

## 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**

Eureka Recycling is led by a team of the nation's foremost thought leaders in recycling and zero waste. Co-Presidents Katie Drews\* and Miriam Holsinger have a combined 30+ years of experience in recycling and leadership in the Twin Cities community and are also supported by a local, strategic, and dynamic leadership team.

Kristin Poffenberger, Executive VP

Kris Foner, Executive VP

Carl Ringberg\*: Director of Fleet Operations

Cori Lee Skelly: Director of Accounting

Jerry Byrne: Director of MRF Operations

Joanna Stone\*: Director of Customer Relations

Lucy Mullany: Director of Policy and Advocacy

Trey Wodele: Director of Communications

*\*Key account members with direct responsibilities to provide strategic leadership and with whom the City will have a direct line of access.*

### **Financial Stability and Strength**

Eureka Recycling is in and maintains a healthy financial standing and position. A third-party firm audits our financials on an annual basis. Enclosed herewith are the financial audit reports for the years 2020 to 2022. We welcome any inquiries related to our financial stability and strength and are prepared to furnish references to the financial institutions with whom we collaborate.

### **Residential Municipal Collection Experience for the Service (s) Proposed Description of Approach to Service Provision**

For many years, Eureka Recycling has been a steadfast partner to the City of Saint Paul, successfully providing both recycling collections and processing as well as recycling education and outreach. Our extensive tenure has afforded us a deep understanding of the unique characteristics of the city. To efficiently navigate challenging areas, including intricate alleyways, we've developed a proprietary route and service strategy.

In our enduring partnership with Saint Paul, we've made substantial investments in infrastructure, systems, technology, equipment, and a skilled workforce, ensuring the seamless execution of the city's recycling program. Our unwavering commitment to continuous process improvement and comprehensive training programs underscores our dedication to efficient operations.

Beyond Saint Paul, we extend our recycling collection services to the City of Roseville, Shoreview, and Lauderdale. Our experience in managing recycling for both single-family homes and multi-family buildings has significantly influenced the design of our collection processes.

On a broader scale within the Twin Cities, Eureka Recycling boasts over two decades of experience in delivering comprehensive recycling services. As the current service provider for the City of Saint Paul and holder of the two largest recycling contracts in the state of Minnesota, we've honed our expertise in residential recycling education, collections, and processing. Our operations are optimized and scalable, ensuring not only efficient collections but also impactful

education for residents. By providing reliable access to essential recycling services, we contribute to the creation of healthier and cleaner environments, fostering thriving local and regional economies.

Throughout our extensive service in the Twin Cities, our commitment to continuous refinement and optimization has made recycling easier, better, and more effective for all residents. Our track record attests to our ability to deliver sustainable and environmentally conscious solutions, solidifying our role as a trusted partner in the communities we serve.

### **Staff and Equipment Resources to be Dedicated to the Agreement**

#### **Fleet Management and Administration**

- Four-person team including the Director of Fleet, fleet managers + dispatchers, and supervisors/trainers

#### **Fleet Maintenance and Dumpster Repair and Maintenance**

- Five-person team, including senior technician/supervisors, junior technicians, and manager
- Drivers –
- 2 CDL working supervisors/drivers
  - 29 CDL drivers
  - 4 non-CDL Drivers

### **Customer Service Standards and Training**

Our local, responsive, and highly experienced Customer Service team is equipped to handle diverse tasks, including data management and reporting, service investigations, recycling education, and communications. To continually enhance their capabilities, they receive ongoing support through coaching, mentorship, annual development plans, and regular training sessions. This commitment to their growth ensures that they remain well-equipped to deliver exceptional service and support to the community as well as to our municipal partners. Eureka's Customer Service team has been integral in creating the integrations needed to support the City's Customer Service team since their transition to managing this work. Their understanding of the reporting, systems, communications, and collaboration needed to support collections and the City's team will be a tremendous asset to the City and will not require creating new paths of integration, training, transition periods/times, etc. The Eureka team will be fully functional, understanding of the work needed, and a truly collaborative partner to St. Paul starting day one of the contract.

### **Transition Plan and Data Integration**

Describe your proposed transition plan from current operation to proposed operations. Include timelines for data integration and setting routing within the current established collection day. Timelines should align with the desired collection start date outlined in this RFP.

As we are the current service provider, no transition time will be needed. Our existing capabilities, knowledge of the routes, and familiarity with the city allow us to seamlessly continue the services outlined within the contract without any impact, messaging, or re-education to residents.

- **Truck Acquisition:** With our existing well-maintained fleet of fully operational trucks, we assure you that there will be no disruption during the transition. Our current fleet is more than capable of handling the recycling collection demands seamlessly through the transition, and we are expecting a partial shipment of new trucks in January. Upon notification that we will continue to provide service to Saint Paul, we plan to complete the

purchase of new trucks that have been on hold for us. These acquisitions will allow for the continuity of quality service over the length of the contract.

- **Personnel Training:** Our collection and customer service call center staff are well-trained and experienced, having been successfully managing these roles throughout our service tenure. As a result, only changing aspects of the contract are necessary for training for the transition, which we'll have plenty of time to complete if Eureka is chosen as the recycling collections vendor. Our team is ready and fully capable of providing excellent service from day one of the new contract start date.
- **Public Notices:** We understand the importance of keeping the public informed during any service changes. Should there be any need, we will proactively communicate with the City and residents, reiterating our commitment to continuing the high-quality recycling collection services they have come to expect. We will work closely with the City to determine the most effective channels for public notices, with timely updates provided as needed.

Given our existing expertise, infrastructure, and workforce, we are fully prepared to seamlessly continue the recycling collection services without any disruption. Our well-equipped team, combined with our familiarity with the city's routes, allows us to ensure a smooth and efficient transition into the new Contract operations.

**Describe the data integration option your company has selected from the City's list for Data Integration and identify key staff that will be responsible for the implementation. Provide your timeline to have the integration in place by the agreement start date, and any challenges which may affect that timeline.**

Eureka Recycling has already been actively and effectively collaborating to develop a bi-directional data exchange to allow the City and the Eureka Customer Service team to communicate and share information to best support the collections and customer service work needed. We will continue to support integrations and connection points between the onboard computer system, the customer service systems, and with the City's systems as needed. We are also open to finding additional avenues to make the work more efficient and effective.

## **Sustainability Practices**

Describe the current or planned local (Saint Paul) environmental sustainability policies and practices of your company. Examples may include use of alternate fuel/powered vehicles, internal waste minimization practices, programs that encourage community and/or customer waste reduction and diversion, etc.

As an organization committed to zero-waste practices and sustainable operations, our core values drive every decision we make, from daily activities to high-level strategies. Here, we highlight some of the practices within our operations and teams that exemplify our internal commitment to sustainability.

### **Recycling:**

- Throughout our facility, we have strategically placed zero-waste stations to facilitate easy recycling and composting for everyone onsite. Additionally, we ensure the responsible handling of harder-to-recycle materials, such as old/broken technology, plastic bags and film, scrap metals, and bulky plastics, by delivering them to appropriate facilities for recycling or, when possible, incorporating them into our collected materials in safe and allowable ways.

### **Reduction and Reuse:**

- Our dedication to reducing electricity consumption is evident through motion-detecting lighting systems and separate thermostats for efficient heating and cooling. Moreover, we employ energy-efficient products and equipment, including LED lighting, throughout our operations.
- The majority of our office furniture is sourced through reuse initiatives, either acquired from Furnish—a social enterprise and non-profit furniture reuse organization—or obtained from companies that no longer have a use for it, effectively diverting these items from landfills.
- The implementation of high-efficiency motors in our Materials Recovery Facility, coupled with proactive preventative maintenance systems, allows us to carefully monitor energy use and optimize efficiency.
- By embracing digital and cloud-based solutions, we have significantly reduced paper usage for agendas, reports, and records.
- To minimize reliance on single-use disposable items, we provide reusable and compostable alternatives for all employee needs, such as water bottles, plates, and plasticware.
- Our commitment to reducing unnecessary travel extends to offering certain employees the option to work remotely when appropriate for their roles, while we actively incentivize bicycling and carpooling to work.
- Eureka leadership also support and sit on the board for ReuseMN.

### **Additional Efforts:**

- As part of our commitment to support clean energy systems, we participate in a solar subscription with the Haven Community Solar Array through Cooperative Energy Futures. Additionally, we serve as a backup subscriber to enhance the project's financial sustainability and enable lower-income individuals to subscribe to the array.
- Exploring the feasibility of installing solar panels on a portion of our buildings further demonstrates our dedication to local clean energy production.
- Our procurement policies guide us in making smarter and more sustainable purchasing decisions that benefit our local community and the environment.
- We prioritize training and education for every Eureka employee, empowering them with knowledge on recycling, composting, consumption reduction, and reuse practices.

By integrating these sustainable practices into our operations and fostering a culture of environmental consciousness, we remain steadfast in our pursuit of a more sustainable and responsible future.

## **Labor Management Practices**

Describe your local labor and workforce history, including recruitment in underserved communities, worker safety plan, workplace practices, benefits offered, and wage scales.

### **Unionized and Local Workforce:**

- In response to a mandate from the City of St. Paul, Eureka entered into a Labor Peace Agreement with the Teamsters Local 120 Union on December 15, 2009.
- The initial Collective Bargaining Agreement (CBA) for the Recycling Collections Drivers became effective on November 4, 2010, and since then, we have consistently renewed CBAs for this team. Our current contract is valid from November 6, 2022, through November 6, 2027.
- In recent years, we have made significant strides in developing an in-house Fleet Maintenance Department. Initially relying on a single Maintenance Technician and outsourcing most of our services, we now boast a team of four skilled technicians, with a focus on conducting preventive maintenance and repairs on-site. This dedicated team successfully unionized, and their current CBA is in effect from July 1, 2023, through July 2, 2028.
- The Eureka fleet employee group exhibits a remarkable average tenure of 7.3 years. Notably, ten individuals within this group have surpassed the decade mark, with five of them accumulating 17-20 years of invaluable experience while diligently driving routes in the City of St. Paul.

### **Recruitment Practices:**

- To ensure the broadest and most diverse reach for our job announcements, we employ a comprehensive approach. We disseminate position announcements across various online platforms, with a particular emphasis on sites that attract candidates from diverse racial and cultural backgrounds. Additionally, we utilize community media publications and engage with local community groups.
- Participation in job fairs and community events provides us with direct connections to potential candidates from diverse backgrounds. Continuous education of our managers and supervisors on effective recruitment strategies aligns with our organization's commitment to diversity and inclusion goals.
- We have cultivated meaningful partnerships with organizations such as Clues, RePowered, and Takoda, proactively casting a wide net to attract qualified and diverse candidates to Eureka's open positions.
- Recognizing the need for increased diversity within Eureka's fleet team, especially among female and racially diverse candidates, we've addressed potential barriers related to obtaining a CDL license. We've introduced non-CDL Driver positions, offering entry-level opportunities and a career pathway for candidates. Through our comprehensive training program, we guide individuals to successfully pass their classroom and behind-the-wheel Class B CDL tests, leading to promotion to a CDL Driver position. As an approved training facility by the Federal Motor Carrier Safety Administration (FMCSA), our in-house trainers are certified through JJ Keller, undergoing re-certification every two years. This initiative not only allows us to promote from within but also provides more job opportunities within our communities and fosters the development of tenured employees.
- Similarly, within the Fleet Maintenance department, we have established a career pathway. Candidates can begin as Lube Techs, an entry-level position, and through on-the-job training alongside highly skilled technicians, they have the opportunity to advance after acquiring the necessary skills. This approach reinforces our commitment to fostering diversity and inclusivity at every level of our organization.

## **Workplace Practices**

- Eureka's leadership is dedicated to fostering a work environment that is not only pleasant and inspiring but also safe for all employees. We actively promote cooperative and collaborative work relationships built on mutual understanding and respect. The maintenance of a respectful work culture is a collective responsibility, and every employee is expected to comply with and contribute to Eureka's culture of respect. Our commitment to high standards is evident, and we anticipate that each team member will strive to uphold our organizational values, ensuring they are deeply embedded and experienced in every workday at Eureka Recycling. These values include Visionary Leadership, Strong Teams and Community, Respect, Caring and Wholeness, Sustaining and Enduring, as well as Honesty and Integrity.
- Furthermore, Eureka maintains a fair, consistent, and well-enforced discipline policy. This ensures that employees are giving their best effort, adhering to policies, and prioritizing safety in the cities we serve as they work to fulfill contractual obligations. This disciplined approach underscores our commitment to excellence and accountability in all aspects of our operations and ensures that employees are giving their best effort, adhering to policies, and prioritizing safety, customer service, and excellent attendance.

## **Worker Safety Plan**

- Eureka is steadfast in its commitment to fostering the best and safest workplace environment. Our leadership consistently emphasizes to employees that safety is non-negotiable and represents our highest priority.
- A cornerstone of our safety initiatives is the thriving Safety Committee, which actively pursues proactive safety goals through the OSHA AWAIR process. This committee plays a pivotal role in providing OSHA training, meticulously reviewing all incidents and accidents, and taking proactive measures to prevent the recurrence of similar incidents. Among its proactive initiatives are annual Active Shooter training, bi-annual First Aid and CPR classes, specialized training for drivers on handling extreme weather and conditions, and regular fire and tornado drills. Drivers and Technicians engage in daily Safety huddles, addressing various safety topics. Our team includes multiple employees who are OSHA-10 certified, and they consistently assess our facilities for improvements and safety conditions. Notably, Eureka annually hosts a "Road-E-O" for drivers, concentrating on driver safety and awareness.
- In addition, Eureka's maintenance team utilizes a robust maintenance software to track all repairs and upcoming preventative maintenance tasks, ensuring maximum uptime to efficiently serve our communities. This proactive approach to maintenance issues helps minimize spills and leaks within our communities. Our commitment to safety is woven into the fabric of our daily operations, reflecting our dedication to creating a secure and reliable workplace for all.

## **Benefits Offered**

- 100% paid health insurance for all employees, significant contribution by Eureka to family members' health insurance.
- Eureka covers approximately 75% of the cost of dental insurance for employees and their families.
- Eureka contributes to a union pension plan for Recycling Collections Drivers and contributes to a 403(b) plan for other employees.
- Eureka covers the cost of \$50,000 in group life insurance.
- Access to various employee-paid insurance plans, including health savings accounts, voluntary life insurance, short-term disability, and other ancillary benefits.
- Extensive efforts dedicated to strategizing the most valuable plans at the lowest costs possible, reflecting our commitment to providing comprehensive benefits to our employees.

## **Wage Scales**

- Unionized Wage Structure:
  - Recycling Drivers and Fleet Maintenance Techs have wages determined through collective bargaining and are compensated based on seniority.
  - Notably, the union successfully negotiated a substantial increase in wages and benefits during the latest contract discussions.

- **Market-Aligned Compensation:**
  - Eureka's leadership conducted a comprehensive market analysis, confirming that the negotiated wage increases are in line with industry norms.
  - These adjustments ensure our competitiveness in recruiting and retaining skilled individuals, allowing us to maintain a fully staffed team capable of meeting daily contractual obligations.
- **Transparent Wage Charts:**
  - The following outlines the wage charts for these teams:

	5/1/2023	5/1/2024	5/1/2025	5/1/2026	5/1/2027
New hire driver	\$29.25	\$30.13	\$31.03	\$31.96	\$32.92
After 1 year	\$30.88	\$31.80	\$32.76	\$33.74	\$34.75
After 2 years	\$32.50	\$33.48	\$34.48	\$35.51	\$36.58
After 3 years	N/A	N/A	N/A	N/A	N/A
After 4 years	N/A	N/A	N/A	N/A	N/A
After 5 years	N/A	N/A	N/A	N/A	N/A
Swing	N/A	N/A	N/A	N/A	N/A
Working supervisor	\$33.50	\$34.51	\$35.54	\$36.61	\$37.70
Driver Helpers					
Non-CDL drivers	\$26.68	\$27.48	\$28.31	\$29.16	\$30.03

	Contract signing	5/6/2024	5/5/2025	5/4/2026	5/3/2027
Supervisor I & II	\$46.00	\$49.68	\$52.16	\$55.77	\$58.51
Technician I	\$35.20	\$38.72	\$40.66	\$42.69	\$44.82
Technician II	\$31.00	\$33.48	\$35.15	\$36.91	\$38.76
Lube Tech	\$27.95	\$28.95	\$29.95	\$30.95	\$31.95

## Environmental and Community Benefits

Describe the Environmental and Community Benefits your proposal will bring to the City of Saint Paul.

At the heart of our organization, sustainability and equity are fundamental values that drive all our decision-making, ensuring our work contributes directly to creating a healthy, vibrant, safe, and thriving community.

**Local and Values-Aligned Partners:** We are deeply committed to being thoughtful in our supply chain and end-market decisions, striving to source materials responsibly and locally whenever possible. Similarly, we prioritize marketing and selling our materials locally to support our community's economic and environmental well-being. Partnering with other local organizations that share our commitment to environmental and community benefits is a cornerstone of our approach. From daily service delivery to fulfilling our mission, we carefully select vendors and contractors whose values align with ours. Whether it's local cooperatives providing biodiesel for our trucks, women-owned eco-friendly cleaning solutions, or social enterprise catering organizations, our vendor relationships reflect our dedication to supporting local, small, women-owned, and minority-owned businesses. Moving forward, we are taking active steps to prioritize businesses of color, recognizing this as a key action to promote racial equity within our community. Presently, 35-40 percent of our vendors fall into these categories, with many of them operating outside of official certification programs.

- Two Betty's Cleaning (women-owned, eco-friendly cleaning solutions)
- RePowered (local mission-driven, impact-driven electronics recycler)
- Breaking Bread Catering and Pimento (local mission-driven and/or social enterprise catering organizations)

**Energy and Fuel:** Taking responsibility for our environmental impact, we fuel our fleet with B-20 biodiesel, reducing emissions and our reliance on fossil fuels. Furthermore, we actively support local clean energy systems through our subscription to the Haven Community Solar array, holding 10 percent of the allocation. Being a back-up subscriber not only contributes to the project's financial sustainability but also fosters accessibility for lower-income individuals to participate in the solar initiative.

In pursuit of a greener future, we are piloting Minnesota's first electric waste collection vehicle, collaborating with key partners to understand the viability of electric vehicle technology in extreme cold-weather climates. Our aim is to create healthier, quieter, and safer collections while assessing the challenges related to infrastructure needs and energy consumption.

**Policy and Advocacy:** Beyond our daily operations, we leverage our experience as a mission-based recycler to advocate for change within the recycling industry and the zero-waste movement. Our prominent voice is heard in various arenas, including Minnesota Stakeholder Groups crafting Extended Producer Responsibility (EPR) legislation, the Recycling Association of Minnesota Working Group on EPR and other Policy for Recycling, and the Minnesota Recycling Education Committee. As a founding member of the Alliance for Mission Based Recyclers and an active participant in national initiatives like the US Plastics PACT and The Recycling Partnership Circularity Council, we work diligently to influence policy, packaging design, and sustainable practices on both local and national levels.

Our dedication extends to providing testimony for Federal Congressional hearings on recycling and being an Advisory Council member on the Recycled Material Standard. Through these efforts, we consistently strive to drive positive change, advocating for a more sustainable and equitable future for our community and beyond.

- Minnesota Stakeholder Group Crafting Extended Producer Responsibility (EPR) Legislation
- Recycling Association of Minnesota Working Group on EPR and other Policy for Recycling
- Member of the Minnesota Recycling Education Committee
- Founding Member of the Alliance for Mission-Based Recyclers
- Research and Advocacy for National and State Bottle Deposit Systems
- Activator on the US Plastics PACT
- Member of The Recycling Partnership Circularity Council
- Advisory Council on the Recycled Material Standard
- Asked to provide testimony for two Federal Congressional hearings on recycling

**Diversity, Equity, and Inclusion:** At Eureka Recycling, we are deeply committed to fostering a diverse, equitable, and inclusive environment that champions equity and justice in all our operations. We firmly believe that embracing diversity and dismantling oppressive systems are vital for promoting equality, addressing historical injustices, and providing a level playing field for everyone to thrive.

We believe that every individual deserves equal opportunity, respect, and dignity, irrespective of their race, ethnicity, gender, sexual orientation, religion, age, disability, or any other unique trait. Recognizing society's historical injustices, we actively challenge and correct these systemic barriers.

## References

Please provide three (3) collection references. For each reference, please provide municipality, number of households per day, number of multi-unit households per day, agreement structure between the proposer and the municipality, type and frequency of service provided, etc.

Reference 1: The City of Roseville

Contact: Ryan Johnson, Environmental Manager

Phone: 651-792-7049

Email: [Ryan.johnson@cityofroseville.com](mailto:Ryan.johnson@cityofroseville.com)

Address: 2660 Civic Center Dr, Roseville, MN 55113

Details: Active Contract, 2005 to present  
Recycling Collection and Processing from single-Unit and Multi-Unit Dwellings  
9,400 single-unit dwellings with every other week collection- an average of 940 units collected daily 6,634 multi-family units collected each week- collection schedules vary based on each property's needs.

Reference 2: The City of Shoreview

Contact: Krista Billerbeck, Natural Resources Coordinator

Phone: 651-490-4665

Email: [kbillerbeck@shoreviewmn.gov](mailto:kbillerbeck@shoreviewmn.gov)

Address: 4600 Victoria St N, Shoreview MN 55126

Details: Active Contract, 2018 to present  
Recycling Collection and Processing from Single-Unit and Multi-Unit Dwellings  
9,750 single-unit dwellings with the weekly collection- an average of 1,950 units collected daily 1,430 multi-family units collected each week- collection schedules vary based on each property's needs

Reference 3: The City of Lauderdale

Contact: Jim Bownik, Assistant to the City Administrator

Phone: 651-792-7656

Email: [Jim.Bownik@lauderdalemn.org](mailto:Jim.Bownik@lauderdalemn.org)

Address: 1891 Walnut St, Lauderdale MN 55113

Details: Active Contract, 2005 to present  
Recycling Collection and Processing from Single-Unit and Multi-Unit Dwellings  
500 single-unit dwellings with weekly collection- all collected on the same day  
620 multi-family units collected each week- all collected on the same day.