

Form C: Proposer Qualifications Questionnaire

Please describe the qualifications or expertise of your company and/or team of companies in each of the following categories: (use additional pages as needed)

General Management

Emerge Enterprises Inc. has been in existence since 1982 and has been recycling mattresses and box springs as Second Chance Recycling since 2008. It is led by a highly experienced staff of business professionals:

- Kevin Engdahl – Executive Vice President, Social Enterprises - general oversight of operational performance, contract fulfillment, financial performance and mission fulfillment
 - 10 years' experience with Emerge Enterprises
 - 30+ years of business operations experience
- Shawn Dolan – General Manager of Second Chance Recycling -direct responsibility for oversight of operational performance, contract fulfillment, financial performance, reporting, customer relationship management, enterprise growth
 - 3 years' experience with Second Chance Recycling
 - 30+ years of business operations experience
- Kenrick Shell – Operations Manager - supervise production staff, direct oversight of operations- meeting daily pick-up requirements, contract fulfillment, quality control, delivery of employability skills training, data collection, reporting, and collection route planning.
 - 5 years' experience with Second Chance Recycling
 - 10+ years' experience in operations
- Randy Arnold – Recycling Project Manager - oversee recycling program implementation and expansion
 - 3 years' experience with Second Chance Recycling
 - 10+ years' experience in operations
- Gervaise Ramsey – Field Supervisor - oversee day-to-day operations, work direction and training, safety and fleet management
- Casey Cordell – Production Lead - direct oversight of deconstruction process and material handling, ensuring safety and production standards are met, oversee day-to-day operations, work direction and training, safety, effective communication with management and trainees

- Richard Bushway – Production Lead - direct oversight of deconstruction process and material handling, ensuring safety and production standards are met, oversee day-to day operations, work direction and training, safety, effective communication with management and trainees
- Warren Sladky –City Services Liaison -Public Drop Off Services and management requirements for large city contracts

Financial Stability and Strength

Emerge Enterprises has over \$3M in operating revenue and is a fully owned subsidiary of Emerge Community Development which overall has over \$10M in revenue.

- Candid (Guidestar) – Gold Transparency for 2022
- Charity Review Council – Meets Standards
- Has existed as an entity for since 1982
- Financially stable:
 - 5 years of audited financial statements and 990 tax forms are available on our website: <https://Emerge-MN.org/accountability-financials>
- Owns it's 67,000 sq/ft facility in SE Minneapolis and all necessary operating equipment

Residential Municipal Collection Experience for the Service (s) Proposed

The proposed mattress and box spring collection service is very similar to the service that Second Chance has been providing to the City of Minneapolis since 2012 and to the service provided to the cities of Maplewood, Stillwater, Woodbury, Afton, Saint Louis Park, Scandia, Bayport, Newport, Mahtomedi and Shoreview.

Second Chance performance level over the last 7 year contract period with the City of Minneapolis was 99.45%. Overall we have processed well over 600,000 mattresses and box springs, diverting over 13,000 tons of waste from landfills.

Description of Approach to Service Provision

The primary goal of the Second Chance mattress and box spring recycling program is to provide a simple, well understood and convenient service where the resident interacts directly with Second Chance Recycling. Both the City and the primary haulers in the MSW system would not need to do anything with regards to routine service.

The system description:

- Initial set-up
 1. All primary haulers and the City have on their websites a link to the Second Chance Recycling – St Paul Mattress and Box Spring Recycling Program
 - A phone number will also be listed for those residents that are not capable of accessing the website for whatever reason
 2. The City publishes the Second Chance Recycling information on all of its MSW marketing material – Website link and phone number
- The operating program
 1. The resident connects to the Second Chance website through one of the links provided by the hauler or the city
 2. The website will have easy to follow instructions and the resident will:
 - Provide basic information including:
 - Name
 - Address
 - The number of units being picked up
 - Alley or Street pick-up
 - Schedule the Date of pick-up*
 - The resident will only be provided available dates for their address.
 - Place all units either in the alley or curbside on the scheduled date of pick-up
 3. As an alternative, residents can schedule the pick-up via phone.
 4. Second Chance will pick-up the scheduled units sometime between 8:00AM and 4:00PM
 5. Units are transported to the Second Chance Recycling facility for processing.
- Billing and Reporting
 1. Monthly reports by customer will be produced and provided to the City
 2. One invoice for all units picked up will provided to the City for the previous months activity

*Note: Second Chance can be flexible with its pick-up schedule. It could, for example, follow the primary haulers schedule and pick units up the same day as regular trash service or it could provide a schedule independent from regular trash service. We would expect that the average daily pick-up would require only 2 to 3 trucks for the entire city.

Staff and Equipment Resources to be dedicated to the Agreement

- Collection:
 - Second Chance currently has a fleet of 11 trucks that can be deployed to the St Paul services. We would expect the fleet to grow by the time this contract is implemented.
 - 2 to 3 trucks will be deployed each day depending upon volume
 - Each truck will be crewed by 1 or 2 people
- Recycling process:
 - Housed in our 67,000 sq/ft building
 - Led by a General Manager and 7 operations supervisors
 - Employs upwards of 20 line personnel processing the material
 - All necessary equipment including, dismantlers, tables, balers, forklifts, trucks, and compactors are in place to service the agreement

Customer Service Standards and Training

- All collections crews are trained and meet our internal standards for customer service and professionalism.
- We expect that our performance level regarding collection timeliness and accuracy to be greater than 99%, a level we achieve today with other customers.

Transition Plan and Data Integration

This proposal from Emerge Enterprises/Second Chance Recycling is our first contracted proposal for MSW and therefore there will not be a transition.

We will use the cities preferred method of data exchange, The Zuper™ app. Data transfer for this proposal is likely to be quite limited and therefore we expect to be able to handle the increased activity with existing personnel.

Sustainability Practices

Emerge Enterprises/Second Chance Recycling emphasize sustainability in our operation. Examples include:

- Utilizing the roof of our facility for a community solar garden. Many local residents (including underserved communities) have access to the benefits of solar energy through our garden.
- Reuse mattress program through nonprofits such as Bridging. We currently evaluate collected mattresses for potential reuse and donate acceptable units to organizations that can distribute them to those in need.
- We process recyclable materials with efficiency in order to minimize truck traffic and the overall carbon footprint of the operation. An example is investments in compacting equipment that the heaviest possible bales of mattress material.

Labor Management Practices

Emerge Enterprises, Inc. is a nonprofit organization dedicated to supporting individuals returning from incarceration, helping them successfully reintegrate into the community and become positive contributors to their families and communities.

We currently employ over 100 individuals a year in temporary positions within our recycling operation. We provide a variety of services that increase the likelihood of a successful integration including assistance with housing, transportation, food, access to training opportunities, job coaching, trauma counseling and more.

Typically, participants are employed anywhere from 3 to 9 months. 100% of our operating staff are former participants in the program and share a lived experience that is relatable to those we serve. Over 70% of our staff and participants are BIPOC.

Environmental and Community Benefits

Currently St Paul is likely disposing of more than 10,000 mattresses per year from its single family and 1-4 unit multi-unit dwellings. Almost all of these are crushed and disposed of in landfills. Our program will essentially eliminate this waste stream.