Waste Management, Lazarus Government Center, 50 W. Town Street, Suite 700, Columbus, Ohio 43215, 614-644-2621, terrie.termeer@epa.ohio.gov

Larry Falkin, Director, City of Cincinnati Office of Environment and Sustainability, 801 Plum Street, City Hall Room 130, Cincinnati, Ohio 45202, 513-352-5325, larry.falkin@cincinnati-oh.gov

Jeff Snyder, Midwest Mill Buyer, Pratt Industries, Inc., Valparaiso Mill, 3050 Anthony Pratt Drive, Valparaiso, Indiana 46383, 219-477-1040, jsnyder@prattindustries.com

For CEI:

Sanjay Patel, City of Detroit, 9300 W. Jefferson, Suite 213, Detroit, Michigan, 313-297-6483, sanjay.patel@glwater.org

Linwood Bubar, DRP Recycling, 5700 Russel Street, Detroit, Michigan, 313-972-4434

Steve Spagowski, Kuhlman Corporation, 444 Kuhlman Drive, Toledo, Ohio, 419-321-1670

C. Proposed Work Plan

Recycle Ann Arbor is the proposer on this RFP. Recycle Ann Arbor acknowledges that it has reviewed the original RFP document, in addition to Addendums #1-4 and has incorporated those changes into the aspects of the work plan below.

Rumpke Waste and Recycling Services and CEI are our primary subcontractors. Recycle Ann Arbor is responsible for the overall management, reporting, invoicing and communication with the City of Ann Arbor. The contract will include two MRF/recycling phases with waste transfer operations and trucking constant throughout the duration of the interim.

In order to succeed on this project, coordination and communication will not only be critical for RAA and its subcontractors, but also between RAA and the City of Ann Arbor. To that end, RAA will look to host a meeting with city officials, immediately upon award, to work through communications and coordination protocols with the city, with the goal of establishing clear expectations and practices that will serve both parties for the interim contract period. As we have with our other contract agreements with Ann Arbor, we view our role as partners with the city, mutually working together cooperatively to provide the safest, most efficient and environmentally successful outcomes possible. Partnership in this full sense of the word involves mutual trust, collegiality and information sharing to maximize positive results. We look forward to working with the city in achieving these mission-driven outcomes.

Waste Transfer

For waste transfer loading and shipping operations to the Woodland Meadows Landfill, CEI (Waste Management's current contracted operator) will be responsible for all operations (inclusive of waste receipt, loading and shipping), with a Recycle Ann Arbor manager on-site during all working hours to insure subcontractor performance and troubleshoot any issues that may arise.

Other than RAA's oversight of this contractor, current operations will be maintained at the transfer station for this function. A minimum of two employees will be on-site at all times at the transfer station, one primarily assigned to grapple/loading and the other to transfer trailer management. One of the employees on-site will be designated as the lead agent for the transfer station.

Materials Recovery Facility

For operation of the Ann Arbor materials recovery facility, the following two phases will be described in detail:

- Phase I: Loading and transport of recyclables from the Ann Arbor MRF to the Rumpke materials recovery facility in Cincinnati, Ohio for processing and marketing (Base and Alternative proposals); and
- Phase II: Processing and marketing of recyclables at the Ann Arbor MRF.

MRF Phase I

Recycle Ann Arbor is submitting two price proposals (separate in the fee proposal) for this phase of the MRF operation—one for the *baling* and transfer of Ann Arbor recyclables to the Cincinnati, Ohio MRF operated by Rumpke and one for the *loose loading* and transfer of Ann Arbor recyclables to the Cincinnati, Ohio MRF via the city’s waste transfer station. Each will be discussed in turn.

For the baling and transfer option, Recycle Ann Arbor will operate and maintain the baler and equipment at the MRF and will load the single stream bales on CEI trucks for shipment to Rumpke’s Cincinnati processing facility (5535 Vine Street, Cincinnati, Ohio 45217). This operation will require a twenty hour per week plant manager and two full-time facility operators, one responsible for baling and one for loading (along with other miscellaneous duties). A minimum of two RAA staff people will be on-site at all times during MRF/transfer station operating hours, or whenever equipment is being operated. One of the equipment operators will be designated the lead/supervisor when the plant manager is not on-site.

For the loose loading and transfer option for recyclables out of the waste transfer station, CEI will be responsible for the receipt and loading of recyclables at this site, with a full-time Recycle Ann Arbor manager on-site during all working hours to insure subcontractor performance and troubleshoot any issues that may arise. It is envisioned that two of the four loading bays at the transfer station will be for delivery of recyclables, and two for waste. With no merchant waste tons coming into the transfer station, there is plenty of capacity available to accommodate both functions.

RAA has received written confirmation from the Michigan Department of Environmental Quality (attached) approving the transfer of recyclables from the City’s waste transfer station, finding such a function consistent with the existing transfer facility license. Loaded trucks will be shipped by CEI to Rumpke’s Cincinnati, Ohio MRF for further processing.

While Recycle Ann Arbor is submitting proposals for the baling and loose shipment of recyclables, we have a clear preference for loose loading. That assessment is built on the following experience of Rumpke with the processing of baled single-stream materials:

1. Once baled, the organic materials in the bale, primarily paper, but also container residue will begin “composting” within the bale. This anaerobic environment, heavily compacted, will not only increase the temperature in the bale but will also degrade the quality, size and integrity of the paper. This reduction in fiber size and strength will result in a greater percentage of fiber unable to be screened. These smaller, non-screenable fibers will end up in the glass stream, and thus increases residue when the glass is screened for further processing.

2. When single-stream recyclables are baled, there is an inevitable interlocking effect of differing materials. This interlocking effect can have consequences in all areas of the MRF (i.e. containers attached to cardboard, paper attached to aluminum cans, etc.). When this occurs, the MRF equipment designed to isolate and capture these individual streams are challenged and less effective. This will impact fiber screens, eddy currents, magnetized belts and optical sorters, rendering each less effective, ultimately impacting the quality of materials recovered. Furthermore, interlocked materials unable to be identified will end up as “end of line” residuals.
3. The glass in single-stream, once baled, is more likely to be crushed to a size smaller than required for recovery and/or smaller than required for the glass container market specifications. Additionally, this crushed glass will “drive into” the fiber and other materials in the bale, adding difficulty in sorting into other streams.
4. Baled single stream requires the MRF processor to cut and capture the baling wires used. While slowing production, it is also a nuisance to handle, capture and isolate. When inadvertently introduced into the MRF processing equipment, these wires can cause significant damage and wear and tear to screening and conveying aspects of the MRF, and pose a potential safety risk to employees as well.
5. Most MRF’s (including Rumpke’s) are designed to accept loose single-stream recyclables for processing. When materials are received baled, space is required for the storing and staging of these bales. Because these bales need to be stored under roof, there are safety concerns to consider, not limited to safe bale storage, stacking, fire lanes, etc. So, not only does baled single-stream defy the process flow of materials at the MRF, it also creates unnecessary and additional risks and hazards at the MRF.

By loose loading recyclables out of the transfer station, the *entire* MRF is accessible at all times for the necessary cleaning and repair, enhancing the ability of the facility to be made operational as quickly as possible. Loose loading will also reduce wear and tear on the baler, as well as eliminating the need for baling wire and substantial electricity usage during this transition.

In each of these scenarios, RAA’s plant manager (with 25 years of MRF operating experience) can also assist the city in overseeing the upgrades to the Ann Arbor plant, in order to expedite and assist the city in becoming fully operational as quickly and safely as possible. In that regard, a memo from MRF engineer/specialist Kerry Sandford of Resource Recycling Systems is attached. This attachment outlines his assessment of the Ann Arbor MRF currently, and his professional recommendations for making the facility whole again as quickly as possible. With a relatively small investment of time and money by the City, Mr. Sandford believes the facility can be operational in 30-60 days, saving the city tens of thousands of dollars per month in recycling transfer costs in the process.

This assessment confirms the report of the CP Group, which stated in their report from July 2015 that “the equipment is performing as designed and the equipment is in good operating condition overall”.

Through the capabilities and processes detailed below, all loads and materials arriving from the City of Ann Arbor at Rumpke’s Cincinnati MRF will be subject to extensive monitoring and

reporting. Inbound loads will be identified as “Ann Arbor”, and given a unique scale account number. All loads delivered to the MRF(s) will be tracked through this account number. Additionally, every load will be tracked by a unique scale ticket, with copies generated in triplicate. Each scale ticket will include, gross, tare, and net weights. Also included is the date, time, and truck number associated with the load. A summary of the loads, including dates, times, and weights of all loads affiliated with “Ann Arbor” can be summarized weekly, monthly, etc., through the reporting capabilities of the Rumpke’s “Scale” system.

Computerized Scalehouse System

Rumpke has a computerized scale system that effectively tracks and logs weights and critical information into a program that is accessible by staff. This process can streamline recordkeeping and increase efficiencies in the office.

Rumpke’s scale program (Scale) was internally developed and currently integrates with Soft-Pak’s iPak software. The Scale program is ideal for data collection and reporting at transfer stations, landfills, recycling centers and MRFs.

The Scale program can work independently or integrate with multiple different 3rd Party Billing and Scale systems. The core features of the Scale program are:

- Customer information including account number and customer name,
- Truck information including account number to identify customer, tare weight, capacity, and truck type
- Container information including container ID, weight and capacity
- Tracks waste type and waste fee including generation fee, state fee, district fee, township fee and host file fee
- Ability to qualify loads and record separate material types within one transaction
- Reporting capabilities include but not limited to OEPA report, load report, summary report by truck, summary of materials, tonnage per hour, summary by state, county and municipality, and MRF qualified/unqualified list
- Hazardous waste ticketing and tracking
- User based security

Remote Support

Specialists in maintenance, facility operations and materials marketing at Rumpke have the ability to provide remote technical support using Windows Remote Assistance within 30 minutes of the initial call or email through our 24/7 Help Desk. In addition, remote employees can stay connected and communicate with Cisco Jabber Instant Messaging and Collaboration software.

Outbound Shipping and Billing

In addition to the inbound tracking capabilities detailed in the “Computerized Scalehouse System” portion of the previously provided narrative, the shipments of recyclables leaving the MRF are also subject to a Rumpke established process. The process begins with Rumpke's marketing staff providing the MRF scale operator and/or shipping department, and Rumpke's billing department with copies of Purchase Orders for the materials being sold. Purchase orders may be sent daily, weekly, or monthly.

Trucks arriving to "pick-up" these loads of finished recyclables will be instructed to check in with the scale personnel. Scale personnel will record a "tare weight" or empty scale weight of the truck and trailer and will gather the following information from the driver:

- Customer Name**
- Destination**
- Purchase Order and/or Booking Number**
- Trailer Number**

The scale operator and/or shipping clerk will verify this information is accurate and matches the details of the PO provided by Rumpke's marketing staff. Once confirmed, this truck is sent to a dock for the loading of the appropriate material. Once loaded, the scale operator, shipping clerk, and/or other designated employee(s) will visually confirm the material on the load matches the specified material on the Purchase Order. Once confirmed, the now-loaded truck is sent to the scale again to record a "Gross Weight", or full scale weight of the truck and trailer loaded with recyclables. The Gross, Tare, and now "Net weight" of the load is then recorded.

With weights recorded, all pertinent load information (Customer name, Destination, PO/Booking number, Trailer number and weights) is transcribed onto an industry standard "Bill of Lading". A copy of the Bill of Lading is provided to the driver, and this same information is provided to Rumpke's billing department (electronically) for invoicing.

Phase II

Once the Ann Arbor materials recovery facility is operational, RAA/Rumpke will assume full operating responsibility at the plant. RAA Plant Manager Sam Dettra will be the lead staff position on site, and will be joined by a Maintenance/Operations Manager (as needed) and an entire team of Recycle Arbor/Rumpke professionals to support the required work.

Given the uncertainties surrounding the Ann Arbor's MRF equipment condition, starting date of Ann Arbor MRF operations and to-be-hired personnel skill sets; we have not identified a Maintenance/Operations Manager at this time, being unsure of whether and when such a position might be necessary. However, we have built the position into our pricing model, and have the resources available for this position as appropriate.

Operating services will be provided in four key areas:

- MRF Staffing/Management
- MRF Maintenance
- MRF Safety
- Commodities Marketing

RAA's proposal for operating the Ann Arbor MRF presumes only city tons. However, we believe that the addition of University of Michigan recycling tons, at roughly 200 tons/month, could be a strategically advantageous move for the City to make given the generation of such tons within the geographic boundaries of Ann Arbor, the historical partnership that UM and the City enjoyed at the Ann Arbor MRF for over twenty years, UM's stated desire to return to the Ann Arbor facility and the ability of these tons to reduce the city's own per ton processing costs given improved economies of scale. Based on our modeling, this modest addition in throughput (approximately 17%) provides a rather dramatic reduction in average processing costs per ton

(for UM *and* Ann Arbor tons) while also minimizing Ann Arbor's legitimate concerns about overburdening the newly reopened processing facility. RAA would look to add UM tons only after a few months of successful operation with city tons only, and then, only with the City of Ann Arbor's full knowledge and support.

MRF Staff/Management

RAA will provide management oversight in the following areas and bring in Rumpke staff with expertise in these areas to assist with implementation and assessment activities.

MRF Operations: Assess the capabilities of the existing facility to determine the number of employees needed to operate the MRF and develop a schedule for overall MRF operations

- Develop job descriptions for specific functions within plant operations
- Create daily/weekly/monthly/quarterly activity procedures to establish productivity benchmarks and monitor an extensive set of critical success indicators to track progress
- Construct profit/loss model for project evaluation
- Evaluate batch sorting strategies for delivered recyclables to maximize sorting efficiencies given the facility's design capacity of up to 20 tons per hour with the expected short-term need of only 50 tons per day
- RAA would appreciate the ability to work with the City of Ann Arbor in determining work hours that meet the City's need as owner of the facility and RAA's need for operational efficiency and flexibility (in regards to Addendum #4's clarification to question #10 from Addendum #3)

Key Operations Measures and Performance Reports

One of the most important benefits of selecting the Recycle Ann Arbor/Rumpke partnership is the use of critical success factors to manage the facility. To operate a successful and cost-effective single-stream MRF, key production components must be measured: Processed Tons per Man-hour; Direct Labor Costs per Ton and Residue Percentage of Processed Tons. These measurements must be tracked to understand the financial health of your facility. Rumpke has developed these measurements that will be reviewed with the management staff at Recycle Ann Arbor each month. If negative operating trends begin to appear, they can quickly be identified and an action plan put in place with corrective action. All Rumpke recycling facilities are reported on our Monthly Production Scorecard and are managed in the same manner Rumpke will work with RAA staff to develop key operations measures and performance reports to track efficiencies in the recycling facility. At this time there is not information available on existing efficiencies so a benchmark for this function needs to be developed by RAA and Rumpke. It will also be necessary to catalogue plant down time, rejected loads and equipment liability since there is not a history of these occurrences to draw historical information.

Operating Procedures

The Rumpke corporate recycling group will assist RAA's managers with day-to-day activities to assure quality control and effective MRF operations. Rumpke can provide guidance to Recycle Ann Arbor in coordinating the hiring of management and supervisory staff and material sorters

for the Ann Arbor MRF with information on the number of staff needed to process materials at the MRF in a cost effective manner.

MRF Staffing

RAA has been operating a variety of processing operations over its 38 year history, including a comprehensive Drop-Off Station, ReUse center and construction/demolition processing facility. Employing 46 people currently, RAA handles over 26,000 tons of material annually through its processing and collection operations, as well as hundreds of tons moved through its 20,000 square foot ReUse Center.

Rumpke has enjoyed success in effectively staffing all of its recycling facilities from the single stream MRFs to their buyback and satellite recycling facilities. Rumpke can provide plans of staffing procedures along with concise job descriptions to define objectives in the workplace. Rumpke will provide consulting on managing the Ann Arbor MRF utilizing staff to make the plant effective in processing single stream recyclable materials.

Because there are no existing benchmarks on the cost per ton, tons per person hour or average run time information, it will be necessary for this information to be identified and compiled during the startup with the new management system in place in order to establish parameters for meaningful evaluation. Once matrices are established on run time efficiencies, cost of goods, as well as costs per ton, RAA and Rumpke can discuss evaluation of services in greater detail.

Computerized Scalehouse System

RAA/Rumpke will be providing a computerized scale system that effectively tracks and logs weights and critical information into a program that is accessible by staff. This process can streamline recordkeeping and increase efficiencies in the office.

Rumpke's scale program (Scale) was internally developed and currently integrates with Soft-Pak's iPak software. The Scale program is ideal for data collection and reporting at transfer stations, landfills, recycling centers and MRFs.

The Scale program can work independently or integrate with multiple different 3rd Party Billing and Scale systems. The core features of the Scale program are:

- Customer information including account number and customer name,
- Truck information including account number to identify customer, tare weight, capacity, and truck type
- Container information including container ID, weight and capacity
- Tracks waste type and waste fee including generation fee, state fee, district fee, township fee and host file fee
- Ability to qualify loads and record separate material types within one transaction
- Reporting capabilities include but not limited to OEPA report, load report, summary report by truck, summary of materials, tonnage per hour, summary by state, county and municipality, and MRF qualified/unqualified list
- Hazardous waste ticketing and tracking
- User based security

Recycle Ann Arbor/Rumpke will provide two sessions of on-site training for up to three City of Ann Arbor employees. We will provide technical support that will be responsive via telephone

and/or email for questions and such requests will be answered within one business day for the duration of the contract.

Remote Support

Rumpke has the ability to provide remote technical support using Windows Remote Assistance within 30 minutes of the initial call or email through our 24/7 Help Desk. In addition, remote employees can stay connected and communicate with Cisco Jabber Instant Messaging and Collaboration software.

Safety Programs and Training

Establishing and maintaining a safety culture is a crucial component of reducing risks associated with processing recyclable materials. RAA/Rumpke will bring a safety program that is being used with success at their existing facilities and has included information on these programs in this proposal.

RAA has a robust safety process employed throughout its four operating divisions. This process includes a safety/oversight investigation committee, quarterly meetings and facility walk-throughs, incident and near miss reporting, incident investigation, lock-out/tag-out procedures, OSHA compliance and audits, MSDS process and postings, PPE policies, DOT compliance and employee safety manuals and training.

The RAA/Rumpke proposal identifies the following areas:

- **MRF Safety**- Audit facility from an OSHA perspective to develop comprehensive safety program
 - Provide safety training for all MRF personnel to establish procedures
 - Develop safety programs for MRF operations
 - Lock Out Tag Out
 - Confined Spaces
 - Fire Prevention/Protocol
 - Safety Equipment
 - Conduct quarterly mock OSHA audits to assess compliance
 - Establish fire drill procedures
 - Apply critical success safety indicators for evaluation

Records of Safety Training

Rumpke can compile records of all safety training required by OSHA for working heights, lock out tag out, confined spaces and all other safety requirement by OSHA. Rumpke will work with Recycle Ann Arbor to develop safety requirements for the MRF and will develop a review process should Rumpke be selected as the recycling consultant for this project.

Safety Guidelines

Rumpke can assist Recycle Ann Arbor to develop guidelines on maintenance, safety and repairs for the MRF and will work with Recycle Ann Arbor on reviewing these requirements. Rumpke has developed many check sheets specific to MRFs for this purpose and can provide examples.

In addition, the UAW's Health and Safety Program provides another source of expertise and experience to analyze, review, evaluate and improve safety protocols at the two facilities, based on their experience at many industrial facilities.

Inspection Forms

RAA will work with Ann Arbor on the development of inspection forms. Rumpke has inspection systems / forms in place for Rumpke MRFs and can provide information and recommendations on these procedures.

MRF Maintenance

A comprehensive maintenance program is essential to maintain high run times at the MRF and increase the life of equipment. Safety factors also play into the critical importance for a maintenance program.

RAA will address the following areas to maintain a high level of equipment efficiencies in the Ann Arbor MRF:

- **MRF Maintenance-** Evaluate equipment on site for material flow efficiencies and establish a timeline for preventative maintenance procedures
 - Outline any needed modifications on MRF to maximize throughput
 - Develop maintenance checklists on all equipment
 - Assist in implementing digital based maintenance programs to increase run times
 - Apply critical success maintenance indicators for evaluation

Establish Benchmarks

Because there are no existing benchmarks on the cost per ton, tons per person hour or average run time information, it will be necessary for this information to be identified and compiled during the startup with the new management system in place in order to establish parameters for meaningful evaluation. Once matrices are established on run time efficiencies, cost of goods, as well as costs per ton, Recycle Ann Arbor and Rumpke can discuss evaluation of services in greater detail. It will be important for an assessment to be done on existing equipment and infrastructure to develop a benchmark that outlines the condition of the equipment and the state of the facility for evaluation purposes.

MRF Maintenance Staffing

Sam Dettra will serve as the full-time plant manager at the Ann Arbor MRF/transfer station, and will receive supplemental local and corporate support as needed from RAA/Rumpke to insure safe, consistent and productive operations. Mr. Dettra has twenty five years of maintenance experience in a MRF setting, including Rumpke facilities in Louisville, Dayton, Cincinnati and Columbus. In addition, a full-time, on-site operations/maintenance manager will also be employed.

Guidelines on Maintenance & Repairs

RAA/Rumpke will develop guidelines on maintenance and repair protocols for the MRF and will

share these with the City. Rumpke has developed multiple check sheets specific to MRFs that will assist in this effort.

TMT Computer System for Tracking Maintenance Costs

There are a number of risks that MRF operators face with managing an operation the size and scope of the Ann Arbor MRF. Equipment malfunction or breakage is an ongoing issue with efficiently running a MRF. Rumpke is familiar with the recycling equipment used at the Ann Arbor facility and can help with establishing preventative maintenance systems. Rumpke incorporated a software system that tracks maintenance as well as repair costs for the equipment. This TMT system is available and can play an important role in determining maintenance issues before they shut a system down. Rumpke can provide information on this program for Recycle Ann Arbor to assess.

MRF Commodities Marketing

Rumpke will provide materials marketing services to insure competitive paybacks for commodities processed at the Ann Arbor MRF. The Rumpke corporate marketing staff will work with Recycle Ann Arbor to outline any changes that may occur with markets to maximize paybacks.

- **MRF Commodities Marketing-** Utilize Rumpke's experience in marketing processed recyclable materials to maximize profit
 - Analyze monthly volumes to identify best configurations in product processing
 - Utilize existing commodities contracts to maximize payback pricing
 - Review acceptable materials lists to evaluate messaging
 - Provide information to MRF staff on quality control for processed materials
 - Apply critical success sales indicators for evaluation

Material Flow a Key to Success

Rumpke has established long-term relationships with plastic buyers, paper mills and metals recyclers to move processed materials efficiently. In addition, Rumpke's multi-million dollar state of the art glass processing operation in Dayton will insure that Ann Arbor's glass (an estimated 7-10% of the current recycling stream) is not only recycled, but recycled into high end container glass and fiberglass insulation. Overall, Rumpke will partner with Recycle Ann Arbor to identify the best markets and pricing for materials coming out of the Ann Arbor MRF.

Communications

We understand the importance of clear, consistent and ongoing communication with the City, via telephone, email and more formal reporting. We will provide the City with an interview investigation report on all safety-related incidents. We will provide monthly professional status reports on Recycle Ann Arbor letterhead by the 10th of the following month which will include number of tons received, number of tons shipped/sold outbound, number of trucks inbound/outbound, number of employees hired/quit/terminated, any disciplinary actions, near misses (safety), OSHA 300 log, 911 calls and a general status update of the line including

repairs complete and/or scheduled. We understand that this status report is independent of the invoice and a separate document.

Following are the key assumptions used by Recycle Ann Arbor relating to total estimated number of employees, title of employees, number of employees in each category of service and number of work hours estimated per employee once the Ann Arbor MRF is operational:

- 14-17.0 full-time equivalent: SORTERS (420 to 510 hours/week)
- 3.0 full-time equivalent: EQUIPMENT OPERATORS (90-120 hours/week)
- 1.0 full-time equivalent: MECHANIC (30-50 hours/week)
- .50 full-time equivalent: CLERK (20 hours/week)
- 1.0 full-time equivalent: MAINTENANCE/OPERATIONS MANAGER (30-50 hours/week)
- 1.0 full-time equivalent: PLANT MANAGER (30-50 hours/week)
- .25 full-time equivalent: RAA Director of Strategy (10-12 hours/week)
- .10 full-time equivalent: RAA CEO (4-6 hours/week)

TOTAL: 20.85 TO 23.85 FULL-TIME EQUIVALENTS (plus supplemental Rumpke operations and maintenance support as needed).

Summary

RAA currently employs 46 people in four operating units: Curbside Collections, Drop-Off Station, ReUse Center and Recovery Yard (construction/demolition waste). In total, these divisions handle over 26,000 tons of material annually, not including the hundreds of tons and tens of thousands of items diverted annually through its reuse operations. RAA also partners with more than a dozen vetted vendors for the proper handling and recycling of collected materials.

RAA has helped Ann Arbor build a recycling brand that is the envy of the State and Midwest. RAA exists to serve our community and build the recycling movement locally. In the minds of many, "RAA" and "recycling in Ann Arbor" have come to be one and the same. By integrating its current residential/commercial collection and education services with materials processing and marketing, RAA will have completed the local recycling loop and opened a window to comprehensive community recycling services.

Rumpke is currently running three state of the art single stream MRF's along with five other recycling processing facilities, each on a scale similar to or larger than the Ann Arbor MRF. In addition, Rumpke markets over 400,000 tons of recyclables each year, finding the highest and best use and most advantageous pricing for multiple single-stream materials, including glass containers.

Both organizations have outstanding safety records, are well-regarded in the communities in which they serve and have survived and thrived in a competitive and challenging recycling marketplace—for decades! RAA/Rumpke, along with our other partners—CEI, UAW Local 174, Resource Recycling Systems and S&H Business Solutions stand ready to serve the city and its citizens in achieving solid results in managing and operating Ann Arbor’s MRF and waste transfer station during this interim period. Thank you for this opportunity to propose.

D. Fee Proposal: Please see the sealed separate envelope containing the fee proposal

E. Authorized Negotiator: Recycle Ann Arbor’s authorized negotiator is Mr. Kirk Lignell, Chief Executive Office (CEO). Mr. Lignell can be reached at 734-662-6288 (main office) or via his direct line at 734-904-5430. He can also be reached via email at klignell@recycleannarbor.org

F. Attachments: Please see attachments A-D included in this proposal

**ATTACHMENT A
LEGAL STATUS OF RESPONDENT**

(The Respondent shall fill out the provision and strike out the remaining ones.)

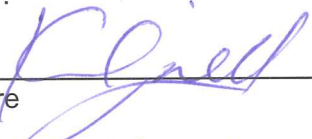
The Respondent is:

- A corporation organized and doing business under the laws of the state of Michigan, for whom Kirk Lignell bearing the office title of CEO, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.*

*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- A limited liability ~~company~~ doing business under the laws of the State of _____, whom _____ bearing the title of _____ whose signature is affixed to this proposal, is ~~authorized~~ to execute contract on behalf of the LLC.
- A partnership organized under the laws of the State of _____ and filed with the County of _____, whose members ~~are~~ (attach list including street and mailing address for each.)
- An individual, whose signature with address, is affixed to this RFP.

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.

Signature  Date: 10/4/16
(Print) Name Kirk Lignell Title CEO
Firm: Recycle Ann Arbor
Address: 2430 S. Industrial Hwy., Ann Arbor, MI 48104
Contact Phone (734) 663-6288 Fax (734) 663-7749
Email klignell@recycleannarbor.org

**ATTACHMENT C
CITY OF ANN ARBOR
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE**

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than \$10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than \$10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than \$10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here [] No. of employees ____
The Contractor or Grantee agrees:

- (a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as \$12.93/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than \$14.43/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance (Section 1:815(3)).

Check the applicable box below which applies to your workforce

- Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits
- Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits
- (b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance, and investigating complaints or non-compliance.
- (e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

Recycle Ann Arbor
Company Name

[Signature] 10/4/16
Signature of Authorized Representative Date

Kirk Lignell CEO
Print Name and Title

2410 S. Industrial Hwy, Ann Arbor, MI 48104
Address, City, State, Zip

(734) 662-6282 klignell@recycleannarbor.org
Phone/Email address

Questions about this form? Contact Procurement Office City of Ann Arbor Phone: 734/794-6500

ATTACHMENT D



VENDOR CONFLICT OF INTEREST DISCLOSURE FORM

All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

Conflict of Interest Disclosure*	
Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest.	<input type="checkbox"/> Relationship to employee
	<input type="checkbox"/> Interest in vendor's company
	<input type="checkbox"/> Other (please describe in box below)
<hr style="border: 0; border-top: 1px solid blue; width: 30%; margin: 0 auto;"/>	

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:		
<i>Recycle Ann Arbor</i>	<i>(734) 662-6288</i>	
Vendor Name	Vendor Phone Number	
<i>[Signature]</i>	<i>10/4/16</i>	<i>Kirk Lignell</i>
Signature of Vendor Authorized Representative	Date	Printed Name of Vendor Authorized Representative

Questions about this form? Contact Procurement Office City of Ann Arbor Phone: 734/794-6500, procurement@a2gov.org

KIRK R. LIGNELL

4497 Lake Forest Drive East
Ann Arbor, MI 48108
(734) 904-5430
krlignell@gmail.com

SUMMARY OF QUALIFICATIONS

An engaged and proactive executive with over 20 years of proven business success, and more than 10 years of senior leadership experience. A trusted leader with accomplishments in engineering, research, product development, program management, business development, corporate strategy, and executive management. Innovation and perseverance have led to a successful corporate turn-around, licensing and development agreements, and preparation of emerging energy technology for further commercial development. A dynamic and energetic leader who instills loyalty, trust and motivation in his employees to create a high performance culture.

EDUCATION UNIVERSITY OF MICHIGAN Ann Arbor, MI

School of Business Administration

Master of Business Administration, May 1998

- Emphases on Finance and Marketing
- Completed first half of degree while working full time at Ford Motor Company

School of Engineering

Master of Science in Mechanical Engineering, August 1991

- Conducted research in reducing variation in automobile assembly process
- Developed thesis on utilization of Optical Coordinate Measuring Machine for quality control
- Implemented pilot project at several General Motors assembly plants based on thesis

School of Engineering

Bachelor of Science in Mechanical Engineering, August 1990

- Conducted research with graduate students in area of compensatory control of Computerized Numeric Control machining center
- Presented research findings to faculty and National Science Foundation
- Graduated Cum Laude

EXPERIENCE

2011 – Pres RECYCLE ANN ARBOR Ann Arbor, MI

Chief Executive Officer and Member, Board of Directors

- Responsible for strategy, business and financial operations of company which includes four profit centers.
- Led company through difficult financial turn-around and restructuring of debt through identification of viable business partnership and ultimately involving five different entities.
- Developed and implemented metrics-based operations which have resulted in revenue and cost improvements.
- Over past three years, improved net income by 250%.
- Over past five years grew retained earnings from (\$34,000) to \$488,000, a \$522,000 increase.
- Primary corporate negotiator for the renewal of the company's contract with the United Auto Workers' Union.
- Implemented and led innovation committee resulting in four new initiatives impacting operations, communications and services.

- Led complete brand/messaging/communication overhaul focusing on corporate image and customer service.
- Improved financial performance of struggling business unit through measured operational improvements and organizational restructuring; instilling sound business practices in the management team; adopting new operational technology; and account/customer management.

2008 – 2011 OMNI SCIENCES, INC. Ann Arbor, MI

General Manager

- Responsible for business and financial operations of laser fiber optic start-up company.
- Worked directly with Founder/Chief Technology Officer on product development and partnering/funding opportunities.
- Led government contracting and subcontracting efforts for project performance.
- Worked collaboratively with CTO and technical team to determine technical direction and product opportunities.
- Background in research and engineering was critical to full engagement of technical team.

2004 – 2008 WHIRLPOOL, INC. Benton Harbor, MI

Global Leader, University Research Partnerships, 5/06 – 5/08

- Defined, deployed, and led Whirlpool's WERLD (Whirlpool Engineering Rotational Leadership Development) Program, a rotational/developmental program for newly-graduated engineers focusing on technology competencies and leadership skills; program expanded from 5 engineers annually to 20. This program is still active to date.
- Developed business case for strategic university network, gaining support from Chief Technology Officer and Executive VP resulting in over 2x increase in investment budget.
- Led accelerated global deployment of strategy into Europe, Mexico, and Brazil.
- Developed and implemented expansion strategy for integrating knowledge and talent acquisition through global university partnerships.
- Developed relationships resulting in partnership agreements with top-ranked universities to define technology research areas and intellectual property positions.
- \$3.5 - \$4.0 million annual budget responsibility.

Global Innovation Manager, Core Technology, 11/04 – 5/06

- Managed department of ~30 engineers, scientists, and technicians chartered to research and deliver innovative technologies for Whirlpool products.
- Research areas include engineering sciences, chemical processes, substrates, advanced manufacturing, reliability, and controls/communication.
- Optimized group operational and technology strategy with a \$1M annual budget.

1998 – 2004 ADVANCED MODULAR POWER SYSTEMS/ENCCEL, LLC Ann Arbor, MI

EnCel Vice President, Business Development, 10/03 – 5/04

EnCel purchased Advanced Modular Power Systems to continue the commercialization of AMPS's proprietary heat-to-electricity energy conversion technology.

- Responsible for strategic partnership including commercial, governmental, and academic partner identification and development of business relationship.
- Identification of government business opportunities and technology expansion through development of white papers and formal proposals to win grant awards.
- Develop corporate strategy based on political, economic, social, and technological influences.
- Participated as active member of EnCel strategic cross-functional teams: Intellectual Property Strategy, Manufacturing Strategy, and Advanced Technology Strategy.

AMPS President & Treasurer, 11/01 – 11/03

- Led AMPS through successful acquisition by EnCel allowing for expedited development of technology and commercial markets.
- Accountable for business development, corporate strategy, strategic partnerships, contract and licensing negotiations, proposal writing, and financial operations.
- Responsible for company turn-around in a down economy by maintaining company operations and retaining key personnel through downsizing, cost-cutting, and reorganization.
- Developed and implemented strategy for preparing company and technology for commercialization.
- Worked with technical team identifying intellectual property and sought appropriate protection.
- Led Board of Director's meetings.

AMPS Vice President and Chief Operating Officer, 11/00 – 11/01

- Negotiated and closed AMPS's first commercial license deal resulting in \$1.5M fee revenue.
- Responsible for marketing and business development.
- Defined yearly financial strategy and operating budget.
- Held executive authority over all company programs.

AMPS Director, Corporate Development, 2/98 – 11/00

- Was responsible for assessing new technology commercialization potential.
- Defined corporate strategy with Executive Team.
- Was responsible for new partner development, and development and marketing agreements.
- Primary liaison with U.S. and international commercial partners and consortia.
- Responsible for corporate marketing strategy including market and competitive research, advertising, brochures, literature, public relations, web site development, company video, and trade shows.
- Held executive authority over all company programs and Program Managers.
- Actively participated in all Board of Director's meetings.

1993 - 1998

FORD MOTOR COMPANY

Dearborn, MI

Product Design Engineer – Body Structure, 6/97-2/98

- Co-led effort to commonize truck platforms, defining strategy and recommending design changes to components and assembly processes.

Product Design Engineer – Vehicle Safety, 1/93-6/97

Dearborn, MI

- Led Crash Safety cross-functional team managing safety program for vehicle line from pre-program phase through certification.
- Attained Best-in-Class safety rating from Insurance Institute for Highway Safety for vehicle line.
- Designed component tests to be used in lieu of full vehicle barrier tests to streamline costs and turn-around time.
- Championed Ford rear impact Vehicle Design Specification, defining world requirements and strategy for vehicle rear impact certification.
- Streamlined crash development process resulting in a savings of \$3,000,000 from 1996-2000 model year programs.
- Developed door latch patent which was subsequently deployed in Ford Taurus vehicles.
- Trained Ford College Graduates and summer interns in crash development method.

1992

**U.S. GENERAL SERVICES ADMINISTRATION
Engineer – Commodity Specialist, 1/92-12/92**

Arlington, VA

- Provided technical support for procurement of security systems products to federal agencies.
- Served on Total Quality Management team and implemented team ideas to streamline specification and procurement processes.

AWARDS

- Awarded U.S. and international patent for Crash Secure Door Latch (Pat. No. 5,431,462) which was subsequently deployed in Ford Taurus vehicles
- Awarded U.S. patent for secure door knob cover (Pat. No.7,661,734)
- Recycle Ann Arbor received 2016 Environmental Excellence Award for Waste Reduction and Recycling

COMMUNITY SERVICE

- Washtenaw County Solid Waste Planning Committee Member (2015 – present)
- Pioneer High School, PTO Board Member (2016 – present)
- Georgetown Country Club, Board of Directors (2009 – 2012)
- St. Francis of Assisi School, Finance Committee Member (2011 – 2013)
- Western Michigan University Advisory Board of Visitors (2005 – 2008)
- University of Michigan Engineering Career Resource Center Advisory Board (2005 – 2008)
- University of Michigan Alumni Association, Lifetime Member

ADDITIONAL

- Expert Witness in crash litigation (1998 – 2008)
- Trained in FMEA, 6-sigma for managers, and interview/candidate assessment
- Member *President's Club* (Sandler Sales Training)
- Published children's book *Listen to the Raindrops* including original song, 2008
- Publications: "Micropower AMTEC Systems," Aerospace and Electronic Systems Magazine
- Interests include: guitar, writing, basketball and running

REFERENCES AVAILABLE UPON REQUEST

BRYAN C. WEINERT
108 WORDEN AVENUE
ANN ARBOR, MICHIGAN 48103
734-883-5720
(bryancweinert@gmail.com)

Experience

Director of Strategy Zero Waste Advocate

Recycle Ann Arbor
Ann Arbor, MI 48104

July 2013 – Present

Responsible for researching, advocating and implementing policies and programs at the city, county, school district and state level that will enhance waste recovery activities overall while contributing to the growth of Recycle Ann Arbor as a leader in the sustainable materials management movement.

Director of Student and Alumni Outreach

Lutheran Campus Ministry at the University of Michigan
Ann Arbor, MI 48104

April 2009 – December 2013

Established and operated a visitation program to build relationships with alumni/friends of the ministry, upgraded and maintained a database of ministry contacts/supporters and developed and implemented programs to improve the ministry's visibility to donors and the larger community.

Solid Waste Coordinator

City of Ann Arbor
Ann Arbor, MI 48104

February, 2002 – March 2009

Responsible for the management of Ann Arbor's integrated solid waste management system, including planning and development, budgeting, contract oversight, materials processing and disposal, education and capital procurement.

Manager of Resource Recovery

City of Ann Arbor
Ann Arbor, MI 48104

February 1989 - January 2002

Provided management and planning services for the city's waste recovery programs, including recycling, composting and waste reduction.

Education

Master of Public Administration
Eastern Michigan University
Ypsilanti, Michigan
1980-1983

Bachelor of General Studies
The University of Michigan
Ann Arbor, Michigan
1975-1979

Non-Profit (Volunteer) Service

Washtenaw Solid Waste Planning Committee
2015-present (Chair)

Interfaith Roundtable of Washtenaw County
Ann Arbor, Michigan
2013-2014
Chair, March 2014-Present

Recycle Ann Arbor Board of Directors
Ann Arbor, Michigan
2012-Present

Interfaith Council for Peace and Justice
Ann Arbor, Michigan
2007-2009
Chair, 2009-2013

Lutheran Campus Ministry at UM
Ann Arbor, Michigan
Chair, 2001-2006

Michigan Recycling Coalition
Lansing, Michigan
1988-1990
Chair, 1991-1993

Sam Dettra

sdettra@cfl.rr.com • 3690 Savannahs Trail, Merritt Island, Florida 32953 • (321) 986-7637

PROFESSIONAL PROFILE

- Rumpke Waste and Recycling Inc. : Managed and developed company's assets including oversight of 7 locations. Managed the operations and maintenance staff and reliability of all market equipment. Complied with all local, state & federal occupational health & safety, environmental and employment standards and regulations including compliance with all OSHA safety policies and procedures. Complied and enforced all company policies and procedures. Established and administered \$13 million budget for market facilities and managed all operations to establish budgetary goals & objectives. Created a positive work environment in which employees at all levels could maximize their full potential while meeting or exceeding corporate goals.
- Co-Owner Progressive Recycling, Cocoa Florida; Operated a curb-side processing facility and buy back center serving the northern half of Brevard County, serving approximately 250,000. Developed and operated a county wide document shredding program.
- Executive Director Pickaway County Community Action Agency; Developed and operated a successful non-profit county wide recycling and litter control program. Wrote and administered State of Ohio grants to enhance local and state wide recycling initiatives.

SKILLS / CORE COMPETENCIES

Very strong leadership, communication and organizational skills -Excellent people manager - Experienced in the financial review of P/Ls, performance measurements and preparation of annual operating budgets - Solid math skills and computer experience - Strong mentoring skills- Multi-tasker with ability to keep several processes efficiently flowing - Self-motivated with a high level of energy - Grant writer - Ability to operate small and large equipment, industrial balers, trucks and buses - Good working knowledge of Disk Screens, Air Classifiers, Conveyors, and Industrial Balers - Knowledge of equipment preventive maintenance programs

COMPUTER SKILLS

Microsoft Word - Excell - Power Point - Lotus Notes - Cognos

CERTIFICATIONS

CDL Class B - OSHA 30 Hour and Accident Investigation -
Licensed Small and Heavy Equipment Operator

EDUCATION

Ohio State University, Columbus, Ohio

Bachelor of Art in Education

Master of Art in Public Administration



5535 Vine Street, Cincinnati, OH 45217
Phone (800) 582.3107 Fax (513) 242.4459

Steve Sargent

Corporate Director of Recycling

Rumpke Waste & Recycling

Current Position

Steve Sargent has served as the Corporate Director of Recycling for Rumpke Waste & Recycling, headquartered in Cincinnati, Ohio, since the incorporation of Rumpke Recycling, Inc. in 1989.

During the past 27 years, Steve has directed the growth of Rumpke Recycling to a recycling entity that processes and markets nearly 50,000 tons per month. Rumpke now operates 10 recycling facilities, including a mixed glass processing plant and a scrap tire recycling facility, in its four state service area.

Industry and Related Experience

Prior to Rumpke, Steve served as Recycling Director for the PICCA Recycling Station in Circleville, Ohio from 1978 to 1989. As one of the co-founders, Steve managed the growth of PICCA to become the largest non-profit recycling center in the State of Ohio. In 1989, Rumpke acquired PICCA to serve as the catalyst to become Rumpke Recycling, Inc.

Other Accomplishments

- In 2014, received 25th Year Outstanding Service Award from Association of Ohio Recyclers
- One of the founding members of the Association of Ohio Recyclers
- Governor appointee to ODNR Recycling & Litter Prevention Council
- Recipient of The Eagle Award – Excellence in Recycling Award / Anheuser Busch Recycling
- Recognized nationally as requested presenter on issues of recycling & market development
- Past elected member of the Logan Elm School District Board of Education (Circleville, Ohio)

Education

- B.A. in Business Management from Mount Vernon Nazarene University (Mount Vernon, Ohio).
- Delta Mu Delta – National Business Honorary

About Rumpke

Rumpke Waste & Recycling has been committed to keeping neighborhoods and businesses clean and green since 1932 by providing environmentally friendly waste disposal solutions. Headquartered in Cincinnati, Rumpke is one of the nation's largest privately owned residential and commercial waste and recycling firms, providing service to areas of Ohio, Kentucky, Indiana and West Virginia.



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Mike Bramkamp

Regional Vice President

Rumpke Waste & Recycling

Current Position

Mike Bramkamp is the regional vice president of the Northwest Market at Rumpke Waste & Recycling. During his tenure, the Northwest Market has flourished winning significant recycling and disposal contracts. Mike has managed multi-million dollar renovations at the site and the introduction of a state-of-the-art glass facility which processes broken mixed glass and converts it into a raw material for the fiberglass and glass container industries.

Under Mike's direction, Rumpke's Northwest Market received the 2007 Dayton Better Business Bureau Eclipse Award for business ethics in the marketplace, as well as countless honors for glass processing. Most recently, Rumpke was named first place in the Service to Society category at the annual Innovation Index Awards, presented by the Dayton Business Journal (DBJ) and the Dayton Development Coalition.

Industry and Related Experience

Mike joined Rumpke in 1992 and worked in various positions before becoming regional vice president including, division manager of Rumpke Portable Restrooms, regional sales manager and sales representative.

Other Accomplishments

- Member of the National Waste & Recycling Association

Education

- B.A. in Business Management from Miami University (Ohio)

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Jake Rumpke

Dayton Recycling Plant Manager

Rumpke Waste & Recycling

Current Position

Jake Rumpke has developed in Rumpke's Recycling group through a number of job positions that he has held. He began work in Rumpke's Cincinnati Material Recovery Facility (MRF) as a plant supervisor where he managed the operations, shipping and receiving, maintenance, and safety of the MRF. There, he aided in the processing and selling of nearly 15,000 monthly tons of single stream recyclables.

Recently, Jake has moved to the position of plant manager at Rumpke's Dayton Facilities. He has responsibility over both a nonstandard MRF and a glass processing facility, which combine for a total of around 10,000 processed tons per month. In Dayton, Jake is accountable for the operations and efficiency of both plants, and works to continue to advance Rumpke's position in the recycled glass markets around the country.

Industry and Related Experience

Prior to work in Rumpke's Recycling division, Jake has helped the company in other lines of business, which include rear load waste hauling, portable restrooms, IT, and landfill maintenance. Throughout his time in these departments, Jake has been involved in the management of special projects while gaining knowledge in all lines of business for Rumpke.

Education

- B.S. in Operations Management at the University of Dayton
- Graduated with Honors in 2015

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Jerry Peters

Corporate OSHA Compliance Manager

Rumpke Waste & Recycling

Current Position

Jerry has been a safety and health professional for 25 years. Over the past 14 years Jerry has developed numerous policies, programs and procedures that have led to a significant reduction on recordable injuries. His efforts have resulted in significant workers compensation cost savings. Jerry is also a full member of the American National Standards Institute (ANSI) Z245 accredited standards committee. Jerry is the vice chairman of the ANSI Z245 sub-committee 4. This committee oversees the development and revisions of the ANSI Z245.41- Facilities for the Processing of Commingled Recyclable Materials- Safety Requirements and ANSI Z245.42- Waste Transfer Station- Safety Requirements. Jerry is also the Vice Chairman of ANSI Z245.2- Stationary Compactors- Safety Requirements. He is also an active participating sub-committee member of the remainder of the five ANSI Z245 standards. The secretariat for all ANSI Z245 standards is the National Waste and Recycling Association (NWRA). Jerry is a full member of the NWRA Safety Committee.

Industry and Related Experience

Prior to Rumpke, his previous positions included: Corporate Safety Manager, Mills Pride, Inc. Division Safety Manager, City of Columbus. Corporate Safety Manager, Divine Tower Corporation. Squadron Safety Technician, USAF. Jerry is a contract instructor for the University of Cincinnati Outreach Training Institute. Jerry is the founder and owner of Mid-Ohio Safety Consulting.

Other Accomplishments

- Member- American Society of Safety Engineers
- Speaker at national conferences including Waste Expo, Residential Recycling Conferences, Ohio Safety Congress, etc.
- Member Ohio Safety Congress Workforce Diversity Committee

Education

- Structural Engineering Technology- Community College of the Air Force
- OSHA Outreach Institute- Authorized Instructor Certificate
- Comtrain USA- High Angle Safety Instructor
- Crane Tech- Crane Safety Instructor

About Rumpke

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David Schwendeman

Corporate Recycling Marketing Manager

Rumpke Waste & Recycling

Current Position

David Schwendeman has served as the Corporate Recycling Marketing Manager for Rumpke Waste & Recycling, headquartered in Cincinnati, Ohio, since September 2001.

David is responsible for the marketing of over 35,000 tons per month of recyclable material out of Rumpke's 10 recycling facilities, including brokerage and a mixed glass processing plant.

Industry and Related Experience

Prior to Rumpke, David was a plant manager at Montgomery Paper, a high grade paper packer in Dayton, Ohio. David joined Rumpke in 1991 managing a mixed waste processing plant and transfer station in Greenville, Ohio. The Dayton dual stream MRF opened in 1993 and was converted to Rumpke's first single stream plant in 2001 that was managed by David.

Other Accomplishments

- Managed Rumpke's PET grind and wash line.
- Member of the Rumpke team that researched and designed the mixed glass processing plant.
- Worked with glass consumers to secure long term markets for Rumpke's 4000 tons per month of furnace ready cullet.

Education

- B.S. Industrial Arts Education from Eastern Kentucky University , Richmond, Kentucky

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Rich Simon

Corporate Marketing Specialist

Rumpke Waste & Recycling

Current Position

Rich Simon has served as both the Corporate Marketing Specialist and Recycling Representative for Rumpke Waste & Recycling, for over 10 years.

Today, Rich markets nearly 100 million pounds of non-fiber materials annually, including plastics, aluminum, and steel for Rumpke's recycling facilities throughout Ohio and Kentucky. As one of the largest single generators of these materials in the region, Rich has leveraged Rumpke's volume to access and establish relationships with a wide customer base, both domestically and overseas.

Industry and Related Experience

Rich has worked in the recycling industry for over 17 years. Prior to Rumpke, Rich served in various management and marketing positions for the Smurfit-Stone Recycling facilities in Columbus, Ohio and Evansville, Indiana from 1999 to 2006.

Education

- B.A. in Geography, Ohio State University (Columbus, Ohio).

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MDEQ Authorization Consistency

From: Coulter, Brett (DEQ) [<mailto:CoulterB1@michigan.gov>]

Sent: Monday, October 03, 2016 3:43 PM

To: Freeman, Emily (DEQ); Flechter, Matt (DEQ); Bryan Weinert; Whitlow, Alexander (DEQ)

Cc: Bean, Lawrence (DEQ)

Subject: RE: Loading Recyclables out of Ann Arbor Waste Transfer Station

Emily,

I looked at the license and there aren't any special conditions that would be affected by a change in the handling of the recyclables. **Simply stated, they just need to continue to abide by the Part 115 regulations;** basically what Matt replied.

Brett W. Coulter, CPG

District Geologist

517-614-7714 Cell

301 E. Louis Glick Hwy

Jackson, MI 49201

From: Freeman, Emily (DEQ)

Sent: Monday, October 3, 2016 3:03 PM

To: Flechter, Matt (DEQ) <FLECHTERM@michigan.gov>; Bryan Weinert <bryancweinert@recycleannarbor.org>; Whitlow, Alexander (DEQ) <WhitlowA@michigan.gov>; Coulter, Brett (DEQ) <CoulterB1@michigan.gov>

Cc: Bean, Lawrence (DEQ) <BEANL@michigan.gov>

Subject: RE: Loading Recyclables out of Ann Arbor Waste Transfer Station

Alex or Brett – Do you know of any conditions on the Ann Arbor Waste Transfer Station license that would be impacted if they were to change how the recyclable materials are being handled (i.e., put materials in open-top trucks versus baling)? See thread below – and feel free to call me for more info.

Thanks!

Emily Freeman

Department of Environmental Quality

Office of Waste Management & Radiological Protection

Recycling Specialist -- Lansing & Jackson Districts

517-256-9466

From: Bryan Weinert [<mailto:bryancweinert@recycleannarbor.org>]

Sent: Monday, October 3, 2016 2:04 PM

To: Flechter, Matt (DEQ) <FLECHTERM@michigan.gov>

Subject: Loading Recyclables out of Ann Arbor Waste Transfer Station

Hey Matt. Hope you are doing well.

Recycle Ann Arbor is working on submitting a proposal to the City of Ann Arbor the interim operation of its materials recovery facility and waste transfer facility (RFP is currently due October 13). One of the ideas we are looking to propose, is to gravity load recyclables from the transfer station into open top trucks, for export to a regional MRF for processing (Ann Arbor's MRF is still in shut-down mode, necessitating hauling in the interim). We find this option to be more efficient and less damaging to recyclables than the current Ann Arbor (and Waste Management) practice of baling recyclables prior to shipment.

What we're wondering is whether any formal notifications/approvals would be needed from MDEQ if we were to institute such a practice on an interim basis (likely 3-4 months) starting in January, 2017 (or so)? We don't see any regulatory reason that this shouldn't be allowed given that the transfer station is licensed to transfer MSW, but we want to be sure before we submit this as an option to the city.

Please let me know what you think, or whom we should contact at MDEQ to get a more formal opinion.

Thanks.

Bryan Weinert

Director of Strategy

Recycle Ann Arbor

bryancweinert@recycleannarbor.org

734-883-5720 (cell)



Memo

October 5, 2016

To: Bryan Weinert, Kirk Lignell, Recycle Ann Arbor
From: Kerry Sandford, RRS Senior Engineer
Re: AA MRF Evaluation

On Friday, September 23, 2016 the Ann Arbor MRF was available for evaluation. During the approximately 45-minutes available, a walk through inspection of the MRF facility was completed. The following document presents the findings, conclusions and recommendations from that evaluation.

GENERAL OBSERVATIONS

Overall, the MRF appeared to be in surprisingly good shape. If the optical sorter remains functional (and our understanding is that it was operating right up to the last shift before the facility was shut down by the City), the whole facility could be up and running in a month with sufficient investment of labor and a bit of capital investment. Although there is a list of problems that need attention, most of these could be addressed within the next 30-60 days.

Immediately prior to shut down a new baler (IPS 1388) was purchased. This baler performs well in facilities larger than the Ann Arbor MRF and appears to be a good fit for the profile of material expected in the incoming recycling stream.

Since 2010, equipment suppliers have made a number of design updates to disc screens and optical sorters, but the Ann Arbor MRF system worked well in 2010. The current system is mostly the same as the 2010 installation and no problems were observed that suggest that the system cannot perform as well as it did in 2010 after maintenance and repairs are complete.

ITEMS REQUIRING ATTENTION

Following is a preliminary list of items requiring attention before facility startup is completed:

- The plant is dirty and needs a major cleaning. This could require 12 people working a full shift for a week.
- While close inspection was not possible, the discs on the two major paper screens appeared worn and a significant percentage will likely need to be replaced. These discs cost about \$40 each and

there are approximately 700 total discs in use. We would expect that about 1/3 will need to be replaced at before or soon after startup. The discs will average a life of about 18 months during normal 1-shift operation, though this lifetime might be extended to 2 years if the equipment is well maintained. In addition, the discs in the drop zone on each deck typically need to be replaced about every 6 months.

- The discs on the OCC screen are worn. This screen will work reasonably well as is as long as shafts are not bent, but to restore optimal performance, some shafts may need to be replaced. It would be possible to have a few spare shafts and weld up the worn discs on shafts that are pulled out for future swaps with other shafts. This approach would allow restoration of performance with a relatively insubstantial parts investment and little or no down time.
- The AA MRF has a scalping screen, which is rather unusual in MRFs of this size. The scalping screen improves the efficiency of fiber screens and the glass breaker that is located beneath the screen. Although a close inspection of the scalping screen was not possible at the time of the tour, the scalping screen appeared to be suitable for efficient operating. The glass breaker was not inspected during the tour. The glass breaker at the AA MRF was manufactured by CP and has a reputation for being problem free.
- The facility has both a dual and a single air drum separator. These separate paper and film from 3-D materials. Internal inspection was not possible during the tour. This type of equipment is sometimes temperamental and will need some basic maintenance attention before start up. There was no outward evidence of damage at the time of the equipment review.
- The glass cleanup system was not inspected closely. However, it is a simple system that is basically a vacuum that pulls off the light fraction. The separation chambers wear quickly and will likely need relining in the not too distant future, but could be patched to run in the meantime.
- The roll-offs and compactor used at presort for bulky plastics, trash and metals are missing and new ones need to be procured. The plant could run without the compactor, using only roll-offs in order to accomplish collection of the presort materials. Using only roll-off boxes, a system to separate two of the streams at the drop point would need to be installed. The simplest solution might be a divided roll-off container. Long-term, a new compactor for non-recyclable (trash) materials will probably be desirable.
- Several conveyor belts are worn and cleats are torn off some. These will likely all work as is, but replacement belts and/or cleats should be ordered at startup.

MAINTENANCE

One of the areas that could dramatically improve both the safety and overall performance of the facility is a regular program of maintenance. After the walkthrough, the following tasks were identified as important maintenance requirements:

- The screens will need to be cleared of wrapped plastics and strapping about every 4 hours if these materials are not captured in presort. This is a labor intensive task that has been significantly reduced in more recent screen designs. OSHA now requires harnesses for this work on most screens, so it is a bit slow. Lock out procedures need to be followed religiously.
- The air drum separators tend to plug and need to be cleaned daily.
- Materials wrap on conveyor shafts and pulleys and need to be cleared frequently.

- Dust build up in this plant is a major issue and daily or at minimum weekly cleanings are needed (Some MRFs blow down equipment every day). Walkways and floors need to be swept clean at the end of each shift. All walkways and stairs need to be kept clear during all shifts.
- Equipment inspections are needed every day to minimize risk of equipment damage.

CONCLUSION AND RECOMMENDATIONS:

The MRF is in reasonably decent shape and could be operational in 30-60 days. We understand that a recent equipment evaluation was completed by CP Manufacturing, the equipment supplier and installer for the most recent facility upgrade. As a third-party, CP would be prepared with approximately one week's notice to send a field engineer to evaluate the state of the equipment in detail, provide recommendations for repair and replacement, and provide a schedule and price for completing that work. Our professional opinion is that repair work would take no longer than 60-days and cost no more than \$200,000 to bring the Ann Arbor MRF back into safe and efficient operation. Based on that conclusion, we strongly recommend that Recycle Ann Arbor provide a price proposal for operating the Ann Arbor MRF in order to recover the City's recyclables.

Kerry Sandford: Mr. Sandford is a recycling engineer with forty years of experience building, maintaining, and troubleshooting recycling facilities (MRFs). He is a founder of Recycle Ann Arbor, Resource Recycling Systems Inc. and AKA Sandford, a MRF equipment manufacturer, integrator and installer. Mr. Sandford has worked across the US in more than one hundred MRFs during his career and is skilled in their assessment and evaluation.