



June 7, 2011

City of Palm Coast
Purchasing & Contracts Management Department
160 Cypress Point Parkway, Suite B-106
Palm Coast, FL 32164

**Re: Request for Information RFI-CM-PCMD-11-01
Disposal of Solid Waste**

Waste Management of Ormond Beach is pleased to submit this proposal for integrated waste management services, in response to your RFI. As you know, we currently provide service for the City of Ormond Beach, Holly Hill, Ponce Inlet, and work with some 200 municipalities throughout Florida and believe we have done so in a courteous and professional manner. We appreciate the opportunity to demonstrate our willingness and ability to provide the same high level of service to the City of Palm Coast.

Community partnerships are important to Waste Management. We will work shoulder-to-shoulder with your community to understand its needs, customize municipal programs, and build in cost efficiencies. You can rely on us for high-quality solutions to protect your residents, comply with increasingly complex government regulations, and benefit local businesses and non-profit organizations. We can be your environmental services partner, offering a comprehensive suite of services.

➤ ***Sustainability initiatives that impact your local environment.*** Waste Management can conduct a Sustainability Assessment or a Carbon Footprint Analysis to identify ways for your community to become more environmentally friendly and cost-efficient. Together, we can implement highly effective educational programs that encourage residents and businesses to boost their recycling participation. Higher recycling volumes translate into lower municipal solid waste costs to your community.

➤ ***An easy way to encourage residents to recycle.*** Our Think Green Rewards program for residents offers points for discounts, coupons, or even donations to local charities, just for recycling. Think Green Rewards puts the focus on sustainability, which is vital to the future economy of the City of Palm Coast.

➤ ***Curbside solutions for household hazardous waste.*** Waste Management can collect those tough to handle items that your residents currently have to transport and dispose of on their own—such as prescription drugs, sharps, fluorescent bulbs, paints, oil, and batteries. We will collect these items at the residents' door, recycle the materials where possible, and properly dispose of them when necessary.

➤ **Cost-effective solutions for waste from residential do-it-yourself remodeling projects.**
Waste Management's exclusive Bagster® service is designed to enable swift, semi-containerized removal of large volumes of household waste at a very reasonable cost to residents.

The offerings and service enhancements detailed in this proposal are available only through Waste Management, the nation's leading environmental performance company. The process used to create this response has entailed much more than putting words on paper—Waste Management has taken an active interest in understanding the unique circumstances associated with servicing your community.

Therefore, we invite you to closely examine our performance in the neighboring communities of Ormond Beach and Brevard County. We ask that you visit with their staff and elected officials—do not just rely on our references. There is a reason why these cities have selected Waste Management as their service provider for years. We hope to quickly establish such a relationship with Palm Coast.

We look forward to discussing this proposal with you in detail. If there are any questions or items requiring clarification, please do not hesitate to contact Janie Coleman (352-406-7186), or Clay Albright (352-804-7777).

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'R. David McConnell', written in a cursive style.

R. David McConnell
Area Vice President
Waste Management Inc. of Florida



REQUEST FOR INFORMATION RFI-CM-PCMD-11-01
for
DISPOSAL OF SOLID WASTE
for
THE CITY OF PALM COAST, FLORIDA

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General Firm Information

- Waste Management Inc. of Florida is a Corporation organized under the laws of the State of Florida filed on March 30, 1964. The document number of the corporation is 279946.
- WMIF is a wholly-owned subsidiary of Waste Management Holdings, Inc. (Holdings), a Delaware corporation. Holdings is a wholly-owned subsidiary of Waste Management, Inc. (WMI), a Delaware corporation that is traded on the New York Stock Exchange. Waste Management, Inc (WM) and its wholly owned operating unit, Waste Management Inc. of Florida (WMIF), have excellent financial capability and an unprecedented record for successfully executing municipal contractual obligations. We publicly report and evaluate our operations primarily through our geographical "Groups" reportable segments. The basic structure of financial reporting is as follows:



- The office responsible for providing the services in this RFI:
WM- Ormond Beach
1325 Hull Trail
Ormond Beach, FL 32174
- The contact person responsible for all services for The City of Palm Coast:
Mr. David Reilly, Senior District Manager
(386) 615-7788 or by email at dreilly@wm.com.

- **Area of Expertise:** Waste Management, Inc (WMI) is North America's leading solid waste services company. It was launched in 1971 with the issuance of 320,000 shares of public stock, and grew to a \$1 billion company by 1983. During the 1980's, WMI stretched into the international arena, waste-to-energy, chemical and water waste management, core business expansion in landfills and collections, and, finally, recycling.

By 1990, WMI had grown to over \$4 billion in revenue and acquired Wheelabrator Technologies to maximize its waste-to-energy portfolio. WMI continued this growth in landfill disposal assets, international businesses, collection acquisitions, municipal contracts, recycling (Recycle America), and portable services through the mid-1990's. In July of 1998, Waste Management merged with USA Waste in a historic transaction that formed the present WMI, four times the size of the 1990 company. The rapid growth led to internal and external challenges that the company faced head-on. In 2000, WMI brought in a senior management team, now led by current Chairman David Steiner, with pedigree operating principles and fleet experience. Surrounded by the professional operators still in place, which WMI had grown over the last 30 years, WMI was poised to grow into what it is today. By 2002, this led to our continuing emphasis on improving core businesses, best practices, and values. Gone were forays into overseas markets, the rapid growth disposition, and the investing in new business lines where the company did not have a value proposition or expertise. These strategies were replaced with a culture of operational and human resource improvement by business line (transfer, transportation, disposal, collection, recycling, and waste-to-energy), smart growth in the right areas, environmental safety and compliance excellence, emphasis on servicing customers, extensive training of employees, and a code of business ethics unprecedented in the solid waste industry. Today the corporation is healthy and in the best operating order of its life, with, we believe, the best people in the industry. We have grown excellent resources and strong balance sheets. We have modernized our technology and information systems. We have focused on local excellence. These same standards are reflected in every operating unit we have.

Headquartered in Houston, Texas, the company's network of operations includes close to 300 landfill disposal sites, 16 waste-to-energy plants, 73 landfill gas-to-energy facilities, 90 recycling plants, over 310 transfer stations, and more than 450 collection units (we have included a full financial and operating description of our company in the annual reports submitted). Combined, these resources allow Waste Management to offer a full range of environmental services to approximately 25 million residential and 2 million commercial customers nationwide.

- **Financial Resources:**

The Financial Highlights are listed below. Please go to www.wm.com to download additional financial information including all SEC Filings

- **Financial Highlights:** For the year ended December 31, 2010:

- Total Revenue \$12.5 billion
- Net Income \$953 million
- Diluted Earnings Per Share \$1.98
- Total Assets \$21.476 billion
- NYSE: WM
- Fiscal Year Ends: December 31
- Shares Outstanding: 480.2 million
- 52-Week Stock Price Range:
- \$31.11 – \$37.25

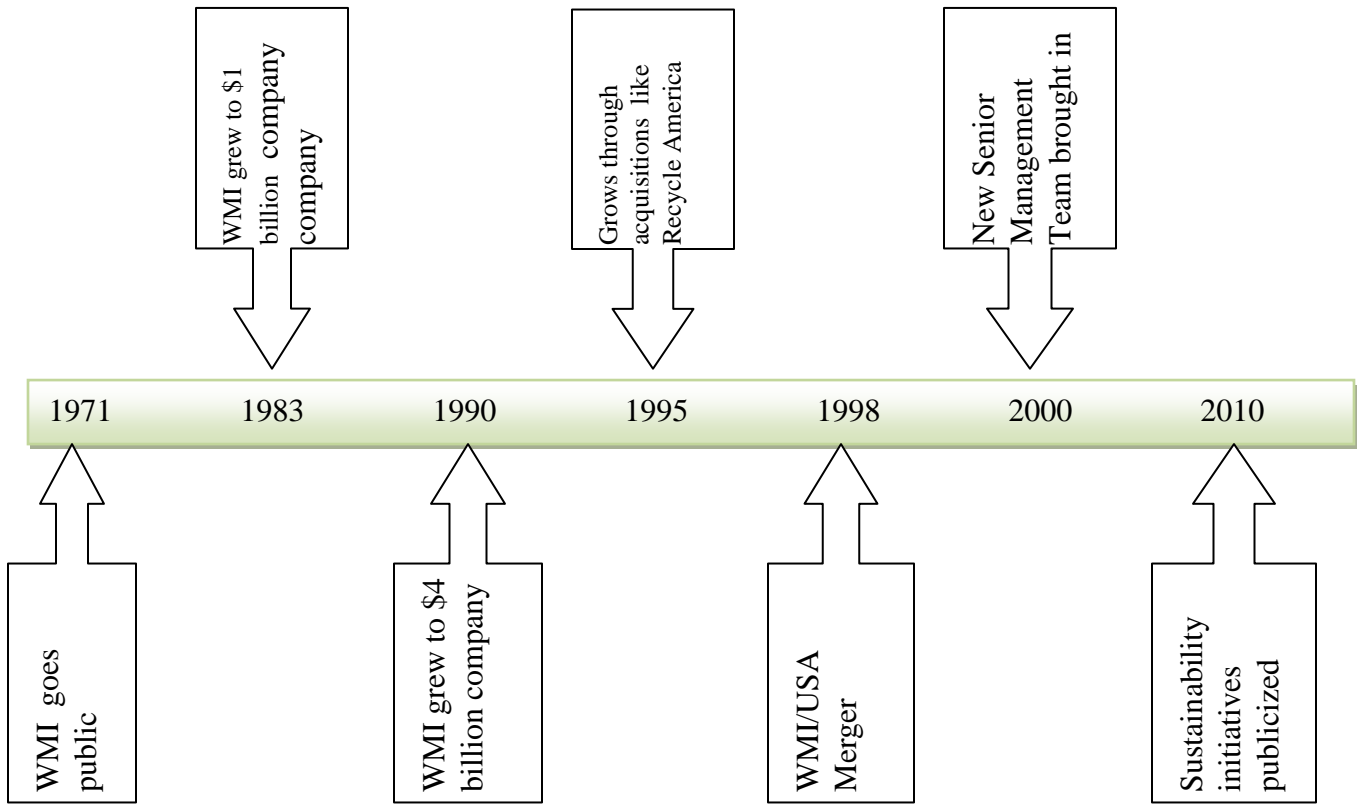
- **Related Experience:** See attached Exhibit I for the complete WM Sustainability report which outlines WM experience.

- **References:**

#1 Agency	St. Johns County
Address	3005 Allen Neese Road
City, State, ZIP	Elkton, FL 32033
Contact Person	Wendy Manucy, Solid Waste Supervisor II
Phone Number	904-827-6980
Date(s) of Service	2005 – Present
Type of Service	Transfer Station & Solid Waste Removal Services
#2 Agency	Clay County
Address	3545 Rosemary Hill
City, State, ZIP	Green Cove Springs, FL 32043
Contact Person	Alan Altman, Director of Environmental Waste
Phone Number	904-284-6374
Date(s) of Service	2006 – Present
Type of Service	Solid Waste, Transfer Station & Disposal Services
#3 Agency	Orange County
Address	5901 Young Pine Road
City, State, ZIP	Orlando, FL 32829
Contact Person	Jim Becker, Solid Waste Division Manager
Phone Number	407-836-6600
Date(s) of Service	2002 – Present
Type of Service	Transfer, Processing and Marketing of Recyclable Materials

#4 Agency	The Villages
Address	1200 Avenida Central
City, State, ZIP	Lady Lake, FL 32159
Contact Person	Stephen P. Drake, Manager of Solid Waste
Phone Number	352-753-6250
Date(s) of Service	1990 – Present
Type of Service	Transfer Station & Disposal Services
#5 Agency	Leon County
Address	7550 Apalachee Parkway
City, State, ZIP	Tallahassee, FL 32311
Contact Person	Norm Thomas, Director of Solid Waste
Phone Number	850-606-1810
Date(s) of Service	2002 – Present
Type of Service	Transfer Station & Disposal Services
#6 Agency	Suwannee County
Address	13150 80 th Terrace
City, State, ZIP	Live Oak, FL 32060
Contact Person	Randy Harris, Director of Solid Waste
Phone Number	386-362-3992
Date(s) of Service	2003 – Present
Type of Service	Disposal Services

- **Timeline:**



Overall Approach

As the owner or operator of 273 landfills in the company, we take landfill operation seriously. The process of transferring the waste to an ultimate disposal site for the City of Palm Coast is a proven technology. Today WMIF has 345 transfer stations in operation and the City of Palm Coast has three (3) of those within a 50 mile radius. This is a major plus for the City due to the opportunity to see first hand those operations.

Transfer stations require volume to make them cost efficient. Today, WMIF contracts with St. Johns County and Clay for the disposal of their municipal solid waste. The waste we manage and transport is disposed in the Chesser Island Georgia Landfill WMIF owns and operates. Included in this package is a brochure with more detailed information concerning this landfill. The Chesser Island Georgia Landfill is just one of hundreds of disposal sites the company operates and referenced in the sustainability report enclosed.

In **Clay County Florida**, we manage municipal solid waste, the county construction and demolition debris and the yard waste. In other words, we operated a transfer facility for the County. The construction and demolition debris and the municipal solid wastes are hauled to our Chesser Island Road Landfill in Georgia. The yard wastes are chipped on intervals at the facility then land applied for beneficial reuse. The volume of the Clay county waste is five times the volume of the City of Palm Coast and has a cost of \$34.87per ton and \$27.80 per ton respectively. The County owns the facility and WMIF provides the services and disposal.

In **St. Johns County Florida**, we manage the municipal solid waste by operating two transfer stations for the County. One transfer station is in the northern part of the county and one is in the southern part of the county. The county built both transfer stations on their own property using their own funds. The waste transported from the two transfer stations in St. Johns County goes to the Chesser Island Road Landfill in Georgia also. Another vendor at another location processes the yard waste and the construction and demolition debris is open to the vendors disposing of it in multiple locations not directed by the County. The volume generated in St. Johns County is not as large a volume as Clay County however; it is still greater than the City of Palm Coast and has a cost of \$35.40 per ton.

Following are some photos of the transfer stations. The City of Palm Coast elected officials and staff are encouraged to visit either one of these facilities with our team of experts and see the operations.



Below is an article describing Waste Management's recent investment in the Organics Processing arena. WMIF would consider working with the City to develop a composting operation in the future.

Waste Management Takes Two Big Steps in the Composting Business

By *Leslie Guevarra*

Created 2011-05-05 19:29

[Waste Management Inc.](#), the firm striving to turn the traditional model of garbage handling on its head, is expanding its business in organics recycling by investing in a company that owns the largest composting facility in the eastern U.S. and by building a new organics processing site in Florida.

The two moves announced this week are intended to strengthen Waste Management's position in organics processing and recycling and further the firm's efforts to recast its business model.

Waste Management is [working to transform itself](#) into a company that does not merely dispose of rubbish, but provides solutions that derive value from it. That includes reducing waste, recycling it and tapping markets for products made with the recycled materials.

"We want to extract the highest value possible from the materials we manage," Waste Management executives Tim Cesarek, managing director of Organic Growth, and David McConnell, a market area vice president, said in announcements this week. The statement has become a mantra for the company, and in the area of organics processing and recycling that has translated to a series of investments and projects that have accelerated in the past two years.

Investing in the Peninsula Compost Company

The first of the two most recent developments surfaced Tuesday when Waste Management released highlights of its strategic investment in the [Peninsula Compost Company LLC](#). PCC owns and operates the Wilmington Organic Recycling Center, a \$20-million, state-of-the-art, large-scale facility that processes commercial food and yard waste, turning it into compost.

Developed on a former brownfield site, the 27-acre facility is located across from the Port of Wilmington, making it readily accessible to waste haulers in Delaware as well as Maryland, New Jersey and Pennsylvania.

The Wilmington facility processes up to 300 tons per day of organic waste and has permitted capacity for as much as 600 tons per day. Through its investment, Waste Management now considers the Wilmington site part of the WM network of organics processing facilities. WM has an organics processing capacity of more than 1.7 million tons a year, and the Wilmington facility could add over 200,000 tons to that figure, according to Waste Management.

Organics Processing in Florida

Yesterday, WM said it is building a facility to process pre-consumer commercial food waste, yard waste from residential and business customers, and clean demolition wood waste from the Central Florida area. The composting facility is being developed at WM's Vista Landfill in Apopka, Fla.

The Vista property is about 160 acres and the new organics recycling facility will occupy 16 acres of the site, WM Community Affairs Manager Amy Boyson told [GreenBiz.com](#).

The pilot project at the Vista Landfill is the second of its kind in Florida for Waste Management and is expected to receive about 85 tons of organic waste daily when it opens this fall, Boyson said. The company recently broke ground for the development after relocating eight [gopher tortoises](#), a protected species found in the area, Boyson added.

Waste Management's first dedicated composting site in Florida was announced in January and is scheduled to begin operation later this spring. The 8-acre facility in Southern Florida is being built at the Okeechobee Landfill and will process food, yard and clean wood waste into compost and bagged lawn and garden products.

The launch of the Vista and Okeechobee organics processing sites will bring the number of composting facilities in the WM network to 36, said Wes Muir, the company's director of corporate communications.

Developing End Markets

The projects to build the Florida processing sites and the investment in PCC's Wilmington facility follow Waste Management's acquisition of a major equity interest in [Garick LLC](#). The firm based in Cleveland, Ohio, is a leading manufacturer, marketer and distributor of organic lawn and garden products. The transaction, announced in September 2010, gives WM a larger stake in developing high value-added end markets for recycled organic materials -- an integral element of the company's growth strategy for that line of business.

"We've made investments in significant companies in various areas of the organic composting process," said Muir. "The bottom line is we're trying to create a suite of options that we can take to our customers ... and to make them economically viable you have to have an end market."

With that in mind, Waste Management also is investing in new and emerging technologies to convert organic energy into renewable transportation fuels.

Those key moves include:

- Investment in Montreal-based waste-to-biofuels startup [Enerkem Inc.](#) in February 2010. Enerkem's work includes development of proprietary thermo-chemical technology to convert diverse feedstocks into biofuels.
- Investment in [Harvest Power](#) in January 2010. The waste-to-energy startup's focus on next-gen organics recycling includes efforts to develop innovative high solids aerobic and anaerobic digestion and composting technologies that would speed up decomposition of organic materials in order to produce renewable energy.
- An agreement announced in August 2009 to invest in [Terrabon LLC](#) and its innovative waste-to-fuel technology called MixAlco, which is one of three technologies Terrabon is deploying to develop advanced biofuels

At Your Door—Household Hazardous Waste Collection—

WMIF is the only company to offer door-to-door collection of household hazardous waste for just pennies per month per home. The service is unique with a large service offering. The following brochure depicts the highlights:

At Your Door

Special Collection™

Responsible solutions for your difficult-to-recycle household items.

Formerly known as Curbside Inc., At Your Door Special Collection is an important new service offered by WM that makes it easy for community residents to dispose of and recycle home-generated waste, including household hazardous waste – safely, easily and responsibly. At Your Door Special Collection can also manage business waste within your community.



Our At Your Door Special Collection provides your residents with front-porch service to remove the difficult, sometimes hazardous and hard-to-recycle items almost every household accumulates. We'll collect the pesticides, household chemicals, sharps, electronic waste, batteries, fluorescent lamps, automotive waste products (including oil), paints, thinners, and dozens of other items that don't belong with other recyclables or regular curbside pickup – items that, if not handled properly, may be hazardous to people, pets and the environment. Waste Management can even work with your community to customize an At Your Door Special Collection program that best suits your communities special waste objectives.

As North America's leading environmental solutions company, Waste Management makes it easy for residents to get these items out of the house, by collecting them at your door. Thanks to our company's vast infrastructure and partnerships, we are able to recycle as much as 75% of the items, reclaiming valuable resources for the benefit of your community and the environment.



THINK GREEN.®

Certain waste materials not accepted. Call your local Waste Management representative at 800-449-7587 for more information or email atyourdoor@wm.com

Community Involvement:

On a national level, WM is involved in corporate giving programs such as Keep America Beautiful, City Livability Awards and Habitat for Humanity. On a local level, management allows the opportunity for local management to make local decision concerning community involvement that best suits that community.

WMIF is committed to participating in community events and will assist in the education of residents on the programs implemented within the City. In this North Florida area, WM has supported, Big Brothers/Big Sisters, the Police Athletic League, the Justice Coalition, Keep Jacksonville Beautiful, Keep Clay Beautiful, Clay County Fair, American Cancer Society, Take Stock in Children, Clay County Food Bank, Special Olympics, Clay River Clean Up and Step Up For Students just to name a few.

Two years in a row, WM has been successful in obtaining grant dollars for the Keep Clay Beautiful to assist in sustaining the clean up program of the St. John River.

For two years, WM has been a Corporate Sponsor of the Clay County Fair. Through the sponsorship of the Fair, WM supported a Green Initiative that not only taught recycling; it increased the recycling efforts for the Fair. Further, during the process of supporting the Fair, there were ancillary recipients of the Fair proceeds, such as the Green Cove Springs Food Bank, the local Future Farmers of America Group, and an Animal Rescue Farm; the Fair has been recognized locally, statewide and nationally for their efforts toward recycling. This year alone the Fair recycled 31.5 tons of various products. 31.05 tons did not end up in the landfill and was beneficially reused.

Technical Issues - Issue 1

See the following Sustainability Report from Waste Management outlining our various service options. This report explains our innovative approach to new technologies and partnerships that WM has developed.

The image shows the cover of a sustainability report. At the top, there is a green silhouette of a landscape featuring a sun, a house, trees, a truck, and buildings. Below this, the main text is set against a green background. The text reads: 'TODAY, WE'RE REINVENTING OUR BUSINESS MODEL & RE-ENVISIONING THE NATURE OF WASTE ITSELF. WELCOME TO WASTE MANAGEMENT.' To the right of the text, it says '2010 SUSTAINABILITY REPORT EXECUTIVE SUMMARY'. In the bottom right corner, there is the Waste Management logo, which consists of the letters 'WM' in a stylized font with 'WASTE MANAGEMENT' written below it.

TODAY, WE'RE
REINVENTING
OUR BUSINESS
MODEL & 2010 SUSTAINABILITY REPORT EXECUTIVE SUMMARY
RE-ENVISIONING
THE NATURE OF
WASTE ITSELF.
**WELCOME TO WASTE
MANAGEMENT.**





Waste is no longer something to get rid of— it's a resource.

Dear Valued Stakeholder,

The business of managing wastes used to be straightforward. A generation ago, we were a company that picked up trash—and disposed of it.

Today, we're reinventing our business model and reconsidering the nature of waste itself. They say that one man's trash is another's treasure. At Waste Management, this is literally true. An estimated \$8-10 billion in value may reside in the waste we manage each year in North America. Our focus is on recovering that value—and that's what sets us apart from our competitors. Waste is no longer something to get rid of—it's a resource.

Our customers are recognizing that environmental sustainability can cut costs and streamline operations. Our Upstream and Green Squad businesses help customers reach their sustainability goals by looking at their wastes and resource use in a holistic way. We evaluate every aspect of their business and recommend strategies for operating more sustainably—from maximizing recycling to reducing waste to avoiding the generation of waste in the first place.

You may be surprised to learn that our company produces more renewable energy than the entire U.S. solar industry, simply by making energy from waste. In addition to our waste-to-energy plants that use garbage as clean-burning, renewable fuel, we've pioneered a process that capitalizes on a simple biological process. When bacteria break down trash in a landfill, the resulting methane can be captured and used as fuel to make heat or electricity.

Two years ago, I committed that by 2010 we would measure and disclose our carbon footprint. I am pleased to say that the effort is complete and included in our full sustainability report, available at www.wm.com/sustainability/index.jsp.

We also have announced four aggressive 2020 sustainability goals for our business: to increase waste-based energy production, increase the volume of recyclable materials we process, invest in cleaner technologies and protect more wildlife habitat across North America. We have exceeded the latter goal already and are progressing toward the others, as described on the facing page.

Our business has never been more relevant to the world we live in and the challenges our customers face than it is today. At Waste Management, our charge is clear. We will strive to find new and better ways to provide our customers with valued environmental solutions. We will extract more value from the materials we manage. And we will continue to push ourselves to minimize our own operational footprint and improve the environment, even as we help our customers do the same. This opportunity excites me—and inspires all of us at Waste Management, each and every day. We look forward to sharing that journey with you.

Respectfully,

David P. Steiner
Chief Executive Officer

OUR SUSTAINABILITY GOALS AND PROGRESS

Welcome to Waste Management. We are committed to issuing a detailed sustainability report every two years. This executive summary contains highlights from our 2010 Sustainability Report. Below is a summary of progress toward our aggressive 2020 sustainability goals, which we adopted in 2008. The goals reflect key areas in which we believe we can make the greatest impact. We're pleased to share our progress, even as we recognize we have more work ahead.

TONS OF RECYCLABLES MANAGED

Waste Management is North America's largest residential recycler. The 8.5 million tons of recyclable commodities we managed in 2009 avoided the equivalent of the energy use of 1.4 million households and the greenhouse gas emissions of 4.8 million cars. The last quarter of 2008 and early 2009 were challenging, as recyclable commodity prices took a nosedive along with the economy. Fortunately, we saw great improvement in late 2009, and our commitment to recycling remains strong. In 2010, we acquired new organics processing capacity, bringing our total to 34 facilities processing 1.25 million tons of organics annually.

PROGRESS (million tons)



WASTE-BASED ENERGY PRODUCTION

Today we create enough energy through our waste-to-energy operations to power almost 1.1 million homes – equivalent to more than 21 million barrels of oil. By the end of 2009, we had increased our landfill-gas-to-energy plants to 124 (up from 119 in 2009). 2009 was also a year of planting the seeds for future growth in waste-to-energy with Wheelabrator's expansion into Europe and China and the addition of a 17th waste-to-energy plant in the United States, which began operating in 2010.

PROGRESS (million households)



FLEET EFFICIENCY

We are working with our suppliers to lower the emissions and increase the efficiency of our fleet by using alternative fuels and efficient routing, optimizing truck design, and controlling emissions. Waste Management is the first company with a vocational fleet (e.g., construction, heavy hauling, mining, logging or refuse) to become a U.S. Environmental Protection Agency (EPA) SmartWay partner. In 2011, 80 percent of the trucks we purchase will run on natural gas. We also are working on green technologies to convert waste to fuel and investing in plants that convert landfill gas to liquefied natural gas, plants to convert organic waste to high-octane transportation fuel, and a plasma gasification joint venture (page 7).

PROGRESS (2008-2009)

2 million driver hours reduced;
853 natural gas vehicles added;
2,200+ vehicles using biofuel

GOAL (fleet efficiency)

15% improvement by 2020

NUMBER OF WILDLIFE HABITAT SITES AND NUMBER OF ACRES PROTECTED

We have already achieved our goal of providing wildlife habitat at our landfills – 10 years ahead of schedule. As of 2010 we had completed Wildlife Habitat Council certification at 100 landfills and succeeded in protecting more than 25,000 acres.

PROGRESS (wildlife habitat sites)



PROGRESS (acres protected)



WASTE MANAGEMENT IN SUMMARY

Waste Management is the largest provider of comprehensive waste and environmental services in North America, as well as North America's largest municipal waste recycler and a leader in waste-based energy technologies. Headquartered in Houston, Texas, the company is publicly traded (NYSE:WM). We serve over 20 million customers with environmentally sound management of solid wastes and transformation of waste into usable resources.



*As of September 2010

REINVENTING OUR BUSINESS

Our business mix is evolving from traditional waste collection and disposal to various forms of resource recovery. During 2009, our revenues were split almost evenly between traditional collection and disposal and “green” services.

HELPING CUSTOMERS REDUCE COSTS, BUILD BETTER BRANDS AND PROTECT THE PLANET

Increasingly, our customers are turning to us not only to manage their waste, but to help them create less of it. We see this as an important part of the future of our company. In fact, we have transformed our business model to actively work with customers and their suppliers to reduce waste generation and turn waste into energy or back into raw materials suitable for reuse.

In 2010, to provide the specialized expertise our customers need, we reorganized ourselves according to customer segments – residential, small business and larger enterprise (the latter including construction, manufacturing and industrial, food and retail, commercial property, healthcare, municipal, federal and education sectors). Each division is focused on providing environmental solutions tailored to the specific needs of the segment. Service teams work side-by-side with customers to help them incorporate sustainability principles throughout their operations.

We pride ourselves on helping our customers achieve their environmental goals – even goals that aren’t directly related to managing their waste streams, like conserving energy or reducing water use. We help customers “rethink” waste by showing them how to eliminate, or find higher value for, the things they used to throw away. This approach can lead to lower costs, less energy use and lower greenhouse gas emissions.

In the future, we believe companies will collaborate on the design, production, packaging and even transport and disposal of goods to maximize efficiency throughout a product’s lifecycle. Waste Management is poised to provide solutions for our customers at every step. To learn more, visit: www.wm.com/enterprise.jsp.



WORKING WITH CUSTOMERS

As the leading provider of comprehensive waste and environmental services in North America, Waste Management collects on average 100 million tons of waste per year and spends over \$3 billion to protect the environment. Our goal is to determine the best end use for the materials we are charged with handling. We offer expertise in reducing and repurposing waste, as well as recycling and raw material reclamation. Where the disposal of waste is necessary, our landfills are a secure disposal alternative and can be tapped as a source for renewable energy.



UPSTREAM



The professional services division of Waste Management, Upstream is ISO 9001/14001 certified and works with businesses to minimize their environmental impacts by assessing the current state of their operations and providing solutions that are sustainable and cost-effective. Upstream's Green Squad sustainability consulting service helps businesses by recommending practices that reduce waste, save energy and provide a "next life" for resources they no longer need.

RECYCLING

Waste Management has been recycling metals, glass, paper and plastics for decades. Recently, we've expanded our capabilities into new materials, including e-waste and coal combustion residuals. Our e-waste processing facilities are ISO 14001 and 9000 certified; they are also certified to the U.S. EPA's R2 standard and the Basel Action Network's E-Stewards standard.

THINK GREEN FROM HOME

We launched www.ThinkGreenFromHome.com in 2008 to encourage our residential customers to safely and conveniently dispose of common items containing heavy metals, such as certain household batteries, compact fluorescent bulbs and e-waste, as well as items unsafe for regular disposal, such as medical needles and syringes. For the latter, we provide customers with special mailers and they send the waste to us through the postal system.



FOOD & YARD WASTE

In some communities, our food and yard waste services help customers turn kitchen leftovers and lawn clippings into nutrient-rich compost that replenishes the soil. Or, we can turn such waste into renewable energy. In 2010, we turned 1.25 million tons of organic waste into soil amendments, organic fertilizers, renewable energy, advanced biofuels and renewable chemicals.



MEDICAL WASTE

Our medical solutions teams can make managing waste streams easier, safer and more cost-effective for hospitals and small medical practices.



WASTE MANAGEMENT // 2010 SUSTAINABILITY REPORT EXECUTIVE SUMMARY



LANDFILL-GAS-TO-ENERGY PROJECTS

Harvesting landfill gas as a combustible fuel creates a renewable power source and reduces methane emissions. We operate 124 landfill-gas-to-energy projects, which is more than one-quarter of all such projects in the United States.



HAZARDOUS & SPECIAL WASTES

We provide cost-effective ways to safely dispose of hazardous and special wastes such as automotive products, TVs and computer monitors, household cleansers, unused or expired medicines, mercury, paints and pesticides.



LANDFILL

We operate the largest network of landfills in the industry. Our landfills are highly engineered containment systems where waste is placed for secure storage on properties that can provide valuable future use for commerce, conservation and recreation. We maintain a network of 5,000 monitoring wells, and none of Waste Management's modern landfills has had to take corrective action to clean up groundwater under a neighboring property.

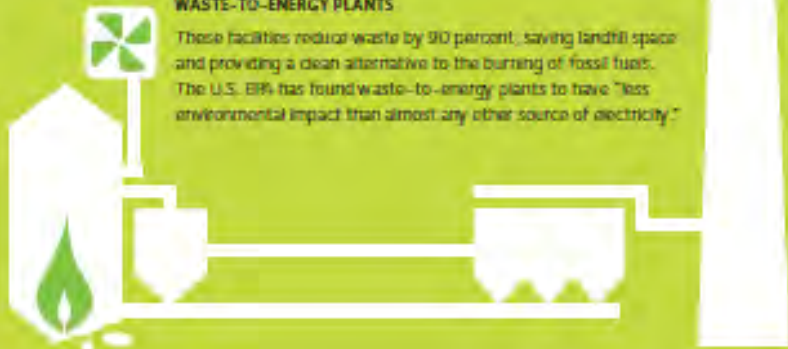
CONSTRUCTION & DEMOLITION

Waste Management helps contractors, builders and their customers achieve green building goals with environmental solutions that can reduce waste, from the design phase through to construction. Our Bagster® "trumpster in a bag" makes home remodeling projects easy and reduces transportation costs and emissions.



WASTE-TO-ENERGY PLANTS

These facilities reduce waste by 90 percent, saving landfill space and providing a clean alternative to the burning of fossil fuels. The U.S. EPA has found waste-to-energy plants to have "less environmental impact than almost any other source of electricity."



ENGAGING WITH COMMUNITIES

We recognize that healthy, thriving communities depend on involved citizens, local organizations and corporate partners. We lend our support through corporate donations, employee volunteerism and in-kind services. More important, we look for ways we can partner with our communities every day of the year to make them better places to live.

We value partnerships and support hundreds of organizations at the national, state and local levels in order to help protect the environment, support environmental education, foster community restoration and beautification and meet other community needs. The following are some highlights.

GREENOPOLIS

In 2007, we launched www.greenopolis.com, an interactive social network dedicated to sustainability where individuals can learn and teach each other how to be more environmentally responsible in their daily lives.



KEEP AMERICA BEAUTIFUL

For more than 25 years we have supported Keep America Beautiful, the nation's largest volunteer-based community beautification organization. We contribute over \$1 million a year to efforts to prevent litter, reduce waste, promote recycling and beautify communities. We're also a significant sponsor of the organization's signature event, The Great American Cleanup, providing in-kind equipment, manpower and logistical support to millions of volunteers.

WILDLIFE HABITAT COUNCIL

The Wildlife Habitat Council (WHC) recognizes commendable wildlife habitat management and environmental education programs at work sites. We have met our goal to have at least 100 of our facilities certified by the WHC by 2020, and to have 25,000 acres of land set aside for conservation and wildlife habitat. In 2006, we were recognized as the first organizational recipient of the WHC President's Award, and in 2008 we became the first recipient of the WHC's William W. Howard C.E.O. Award, in recognition of our efforts in conservation, education and outreach.



HABITAT FOR HUMANITY

Waste Management and Habitat for Humanity share a goal of providing construction services that are environmentally friendly. We have committed \$1 million over three years to further the organization's mission of building decent, affordable housing for those in need. We also provide professional services to Habitat affiliates across the United States and Canada, including waste collection and disposal, construction and demolition recycling, and materials loading. Our partnership has enabled Habitat for Humanity to help families in 28 states and at least 111 cities.



INNOVATIVE TECHNOLOGIES FOR THE FUTURE

As our business evolves, we are investing in innovative technologies to better serve our customers and reduce our environmental footprint, including the following strategic investments in 2009 and early 2010.

IN APRIL 2008, we announced a joint venture with the Lindo Group to create a facility at our Altamont Landfill near Livermore, California, to convert landfill gas into liquefied natural gas (LNG) to power our trucking fleet. This plant—the largest of its kind—is now producing up to 13,000 gallons of fuel per day. Using bio-methane LNG results in 90 percent fewer greenhouse gas emissions compared to natural gas from fossil fuel.



IN 2010, our goal was to produce 2 million gallons of bio-methane LNG and purchase an additional 100 LNG-powered vehicles. We are also investigating technology that could convert gas from landfills into a synthetic diesel fuel.

IN MAY 2009, we undertook a joint venture with InEnergie to develop projects for processing nonhazardous waste, such as medical waste and other segregated industrial and commercial wastes. InEnergie uses a technique called "plasma-enhanced molten gasification," which processes waste to produce renewable energy and environmentally beneficial fuels and industrial products, as well as to generate electricity. The first project of the joint venture, called S4, is being built at Waste Management's Columbia Ridge Landfill in Arlington, Oregon. In 2010, InEnergie received the top energy prize in the Wall Street Journal's annual Technology Innovation awards.



IN FEBRUARY 2010, we made a strategic investment in Enerkem, a Canadian company which, through proprietary thermo-chemical technology, helps convert waste materials into advanced biofuels such as ethanol, as well as renewable chemicals. Enerkem's technology is able to process diverse carbon-based feedstocks, including sorted municipal solid waste, construction and demolition wood, and agricultural and forest residues.



IN AUGUST 2009, we invested in Terrabon, a Texas-based startup. Terrabon's Mix Azeo™ technology is an acid fermentation process that converts biomass into organic salts. The organic salts can be converted to a high-octane gasoline that can be blended directly into a refiner's fuel pool, avoiding many of the blending and logistics challenges presented by ethanol.



IN AUGUST 2010, we finalized a controlling investment in Garick, LLC, a leading producer of lawn and garden supplies from organic residuals. Garick's operations will add over 1 million tons of processing capacity as well as commercial and consumer organic products to Waste Management's organics recycling business.

EARLY IN 2010 we made an investment in Harvest Power, a Waltham, Massachusetts-based company that generates high-quality compost with a proprietary technology that controls odors and potential emissions. We're providing the raw materials for Harvest Power's composting, biogas and syngas operations and helping the company expand to more sites. We're also working with them on developing high-solids aerobic and anaerobic digestion and composting technologies, which accelerate the decomposition of organic materials to produce renewable energy.



IN MARCH 2008 in Pennsylvania, Waste Management partnered with Exelon and Epuron on the fourth-largest solar energy installation in the United States and the largest on the East Coast. The installation is on property adjacent to the CROWS landfill in Monroeville, Pennsylvania, and will provide enough power to supply 400 homes in Bucks County.



View full report at: www.wm.com/sustainability/2010/sustainability_report.html

KEY AWARDS

Waste Management has been recognized for its **sustainability governance and programs** in a number of third-party assessments, a few of which are shown below.

Ethisphere Institute

World's Most Ethical Companies 2010
(only environmental service company included)

Forbes, Inc.

Top 20 Most Responsible Companies

GovernanceMetrics International

Highest rating in 2009 and 2010
(one of only 42 companies out of 4,196 to receive a 10)

Newsweek Green Rankings

Highest-ranked waste and environmental service company in 2009 and 2010

Dow Jones Sustainability Index

2006 through 2010

Human Rights Campaign

Score of 100% in 2010
(only waste and environmental service company included)

Sustainable Productivity Seal of Approval, SUPR Seal™

Top Business to Business Companies

Please see our full report's appendix for a list of additional awards and recognitions.

This is a summary of Waste Management's 2010 Sustainability Report.
The full report and its appendix are available at: www.wm.com/sustainability/index.jsp.

Residential Recycling Recommendation

NEW CHALLENGES REQUIRE NEW SOLUTIONS

Throughout the United States, communities are looking for new, more effective ways to manage solid waste. These include extending landfill life, promoting environmental sustainability, slowing down climate change and lowering overall costs through increased solid waste recycling. Of all the programs currently in use, none comes close to matching the ease, acceptance and cost-effectiveness of single stream recycling.

WASTE MANAGEMENT RECOMMENDATION TO RECEIVE, PROCESS & MARKET THE CITY'S RESIDENTIAL SINGLE STREAM MATERIALS

Waste Management is North America's leading recycling company. Through the use of modern technology and innovative processing equipment, WM would like to provide the City with the most cost effective system for collecting, processing and marketing recyclables. WM is one of only a few Companies that has the capability of offering Palm Coast a comprehensive Single Stream Recycling Program.

WHAT IS SINGLE STREAM RECYCLING

Single stream recycling is a technology that allows participants to place all their recyclables such as fiber (newspaper, office paper, cardboard, junk mail, magazines, phone books, box board, milk & juice containers) and non-fiber (plastic bottles, steel and aluminum cans, glass bottles and jars) into a single container for subsequent collection, processing and remarketing.

The single stream collection system includes the collection of all recyclable materials in one 65 or 96 gallon cart. The loads are compacted in the collection vehicles, which eliminates the curb sort. This is an important strategy for the City to grow recycling and reach its diversion goals, especially given the State goal of 75% diversion by 2020.

The single stream collection and processing system will provide the City the greatest cost savings, as well as the highest landfill diversion rate compared to dual or curb sort recycling.



THE BENEFITS OF SINGLE STREAM RECYCLING

Communities of all sizes enjoy major benefits from single stream recycling programs. These benefits include:

- Single cart collection program
- Increased recycling rates and recyclable household yield that averages 30 percent above those of previous recycling programs
- Fewer trucks on the road, which result in less traffic and wear-and-tear to pavement
- Lower labor and fuel costs
- Extended landfill life
- Reduction in CO₂ and methane emissions, gases linked directly to climate change
- Lower overall community costs

SUCCESSFUL SINGLE STREAM PROGRAM COMPARISON

Higher recycling rates can be achieved in residential recycling programs through the implementation of larger carts (65 or 96 gallon) and, automated collection. Currently, the City of Palm Coast curbside recycling collectors must manually lift and sort the materials from smaller bins. The carts with lids protect the City’s material from the inclement weather resulting in a marketable product on a consistent basis. The Carts also are friendly to the eyes making the City neighborhoods more cosmetically pleasing.

A stellar example of an automated Single Stream Recycling program exists right here in the State of Florida. Miami-Dade County converted from dual stream collection using 14-gallon bins to automated Single Stream collection and 65 gallon carts. The following seven-month comparison shows the indisputable fact that this program WORKS!

Month	OCT	NOV	DEC	JAN	FEB	MAR	APR
	Tons	Tons	Tons	Tons	Tons	Tons	Tons
'07 & '08 Dual Stream	2,811	2,778	2,462	2,773	2,210	2,430	2,383
'08 & '09 Single Stream	4,567	4,369	5,543	5,250	4,361	4,985	4,893
Increase in tonnage	1,755	1,591	3,081	2,476	2,151	2,556	2,510

The data will be a valuable resource to present to the Mayor and City Council as the City considers the best options for implementation of a new sustainable recycling program.

LOCAL RECEIVING FACILITY

Waste Management constructs new recovered materials processing facilities based on several factors, including the commitment of minimum tonnages and length of contract term. The capital investment to build a new single stream processing facility is high. For those areas that do not generate minimum levels of recyclable materials to make construction of a new facility cost effective, we have pioneered the “Hub & Spoke” approach for getting materials to our existing processing facilities.

With no local processing center at this time, single stream recyclables will be delivered to a local recycling materials transfer station. The materials are shipped in bulk via transfer trailers to the nearest WM recovered materials processing facility. This process, used throughout the State, offers more municipalities the option to convert to single stream recycling without the large capital expenditures needed to construct a new facility.

Many Municipalities through Florida are using the “Hub & Spoke” approach including but not limited to Collier County, Broward County, Miami-Dade County, Hillsborough County, Charlotte County, City of Tampa, Brevard County and several city’s throughout north central Florida.

RECYCLING TRANSFER STATION PHOTO

The transferring of recyclable materials does not require a traditional transfer station structure. Although the traditional transfer station set up would be preferred, WM has developed an easy to construct transfer concept. These facilities are designed for easy “in & out” tip floors and the ramps allow the bucket loader operator to maximize the load weights therefore reducing the freight cost on a per ton basis to ship the material to the main processing facility.



The transfer station above located in Brevard County currently transfers over 2,000 tons per month of residential single stream materials to our Orange County RMPF. The average load weights range from 18 to 21 tons per load.

PROCESSING AND MARKETING FACILITY

The single stream material generated by the City of Palm Coast will be shipped from the local transfer station to the Orange County single stream processing facility operated by Waste Management. Information on this processing facility is listed below.



Name of Facility:

WM Recycle America, L.L.C.

Address of facility:

12100 Young Pine Road, Orlando Florida 32829

Owner of facility:

Orange County

Size of facility:

6 ACRES

Number of years in business:

21 Years: 1990 to 2003 under Waste Management; 2003 to present WM Recycle America L.L.C.

Monthly processing capability:

13,000 tons

Tons received at the facility for fiber and/or containers for 2010:

Over 110,000 tons

Maximum facility capacity:

156,000 tons per year

Hours of operation:

M-F 16 hours, 5 days a week; Sat. as needed.

BRIEF SUMMARY OF FIRMS EXPERIENCE, QUALIFICATIONS AND SKILLS IN MARKETING RECYCLABLE MATERIALS

Through state-of-the-art service centers in each region of the country and highly qualified staff, our Materials Marketing team (See Marketing Plan) provides the field with marketing of all recycling tons. Fiber, UBC (aluminum cans), steel, plastics, glass and other materials are processed through direct mill and other consumer markets, both domestically and abroad. Market intelligence, trends and other important decisions are gathered to insure the highest pricing. The team also provides low-cost logistical infrastructure to get materials to the mills. The Marketing group also communicates quality specifications from the mills and provides QA/QC before material bales are shipped. WM has 50 years of proven experience with obtaining commitments from the best available material markets in the southeast region, and throughout the world. There have been zero disruptions of material movement, other than due to non-preventable natural disasters, since the facility inception of Waste Managements recycling programs in Florida. Even during the most recent economic and commodity downturn, our Marketing group provided excellent support to keep materials moving out of our facilities.

EXPERIENCE PROCESSING AND MARKETING RECYCLABLE MATERIAL

WM markets over 7.5 million tons per year of materials. In the last three years, WM has marketed 22 million tons successfully in North America, without significant disruptions or storage issues. In these uncertain times, the marketing network represents the best security offered to insure true recycling of the materials Palm Coast produces.

Our marketing experts have developed a vast network of local, regional, national and export markets and now handle the marketing of recovered materials from 140 locations. This experience, momentum and marketplace influence benefits all customers by consistently delivering a combination of the best marketing strategy, movement, long-term pricing, and results.

On a local level, WM has successfully processed and marketed over 100,000 tons of recyclables out of the Orlando facility per year and has plenty capacity to process the City's material.

➤ **Is there an Option for the City to Add Materials to its Program at the Receiving Facility?**

Yes, upon mutual consent and available markets.

REFERENCES

WM is pleased to provide the three (3) references below for the City's review. All three references come from counties within the State of Florida. Collier and Miami Dade County serviced by the WM South Florida Reuters facility and the municipal facility in Orange County serviced under contract by WM. The Reuter and Orange County equipment layouts were built and managed by WM. Both facilities have dual and Single Stream processing capabilities.

Using state of the art technology, these facilities have multi-function capabilities that allow WM to process increasingly complex streams of recyclable commodities in a very efficient manner, while maximizing production and maintaining a very high level of safe practices.

Name: Miami Dade County, Florida

Date of Service: July 2008 to present (7 year contract ending 2015 with 7 year renewal)

Address: 2525 NW 62nd Street, 5th Floor, Miami, Florida 33147

Contact Person: Jeanmarie Massa/Recycling Manager, Department of Solid Waste Mgt.

Telephone Number: 305-514-6631

Email Address: massaj@miamidade.gov

Name: Orange County, Florida

Date of Service: 1991 to present (current contract July 2011 to July 2018 with 7 year renewal option)

Address: 5901 Young Pine Road, Orlando Florida 32829

Contact Person: Debbie Sponsler

Telephone Number: 407-836-6604

Email Address: Debbie.Sponsler@ocfl.net

Name: Collier County, Florida

Date of Service: 2004 to present (current contract term runs to 2014)

Address: 3301 Tamiami Trail, Naples Florida 34112

Contact Person: Dan Rodriguez

Telephone Number: 239-732-2504

Email Address: DanRodriguez@colliergov.net

GENERAL STATEMENT of EXPERIENCE



This section provides information on WM's experience for handling and processing recyclable materials for the City of Palm Coast.

Company History

WM has operated recycling facilities since the early 1970's. WM's distinct mission has been to provide recycling processing capacity and increased diversion opportunities for customers, while continuing to grow its worldwide marketing capabilities. WM is recognized as the most advanced direct shipper of single stream materials in the world.

- **Unmatched Experience with Municipal Process Systems.** WM operates and maintains a fleet of 54 curbside-capable facilities and 34 single stream plants across the nation. Nationally, hundreds of municipalities rely on WM for their single stream and dual or curb sort processing needs. WM will be opening three new single stream facilities in 2010 and into 2011. The City of Tampa will be the home of WM's newest single stream facility in Florida.
- **Proven Experience with Single Stream Recyclables Mix.** Last Year the Orlando operation processed and marketed over 90,000 tons of **single stream materials**. WM Recycling Services is located at the Orange County landfill site off Young Pine Road. This facility is equipped with two Harris baler's and a Bollegraaff single stream processing system. The single stream processing capacity of the MRF is 25 tons per hour.
- **WM is a Principle-Centered Company.** In 2008, 2010 and again in 2011, Waste Management was named on Ethisphere's annual World's Most Ethical Companies list. The company is the only one listed in the "environmental services and equipment" category. WM has strong diversity programs, a published code of ethics, a pledge to sustainability, and environmental compliance programs considered industry best by a number of measurements and publications.

WM Recycling Safety Team recognized as the industry leader.

In a recent independent study conducted by Moore Associates, WM was rated as the safest MRF operator in the country. WM's safety team employs a staff of experienced safety professionals that give support and direction in training, environmental compliance and OSHA equipment specifications. The Safety Team also supports all local operating facilities through mitigating any regulatory issues.

Proven, Established Management Systems.

WM has extensive, proven systems and support programs available to each operating unit. Among these programs are the innovative Compass Maintenance system, which has had marked impact by increasing machine uptime; the Fastlane scale system, which allows easy and accurate reporting of program and non-program tons; ReTI, which has automated our recycling rebate structure and fully integrates to the General Ledger; and RAADAR, our recycling reporting tool.

Other Functions

Business Partner (BP). WM has ample expertise in the accounting function that supports local operations. The Business Partner role provides fundamental business decisions and accounting guidance on a timely basis.

Back-Up Plan. WM is very versed at operating under adverse conditions, including natural disasters and other severe, unplanned disruptions. In addition, WM has been called in to assist municipalities who have suffered service disruptions. We have developed several back-up alternatives in case of unforeseen difficulties, including the ability to provide a large inventory of storage and shipping containers locally and to implement alternative processing options on a regional basis through alternative company-owned baling facilities in Florida and temporary equipment and personnel to assist in these efforts.

OPERATIONAL PLAN

DESCRIPTION OF ORLANDO MRF SINGLE STREAM PROCESS AND EQUIPMENT

The single stream processing is accomplished via an elevated sort system rated at 25 tons/hr. The materials are carried up an inclined feed conveyor and then transferred to an elevated sort conveyor. The elevated sort conveyor passes through the pre-sort station where all out throws and contaminates are removed. Materials then travel over the first set of star screens that capture all of the larger pieces of corrugated containers, which are conveyed to a storage bunker prior to baling. The material then passes through a second manual sort area for further quality control prior to passing over a series of smaller star screens that separate the fiber from the containers. The fiber drops down to a series of three manual quality control lines prior to emptying into the #8 newspaper (ONP) bunker.



The ONP is then transported loose, via front end loader to the loading dock and loaded onto staged trailers for shipment to consuming paper mills, or, if material must be baled to meet specific mill order it is then conveyed to a Harris Baler where it is baled into 1850-pound bales.

The remaining commingled container material and residue is transported by conveyor to the Container Separation System where a manual sort station removes all out throws and contaminates. The material then goes under a magnetic belt to capture the steel cans, run through a glass crusher with the glass conveyed outside to a holding bunker prior to shipment to the end user. All other material falls onto a 4' transfer conveyor and runs over the eddy current system to capture the aluminum cans. The remainder of the material is mixed plastics. The plastic containers are conveyed to another Harris baler for baling and eventual shipment to our plastic end user.

WM guarantees the City prime receiving capacity at its transfer station for the single stream material delivered. WM will insure that City's collection company vehicles maintain a reasonable turnaround time and experience minimum disruption of flow back to productive collection.

JUST IN TIME UNPROCESSED INVENTORY

With the award of the City material, the practiced and successful protocol of WM has been to carefully plan the appropriate shift configuration to assure the turnaround times and capacity guarantees above. WM practices just-in-time management of unprocessed inventory, thus assuring incoming trucks of appropriate tip floor storage area during the City routes daily operating hours. This will be accomplished in two ways:

1. Scheduling of incoming walking floor transfer trailers. WM has the flexibility to schedule walking floor trailers, to arrive at non-peak times.
2. Utilization of daily periodic measurements of unprocessed flow and active tip floor management to insure appropriate free space is maximized. This “Lean Manufacturing” process has insured continuous flow of vehicles whenever practiced.

DETERMINATION OF RECYCLING PROGRAM CONTAMINANTS

List of Single Stream Materials Processed at Orlando MRF

CITY OF PALM COAST SINGLE STREAM MATERIALS THAT CAN BE PROCESSED AT THE ORLANDO MRF	
CONTAINERS AND NON-FIBER MATERIAL	FIBERS
Aluminum Foil & Pie Tins	Colored Ledger Paper
Aluminum Food & Beverage Containers	Computer Paper
Glass Food & Beverage Containers	Corrugated Cardboard
HDPE Plastic Containers	Kraft Paper
Mixed Broken Glass	Magazines/Catalogs
PET Plastic Containers #1-7	Mixed Office Paper
Tin-Coated Steel Food & Beverage Containers	Mixed Residential Paper
Aseptic Juice Boxes	Newspaper
Gable Top Containers	Paperboard/Chip Board/ SBS board
Milk & Juice Cartons	Phone Books
	White Ledger Paper
	Junk Mail

MATERIALS NOT ACCEPTED AT THE ORLANDO MRF	
CONTAINERS AND NON-FIBER MATERIAL	FIBERS
Plastic Six Pack Rings	Wax Coated OCC
Plastic Bags	
Bottles containing oil or large amounts of residue	
Tires and Batteries	
Yard Waste or Wood	

Loads that are contaminated are documented, and notifications sent out. We will work with the City to educate the community on acceptable materials, as well as educate the route drivers to recognize unacceptable materials on the route. WM has many resources available to assist the City in educating the residents and businesses on the types of recyclable materials that can be managed by a single stream program. These include educational materials for the K-12 schools and curriculums for the teachers to use in the classrooms. WM can provide detailed information and links to other websites related to recycling. This information can be included on the City of Palm Coast website to assist the residents in maximizing their recyclable materials. The diversion rate could be posted monthly on the City’s website to encourage participation.

END USE OF RECYCLABLE MATERIALS and MARKETING PREPARATION

Single Stream Processing

The Single Stream process is accomplished through a combination of mechanical screening and manual sorting techniques where non-recyclable contaminants are removed and the remaining materials are sorted and prepared for shipment to various domestic and export end user markets. The processing equipment is comprised of two balers, numerous conveyors, several star screens (fiber and container separator), three sorting mezzanines, a magnetic ferrous separator, a non-ferrous Eddy Current separator and various rolling stock units (forklifts and loaders).

End Use of Recyclable Materials

WM has demonstrated many years of obtaining commitments from the best available material markets in the Florida region. WM has established a deep portfolio of marketing options. WM presents the following partial list of the most trusted names in recycling, with which we are a major, long-term supplier. WM has maintained strong relationships and a good delivery track record with these companies, while recycling over 80 million tons in the past 20 years:

PAPER	PAPER	GLASS	PLASTIC	METAL
Smurfit Stone	Weyerhaeuser	CRA	Wellman	Alcoa
Abitibi	Georgia Pacific	Owens Illinois	KW Plastics	Anheuser Busch
Mountain Fiber	Blue Heron Paper	Enviroplastic	Boise Cascade	Novelis
US Green Fiber	International Paper	Corning	Envision	AMG
US Gypsum	Caraustar	St Gobain	Southeast Container	David J. Joseph
Inland Empire	Southeast Paper	Gallo	Mowhawk	
Kimberly Clark	Rock-Tenn		Envision	
American Chun Nam	Republic Paperboard		Mastermark	

Operating Facility Relevant Experience

WM is the leading recycling company in North America. WM is extremely adept in both the processing and marketing of many material types including: fiber grades (both bulk and high grade), all rigid containers, film plastic, and e-waste. WM has worked with all major baler manufacturers, and all types of sorting equipment and conveyors. The following table represents the MRFs operated by WM in the past 10 years. Ninety-eight percent of the facilities listed below are still operating.

PLANT LIST

# Years Operated in 5 year increments	OPERATING FACILITIES Past 10 Years	LOCATION OWNER	MATERIALS PROCESSED	TPY (000) in Thousands	City	State
+15	Springfield MRF	WMRA	Commercial Paper	29	Springfield	MA
+15	P&T Lawrence MRF	WMRA	Commercial Paper	54.9	Lawrence	MA
+10	Berlin	WMRA	Municipal/Commercial	34	Berlin	NE
+5	RRT – Springfield	State of Massachusetts	Municipal	46.1	Springfield	MA
+15	Avon Spiegel MRF	WMRA	Municipal/Commercial	70	Avon	MA
+2	Syracuse MRF	WMRA	Municipal/Commercial	88	Liverpool	NY
+10	CRINC - Tompkins County	Tompkins County	Municipal	14.2	Ithaca	NY
-5	RA - Newark St Charles	WMRA.	Municipal Containers	75	Newark	NJ
+10	Confishred	WMRA	Shredded Office paper	20	New Castle	DE
+5	Monmouth (Ocean Paper)	Monmouth County WMRA	OCC, Commercial, Residential Paper	24.5	Ocean	NJ
+40	WMRA - Port Newark	WMRA	Municipal/Commercial Paper	93	Port Newark	NJ
+10	Ocean City MRF	Ocean County, NJ	Municipal/Commercial	62	Lakewood	NJ
+5	RCA - York MRF	WMRA	Municipal/Commercial	73	York	PA
+5	Dixon Lancaster MRF	WMRA	Commercial	11	Lancaster	PA

+10	Lake City MRF	WMRA	Municipal/Commercial	152	Grayslake	IL
18	DuPage City MRF	WMRA	Municipal/Commercial	28.2	Carol Stream	IL
+15	WMRA of South Chicago – MRF	WMRA	Municipal/Commercial	119.5	Chicago	IL
+10	Recycle America Metro Detroit	RRRAC Oakland	Municipal/Commercial	49.2	Southfield	MI
+10	Recycle America-Grand Rapids	WMRA	Municipal/Commercial	50	Wyoming	MI
+10	Saginaw MRF	WMRA	Municipal/Commercial	21	Saginaw	MI
+10	Cleveland Oakwood Village MRF	WMRA	Municipal/Commercial	35.5	Oakwood Village	OH
+5	Dayton MRF	WMRA	Municipal/Commercial	33.4	Fairborn	OH
+5	City of Milwaukee MRF	City of Milwaukee	Municipal	21.4	Milwaukee	WI
+15	Madison MRF West Badger Rd	WMRA	Municipal/Commercial	17.4	Madison	WI
+10	Milwaukee - North MRF	WMRA.	Municipal/Commercial	20.8	Menomonee Falls	WI
+5	Milwaukee - South MRF	WMRA	Municipal/Commercial	12.4	Franklin	WI
+50	Milwaukee A-1	WMRA	Commercial Paper	149.1	Milwaukee	WI
+20	Recycle America - Janesville	WMRA	Commercial Paper	30	Janesville	WI
+20	Madison MRF Fish Hatchery Rd	WMRA	Commercial Paper	39	Madison	WI
+2	Region of Peel	Region of Peel, Ontario, Canada	Municipal	88	Brampton, Ont.	CA
+35	Paper Valley MRF	WMRA.	Commercial Paper	89	Menasha	WI
+20	Superior MRF	WMRA	Commercial	19	Superior	WI
+5	Recycle America - Twin Cities MRF	WMRA	Commercial Paper	195	Minneapolis	MN
+5	Raleigh MRF	WMRA	Municipal /Commercial	38	Raleigh	NC
+10	Mississippi Waste Paper	WMRA	Commercial Paper	11	Jackson	MS
+5	Winston Salem MRF (Piedmont)	WMRA	Municipal /Commercial	30	Winston-Salem	NC
+5	WM of Tri-Cities MRF	WMRA	Commercial Paper	6.6	Kingsport	TN
+40	Oklahoma City MRF	WMRA	Commercial Paper	32	Oklahoma City	OK
+10	Wilmington MRF	WMRA	Municipal /Commercial	8.7	Wilmington	NC
+5	Fort Worth WMRA.	WMRA	Municipal /Commercial	22	Kennendale	TX
+5	WM RA - Little Rock	WMRA	Municipal /Commercial	13	Little Rock	AR
+10	Reuters MRF	WMRA.	Municipal /Commercial	162	Pembroke Pines	FL
+5	Davie MRF	WMRA	Municipal	96	Ft. Lauderdale	FL
+20	WMRA Sarasota	WMRA	Municipal /Commercial	46	Sarasota	FL
+20	WMRA Tampa	WMRA	Municipal /Commercial	18	Tampa	FL

+5	WMRA. Orange County	Orange County, FL	Municipal	89	Orlando	FL
+5	Merrifield MRF	WMRA	Municipal /Commercial	11	Fairfax	VA
+2	WMRA, INC. - Elkridge (Kit Kat)	WMRA	Municipal /Commercial	201	Elkridge	MD

MARKETING PLAN

WM Recycling’s Strategy for Marketing City of Palm Coast materials

Our marketing experts have developed a vast network of local, regional, national and export markets. The 7.5M tons marketed enables leverage at every North American mill and strong direct representation in the Asian and Pan American markets. Illustrating this presence, WM is the largest supplier of recovered paper in the United States. Of a total market of 45 million tons per year, we handle nearly 8 million. WM has state of the art, worldwide marketing offices outfitted with real time market trend, freight, shipment, and accounting infrastructure. Trained technicians move up to 30,000 tons per day to locations worldwide.



Marketing Mission Statement: WM will consistently and aggressively:

- Explore all potential short-and-long -term material sales options that are already tied to a fixed or floor price;
- Maintain an accurate & detailed compilation of end markets, opportunities, and material market specifications;
- Negotiate and sell materials in an honest, forthright manner, for the best possible prices on behalf of our clients
- Provide Material Marketing Services that exceed our Customer’s requirements and expectations.

Marketing Department Goals:

- **Maximizing Revenues:** As noted above, the Team will aggressively seek to maximize the revenues generated in the project while seeking to minimize exposure to potentially dangerous market conditions or wild commodity price swings. The Team preaches a balanced, long-term approach to the sales of commodities, taking risks when probability of success is in the project’s favor.
- **Long Term vs. Spot Market:** The Team favors a long-term market approach with the majority of commodities.
- **Brokers vs. End Users:** Similar to the issue above, the Team typically prefers to deal with the final consumer of a commodity except in those instances whereby the broker has a strategic advantage (such as unusual credit protections) and a long history of success with the commodity in question.

MARKETING DEPARTMENT AND COORDINATION

The Fiber Material Marketing group will move the material out of the Orlando MRF to the respective markets. Responsibilities include:

1. Develop, modify, and manage the annual market plan
2. Interface with the Plant and Regional Managers
3. Provide market analysis and long range planning and projection for the project and for the City relative to the addition of new commodities and roll out strategies;
4. Provide direction to WM Transportation Department
5. Negotiate with end-markets for supply and price agreements
6. Provide quality training and monitoring through regional sales managers.
7. Material sales will be coordinated through the Corporate Materials Marketing Department to provide Leverage from tonnage at all WM facilities and suppliers
8. Advantageous freight rates; Contract “tie ins” for the sale of tonnage on existing orders/agreement.

APPROACH ON PRICING

The business of recycling is based on commodities and their marketability and value. The commodity markets can fluctuate at any given time due to economic woes and lack of demand for the recyclables. The forecast for the recyclable commodity market over the next few years looks stable with above average pricing however, as we have seen in the past, these markets tend to have a mind of their own.

Additionally, a number of domestic mills are facing financial hardship and potential collapse. WM will use it’s worldwide marketing team to insure market delivery and optimal value for Palm Coast’s material, but the global market and economy ultimately determines price.

We suggest the City allow for the pricing option to adopt a pricing model based on a fee for processing and marketing the material (“Processing Fee”) with the customer receiving a percentage on the sale of the material. When the material value exceeds the processing fee, the City and Contractor share the proceeds. WM recommends that the City adopts this pricing model in the new RFP and suggests that conversion to single stream will maximize recycling rates in the City.

To determine the monthly rebate for the City’s single stream material, WM suggests that a blended value be used based on composition percentages for the program materials. At the beginning of the contract period, a recycling composition study is performed to confirm the percentages of Fiber, Rigid Containers and Residue. A combination of Index, End User and disposal pricing will be used to establish the monthly blended value rebate for the single stream material.

Technical Issues - Issue 2

Due to the limited direction provided by the City of Palm Coast, WMIF would encourage the City to consider a transfer station operation that encompasses the municipal solid waste, curbside recycling and yard waste. The benefit of an operation is increased recycled tonnage through single stream recycling, yard waste composting, (both of which have beneficial reuse) and disposal of the municipal solid waste at an approved Class 1 Landfill such as the Chesser Island Road Landfill. WMIF would propose building the facility for the City, operating the facility under a long-term agreement, then at the end of the agreement, the City of Palm Coast would own the facility. Another option would be for WMIF to build a transfer station located in Flagler County.

Transfer Stations may be built on a small parcel of 3 acres and as large as 500 acres, depending on the need. The costs range from \$1.5M to \$45M depending on the size and complexity of the project. A contractor such as WMIF could purchase the land, permit the site for the appropriate use (industrial), design / build the facility as a turnkey job. It is possible to build office space on the site for City Staff if needed. Please see the attached schematic of a potential transfer station layout.

WMIF could easily construct a transfer station to accommodate the approximate 150 tons per day that the City generates. The City could become the host community if desired and build a transfer station to accommodate additional volumes. Transfer stations can easily be built to accommodate from 100 tons per day to over 1000 tons per day depending on the need. These transfer stations can accommodate municipal solid waste, construction and demolition and yard waste.

As referenced in Issue 1, WMIF has transfer stations operating in both St Johns and Clay Counties in Florida that would be similar to the type proposed for the City. St Johns County operates 2 transfer stations which range from a permitted capacity of 1000-1800 tons per day. Clay operates a separate MSW and C&D transfer station with a combined capacity of 1500 tons per day. At many of our transfer stations, WMIF is extracting recoverable recyclables prior to transporting the waste to the landfill. We are recovering approximately 5-8% depending on the type of waste. The revenue generated from the sale of recyclables will vary depending on the type of material recovered and the fluctuating commodity pricing at the time.

Another technology that WMIF has implemented is organics recycling through composting. WMIF has 2 operations in Florida, Okeechobee Landfill and Vista Landfill. Both are in the construction phase and will be operating by late Summer. These facilities will accept yard waste and pre consumer organic material (including fruits and vegetables) and compost these projects into a saleable product. These facilities are capable of accepting approximately 20,000 tons of yard waste and 20,000 tons of pre consumer vegetable waste at full capacity. Since these facilities are new, there is no available data concerning the revenues from the sale of products. One requirement for the composting operation to be successful is that yard waste must be collected in paper bags or reusable containers at the curb. Once collected, the yard waste must be ground to a size of 3 inch or less for composting (see Exhibit II for an overview of the WM Organics Program).

ORGANICS RECYCLING SOLUTIONS



Food & Organics Recycling
A fresh idea for economic
and environmental savings.



THINK GREEN.®

ORGANICS RECYCLING SOLUTIONS

Increased diversion creates multiple benefits.

When it comes to choosing the right environmental partner, there's only one team that offers an entire suite of solutions to help you Think Green! Now, Waste Management is proud to bring you another economically sound, environmentally beneficial service – Food & Organics Recycling. This cost-effective disposal alternative helps you raise your recycling rates, increase diversion and enhance your green image.

As estimated by the U.S. Department of Agriculture, Americans throw away more than 25 percent of the food we prepare. According to the EPA, food and organic materials comprise the third-largest solid waste category (more than 25 million tons per year) but in general, it is not recycled. Did you realize that up to 75 percent of the waste coming out of commercial food operations like yours is recyclable? That's where we can help.

BY PARTICIPATING IN WASTE MANAGEMENT'S FOOD & ORGANICS RECYCLING, YOU ARE:

- Raising your recycling rates
- Increasing diversion rates
- Choosing a cost-effective disposal option
- Fostering your green image
- Partnering with the industry leader



HOW IT WORKS IS SIMPLE:

Your food and organic waste will be source-separated on site. We will work with your staff and provide training to design a collection program to meet your needs and increase your recycling rates.

ACCEPTABLE ITEMS FOR FOOD & ORGANICS RECYCLING INCLUDE:

- Fruits and Vegetables
- Bakery Items and Ingredients
- Egg Shells and Paper Egg Cartons
- Juices and Cartons
- Plants, Cut Flowers, Potting Soil
- Coffee Grounds, Filters, Tea Bags
- Paper Products (napkins and paper towels)

FOR MORE INFORMATION ON FOOD & ORGANICS RECYCLING, CONTACT YOUR WASTE MANAGEMENT SALES REPRESENTATIVE.

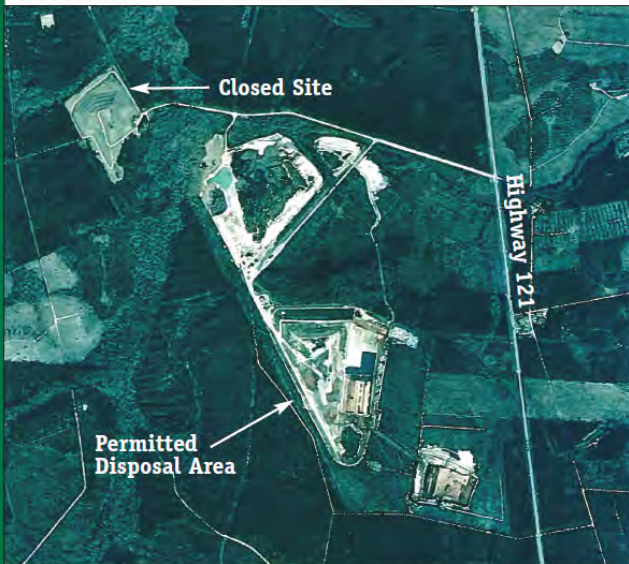


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WMIF would initially propose a transfer station operation to manage the City's solid waste. In conjunction with that operation, WMIF would extract as many recyclables as possible prior to transfer to the landfill. WMIF proposes to transport the material to the Chesser Island Road Landfill in Folkston, GA (see the following Fact Sheet). In conjunction with accepting MSW, C&D and yard waste, WMIF could utilize the same transfer station for single stream recycling of curbside materials. These materials would be transported to the WMIF Single Stream Facility in Orlando, FL. As discussed above, in the future WMIF could develop a composting operation for organics or transport those materials to one of its existing sites for composting. As future technologies develop, WMIF would propose those as applicable to the City.

About our facility

The Chesser Island Road Landfill serves residential, municipal, industrial and commercial customers in Florida and Georgia. The landfill is a Subtitle D non-hazardous waste facility that is permitted to accept special, residential, commercial and agricultural waste, as well as construction and demolition debris, CERCLA waste and non-hazardous liquid waste for solidification. The landfill receives approximately 2,700 tons of waste daily. A total of 13 people are employed at the facility, which is owned by Waste Management, North America's leading provider of waste and environmental services. All employees are trained annually to stay in compliance with U.S. Occupational Safety and Health Administration requirements as well as environmental regulations. Over the years the landfill has had an excellent safety and environmental record.



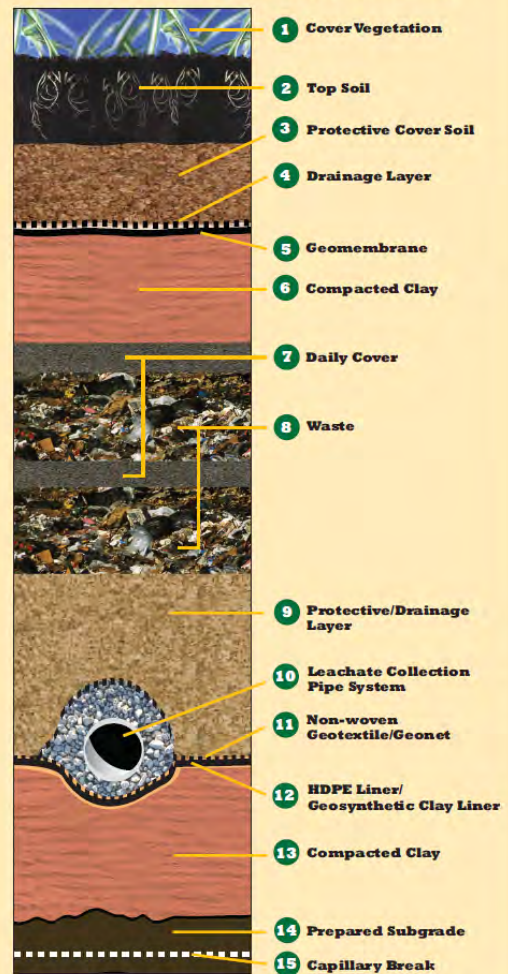
An aerial view of the Chesser Island Road Landfill. The facility provides waste disposal services for residential, municipal, industrial and commercial customers in Georgia and Florida.

The Chesser Island Road Landfill site totals 831 acres of contiguous land, and currently has a 95.8-acre "footprint" where waste is being deposited. A 14-acre portion of the landfill has been certified closed and has a final cap system in place.

Chesser Island Road Landfill

Fact Sheet

Anatomy of Chesser Island Road Landfill



Chesser Island Road Landfill

Location

Highway 121 South @ Chesser Island Road
Folkston, GA 31537

Telephone

(912) 496-7918

Fax

(912) 496-1132

Hours

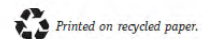
Monday-Friday: 7 am - 5 pm
Saturday: 7 am - noon

Contact

Morris Purvis

Special Waste Contact

Jennifer Sweeney (904) 588-3081



From everyday collection to environmental protection, Think Green.™ Think Waste Management.

Environmental protection

Both Waste Management and Chesser Island Road Landfill are committed to the highest standards of environmental responsibility. Our landfill has always utilized the most rigorous environmental protection standards to protect surface water, groundwater, air quality and environmental conditions.

Surface and groundwater protection

The Chesser Island Road Landfill uses a liner system to protect groundwater and to collect liquids called "leachate," which is created by rainfall or other liquids percolating through the waste. The liner system (from bottom to top) consists of a 24-inch layer of compacted clay, a "geosynthetic" (or manufactured) clay liner, a 60-mil high-density polyethylene (HDPE) liner, and a leachate collection zone. The leachate collection zone, which is comprised of a 24-inch layer of sand and a series of collection pipes, conveys the flow of leachate over the liner so it can be efficiently removed from the landfill. The leachate is drained to collection sumps where automated pumps remove the leachate and transport it to an above-ground holding tank. It is then piped to an on-site pug mill, which is a specialized mixing machine, where it is combined with fly ash for solidification. The resulting solids are used as an alternate daily cover at the landfill, thus reclaiming waste products and putting them to productive use.



This storm water retention pond at Chesser Island Road Landfill was constructed to collect and control surface water runoff from the landfill.

Waste Management ensures groundwater protection by sampling and analyzing groundwater from wells around the landfill site. The landfill has also constructed three storm water retention ponds to collect and control surface water run-off from the landfill; these ponds are monitored continually.

Air quality

The normal decomposition of waste inside a landfill generates landfill gas, which is a greenhouse gas. Waste Management uses the most advanced gas monitoring equipment to ensure landfill gas emissions do not exceed EPA regulations. The Chesser Island Road Landfill collects the gas through a network of gas extraction wells; the collected gas is piped to a flare for destruction.

Special Waste

Special Waste is generated from most industrial and manufacturing processes, industrial site clean-ups and wastewater treatment plants. Examples include such materials as industrial sludge, ash, asbestos and contaminated soil. Waste

Management utilizes a *Five Star Special Waste Program* to manage this type of waste at the Chesser Island Road Landfill. This program involves five steps:

1. Waste evaluation
2. Identification of disposal alternatives
3. Documented acceptance at the landfill
4. Efficient disposal operations
5. Ongoing site security and monitoring

The Five Star Special Waste Program was designed to protect the environment while providing the most efficient and effective disposal alternative for special waste.



Gas extraction wells like this one collect landfill gas for destruction in a flare.

Call us!

The Chesser Island Road Landfill is meeting local and regional waste disposal needs in an efficient, effective and environmentally responsible manner. We're proud to be a vital and growing part of this community, and we're grateful to our neighbors, local vendors and the Charlton County staff for their support and cooperation. In addition to providing a vital service, we aim to continue helping to make this region a great place to live and grow.

We're always interested in hearing from you, so if you'd like more information please call us anytime at (912) 496-7918.



Technical Issues - Issue 3

WMIF will endeavor to construct and operate a municipal solid waste transfer facility with single stream recycling capabilities and potential organic material transfer and or processing at this site. We will work with Palm Coast, Flagler County and other municipalities to locate a suitable site to serve the entire area. To date we have identified 2 potential locations. One location is already zoned industrial and will accommodate a transfer station. This location is in close proximity to major transportation routes.

Value Added Service Offered by Waste Management

See Exhibit III for additional service offerings provided by Waste Management.

ADDENDUM NO. 1

RFI-CM-PCMD-11-01
Disposal of Solid Waste

ISSUE DATE: **May 4, 2011**
BID DATE: **June 7, 2011 @ 2:00pm**
SUBJECT: **Additional Copy Needed**

INTENT: This addendum is issued prior to the date submittals are due in order to incorporate the following clarifications, additions, omissions, deletions, or changes.

Proposers are to use the changed quantities of the items listed in this addendum in their proposals.

1. Please include an additional copy with your submittal for a total of seven (7) complete sets: One (1) original, five (5) copies and one (1) electronic copy (CD). The CD should be an exact duplicate of the original and should be one complete file (PDF preferred), not a series of files.

Acknowledgment:

 5-20-2011
Signature and Date

RDM Connell Area Vice President
Printed Name and Title

Waste Management Inc of Florida
Company Name

END OF ADDENDUM NO. 1

ADDENDUM NO. 2

RFI-CM-PCMD-11-01
Disposal of Solid Waste

ISSUE DATE: **May 6, 2011**
BID DATE: **June 7, 2011 @ 2:00pm**
SUBJECT: **Questions & Answers**

INTENT: This addendum is issued prior to the date submittals are due in order to incorporate the following clarifications, additions, omissions, deletions, or changes.

Proposers are to use the changed quantities of the items listed in this addendum in their proposals.

1. **Question:** Do you have route maps? **Answer:** Waste Pro determines their own routes and we don't have that information.
2. **Question:** Do you know the number of trucks currently being used in your contract? **Answer:** Waste Pro currently has thirty (30) trucks in the City. This includes garbage, recycle and supervisor pick-up trucks. However, we do not have the breakdown of how many of each.
3. **Question:** Do you know the type of trucks used? **Answer:** Other than the fact that the recycle trucks are two sort trucks, we are not aware of any other mechanical details.

Acknowledgment:



Signature and Date

RDM Connell Area Vice President

Printed Name and Title

Waste Management Inc. of Florida

Company Name

END OF ADDENDUM NO. 2

ADDENDUM NO. 3

RFI-CM-PCMD-11-01
Disposal of Solid Waste

ISSUE DATE: June 1, 2011
BID DATE: June 7, 2011 @ 2:00pm
SUBJECT: Questions & Answers

INTENT: This addendum is issued prior to the date submittals are due in order to incorporate the following clarifications, additions, omissions, deletions, or changes.

Proposers are to use the changed quantities of the items listed in this addendum in their proposals.

1. **Question:** What is the current number of residential homes in Palm Coast? **Answer:** Approximately thirty-two thousand (32,000).
2. **Question:** What is the current rate for services provided? **Answer:** The current rate is \$19.82 per month plus quarterly fuel adjustments.

Acknowledgment:

 6-2-2011
Signature and Date

R D McConnell Area Vice President
Printed Name and Title

Waste Management Inc. of Florida
Company Name

END OF ADDENDUM NO. 3

Waste Management

Innovation, Sustainability and Customer Value

THINK GREEN®



Company Overview

+20 MILLION CUSTOMERS	390 COLLECTION OPERATIONS	1 ACTIVE HAZARDOUS WASTE UNDERGROUND INJECTION WELL	345 TRANSFER FACILITIES
14 CONSTRUCTION & DEMOLITION RECYCLING FACILITIES	5 INDEPENDENT POWER PRODUCTION PLANTS, 2 PRODUCE RENEWABLE ENERGY	119 LANDFILL- GAS-TO- ENERGY PROJECTS	273 ACTIVE MUNICIPAL SOLID WASTE LANDFILLS,
91 TRADITIONAL RECYCLING FACILITIES 31 ARE SINGLE STREAM*	8 ELECTRONIC WASTE & RECYCLING SECONDARY PROCESSING FACILITIES	34 ORGANIC PROCESSING FACILITIES*	5 ARE ACTIVE HAZARDOUS WASTE LANDFILLS
		17 WASTE- TO-ENERGY PLANTS*	OVER 43,000 EMPLOYEES

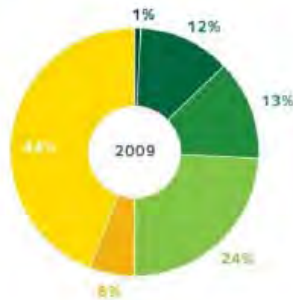


*As of September 2010

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Waste Management 2011

“Green” vs. “Traditional” Services



WASTE MANAGEMENT MIX OF BUSINESS

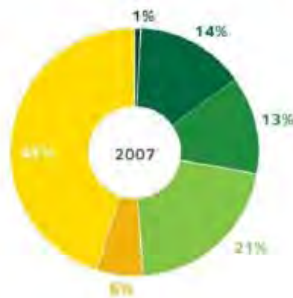
GREEN SERVICES

- Newest Innovative Service Lines**
Includes Organic Growth Group/Upstream revenues.
- Recycling**
Includes Waste Management Recycle America, Recycling Material Sales and Brokerage, landfill revenues from Revenue Generating Cover and Redirected Waste, and recycling revenue within the collection line of business.
- Green Energy Production Facilities**
Includes Wheelabrator green energy facilities, Waste Management renewable energy and landfill-gas-to-energy facilities, and landfills with bioreactors.
- Green Collection/Transfer**
Includes inter-company revenues from collection/transfer station operations to Waste Management “green” facilities (landfills generating energy, waste-to-energy facilities, recycling facilities).

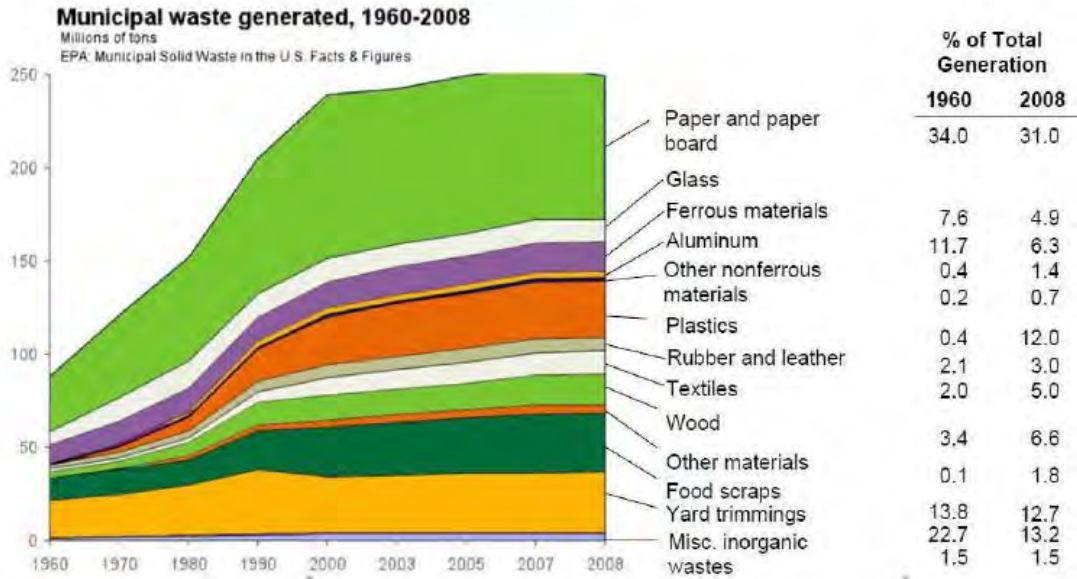
TRADITIONAL SERVICES

- Traditional Landfill**
Includes revenues from disposal in landfills not used for energy recovery. Hazardous waste revenue is included in this category.
- Traditional Collection/Transfer**
Includes traditional collection and transfer station lines of business.

(Source: full year 2007 and 2009 revenue data)



We capture a variety of materials



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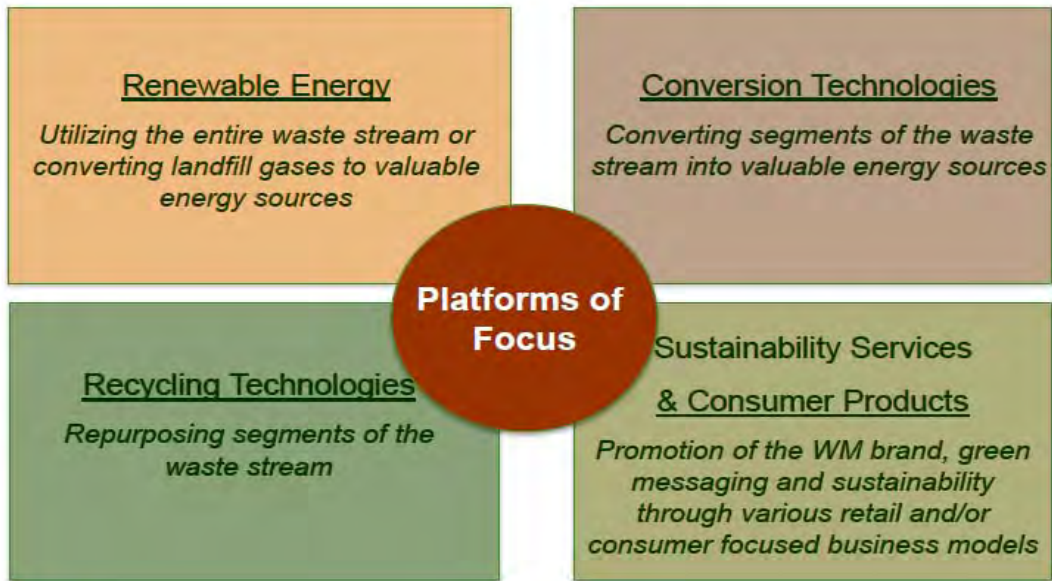
Waste Management Key Goals and Progress

SUSTAINABILITY GOALS AND KEY PERFORMANCE INDICATORS, 2007-2009

Progress toward Goals	2007	2008	2009
Tons of Recyclables Managed 2020 GOAL: 20 Million Tons	8.0 million	7.6 million	8.5 million
Waste-Based Energy Production 2020 GOAL: 2 Million Households	1,073,000	1,033,000	1,073,000
Fleet Efficiency ¹ 2020 GOAL: 15% Improvement		2 million driver hours reduced; 853 natural gas vehicles added; 2,200 vehicles using biofuels	
Number of Wildlife Habitat sites	24	49	73
Number of Acres Protected 2020 GOALS: 100 Sites; 25,000 Acres	17,000	21,000	24,000
Other Key Indicators			
Waste-Based Energy Benefits ²			
• Tons of coal equivalent	5,300,000	5,385,000	5,591,000
• Barrels of oil equivalent	20,700,000	20,890,000	21,563,000



OGG Four Platforms of Focus



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Recycling Technologies



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Waste Management Recycling Services

<h2>PAPER</h2> <p>WE RECYCLED 6 M TONS OF PAPER PRODUCTS AND PACKAGING IN 2009</p> <ul style="list-style-type: none"> Waste Management has been separating and recycling paper and cardboard for more than 20 years. A recycling 80% of everything we recycle would mean saving 100 million trees and 100 million gallons of water. Recycling paper saves us 50% less energy and reduces ink, noise air and energy needs. Today's recycling facilities efficiently process paper at multiple sites, including, with minimal residual contamination. 	<h2>ORGANICS</h2> <p>WE PROCESSED 1.25 M TONS OF ORGANIC WASTE IN 2010</p> <ul style="list-style-type: none"> Waste Management has 34 organics composting facilities. We are working with customers and partners to maximize the beneficial reuse of organics to develop products such as soil amendments, organic fertilizers, renewable energy, advanced biofuels and renewable chemicals. 	<h2>GLASS</h2> <p>WE RECYCLED OR REUSED NEARLY 550,000 TONS OF GLASS IN 2009</p> <ul style="list-style-type: none"> Our glass recycling saved as much energy as taking nearly 14,000 cars off the road. A glass container saves from a recycling bin to a store shelf less than 30 days. An estimated 80% of recycled glass containers are made into new glass bottles. Recycling just one glass bottle saves enough energy to light a 100-watt light bulb for four hours, power a computer for 30 minutes, or a television for 20 minutes. 	<h2>METALS</h2> <p>WE RECYCLED 402,000 TONS OF FERROUS AND NON-FERROUS METALS IN 2009</p> <ul style="list-style-type: none"> The steel and aluminum recovered through recycling can have second lives as cans, coils, stove window frames and other products. We are working with our customers and partners to make a metal recovery process as efficient as possible.
<h2>PLASTICS</h2> <p>WE RECYCLED NEARLY 175,000 TONS OF PLASTICS IN 2009</p> <ul style="list-style-type: none"> Nearly 72,000 tons of this area qualify for local plastic (PET) used for soft drink and water bottles, among other things. Waste Management recycled more than 3 billion PET bottles. If these were all 30-gallon bottles, the recovered PET could form barrels and fill make 100 million square feet of recycled carpet. We are working with partners to find new uses for waste plastics. 	<h2>E-WASTE</h2> <p>2 M TONS/YEAR RECYCLED (U.S. EPA ESTIMATE)</p> <p>Tallest growing commodity within the municipal solid waste stream</p> <ul style="list-style-type: none"> 3 million tons of e-waste which consumers and retailers are afraid to give up and burn. Waste Management operates 214 e-cycling collection depots. Our goal is to establish drop-off locations in all states where we operate to provide recycling for e-waste within 20 miles of 90% of the U.S. population. 	<h2>CONSTRUCTION & DEMOLITION WASTE</h2> <p>Recycling of construction and demolition (C&D) waste is growing. Waste Management helps contractors, builders and their customers achieve green building and sustainability goals by providing waste management and environmental solutions from the "Always Green Through" construction.</p> <ul style="list-style-type: none"> As state mandates for C&D recycling increase and strong LEED-certified facilities are built, we expect to see facilities like our California-based Recycling Unit at the San Joaquin Landfill and Recycling Center, where we accept materials for maximum recycling and provide documentation to help meet LEED standards. 	<h2>COAL COMBUSTION RESIDUALS</h2> <p>Having a beneficial use for coal combustion residuals is not necessarily evident.</p> <ul style="list-style-type: none"> Our facilities provide a controlled, contained environment for the use of these residuals as daily cover and as a medium to stabilize liquid or landfill. We are continuously investing specifically tailored for disposal of coal combustion residuals, and we are actively evaluating new ways we can help our customers put their waste closer to beneficial use.



Single Stream Recycling



- Single-stream recycling greatly increases participation - on average up to 50 percent more recyclable materials
- Helps lower costs and emissions by reducing transportation while capturing new volume
- Employs advanced recycling technology including magnets, screens and optical scanners to automate the sorting of recyclables
- Improves local recycling programs by increasing capacity while maintaining material quality



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Organics Recycling

- WM estimates that 30-35 million tons are organic in nature from the materials we manage (excluding recycled paper, OCC, etc).
- WM currently manages over 1.70 million tons of organics to beneficial uses including composting, mulch operations
- WM currently operate 34 organic facilities, including more that will start up in the next several months, and more in the permitting process.



THINK GREEN!

E-Waste Recycling



- Fastest growing commodity in the waste stream

- In 2009, WM processed 12 million pounds of e-waste

- Operate over 200 eCycling collection depots North America, with a goal of having a recycling center within 20 miles of 95 percent of the population

- Founder of the Basel Action Network's E-Stewards Program and adopted the R2 standards

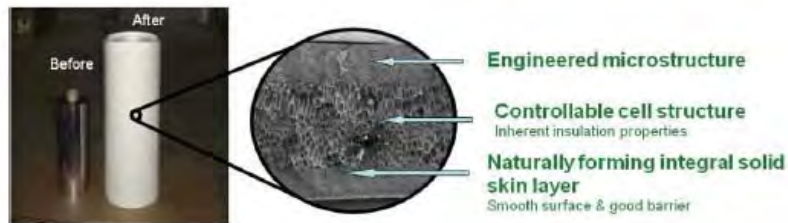


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THINK GREEN®

MicroGreen Polymers

- Technology expands plastic and does not involve petrochemical blowing agents or VOCs in manufacturing process
- Reduces amount of plastic required to produce new products
- Technology works well with recycled PET
- Can be used to make recyclable coffee cups, containers, etc.



Renewable Energy



©2011Waste Management

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Wheelabrator Technologies

- Leader in converting household solid waste into electricity
- 17 plants across the US
- Produces enough energy to power 650,000 homes, offsetting the need for 7 million barrels of oil



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THINK GREEN.™

Landfill-Gas-To-Energy

- WM's landfill gas-to-energy plants generate enough energy to power nearly 500,000 homes
- 129 facilities as of 1st Q 2011



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THINK GREEN.

Conversion Technologies



©2011 Waste Management

THINK GREEN!

Terrabon

We invested in Terrabon in 2009. Terrabon uses an acid fermentation process that converts biomass into organic salts, that can then be converted to a high-octane gasoline

- Variety of Organics Materials Processed - Residential & Commercial Food Wastes, Yard & Wood Wastes, other Organic Materials
- Process creates a “green transportation fuel” - can be blended directly into a refiners’ conventional fuel pool, avoiding many of the blending and logistics challenges presented by ethanol
- Pilot plant currently operating in College Station - in cooperation with Texas A&M University and Valero



TERRABON



THINK GREEN.

Harvest Power

- In 2010, WM invested in Harvest Power, which plans to build “next-generation” organic waste management facilities
- Harvest Power plans to create clean biogas and nutrient rich compost through anaerobic digestion (biogas to power), composting and finished product marketing



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THINK GREEN.

S4 Energy Solutions

- Waste Management and InEntec LLC formed S4 Energy Solutions in 2009 to develop and commercially deploy gasification technologies
- S4 plasma gasification technology will produce flexible, clean fuels and energy
- The first S4 facility being constructed in Arlington, Oregon with commissioning beginning in 2011



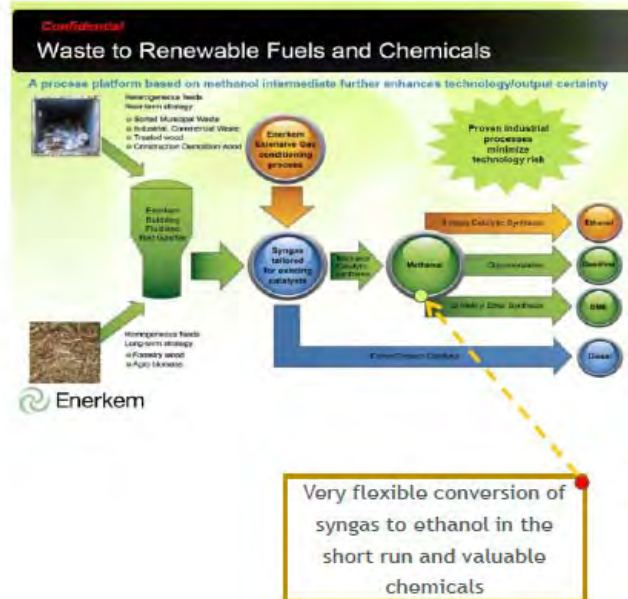
Month XX, 20XX

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Enerkem

- Fluidized bed gasification process
- Construction begun for a 500 tpd plant in Edmonton, Alberta
- Technology helps convert carbon based waste materials including municipal solid waste, construction and demolition wood as well as agricultural and forest residues



Genomatica

- Joint development agreement to research and advance the production of chemicals from MSW
- Create proprietary, specially designed organisms and manufacturing processes to convert syngas into chemical products
- Potential use for syngas through anaerobic digestion, gasification and landfill gas



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THINK GREEN®

Agilyx

- Agilyx converts low value, hard to recycle and contaminated plastics into a high value, synthetic crude oil.
- Anaerobic thermal reclamation process that provides an economical and environmentally responsible solution to process mixed plastic resins from industrial and residential waste streams
- Complements Waste Management's other recycling and thermal chemical conversion technology platforms



Sustainability Services



THINK GREEN:

Sustainability Services

Waste Management uses a holistic approach to:

- Increase waste reduction
- Lower costs
- Enhance compliance & safety
- Meet LEED standards

Sustainability Services has saved customers over \$60 million.



THINK GREEN.®

Consumer Products



©2011 Waste Management

THINK GREEN.

Bagster

- Bagster bags are “Dumpsters in a Bag.” They are 3-yard polypropylene collection bags used as an alternative to traditional, metal bins that must be delivered to customers
- Sold in over 2,500 hardware stores across North America, including Home Depot, Lowes and Rona.
- Customers fill the bag and then schedule a pickup

BUY. your Bagster bag at the local home improvement center and use it at your convenience.

FILL. with up to 3,300 lbs. of construction debris, household junk, or yard waste.*

GONE.® Schedule your collection online or call Waste Management's Bagster Customer Care.



©2011 Waste Management

THINK GREEN!



Greenopolis

- Greenopolis partners with other companies (like PepsiCo) to increase recycling
- Greenopolis.com posts daily green content and serves as a hub for rewards program
- 500 digital kiosks allow consumers to recycle on-the-go at gas stations, grocery stores, etc.
- Users receive points for what they recycle, which can be redeemed for rewards
- Digital properties attract 1MM visits per month



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Think Green From Home

Through mail-back programs, WM allows customers to recycle fluorescent lights, batteries and CFLs without ever leaving their home.



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Solar Compactors

- Ideal for busy public areas (downtown, parks, malls)
- Even works with indirect sunlight
- Low collection costs because they hold up to 5 times the volume of waste
- Cities can use side panels as billboards to promote local programs



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What we can bring to our neighbors

We have set aside 26,000 acres for wildlife habitat

Our closed landfills are reused

- Ball Fields
- Golf Courses
- BMX Bike Trails

103 facilities certified by the
Wildlife Habitat Council



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THINK GREEN®

“Our opportunities all arise from the sustainability movement.”



David Steiner
CEO Waste Management
Fortune Magazine Dec. 2010



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For more information:

WM 2010 Sustainability Report at
<http://www.wm.com/sustainability/index.jsp>

Think Green educational site at
<http://www.thinkgreen.com/students-k-5>

Greenopolis on Facebook at
http://www.facebook.com/greenopolis?v=app_4949752878



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Organics Recycling Solutions

For

City of Palm Coast



What is Organic?

ACCEPTABLE MATERIALS

- ✓ Food:
 - By-products, Produce, Bakery, Egg Shells, Dry Goods
 - Food-Soiled paper and Approved Compostable Packaging (cardboard, paperboard)
- ✓ Plants & Flowers
- ✓ Yard Waste & Trimmings, Wood, Agricultural

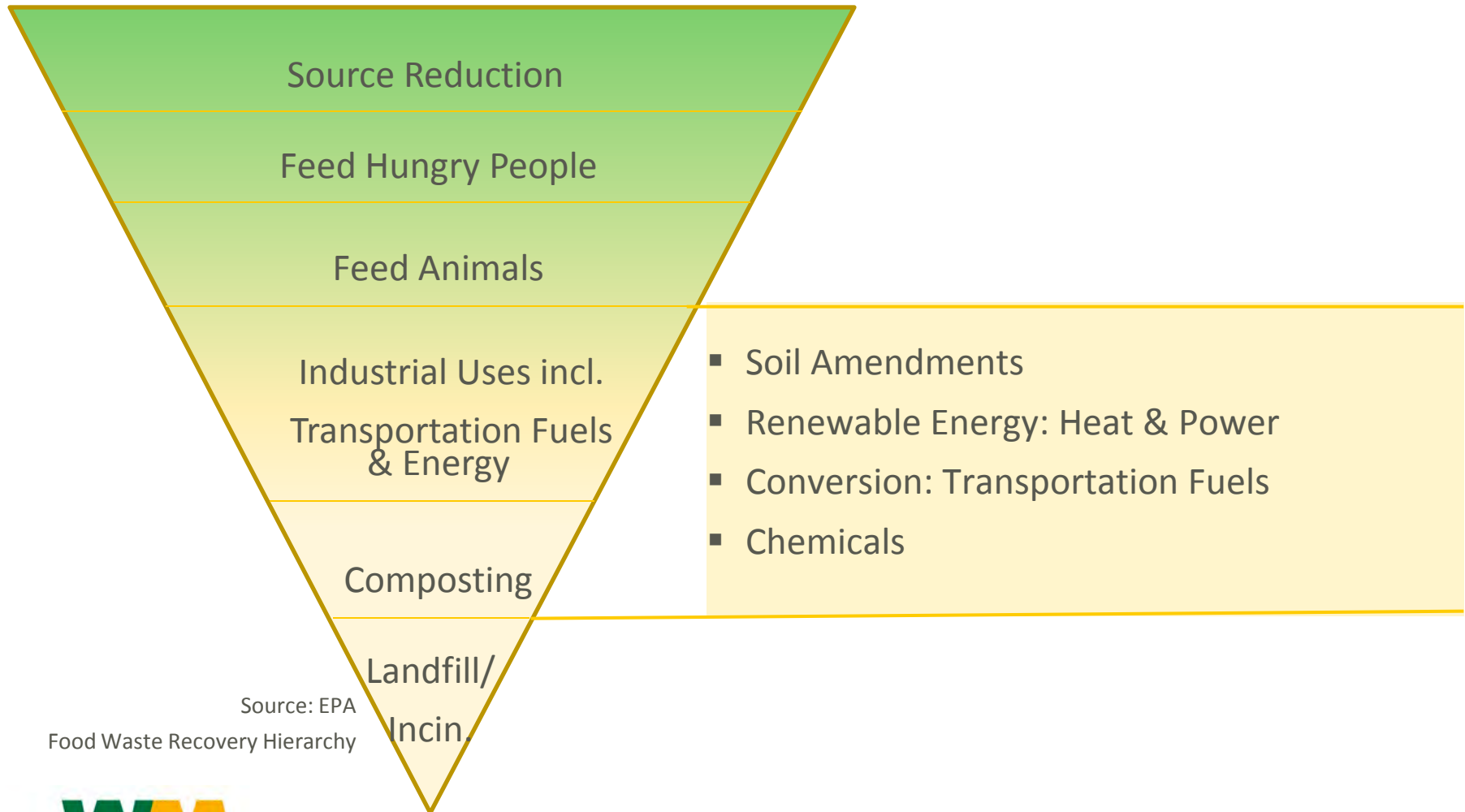
GARBAGE

Styrofoam, plastic wrap, utensils, caps, wrappers, produce baskets, rubber bands, bathroom waste

RECYCLING

Clean cartons, cardboard, paper, glass bottles & jars, aluminum and metal cans, and plastic bottles, jugs, tubs and cups

What Can Organic Waste Become?



Source: EPA

Food Waste Recovery Hierarchy

Why Our Customers Recycle Organics



Food and organic recycling helps conserve landfill airspace



Significantly improves your waste diversion



Recycling reduces waste disposal cost



Up to 70% of waste coming from commercial food operations is recyclable



Recycling helps foster your green image and reduces your carbon footprint

Implementing a Program



1. Partnering



2. Strategy



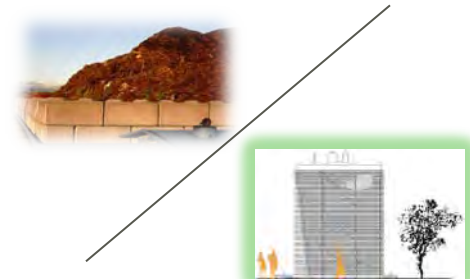
3. Training



4. Separation



5. Collection



6. Processing

7. Product



8. Tracking & Metrics



Possible Collection Options



½ yard collapsible pallets



3-65 gallon totes in cart dumper



Roll-off/Sludge

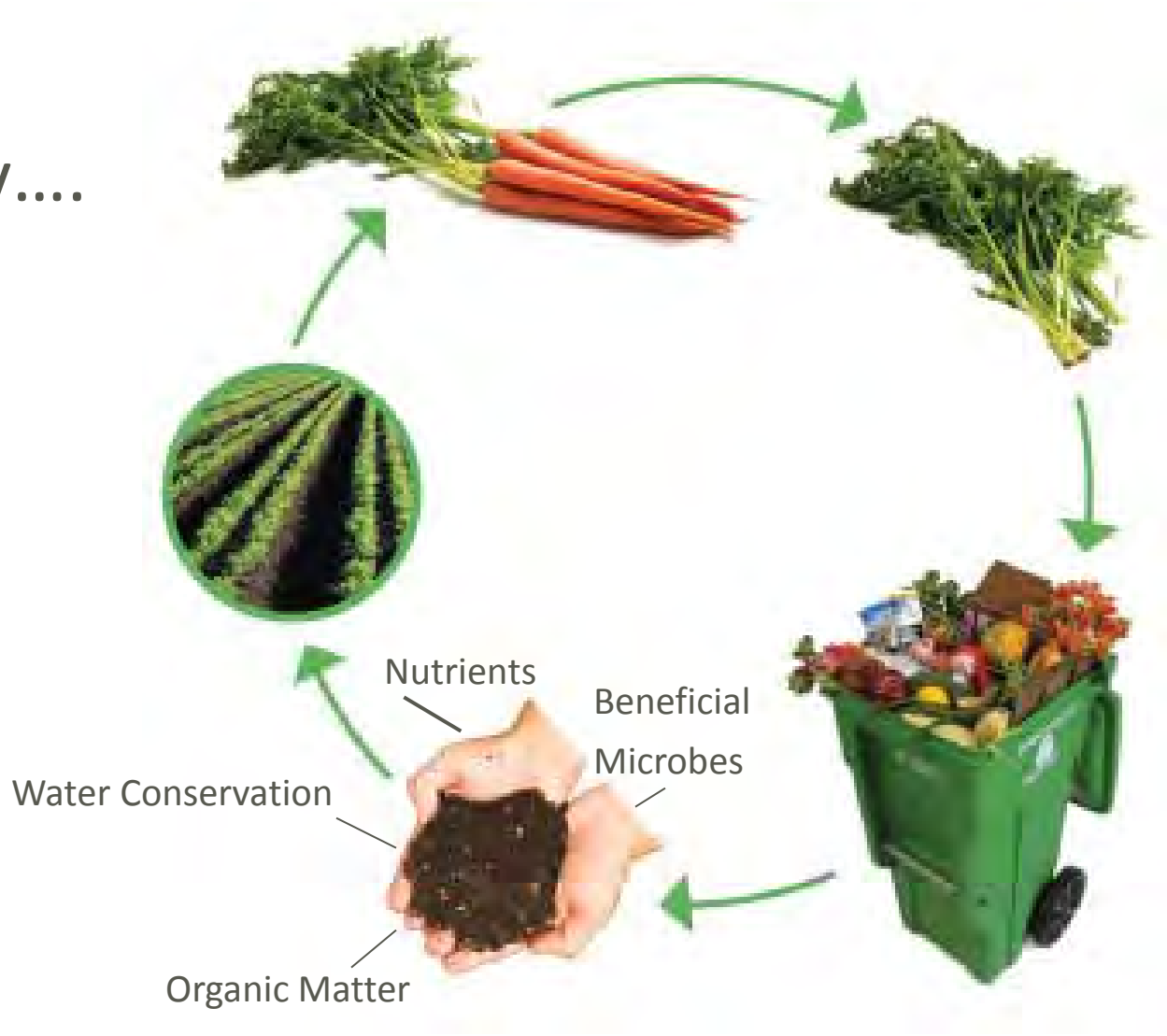
Organics Recycling Challenges

- Vector/vagrants/odors
- Climate affects feedstock
- Container design/weight/room/collection
- Contamination/training
- Supply/Demand/Infrastructure balance
- Local regulations/permitting process
- Technology advancements



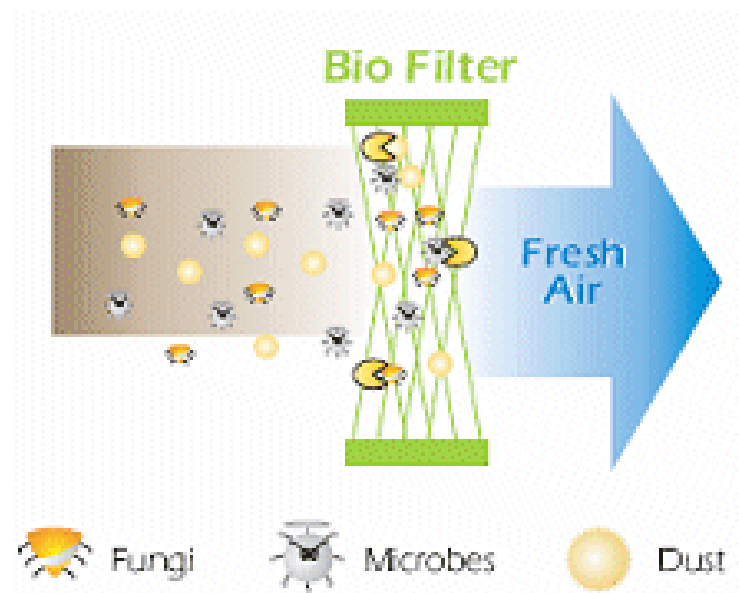
Recycling Organics

Today....



Composting Technology Employed in Orlando

- Aerated Static Pile with a synthetic cover system
- Advanced air control systems that draw air through the compost pile and filters it in order to reduce odors
- The bio-filtration system also speeds up the compost process
- Significant process controls to create high -quality compost



Recycling Organics: Future Processing Technologies

Today....



Tomorrow....

Future Organics Recycling Solutions

- Wet & Dry Anaerobic Digestion
 - Production of Renewable Energy
 - Steam Production/Liquid Natural Gas/Combined Heat & Power
 - Digestate
- Gasification & Fermentation
 - Production higher value products
 - Green Gasoline
 - Syngas to Methanol (beneficial fuels and chemical products)

Waste Management's Investments in Organics Processing

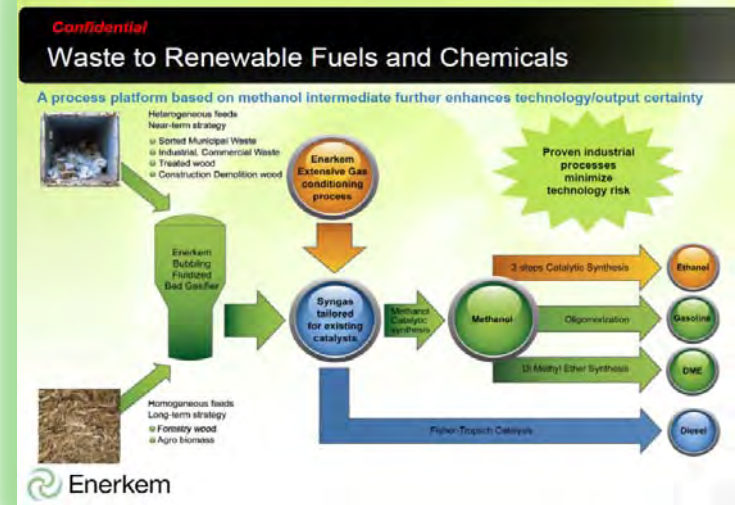
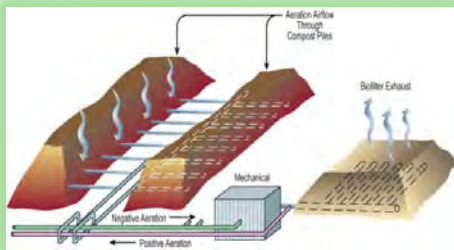
TERRABON



S4 Energy SOLUTIONS



HARVEST



WASTE MANAGEMENT

PUBLIC SECTOR SOLUTIONS



City of Palm Coast, Florida

REQUEST FOR INFORMATION (RFI-CM-PCMD-11-10)

By Waste Management Inc., of Florida

June 7, 2011



THINK GREEN®



Solid Waste Collection Plan

Waste Management is pleased to offer the following solid waste collection services to the City of Palm Coast in accordance with your REQUEST FOR INFORMATION (RFI-CM-11-01).

Residential Collection

It's this dependable service that more than 25 million people count on every week, making us North America's leading environmental solutions provider. Your community is our community — we live and work there, too. Services Are tailored to meet the needs of your community and to ensure your initiatives are drive to

ensure a clean and environmental responsible community. Residents can rely on Waste Management for:

- Modern, manual, semi-automated or fully- automated collection vehicles, many running on low-polluting alternative fuels
- Safe, friendly drivers
- Professional customer service staff able to answer all your service-related questions.

Special Collection

Waste Management offers weekly curbside collection of bulky items such as large brush, appliances, furniture, etc. We can also provide collection of unusually bulky items upon request. Under this provision, we provide service at an additional fee for items that require the use of lifting equipment or are outside the scope of our contract.

The fee for this special collection service is based on a cost per hour with a one-hour minimum, plus disposal. Waste Management also offers an alternate solution that allows homeowners to place roll-off containers at the curb to dispose of waste as it is generated. When residents request this service, our Customer Service Representatives will discuss specifications and pricing in detail. Homeowners may also take advantage of Waste Management's exclusive Bagster® program, described below.



Bagster®

Waste Management's Bagster® program offers a new way for the City of Palm Coast to think about collections and servicing its residents. Bagster® can take on up to 3300 lbs of waste and debris from home improvement or big cleanup projects—enough space to handle twenty 30-gallon trash bags, 47 sheets of drywall, or 1280 square feet of hardwood flooring! It is lightweight, easy to transport, and smaller and more manageable than a dumpster.



The process is simple—residents simply purchase Bagster® when they need it, fill it with debris, and either logon to www.thebagster.com or call 1-877-789-BAGS to schedule and pay for pickup at their convenience.

Bagster® offers a cost-effective waste management solution for situations such as:

- **Community Event and Block Cleanups.** Bagster® offers an easy solution for local cleanups at block parties, city parks, and residents' homes
- **Bulk Collection.** Bagster® can be added to municipal contracts as an additional solution for bulk collections.
- **Disaster Preparedness.** Bagster® can handle debris from floods, hurricanes, tornadoes, and fires. The bags are easy to store, allowing cities to have them available for residents to use in case of emergencies.
- **Home Improvement Projects.** Bagster® is a perfect solution for home improvement debris. From room additions to deck building, recommend them to homeowners and contractors when they request city building permits.

Waste Management will work with the City of Palm Coast to customize a Bagster® program to achieve your economic and sustainability goals. Plus, your city can take advantage of revenue-sharing opportunities as part of your overall service contract.

Waste Diversion

Waste Management is pleased to offer the following services to help the City of Palm Coast achieve its waste diversion goals.



Recycling

We offer many other exciting services such as our solar-powered compactors, which can help keep your parks and recreation centers litter-free, as well as community education and partnership initiatives. Sustainability is key at Waste Management—we are committed to the diversion of recyclables from landfills to Material Recovery Facilities (MRF).

We operate and maintain a national fleet, and nearly 1,500 municipalities rely on us for their recycling needs, including over 500 cities that take advantage of our single stream program. We have seven public operating contracts nationwide and deploy an expert team in North America to provide local support for procurement of all public recycling issues. Waste Management also participates on panels and government task forces dealing with recycling legislation and regulation. We have the most experienced team in North America and provide expert speakers for recycling topics in national, state, and local information gathering efforts.

By taking advantage of Waste Management's comprehensive recycling services, the City of Palm Coast can improve participation, promote environmental stewardship, and tap into revenue from collected recyclables. The following is a summary of the advantages offered by Waste Management's recycling programs.



Turnkey Services

We offer expertise in site selection and permits, engineering, site LEED certification, construction, traffic control, pricing, contract and project management, operations, Lean Manufacturing techniques, safety, logistics, maintenance, environmental management, personnel, training, reporting, and start-up for all recycling applications.

Customized Reporting of Diversion Efforts

Waste Management regularly reports recycling and diversion efforts for municipalities. We report state-required participation and tonnage numbers in formats designated by the customer. We also assist



customers in publishing the results of their efforts in the community through all requested media outlets. We keep a regular dialogue with public agencies to ensure the greatest impact and accuracy from reporting practices.

Material Marketing

As the world's top marketer of recyclable material, we have close to 30 years of proven experience obtaining commitments from the best available material markets throughout North America and the world. Approximately 7.6 million tons of commodities move through our nationwide network annually. We recycle close to 4,000,000 municipal tons per year. Waste Management offers expertise for accommodating paper, plastics, metals, glass, hard to handle items such as wood and other C&D materials, and electronics. Our goal is to find beneficial end uses for even the most challenging recyclable materials.



Cutting Edge Diversion Technologies Clearinghouse

Waste Management has facilities with the latest technology for all viable recycling material streams. Besides curbside recycling, we act as the recognized clearinghouse for total program landfill diversion systems nationwide. In many instances, we offer free tours to municipal and public officials of these facilities. We are also the leading C&D recycler with over 25 working facilities, as well as North America's largest recycler of green waste and municipally generated white goods, and one of the top fluorescent bulb recyclers. We have a network of North American eCycling processing centers and subcontractors. Waste Management directs inquiries regarding these technologies to the proper expert for follow up.

Community Support

Waste Management participates on a national scale in numerous Earth Day, America Recycles Day, and national government association events. We also work with organizations such as the National Wildlife Foundation, SWANA, and Keep America Beautiful. We have more than 20 integrated education centers at our recycling facilities, and we support hundreds of local organizations.

Single-Stream Recycling

Single-stream recycling allows customers to dispose of recyclable paper, plastic, and glass using a single bin. No more separating recyclables! Residential single-stream recycling programs have greatly increased recycling rates, often boosting the volume of diverted waste up to 40 percent. Plus, Waste Management is continuously working to advance these easy recycling programs, along with specialized recycling programs, for commercial applications. Waste Management can provide recycling options that do not require customers to pre-sort their recyclables into different material types. By saving time and hassle for



end users, the process encourages higher recycling volumes—recovering as much as three times the amount of recyclable materials.

Recycling Incentive Programs

Residents who participate in Waste Management's recycling program are automatically eligible to sign up for our recycling rewards program and earn points to redeem for valuable discounts at leading retailer—places like Johnny Rockets, Little Caesars Pizza, and Anthony's Car Care. Residents earn points by recycling as many recyclable materials as they can. It's an easy, fun way for residents to help the environment and help the City of Palm Coast reach its waste diversion goals.

Organics

When it comes to choosing the right environmental partner, only Waste Management offers an entire suite of solutions to help you Think Green. Our food and organic recycling services provide a cost-effective disposal alternative to help the City of Palm Coast raise its recycling rates, increase diversion, and enhance its green image.



As estimated by the U.S. Department of Agriculture, Americans throw away more than 25 percent of the food we prepare. According to the EPA, food and organic materials comprise the third-largest solid waste category (more than 25 million tons per year) but in general, it is not recycled. That's where we can help.

Waste Management has both company-owned compost sites and access to a third party site network that allows us wider organic waste disposal options. We have invested in the largest food and yard waste composting facility in North America. We are working to develop innovative high solid aerobic and anaerobic digestion and composting technologies to accelerate the decomposition of organic materials to produce renewable energy. Our process creates clean biogas that can be converted into electricity, liquefied natural gas, or compressed natural gas, and generate high quality, nutrient rich compost products.

Solar Powered Compactors

Municipalities work hard to offer their communities safe, aesthetically pleasing parks and public facilities. Keeping those areas clean encourages more traffic and community involvement. With cities facing dire financial conditions and federal and state governments tightening environmental regulations, it is critical to find the most cost-effective and environmentally sound options available to keep parks and public facilities clean. Such solutions not only demonstrate fiscal responsibility and environmental stewardship, they help establish good will and trust with an increasingly green-minded citizenry.



Through a partnership with Waste Management, the City of Palm Coast can accomplish its civic, environmental, and budgetary goals. Our Solar Powered Compactor offers you a better way to keep public spaces clean. Ordinary trash barrels often overflow, but the enclosed design of the Solar Powered Compactor eliminates overflowing litter and the problems associated with it, including illegal dumping, wind, rodents, pests and seagulls.

Because it has five times greater capacity, the compactor can reduce the number of collection trips by 80%, requiring significantly less labor, and fewer pickups, reducing CO2 emissions. Lease, rental, or

THINK GREEN®



purchase options are available for the Solar Powered Compactor, and it will pay for itself over time through its cost-effective benefits. The cost of the unit can be offset by qualifying for state and federal grants and through ad revenues generated by the ad panels and laminate wraps available for the unit.

The compactor includes receptacles for collecting plastic bottles, newspapers, glass and other recyclables to make recycling easier. Choosing compaction versus collection via the Solar Powered Compactor improves recycling rates, helps keep recyclables clean, preserves valuable resources, and reduces CO2 emissions, fostering compliance with increasingly stringent regulations and enhancing LEED and sustainability initiatives.

Universal Waste Collection

In the past, proper handling of household hazardous waste has required residents to transport it to specific drop-off sites prepared to safely handle such materials as batteries, fluorescent light bulbs, and sharps. Waste Management offers the City of Palm Coast residents and businesses specialized disposal solutions for this special, difficult to handle waste.



Waste Management Tracker® Programs

Waste Management created our line of waste trackers to provide a convenient solution for recycling of wastes that are normally not included in a curbside service. This offering is not currently available from other solid waste competitors, and complies with regulations in those states that prohibit land filling of these wastes.

- **MedWaste Tracker®.** Waste Management offers a safe, convenient solution for residents who inject medications from home. It is the kind of system recommended by the Environmental Protection Agency (EPA) for safe needle disposal—a total system, providing for containment, collection, and destruction of used needles. MedWaste Tracker® allows residents to safely contain the sharps and lancets used in their personal healthcare programs. When the Tracker is full, customers simply mail them back to Waste Management for environmentally correct treatment and disposal. The kit comes complete with everything they need—including box, postage, and label.
- **LampTracker®.** This program provides residents and businesses with specially designed boxes, including an option that reduces the risk of mercury vapor exposure when handling broken bulbs. Customers ship the full boxes directly to Waste Management for safe disposal and recycling of the reusable elements. Types of bulbs recycled include fluorescent tubes, U-bents, CFLs, HIDs, and UV bulbs. Recycling of compact fluorescent lamps. Holds up to 13 13-watt CFLs. Includes our patented Mercury VaporLok® bags which prevent leakage of mercury vapor if bulbs break during storage or transport. Prepaid postage to our recycling facilities for tracking and recycling.
- **BatteryTracker® and BallastTracker®.** These programs facilitate recycling of alkaline, NiCD, NiMH, silver oxide, mercury, or non-spillable lead acid batteries and non-PCB lighting ballasts. Recycling of consumer batteries from homes. Holds up to 4 pounds of dry cell batteries. Includes prepaid postage to our recycling centers for certified tracking and recycling.
- **MercuryTracker®.** Our MercuryTracker® enables recycling of electrical and medical equipment and devices such as thermostats and thermometers.
- **e-Waste Kits.** Three sizes of e-waste boxes are available for recycling of home electronics including cell phones, PDAs, keyboards, mice, stereos, radios, speakers, CRTs, CDs, DVDs,

electronic toys, TVs and more. The largest kit will hold up to 70 pounds. Includes prepaid shipping and recycling.

- **Bottle, Can and Paper Recycling Kits.** Offers single stream recycling for residents that don't have a curbside offering. There is no need to separate recyclables and includes a return shipping label to a recycling facility.

Home Collection

We also offer the option for residents to request collection at their home through our call center for the materials listed below. This program allows an unlimited number of collections per home for an unlimited quantity of waste. We also offer public education assistance, comprehensive reporting, surveys, and the option for the city to install public drop boxes for non-controlled pharmaceuticals and sharps.



- Chemicals including paints, pesticides, automotive products and cleaners
- Fluorescent lamps, tubes, mercury devices
- Electronic waste including monitors, computers, microwave ovens
- Sharps to be collected in any rigid sealed container i.e., soft drink bottle
- Pharmaceuticals (non-controlled) in pill and capsule form, placed in bags

Surveys. Waste Management will include a postage-paid card addressed to the city program manager in every kit mailed to prospective participants. The card lists five multiple-choice questions and two fill-in-the-blank questions. Approximately 15-35% of participants typically complete and return these surveys, allowing us to continually improve our program.

Reports. Waste Management's customer service technicians logs every item collected from each site on our inventory form. We then enter this data into a database to generate reports. Each month, the City of Palm Coast will receive at minimum two reports. The first report lists every home from which waste is collected and the types of waste picked up. The second report is a summary of the waste collected on each date during the month. With these reports, you can determine what was collected from whom and when.

The City of Palm Coast can use these reports to generate follow-up quality control calls to residents. You can determine what waste streams are collected in specific areas of the city. We can provide this data in Excel format for use in mapping the homes serviced. Each year, Waste Management will develop a custom report that includes all of the data collected during the year, which can be used for comparison with other communities with similar demographics. Our reporting allows you to determine where to focus public education to reach goals regarding specific neighborhoods or waste streams.

eCycling Services

As the nation's only coast-to-coast electronics recycler, Waste Management offers equipment recycling, product refurbishment and reuse, collection events, and commodity marketing. We can recycle personal computers, monitors, servers, storage devices, peripherals, circuit boards, chips, and other computer components, consumer electronics, copiers, phones, fax machines, and more. The organization processes both ferrous and nonferrous metals. Our eight processing facilities (California, Colorado, Minnesota, Oklahoma, Oregon, Massachusetts, Texas, and Wisconsin) are either ISO 9001 and 14001 certified or in the process of being certified, which means they operate according to rigorous quality and environmental standards.

Equipment

At Waste Management, we watch our equipment closely and replace it whenever it fails to meet our high operational and aesthetic standards. Our drivers continuously survey compactors, bins, containers, and other equipment and immediately call in repair or replacement orders when they identify damaged or defaced equipment.



When a maintenance issue is reported for one of our owned compactors, we dispatch a maintenance technician to analyze the performance of the unit and repair it on site as quickly as possible. Depending on the market, the maintenance is performed by a Waste Management technician or a qualified contractor. All maintenance services, from preventive service to adjustments to major overhauls, can be coordinated through Waste Management for any piece of compaction and baling equipment.

Fleet

With almost 21,000 vehicles, Waste Management has taken significant steps to ensure that our fleet addresses environmental and safety issues.

- All new residential and commercial trucks are equipped with back-up cameras for improved visibility and safety.
- The hydraulic systems and components on Waste Management trucks have been redesigned and refined to reduce the potential for leaks and spills.
- Waste Management is working to develop standardized, low-speed hydraulic systems for fuel and noise reductions.
- Our fleet of more than 800 heavy duty natural gas trucks is the largest natural gas fleet in the United States. We have 25 of these trucks scheduled for deployment in Q4 for Sarasota County.
- Waste Management is among the leaders in the industry with respect to the investigation of hybrid truck and alternative fuel technologies. We are working with state and federal agencies in the development and testing of emission-efficient vehicles and components.
- Waste Management has worked with fluid and oil suppliers to determine the longest lasting fluids and lubricants. We have tested and incorporated the use of synthetic fluids and have developed processes and maintenance practices for extending fluid drain intervals to reduce lubricant purchases and disposal volume.
- Spill kits are required on all trucks to facilitate site clean-up.
- The best available engine air cleaner technology is utilized in vehicles and equipment, ensuring that engines run cleaner and longer.
- On-board fire suppression systems are utilized on the majority of landfill equipment to significantly reduce the potential for major fire damage or fire impacts.
- Waste Management is participating in voluntary diesel retrofit programs in Texas, Washington, Massachusetts, New Hampshire, Maine, and Rhode Island. Other projects are under

development in New York and Pennsylvania. All are aimed at determining the best available emission control technology.

Preventive Maintenance Program



Waste Management is committed to maintenance excellence. Our preventive maintenance (PM) program establishes a standard to minimize vehicle failures by monitoring the current condition of the equipment and correcting defects before they develop into safety concerns or costly repairs. The program establishes a systematic procedure to inspect, lubricate, and maintain all vehicles owned and/or operated by Waste Management. These procedures reduce breakdowns and accidents within our fleet, and provide us with trouble-free, safe and efficient operations. Our company goal and objective is to provide the City of Palm Coast with the safest cleanest, and most reliable equipment in operation. The following is a summary of our PM program.

Scope

This PM program applies to all of Waste Management's collection vehicles. As changes occur, Technical Service Bulletins may be issued to amend this process. Our inspection program encompasses the mandatory Department of Transportation (DOT) inspection criteria set forth in section 396 of the Federal Motor Carrier Safety Regulations (FMCSR). This serves as the inspection process for Waste Management's equipment. Any vehicle found that does not meet these minimum standards will not be operated until those defects that violated these standards have been properly corrected. We perform quality control audits and self-inspections for compliance of our maintenance programs. This enables us to identify areas of improvement and correct deficiencies.

Preventive Maintenance Intervals

The Preventive Maintenance Program for collection operations is based on vehicle utilization by hours and/or days. Prescribed service intervals must meet the minimum requirements set by Waste Management. If severe operating conditions exist, the Market Area Fleet Manager may request, in writing, to the appropriate Fleet Director an increase in the frequency of preventive maintenance service intervals for a specific site. The Vice President of Fleet Services and Logistics is the only approving authority for any changes extending preventative maintenance inspection (PMI) intervals. Any changes to the frequency of PMI service intervals must be documented and included in the vehicle or equipment's maintenance file. For specialty collection equipment, it is very difficult to establish company-wide PMI frequency schedules. If you have specialty or an odd piece of equipment that requires periodic inspections, follow the manufactures recommended PMI and service schedules accordingly.

The acceptable variance for PMI compliance is 015 hours or 5 days (whichever occurs first) for collection PM 150, and 5% (hours) or 10 days for all other inspection intervals. For example, a PM 600 has a variance of 30 Hours or 10 days. California sites subject to Biennial Inspection of Terminals (BIT) cannot exceed 90 days between PMI intervals. The federal annual inspection must never expire. If allowed to expire, the vehicle will not be used until the inspection and appropriate documentation is complete.

Fluid Sampling and Filter Change Intervals

All heavy vehicles with diesel engines receive an oil change, along with new filters and sampling every 600 hours. All other components (transmissions, Hydraulics, and Axles) are sampled every 1200 hours. Fluid samples are taken according to the preventive maintenance-sampling schedule in the appropriate TSBs. Records of analysis will be retained in the unit's history file or by electronic means in the Castrol



web-based information system (LABCHECK at www.castrolusa.com). Samples must be sent to Waste Management's approved sampling services supplier on a timely basis (the next business day).

Mandated Annual Inspection

The 150 and 600-hour PMI sheets include inspection elements required to meet state, provincial or federal annual Inspection in accordance with section 396 to subpart B of 49 CFR. The items on the 150 and 600-hour sheets that are gray shaded must meet minimum inspection criteria as outlined in appendix G of subpart B, 49 CFR, before the inspection can be certified as a federal annual inspection. Each commercial motor vehicle subject to DOT shall have this inspection performed annually and documentation of the last inspection shall be with the vehicle. Some states require documentation of this mandated inspection at increased intervals (six months). Therefore, it is extremely important that the Fleet Manager is familiar, and complies, with State/Provincial regulations

Inspector Training, Certification, and Qualification

Each technician performing inspections shall be trained and qualified to properly complete a Waste Management preventive maintenance inspection in accordance with the inspection methods contained within this manual. Each technician performing mandated federal annual inspections shall meet the qualifications as stated in Para. 19, section 396, subpart B, 49 CFR. Evidence and documentation of the qualifications of an inspector shall be retained for the period during which that individual is performing inspections and one year thereafter.

Waste Management has in this local market area over 400 vehicles from which to draw from in case of a catastrophic event. Local repairs are performed in house by a skill Waste Management technician. In case of breakdowns, the driver will call into the shop for a road call repair. If the truck is not repairable, it will be towed to the shop and spare will be given to the driver. Thirty minutes would be typical down time for either of these situations.

Quality Control

At Waste Management, we have made a company-wide commitment to quality in every facet of our operations. We understand the trust placed in us by the communities we serve, and everything we do to become a better, stronger company is aimed at ensuring we provide cities like yours with the highest quality environmental services possible.

In every collection operation, we employ rigorous standards for managing and measuring each detail of customer service. We've asked customers how we can improve, and we've made changes and standardized procedures according to their feedback. Focusing on improvement in every step of the process has taken our quality of service to new heights.



Programs

Waste Management's on-going programs and measurement systems contribute to the high quality service for which we are known. Our quality programs include:

- **Service Machine®.** This program is designed to ensure that every Waste Management hauling company provides high levels of service. Service Machine® requires each hauling company to meet specific standards of operational proficiency. The district is accountable to report each week on how well they have performed in the key service performance metrics on a web-enabled Scorecard program. Results are communicated from the senior leadership team throughout the organization on Weekly Activity Reports.
- **Mission to Zero (M2Z).** The goal of this safety program is to make Waste Management the safest company in our industry. This is equally important to both Waste Management and our customers. M2Z means zero tolerance for unsafe actions, decisions, conditions, equipment, and attitudes. At the core of our commitment to improving safety is an extensive three-phase certification program that engages all Waste Management operating managers and employees in the quest for safe and responsible operational excellence.

Employees

Waste Management looks to hire only employees who perform at the high quality levels we require. The recruitment process includes internal and external screenings, comprehensive interviews, reference and background checks, education and employment verification, and drug testing. We thoroughly interview candidates and make every effort to ensure we hire only those qualified to provide high service levels.

Training

Once we have hired the highest-quality personnel, we provide training to ensure they perform at their peak. Dozens of training programs are available through the Waste Management Learning Center (WMLC). Programs vary depending on the role of the employee and whether the employee works in the field or from an office. Topics are organized into eight areas:

- Customer Care
- Ethics and Compliance
- Finance
- Human Resources
- Health and Safety
- Information Technology
- Legal
- Operations

Safety



Dedication to safety is at the top Waste Management's list of core values. Our comprehensive safety program ensures that our employees and the communities we service remain protected at all times. We focus on safety throughout our operations. From our employee screening process on, we ensure that our staff receives the information necessary to remain safe in all aspects of their jobs.

The safety programs and equipment Waste Management provides our employees and furnishes on the route trucks will enhance the safety of the citizens in the City of Palm Coast:

- Extensive new employee background investigation checks
- Three day orientation training for all new hires
- 90 day on the job training and evaluation program
- A District Driver Trainer at each transportation location
- Random Alcohol and Drug Testing
- Monthly Driver Safety Meetings
- Operations Supervisor conducts monthly on the job observations
- Hazardous Waste Identification
- Environmental Storm Water and Spill Response Training

Waste Management facilities must meet or exceed industry and government safety standards. We have implemented a comprehensive program to meet the requirements of Employee Right-To-Know, Community Right-to-Know, and Emergency Response regulations of U.S. Department of Transportation (DOT), OSHA, and the U.S. Environmental Protection Agency (EPA).

No other waste company in the nation has an OSHA TRIR rating better than Waste Management. OSHA has recognized Waste Management for our progress and ongoing effort to eliminate unsafe work behaviors.

Employee Screening

We begin by ensuring that we hire the highest quality drivers—we do not hire applicants with poor driving records, and we review motor vehicle reports for employees every six months. For the life of each driver's employment with Waste Management and for three years after, we maintain a Driver Qualification File (DQF). Candidates for employment at Waste Management landfills, hauling operations, and recycling facilities must successfully complete a comprehensive background check and drug test before being hired. Employees who will perform safety sensitive functions or driving waste collection vehicles must complete medical exams.

Employee Training

After we have approved new employees for hire, we properly trained them to operate safely. Waste Management's two-phase safety training program includes classroom and on-the-job training, route observation, safety data gathering, and driver training. Phase one provides classroom training that shows workers how to safely perform day-to-day tasks while working the route. These courses standardize the company's safety practices and illustrate exemplary everyday operations—such as how to safely operate trucks, compactors, and other equipment and how to pick up garbage safely. We hold training courses at Waste Management locations across the country.



Phase two of our training program offers classroom as well as on-the-job training for drivers and helpers. They learn how to safely operate their vehicles, mount and dismount equipment, and move and lift containers. They also learn how to work in hot and cold weather.

We are also able to draw from our corporate offices to offer the latest in safety and environmental training. Waste Management, Inc. conducts regular health and safety programs for its employees throughout the country. These programs provide guidance to the operating locations in meeting the compliance requirements safety standards of OSHA, the EPA and the DOT. We frequently conduct in-depth training programs on local issues or on issues of regional concern including: hazard communication, employee right-to-know, asbestos management, industry specific defensive driving, quality customer service, integrity of ethics, code of conduct, control of hazardous energy (Lock Out/Tag Out), confined spaces, and emergency response.

Incident Reviews

When safety incidents occur, Waste Management responds quickly and thoroughly to lower the risk of repeat occurrence. We create, distribute, and safety advisory notices to the company intranet site when serious safety incidents occur. These reader-friendly write-ups are posted by managers who sign off and indicate the date that the newsletter was posted. We also hold meetings at the sites to ensure the information is conveyed to the drivers.

A safety advisory includes a description of the safety problem that was encountered and the steps that must be taken to prevent the problem from recurring across the company. Each safety alert includes a statement reminding readers that corrective actions are not optional and full compliance is required.

Reporting

Waste Management requires employees to report any unsafe conditions in the workplace. We have developed and implemented reporting procedures and policies for safety incidents that are integrated throughout our business. One example is Waste Management's customer service program, Service Machine[®], discussed earlier in the Quality Management section of this proposal.

We require our employees to report and track all injuries and accidents in the Accident & Injury Management System (AIMS). AIMS is used by sites to track incidents, which include any unplanned work-related event resulting in, or which could result in: personal injury, vehicle damage, property damage, loss of assets, fires, explosions, spills, releases, or adverse publicity, regardless of severity. AIMS reporting allows Waste Management to fulfill its regulatory requirements, provides data for making informed management decisions, and is important in helping Waste Management provide a safe work environment for all employees. Waste Management requires that all incidents be entered into the AIMS system within 48 hours of occurrence and to our insurance carrier within 24 hours of the first report of the incident.

We issue a new safety report each week and archive all safety reports on the company intranet website. Details of any accidents in the past week are provided, often with photos. Information includes the location of the accident, the driver's years of service, and any follow up action being taken. These reports serve to inform employees of safety incidents and failures while reminding all readers to carefully observe safety rules and avoid committing the mistakes that can cause accidents.



Safety Manual

Waste Management has prepared a Health, Safety and Transportation Manual that contains guidelines for safe operations of solid waste facilities. A self-audit checklist has been prepared to guide Safety and Department Managers through these requirements. Waste Management's Division Safety Managers monitor the performance of their divisions. Division Safety Managers or other regional safety personnel schedule and carry out safety audits.

Accident Response

Waste Management has a Spill Prevention, Control, and Countermeasure (SPCC) Plan designed to train our drivers to handle non-hazardous spills while on route. Each vehicle is equipped with a spill kit that has various absorbent materials that contain spills while a crew is dispatched for immediate clean up. Waste Management has on site, at its facility, a mobile spill clean up trailer that is dispatched with trained personnel should a more thorough clean up be needed. We train our drivers to pick up spillage during collection and provide them with brooms and shovels on each vehicle.

Hydraulic Spill

Hydraulic spills caused by a mechanical failure on the truck would initially be handled by the driver following the procedure below:

- Our drivers are trained to contain spills to prevent them from spreading or entering a watercourse. Drivers would use the spill kit provided or available material, such as dirt, to create a barrier and absorb the spill.
- The driver would radio the Waste Management dispatch office and trained supervisory and maintenance personnel would respond with additional clean up materials.
- Spill and clean up material would be placed in our mobile clean up unit and disposed of properly, leaving the site as clean as possible.

Trash Spillage

To remedy trash spills caused by driver error or weak bags that burst, Waste Management drivers clean the area using the broom and shovel provided, leaving the area as clean as possible.



Certification of Insurance

Waste Management will obtain and maintain all insurance required herein and, upon request, will furnish certificates of insurance evidencing:

- Commercial General Liability including Contractual Liability coverage: \$5,000,000 per occurrence limit for Bodily Injury and Property Damage
- Automobile Liability covering all owned, hired, and non-owned vehicles. Coverage to include pollution release during transportation: \$1,000,000 combined single limit for Bodily Injury and Property Damage.
- Excess Automobile Liability covering all owned, hired, and non-owned vehicles. Coverage to include pollution release during transportation: \$9,000,000 combined single limit for Bodily Injury and Property Damage excess of \$1,000,000
- Workers Compensation: Statutory for all states of operation
- Employers Liability \$3,000,000 each accident

All contracts of insurance shall provide 30 days' prior written notice of cancellation or non-renewal. In the event that Waste Management cannot maintain contracts of insurance in the above amounts due to coverages becoming commercially unavailable, we may be relieved of the above obligations upon 30 days' written notice to the customer of revised insurance coverages.



CERTIFICATE OF LIABILITY INSURANCE

1/1/2011

DATE (MM/DD/YYYY)
1/5/2010

PRODUCER LOCKTON COMPANIES, HOUSTON
LOCKTON COMPANIES OF HOUSTON
5847 SAN FELIPE, SUITE 320
HOUSTON TX 77057

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURED WASTE MANAGEMENT HOLDINGS, INC. & ALL AFFILIATED,
1300299 RELATED & SUBSIDIARY COMPANIES INCLUDING:
WASTE MANAGEMENT NATIONAL SERVICES INC.

INSURERS AFFORDING COVERAGE	NAIC #
INSURER A: ACE American Insurance Company	22667
INSURER B: Indemnity Insurance Co of North America	43575
INSURER C: ACE Property & Casualty Insurance Co	20699
INSURER D:	
INSURER E:	

COVERAGES AJ THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER AND THE CERTIFICATE HOLDER. THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A		GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> XCU INCLUDED <input checked="" type="checkbox"/> ISO FORM CG 00011207 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC	HDO G24938384	1/1/2010	1/1/2011	EACH OCCURRENCE \$ 5,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 5,000,000 MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ 5,000,000 GENERAL AGGREGATE \$ 6,000,000 PRODUCTS - COMP/OP AGG \$ 6,000,000
A		AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/> MCS-90	ISA H08583742	1/1/2010	1/1/2011	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO	NOT APPLICABLE			AUTO ONLY - EA ACCIDENT \$ XXXXXXXX OTHER THAN EA ACC \$ XXXXXXXX AUTO ONLY: AGG \$ XXXXXXXX
C		EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE <input checked="" type="checkbox"/> UMBRELLA FORM RETENTION \$	XOO G24902456	1/1/2010	1/1/2011	EACH OCCURRENCE \$ 15,000,000 AGGREGATE \$ 15,000,000 \$ XXXXXXXX \$ XXXXXXXX \$ XXXXXXXX
B		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> (Mandatory in NH) If yes, describe under SPECIAL PROVISIONS below	WLR C4570936A (AOS)	1/1/2010	1/1/2011	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER
A			WLR C45709371 (CA)	1/1/2010	1/1/2011	E.L. EACH ACCIDENT \$ 3,000,000
A			SCF C45709383 (WT)	1/1/2010	1/1/2011	E.L. DISEASE - EA EMPLOYEE \$ 3,000,000
A			NTR H08583754	1/1/2010	1/1/2011	E.L. DISEASE - POLICY LIMIT \$ 3,000,000
A		OTHER EXCESS AUTO LIABILITY				COMBINED SINGLE LIMIT \$9,000,000 (EACH ACCIDENT)

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS
 CANCELLATION: 30 DAYS EXCEPT 10 DAYS NOTICE FOR NON-PAYMENT. BLANKET WAIVER OF SUBROGATION IS GRANTED IN FAVOR OF CERTIFICATE HOLDER ON ALL POLICIES WHERE AND TO THE EXTENT REQUIRED BY WRITTEN CONTRACT WHERE PERMISSIBLE BY LAW. CERTIFICATE HOLDER IS NAMED AS AN ADDITIONAL INSURED (EXCEPT FOR WORKERS' COMP/EL) WHERE AND TO THE EXTENT REQUIRED BY WRITTEN CONTRACT.

CERTIFICATE HOLDER
10761203
"FOR INFORMATIONAL PURPOSES ONLY"

CANCELLATION
 SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.
 AUTHORIZED REPRESENTATIVE

THINK GREEN®



MARSH

CERTIFICATE OF INSURANCE

CERTIFICATE NUMBER
HOU-000670595-08

PRODUCER
Marsh USA Inc.
1000 Main Street, Suite 3000
Houston, TX 77002

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER OTHER THAN THOSE PROVIDED IN THE POLICY. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES DESCRIBED HEREIN.

COMPANIES AFFORDING COVERAGE

WMI -10/20-Pollu-08-11 WMNA

COMPANY
A American International Specialty Lines Ins Co

INSURED
Waste Management National Accounts
720 Butterfield Drive
Lombard, IL 60148

COMPANY
B

COMPANY
C

COMPANY
D

COVERAGES This certificate supersedes and replaces any previously issued certificate for the policy period noted below.

THIS IS TO CERTIFY THAT POLICIES OF INSURANCE DESCRIBED HEREIN HAVE BEEN ISSUED TO THE INSURED NAMED HEREIN FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THE CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, CONDITIONS AND EXCLUSIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT				GENERAL AGGREGATE \$ PRODUCTS - COM/OP AGG \$ PERSONAL & ADV INJURY \$ EACH OCCURRENCE \$ FIRE DAMAGE (Any one fire) \$ MED EXP (Any one person) \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EACH ACCIDENT \$ AGGREGATE \$
	EXCESS LIABILITY <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> OTHER THAN UMBRELLA FORM				EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY THE PROPRIETOR/PARTNER/EXECUTIVE OFFICERS ARE: <input type="checkbox"/> INCL <input type="checkbox"/> EXCL				WC STATUTORY LIMITS \$ OTHER \$ EL EACH ACCIDENT \$ EL DISEASE-POLICY LIMIT \$ EL DISEASE-EACH EMPLOYEE \$
A	OTHER Pollution Legal Liability	PLS 5444079	01/01/08	01/01/11	Each Incident Limit 10,000,000 Aggregate Limit 20,000,000 is Excess the SIR Self Insured Retention Limit 5,000,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS
Re: For Bid Purposes Only

CERTIFICATE HOLDER

Waste Management National Accounts
720 Butterfield Drive
Lombard, IL 60148

CANCELLATION

SHOULD ANY OF THE POLICIES DESCRIBED HEREIN BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE INSURER AFFORDING COVERAGE WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED HEREIN, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER AFFORDING COVERAGE, ITS AGENTS OR REPRESENTATIVES, OR THE ISSUER OF THIS CERTIFICATE.

AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.
BY: Stephanie S. Story

MM1(3/02)

VALID AS OF:01/16/09

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