

Appendix 13 Metropolitan Airports Commission Minneapolis-Saint Paul International Airport
Case Example

Appendix 13

Metropolitan Airports Commission

Minneapolis-St. Paul International Airport (MSP)

Minneapolis, Minnesota

The Metropolitan Airports Commission (MAC) has embraced sustainability as its responsibility as the operator of Minneapolis-St. Paul International Airport (MSP), as documented in its formal sustainability plan (included at the end of this case example). MAC is committed to reducing and recycling waste whenever possible; in doing so, it reduces costs and environmental impacts; conserves resources; and sets an example for environmental stewardship. MSP's waste management efforts align with the MAC's commitment, address employee and tenant requests for recycling and other services and comply with State of Minnesota and Hennepin County diversion requirements and initiatives. MAC's efforts are designed to follow the Minnesota Waste Management Hierarchy which lists strategies in order of priority, from waste reduction and reuse; followed by recycling and composting; then resource recovery through incineration; and lastly, land disposal. State taxes and County fees apply to waste disposal, but recycling and composting are exempt.

The MAC's Facilities and Environment Departments administer the waste and recycling collection contracts with private hauling contractors. A 2013 Request for Proposals for solid waste and recycling services is included at the end of this case example. Janitorial services are provided by a contract company, including all handling of waste, recyclable, and compostable materials. The Facilities Department funds waste management activities. The Facilities, Concessions/Commercial Management, Environment, and Sustainability Departments work together to monitor the status of waste management activities; the Environment and Sustainability Departments measure and track program metrics.

Comingled recycling and cardboard quantities are estimated from container sizes, collection schedules, and sample weights; a recycling tracking spreadsheet is included at the end of this case example. Waste and compost weight data are provided by the collection contractors monthly; a waste tracking spreadsheet is included at the end of this case example. Waste stream composition studies, stakeholder surveys, facility audits, recycling and waste reports, sustainability reports, an Airport Recycling, Reuse, and Waste Reduction Plan, and a Sustainability Master Plan have been developed for the facility and are used to shape program initiatives and set priorities. Information about MSP's waste efforts is reported to the MAC's Board of Commissioners in an annual report and is included in the facility's annual sustainability management report. MSP'S website includes information about the program as well as a copy of the sustainability management report.

MSP's comingled recycling program is available to employees, tenants, and passengers. The program includes aluminum, paper, glass, and plastic. MSP's waste that is not recycled or composted is processed at an energy recovery facility.

MAC employees can recycle cardboard, other metals, batteries, wood pallets, tires, construction materials, tree/yard waste, paint, automotive oil, antifreeze, solvents, deicing fluid, light-bulbs, and printer cartridges. The MAC's adherence to the Minnesota Waste Management Hierarchy gives employees clear direction regarding proper management of waste materials. Employees are to implement waste reduction practices; they are also expected to segregate recyclable materials from the solid waste stream at generation and

manage them in a way that facilitates their collection by a collection contractor.

Employees reduce waste by utilizing electronic signatures and document transmittals as well as double-sided printing. Materials, equipment, or supplies purchased for MAC operations and activities include office products, furniture, chemicals and other items that are reusable, recyclable, compostable, sustainably sourced, packaged in bulk, or that contain recycled content. Materials, equipment, or supplies that are no longer needed are subject to a disposal or sale policy for surplus materials which is administered by the MAC's Purchasing Department. This policy prioritizes internal transfer of these items to another department for their reuse and then considers trade-in, public sale, transfer to other state agencies, donation, or employee purchase.

MSP passengers have access to labeled waste and recycling containers throughout the terminal buildings. Water bottle filling stations are located throughout both terminals. Information about MSP's program is available online.

Tenant participation in the waste management efforts was voluntary until three to four years ago when the MAC introduced diversion requirements into tenant leases and other service contracts to improve performance; these requirements include the potential for financial repercussions for noncompliance. The MAC's Requests for Proposals for food and beverage operations include sustainability criteria; while these are not minimum requirements, they do provide the opportunity for submitting companies to earn extra points in the selection scoring system.

Through the MSP Tenant Sustainability Program, the MAC's Sustainability and Concessions/Commercial Management Departments communicate expectations to the tenants and address issues from tenant areas. MSP's terminal tenants recycle several types of materials; most of the terminal tenants participate in the program. Over the course of his term, an intern working for the Sustainability Department performed weekly evaluations of the tenants' waste and recycling practices, including sources of contamination, other issues, and the primary language spoken by back-of-house employees. The intention of these evaluations was to identify, document, and track program adjustments that were needed for these areas. It also gave the Sustainability Department a visible presence in the tenants' areas and provided tenants a point of contact for questions and comments.

In 2010, the MAC implemented a concessionaire back-of-house pre-consumer food waste composting pilot program. Between 2010 and 2015, the program was expanded to include all the food and beverage concessionaires in both MSP terminals. These tenants also recycle cooking oil which is converted into biodiesel.

During the design and construction of a new compactor facility, the MAC designed and built an adjacent dedicated climate-controlled wash facility to support the organics composting program (Figures 1 to 3). This was based on the need to rinse and wash food waste collection containers, a task previously accomplished using janitorial facilities intended for the cleaning of custodial carts. The use of the janitorial facilities was successful but was not convenient; the new facility saves time and labor associated with cleaning the equipment for the composting program as it is located approximately a dozen feet from the organics compactor.

The MAC manages airline waste generated at the terminal; the airlines are responsible for waste at their outlying facilities. Most of the airlines participate in the recycling program, including some that recycle deplaned items.

To support tenant recycling, MAC staff provide training for tenant managers; facilitate information sharing; provide signage, container labels, and other messaging materials; perform inspections of tenant spaces; and provide feedback to tenant management based on inspection results. The MAC provides compostable bin liners for the back-of-house pre-consumer food waste program.

The MAC Field Maintenance Department manages collection of pallets, including those abandoned by tenants in common areas of the facility. MSP receives a small rebate for each pallet; this program represents the conversion of a problem material into a revenue source. The terminal cardboard program also recovers high amounts of this material and has minimal contamination.

The MAC is preparing to launch a comprehensive waste assessment project to establish a baseline of current practices and performance levels. This effort will identify obstacles and opportunities for improvement. It will also set goals and identify strategies to meet these targets. As part of this effort, the MAC has converted MSP's approximately 800 public-facing trash and recycling containers to standardized label designs from Recycle Across America ®; this project was informed by research into similar projects at Orlando International Airport (MCO), Hartsfield-Jackson Atlanta International Airport (ATL), and the Port Authority of New York/New Jersey's airports.

The MAC has launched the initial phase of the MSP Tenant Sustainability Program; the design of this program was inspired by elements of similar programs at San Francisco International Airport (SFO) and Chicago O'Hare International Airport (ORD). All tenants are expected to identify a representative for this program and participate in this partnership to support MSP's progress toward its goals.



Figure 1: Entrance to compost container wash facility, courtesy of Metropolitan Airports Commission



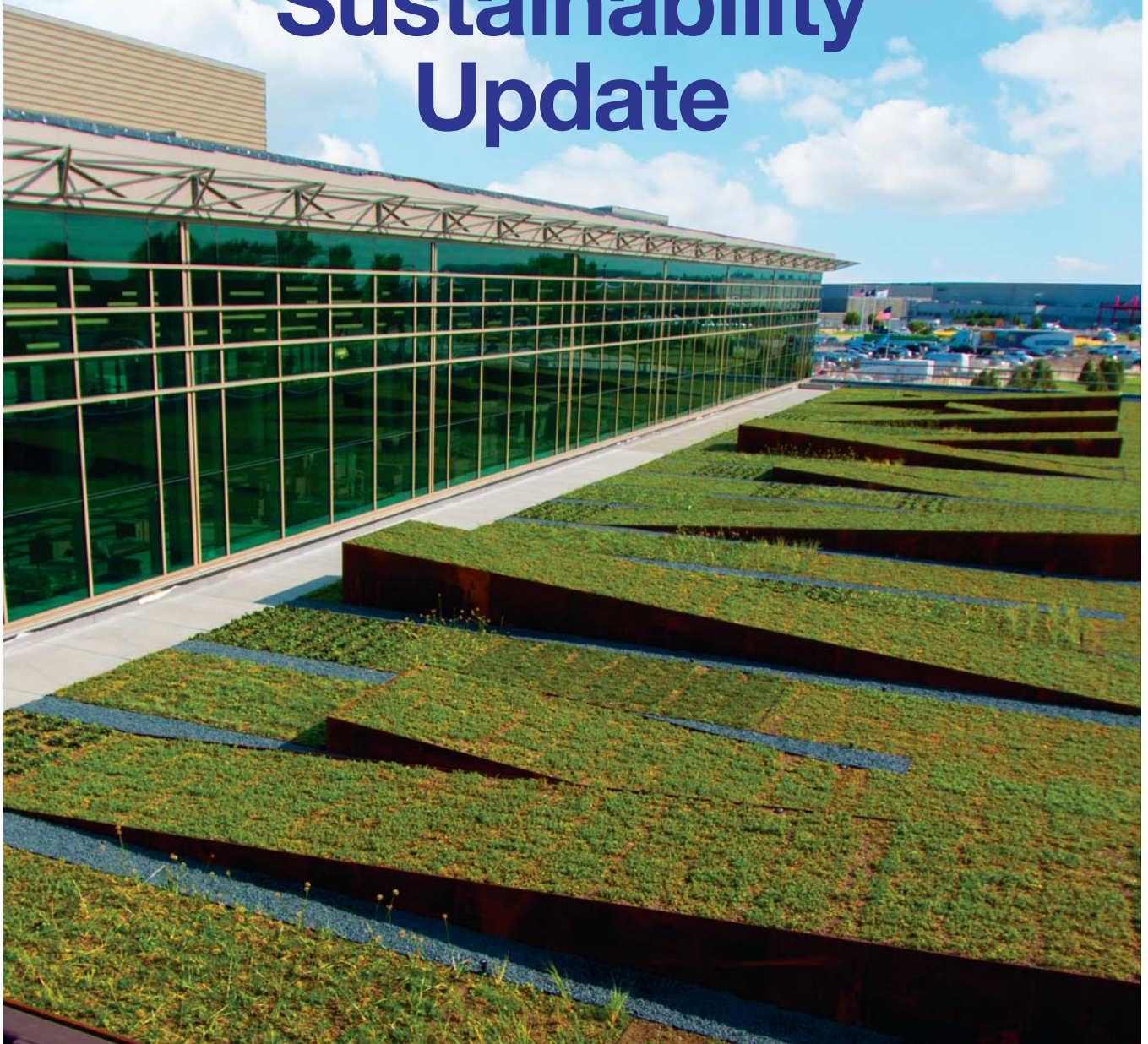
Figure 2: Compost container wash facility, courtesy of Metropolitan Airports Commission



Figure 3: Compost container wash facility, courtesy of Metropolitan Airports Commission



2016 Sustainability Update



Our Sustainability Story

At the Metropolitan Airports Commission we have embraced sustainability because it's critical to our region and our responsibility as the operator of Minneapolis-St. Paul International Airport, a major public asset, and it drives us to innovate as one of the largest airport operators in the nation. From sustainable building practices, to maintaining strong air service options, to generating nearly \$16 billion in annual economic impact for the Minneapolis-St. Paul metropolitan community, we have consistently pursued efforts that add social, environmental, and economic value to Minnesota and the Upper Midwest region.

Sustainability has been a core part of the airport industry for many decades, and is rapidly becoming a differentiator in the field of airport operations. The United States airport system is one of the oldest, and airports such as our own gain great sustainability value through strategic retrofits, innovation in operations, and alignment with our many partners. For us, sustainability is our positive approach to managing our airports system which recognizes the social, environmental, and economic impacts of our decision-making and their importance to the wellbeing of our airports system, now and into the future.

As we look to the future, we've charged the organization with infusing sustainability into everything we do. We'll drive that change through the three focus areas of our Sustainability Management Plan – Investing in Airport Innovation, Collaborating with our Communities, and Empowering our Team. By meeting our goal, we'll achieve our vision of providing your best airport experience.

We invite you to join us on our sustainability journey.



Brian Ryks
Chief Executive Officer,
Metropolitan Airports
Commission



Denny Probst
Chief Operating Officer
Metropolitan Airports
Commission



We define sustainability

as the positive approach to organizational management that recognizes the **social, environmental, and economic** impacts of decision-making and their importance to the **wellbeing of our airports system, now and into the future.**



Investing in Airport Innovation



Anticipate and Prepare



As the owner and operator of seven airports, including a major international hub, we prepare and plan for a wide variety of potential emergencies. We proactively manage an emergency preparedness system that ensures resilience for our airports by partnering with local, state, and federal officials, aid organizations, and businesses to practice coordinated responses to crises. We work continuously to provide a safe place for everyone at our airports and will maintain our focus on safety in all locations, protection of critical assets, and employing business continuity measures.

Training to Build Resilience

Resilience is the capacity to recover quickly from difficulties - an important trait for an organization that provides crucial services to the surrounding community and region. That's why our teams are dedicated to building resilience throughout our operation and in partnership with our stakeholders. One way to do this is by training for the unexpected.

A snapshot of the trainings that took place in 2016:



Active Shooter

Preparing our employees to respond to growing threats in the workplace

400 employees trained

Own workforce utilized to respond, enact, and play out scenarios



Airport CERT

Our third year of Community Emergency Response Team trainings to build community-wide resilience

250 employees trained

Our own workforce participating alongside airlines, TSA, Airport Foundation MSP, HMS Host, Whelen, and ABM



Animal Rescue

Training first responders on animal rescue techniques including for K9s and therapy dogs

100 employees trained

Our own workforce alongside TSA, CBP, and Airport Foundation MSP therapy dog owners



Firefighting

Training for a variety of scenarios including aircraft, structural, hazardous materials, and technical rescue as well as CPR, First Aid, and Fire Safety

300 employees trained

Our own workforce alongside other agencies, airport tenants, and Bloomington, Minneapolis, Plymouth, and Richfield Fire Dept



Incident Command

Incident management and action planning for emergency and pre-planned incidents

150 employees trained

Our own workforce to best prepare individuals across the organization for incidents



Training for the Worst

We work with a broad range of internal and external parties to build resilience within and outside of our airport community

- Training with various airlines for aircraft incidents
- Training for Super Bowl 52
- Major Accident Response
- IED Training

Airport Night to Unite

Building resilience internally is important, but what about the thousands of others who don't have the opportunity to engage in emergency response training? Ensuring they are invested in the safety and security of the workplace is also important. One way we do that is by holding an Airport Night to Unite event. Timed to correspond with National Night Out, the focus of the event is to build community and provide crime prevention resources. Every year more than 20 airport entities join the Airport Police Department in ensuring its success.



“

We had a great turnout. There was a steady flow of traffic, and a lot of passengers came through, too.

- Kristi Rollwagen,
*MAC emergency programs
manager and organizer of the event*

”

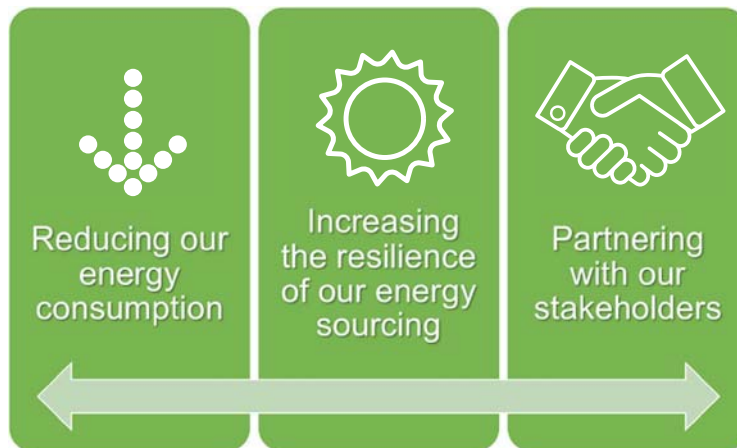


Manage Our Impact



Driving Impact through Energy

Three pillars support our goal to improve the overall sustainability of our airports by managing our energy needs.



Over the past two decades, our MAC Energy Conservation Program (MECP) has resulted in:



In 2016, notable energy management projects at MSP included:

- LED re-lamping across the MSP campus, including in parking facilities, at curbside check-ins at Terminal 2, the Terminal 1 connector bridge, Terminal 1 restroom remodels, and the Terminal 2 gate expansion
- Continued gathering and integration of data into our energy management system, expanding our ability to view, manage, and analyze the system's performance
- A 1.3-megawatt solar energy installation at Terminal 2
- Expanding electrification options for ground service equipment across Terminal 1, resulting in a reduction of diesel-powered equipment use
- Partnering with concessionaires to ensure energy efficiency was integrated into their store and restaurant designs, including making them aware of available utility rebate options
- Solar cells above the new Terminal 1 North Security Checkpoint

In addition, the MAC is expanding its work in emissions analytics and reductions through participation in the Airport Carbon Accreditation program and its work on calculating the emissions reductions associated with the Federal Aviation Administration's Optimized Profile Descent (OPD) program.

Harnessing the Sun at MSP

We are proud to host one of the largest solar arrays in Minnesota atop our parking ramps, which result in a cumulative 4.3 megawatts of solar energy generated onsite.



We have been humbled by the accolades this work has garnered, including:

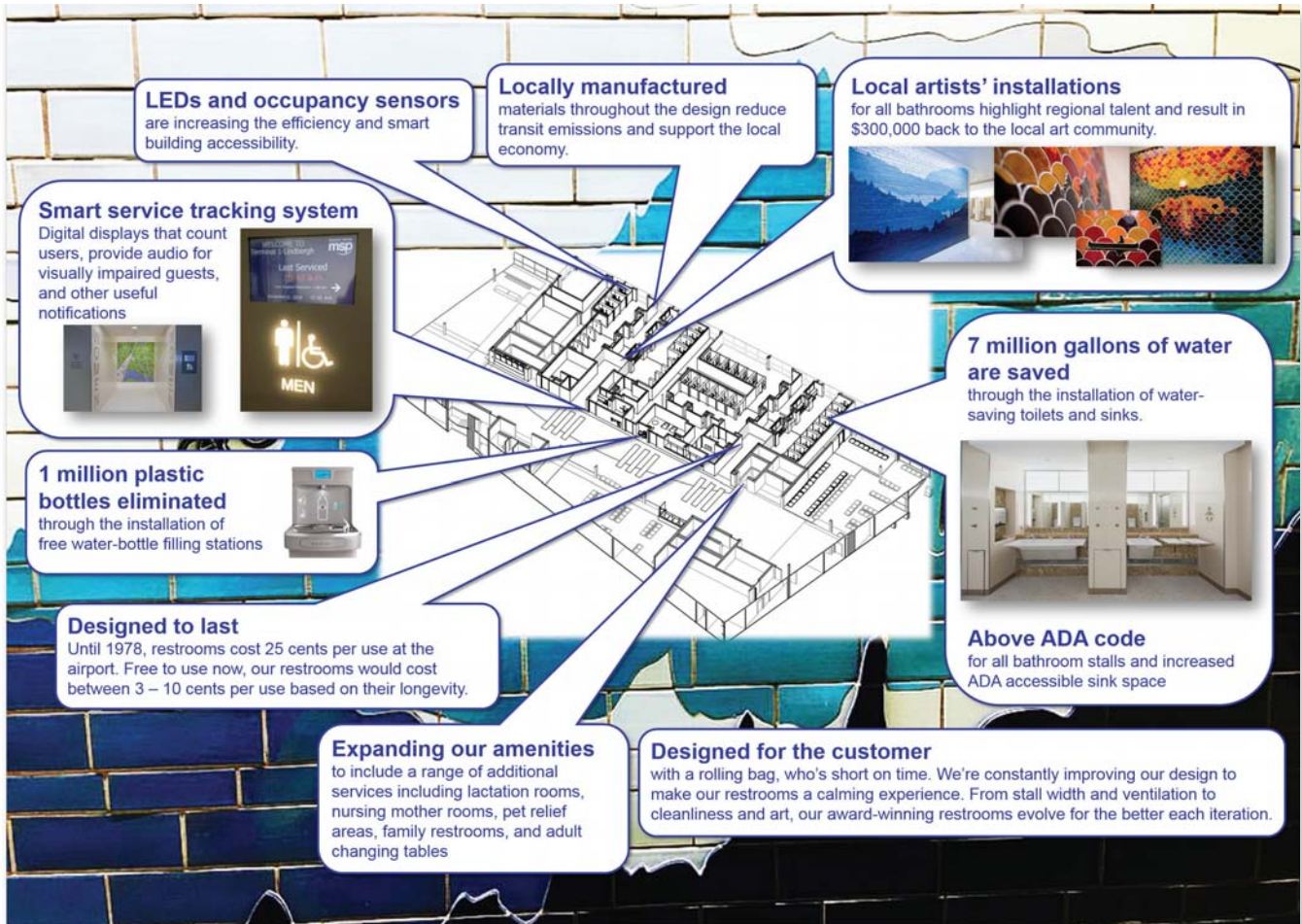


Build Sustainably

Emphasizing Sustainability with Every Retrofit

The Minneapolis-St. Paul International Airport is in the midst of a multi-year restroom improvement program that, when completed, will touch close to 100 sets of public and semi-public bathrooms.

But way before the first hammer swing, designers recognized this as an opportunity to take a deep dive into sustainable design best practices. The result has been a greatly improved experience across the board for all of our guests, and a significant investment in the local economy.



SPOTLIGHT

Mercury Mosaics

Mercedes Austin, Mercury Mosaics owner, started her business 15 years ago and began working on residential and commercial installations in 2010. Recruiting from local art schools such as the Minneapolis College of Art and Design and from Mn Artists, a program of the Walker Art Center, Mercedes employs 23 individuals in handcrafting ceramic tiles made from clay sourced from the Midwest.

Noticing the distinctive work installed at MSP, art curators for local stadium projects contacted Mercury Mosaics for their own projects. Mercedes says the uniqueness and visibility of the MSP installations has resulted in Mercury's ability to move from a 5,100 square foot space to a 15,000 square foot space. The new space allows the company to hire more people and be more active locally.



Green Roof

Completed in 2016, MSP's first green roof - located at Terminal 2 - is home to a variety of plants, including blue fescue, reed grass, and Virginia creeper. This vegetation keeps the roof cooler than a standard roof, extending its life and providing more insulation for the terminal below. Rainwater runoff is reduced by the moisture required for the plants.



Collaborating with our Communities



Engage our Communities



Leading with our Customers

Established in 1999, the Customer Service Action Council (CSAC) is a collaboration between the Metropolitan Airports Commission (MAC) and its tenants, including airlines, concessionaires, vendors, and related service providers, that focuses on improving the customer experience at MSP.

Meeting monthly, the group of more than 60 members reviews customer complaints and compliments, while the Council's eight committees - ranging from the Travelers Advisory Committee to the Benchmarking Committee and the Surprise & Delight Committee - identify opportunities for improvement in their respective areas.

Throughout the month, customer comments are distributed to responsible parties for response and appropriate action.

In 2016, the group achieved a 99.2 percent response close-out rate on customer inquiries.

Airport Service Quality Survey

The Airports Council International's Airport Service Quality (ASQ) program is another method we use to better understand our customers' experiences. MSP is one of 284 airports across 79 countries that use ASQ survey results to identify strengths and areas to watch, in terms of our customers' perceptions about our products and services.

In 2017, MSP received two awards that exemplify our success in this area: the 2016 Airports Council International award for Best Airport: 25-40 Million Passengers and the 2017 Skytrax Award for Best Airport Staff in North America. In 2016, Trip Advisor - through its Travelers' Choice Award - and Travel + Leisure Magazine ranked MSP third and fifth, respectively, among US airports.

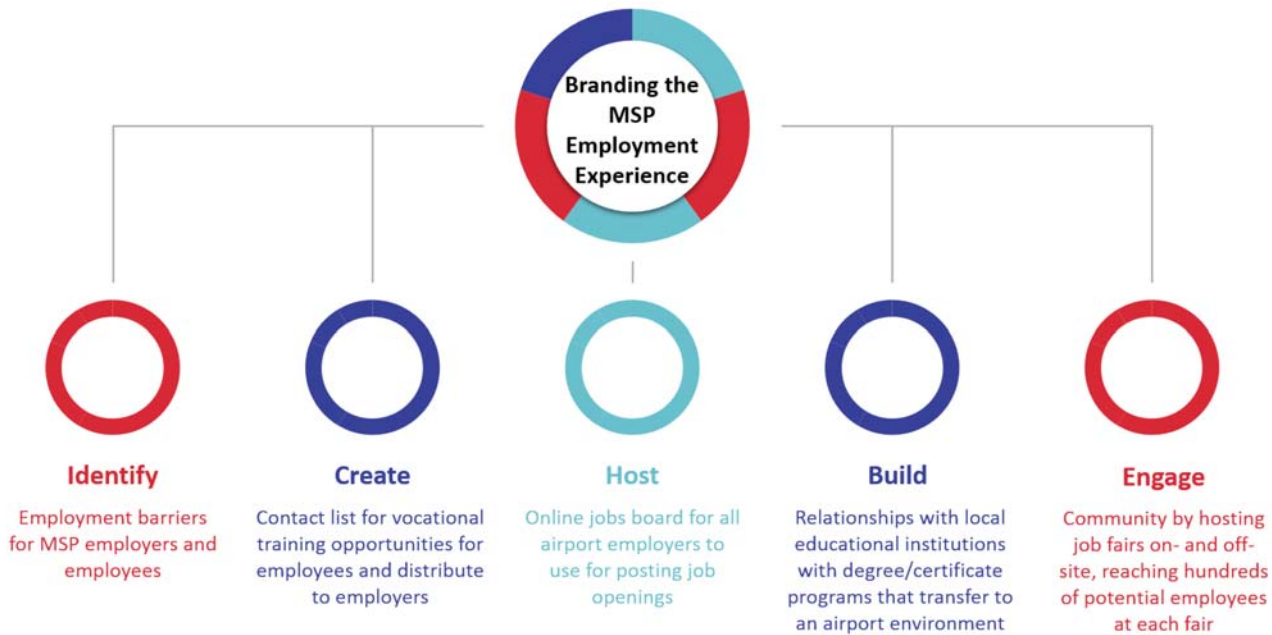


MSP Jobs Committee - Connecting Airport Employers with the Community

Based on discussions at CSAC meetings and with our tenants, the MAC discovered that MSP tenants were having difficulty recruiting employees and maintaining sufficient staffing levels. Recognizing such shortages would have an impact on our customers, we set about identifying the barriers employers and employees were encountering.

The hiring environment at airports is complex and competitive, and there's often little motivation for creating a coordinated recruitment program. It's even more difficult when everyone's hiring at once, which occurred in 2016 with the opening of more than 50 retail and food and beverage venues at MSP.

To help facilitate sharing of information and best practices, we partnered with our tenants to create the MSP Jobs Committee, which established these five goals:



The Twin Cities metropolitan area is home to growing communities of newly-arrived immigrants. In 2016, the airport community hosted three job fairs in areas where significant numbers of immigrants from Africa and Southeast Asia live in order to provide better access to these employee pools. Language skills, however, were a concern. Many airport employers

need front-end employees who can write and speak English in order to provide quality customer service. Recognizing the need for English as a Second Language (ESL) instruction, the Customer Service Action Council is sponsoring a project that will partner with a local technical college to develop an ESL program specifically for airport employees.



Job fair held at the Minneapolis Central Library



Job fair held at the Cedar-Riverside Opportunity Center

Develop Opportunities



Going Loco for Local

One of the best ways to experience a culture is through its food, and the Twin Cities has a vibrant culinary culture. With that in mind, the MAC has set out to balance national and local brands within MSP's concessions program. The results? Eighteen of the 50 new venues recently opened at MSP are local.

“It's important to find the right mix of local and national brands, unique specialty retail, and passenger services to satisfy the tastes and needs of people from all over the world. The retail program at MSP is reflective of Minnesota and the region so that even people just catching a connecting flight at MSP have some sense of the area.

- Eric Johnson,
MAC director of commercial
management and airline affairs”

In addition, in order to strengthen the sense of place and a connection to our local neighborhoods, many of the news and gift concessions in MSP are branded

with local neighborhood names like North Loop, Loring Park, and Como Park.

Angel Food Bakery and Donut Bar is a beloved Minneapolis bakery and is no stranger to accolades and awards - including one for its new MSP location: the 2017 Airports Council International-North America award for Best New Food and Beverage concept in the quick serve category!



Katie Gerdes, Angel Food Bakery and Donut Bar owner, accepting ACI-NA Best New Food and Beverage, quick serve category award

A sampling of some of the many local concessions at MSP

Open Book

This local non-profit is a collaborative partnership between the Loft Literary Center, Milkweed Editions, and the Minnesota Center for Book Arts

Hammer Made

Designed by a Minneapolis designer, Minnesota-branded tees are printed within 60 miles of the Twin Cities; limited run dress shirts are trimmed with leftover fabric to reduce waste

Stone Arch

This concept was developed by a local Minneapolis team through a partnership with the Minnesota Craft Brewers Guild, craft brewers staff the "craft lab"

LoLo

Locally owned, and locally operated, this restaurant sources its food and beverages locally, and 40% of its menu changes to incorporate seasonal ingredients

Angel Food Bakery and Donut Bar

This woman-owned, award-winning bakery uses locally-sourced ingredients

SPOTLIGHT

LoLo

Through the Metropolitan Airports Commission's innovative business owners outreach program, more local, small, and creative businesses are making their way through MSP's doors. Opened in October 2016, LoLo American Kitchen, which has its roots in Stillwater, Minnesota, is one of a growing number of local restaurants offering sustainable food and drink to MSP's customers. LoLo has successfully made the transition from a street-side to an on-airport operation.

The LoLo experience is deeply rooted in offering creative and sustainable food and drinks while providing a sense of community. Recreating that community feel for the airport environment has taken careful thought, including modifying how to get to know and personalize the experience for an ever-changing customer base.

In Stillwater, LoLo works with eight local farms. To meet demand at the airport, the owners had to expand their network and incorporate a regional strategy - buying goods from Iowa, Northern Minnesota, and Wisconsin.

LoLo also offers cocktails crafted using locally distilled spirits, such as the Course Reviver #2 using gin from Carver, Minnesota - or the many drinks using Tattersall Distillery spirits made in Minneapolis.

In addition, LoLo is dedicated to creating meaningful jobs for talented professionals, which is why it has invested in bringing specialty skills onsite and compensating them well, including a 401k matching program. Embracing the social aspects of sustainability through employee care and customer engagement, LoLo is one of the new runaway sustainability concepts at MSP.



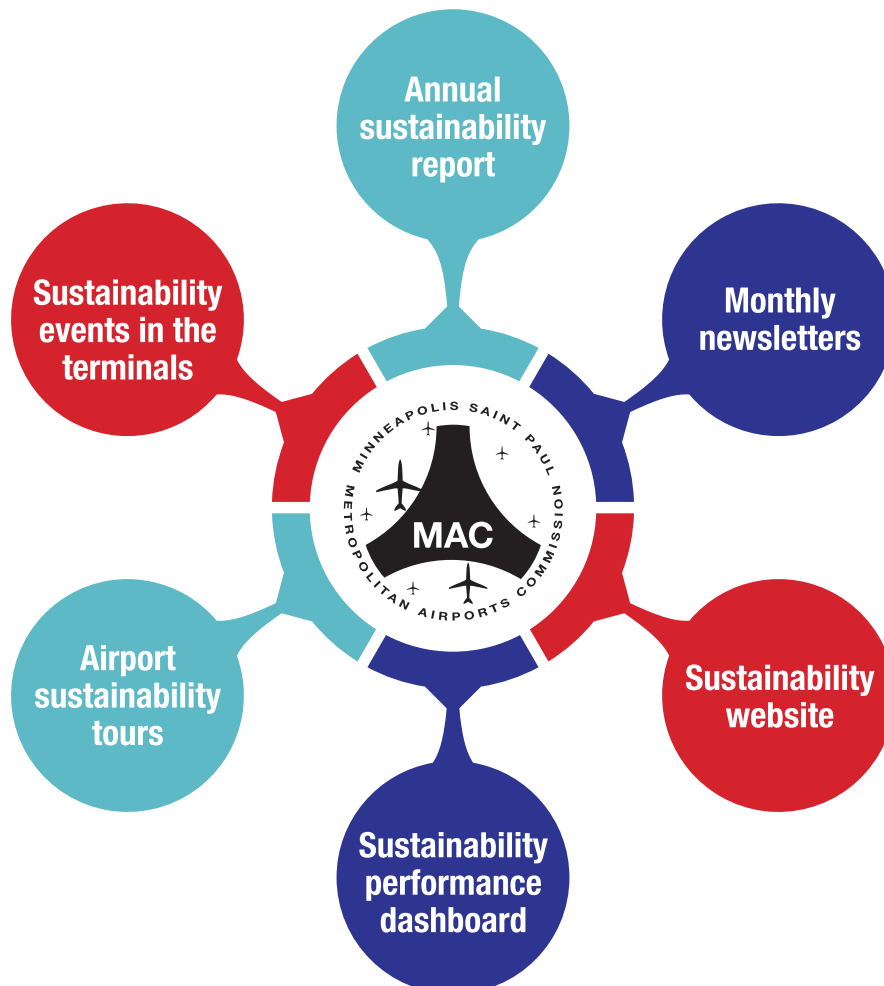
Share our Sustainability Story



Going Your Way, Sustainably

Through tours and in-terminal messaging, and by engaging passengers through educational activities, we work to bring our sustainability story to our customers.

Online, we've been building an array of options for you to follow along, including our sustainability website, annual sustainability report, our sustainability performance dashboard, and our monthly newsletters.





Empowering our Team



Create an Inclusive Culture



Our Culture

We believe in modeling and supporting a positive workplace culture based on our values of integrity, teamwork, innovation and excellence, fiscal responsibility, commitment to the community and the environment, and employee development. We are dedicated to continuing our strong history as a high-performing organization where employees experience excellence in leadership, challenging work, and opportunities for growth and development while being rewarded competitively.

We are eager to continue building upon our foundation of inclusivity at the MAC as we say farewell to many of our longstanding, tenured staff and say hello to the new wave of employees. Investments in diversity, inclusion and equity through a five-year action plan will help guide our organization's continual evolution. Connection events, including health and wellbeing opportunities and continually reviewing our changing employee base's desired forms of communication to ensure they are getting the latest on the organization, will help keep us connected, well, and engaged.

Grow and Retain Talent



Employee Engagement Groups

The Metropolitan Airports Commission employs more than 600 people, spread across seven airports. Considering that the largest of those - Minneapolis-St. Paul International Airport - is essentially a small city with employees spread throughout the entire campus, it can be a challenge for new employees to acclimate quickly and understand the organization. Much of the institutional knowledge is also not easily accessible, but rather resides within the brains of many long-time employees. Over the past several years, we've explored employee needs more thoroughly and found employees wanted more opportunities to connect and learn from one another. In response, the organization has established employee engagement groups to

help employees connect, solve problems, and provide insights to the organization.

“Employee engagement groups are important to the MAC because, as the research shows, people who join and participate in an EEG are more engaged and better connected to organizational strategy.”

- Nicole Kiefer,
MAC assistant manager, employee relations

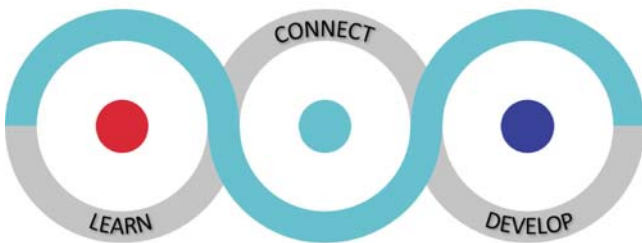
Connections

Our first employee engagement group, Connections, was developed in 2016 and formally launched in 2017. The group meets monthly at different locations and focuses on helping new employees learn about our complex organization, connect with other new employees, and learn from veteran employees about their experiences at the MAC.

CONNECTIONS

Thirty-eight percent of employees hired in the past two years are now part of the Connections group!

The group's goals of building community and developing a repository of MAC knowledge helpful for new hires came directly from its members - namely, new employees. Upon hire, all employees are welcomed personally by a member of the Connections group, who becomes a resource for when the employee has questions.



LEARN: Avenue for helping new employees learn about organizational structure and culture, and for the organization to learn what employees need to succeed

CONNECT: Build relationships across departments and work teams, and provide common experiences and understandings

DEVELOP: Provide environment for employee voices to be heard and for future leaders to develop professional skills



Paula Minell

Connections Chair

MAC Employee 3 Years

Finance - Accountant

“Connections’ value to the MAC is keeping good employees engaged and helping them connect with the organization’s mission - it gives them buy-in and another reason to stay long-term.”

- Paula Minell, MAC accountant



Brandon Simon

Connections Co-chair

MAC Employee 1 Year

Landside - landside operations agent

“My advice to new employees is to step out of your comfort zone - the best way to know an organization is to get as involved as you can right away. When I was approached to be the co-chair, I was apprehensive because I felt I didn’t have the lay of the land yet, but I was assured my views were valued so I jumped in and it’s been a great experience.”

- Brandon Simon,
MAC landside operations agent

Recognizing our Team

Every year the Airport Foundation MSP and the Metropolitan Airports Commission's Customer Service Action Council present three airport employees with the MSP Employee of the Year Award. Winners are nominated by their peers for providing outstanding customer service. Officer Mari Askerooth of the Airport Police Department (APD) is one of the winners for 2017.

“

Mari is an incredible asset to our department and the MAC. We are incredibly proud of her tireless service and dedication to MSP.

*- Chief Mike Everson,
airport police department*”

A 16-year employee of the MAC, and an instructor in human trafficking and suspicious behavior awareness, Mari was drawn to the airport because the work combines policing with customer service. In addition to people flying out for vacation and meeting loved ones, Mari says her work often brings her in contact with people experiencing hardship, like flying out for a funeral or struggling with addiction or mental health issues. “All of these situations can be very stressful for people and bring out strong emotions,” says Mari.

In her nomination, co-worker Heidi Leonard writes that “Mari is always going that extra mile for MSP passengers,” such as the time she and co-workers collected money for bus and taxi fares, as well as food, for a family of five that had been stranded at the airport. As Leonard writes, that’s “just another day at MSP for Mari.”

Another example of Mari’s going the extra mile is her creation of the “Winter Coat Closet”, through which unclaimed coats, boots, hats, mittens, and scarves are given to people at the airport who are in need of those items. For children, she developed activity packages consisting of APD coloring books, crayons, stickers,



Mari Askerooth, 2017 MSP Employee of the Year Award Winner

apple juice, snacks, and an APD child’s badge and tattoo. Stuffed animals are occasionally donated to the APD and Mari says, “handing a stuffed animal to a child who hasn’t had the opportunity to interact with police officers in a positive manner is an amazing opportunity.

We’re grateful for Mari’s help in achieving our vision of providing your best airport experience.

Act with Vision



Signing the Airports Going Green Declaration

In 2016 we joined other leading airports at the Airports Going Green conference as an original signatory to the Airport Sustainability Declaration.

This work complements our work through the Minnesota Sustainable Growth Coalition - recognized as one of the “Nine Sustainable Business Stories that Shaped 2016” by Harvard Business Review.

Airport Sustainability Declaration

Our ambition is to strengthen a system of sustainable and resilient airports, worldwide, through collaboration, transparency, innovation, and engagement. Together, we will ambitiously work towards our vision of airports voluntarily working together in a worldwide network to be socially, environmentally, and economically prosperous and to be adaptable in the face of change.

The four tenets of the declaration are:

Collaboration

- Increase collaboration among airports
- Share successes, failures, and challenges
- Expand to value chain partners
- Deliver measurable results

Transparency

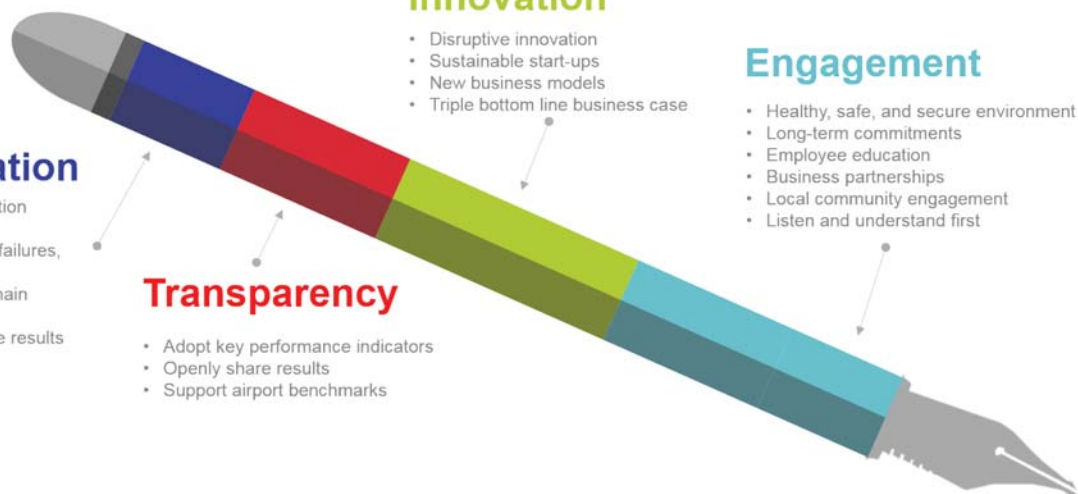
- Adopt key performance indicators
- Openly share results
- Support airport benchmarks

Innovation

- Disruptive innovation
- Sustainable start-ups
- New business models
- Triple bottom line business case

Engagement

- Healthy, safe, and secure environment
- Long-term commitments
- Employee education
- Business partnerships
- Local community engagement
- Listen and understand first



Employees who Exemplify Acting with Vision

Liz Grzechowiak, assistant director concessions & business development, loves hospitality, customer service, and the opportunity to engage people while having a positive impact on their mood. Coupling that background with her passion for the Twin Cities' culture - including arts, dining, and small business - Liz and her team are developing a concessions program at MSP that balances familiar, national brands with a myriad of local brands to provide travelers diverse offerings.

In 2015, Liz threw herself and her team into creating a Request for Proposal (RFP) process for MSP that provided an environment that allowed anyone who

was interested in doing business at the airport to have equal access to information and opportunities.

The RFP process can be a time- and resource-consuming process for proposers. Liz understood that local businesses would face unique challenges when contemplating transferring their business concepts from street side to MSP. To address this, Liz and her team created a process that provided transparency into the nature of operating at the airport. Local businesses were able to determine whether or not submitting an RFP would be worth their investment. In the end, more local businesses submitted RFPs than in years past, and 18 were selected - including one local restaurant whose airport location has done three times the business as its larger, street-side location!



Liz Grzechowiak

Assistant Director Concessions & Business Development

MAC Employee 3 Years

Property Manager of the Year, 2016
Airport Revenue News

“My vision for MSP is to host creative concepts that engage passengers.”

In 2016 and 2017, under Liz's leadership, 50 new retail and restaurant concepts opened at MSP, leading to two 2017 Airports Council International-North America awards: Best Airport Retail Program of any Large Airport in North America and Best New Food and Beverage in the quick-serve category for locally-owned Angel Food Bakery and Donut Bar.

As the next phase of concessions renovations gets underway, Liz continues to focus on infusing creativity for the long-term so that we're achieving our vision of providing your best airport experience.

“

If you had asked me if I ever thought I had a shot at a lease at MSP Airport, I would have thought you were a little crazy. I opened Republic at MSP on October 1, 2016 so I guess it was always a possibility after all! A little over two years ago I began the process very open-minded knowing that the airport was looking to represent good, local brands. I attended every possible meeting and learned as much as I could about how to position my brand into being awarded a lease. It's been such a positive and rewarding experience for me, and I'm happy to be a part of the program and changes that have been made at MSP.

- Matty O'Reilly, owner, Republic”

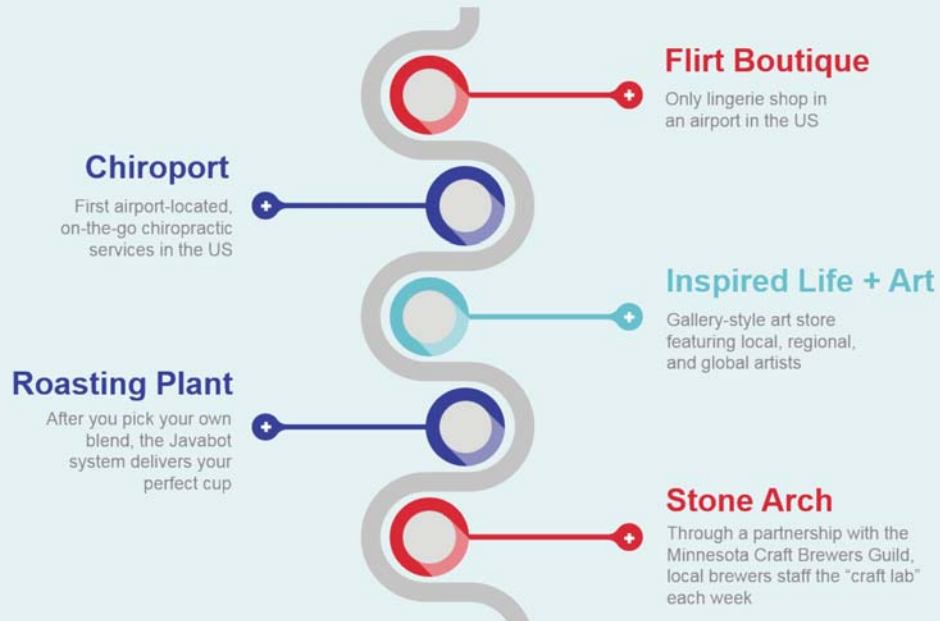
Phase 1 MSP Concessions

Food & Beverage and News & Gift



Reimagining Concessions at MSP

Unique Offerings for our Travelers





Phil Burke

Director of MSP Operations

MAC Employee 16 Years

Oversees

Airside | Energy Management Center | Facilities | Field Maintenance
Landside | Trades | Terminal 2-Humphrey Operations

“My vision is for MSP to be the most accessible airport in the world.”

“

At the Metropolitan Airports Commission (MAC), our vision is to provide your best airport experience - and when we say “your”, we mean everyone’s.

- Phil Burke, Director of MSP Operations

”

As a 16-year MAC employee and a member of the Minneapolis Advisory Committee on People with Disabilities, Phil Burke, director of MSP operations, is passionate about making travel accessible to all. He credits his staff, who oversee day-to-day operations at MSP, with allowing him the space to identify both challenges and opportunities that have the possibility of pushing MSP to a higher level in accessible travel. Through Phil’s leadership, MSP is participating in a two-year pilot project on wayfinding for visually impaired travelers. In the pilot, a portion of MSP will be GPS-mapped and a smartphone app will transmit surrounding, distance, and location information to those travelers.

In 2013 Phil supported the launch of the Navigating MSP program for individuals with special needs and their families, and in 2014 formed the Travelers with

Disabilities Advisory Committee (TDAC), building on an existing relationship with the Commission of Deaf, DeafBlind and Hard of Hearing Minnesotans. TDAC members - including representatives from Gillette Children’s Hospital, Open Doors, Delta Air Lines, and the Transportation Security Administration - work to identify problems that impede travelers with disabilities and solutions to address them.

One result of TDAC’s work is ensuring braille readers have access to signs depicting the layout of each restroom as part of a multi-year MSP restroom remodel project.

“It’s important that we treat all travelers equitably, fairly, and justly - it’s the right thing to do”, says Phil.

“

At the Transportation Security Administration, we’re committed to treating the traveling public with dignity and respect. Phil’s invitation to participate with TDAC has been an education and a partnership opportunity that means an awful lot to us. TDAC has become a very important part of our outreach to ensure those who may be concerned about security protocols at MSP, and thus may be hesitant to travel, have their concerns allayed prior to their travel date.

*- Cliff Van Leuven,
federal security director, TSA*

”

Delivering Equitable Access at MSP



Travelers with Disabilities Advisory Committee

10 Advocacy + 12 Airport Members
Working to identify key issues that impact travelers with disabilities and solutions to those impacts



Capital Improvement Projects

All projects include accessibility component
Strive to build beyond code, beyond ADA



GPS Technology Pilot Program

GPS and smartphone app provides audio directions to visually impaired travelers, describing surroundings, distances, locations

Providing hope to those who didn't believe they could travel,
plus the infrastructure to make it happen



Designed to ease the anxiety of traveling for special needs individuals and their families by allowing program participants to take a "test" run at the airport.

2013

• 369 individuals, 102 families

2014

• 391 individuals, 107 families

2015

• 448 individuals, 123 families

2016

• 408 individuals, 116 families



Metropolitan Airports Commission
Sustainability Department

sustainability@mspmac.org



2015 Sustainability Report

Infusing sustainability into everything we do to contribute positively to social, environmental, and economic wellbeing.

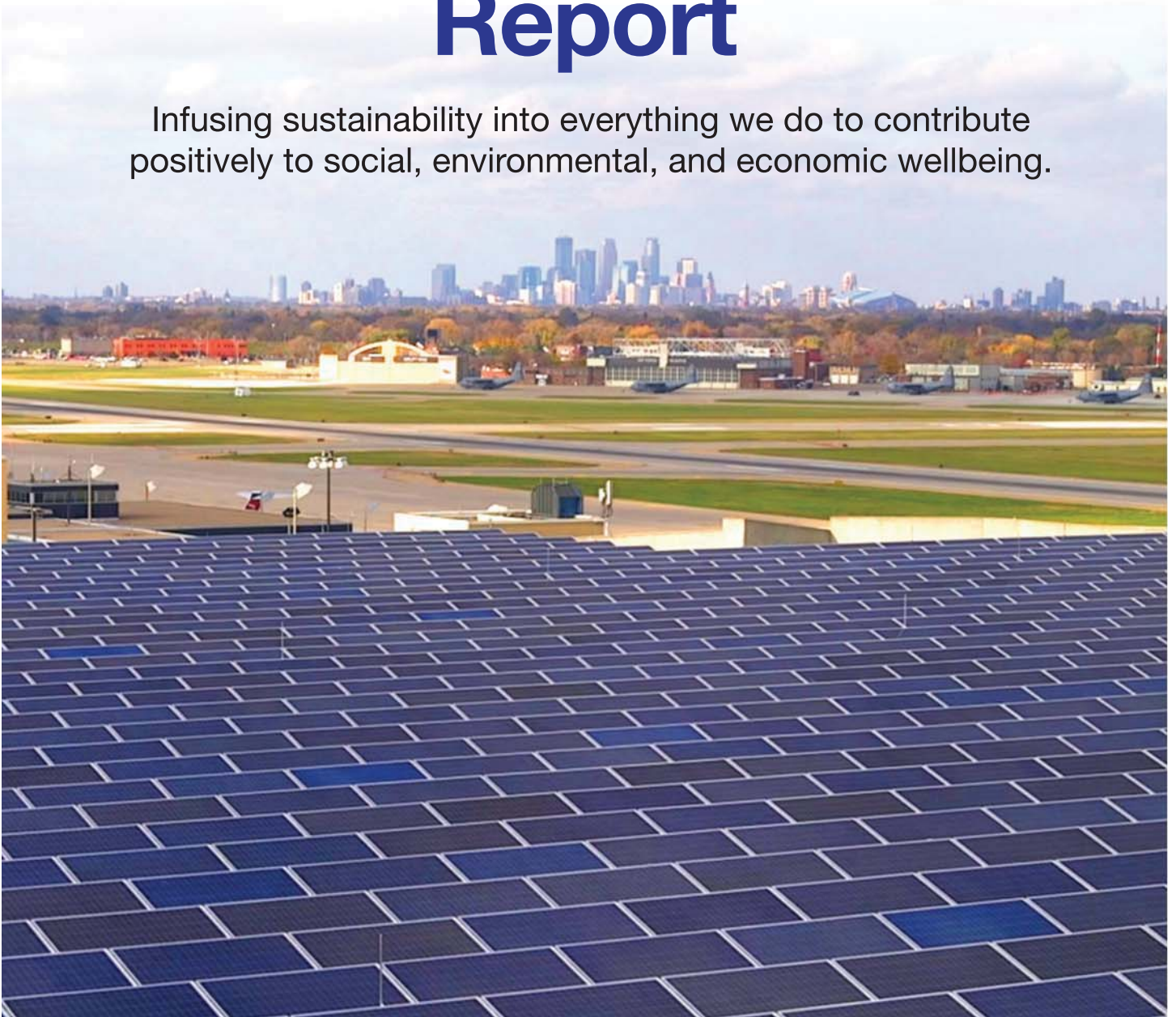




Table of Contents

1. About Us

2. Metropolitan Airports Commission at a Glance

- Our Values
- Governance
- Our Board of Commissioners
- Our Board Committees

3. Minneapolis-St. Paul International Airport

- Our Passengers, Operations, and Cargo
- Funding
- An Economic Driver for the Region

4. Sustainability at the MAC

- The Sustainability Management Plan
- Governance for the Sustainability Management Plan
- Engaging our Stakeholders in Sustainability Planning

5. MSP Airport Sustainability Map

6. Dashboard

7. Stakeholders and Materiality

- Engaging our Stakeholders
- Materiality

8. Investing in Airport Innovation

- Anticipate and Prepare
- Manage our Impact
- Build Sustainably

9. Collaborating with our Communities

- Engage our Communities on Sustainability
- Develop Opportunities
- Share our Sustainability Story

10. Empowering our Team

- Create an Inclusive Culture
- Grow and Retain Talent
- Act with Vision

11. Future of our Sustainability Flight

12. Global Reporting Initiative Content Index - G4

About Us

Letter from the Chairman and the Chief Executive Officer

At the Metropolitan Airports Commission we are embracing sustainability because it's critical to our region and our responsibility as the operator of a major public asset, and it drives us to innovate as one of the largest airport operators in the nation. Minnesota has a long and rich history of environmentalism and investing in our communities. Sustainability builds on that by addressing how organizations can support the wellbeing of communities and the environment while achieving their operational and economic goals. From sustainable building practices, to maintaining strong air service options, to generating more than \$10 billion in annual economic impact for the Minneapolis-St. Paul metropolitan community, we have consistently pursued efforts that add social, environmental, and economic value to Minnesota and the Upper Midwest region.

The Minneapolis-St. Paul International Airport is one of the largest economic engines in the state of Minnesota and a public entity, so we have a responsibility to provide the best experience to the people in our region. By aligning and collaborating with other agencies and the private sector, we are increasing our collective ability to identify solutions to challenging issues and ensure the wellbeing of our airports, of surrounding communities, and of the environment on which we all depend. We are actively contributing to a thriving and sustainable region.

We invite you to join us on this journey through this report, our sustainability newsletter, and sustainability events at our airports. These tools and our sustainability dashboard - the first in the nation for an airport - reflect our commitment to open performance in government.



Sincerely,

Dan Boivin

Chairman,
Metropolitan Airports
Commission



Sincerely,

Brian Ryks

Chief Executive Officer,
Metropolitan Airports
Commission

Letter from the Chief Operating Officer and Sustainability Executive Champion

Sustainability has been a core part of the airport industry for many decades, and is rapidly becoming a differentiator in the field of airport operations. With new airports such as Mexico City's being built across the globe and competing to become the most sustainable, our legacy airports system faces a unique set of challenges. The United States airport system is one of the oldest, and airports such as our own gain great sustainability value through strategic retrofits, innovation in operations, and alignment with our many partners. For us, sustainability is our positive approach to managing our airports system which recognizes the social, environmental, and economic impacts of our decision-making and their importance to the wellbeing of our system, now and into the future.

The Metropolitan Airports Commission has a long history of diverse investments in sustainability, including the establishment of our energy conservation program in 1998 which has reduced our carbon footprint by 30 percent since its founding. We are utilizing our Trades Building as a center for testing energy innovations, and in 2015 we flipped the switch on the largest solar generation facility in Minnesota.

Beyond the environmental field, we've been advancing our efforts on arts and culture, increasing accessibility for the changing traveler, and integrating health and wellbeing into our workplace

and airports. Our approach to building a sustainable airport includes collaboration through sustainability leadership platforms such as the Minnesota Sustainable Growth Coalition, which works collaboratively to enhance regional growth and competitiveness, and the steering committee for Airports Going Green, the aviation industry's leading sustainability platform. Through a grant from the Federal Aviation Administration, we developed our first Sustainability Management Plan focused on the Minneapolis-St. Paul International Airport and our organization. Building on the breadth of sustainability initiatives we've undertaken over the years, our plan will guide us in addressing our most material sustainability topics over the next five years.

As we look to the future, we've charged the organization with infusing sustainability into everything we do. We'll drive that change through the three focus areas of our Sustainability Management Plan – Investing in Airport Innovation, Collaborating with our Communities, and Empowering our Team. By meeting our goal, we'll achieve our vision of providing your best airport experience.



Sincerely,
Denny Probst
Chief Operating Officer
Metropolitan Airports
Commission

Metropolitan Airports Commission at a Glance

The Metropolitan Airports Commission (MAC) operates one of the largest airports systems in the United States, including the Minneapolis-St. Paul International Airport (MSP), the 17th busiest airport in the nation in 2015. Based in Minnesota, our airports system is comprised of the Minneapolis-St. Paul International Airport (MSP), a commercial service airport, and six reliever airports designed to relieve traffic at MSP and provide general aviation for corporations, recreational users, and fixed-base operators. Together, these airports help keep our region's economy healthy and provide access to destinations around the globe.

As a public corporation founded by the Minnesota State Legislature in 1943, we provide coordinated aviation services throughout the Twin Cities metropolitan area. State law charges us to:

- Promote air navigation and transportation, international, national, state, and local, in and through the State of Minnesota.
- Promote the efficient, safe and economic handling of air commerce and to assure the inclusion of the State in national and international programs of air transportation. To those ends, develop the full potentialities of the metropolitan area as an aviation center.
- Assure minimum environmental impact from air navigation and transportation for residents of the metropolitan area, promote the overall goals of the State's environmental policies and minimize the public's exposure to noise and safety hazards around airports.

Since our founding during World War II, when airplanes represented the future of transportation, the MAC

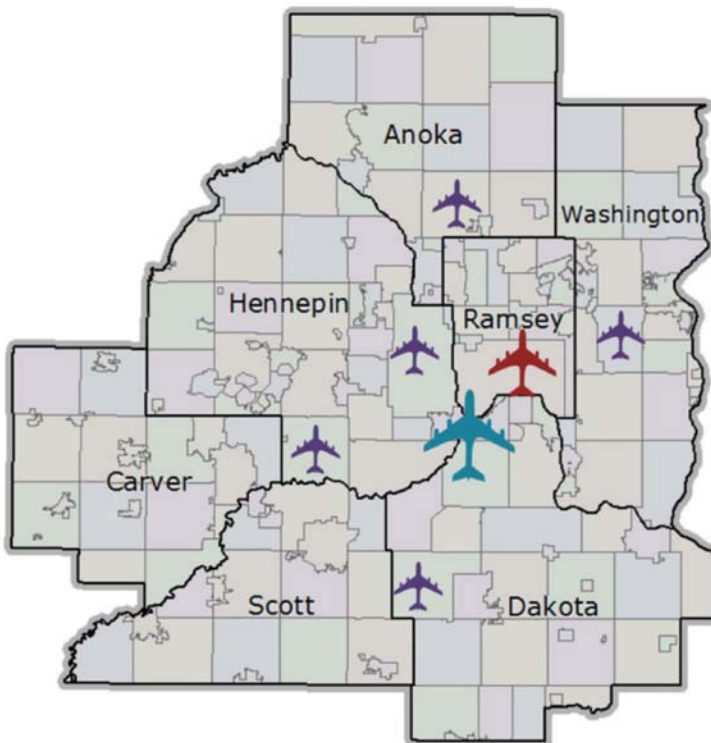
and MSP specifically have grown exponentially. We now operate seven airports, generate \$306 million in operating revenue, and are home to 600 employees.

In 2015, MSP was served by 13 airlines offering direct service to 154 destinations worldwide, and welcomed 36 million passengers.

Our strategic plan sets forth the vision and strategies to manage our continued growth and maturity in the airport operator sector. Driven by the mission and vision, we strive to create a delightful customer experience at all of our locations by managing, supporting, and empowering our employees.

Mission: Connecting you to the world.

Vision: Providing your best airport experience.



- Major Airport**
Minneapolis-St. Paul International, 1943
- Intermediate Airport**
St. Paul Downtown, 1946
- Minor Airport**
Crystal, 1947
Anoka County – Blaine, 1950
Lake Elmo, 1949
Airlake, 1981
Flying Cloud, 1947
Listed clockwise starting in Hennepin County



Our Values

Our Employees

- We value our employees for their skills and abilities, ethical behavior, diversity, creativity, innovation, and sound judgment.
- We provide our employees with rewarding work, opportunities for professional growth, and an appreciative work environment based on trust, respect for each other, and open communication.

Commitment to the Community and the Environment

- We are responsive to the environmental concerns of the community.
- We demonstrate leadership in sound environmental management.
- We promote open and honest communication about environmental concerns.

Fiscal Responsibility

- We make sound financial decisions that balance the interests of the organization, community, partners, stakeholders, and customers.
- We make decisions that help drive the region's economic vitality.
- We maintain policies that provide adequate revenues to operate without general tax support or exercising our authority to levy taxes.

Innovation and Excellence

- We seek creative and innovative solutions to complex challenges.
- We set high standards in all aspects of our organization and focus on continuous improvement.

Integrity

- We do business in an honest, fair, open, and respectful manner.
- We live up to our responsibilities, meet our objectives, and fulfill our commitments.
- We maintain our credibility through timely communication with customers, employees, and stakeholders.
- We consistently display the highest moral and ethical standards.

Teamwork

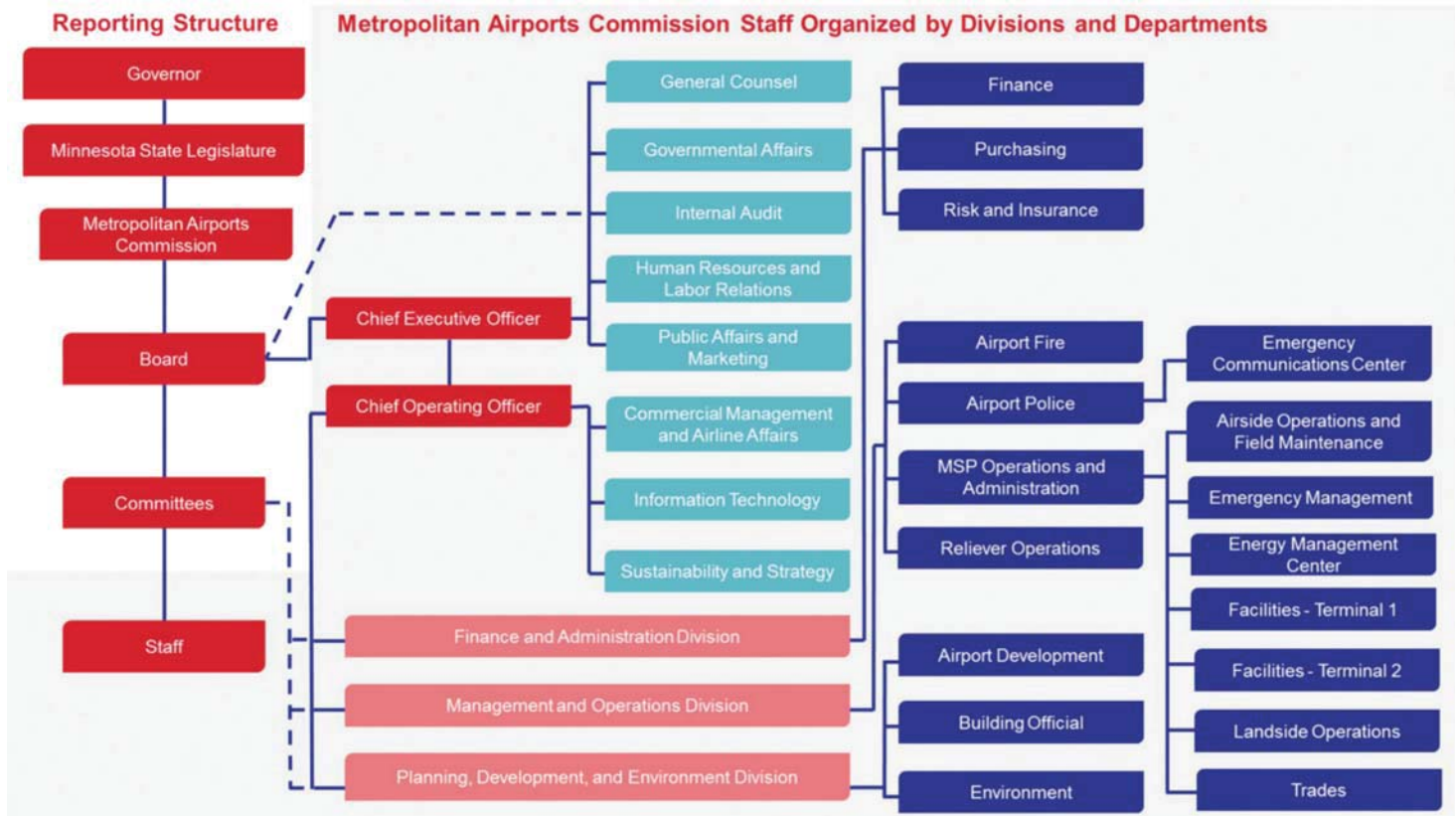
- We reach common goals through strong relationships based on trust.
- We commit ourselves to open and respectful communication.

Governance

Throughout our 73 years of operations as a public corporation of the state of Minnesota, we have followed the principles and initiatives applicable to our operations as established by the state legislature. The MAC has been

a stable organization with a mature governance structure. Over the course of this plan’s reporting period, we have not undergone significant changes to our size, structure, or other key factors impacting our operations. We are governed

through several reporting levels that engage in guidance, decision-making, and implementation to fulfill our obligations under Minnesota state law and deliver on our mission and vision.



Our Board of Commissioners

Our 15-member board of commissioners establishes our policies and ordinances and the staff implements these policies. The governor of Minnesota appoints the board’s chairperson and 12 commissioners, eight of whom represent districts within the metropolitan area and four of whom represent Greater Minnesota. The remaining two commissioners are the mayors of Minneapolis and Saint Paul, or their designees.

The board is led by the board chair. The vice chair supports the

board chair, and is elected by the commissioners. The board functions through a strong committee structure comprised of three committees, with each committee making recommendations to the full board. Our commissioners’ four-year terms are staggered and commissioners do not serve as executive officers for the MAC. Board meetings are convened monthly at MSP and are open to the public in person and online at metroairports.org.

The board receives annual updates on the goals, progress, trends, and

future plans of the sustainability management plan and strategic plan, including the mission, vision and strategies, from the MAC’s chief executive officer (CEO), or his designees. The CEO may request the chief operating officer, as the executive champion of sustainability, or the Sustainability and Strategy Department to provide the information directly to the board.

Metropolitan Airports Commission

BOARD MEMBERS



Commission Chair
Daniel Boivin



Carl Crimmins



**Chair-Management and
Operations Committee**
Rick King



Commission Vice Chair
Lisa Peilen



**Chair-Planning,
Development and
Environment Committee**
Steve Cramer



**Vice Chair-Finance
and Administration
Committee**
James Deal



Michael Madigan



Jim Hamilton



Ibrahim Mohamed



Erica Prosser



**Vice Chair-Planning,
Development and
Environment Committee**
Pat Harris



**Vice Chair-
Management and
Operations Committee**
Patti Gartland



**Chair-Finance and
Administration Committee**
Donald Monaco



Dixie Hoard



Randy Schubring



Our Board Committees

There are three standing committees responsible for different aspects of our business: Finance and Administration; Management and Operations; and Planning, Development and Environment.

Each committee is chaired by a commissioner; the vice president for that division is the staff liaison

Our Employees

Every day our employees work to deliver on our vision of providing your best airport experience. We believe in the potential of each of our employees to make a positive impact, and their achievements are demonstrated by the growing number of awards they have won individually and that they have helped the MAC and its airports garner in areas such as airport concessions, finances, development, efficiency, and employee wellbeing.

In line with our core value of integrity, we believe in managing our business in an honest, fair, open, and respectful manner. Our Code of Ethics provides employees with a helpful set of guidelines for ethical behavior, and additional resources in the Human Resources Policy and Procedures Guide elaborate on workplace expectations. These fundamentals provide a strong foundation for our core values focused on teamwork, innovation, fiscal responsibility, and

Our Governing Partners

Federal, state, and county regulatory agencies may regulate and/or otherwise influence our operations. The Federal Aviation Administration, Transportation Security Administration, and Customs and Border Protection

to the committee. Each committee includes up to seven commissioners and the chairperson of the other two standing committees. A fourth committee, the Executive Committee, meets as necessary.

Our committees address each aspect of our operations through comprehensive and appropriate

our commitment to the community and the environment.

The chief executive officer (CEO) and chief operating officer (COO) lead our organization of nearly 600 employees. The CEO is responsible for the implementation of policies established by the board, and for setting strategic directions, establishing goals for staff, and overseeing the executive division. The COO oversees the day-to-day operations of our organization.

The CEO, COO, and division leaders provide recommendations to, and receive guidance from, the board of commissioners through monthly public meetings with the standing committees that mirror the organizational divisions. These meetings help develop and enhance our commissioners' knowledge of the trends, issues, and topics most relevant to our operations so they are well-equipped to make sound policy decisions.

are some of our most involved government partners. We partner with a broader range of stakeholders for the success of our airports system, with many organized by category in the Stakeholder section of this report.

study by employees and consultants, public input, and discussion. The committees then make policy recommendations to the full board of commissioners for review and approval prior to implementation by employees.



Brian Ryks
Chief Executive
Officer



Dennis Probst
Chief Operating
Officer



Steve Busch
Vice President,
Finance and
Administration
*Staff Liaison to
the Finance and
Administration
Committee*



Roy Fuhrmann
Vice President,
Management and
Operations
*Staff Liaison to
the Management
and Operations
Committee*



**Eduardo
Valencia**
Vice President,
Information
Technology



Gary Warren
Vice President,
Planning,
Development,
and Environment
*Staff Liaison to
the Planning,
Development,
and Environment
Committee*

Minneapolis-St. Paul International Airport

A major hub airport, MSP served 36 million passengers and moved nearly 200,000 metric tons of cargo in 2015.

2015



4
runways

2
terminals

13
commercial
airlines

36
million
passengers annually

126 domestic destinations

28 international destinations

55%
passengers originate
travel from MSP

19,800
jobs generated
by MSP

400,000+
landings &
takeoffs

17th
busiest airport in
North America

Our Passengers, Operations, and Cargo

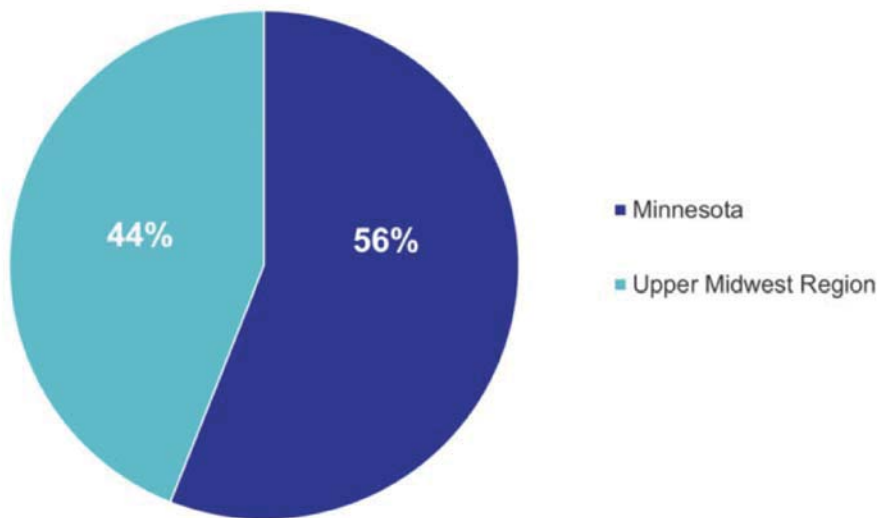
Of our 36,582,854 million passengers in 2015, 55 percent of them began their travel at MSP. The other 45 percent of passengers did not begin or end their journeys at MSP but caught connecting flights at the airport. In 2014, 92.7 percent of our passenger traffic was domestic and 7.6 percent was international. For our connecting passengers, the minimum connection time between flights is as low as 30 minutes. In 2015, we had

154 non-stop markets, including 126 domestic destinations, 28 international destinations, and 46 competitive destinations, which are those served by two or more airlines.

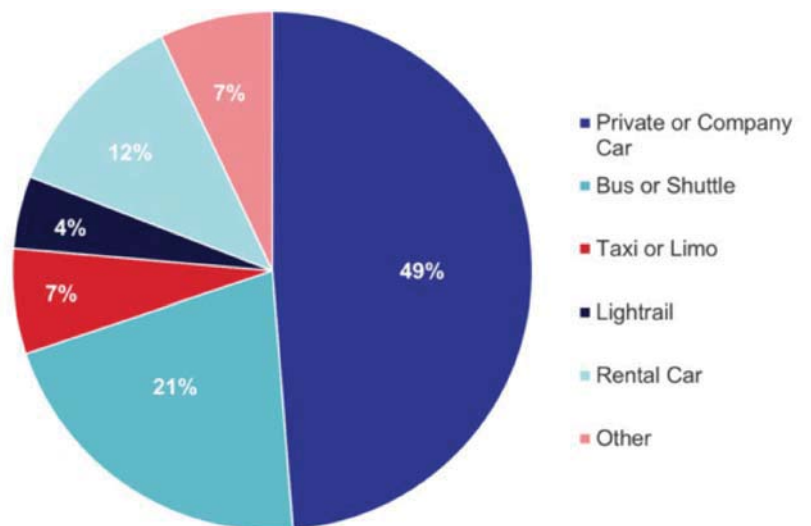
Travelers who begin their air travel journey at MSP come to the airport from throughout the region, with over half from Minnesota, and others originating in the Upper Midwest region. Of these



passengers, the majority (49 percent) arrive by car to MSP, and 25 percent arrive by more sustainable forms of transit including bus, light rail, and shuttles.



Catchment Area for MSP Originating Passengers



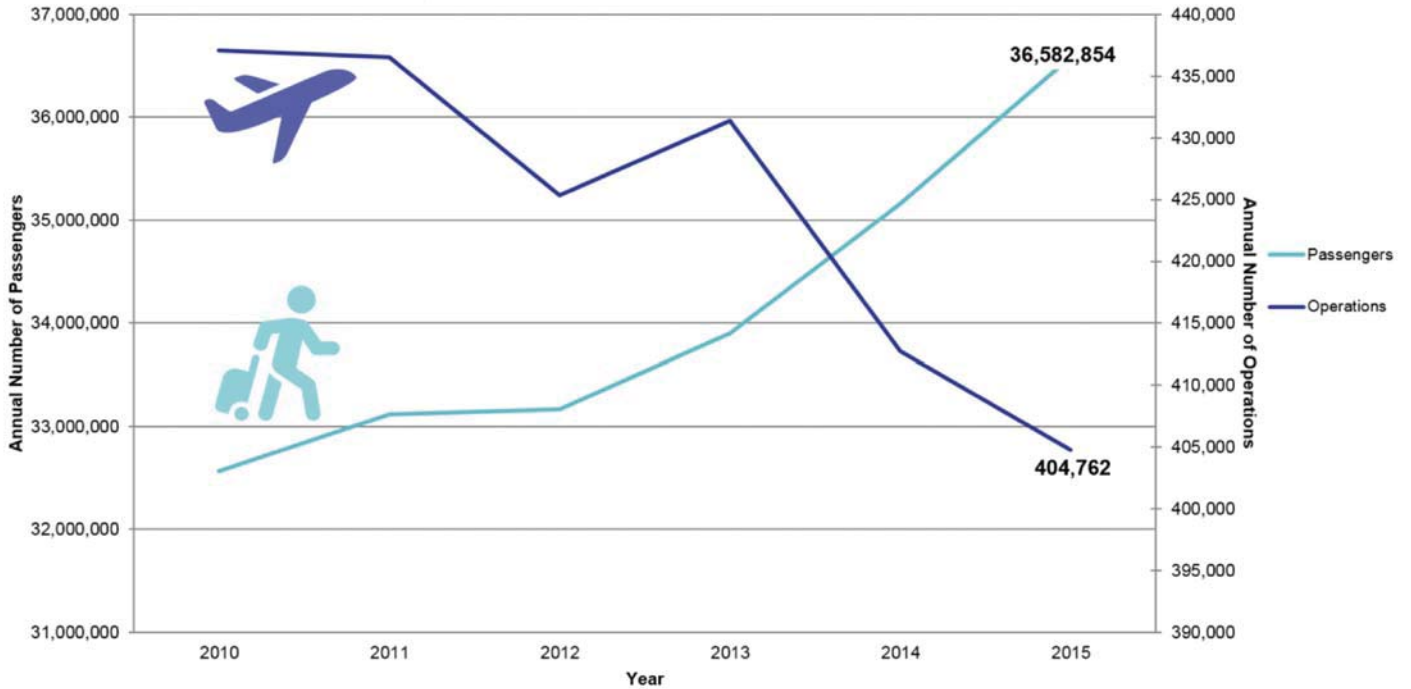
Passengers Modes of Transit to MSP

Like many airports across the nation, MSP has experienced a trend in recent years of decreasing operation levels and increasing passenger levels, with 2015 marking the lowest

year of aircraft operations since 1991. This trend has spread across the airport industry as airlines invest in larger, more fuel-efficient aircraft to move more people with fewer

flights. Take-offs and landings in 2015 totaled 404,612 and included commercial passenger, cargo, charter, military, and general aviation operations.

Growth in Passengers Compared to Decline in Operations by Year at MSP International

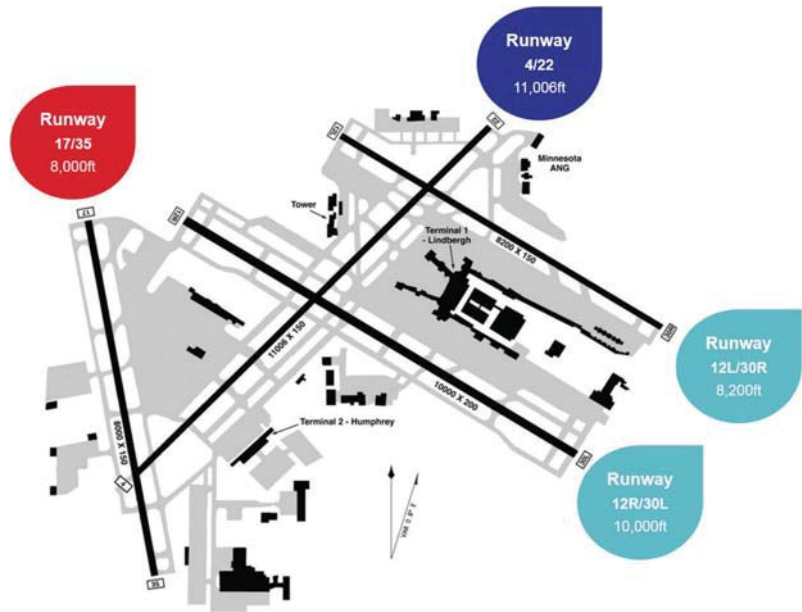


MSP's cargo tonnage was 199,340 metric tons in 2015, with a 1.39 percent decline in freight and express cargo and a 25.44 percent increase in mail. This resulted in a minor increase, 0.39 percent, in overall tonnage from 2014 to 2015. MSP's cargo catchment area is generally a 250 – 300 mile radius from the airport.

Makeup of Cargo Tonnage



Located in the center of the Greater Twin Cities community, MSP is situated on approximately 3,400 acres (11.3 km²) with easy access to destinations throughout the metropolitan area. In 2015, Terminal 1-Lindbergh, MSP's largest terminal, spanned 2.8 million square feet and had 114 gates. Terminal 2-Humphrey consisted of 10 gates in 2015 and spanned 595,699 square feet. The MSP airfield consists of two primary parallel runways, one crosswind runway that intersects both parallel runways, and one north-south runway.



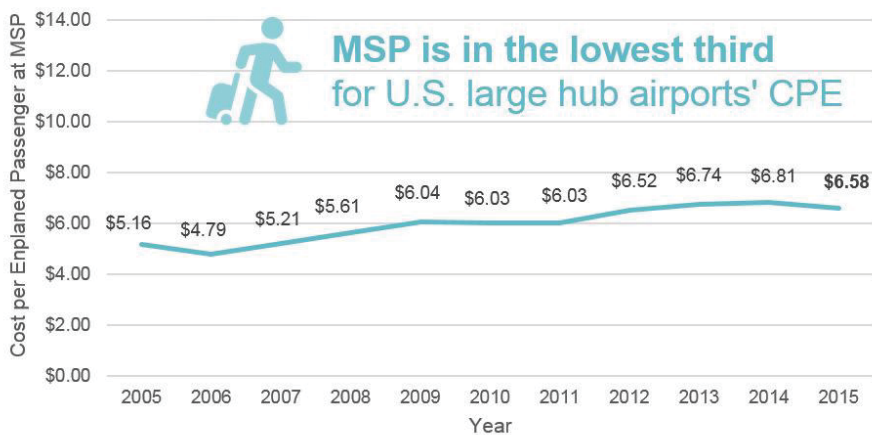
Funding

The Metropolitan Airports Commission is a self-funded public corporation, utilizing rents, fees, revenue from grants, Passenger Facility Charges, and proceeds from

the issuance of bonds to fund our Capital Improvement Program and operating budget, not general tax dollars. Although we have limited authority to assess property tax

in the seven-county metropolitan region, we have not exercised this power since the late 1960s when we built Terminal 1-Lindbergh.

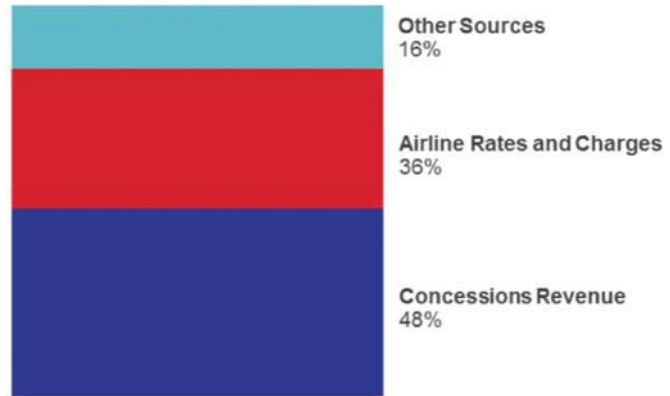
Cost Per Enplaned Passenger for MSP Airport



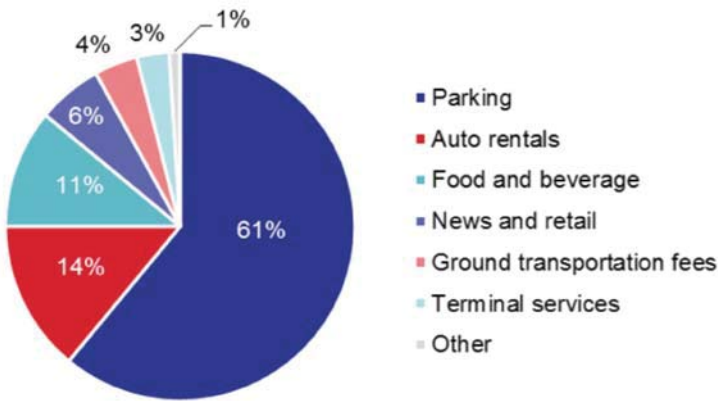
Our bond ratings rank among the highest in the U.S. airport industry, keeping the cost of borrowing low and our finances stable. For airlines, we have maintained one of the lowest cost per enplaned passenger rates in the nation, especially for a large hub airport, at \$6.58 for MSP in 2015.

Nearly half of our funding comes from our concessions programs, including parking, airport restaurants and shops, and advertising sales. Airline rates and charges generate over a third of our funding, and the final percentage comes from ground and lease rentals, tenant utility payments, reliever airport fees, and other sources.

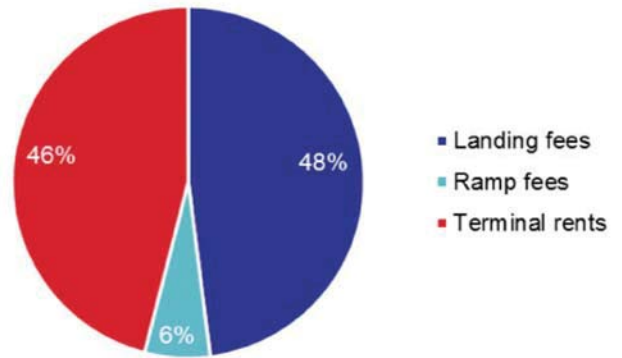
Breakdown of Operating Revenue Streams



Breakdown of Concessions Revenue



Breakdown of Airline Rates & Charges



An Economic Driver for the Region

MSP is a major economic hub for the Twin Cities, resulting in:

- 19,800 jobs directly attributable to MSP operations and 76,000 jobs overall
- \$10.1 billion in business revenue in direct, indirect, and induced economic output
- \$3 billion in personal income
- \$1.9 billion in local purchases
- \$611 million in federal, state, and local taxes

This makes it the most valuable economic generator between the St. Croix River in Minnesota and Seattle, Washington.

“The airport is vital to the strength of the area economy. We tend to think of air service simply as a means of getting from point to point, but it also plays a key role in moving Minnesota commerce forward.”

-Chairman Dan Boivin

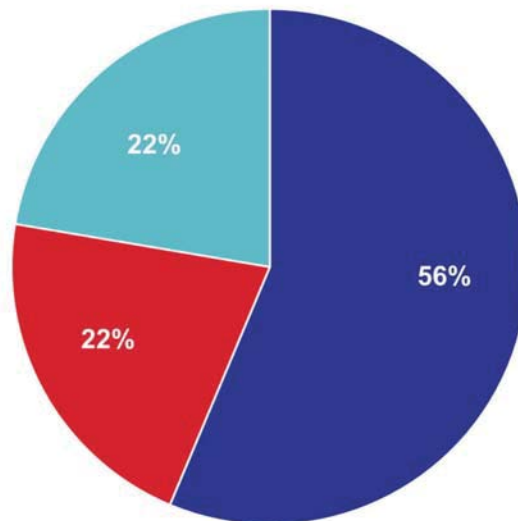
The 2012 Minneapolis-St. Paul International Airport Economic Impact Study found that MSP injects \$10.1 billion into the Twin Cities area economy.

The airport’s direct impacts – those that are directly tied to the MSP aviation sector – made up 56 percent of that output, or \$5.7 billion. Indirect impacts from the airport, including those related to suppliers of goods or services to the MSP aviation sector, totaled \$2.16 billion for the area.

Finally, the induced impacts – such as spending of wages and profits earned in the course of direct or indirect MSP aviation activities – drove another \$2.26 billion in economic impact.

MSP Economic Activity by Impact

■ Direct \$5.7 billion ■ Indirect \$2.16 billion ■ Induced \$2.26 billion



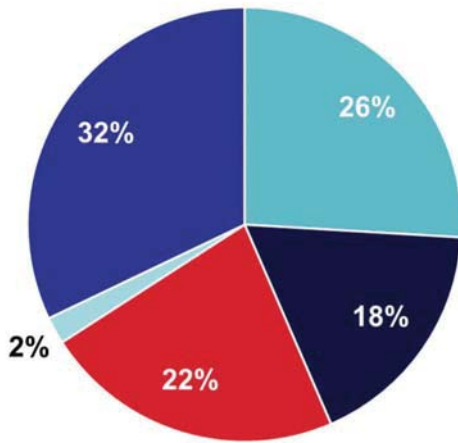
MSP supports 76,340 jobs, with the majority of the jobs tied to visitor spending and airport operations. Of the 19,800 jobs at MSP, 97 percent

are related to businesses and are permanent positions. The average annual wage per full-time equivalent employee was \$66,270 in 2012,

well above the median Minnesota household income of \$58,476 recorded by the U.S. Census Bureau.

Jobs Supported by MSP Airport

- Directly tied to MSP Operations (19,800 jobs)
- Indirectly tied to MSP Operations (13,400 jobs)
- Induced by MSP Operations (17,100 jobs)
- Capital Improvements to Airport Facilities (1,540 jobs)
- Spending by Visitors Arriving via the Airport (24,500 jobs)



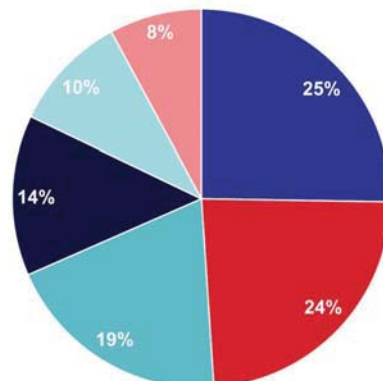
Of the 19,800 employees whose jobs are directly related to MSP's operations, roughly 90 percent live in the seven-county metropolitan area with 34 percent living in the Twin Cities (19 percent in St. Paul and 15 percent in Minneapolis).

From a county perspective, 6,500 employees live in Hennepin County (33 percent), 4,700 in Ramsey County (24 percent), 4,000 in Dakota County (20 percent), 1,200 in Washington County, 700 in Scott County, 600 in Anoka County, and 200 in Carver County. Another 1,500 employees live in Minnesota communities outside the seven-county metropolitan area, and 400 live in other states. Of the total 19,800 direct jobs MSP creates, 17,200 are located at the airport, and the remaining are employed off-site. Ninety-seven percent of employees are permanent at MSP, with 89 percent of employees working full-time positions.

The 4.2 million visitors to the Twin Cities that arrive via MSP spend \$1.9 billion while visiting. Of these visitors, 3.8 million come from other U.S. cities and 400,000 from other nations. On average, domestic visitors stay two nights and spend \$425 in the local area, while international visitors stay five nights and spend \$720 per trip. The biggest spending categories for visitors are lodging, gifts and souvenirs, food and beverages, and transportation.

Spending Category for Visitors Arriving via MSP

- Lodging (\$480 million)
- Food and Beverages (\$370 million)
- Entertainment (\$190 million)
- Gifts and Souvenirs (\$450 million)
- Transportation (\$260 million)
- Other Items (\$150 million)



Sustainability at the MAC

The vision of our sustainability program is to infuse sustainability into everything we do.

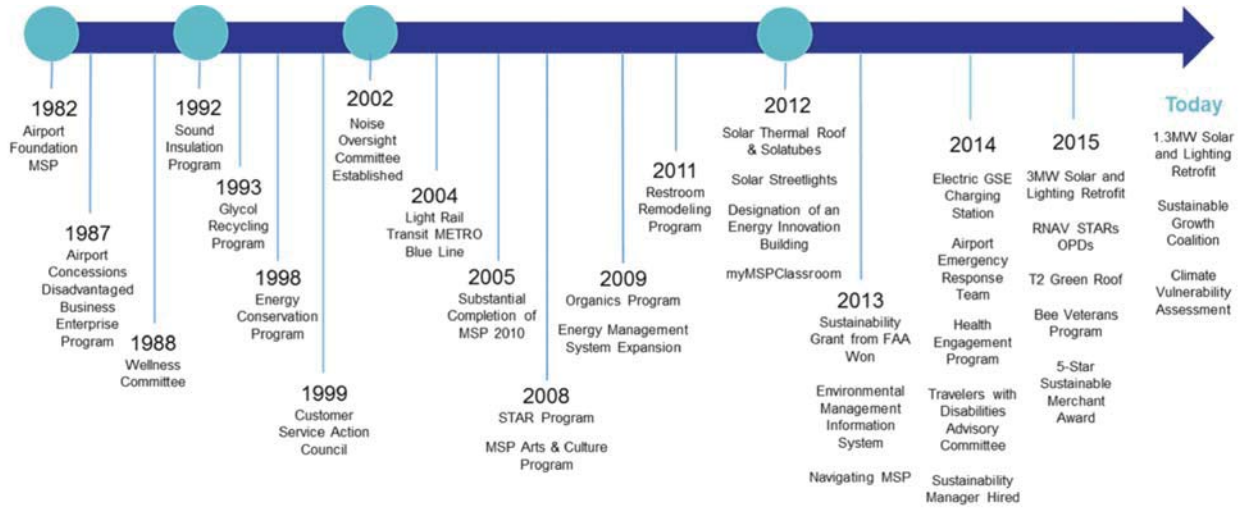
Integrating sustainability into each aspect of our operations allows us to continuously adapt to and address our social, environmental, and economic opportunities and challenges.

For us, sustainability is the positive approach to organizational management that recognizes the social, environmental, and economic impacts of decision-making and their importance to the wellbeing of our airports system, now and into the future.

By effectively considering the interdependence of these three factors when making decisions, we strive to promote positive social engagement, protect the environment, and ensure prosperity today and for future generations. Through our planning process, we developed our sustainability vision, three themes, and the supporting sub-themes that make up our sustainability strategy framework.



The Sustainability Management Plan



While the Sustainability Management Plan is the formalization of our efforts, we have invested in the creation of a sustainable business for many years. The timeline above shows some of our proudest moments over the years in investing in social, environmental, and economic sustainability.

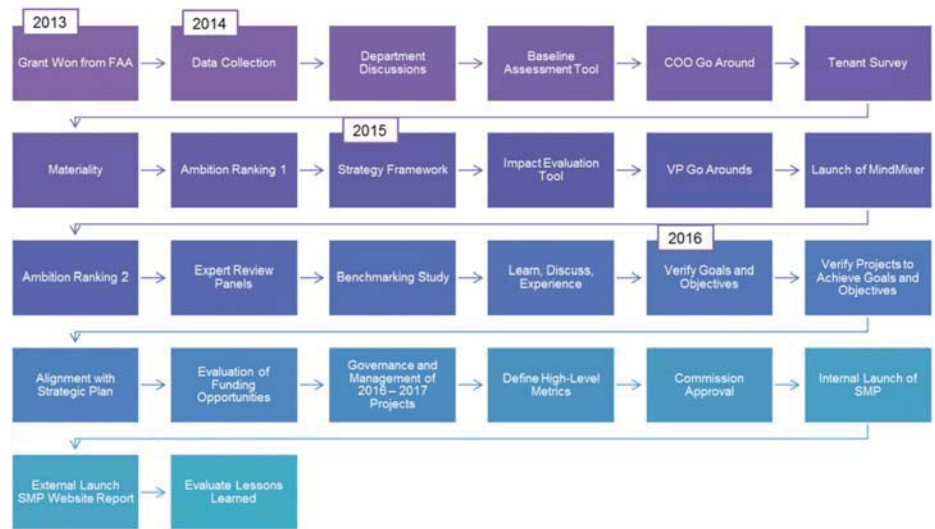
We began our work toward formalizing sustainability in 2013 with our application to and acceptance by the Federal Aviation Administration’s (FAA) Sustainability Management Plan program. Designed by the FAA, this program encourages airports of all sizes to develop plans and formally integrate sustainability into their operations.

We received a grant to develop a formal plan for our organization and for the Minneapolis-St. Paul International Airport (MSP), resulting in our first wide-reaching strategy built on past successes and a new vision to join other leading airports in defining sustainability leadership for our industry. We invested in

a collaborative strategy planning methodology that incorporated leadership from various levels of our organization and representation from every division, department, and sub-department.

We believe this inclusive approach added significant value to our final strategy and future vision for a

sustainable MAC, and will drive great learnings for our entire airports system in the future. Our goal is for the strategy framework to last our organization many years into the future, while we evolve our projects and investments every year, creating a long-term, positive impact.



Governance for the Sustainability Management Plan

Our chief operating officer, who reports to the chief executive officer, is our internal executive champion for sustainability. He provides strategic guidance and top line decision-making, and sets the organization’s ambition, for sustainability. The Sustainability and Strategy Department reports to the COO, manages the sustainability program, facilitates implementation of sustainability initiatives, and measures our success on achieving our sustainability goals.

The Executive Management Team consists of members of senior

leadership, select directors, and one commissioner. This group’s role is to provide overarching policy guidance and interim approvals for the sustainability strategy.

The strategic thinking, formation of content, department and sub-department input, and implementation of the plan is managed through the Sustainability Steering Committee, broken down into three Theme Teams. Each team is dedicated to one of the three sustainability themes, with leaders for each of the sub-themes. These co-leads shape the content,

prioritize work, and identify efforts that will have the greatest positive impact.

Employees from across various departments lead, formally and informally, the three Theme Teams. These leaders have become our sustainability champions for their areas during the planning phase. Through participation, each Theme Team member deepens her or his knowledge base and collaborates on shared solutions.



Engaging our Stakeholders in Sustainability Planning

With our program’s vision to infuse sustainability into everything we do, we solicited ideas from all of our employees and our stakeholder groups. We kicked off our internal engagement with a “Sustainability 101” and discussion session hosted by the COO along with the Sustainability Team. We met with every single department to share our plans with staff and to gather their input early in the planning process.

Following these insightful sessions, we invited all of our employees to join us in an online brainstorm launched by our three division vice presidents. Employees were invited

to submit their ideas – big and small – relative to each of our material topics. We received over 500 unique ideas and comments, resulting in a wealth of project ideas that were evaluated for their potential to deliver on our sustainability vision and the goals of the themes.

The criteria we used to evaluate these ideas included applicability to our sustainability themes, risks mitigated, value created, implementation capability, internal alignment, and positive stakeholder impact. These criteria will continue to aid and inform internal decision-making moving forward. We also

solicited feedback through the Theme Teams and department heads internally.

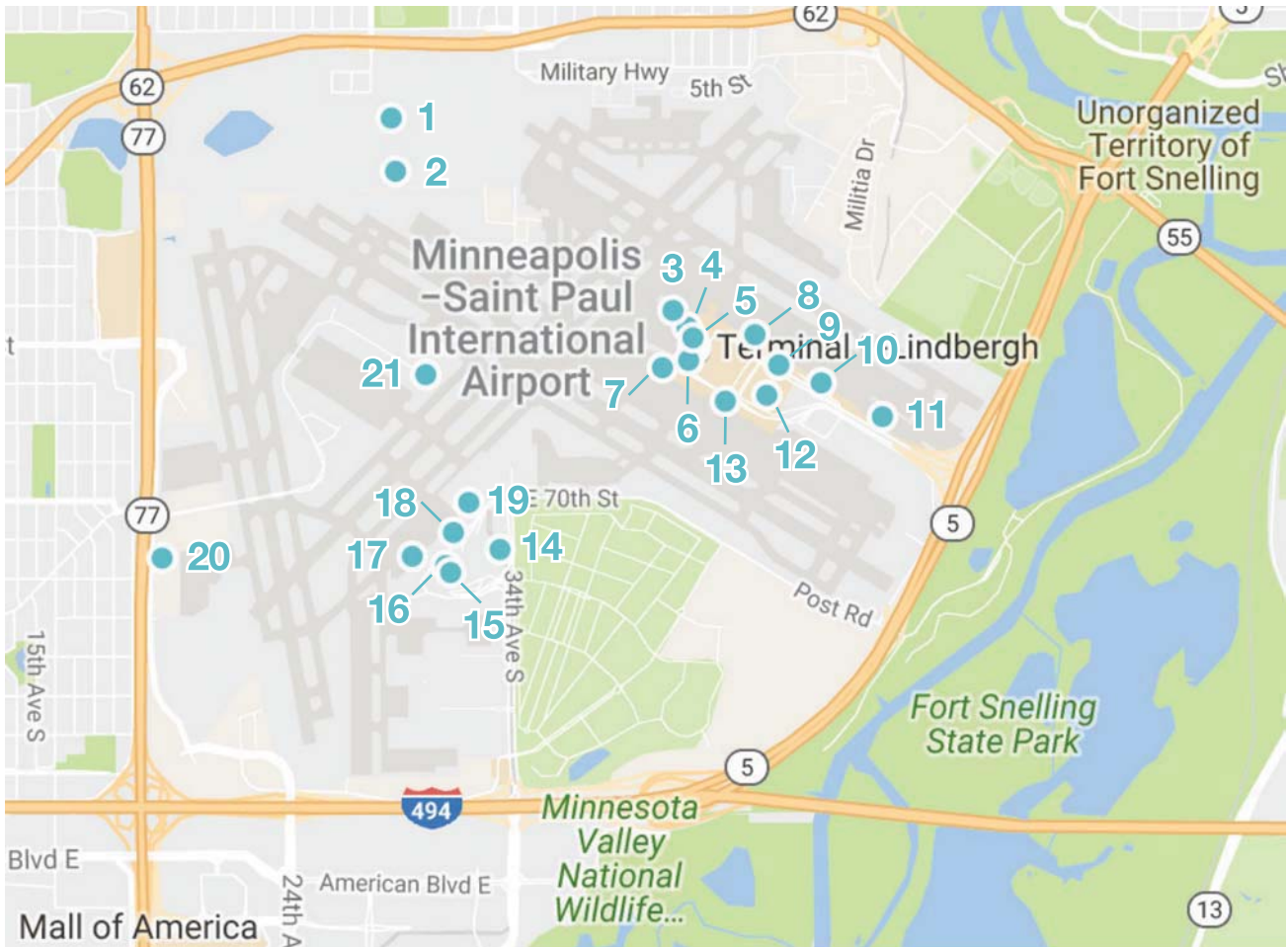
Externally, we have increased our engagement in the sustainability conversation both within aviation and at a more local level. We hosted three idea generation sessions with external stakeholders that represented various areas of expertise within our material topics. These sessions produced over 100 project ideas and provided the foundation for building long-term relationships with a number of local sustainability leaders.

<h3>Our Employees</h3>			<h3>Our Stakeholders</h3>	
				
<h4>MindMixer Ideas</h4> <ul style="list-style-type: none"> • 500+ Ideas • Open to any MAC employee • Ideas reviewed by impact evaluation tool and popularity 	<h4>Theme Teams</h4> <ul style="list-style-type: none"> • 50+ employees • Focused on topical areas • Dig deeper into content 	<h4>Department Requests</h4> <ul style="list-style-type: none"> • Departments interested in collaboration on intersection of sustainability and department objectives 	<h4>Special Engagements</h4> <ul style="list-style-type: none"> • Benchmarking • HR Roundtable; • Conferences; SMP winner interviews; Airport sustainability leader interviews 	<h4>Expert Review Panel</h4> <ul style="list-style-type: none"> • 100+ Ideas • External perspective on opportunities • Partnership potential

We will continue to work hard to develop a sustainability program that encourages participation throughout the organization and promotes and supports initiatives that help achieve our long-term sustainability goals.

MSP Airport Sustainability Map

Explore our sustainability highlights at the MSP Airport campus!



1. MAC Field Maintenance Building: Home of the Hagie

Our Field Maintenance team worked with a vendor to re-engineer a piece of agricultural equipment to plow runway clearance lights quickly and efficiently.

2. Trades Energy Innovation Center

We installed solar thermal technology to offset domestic hot water, underfloor heating, and space heating loads at our Trades MSP campus building.

3. Refillable water stations

We've installed water bottle refilling stations throughout Terminal 1 to help reduce plastic water bottle waste.

4. Lactation and Family Rooms

We created lactation rooms to help nursing mothers on the go. These clean, private spaces were used nearly 1400 times in their first year of operation.

5. 5-Star Sustainable Merchant 2016 - Aveda

Aveda won the 2016 Sustainable Merchant of the Year Award at MSP Airport as well as the Best Green Concession from the Airports Council International - North America for their design, purchasing, customer engagement, and product sustainability.

6. Eco Restrooms

We are undertaking a multi-year restroom upgrade project at MSP that includes durable, sustainable, and locally-sourced materials and fixtures, and murals by local artists; design incorporates key customer and maintenance feedback regarding cleanliness, wet floors, ease of cleaning, ergonomics, and accessibility

7. Electric Ground Support Equipment (GSE)

We continue to expand our airside electric vehicle charging infrastructure with eight ports for ground support equipment (GSE) at Terminal 1-Lindbergh.

8. Art Gallery

Travelers looking for a relaxing way to spend time between flights at MSP can check out nearly 100 works of art by airport employees in the Thomson Reuters Concourse C Art Gallery.

9. Kids Zones

Custom-made children's play areas make traveling with children a little easier.

10. See 18 Short Video Area

This space features short films and documentaries from the Upper Midwest Region.

11. Underground Hydrant System

We installed an underground hydrant system that pumps fuel to all terminal gates. This eliminates the need for tanker fuel trucks, which would consume approximately 72,000 gallons of fuel per year during the fuel transfer.

12. LED Lighting Conversion in Parking Garages

New build and retrofitting at the terminals is increasingly taking advantage of daylighting to improve natural light, reduce energy costs, and improve passengers' experience. We've converted our parking ramp lighting to LEDs, transitioning in 7,743 lights.

13. 5-Star Sustainable Merchandise 2015 - St. Croix Retail

St. Croix Retail won the 2015 Sustainable Merchant of the Year Award at MSP Airport for their purchasing, employee, and operations practices.

14. Bicycle Parking

We host bicycle parking options at Terminal 1-Lindbergh and Terminal 2-Humphrey.

15. Terminal 2-Humphrey 1.3MW solar installation

This array will bring 1.3MW of solar to Terminal 2 when it comes online in late 2016.

16. EV charging stations

We host 18 electric vehicle charging stations at Terminal 1-Lindbergh and Terminal 2-Humphrey.

17. Ground Power Units

Ninety-three percent of MSP gates are equipped with 400 Hz ground power units, which enable aircrafts to connect to the airport terminals' electricity and air supply systems. This saves an estimated 3.5 million gallons of airline jet fuel each year, which reduces GHG emissions by 27,171 MTCO_{2e}.

18. Terminal 2-Humphrey Green Roof

We're constructing our first green roof atop Terminal 2-Humphrey to reduce heat build-up, provide natural insulation, and reduce stormwater runoff.

19. Organics program

Concessionaires in both Terminal 1-Lindbergh and Terminal 2-Humphrey participate in this organics program, which diverts organics from our waste stream and sends it to a facility where it becomes compost.

20. Bee Veterans Site

In 2015 the University of Minnesota's Bee Squad, the Airport Foundation MSP, and the MAC launched the Bee Veterans program at MSP. The Bee Veterans program was created by the University of Minnesota's Bee Squad in 2014. We and Airport Foundation MSP are the hosts of one of the first sites in the nation that will study the therapeutic impacts of beekeeping for veterans with Post-Traumatic Stress Disorder (PTSD).

21. Aircraft Viewing Area

Located in the heart of MSP's airfield, the free-of-charge aircraft viewing area provides spectacular views of aircraft takeoffs and landings.

2015 Awards and Recognition

T1 3MW Solar Array and Parking Ramp Maintenance Improvements

Sustainable Infrastructure, 2015
Airports Going Green

T1 3MW Solar Array

Technology and Innovation Award, 2015
MNDOT Office of Environmental Stewardship

Sustainable Business of the Year, 2015
Environmental Initiative

Project of the Year, 2015
Environmental Leader

Eric Johnson, Director of Commercial Management and Airline Affairs

Concessions Person of the Year, 2015
Airports Council International – North America

Aveda, MSP Airport

Best Green Concessions Practice or Concept, 2015
Airports Council International – North America

Hammer Made, MSP Airport

Best New Retail Concept, 2015
Airports Council International – North America

Steve Busch, Vice President of Finance and Operations

Large Hub Finance Professional of the Year, 2015
Airports Council International – North America

Certificate of Honorary Recognition, 2015

Minneapolis Advisory Committee on People with Disabilities

Emmy Award – Hockey Day Minnesota – St. Paul Downtown Airport, 2015

National Academy of Television Arts & Sciences – Upper Midwest Chapter

Meritorious Achievement Award, 2015

Minnesota Safety Council

Wellness by Design – Platinum Award + Green Award, 2015 Achieved Silver – Gold rankings from 2009 - 2014

Hennepin County

North American Airport Efficiency Excellence Award Large Airport Category First Place; Third Place, 2013 & 2015

Air Transport Research Society

Dashboard

We have created open performance dashboards that enable our stakeholders to follow our work and progress toward goals. Because this is our first sustainability report, our metrics are in the “measuring” phase but will be updated in the online version of this report at sustainability.metroairports.org.

Investing in Airport Innovation



Collaborating with our Communities on Sustainability



Empowering our Team

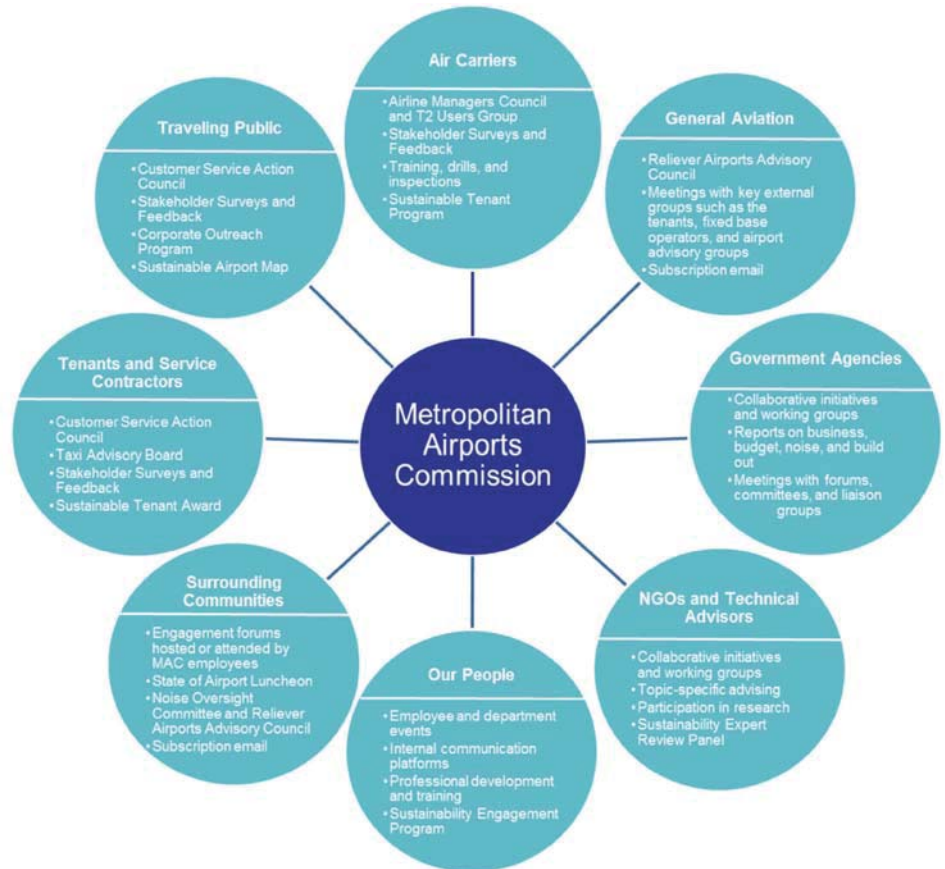


Stakeholders and Materiality

Through balancing the priorities of our stakeholders and our priorities as an airport operator, we have identified our most material sustainability topics to build our strategy.

Engaging our Stakeholders

We believe that strong relationships with our stakeholders are a fundamental piece of our success as a public entity. These relationships help us listen, adapt, and innovate to respond to needs, trends, and regulations, and to evolve our business. We encourage a cycle of learning by engaging our stakeholders regularly and through a variety of forums to gather feedback, share information, and solicit ideas for how we can improve. These engagements directly impact what topics are material to the MAC, feeding into our decision-making process, long-term planning, and sustainability reporting. We define our stakeholders as individuals or groups that are directly involved with, are affected by, or influence our business as an airport operator.



Air Carriers

Results in Action

As the rate of travelers increases and security points become more congested, our Airline Managers Council formed a sub-group focused on making security checkpoint operations as efficient as possible.

Definition	Why we engage
Local, national, and international airlines and their employees that currently or potentially could use our airports system.	<ul style="list-style-type: none"> Maintain high-quality, globally competitive service that meets the needs of the region and connecting travelers Maintain shared focus on safety, security, and operational efficiency
Material Topics	How We Engage
<ul style="list-style-type: none"> Safety, security, and business continuity Chemical and waste management Disaster and emergency preparedness and relief Planning and development Stakeholder engagement Innovation management 	<ul style="list-style-type: none"> Airline Managers Council Terminal 2 Users Group Security Consortium Regular and ad hoc meetings Committees and task forces Training, drills, and exercises Inspections and audits Sharing stakeholder feedback and survey results Sustainability survey and think tank

Employees

Results in Action

In 2015, employees were invited to participate in an online brainstorm on what the MAC and especially MSP could do to become more sustainable.

Employees submitted over 500 ideas, many of which made it into our five-year sustainability management plan.

Definition	Why we engage
Our full-time, part-time, temporary, and provisional employee base; includes employees we employ directly, and does not include contractors, tenants, consultants, or airline employees.	<ul style="list-style-type: none"> Enhance employee satisfaction Grow and retain talent Enhance stakeholder experience Identify opportunities for improvement Support employee health and wellbeing Support innovation capacity Terminal 2 Users Group
Material Topics	How We Engage
<ul style="list-style-type: none"> Safety, security, and business continuity Occupational health and safety Compensation, benefits Employee health and well-being Employee development and training Business strategy Transparency and reporting Ethical conduct Data privacy and protection 	<ul style="list-style-type: none"> Employee and department events Internal communication platforms Professional development and training Labor management committees Intranet

General Aviation

Results in Action

The Reliever Airports Advisory Council is the liaison with the general aviation community during the development of policies and ordinances.

The airport user groups have helped to improve operational efficiency and safety, and provided project-specific recommendations.

Definition	Why we engage
Pilots, aircraft owners, fixed-base operators and users of general aviation aircraft at MSP and reliever airports we own and operate.	<ul style="list-style-type: none"> Understand and respond to needs and trends of general aviation pilots and owners Maintain shared focus on safety, security, and operational efficiency
Material Topics	How We Engage
<ul style="list-style-type: none"> Reliever airport planning and development Reliever airport operations Safety, security, and business continuity 	<ul style="list-style-type: none"> Reliever Airports Advisory Council Meetings with reliever airport advisory groups, tenants, and fixed base operators Our Metroairports.org website Subscription email

Non-Governmental Organizations and Technical Advisors

Results in Action

Through our active participation in the Airports Going Green Steering Committee, a conference hosted by the American Association for Airport Executives (AAAE), we have been contributing to the dialogue on defining leading sustainability practices for the airport industry.

Definition	Why we engage
Local, state, national, and international government agencies directly related to our operating locations including the Minnesota State Legislature, Federal Aviation Administration, Transportation Security Administration, Customs and Border Protection, Minnesota Pollution Control Agency, Environmental Protection Agency and other bodies having a relationship with or regulatory power over us.	<ul style="list-style-type: none"> Ensure compliance with regulatory, safety, security, and ethical standards Maintain effective working relationships and support for operating Anticipate, influence, and plan for policy and regulatory change
Material Topics	How We Engage
<ul style="list-style-type: none"> Safety, security, and business continuity Government regulations Airport planning and development Technology 	<ul style="list-style-type: none"> Audits and inspections Training, drills, and exercises Annual and interim reports Presentations, forums, committees, and

Government Agencies

Results in Action

Since 2014 the MAC, with guidance from the FAA, has been crafting its first sustainability management plan. Through the FAA's grant program, the MAC has received financial assistance, guidance, and insight from the FAA and its publications on lessons learned from previous grant awardees.

Definition	Why we engage
Local, state, national, and international government agencies directly related to our operating locations including the Minnesota State Legislature, Federal Aviation Administration, Transportation Security Administration, Customs and Border Protection, Minnesota Pollution Control Agency, Environmental Protection Agency and other bodies having a relationship with or regulatory power over us.	<ul style="list-style-type: none"> • Ensure compliance with regulatory, safety, security, and ethical standards • Maintain effective working relationships and support for operating • Anticipate, influence, and plan for policy and regulatory change
Material Topics	How We Engage
<ul style="list-style-type: none"> • Safety, security, and business continuity • Government regulations • Airport planning and development • Technology • Labor practice, compensation, and benefits • Economic impact • Accountability and governance • Land use compatibility • Diversity and inclusion • Disaster and emergency preparedness and relief • Transparency and reporting 	<ul style="list-style-type: none"> • Audits and inspections • Training, drills, and exercises • Annual and interim reports • Presentations, forums, committees, and liaison groups • Collaborative initiatives and working groups • Membership and board participation

Surrounding Communities

Results in Action

Led by the Noise Oversight Committee, MSP was one of the first airports in the U.S. to engage surrounding communities during the FAA's design of NextGen flight procedures. A joint MAC/NOC resolution outlining community engagement expectations was sent to the FAA for future NextGen departure procedure designs.

Definition	Why we engage
Communities surrounding MSP and reliever airports, including relevant community organizations, businesses, cities, and citizens.	Maintain effective working relationships and support for operating.
Material Topics	How We Engage
<ul style="list-style-type: none"> • Communications and relationship management • Land use compatibility • Airport planning, development, and operations • Safety, security, and business continuity • Disaster and emergency preparedness and relief 	<ul style="list-style-type: none"> • Subscription email • State of the Airport luncheon • Presentations, public information forums, and public hearings • Reliever councils and commissions • Noise Oversight Committee and Public Input Meetings • Our macnoise.com website

Tenants and Service Contractors

Results in Action

The MSP Jobs Committee formed following a discussion at a monthly tenant meeting regarding the struggle to recruit job applicants and retain new hires during the post-hire badging process. This new committee, formed in 2015, is part of the Customer Service Action Council, and has a goal to identify employment barriers for MSP employees, developing and branding the MSP employment experience, and implementing programming to support recruitment and retention initiatives.

In 2016 we hosted a job fair with over 200 attendees!

Definition	Why we engage
Retailers, concessionaires, lease holders, air field operators, and other MSP tenants.	<ul style="list-style-type: none"> Maintain high-quality, globally competitive service that meets the needs of the region and connecting travelers Ensure compliance with regulatory, safety, security, and ethical standards Maintain reliable supply chain Improve quality of products and services Build strategic partnerships Adapt to changing technology
Material Topics	How We Engage
<ul style="list-style-type: none"> Communications and relationship management Changing passenger Safety, security, and business continuity Supply chain management Occupational health and safety Disaster and emergency preparedness and relief Chemical and waste management Accountability and governance Ethical conduct 	<ul style="list-style-type: none"> Customer Service Action Council Security Consortium Taxi Advisory Council Training, drills, and exercises Inspections and audits Tenant Meetings Sharing stakeholder feedback and survey results Community activities Awards and recognition including a Tenant Sustainability Award Sustainability survey and think tank Tenant Sustainability Program Our mymspconnect.com website

Traveling Public

Results in Action

Our dedication to providing the best airport customer experience continues to be enhanced by our growing quantitative analysis and qualitative feedback programs aimed at identifying issues that are key to MSP travelers. As part of the Customer Service Action Council, a group of MSP employees meets regularly with travelers to discuss issues of importance and implements improvements based on that feedback.

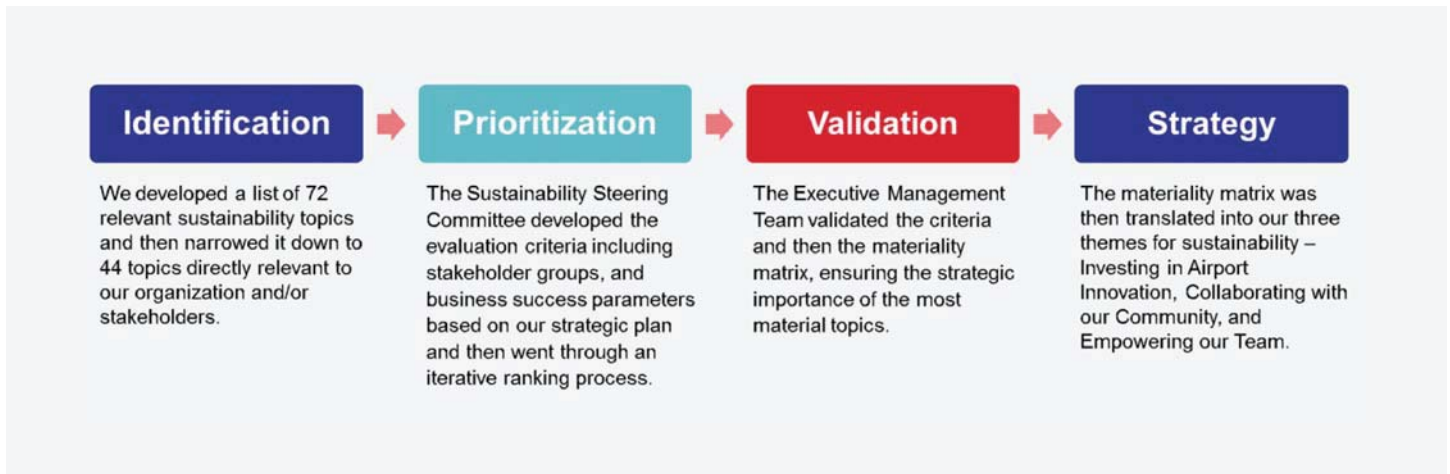
Definition	Why we engage
Originating, destined, connecting, and diverted travelers using MSP's airside and landside facilities.	<ul style="list-style-type: none"> Understand stakeholder needs, desires, and trends Enhance stakeholder experience Identify opportunities for improvement Support innovation capacity Traveler demographics are rapidly changing, resulting in evolving needs
Material Topics	How We Engage
<ul style="list-style-type: none"> Changing passenger Communications and relationship management Stakeholder engagement Accessibility Terminal facilities and services Retail options and experience 	<ul style="list-style-type: none"> Travelers Assistance including information booths, go guides, and pet ambassadors Corporate outreach program Customer Service Action Council Information and Paging Office Stakeholder satisfaction surveys Our mspairport.com website

Materiality

To provide a strong foundation for our sustainability strategy, we conducted a sustainability materiality assessment to help us identify, prioritize, validate, and build our strategy upon our most material topics. Through internal engagement, assessment of stakeholder priorities, and

broader trends in both airports and sustainability we identified our most material topics. The materiality matrix below illustrates those topics, broken into our three themes. The topics in the upper right hand corner are those most important to our stakeholders and our business success. We utilized

this map to craft our three themes and supporting sub-themes for our sustainability strategy, balancing the broad vision of infusing sustainability into everything we do while encouraging focus on our most material topical areas.



MAC-MSP Materiality Matrix

We intend to refresh our materiality assessment every three to five years to account for changes in our operations, the marketplace, the sustainability field, and regulation.

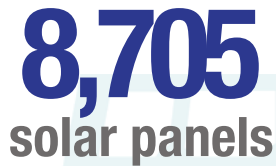


This matrix illustrates the general process by which we completed our materiality assessment. We have financial control over MSP and our reliever airports. Although we include our reliever airports in our operating budget, we did not include these assets in the development of our materiality assessment or in this report. All sustainability topics included in this report are material to MSP. The Theme sections identify the topics that are material to external entities along with their associated geographies, where applicable.

Investing in Airport Innovation

Our affinity for innovation is one of our core values as an organization. Applying that innovative mindset to sustainable investments in our infrastructure, processes, and procedures inspired us to create this theme within our sustainability strategy. Responsible operations and safe, secure, and environmentally responsible infrastructure are at the core of how we operate.

2015



* in accordance with NENA Standard 56-005

Anticipate and Prepare

As the owner and operator of seven airports, including a major international hub, we prepare and plan for a wide variety of potential emergencies. We proactively manage an emergency

preparedness system that ensures resilience for our airports by partnering with local, state, and federal officials, aid organizations, and businesses to practice coordinated responses to crises.

We work continuously to provide a safe place for everyone at our airports and will maintain our focus on safety in all locations, protection of critical assets, and employing business continuity measures.



IN 2015 **ZERO** MSP RUNWAY INCURSIONS

<10
seconds

99.4% of
911 answered

In accordance with NENA
Standard 56-005

<60
seconds

95% of
emergency call
processing and
dispatching

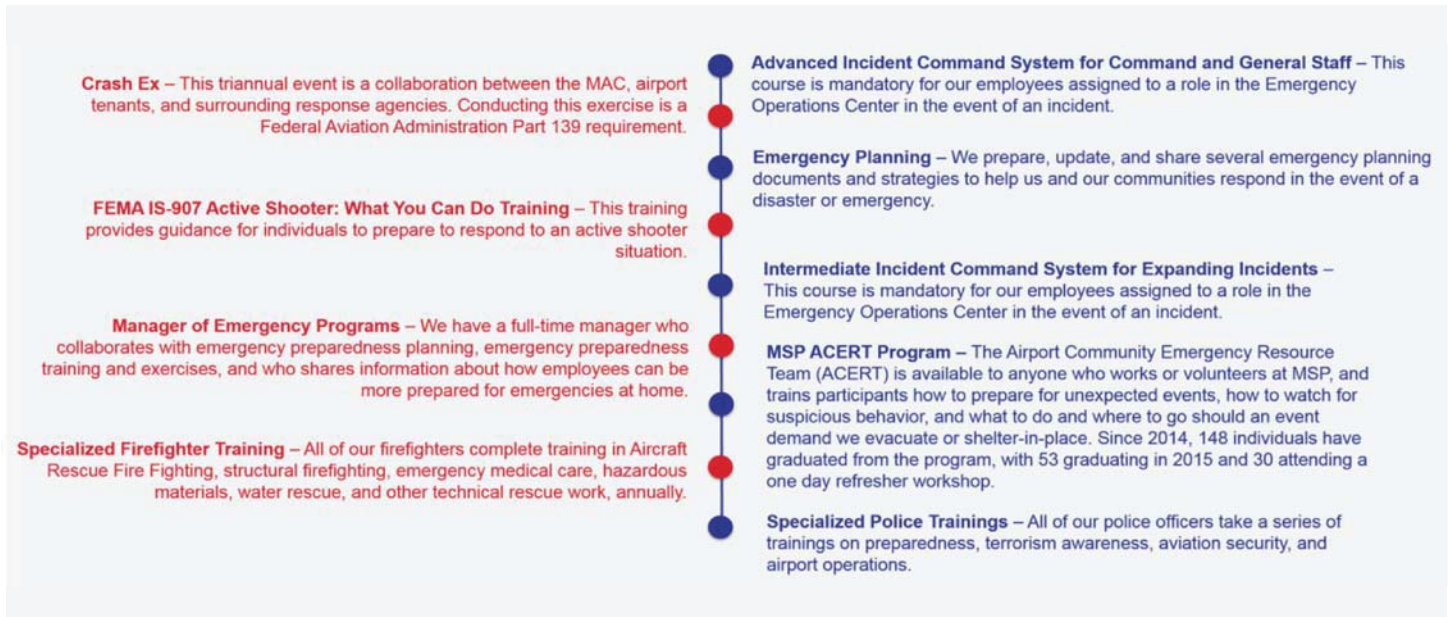
In accordance with NENA
Standard 56-005

average
4M:42S

Airport Fire
Department
response time
from dispatch
to on scene

Preparedness

We continually improve our preparedness for all hazards through a variety of trainings, exercises, drills, and planning.



Emergency Communications Center

Our Emergency Communications Center (ECC) is one of 104 911-Public Safety Answering Points in Minnesota. The ECC is responsible for receiving emergency requests from the public, assisting

911 callers over the phone, and coordinating the MAC's emergency response system in accordance with local, regional, and national standards. In the event of a large-scale incident, the nine-member

ECC Incident Dispatch Team is responsible for operation of the MAC Mobile Command Center and for supporting field responders and the MAC Emergency Operations Center.

Continuity of Operations

Investing in the long-term operability of our systems during times of stress is critical. We strive to continually assess potential risks and update business continuity plans and enterprise risk management processes on a regular cycle.

In March 2015, our board formally adopted the MAC Continuity of Operations Plan (COOP) in an

effort to *protect life, safety, and property, and assist in the efficient operation of MSP during foreseeable emergencies and unexpected disasters*. The COOP is an “all-hazards” plan that addresses both man-made and natural emergencies. It describes policies, procedures, and organizational structure for a wide range of events that may disrupt mission-essential

functions. The COOP is specific to MSP and the MAC General Offices. It describes the roles and responsibilities of departments, operational groups, and personnel in an emergency response environment. The manager of emergency programs reviews annual updates to the MAC COOP and adjusts the document, as needed.

Continuity of Operations Plan (COOP) Responsibilities

Responsibility	Department
Review departmental COOP plan annually	Each Department
Update MAC COOP plan annually	Emergency Management
Update telephone rosters promptly, as needed	Each Department
Review status of vital files, records, and databases	Each Department and Information Technology Department
Conduct alert and notification tests	Emergency Communications Center
Develop and lead COOP training	Each Department and Emergency Management
Plan COOP exercises	Each Department and Emergency Management

The MAC COOP includes demonstrating, assessing, and improving “continuity capabilities” or the execution of the continuity program, plans, and procedures. Associated events include monthly test alert, notification, and activation procedures, and annual continuity awareness briefings or orientations for our entire workforce, in addition

to other as-needed, monthly, quarterly, and annual requirements.

In 2015, we conducted a large-scale emergency response exercise that exceeded Federal Aviation Administration Part 139 tri-annual requirements. This two-day event involved employees from the Airport Police and Fire departments, other

MAC departments, MSP airport tenants, mutual aid partners, first responder emergency agencies, and numerous volunteers. In addition, an active assailant exercise was conducted in Terminal 2-Humphrey with volunteers and airport stakeholders

Airport Safety and Security

At MSP, safety and security is everyone’s responsibility. Our safety and security teams that facilitate this responsibility onsite include the Airport Police Department (APD), APD’s Emergency Communications Center, the Airport Fire Department, our Risk/Safety/Insurance Department, and Emergency Management. Together, these entities collaborate to create a safe and secure environment for our employees, business partners, and passengers.

At our reliever airports, we work with the local communities and police departments to ensure safe and secure operating environments.

We operate a number of programs to support this work at MSP, including:

- **See Something, Say Something**

Run by our Airport Police Department, this campaign promotes security threat awareness through media, training, and news bulletins for MAC employees, airport tenants, and passengers.

- **Airport Watch Program**

Founded in 2008, this program started with 10 volunteers and has grown to 140 individuals who identify and report suspicious activity. In 2015, participants volunteered 1,990 hours to this program.

- **Spot, Challenge, and Notify (SCAN)**

This is an airport employee awareness program designed to create greater employee awareness of suspicious activity and unsafe conditions.

- **This is My Airport**

We socialize this Transportation Security Administration program throughout MSP to promote airport employee security awareness.

Airport Police Department

Responsible for the safety and security of the MSP community, which is accomplished through traditional policing as well as aviation security focused methods. The Police Department works closely with our community members and

neighboring police departments and other federal agencies to prevent crimes, apprehend criminals, and to protect national security.

The Airport Police Department utilizes electric and non-motorized

vehicles, such as bicycles, to allow for quicker response times in some areas and to reduce vehicle emissions. One key device is the T3 patroller electric standup vehicle, which operates on rechargeable batteries.

Airport Fire Department

Responsible for providing aircraft rescue and firefighting (ARFF), structural firefighting, and first response emergency medical services to the MSP campus and some adjacent areas under

agreement. The department is also responsible for fire code enforcement, investigation of all fires that occur within its service area, maintaining Federal Aviation Administration ARFF training

and response requirements, and ensuring proper documentation for state and federal reporting requirements.

2,529 AIRPORT FIRE DEPARTMENT RESPONSE TIME FROM DISPATCH TO ON SCENE



 = 100 RESPONSES

Through a variety of teams and partnerships, our collaborative approach to strengthening emergency response efforts and resources has been highly effective. Highlights of these collaborations include:

- **Hennepin and Dakota Counties Mutual Aid Pact – Law Enforcement**

Each agency has conducted an inventory of capabilities, staffing, and equipment. Under this agreement, any member can request emergency assistance from another member. This ensures adequate emergency resources are available for various types and scales of emergency events.

- **Metropolitan Emergency Services Board Metro Region All-Hazards Communications Response Task Force**

Emergency Communications Center personnel assist in the field, at a command post, or in the Emergency Operations Center during a large-scale incident, or as mutual aid at a 911 Public Safety Answering Point.

- **South Metro Tactical Teams**

This is a consortium of tactical units that trains annually and includes the cities of Bloomington, Richfield, Eagan, Burnsville, Shakopee, and Savage, and Scott County. This membership provides our community with the resources necessary to address significant tactical incidents.

- **Explosive Detecting Canine Teams**

The Airport Police Department's eight teams are locally and nationally recognized as some of

the best in the country. The teams regularly provide and receive support in the greater metropolitan area, including through a Memorandum of Understanding with the city of Bloomington Police Department for use of Explosive Ordinance Disposal Teams to Mitigate Explosive Threats.

- **South Metro Public Safety Training Facility (SMPSTF)**

In 2002, we collaborated with the cities of Edina, Bloomington, and Eden Prairie Police and Fire Departments to construct a training facility in Edina. The facility is managed by a board of directors that consists of City Managers and the MAC's Vice President of Management and Operations.

- **FBI's Joint Terrorism Task Force (JTFF)**

This group focuses on domestic and international terrorism cases, and ensures timely classified briefings on events that affect MSP and the community.

- **DEA's Transportation Interdiction Group**

This group targets the transportation of illegal drugs and drug proceeds in and out of the community.

- **Memorandum of Understanding (MOU) with the City of Bloomington**

This MOU assures that the Bloomington Police Department Explosive Ordinance Disposal Team will respond when requested.

- **Fire Department Mutual Aid Agreements**

The Airport Fire Department has mutual aid agreements with all fire departments within Hennepin and Dakota Counties, the cities of Minneapolis and St. Paul, and with the Minnesota Department of Natural Resources.

- **Fire Department Auto Aid Agreements**

The Airport Fire Department participates in automatic aid agreements with the cities of Richfield and Bloomington Fire Departments, immediately providing resources requested from participating communities, based on dispatch information.

- **Metro Area Water Rescue Workgroup**

The Airport Fire Department formed a group composed of fire, law enforcement, emergency medical service, state, federal, and private agencies with water rescue resources to provide a learning environment for water rescue responses along the Minnesota and Mississippi Rivers in the Twin Cities area. Agencies participate in at least one table-top exercise each year, and one full-scale exercise each year.

- **Joint Operations - Fire**

The Airport Fire Department is a member of this group, which includes fire departments from southern Hennepin County and works together on training and procedures.

- **Temporary Morgue**

We have and maintain the resources to establish a temporary morgue at MSP in the event of an air disaster. Through a memorandum of understanding, the Hennepin and Ramsey counties medical examiner and sheriff offices are able to utilize these resources in the event of a mass fatality event in the community.

Looking Ahead

The preparedness, safety, and security of our airports system will remain a top focus for our organization. Expanding our cycle of preparedness and continuing to analyze risks across our operations will be our top priorities going forward.

Goal — Respond effectively to changes that threaten the viability of our airports system

2017 – 2021 Objectives:

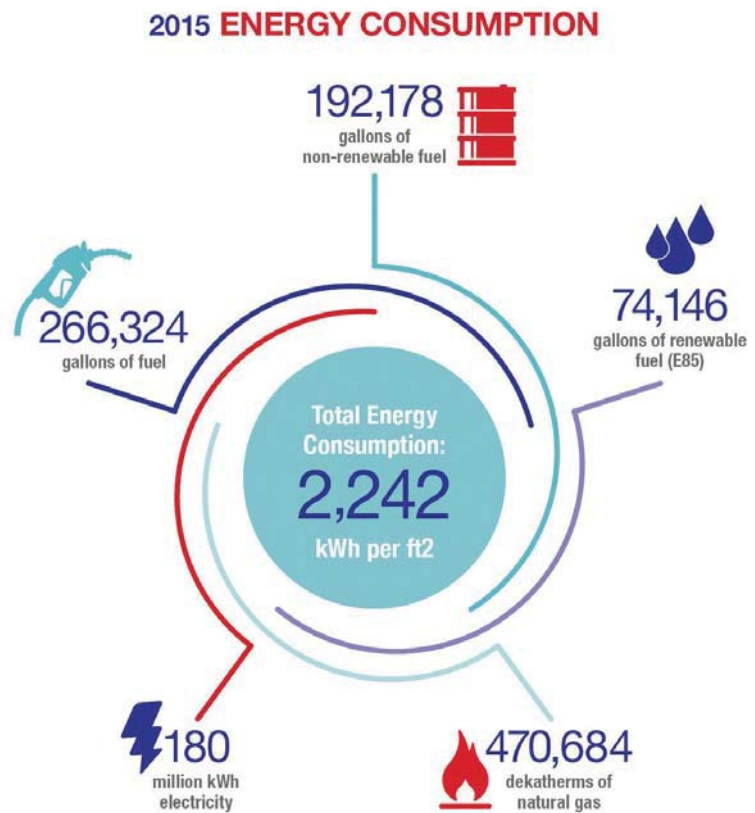
- Engage, support, and expand airport training and preparedness
- Ensure airport planning processes address current and potential threats
- Support expansion of our continuity of operations plan to key stakeholders to enable coordinated back-to-business planning

Manage our Impact

Climate and Energy

We formalized our numerous energy efficiency efforts into one program in 1998 and have continued to invest significantly in increasing energy efficiency since then. We have conducted emissions reporting since 2007 and have integrated consideration of energy use and emissions into capital projects and programs and are now expanding our work into climate adaptation planning and emissions management as part of our commitment to carbon management.

We proactively manage our energy consumption on the MSP campus through policy, infrastructure upgrades, and our long-standing energy efficiency program.



Catching the Sun

Flipping the switch in December 2015, we added onsite solar generation to our energy mix with a 3MW solar array at MSP's Terminal 1-Lindbergh that accounts for nearly 3 percent of the annual electricity use at Terminal 1 or 13 percent of its average monthly peak demand. Between December 1, 2015 and April 20, 2016 the system produced 840,420 kWh of solar power for our facility, performing as projected. We will bring another 1.3MW of solar online at Terminal 2-Humphrey in late 2016.

We did not sell any energy in 2015, and do not project the Terminal 1-Lindbergh or Terminal 2-Humphrey solar energy output to exceed our onsite energy demands.

In addition, our Environmental Purchasing Guidelines, established in 2008, define energy efficient products appropriate for purchasing to be 25 percent more energy efficient than similar products and at least 10 percent more efficient than federal standards. These standards guide our purchasing practices for

equipment and materials to ensure energy efficiency is embedded into our product choices.

The MAC Energy Conservation Program (MECP)

Our dedication to reducing our environmental footprint has strong roots in the founding of the MAC Energy Conservation Program in 1998.

Since its start, this program has reduced our energy consumption by 30 percent and saved over 24 million kWh of electrical usage. In addition, savings have been realized in natural gas, diesel, our backup generator fuel, cooling, and steam, generating nearly \$4.2 million in energy savings year upon year.

A self-funding program through savings, the MECP has a 20-year roadmap for energy conservation, alternative energy, and pilot projects identified to reduce energy use and increase efficiency of existing systems. Partnerships with Xcel Energy and CenterPoint Energy have aided in the identification of new projects.

We've made great strides through a focus on:

- Mechanical Energy Improvements
 - Electrical Energy Improvements
 - Building Envelope Energy Improvements
 - Supplemental Energy Initiatives through Partnerships
 - Conveyance System Upgrades
 - Data Center Improvements
 - Energy Improvement Projects
- The program started out with a five-year return on investment (ROI) and reached a major milestone in 2013 when the program completed all major five-year ROI projects and received approval to expand the ROI to 10 years.

The following timeline includes one-time projects as well as ongoing conversions, such as our LED conversion across the MSP campus, which is 30 percent complete.



MAC Energy Conservation Program

Nearly two decades of investments, savings, and reductions

1998

MAC Energy Conservation Program Founded



2000

Baseline Established and First Project Completed at Chiller Plant

2003

Chilled Water Improvements



2005

Steam Trap Improvements

2007

Year Round Cooling, Lighting Controls

2008

Intelligent Monitoring and Control for MSP Campus Constructed

2009

Boiler, Electrical, Lighting & Building Envelope Improvements



2012

Solar Thermal, Solatubes, Solar Street Lights Pilot

2013

Joined the Metropolitan Energy Policy Coalition

A partnership of counties and agencies focused on secure, safe, reliable, economical, and environmentally responsible energy sources for the region



2014

Boiler Stack Heat Recovery
LED Exterior Light Conversions
Electric Vehicle Charging Stations

2015

T1 3MW Solar Array and LED retrofits



2016

Lighting Controls and Heating Water Upgrades
T2 1.3 MW Solar Array and LED retrofits

Airfield Energy Management

As an airport operator, we have unique opportunities to increase the sustainability of our airside operations in partnership with local and national government bodies and our air carrier partners.

Some of our most exciting projects have included:

- **Electric Ground Support Equipment (GSE)**

In 2014, we installed an electric vehicle charging station with eight ports for ground support equipment (GSE) at Terminal 1-Lindbergh. This infrastructure supports airline tenants that currently operate and/or are converting to electric GSE. For

example, Delta Air Lines has a long-term goal to convert all of its GSE and currently operates five electric GSE at MSP.

- **Ground Power Units**

In 2015, 100 percent of MSP's gates are equipped with 400 Hz ground power units. This enables aircraft to connect to the terminals' electrical power supply, eliminating the need for them to run their own auxiliary power units, which burn jet fuel, to power their electrical systems. This saves an estimated 3.5 million gallons of jet fuel each year, which reduces GHG emissions by 27,171 MTCO₂e. Additionally, pre-conditioned

air is provided at all Terminal 1-Lindbergh gates.

- **Stationary Fueling Carts**

Use of these carts at each gate to transfer fuel from the underground system to aircraft, as opposed to the use of mobile fuel trucks moving between gates, reduces GHG emissions by approximately 732 MTCO₂e per year.

- **Underground Hydrant System**

This system pumps fuel to all terminal gates and eliminates the need for tanker fuel trucks, which would consume approximately 72,000 gallons of fuel per year during fuel transfers.

Emissions

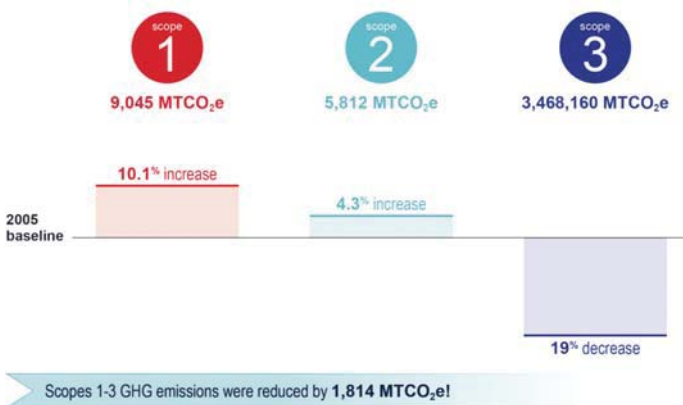
As an invested member of our global community, we take our role as an environmental steward seriously. We recognize the importance of both reducing and managing the environmental impacts of airport operations and will continue to focus

on the reduction of greenhouse gas emissions and prioritize carbon management for years to come.

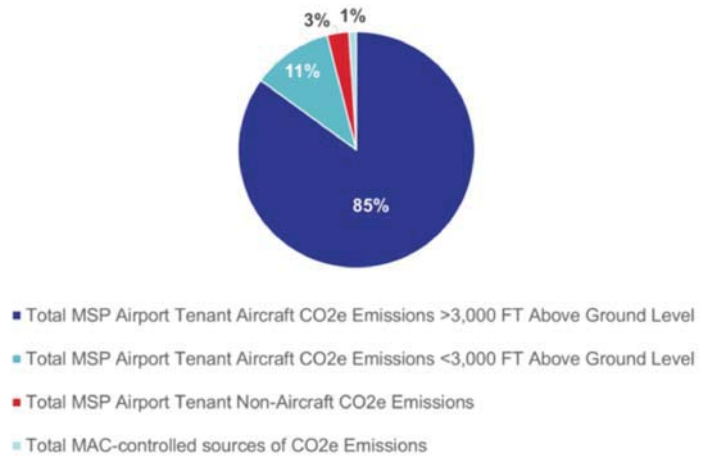
We have been engaged in voluntary emissions reporting since 2007 in an effort to be transparent with

our operations and impacts. Our reporting cycle for greenhouse gas emissions runs from January 1 to December 31 within a calendar year, and the numbers reported here are from our 2014 report.

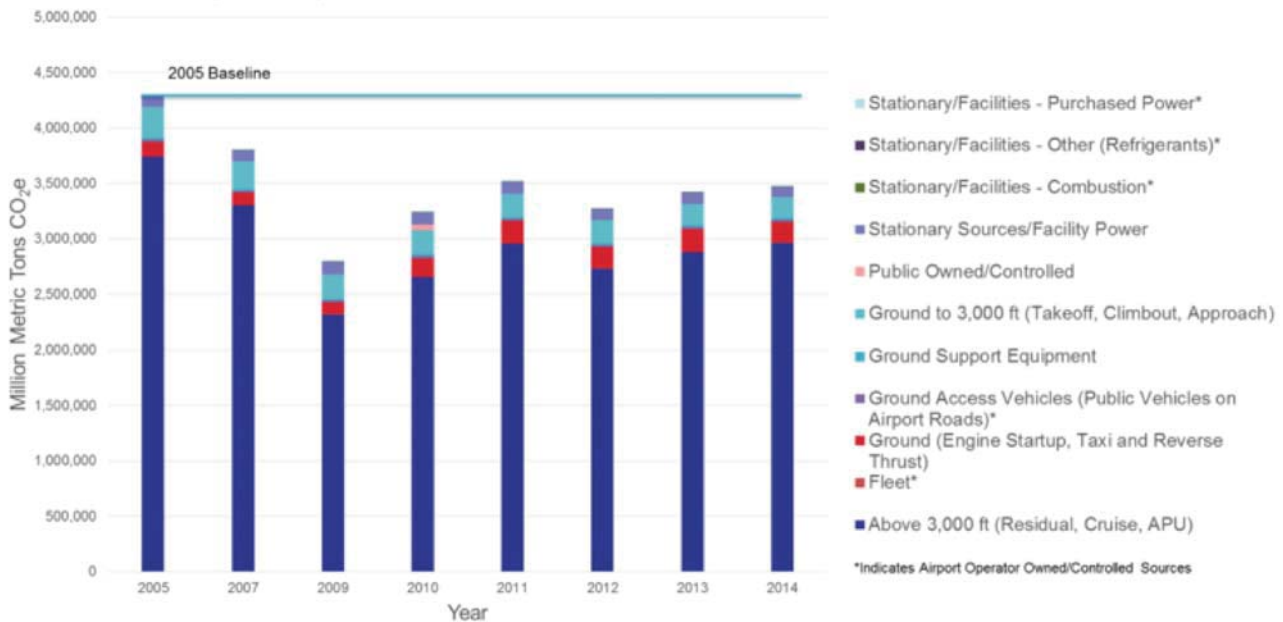
2014 Greenhouse Gas (GHG) Emissions



2014 CO₂e Emissions at MSP



2005, 2007 and 2009-2014 Total CO₂e Emissions from MSP



Additional information about emissions calculations, including methodology, is included in the GRI-G4 Content Index and in our 2014 GHG Emissions Report.

Our Fleet

We have been exploring vehicle selection and alternative fuel vehicles for many years, resulting in a 52 percent reduction in unleaded fuel usage from 2005.

In 2015, we had 104 flex-fuel vehicles, three electric vehicles, and

two hybrid vehicles. Our future plans include further developing our fleet strategy which will target efficiency, lifecycle cost reductions, alternative fuels and technologies, and advanced management systems.

For airport users, we offer 18 electric vehicle charging stations free of charge in MSP's Terminal 1-Lindbergh and Terminal 2-Humphrey parking ramps.

Climate Adaptation

In 2015 we kicked off the integration of climate adaptation into our planning processes, focusing first on our MSP campus. The process began with an assessment of climate change impacts and vulnerabilities, and then the development of a process to assess exposure, sensitivity, and adaptive capacity of critical resources and operational requirements.

In 2015, we participated in regional planning initiatives dedicated to climate adaptation hosted by the city of St. Paul and the Metropolitan Council as they worked to identify shared opportunities and reduce the potential for maladaptation.

Joining the Inter-Agency Climate Adaptation Team (ICAT) in 2015 has enabled us to better coordinate,

collaborate, and contribute toward the state of Minnesota's climate adaptation planning efforts, alongside the Department of Natural Resources, Department of Agriculture, Department of Transportation, Department of Health, Department of Commerce, Department of Public Safety, Board of Water and Soil Resources, and the Metropolitan Council.

Chemicals and Waste

Chemical Management and Water Quality

Minnesota is home to several iconic bodies of water including Lake Superior, the Boundary Waters, and the two river systems near MSP – the Minnesota River and the Mississippi River. MSP is directly adjacent to the Minnesota River system, an historic and ecologically vibrant resource, making our management of water quality and chemicals onsite critically important. This river system feeds into the Mississippi River, which the National Park Service recognizes as one of the "largest and most complex floodplain river ecosystems in the Northern Hemisphere." Over our decades of operations, we have developed a robust set of management systems, including significant investments in infrastructure, to manage our impact on these water resources and ecosystems.

Wastewater Management

We discharge our wastewater to the Metropolitan Council Environmental Services (MCES) treatment system, as we do not host or own on-site treatment facilities. All of our wastewater is discharged to sanitary sewers and ultimately wastewater treatment plants operated by the MCES. The majority of wastewater discharged from MSP is treated at the MCES Metropolitan Plant located in St. Paul, Minnesota. Our water supply and usage meters provide calculations that aid in our management of wastewater, and reported 204,883,500 gallons of wastewater was sent to the sanitary sewer in 2015.

Stormwater Management

We manage our stormwater program in adherence to the standards set forth in the National Pollutant Discharge Elimination System

(NPDES) permit, to which the MAC and MSP tenant airlines, fixed-base operators, and service providers are all co-permittees. An associated stormwater sampling program runs 365 days a year, analyzing CBOD5 among other constituent loads. In addition, we also hold industrial discharge permits with the Metropolitan Council Environmental Services for discharges directly to the sanitary sewer, including construction dewatering and Glycol Management Facility discharges.

As an example of our efforts to minimize water quality impacts and comply with the NPDES permit, we continually improve our snow removal equipment and processes to minimize the use of pavement de-icers.

- **Runway Sensor System/Runway Friction Tester**

We utilize runway friction testing equipment as well as experienced employees from Field Maintenance and Airside Operations to evaluate pavement surfaces. The tools and processes used to conduct this evaluation allow us to minimize the need for unnecessary applications

of pavement de-icing chemicals, thus reducing the potential impacts to stormwater runoff.

- **Snow Removal Equipment**

Our Field Maintenance teams are highly-trained and experienced at managing pavement. They use various types of snow removal equipment that allow us to stay

ahead of developing conditions to minimize the impact to our operations and the need to use pavement de-icers.

We manage our impact on water quality by developing and continuously improving our extensive stormwater monitoring and management program at MSP.

Glycol Management Program Infrastructure and Equipment

A large component of our stormwater management program is focused on the effective management of aircraft de-icing fluid. Over the years, we have invested over \$150 million in infrastructure to support and enhance our efforts to collect and process used aircraft de-icing fluid as part of our Glycol Management Program.

When de-icing aircraft, our MSP tenants employ efficient procedures and utilize equipment that reduces the amount of glycol required without losing application effectiveness. Our infrastructure enables us to capture applied aircraft de-icing fluid and monitor the effectiveness of our glycol-impacted stormwater capture system. Finally, there is an onsite Glycol Management Facility that is able to recycle glycol, creating a nearly-closed loop system.

Infrastructure that Makes the Glycol Go 'Round

- **Glycol Management Facility**

This facility, constructed to manage glycol-impacted stormwater at MSP, processes and recycles glycol.

- **De-icing Pads**

We built five dedicated de-icing

pads engineered specifically to capture aircraft de-icing fluid, which is then conveyed to the glycol management facility for processing and recycling. The pads are located at the ends of each runway, supporting smooth and orderly aircraft departure operations.

- **Plug and Pump**

We have developed a Plug and Pump system at a number of locations around both MSP terminal buildings to allow for aircraft de-icing operations at the terminal gates. During the de-icing season, the storm sewer lines at these locations are plugged and aircraft de-icing fluid is collected in the storm sewer pipes, and then pumped out and transported to the glycol management facility for processing and recycling.

- **Snow Melters**

Our system includes sets of snow melters that help melt glycol-impacted snow that is then drained into our contained systems for processing and recycling.

- **Comprehensive Well Network Monitoring**

This effort provides current information on the status of groundwater quality on the MSP campus.

- **Glycol Recovery Vehicles**

Aircraft operators on the cargo and general aviation ramps at MSP utilize storm sewer drain covers to prevent de-icing fluid from entering the storm sewer system. Glycol recovery vehicles are used to vacuum up the aircraft de-icing fluid for transport to the Glycol Management Facility for processing and recycling.

- **De-icing Field Rule**

We require all aircraft de-icing activity to occur within contained locations, which helps facilitate the most efficient collection of glycol and increases its potential to be recycled.

- **Pavement Sealing Program**

We work with our tenants to identify cracks or compromised joints in airport pavement throughout the year. We repair these items annually, with a special focus on any areas where aircraft de-icing fluid is applied to ensure that glycol-impacted stormwater flows through our collection system, allowing for higher glycol recovery rates.

- **Plug and Pump Test and Rehab Program**

We developed this program to test

the tightness of storm sewers that temporarily store glycol-impacted stormwater during the de-icing season, ensuring that our retention and recovery of glycol remains as effective as possible.

- **Environmental Management Information System**

Used to track and monitor stormwater quality, our system provides us and our partners results through dashboards that contain aircraft de-icing fluid application, glycol collection, field,

Stormwater Ponds

We constructed four detention ponds, totaling 30 million gallons of capacity, designed to control total suspended solids (TSS) prior to discharge to the Minnesota River. The ponds provide protection in case of a spill and allow for TSS settling and organics reductions, thus reducing our impact on the surrounding ecosystem.

MSP Glycol Management Program

Aircraft de-icing fluid contains glycol, which has the potential to create high carbonaceous biologic oxygen demand (CBOD) when it degrades. Through the infrastructure, equipment, and processes listed above, we have established the key supports for a strong glycol management program that reduces glycol-impacted stormwater runoff into the Minnesota River.

Three-quarters of all aircraft de-icing fluid applied at MSP is applied

on the de-icing pads, with the remaining quarter applied at Terminal 1-Lindbergh gates (15 percent), Terminal 2-Humphrey gates (5 percent), and the cargo ramp area (5 percent). The 2014-2015 de-icing season marked the second year in a row with the highest rate of glycol applied at the de-icing pads!

Our glycol recovery program includes a partnership with Delta Air Lines related to the onsite Glycol Management Facility.

During the 2015–2016 de-icing season, approximately 900,000 gallons of glycol was applied by the tenants at MSP. This resulted in 9.6 million gallons of glycol-impacted stormwater collected; 83 percent of the glycol was processed through the Glycol Management Facility for recycling. The remainder was sent for treatment to the Metropolitan Council Environmental Services treatment facility.

Management in Case of Spills

To manage response to spills, we have developed the Integrated Spill Response and Coordination Plan (ISP) for our organization, our tenants, and other MSP operators. Developed cooperatively between the MAC and MSP tenant airlines and their fueling operators at MSP, the ISP provides a streamlined response and reporting plan for when a spill occurs, thus increasing alignment and reducing response times and the potential impact to storm sewers and soils. We also have installed a fuel hydrant system onsite that significantly reduces the need for fueling tanker trucks,

and therefore the potential for fuel spills or tank accidents on the MSP campus.

Our integrated spill management plan incorporates a variety of strategies, including:

- **Maintaining and updating individual spill response plans**
- **Spill response training programs**
- **Periodic drills and table-top exercises to evaluate preparedness**
- **Quarterly meetings, reviewing incidents and improving response effectiveness/coordination**

- **Spill response equipment and supplies available to the first responder**
- **Oil/water separators installed in fuel transfer locations**
- **Secondary containment systems for tanks**
- **Stormwater infrastructure that aids in the containment and recovery of discharged materials**
- **Containment and absorbent booms installed and maintained at stormwater ponds and outfalls**
- **Utilization of 24-hour on-call emergency response contractors**
- **Coordination with MAC Fire Department**

(on-site 24-hour public safety response)

- **Incident analysis for discharges greater than 100 gallons or quantities of five gallons, or more, that reach a sewer system or soil**

Seventy-one spill incidents on the MSP campus were reported to the MAC in 2015. Of these 71 spills, only one incident - involving the release and subsequent containment and recovery of 15 gallons of hydraulic fluid - was

the responsibility of the MAC. All reported spills were adequately addressed, and none resulted in discharges to surface waters.

Waste Management

With millions of passengers passing through the MSP terminals every year, we are responsible for managing the same amount of waste as a medium-sized city. This includes solid waste as well as organics, grey water, and hazardous wastes. We have made concerted efforts to dispose of this waste responsibly while extracting useful waste streams for recycling or reuse.

Solid Waste

MSP generated 6,000 tons of municipal solid waste in 2015, all of which was managed through a waste hauling contract that designates the Hennepin County Waste-to-Energy facility as the disposal site. The following are examples of items recycled: scrap metal (recycled), concrete and bituminous (recycled), water-based paint waste (re-manufactured into paint or recycled as a concrete additive), parts washing solvent (recycled and reused onsite), antifreeze (recycled, some reused onsite), ballasts and transformers (recycled) and much more. We do not export any of our waste to international destinations for disposal.

Composting and Single Stream Recycling Program

Recycling at MSP is managed as a single stream with receptacles available in public areas and containers staged for use by airlines and other users. Organics

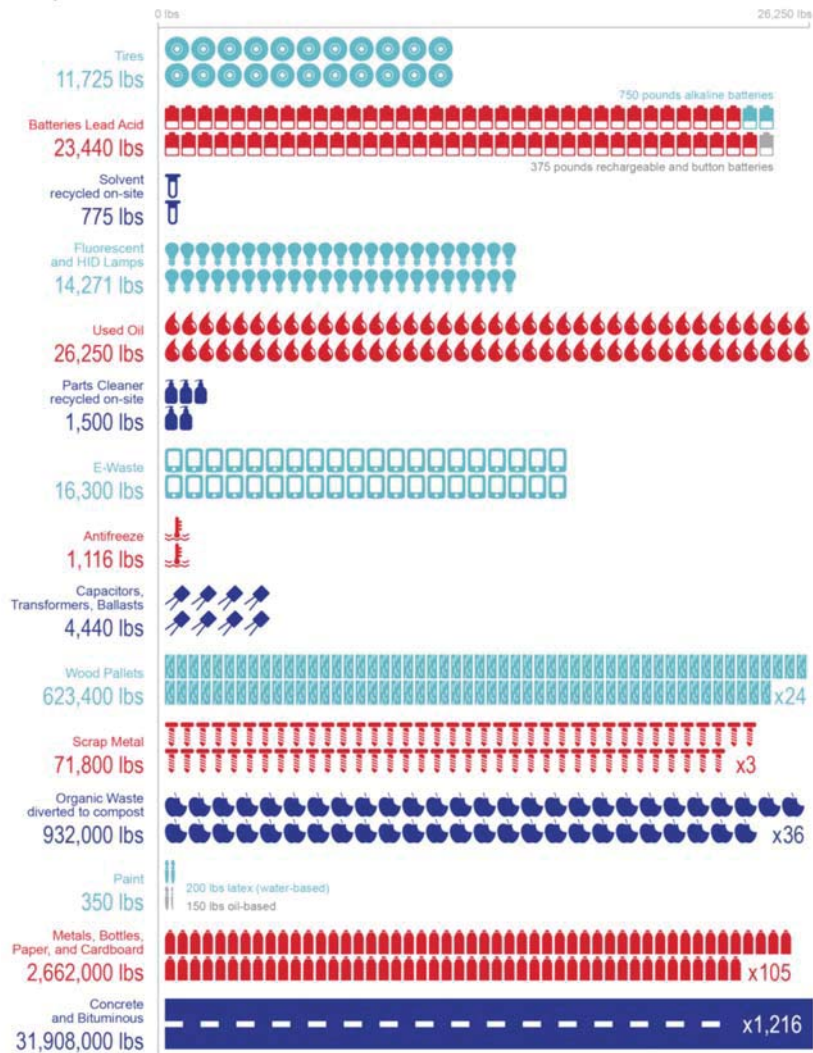
are collected at both Terminal 1-Lindbergh and Terminal 2-Humphrey.

Hazardous and Regulated Waste Management

Various regulated waste materials

are managed using the recycling services provided by specialty vendors. Management measures also include maintaining proper licenses, performing inspections, complying with container labeling and storage requirements, and record-keeping.

Recycled Materials in 2015





Wildlife Hazard Management

We are committed to ensuring the safety of aircraft using MSP. While the safety of aircraft at MSP is paramount, it is not possible to prevent all wildlife strikes. Our Wildlife Hazard Management Plan (WHMP) aims to reduce the

frequency and severity of strikes by focusing management efforts on species and habitats that pose the greatest risk to aircraft that operate at MSP. The WHMP defines the risk that wildlife poses to air traffic at MSP and sets

objectives, performance indicators, and procedures for the systematic management of that risk.

In 2015, we tracked 0.32 wildlife strikes per 10,000 operations at MSP.

Looking Ahead

Building on our legacy of environmental stewardship, we are ambitiously moving forward with energy efficiency, climate management, water management, and waste reduction. We believe these areas present the greatest opportunities to minimize our impact and innovate toward creative solutions.

Goal — Minimize our ecological impact while actively exploring innovations to improve our performance

2017 – 2021 Objectives:

- Improve energy efficiency and minimize air quality impacts, including GHG emissions
- Reduce the impact of chemical usage and integrate ecologically-friendly solutions
- Employ best practices to minimize ecological impacts on surrounding water bodies

Build Sustainably

The terminals at MSP make up over 3.2 million square feet of built infrastructure, some portions of which are over 60 years old. We are investing in retrofitting the Terminal 1-Lindbergh legacy infrastructure through a five-year construction program (2016-2020), recreating while it's in operation, as well as adding new amenities to the MSP campus such as our first airport hotel and a new parking ramp.

How we Build, Retrofit, and Plan for Future Infrastructure Needs

We take the long view when planning future infrastructure for our airports system. Through two ongoing planning and implementation processes, our airports system comes to life through building new when needed, refreshing existing assets, and incorporating improved construction practices when available. Leveraging two tools, the long-term comprehensive planning process and the Capital Improvement Program, we continue to modernize our airports system. The Long-Term Comprehensive Plan (LTCP) for each of our airports identifies the future facility needs, essentially creating our roadmap for the next 20 years. The Capital Improvement Program is the implementation tool of the LTCP, and is a seven-year look forward based on planned and demand-driven projects. Combined, these

two processes have guided our balanced approach to infrastructure development.

20-year Plans for Each of Our Airports - The Long-Term Comprehensive Plan

As the 20-year roadmap, the LTCP for each airport assesses facility improvements needed to accommodate projected demand from the traveling public in a safe, efficient, orderly, and cost-effective manner. Ultimately, our goal is to continue to provide a high level of service for all of our airport users through foresight and careful planning. Specifically, this process identifies when improvements will be needed, but does not authorize construction or serve as the basis for completing the environmental review process or determining noise mitigation program eligibility.

Building for the Future - The Capital Improvement Program

The CIP brings the LTCP's high-altitude view down to ground level, analyzing the planned and demand-driven projects for the upcoming seven years. The CIP essentially acts as our playbook that identifies what will get built each year within our funding limits. The CIP is approved on annual basis by our board of commissioners.

Our 2016 CIP projects continue to grow our sustainability portfolio, with the expansion of our solar arrays, integration of additional electrical charging stations for ground support equipment (GSE), installing EV charging stations in our new parking ramp, and our continual investments in maintaining the building envelope.

Standards and Lifecycles

Our Design and Construction Standards (DCS) are ever-evolving. In 2007, we adopted a sustainability standard that allows us to use B3 or LEED as a design standard for our own and our tenant's building design and construction projects.

To us, sustainable building objectives incorporate a range of potential opportunities to reduce the lifecycle impacts of our built environment with a focus on efficient design that enhances the financial sustainability of our legacy infrastructure. Beyond buildings, we are

investigating lifecycle costing's potential for our buildings, retrofits, product selection, and asset management. This lens compliments our long-term view of responsibly managing public assets.

Restrooms

We are undertaking a multi-year restroom upgrade project at MSP that includes durable, sustainable, and locally-sourced materials and fixtures, with murals by local artists; design incorporates key customer and maintenance feedback

regarding cleanliness, wet floors, ease of cleaning, ergonomics, and accessibility.

Green Roof

In late 2016, Terminal 2-Humphrey will host our first green roof installation which will reduce heat build-up, provide natural insulation, and reduce stormwater runoff. This will serve as a trial run for us to explore green roof performance and potential application across the broader square footage at MAC-owned and -operated buildings.

Incorporation of LEDs and Daylighting into Designs

New build and retrofitting at the terminals is increasingly taking advantage of daylighting to improve natural light, reduce energy costs, and improve passengers' experience. All new terminal and landside construction at MSP will likely include LED lighting, and we

have completed 30 percent of our entire LED upgrade across the MSP campus.

Accommodating Passengers

As passengers utilizing MSP change, pet relief areas, water bottle filling stations, a short film viewing area, art displays, children's play areas, a family center, and nursing

mother rooms have been added to best accommodate travelers' specific needs.

Solar Thermal

We installed solar thermal technology to offset domestic hot water, underfloor heating, and space heating loads at one of the MSP campus buildings.

Piloting Navigation for the Blind and Near Blind Traveler

Partnering with the Federal Aviation Administration and the University of Minnesota, we are developing a pilot project to install internal navigation technology within a test plot of Terminal 1-Lindbergh.

The technology will enable blind/near blind travelers to utilize an app that will tell them, and eventually all travelers, what is around them at all times. This pilot builds on our existing program dedicated

to expanding the hearing loop program which transmits sounds to individuals wearing appropriately-equipped hearing aids, improving their listening experience.

Arriving at MSP

Transit options continue to diversify, from mass transit connectivity to the emerging world of electric and autonomous cars. As an airport operator, we are evolving along with these changes to accommodate today's needs and predict future needs of those traveling to MSP.

We are continually expanding our options for access to MSP. In 2004, in partnership with other local entities, light rail transit (LRT) service was established that connected MSP to major stops in the Twin Cities including the Mall of America and downtown Minneapolis. Since that time, LRT has continued to grow, adding value for our passengers and employees who are able to access the airport via LRT from a broader range of locations, including stations in St. Paul.

This service also operates between MSP's two terminals, offering passengers a free ride to our parking lots and between terminal complexes. Metro Transit estimates

daily average rides at MSP in 2015 rose 23.9 percent from 2014. There were approximately 5,881 rides per weekday at MSP in 2015. There is also bus access to MSP, which has an average weekday boarding of approximately 600 passengers.

In 2016, we launched a pilot project with Car2Go exploring the potential of car membership programs at the airport.

Bicycling to and from MSP is not without its challenges, as the airport is surrounded on all sides by highway infrastructure where bicycles are not allowed. Bicycle access to the airport is most conducive at Terminal 2-Humphrey where there is bicycle storage and riders have the ability to put their bike on the LRT to bring it to Terminal 1-Lindbergh, where there is also bicycle storage. A bike rack is also available at the Quick Ride Ramp, inviting riders to bike in and then take the shuttle to the terminal. Proposed changes with

the construction of a new parking ramp and a hotel are anticipated to create more opportunities for bicycle access to Terminal 1-Lindbergh.

Our surrounding cities and counties are expanding their bicycle routes and connectivity along the rivers and beyond, which may positively impact safe accessibility to MSP by bicycle in the future.

Case Study - Water Use

Many issues are important for sustainable buildings, but one central issue is water consumption. Designing systems that reduce water usage, increase water recycling, and communicate water consumption levels to passengers, vendors, and employees will be central to building sustainable infrastructure at MSP. We continue to invest in systems to be a good water steward.

Approximately 80 percent of MSP water fixtures have water-saving features. Water closets and urinals have flush valves, automatic lavatory faucets are now standard, and, as

appropriate, we specify water-saving fixtures in future planning and design projects.

Other examples throughout MSP show initiative to reduce and recycle water where possible. The Terminal 2-Humphrey rental car wash building was constructed in 2014 and is equipped with a wastewater recycling system that allows for the use of recycled water for car washing.

We design landscaping to reduce the amount of water required for irrigation, using only 7 percent of the

341.8 million gallons of water used in 2015 for irrigation. Seventeen million gallons of water, equal to 5 percent of total usage, were reused in cooling facilities and processes in 2015, with minimal water loss resulting from evaporation.

All the while, we coordinate with multiple institutions to supply and treat water, with the city of Minneapolis supplying the majority of potable water for MSP and the Metropolitan Council Environmental Services Metro Plant treating the discharged water.



80%

of MSP water fixtures have water-saving features!





Leveraging Technology

Managing sustainability data to inform decision-making is one of our long-term objectives. By leveraging existing technology and investing in new solutions, we are working toward a cohesive lens for our performance.

In addition, as an airport operator we run a significant amount of IT infrastructure for our operations, as do our business partners. We are focused on investing in a singular campus infrastructure and reducing parts that are duplicative

or unnecessary. These investments will help reduce our materials and energy usage, and streamline our communications systems.

Looking Ahead

As we design for the future, investments in sustainable infrastructure will remain a priority, including measuring performance, sustainable building objectives, and lifecycle costs.

Goal — Enhance the sustainability of our existing and future built environment

2017 – 2021 Objectives:

- Integrate and manage the objectives of sustainability building standards and enhanced accessibility into planning and design
- Minimize facilities and infrastructure lifecycle costs while maximizing their affordability, efficiency, utilization, and customer experience
- Develop a strategy for sustainability-related data management and reporting processes to inform decision-making

Collaborating with our Communities

Engaging with our stakeholder community on sustainability opportunities to learn, partner, and share best practices.

2015



99.69%

closing rate of complaints and compliments



42

midwest films now showing at See18

(gate C18)

1,378

travelers through navigating MSP since 2013

1.4

mile walking path within T1

8

bee hives for our bee veterans programs

6,900

pax used amenities for aging passengers



400

Travelers Assistance Volunteers

10

events at our reliever airports



Engage our Communities on Sustainability

We make an effort to engage with our stakeholder communities on a regular basis on strategic topics to understand where we can lead and where we can learn on issues related to sustainability.

Air Carriers

Our air carrier partners are fundamental to our charge of coordinating aviation services for the Twin Cities and include local, national, and international air carriers and their employees. In 2015 we hosted 13 different scheduled carriers at MSP – Air Canada, Air France, Alaska Airlines, American Airlines, Condor Airlines, Delta Air Lines, Frontier Airlines, Great Lakes Airlines, Icelandair, Southwest Airlines, Spirit Airlines, Sun Country Airlines, and United Airlines.

While we have a variety of engagements with the air carriers - including terminal-specific, operations, event, and relationship meetings - our key meeting is a monthly gathering for the Airline Managers' Council (AMC). Updates related to safety and security, operations, customer experience, construction, Travelers Assistance, and any major news is discussed among the air carriers, governmental entities, and the MAC.

In 2014 we asked the air carriers to evaluate where they were in their sustainability journeys, what sustainability opportunities they see for MSP, and areas in which they may be interested in collaborating with one another. We received responses from nearly half of our air carrier partners, who make up nearly 80 percent of all operations at MSP.

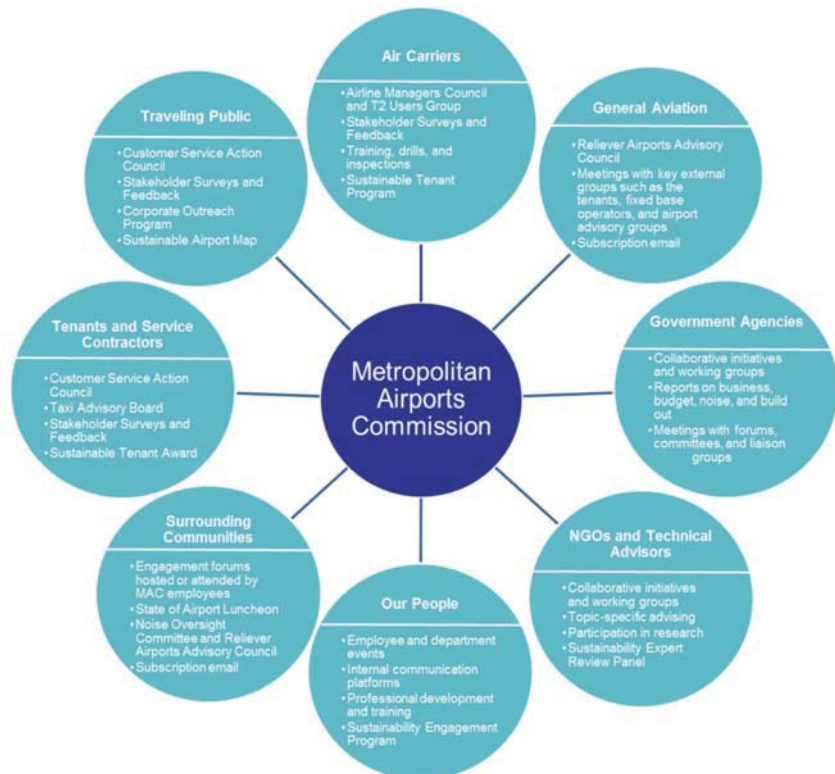
Our key findings included that the majority of participating air carriers

have sustainability programs and policies in place and that the majority of their sustainability work is internal facing with their own staff. Waste management, including cabin recycling and transit management; sustainable management of fuels through selection, and efficiency in operations, emissions, and purchasing were the topic categories where they were invested.

They identified the further expansion of electric ground service equipment (GSE) charging and infrastructure as a top opportunity for collaboration. Other opportunities included partnership on reducing

environmental impacts of terminal operations, recycling, and an opportunity to share best practice with one another through the Airline Managers Council meetings.

We are investigating opportunities to further electrify GSE equipment (which is part of our Capital Improvement Program), increase recycling rates, and identify other collaborative opportunities such as organics composting with other entities within the terminals that may have similar opportunities to reduce the impact of their operations.



General Aviation

All seven of our airports host general aviation activities, with the majority occurring at the six reliever airports. Those general aviation airports were originally designed to relieve congestion at MSP and provide infrastructure for the metropolitan area's corporate, business, and personal aviation needs. We work closely with this group through the Reliever Airports Advisory Council (RAAC), which consists of reliever airport tenants whose mission is to be a liaison between the airport tenant community and the MAC. The RAAC's quarterly meetings are led by a group of representatives, including a chair from the airport tenant community, one tenant from each of the six airports, a MAC board commissioner, and the director of reliever airports. Covering issues, opportunities, and tenant concerns these meetings provide a consistent avenue for collaboration to continually improve our performance.

Over the years, we have revised rates and charges, developed a financial model to make managerial decisions on capital spending at the reliever airports, modified lease

language to provide protection for tenant investment, and adjusted operational procedures as a result of these topics being raised through the RAAC.

RELIEVER EVENTS

HIGHLIGHTS INCLUDE:

2016

- Civil Air Patrol Pancake Breakfast – Lake Elmo Airport
- Crystal Airport Open House – Crystal Airport
- Minnesota Aviation Education Camp – St. Paul Downtown Airport
- Fly-in/Drive-in Pancake Breakfast and Aircraft Display – Lake Elmo Airport
- Wheels Beneath Our Wings Car Show – St. Paul Downtown Airport
- Girls in Aviation Day – St. Paul Downtown Airport

2015

- Aviation Day – Lake Elmo Airport
- Aircraft Owners and Pilots Association Fly In - Anoka County-Blaine Airport
- Civil Air Patrol Pancake Breakfast - Lake Elmo Airport
- Father's Day Fly In - Crystal Airport
- Airlake Airport Pan-O-Prog Events - Airlake Airport
- AirExpo - Flying Cloud Airport
- Discover Aviation Days - Anoka County-Blaine Airport
- Great Aviation Gathering with the Minnesota Pilots Association - Anoka County-Blaine Airport
- Hockey Day Minnesota Sponsored by Serving Our Troops - St. Paul Downtown Airport
- St. Paul Downtown Airport Open House - St. Paul Downtown Airport

Our reliever airports also accommodate a series of events throughout the year to encourage a passion in aviation and to celebrate special events for the region.

AirExpo at Flying Cloud Airport

Along with the Federal Aviation Administration Air Traffic Control Tower, we support this event at Flying Cloud Airport. Hosted by Wings of the North, a non-profit organization whose mission is to preserve and present aviation

history, this expo focuses on community relations through static displays and flyover events. Attendees at the event's "Evening with Eagles Dinner and Symposium" can meet and dine with flying aces from World War II and the Korean and Vietnam Wars.

Discover Aviation Days at Anoka County-Blaine Airport

This event is geared toward strengthening the airport's

relationship with area neighbors and enhancing their understanding of aviation activities. During the event, experimental, homebuilt, civil, corporate, and military vintage aircraft are on display, kids can visit the education center to learn more about aviation history, and everyone is welcome to attend the 1940s-style hangar dance and swing to big band music.

Government Agencies

We work with a range of government agencies on a daily basis. Some of the bodies we have a relationship with or that have regulatory power over us include the state Legislature, Federal Aviation Administration, Transportation Security Authority, Homeland Security, Customs and Border Protection, Minnesota

Pollution Control Agency, and the Environmental Protection Agency. We work alongside, with, or in response to these entities, with engagement ranging from compliance reporting to voluntary collaborative initiatives toward shared problem-solving. Our frequency of engagement is highly

variable dependent on the partner, the topics in discussion, and regulations regarding engagement methodologies.

In addition we work with these entities to provide presentations, as well as onsite and offsite engagements.

NGOs and Technical Advisors

Our work is often both highly technical and public, which offers us the opportunity to work with a broad range of technical advisors and non-governmental

organizations on progress toward sustainability including local, regional, state, national, and international organizations. We engage with these entities on

specific topics; depending on the current environment, the frequency of engagement ranges from daily to quarterly.

Spotlight - Sustainable Growth Coalition Founding Member

“The MAC is proud to join other leaders within the region to launch the Sustainable Growth Coalition. Through collaboration, innovation, and leveraging our region’s unique assets, the coalition will help drive the region toward a circular economy for a sustainable future.”

Dennis Probst
Chief Executive Champion for Sustainability
Chief Operating Officer
Metropolitan Airports Commission



We are a founding member of the Minnesota Sustainable Growth Coalition, a community of companies, organizations, and individual leaders

with a passion for and understanding of the value of sustainable growth for Minnesota. The goal of the coalition is to work collaboratively to advance

a circular economy that promotes a healthy environment and sustainable growth.

Our other memberships of note that impact our social, environmental, and economic performance include:

- **Local Sustainability Practitioner's Roundtable, which meets quarterly to share best practices on evolving sustainability trends.**
- **Airports Going Green Steering Committee, which meets throughout the year to identify leadership topics in sustainable aviation and translates those trends into content for the annual conference.**
- **Interagency groups, including the Interagency Pollution Prevention Advisory Team, that are dedicated to advancing sustainability across government agencies through shared work, information sharing, and quarterly meetings.**
- **Metropolitan Energy Policy Coalition, a collaborative group that we helped found in 1999 whose mission is to engage government bodies in**

strategizing to meet the needs of Minnesota Counties to secure, safe, reliable, economical, and environmentally responsible energy sources for our region.

- **Airport Council International–North America (ACI-NA), an association divided into a number of committees and groups focused on specific topics, including the Environment and Sustainability. These committees meet several times throughout the year virtually and often at the many ACI events throughout the year.**
- **American Association of Airport Executives (AAAE), one of the oldest professional organizations for airport executives. Founded in 1928 this membership group includes representatives from 850 airports dedicated to developing the professional skills of airport professionals.**

In the spring of 2015, we invited technical experts to provide

guidance on our sustainability framework during the course of our planning process. Through three sessions of expert review panels (one for each theme) we obtained a range of innovative ideas on how to bring our sustainability work to the next level in planning for the future. Ideas such as providing a map to a sustainable journey through MSP and digging into how to leverage our employees' potential are scattered throughout our plan.

In addition, we went out into the community to seek out innovative sustainability ideas that may apply to our operations, visiting the Science Museum of Minnesota's advanced heat recovery system, Xcel Energy's waste management program, and the St. Paul Saints baseball team's rainwater recovery system in partnership with the Metropolitan Council and the city of St. Paul.

These ideas permeated our brainstorming as we put together our plan, and were the impetus for forming learning and best practice sharing with a broader community in the Twin Cities.



Our People

Our people are at the foundation of making a lean operation successful. MAC employees are invested in our vision to provide your best airport experience, and to do so through teamwork and a dedication to the customer. Through a variety of types of meeting formats and engagements, we keep our employees up to date on what is happening within our organization and on events outside our organization that impact our work. Tools such as SharePoint have provided an internal forum for information-sharing, and our quarterly organizational staff meetings provide more in-depth information to help managers adapt their work to the organization's plans.

We are invested in growing our diversity and inclusion work at the MAC and have been active members in the Airport Minority

Advisory Council for over 20 years. As we look to the future, we have been investing in a range of opportunities to bring young people into the world of aviation and possibly join our team one day. Some of these opportunities have included:

- Working with the city of Minneapolis Step-Up program to work with young people from economically depressed areas. This program is a nationally recognized youth employment model that trains and matches Minneapolis youth (ages 14-21) with paid summer internships.
- Sponsoring Native American students from one of the seven Anishinaabe reservations in Minnesota to tour MSP and talk with people who work at the airport.

- Supporting the Learning Jet program (pictured) located at the St. Paul Downtown Airport, which uses an actual jet as a classroom to teach students a STEM curriculum of science, technology, engineering, and math using an aviation background and setting.
- Providing internships to students in aviation management programs.

Spotlight - MSP 139 Boot Camp and Airside Internship Program

This is an interactive “hands on” course that emphasizes the practical application of the different disciplines required to manage the day-to-day operations of an airport. The course creates a partnership with regional academic institutions, and helps educate aspiring aviation employees. Since 2008, the program has graduated about 90 students.



Surrounding Communities

Our airports’ surrounding communities, including community organizations, businesses, cities, and individual citizens, play an important role in helping us understand how we contribute positively to society. We invest in a breadth of activities to share our future plans, engage the community in economic opportunities at our airports, provide support to the public safety community, and be responsive to concerns about noise.

We engage with a variety of stakeholders, including elected officials, to share information on our operations and strategic plans for the future.

Our most notable community engagement programs include:

- **Corporate Outreach Program** - These engagements establish a closer relationship between us and the greater Minneapolis-St. Paul business community. Maintaining regular contact with the business community helps engage local businesses in our air service business development efforts.

- **Mutual Aid Program** - The Airport Police and Fire Departments work closely with our neighboring law enforcement and fire agencies surrounding MSP to share available personnel capabilities, and equipment. The partnerships promote regional collaboration and communication and increase operational efficiency.

- **State of the Airport Luncheon** - We partner with the Airport Foundation MSP to invite stakeholders to an annual luncheon to hear MAC representatives and other guest speakers discuss issues relevant to us and the larger aviation, travel, and hospitality industries. Hosted by the Airport Foundation, the 2015 luncheon, “Piloting 40 Years”, featured the below video of former Metropolitan Airports Commission CEO and executive director, Jeff Hamiel, reflecting on his almost 40 years in public service at the MAC. From the airline deregulation act of 1978, to a 10-year \$3.2 billion expansion program, the events of 9-11, and the merger of Delta and Northwest Airlines, Mr. Hamiel piloted MSP with skill and

experience through, arguably, some of the toughest times the U.S. aviation industry has seen.

Noise Oversight Committee

Since 1977, we have invested in building the leading noise program in the nation.

Noise impacts and abatement is one of the top priorities for airports around the world, and has been a focal point of our work for nearly four decades. Our efforts include a special focus on collaboration with our surrounding communities through the MSP Noise Oversight Committee, investments in educational materials including an interactive website, and our continued dedication to our Sound Insulation and Noise Mitigation program.

In partnership with the Federal Aviation Administration (FAA), air carriers, and community members we actively work toward solutions to mitigate noise impacts. One of the many methods for effectively reducing the noise impacts of MSP has been the MSP FAA Air Traffic Control Tower directing departing aircraft to our southeast-facing parallel runways which encourages usage of corridors of less-populated areas. On average, monthly corridor

compliance is around 95 percent. Our range of programs has provided us, air carriers, and the community with points of dialogue to create a shared understanding of the impacts and benefits of operating an airport in an urban environment.

In 2002 we established the MSP Noise Oversight Committee (NOC), a group comprised of equal numbers airport user representatives and community representatives, to provide a balanced forum for considering noise mitigation initiatives in the context of benefit, feasibility, and fiscal considerations.

This collaboration is unique to MSP, providing three core functions:

- **Collecting, analyzing, and reporting aircraft operations data**
- **Coordinating with industry and community representatives to address aircraft noise issues**
- **Making policy recommendations to the MAC**

Quarterly Public Input Meetings (PIMs), dating back to 2003 and hosted by the NOC, provide the public a chance to ask questions, make comments related to airport noise issues, and receive updates on noise-related developments. We commit to responding to each comment and question from the meeting in writing, which has resulted in 1,000 individual written responses, 418 participating residents, and 53 meetings over the course of the last 12 years.

One of the NOC's most notable outputs in 2015 was a joint resolution between it and the MAC establishing criteria for departure procedures at MSP should the FAA decide to implement NextGen for aircraft departures.

Breadth of Tools to Monitor and Share

Over the nearly four decades of investments in noise mitigation, we've developed a range of tools to track flights, share information, and invite our surrounding communities to submit questions and concerns.

Website Dedicated to Sharing Information about Flight and Noise Impacts

Communicating with our stakeholders, especially the surrounding communities, remains a stronghold of our noise program.

The MAC Noise website provides a one-stop shop for information for our community. The site offers interactive tools to track flights, file noise complaints, and obtain information about our noise mitigation program, as well as technical reports. The Annual Noise Contour Report is one of our most viewed reports and utilizes the FAA-approved noise modeling software to show actual aircraft noise impacts on residential homes around MSP

and determine possible eligibility for future mitigation.

Our Reports

- [Reports on the Fly](#)
- [Monthly Operations Reports](#)
- [Annual Noise Contour Report](#)
- [Annual Nighttime MSP Operations Assessment](#)
- [Annual Fleet Mix Assessment](#)
- [Annual Saint Paul Airport Noise Monitoring Study](#)

MAC Noise and Operations Monitoring System (MACNOMS)

Developed in-house starting in 1992, MACNOMS is a comprehensive data collection and processing system for aircraft noise and flight tracking. It provides modeling and analysis that informs environmental assessments,

planning studies, and development of aircraft flight protocols. Able to identify trends, pinpoint activity to specific locations, and track runway use by aircraft types, this system provides one of the key foundations

of our noise program and enables us to engage with key stakeholders including airlines and the surrounding communities to better understand the impacts of noise and share information with the public.

Remote Monitoring Towers (RMT)

Monitoring noise events continuously in communities surrounding MSP, this system of 39 towers is one of the most

extensive permanent aircraft noise monitoring systems in the world, and a critical component of MACNOMS. We share a summary of these

recordings in our monthly Technical Advisor's Reports available online.

Highlights of Noise Mitigation Efforts at MSP

Aircraft Engine Run-Up Procedures

We implemented an MSP Field Rule requiring airlines to conduct engine run-ups at a designated area and during certain times, which must be scheduled and approved by us in advance. This allows us to reduce noise impacts in the surrounding communities by preserving quiet hours.

for departures from all runways. This reduces aircraft noise exposure for residents living beyond 3.5 miles from MSP. The Noise Abatement Departure Profiles are a nationwide effort to reduce aircraft noise impacts for residents around an airport.

Distant Noise Abatement Departure Profile

All airlines operating at MSP have agreed to comply with the Distant Noise Abatement Departure Profile

Egan-Mendota Heights Departure Corridor

Developed as an effort to direct departing aircraft, as much as possible, over noise-compatible land use areas in the cities of Egan and Mendota Heights, southeast of MSP.

Eliminating Nighttime Powerback from Gates

All airlines at MSP have agreed to eliminate the practice of using aircraft jet engine power to back away from the gates during nighttime hours. This is accomplished by using aircraft tugs to push aircraft back from the gate, which eliminated an average of 12 powerbacks every night in 2015.

Minneapolis Straight-Out Departure Procedure

Minneapolis neighbors living in areas straight out from the ends of

the parallel runways experience all aircraft flying overhead as they arrive on Runways 12L and 12R. This procedure was designed to minimize the number of departing aircraft from Runways 30L and 30R flying over these same areas.

Runway Use System

This system is utilized at MSP to prioritize the order in which runways are assigned for arrivals and departures, during times of the day when safety and air traffic demand

allow some flexibility in assigning runways for noise considerations.

Voluntary Nighttime Agreement

Under this agreement, developed through close work with air carriers operating at MSP, air carriers have agreed to limit the use of modified Stage 3 aircraft – the noisiest of aircraft - for scheduled operations during the nighttime hours of 10:30pm and 6:00am when possible.

West Cargo Ramp Hushkitted Aircraft Engine Start Procedure

Collaborating with cargo carriers and the city of Richfield, this procedure outlines specific operations for starting and moving aircraft on the west side ramp areas to reduce aircraft ground noise impacts for residents to the west of the airport.

Our Residential and School Noise Mitigation Programs

Since 1981, we have invested over \$480 million in the noise mitigation program, including \$45 million for sound insulation for 18 schools near MSP. In the early 1980s, the Federal Aviation Administration's program for aircraft noise control in cooperation with the aviation community established a 65 decibel Day-Night Average Sound Level (DNL). This is the threshold at which federal funding is available to homeowners for soundproofing or other mitigation

We offer an interactive residential noise mitigation map on our website that helps community members see if they are eligible for our programs.

Starting in 1992, our Residential Noise Mitigation Program has mitigated homes out to the 60 DNL surrounding MSP, and in 2007 expanded to the 60 DNL, which is beyond the federal standard. This program has included 7,846 single-family homes within the 65 DNL and an additional 7,233 single-family homes with the inclusion of the 60 DNL. 1,401 multi-family homes (homes with more than three units) were mitigated within the 65 DNL and an additional 1,897 were mitigated upon expanding out to the 60 DNL. During this time, we have acquired 437 residential properties, spending approximately \$93 million on the residential property acquisition program.

Noise Mitigation Program

Since 1992, our Sound Insulation and Noise Mitigation Program has mitigated:



15,079
single-family
homes out to
60 DNL



3,298
multi-family
homes out to
60 DNL



at a cost of
\$382
million



In 2015, **100%** of single- and multi-family home noise mitigation packages complete for the 65 DNL.

Tenants and Service Contractors

We work closely with our tenants and service contractors including retailers, concessionaires, lease holders, air field operators, and other tenants, including their employees. We meet with these groups on a regular basis through monthly tenant and user meetings as well as topic- or tenant-specific engagements. The Customer Service Action Council is one of our key gathering points to share updates and work toward continually enhancing our passengers' experience together.

To encourage an enhanced customer experience, every year the tenants in Terminal 1-Lindbergh and Terminal 2-Humphrey at MSP are eligible to win a 5-star Merchant Award for Outstanding Performance. Awards are broken down by type of establishment so that merchants are competing against their direct peers. Awards are based on secret shopper experience ratings.

In 2015, we developed an additional award, the 5-Star Merchant Award

for Sustainability. This award recognizes a tenant in any category for outstanding sustainability work within the calendar year. In 2015, St. Croix Retail was recognized for having strong sustainability components in its operations, store design, and product selection including a number of items made from upcycled glass for their 2014 work. In 2016, Aveda was recognized for outstanding performance in store design, building materials selection, and product selection. Aveda also won the national award for Best Green Concession from Airports Council International - North America for their work in 2015.

As part of the 2014 tenant evaluation on sustainability, concessionaires were asked to identify their current sustainability programs, topics of interest, and areas for potential collaboration. We received 16 responses and discovered that the majority of respondents have formal programs or policies

for sustainability that span environmental and social topics, with over half incorporating sustainability into employee training.

Opportunities to collaborate on waste management, from expanding the MSP organics program to increased recycling, were the top action items identified. In response, we will pilot a food donation program in the future. Other topics of interest included community engagement, sustainable sourcing, sustainable transit, and sustainable building design.

Starting in 2017 we will launch an official sustainability program with our concessionaire partners, building on our existing collaborations on the organics program, energy reductions, and accessibility.

Traveling Public

We host a diverse traveling public that includes originating, destined, connecting, and diverted travelers using MSP's airside and landside facilities. We meet with and in service of our passengers through an array of engagements including the Customer Service Action Council, the Airport Foundation MSP, and health and wellbeing opportunities.

The Airport Foundation MSP hosts a range of programs to create a delightful experience for our passengers including the staffing the Travelers Assistance booths with volunteers to help passengers find

their way and Pet Ambassadors that offer passengers an opportunity to meet, pet, and play with therapy dogs. These terminal stars have risen as a favorite among our passengers.

Staying healthy while traveling can be a challenge. We offer a walking path, treadmills at select locations, and healthy food options to help make your journey healthier.

MSP Start! Walking Path

We partnered with the American Heart Association to implement the Start! Walking program at MSP. The program encourages passengers to be physically active while waiting

for their departing flight. A 1.4-mile walking path, or "loop," begins and ends at the intersection of the C and D concourses in Terminal 1-Lindbergh and is depicted on terminal directories. Walking the entire path can be completed in 20- 40 minutes, depending on your pace. A green dot on overhead signage provided along the path marks your distance traveled. Look for the green dot next time you travel through Terminal 1-Lindbergh!

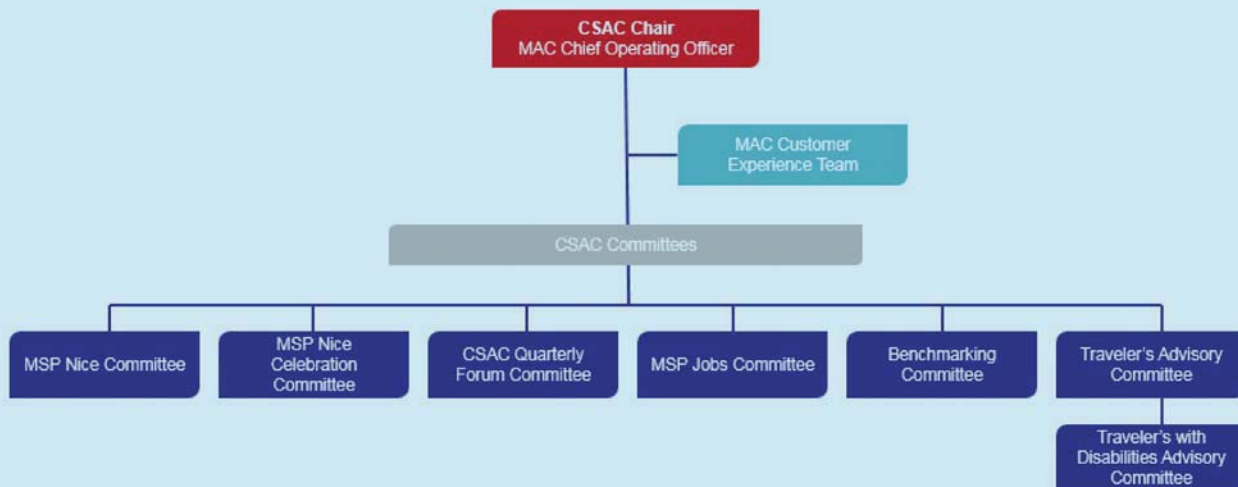
Spotlight - Customer Service Action Council

The Customer Service Action Council (CSAC) is a collaboration between the MAC, airlines, tenants, vendors, and related service providers to promote the theme of MSP Nice: One Experience at a Time. CSAC initiatives focus on developing a customer

service culture, improving airport services, recognizing and motivating front-line service personnel, soliciting customer feedback, and measuring perceptions. Chaired by the MAC's chief operating officer, this group meets monthly and hosts semi-

annual public forums focused on customer service best practices.

It is divided into six committees to drive progress on topics of opportunity or improvement.



MSP Nice Committee

Provides training and promotes the five MSP Nice customer service standards for all airport employees.

Five Standards of "MSP Nice"

- Assure safety and security – our 1st priority
- Employ the circle of assistance
- Promote teamwork
- Embrace "going your way"
- Be "MSP Nice"

MSP Nice Card

CSAC has created a program that allows managers to recognize employees, across entities, whenever they witness customer service excellence. On the spot, they can present

employees with an MSP Nice card, which entitles the employee to a free non-alcoholic beverage at participating MSP vendors.

MSP Nice Award

This award recognizes any MSP volunteer or employee, regardless of their employer, who receives a written compliment from a member of the traveling public for demonstrating the MSP Nice Customer Service Standards. The employee is presented with a certificate, recognition pin, and gift certificate for \$10 toward a meal at MSP.

MSP Nice Celebration Committee

An annual MSP Nice Celebration event recognizes employees who have received the MSP Nice

Award for exceptional customer service over the past year. Watch the video from the 2015 celebration by clicking the image above!

CSAC Forum Committee

Conducts semi-annual public forums open to all airport employees promoting customer service and featuring current airport and aviation topics.

MSP Jobs Committee

Develops strategies and tools to attract, recruit, and retain employees for our MSP community.

Benchmarking Committee

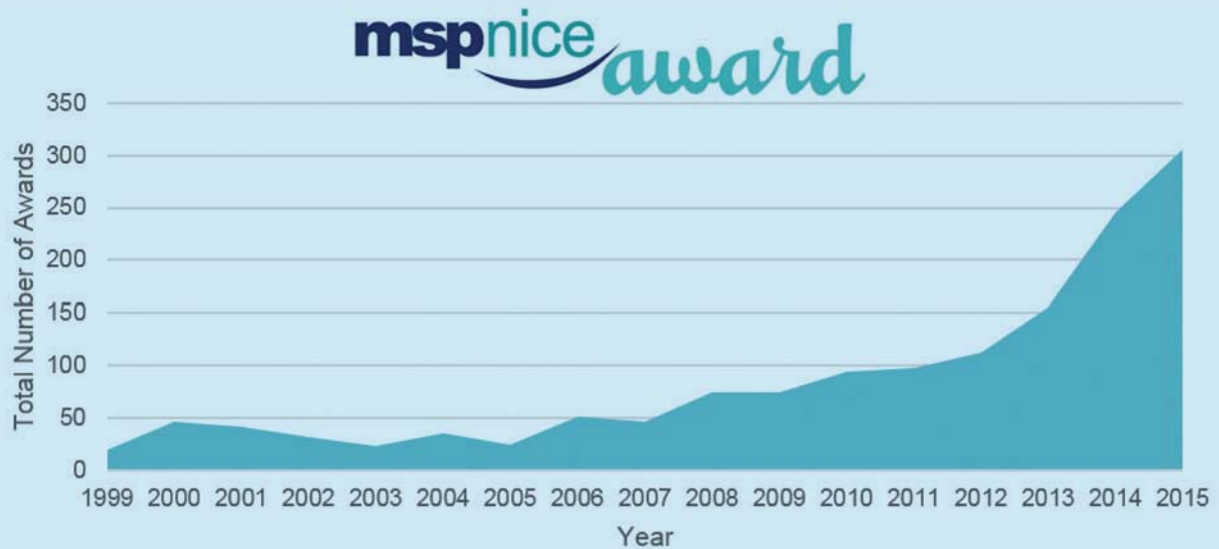
Conducts visits to North American airports every other year to gather best practices to benefit MSP customers and employees.

Traveler's Advisory Committee

Panel comprised of a range of demographics from the traveling public and airport representatives to identify key issues which impact travelers.

Traveler's with Disabilities Advisory Committee

Panel comprised of travelers with disabilities and airport representatives to identify key issues which impact travelers with disabilities.



Measuring our Customers' Experience

We utilize an array of methods to guide our understanding of our customers' experience when utilizing the MSP facilities.

The Airport Service Quality (ASQ) survey program provides the largest number of customer data points and comparative airports, with passengers being surveyed monthly and the MAC receiving quarterly and annual publication of the survey findings on the traveling public's perception of satisfaction. We utilize the ASQ survey findings as a "big picture" performance measurement tool with key findings shared at monthly CSAC meetings and annually with our board.



Our onsite, MAC- and Airport Foundation MSP-managed collection points outside of social media include:

- The **MAC Compliments & Complaints Database** as a means for customers to provide direct feedback. Complaints and compliments are collected on an ongoing basis via several methods, including in-terminal comment cards, contact forms on MSP websites, telephone conversations and written letters. Comments are distributed to the appropriate organization for a response and appropriate action, and are reviewed at CSAC's monthly meetings.

In 2015 we had a 99.69 percent closing rate for complaints, with a 0.457 ratio of compliments to complaints with Travelers

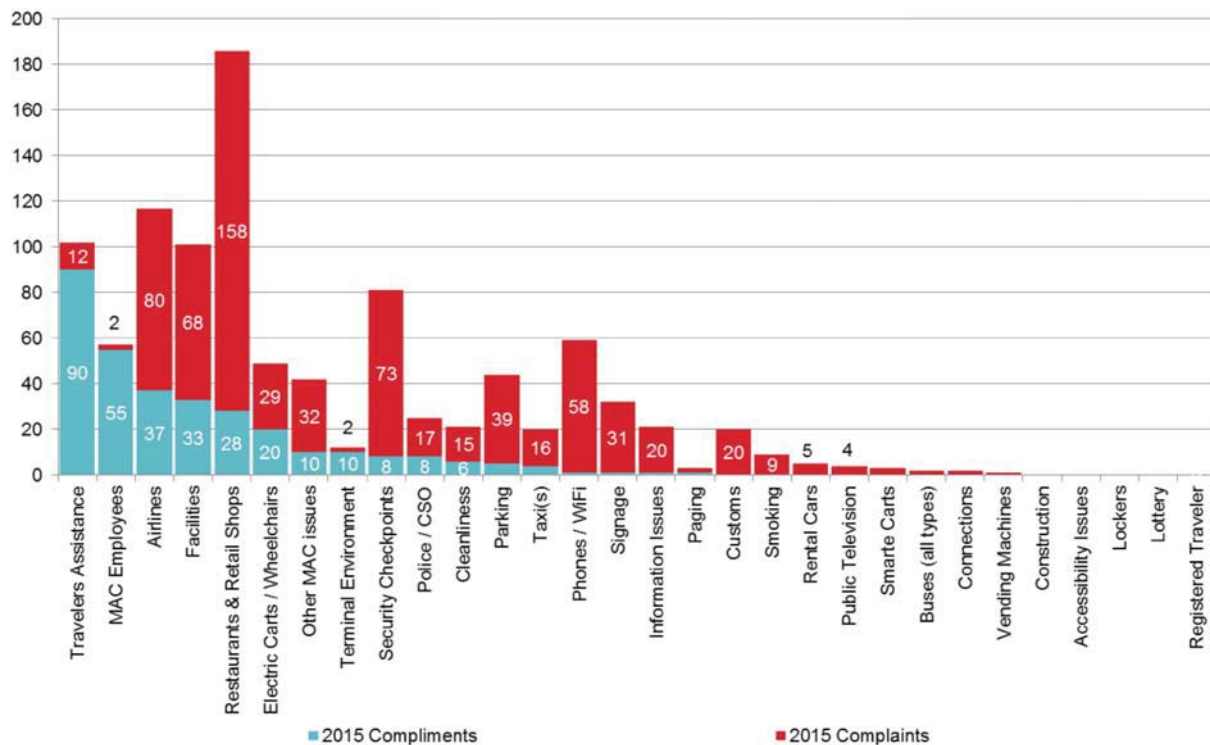
Assistance receiving the most compliments, and restaurant and retail shops the most complaints as we refresh our concessions program. Since 1998, most of the compliments received were related to Travelers Assistance, while most complaints were related to security checkpoints (restaurants and retail came in a close second). The Airport Foundation MSP operates the airport's Travelers Assistance program, and maintains its own Travelers Assistance Compliment and Complaint Database.

- The **Travelers Assistance Compliment and Complaint Database** is a means for customers to provide direct feedback through our airport volunteers. Compliments and complaints are collected daily from each Airport Foundation MSP information desk. This program

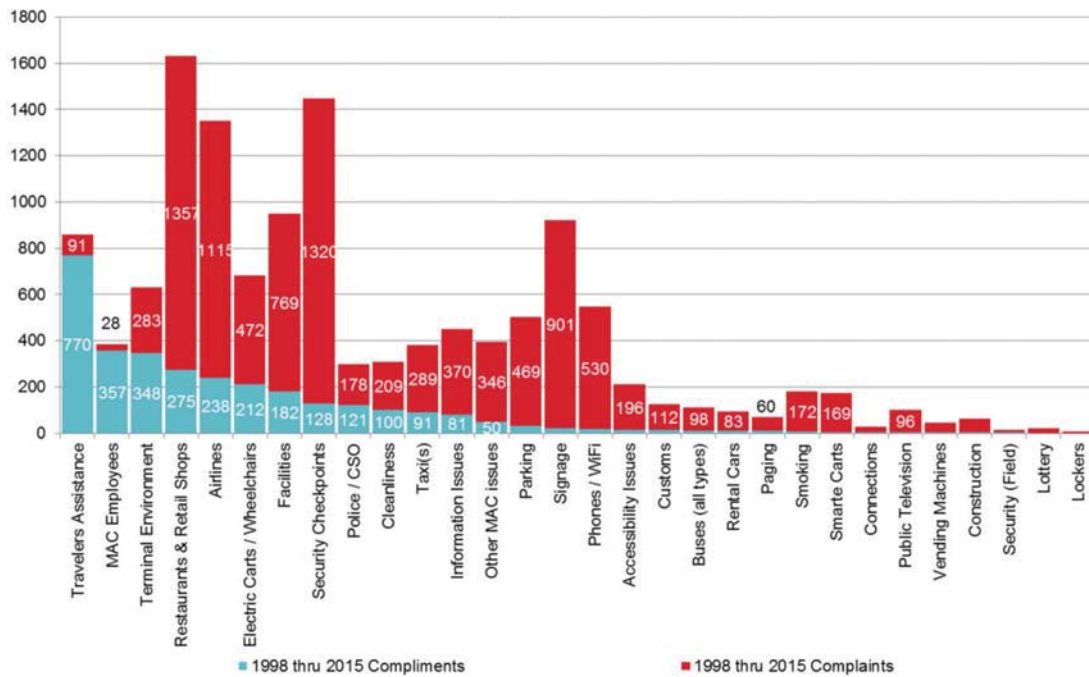
provides additional insights that might not have been identified from other resources. Results are reported at the CSAC monthly meetings.

We are governed by the Minnesota Government Data Practices Act. Access to data and data management is handled by the various departments responsible for those particular data. In 2015, there were no known data breaches or losses. We continually develop, enforce, and evolve our internet security and electronic data privacy practices to protect the personal information of passengers, employees, and anyone coming into contact with the MAC's various forms of data collection. When incidents do occur, we communicate openly and honestly.

2015 MAC Compliments & Complaints Database



1998 thru 2015 MAC Compliments & Complaints Database



Looking Ahead

As we embark on expanding our engagement on sustainability, we will conduct an analysis of high-impact sustainability collaborations, participate in or host events onsite to welcome individuals to the world of aviation, and expand partnerships with some of our most active onsite stakeholders, concessionaires, in our work.

Goal — Cultivate new and grow existing relationships

2017 – 2021 Objectives:

- Find opportunities to participate and engage in external sustainability initiatives
- Create and align opportunities for communities to learn about the world of aviation
- Engage airport tenants in opportunities and expectations to participate in our sustainability program

Develop Opportunities

Our spirit of innovation extends beyond our internal operations to partnering with external bodies to create the right solutions to reduce our impacts, better manage our systems, and provide excellent customer service. Airports have changed dramatically in the last century – from dirt fields with short flights to now-bustling centers filled with shops and restaurants for short- and long-haul trips.

Some of our most innovative partnerships are...

It's Electric! Transitioning to Electric Ground Support Equipment

Since 2014, we've worked to support Delta Air Lines' development of an electric ground support equipment (GSE) fleet at MSP. When Delta purchased six electric bag tugs, we purchased and installed charging stations in areas where Delta, and other airlines, could access and utilize them. Delta tested its six electric tugs throughout 2015 and all of the varieties of weather Minnesota has to offer. The tugs performed flawlessly and as a result of their strong operational reliability, Delta added two electric belt loaders and two electric jet tugs to its MSP fleet by the end of 2015. In the first half of 2016, Delta added one more electric bag tug and one additional jet tug.

Strong communication between the MAC and Delta produces a just-in-time inventory of charging stations to match the electric GSE fleet growth, and we look forward to our continued partnership with Delta to develop strategies for the long-term electrification of ground equipment at MSP.

Reaching out to Bring the Community In

Through outreach to a broader base of communities including minority-owned business, local restaurant groups and associations, and other community engagement platforms,

we have been working hard to help our surrounding community understand the opportunities for operating at the airport. One of our success stories is the Stone Arch Restaurant, a craft beer-themed full-service restaurant and bar. Through a competitive bidding process, they won a standalone concession at Terminal 1-Lindbergh due to open in 2017. As an Airport Concessions Disadvantaged Business Enterprise operator with a local Minneapolis team creating the development concept, and their partnership with the Minnesota Craft Brewers Guild, they will be contributing to the local economy for many years to come. The craft beer guild provides an access point to brewers across the state of Minnesota to bring their product to the 36 million passengers going through MSP every year.

From Crop Rows to Runways – The Hagie

Our Field Maintenance Department is a world leader in airport snow management, having garnered the prestigious Balken Post award for snow removal more often than any other airport in North America. Recently, our snow removal team worked with a vendor to re-engineer a piece of agricultural equipment to plow the high-clearance runway lights rapidly – a job formerly performed by hand by up to 14 individuals at a time. Our team imagined a machine could make the process more efficient, but after

searching the market, the equipment they desired did not exist.

They searched for an interested partner to help them develop the equipment and, following that interest, were able to design, test, and revise the model to enhance plow performance and increase the machine's multi-tasking ability. The machine is now in operation and has significantly reduced the time necessary to remove snow from the thousands of lights and signs on MSP's airfield. This innovation reduces fuel burn from flights that might otherwise need to circle the airport waiting for runways to be cleaned and available.

Partnering to Help our Community - Bee Veterans

In 2015 the University of Minnesota's Bee Squad, the Airport Foundation MSP, and the MAC launched the Bee Veterans program at MSP. The Bee Veterans program was created by the University of Minnesota's Bee Squad in 2014. We and Airport Foundation MSP are the hosts of one of the first sites in the nation that will study the therapeutic impacts of beekeeping for veterans with Post-Traumatic Stress Disorder (PTSD).

This will include weekly, or more frequent, sessions with veterans led by the Bee Squad and other veterans. Sessions are scheduled to occur on Saturdays. A local business, the Beez Kneez, will join the veterans and their families and bring their pedal-powered extraction machine and provide participating vets with honey from the hives. The site held eight hives in 2015, and will potentially expand to 16 hives in 2016 or 2017. Participating veterans will receive a special Bee Veterans coin for participating.

Opening up to Lock Down – Energy Monitoring

Our Energy Management Center and partners designed a dynamic self-branded Intelligent Monitoring and Control System (IMACS) to manage energy and other operational aspects in real time. The system is

integrated across HVAC, plumbing, information technology, our backup generator fuel storage, lighting, water, natural gas, and electrical systems for MAC facilities. IMACS has been implemented in over 70 percent of related systems with implementation in the remaining systems in progress. The system was designed to provide a MAC-specific solution that would increase efficiency, reduce energy use, and control energy management system costs.

We are looking forward to continually evolving this system with the ever-evolving MSP campus!

Guiding Efficient Flight Procedures with the Community in Mind

On a constant mission to reduce the impacts of aircraft noise on our surrounding communities, we have been investing in a range of noise mitigation technologies, programs, and exploratory efforts since 1977. In 2007, the MSP Noise Oversight Committee (NOC)

reviewed a new approach to managing flight procedures called NextGen, investigating whether it would enhance noise abatement procedures. The Federal Aviation Administration (FAA) implemented NextGen aircraft arrival procedures at MSP in 2015, in line with criteria the NOC had put forth including expectations for public engagement.

Specifically, airport user and community representatives on the NOC worked together to pass a resolution establishing guidelines for community engagement, should the FAA expand the program to include departing aircraft at MSP. The NOC took on the role of conducting educational open houses and its own noise study to ensure that the surrounding communities had access to resources on the procedure changes. This collaboration underscores the importance of engaging with airport officials and surrounding communities both early on and during procedure development and implementation.

Changing with our Passengers

As passenger numbers continue to grow, so too do the needs of our ever-changing passenger population. We have been integrating changes within our Capital Improvement Program, operations, and policies to meet the needs of shifting passenger demographics. From the high-tech traveler to people who are elderly or disabled, our amenities and service model continue to evolve. To that end, we created the Travelers Advisory Committee and the Travelers with Disabilities Advisory Committee.

We have been building out a broad range of amenities to make the travel experience more

enjoyable, including pet boarding, complimentary Wi-Fi, portable device charging stations and seating, storage lockers, designated quiet areas, Travelers Assistance, meeter/greeter centers, a real-time parking availability information system (web and desktop widget), art exhibitions, and children's play areas.

Highlights include:

- **Pet Relief Rooms** – Service animals and pets need facilities when traveling, too. MSP offers indoor as well as outdoor pet relief facilities at both MSP terminals. These rooms were used over 4,400 times in 2015.

- **Lactation Rooms** – For nursing mothers it can be challenging to express breast milk while on the go. Finding spaces that are clean and private, and provide access to power is often difficult. We created soothing lactation rooms to help moms on the go, and have seen the rooms' popularity rise quickly, as evidenced by the nearly 1,400 uses in their first year of operation.

- **Nursing Mother Room** – We understand that finding a quiet, private place to nurse your child is important so we've created a nursing mother's room that was used over 1,600 times in its first year of operation.

- **Amenities for Aging Passengers** – Airline electric cart, wheelchair, and special assistance services were used by nearly 6,900 passengers in 2015, and will become increasingly more important as

more elderly passengers continue to travel.

tablet functionality available at the Travelers Assistance booths.

- **Interpreters** – This service was utilized over 400 times in 2015 and is expected to expand with new

As we look forward, we will continue to expand our offerings to engage and support our passengers.

Enhancing Accessibility

We have developed a special focus on improving the accessibility of MSP through ground access transportation options, wayfinding, amenities, and onsite programs. This includes a special focus on disadvantaged passenger groups such as people who are elderly or disabled.

Metro Transit, our local transit authority, provides discounted rates for such travelers that can be used for bus and light rail transit options to MSP, making use of the airport more affordable and accessible to those using mass transit. Once onsite, passengers have a variety of support systems including accessibility service maps for Terminal 1-Lindbergh and Terminal 2-Humphrey, paging that includes audio, text, and visual communications, and now video

relay interpreting technology at our Travelers Assistance booths to help answer questions for those with varying abilities and language needs. We have a dedicated place on MSP's website that provides up-to-date information on accessibility at MSP.

As MSP undergoes construction on new and retrofitted amenities, accessibility is part of the discussion from design to delivery, already resulting in more accessible-friendly restrooms and retail spaces. In 2015, MSP received a Certificate of Honorary Recognition from the Minneapolis Advisory Committee on People with Disabilities for work with the deaf, deaf-blind, and hard of hearing community to provide a more equitable airport experience for travelers with hearing disabilities.

To keep our focus on being responsive to the needs of those traveling with disabilities, we've created two opportunities for active listening and problem-solving: the Travelers with Disabilities Advisory Committee and the Navigating MSP program. In addition, our airport partners are offering a range of services to help those in need including TSA Cares which provides both screening and passenger assistance. The helpline provides answers to questions regarding screening policies, procedures, and what to expect at the security checkpoint. If you would like hands-on assistance, TSA Cares passenger support specialists are there to walk you through the process.

Travelers with Disabilities Advisory Committee

Founded in 2014, the Travelers with Disabilities Advisory Committee is a panel comprised of travelers with disabilities and airport representatives brought together to identify key issues that impact travelers with disabilities and solutions to address those impacts. This committee is part of our broader program on customer service, the Customer Service Action Council.



It is vital that the MAC and the MSP airport community provide the most equitable airport experience for all of our travelers. The Travelers with Disabilities Advisory Committee exists to gain valuable insights from travelers and advocates with disabilities so we can make more-informed decisions about making our airports as accessible as they can be.

Phil Burke, Director of MSP Operations, MSP International Airport
Chair, Travelers with Disabilities Advisory Committee
Member, Minneapolis Advisory Committee on People with Disabilities (MACOPD)

Navigating MSP

Originally focused on autism, Navigating MSP is a partnership with the Autism Society of Minnesota and Fraser. Although we have offered tours informally to families with children with autism since 2003, we launched the Navigating Autism program in 2013 to formalize bi-monthly, guided tours of MSP for families with children with autism to familiarize them with the airport's layout and associated processes.

The goal is to reduce stress for customers with disabilities by providing mock scenarios that direct participants through typical airport procedures, such as entering MSP, checking in for their flight, going through a Transportation Security Administration (TSA) security checkpoint, boarding an aircraft, and finding a seat. Airport, airline, and TSA personnel receive appropriate training to contribute to these tours

as well as for their general interaction with and treatment of these special needs groups.

In 2015, we expanded the program to include any traveler wishing to feel more comfortable with their airport experience. Since 2013 we have welcomed 1,378 travelers through the program.



The Airport Foundation MSP was formed in 1982 to enhance the passenger experience, and provides a unique form of public engagement - nearly 400 volunteers, including Service Specialists and Navigators. Over \$6 million has been donated by the Foundation for airport beautification, arts and culture, travelers' assistance, and visitor information.

The Airport Foundation MSP hosts an array of events throughout the year including the annual "State of the Airport" luncheon, which is attended by businesses and civic leaders, and co-hosted with local chambers of commerce. Such events build community and provide communication with external stakeholders. The Foundation also supports a Travelers Assistance program, which engages passengers and provides services throughout MSP. This includes programs such as the service specialists that answer travelers' questions and the pet ambassadors that provide therapy and companionship throughout the airport.

In partnership with the Customer Service Action Council, the Foundation created the MSP Employee of the Year Award

to honor MSP employees who provide outstanding customer service. This award is given annually to three employees nominated by their peers.

In 2016, the Foundation will expand the Travelers Assistance program to include activities in Terminal 2-Humphrey, develop regional tourism volunteer program with area partners, and research the creation of medical passenger support services.

The Foundation also aims to expand community engagement in many ways, including by:

- **Supporting convention and visitor bureaus, hospitality/tourism groups**
- **Bringing together MAC, Tenant, and Foundation leadership to clarify focus for community outreach and roles and responsibilities of all parties**

- **Supporting the MAC with sustainability efforts**
- **Installing digital displays in the terminals**
- **Restoring existing commissioned art at the terminals**
- **Implementing programming and content for screening room**
- **Working with the MAC on expansion designs and architectural installations at the terminals**
- **Increasing communications with the airport community**
- **Increasing and refining its social media presence**
- **Hosting the American Association of Airport Executives Arts in Airport Conference**
- **Keeping communications strong with MAC employees and departments**
- **Installing Arts@MSP digital rotating exhibit galleries at Travelers Assistance booths in the terminals**

Advancing Art, Music, and Film

Minnesota is home to a wealth of incredible regional artists; with a dedication to making our passengers' experience at MSP delightful, we have been investing in the arts at the terminals for several decades. We established the MSP Arts and Culture Program in partnership with the Airport Foundation MSP. The program is guided by the Arts and Culture Steering Committee, and is directed by the MSP Arts and Culture Master Plan. Its mission is to enrich the public's experience and promote a sense of place through arts and

culture. The program includes an annual employee art show, which is open to all MSP and MAC employees, volunteers, and their families. In 2016 our board approved a percent of the Capital Improvement Program for the arts and culture program to create a sustainable funding model for future expansion.

Highlights of the program include:

- **A showcase of local artists' work in commissioned pieces and rotating exhibits**

- **A new film screening room, called See 18, featuring short films and documentaries from the Upper Midwest region located at gate C18**

- **Music, dance and theatrical performances at both Terminal 1-Lindbergh and Terminal 2-Humphrey**

- **Art Restoration at MSP**

- **The Annual MSP Employee Art Show**

Infusion into the Economy

The MAC is one of the largest economic drivers in the Twin Cities metropolitan area, and maintaining the economic viability of our airports system is essential for the long-term economic sustainability of the region. We have undertaken efforts to improve the long-term viability of our operations, and are increasingly dedicated to creating a competitive space for Disadvantaged Business Enterprises (DBEs), Airport Concessions Disadvantaged Business Enterprises (ACDBE), and Targeted Group Businesses (TGBs).

It is our policy to provide, promote, and develop opportunities for minorities, women, and socially and economically disadvantaged persons to participate in the procurement, leasing, professional services, and construction programs for the MAC.

We participate in the following organizations:

- **Minnesota Minority Supplier Development Council**
- **Metropolitan Economic Development**

Association

- **Airport Minority Advisory Council**
- **Association of Women Contractors**
- **Minnesota American Indian Chamber of Commerce**
- **OutFront Minnesota**
- **National Association of Minority Contractors**
- **Hispanic Chamber of Commerce of Minnesota**
- **Minnesota Uniform Certification Program**
- **Quorum GLBT Chamber of Commerce**

Spotlight – MN Unified Certification Program (MNUCP)

We are part of a collaborative effort with the Minnesota Department of Transportation, the Metropolitan Council, and the city of Minneapolis called the Minnesota Unified Certification Program (MNUCP) for Disadvantaged Business Enterprises (DBE). MNUCP is a one-stop shop

tasked with certifying small women- and minority-owned businesses that meet the requirements of the DBE Program, which encourages fair and equity contracting practices and helps support disadvantaged businesses. DBEs then are eligible to work on federally-funded U.S. Department of

Transportation projects. Recipients of Federal Aviation Administration, Federal Transit Administration, and Federal Highway Administration funds are required to implement a DBE Program under the Code of Federal Regulations (CFR) 49 Parts 23 & 26.

Disadvantaged Business Enterprise Program

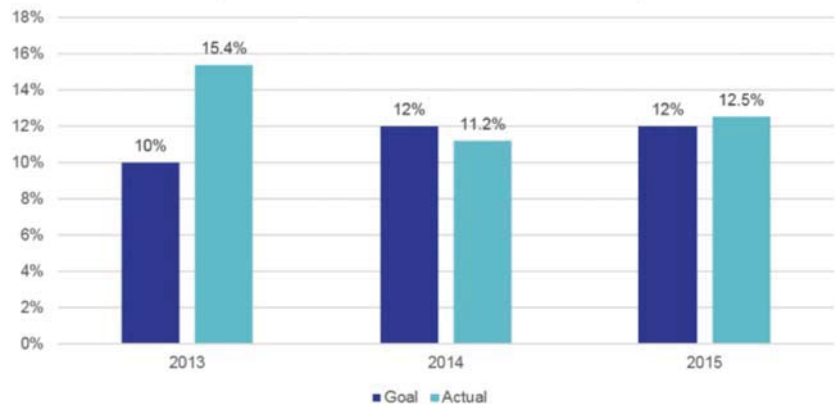
Our DBE program achieved a 12.5 percent participation rate in 2015 in the areas of trucking, concrete, electrical, fencing and traffic control, surpassing our goal of 12 percent. Therefore, we have raised our 2016 goal to 14 percent.

This program is attached to all federally-funded contracts through grant assurances. DBEs are defined as companies that are 51 percent owned by a woman or minority; independent, controlled by woman or minority, and is a small business. We submit our DBE goals to the Federal Aviation Administration for approval on an annual basis.

The DBE Construction Plan (revised February 2014) applies to

all construction and construction-related projects that are funded partly or in whole with federal dollars.

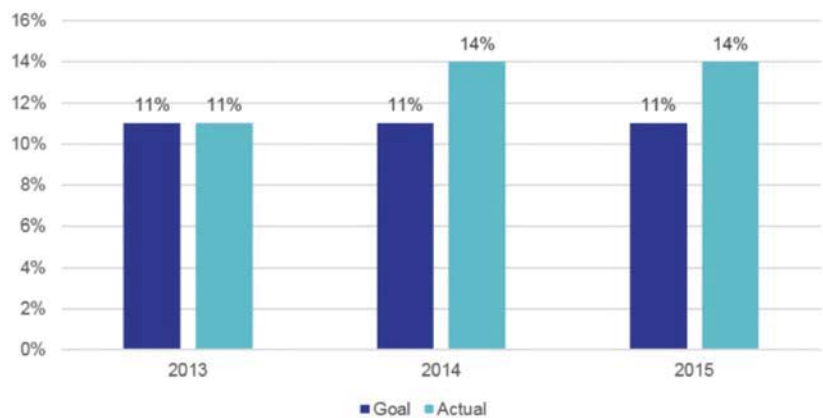
DBE Program Performance versus Goal Year upon Year



Airport Concessions Disadvantaged Business Enterprise Program

Similar to our DBE program, our ACDBE program is specific to concessions at the airport. In 2015, we achieved a 14 percent ACDBE participation rate with 30 subleases and 87 ACDBE Primes in the areas of electronics, coffee, food, news and gifts, shoe shine, and retail. This outpaced our goal of 11 percent for 2015, motivating us to establish a 16 percent goal for 2016 based on the DBE directory, census data, discretionary economy increase (3 percent), re-leasing program, capacity of current ACDBEs. The DBE Concession Plan applies to concession operations, leasing activities, construction, and purchasing of goods and services at MSP. These business owners generated \$28 million in revenue at MSP in 2015.

ACDBE Program Performance versus Goal Year upon Year



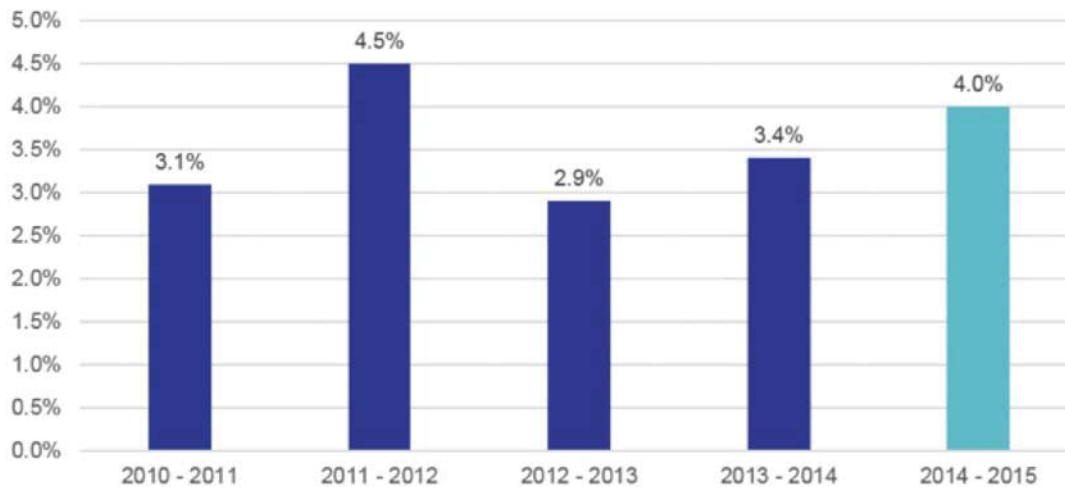
Targeted Group Business Program

We participate in the Targeted Group Business (TGB) Program in the area of goods and services, consulting, and construction projects. Our program provides certified targeted group businesses with increased access to supplies, equipment, and minor maintenance contracts for non-federally funded expenditures.

The TGB Program attaches to all non-federally funded activities. Businesses have to be small (based on gross receipts) and Minnesota-based. The program has similar requirements as the DBE program with the exception that it includes disabled-owned businesses. TGB Program goals are set on individual

projects, purchases, and services. The TGB Program partners with the MAC to increase participation in the area of office supplies and advertising and encourages use of the TGB Directory available on the state of Minnesota's Materials Management Division's website.

Targeted Group Business Performance Year upon Year



Looking Ahead

Moving forward we will continue to seek out opportunities to develop our sustainability potential through non-aeronautical revenue streams, explore of partnership opportunities to achieve our sustainability goals, and support our teams as they engage externally on sustainability.

Goal — Become a resource for collaboration and foster opportunities for innovation

2017 – 2021 Objectives:

- Identify innovative sustainability opportunities and establish key strategic partnerships
- Train internal staff on how to represent the MAC when discussing the SMP
- Meet with key groups to identify collaboration potential within the bounds of the SMP



Share our Sustainability Story

We view open, honest, and proactive communications with our followers as an essential piece of our business. Through a variety of channels, we communicate and share information about our organization. The introduction of formal channels for sustainability communications is new as of 2015 with the launch of our sustainability newsletter and now with the development of our first formal sustainability report and dashboard.

We are excited to invite you along on our journey as we infuse sustainability into everything we do!

Sustainability in Action at our Airports

There's nothing like being there in person, which is why we are expanding our work to include sustainability-specific tours of MSP and special events on Earth Day. We will be formalizing our sustainability tour program in 2016 and launching in 2017, offering tours with different focuses such as sustainable

concessions, energy performance, and an overview of the airport's sustainability highlights. Look for more information in 2017 on how you can join us at MSP.

On special sustainability holidays, we will be celebrating in style when you fly through! Over the years we

have celebrated Earth Day in the terminals with displays ranging from electric cars to sustainable travel tips. We are looking forward to getting creative to see how we can further engage our traveling public in celebrating sustainability.

Sustainability Reporting

Our rich history of sustainability investments and our future ambitions to lead in the industry are efforts we invite you to follow. To provide a lens into our work and progress as we build, pilot, launch, and learn along our sustainability journey, we've developed a series of communications tools to bring our work to life and provide up-to-date information about our progress. Here are some of the ways in which you can join us in the years to come:

Sustainability Website

As we launch our first sustainability management plan, we are also launching our first website dedicated to sustainability. Online, this report offers an overview of our history

of sustainable investments, past performance, and a look to the future. 2016 marks publication of our first sustainability report, and we look forward to providing annual updates on our progress on the ambitions identified in this report.

Sustainability Performance Dashboard

We are dedicated to creating an open and honest dialogue. Therefore, we have joined hundreds of other government entities to create open performance dashboards that enable our stakeholders to follow our work and progress toward goals. 2016 marks the first year of this dashboard, through which we lay out a variety of indicators and stories

to communicate how we are doing and where we are headed. We look forward to continually evolving our dashboard, from adding new metrics, to sunsetting accomplished goals, and to setting ambitious targets for the future.

Sustainability Newsletter

In 2015 we launched our first sustainability newsletter highlighting the work underway on solar, green roofs, and general performance across the board through a series of fun infographics. We are growing this newsletter into a quarterly publication to offer you more frequent updates on our work and how sustainable travel and airports fit together.

MAC and MSP Reporting

MAC and MSP Social Media

We are social! Join MSP Airport on Facebook, Youtube, Twitter, and Instagram for updates on our work, and fun tips on Earth Day.



Livestreaming Commission and Committee Meetings

As a public entity, we have increased our open and transparent communication by livestreaming our board and committee meetings, with notes and video playback available

post-meeting. This service enables our stakeholders to understand better the decisions that have been made, and what we will be discussing and voting upon, and invites them to follow along in real time. Digital videos of the meetings

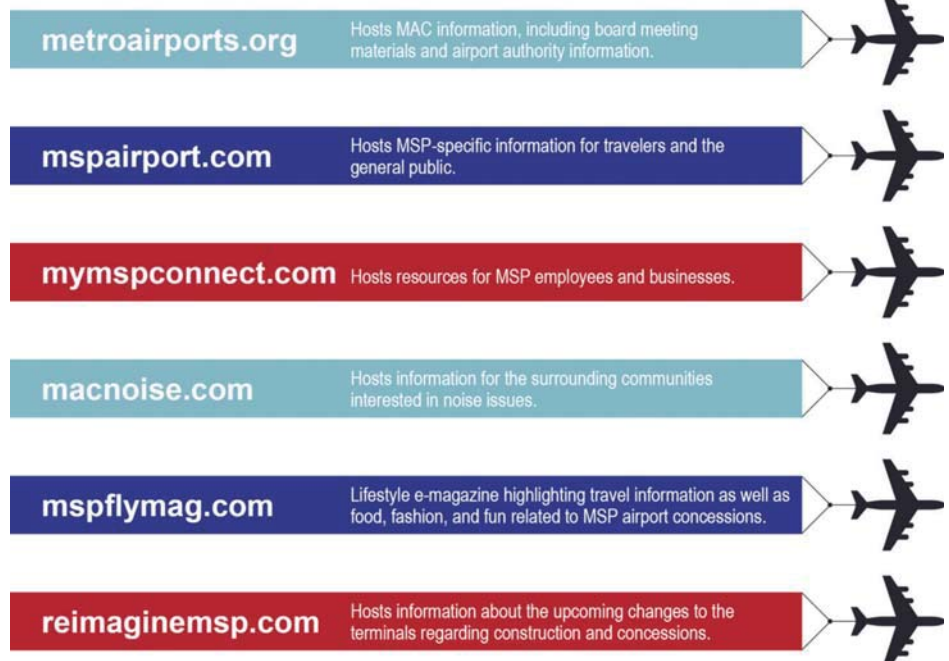
are also available for playing on demand at the MAC website. Our sustainability work is most commonly presented to our board for guidance and approvals.

MAC and MSP General Websites

We offer several websites for communicating useful and timely general information about us and MSP.

MSP's web pages provide specific information related to operations, development, flight times, parking, airport statistics, tenant information, and amenities available. The Metropolitan Airports Commission webpage communicates information pertaining to airport authority business, including public meetings, business opportunities at MSP and the MAC, information related to airport operations, development, and governance.

The websites offer opportunities to subscribe to a variety of MAC newsletters and topic-specific informational bulletins that deliver current information related to MSP and the MAC.



Videos

We have produced a series of videos to further information on airport activities and operations for internal and external purposes. We recently hired our first videographer to increase our video resources. You can watch our stories on our

MSP Youtube and MAC Youtube channels.

E-Newsletter Subscription Service

In 2015, we launched a subscription-based service through which anyone can receive topical e-newsletters and bulletins about the MAC

and its airports. This proactive communication vehicle has seen enormous growth in its first year and includes information pushes on general MAC news, construction updates, sustainability information, noise updates, and other topics.

Additional Avenues for Information

We also offer a series of publications and websites that provide more specific information on our work including:

- **Annual Report to the Legislature** – A report containing information and updates on the MAC's seven airports, including data

on passenger levels, aircraft operations, and numbers of based aircraft

- **Annual Budget Report** – A report containing our annual financial performance including debt service coverage, bond ratings, and organizational performance.

- **Strategic Plan** – A report containing our business plan for the future including major initiatives and performance indicators.

- **Long-Term Comprehensive Plans** – Plans for potential development at each of our airports.

Looking Ahead

As we increase our sustainability work, we are also expanding our efforts to collect and share that information with you! Our future plans include formalizing our sustainability tour and events program, launching a process for internal sustainability story submissions, and getting the word out through a variety of mediums including reports with annual updates and our quarterly sustainability newsletter. We invite you to follow along as we build on our history of sustainable actions.

Goal – Develop, manage, and grow our sustainability story

2017 – 2021 Objectives:

- Create a plan for sharing our sustainability story using digital and online formats
- Create a plan for sharing our sustainability story through face-to-face interaction
- Establish a process by which MAC staff can submit ideas for possible sustainability stories to be featured on our online and digital formats

Empowering our Team


We are home to 600 excellent employees!

2015



37
new hires

49%
unionized employees

500+ 
ideas generated through
employee brainstorm on sustainability

3.38%
rate of turnover

7,743
LEDs installed in
parking ramps



312
onsite health
screenings

3 fitness
centers



96%
of employees are based
on the MSP campus

Create an Inclusive Culture

We believe in modeling and supporting a positive workplace culture based on our values of integrity, teamwork, innovation and excellence, fiscal responsibility, commitment to the community and the environment, and employee development. We are dedicated to continuing our strong history as a high-performing organization where employees experience excellence in leadership, challenging work, and opportunities for growth and development while being rewarded competitively.

Where Our Employees are Located

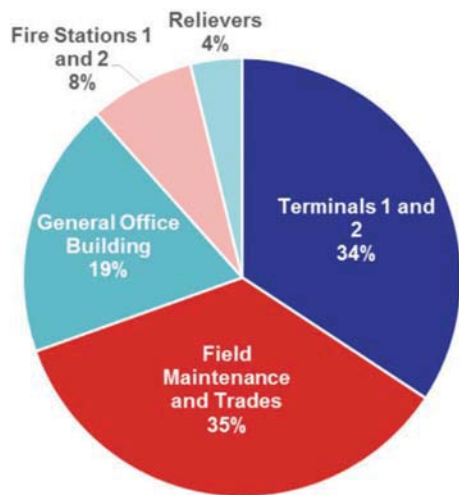
On a busy set of airport campuses, our employees are often on the go!

The majority, 96 percent, of our employees are based on the MSP

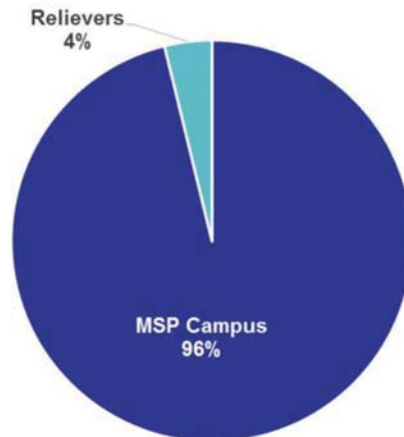
campus and spread primarily across the two terminals, the general office building, two fire stations, and the field maintenance and trades buildings. The majority of

our employees, 74 percent, reside in the Twin Cities and surrounding suburban areas.

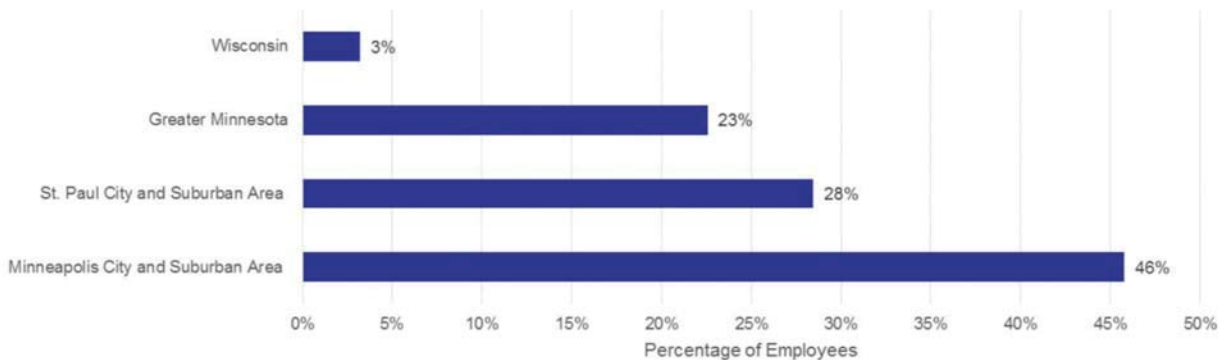
Locations of MAC Employees



Employees Based at MSP compared to Reliever Airports



Where MAC Employees Reside





Employee of the Year

Mark Takamiya, Operations Agent Terminal 2-Humphrey

Mark, a Terminal 2-Humphrey operations agent, is a walking encyclopedia of airport knowledge. He knows the entire MSP campus like the back of his hand and goes out of his way to help the traveling public. In addition to excelling at his job, Mark spends his days off supporting MSP by volunteering for Airport Watch, the Airport Foundation MSP's Travelers Assistance program, and Customs and Border Protection. He's also a member of the Airport Community Emergency Resource Team (ACERT).

What inspired you to come and work at the MAC?

Growing up in Honolulu, and watching aircraft departures out of Honolulu International Airport, I was always intrigued and fascinated by and drawn into anything aviation related. I've been a pilot and public affairs officer in the Air Force, worked in Flight Ops at Northwest Airlines/Delta Air Lines, and while working as a part-time employee with the MAC in the Information and Paging Office I also worked as a Delta Global Services contractor with Delta In-Flight Service at the MSP flight attendant base. Moving to a full-time position with the MAC was a natural progression.

What do you find fulfilling about your role at the MAC?

As an aviation geek, there are few days where I feel like I am at "work." Many days I feel like I'm indulging in a hobby and having an opportunity to learn new facets of the industry, from a terminal operations perspective, to add on to my previous military and airline experience. Different days present different challenges or problems to solve and there are days where you

can see some pretty cool things, like Icelandair's "Hekla Aurora" (Northern Lights)-themed aircraft which recently pulled into Terminal 2-Humphrey for a rare visit.

What do you bring to the MAC that is unique?

I think my blend of experiences as a former military aviator and public affairs officer, my experiences with a mainline carrier and a subsidiary contractor, my experiences as an Airport Foundation Travelers Assistance volunteer for more than six years, and my travels have given me a diverse and broad knowledge base of aviation operations and an appreciation of what is different at MSP compared to other airports.

What is your perspective on the MAC's focus on customer experience?

MSP will never be one of the largest, well-known port of entry airports with many different international carriers and destinations like JFK, LAX, or ATL, but something that MSP can strive for, based on its size and relevance to travel, is its unique "brand" of customer experience. It is the one thing that can be easily executed without large capital

expenditures and it isn't dependent on the economic environment. Everyone can be a contributor and given how stressful travel can be, it is easily appreciated by all.

How did you feel when you won Employee of the Year? What were the highlights of that experience for you?

I feel like I am just doing my everyday job and still have a lot to learn - I've only been in my current position for just over a year -so, in that sense, it was a slight surprise. I had been in a part-time position at the Information and Paging Office 1.5 years prior, so I am still relatively new to the environment. I was glad some of the other activities I have been involved in were also cited and recognized.

Thank you, Mark!

Spotlight – Volunteering and Giving – Plunge, Race, Drive, Donate

Our people are dedicated to the communities where we operate and where they live. Employees at the MAC participate in a number of volunteer and fundraising programs outside of work including Relay for Life at MSP, American Heart Walk, American Cancer Society, Polar Plunge and an annual plane pull for Special Olympics Minnesota, Toys for Tots and blood drives. Volunteers also sit on boards for the Bloomington, Eagan, and Greater Minneapolis Conventions and Visitor Bureaus and many community or topic-specific entities.



Employee Engagement

As public servants, we are driven to provide high-quality service to the traveling public, the state of Minnesota, and the aviation industry. We are passionate professionals who push ourselves to innovate in a highly-regulated environment.

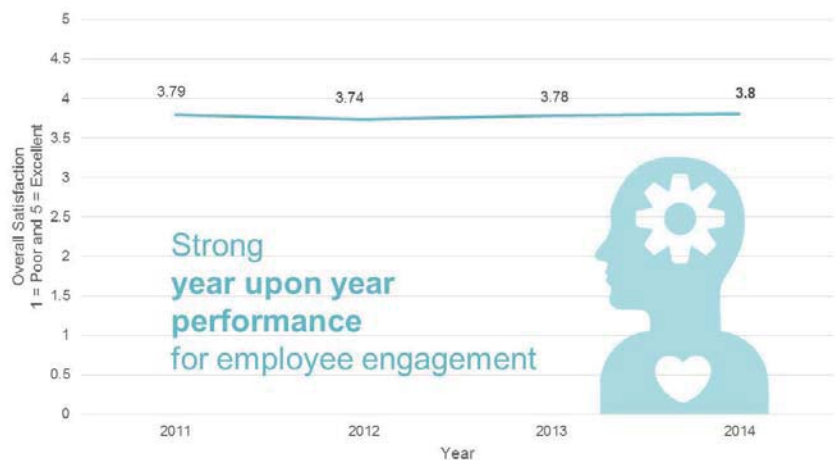
We assess employee engagement through a variety of methods including an annual employee engagement survey that measures the level of satisfaction and engagement among MAC employees across four categories: employee involvement, work environment, performance leadership, and employee satisfaction. We received a 70 percent response rate in 2014, achieving our highest score in response to “MAC is a good place to work” (4.17 out of 5 points), a testament to our strong work culture which is often described as the “MAC Family.” Our lowest score in 2014 was for the statement “MAC as an organization solicits

ideas and suggestions” (3.38 out of 5 points), which offers us a specific area to further improve our management style. The survey was not administered in 2015 due to a retirement in the office that manages the survey, but it will be conducted again in 2016.

Our departments often host events to celebrate achievements, or keep

traditions alive with our tenured workforce. These are informal, unique gatherings that help bring employees together to learn about one another’s work and connect. We also host a series of topic-specific engagements such as our Live Well, Stay Well program.

Employee Engagement Index by Year



With 49 percent of our workforce unionized, we have regularly-scheduled labor-management meetings with most organized employee groups to discuss and share information openly on topics of interest or specific problem

areas. Operational changes are discussed at these management-directed meetings and how the changes will affect employees is covered. Unions may request further discussion, negotiation, or file a grievance if a change violates the

terms and conditions of employment documented in the collective bargaining agreement. Grievances have an established procedure for filing and resolution.

Spotlight – One Organization, One Brainstorm, 500+ Ideas

To increase the transparency of our work and make it more tangible, we created an all-staff engagement point when we launched an internal ideas submission platform called MindMixer. We received more than 500 ideas over the course of three months, primarily online, with some paper and in-person submissions as well. Reviewing and

aligning the submissions resulted in over 270 unique ideas that range from small opportunities for improvement to major policy changes relevant to each of our material topics. These ideas helped form the foundation of our sustainability strategy for the next five years, and are a testament to our employees' creativity. Our

biggest challenges were processing the overwhelming number of great ideas and choosing a select amount to be turned into projects in the first five years of our plan. We look forward to revisiting our large list of ideas annually to see if more will make it into the mix.

Diversity, Inclusion, and Equity

We believe strongly in a workplace where all employees are treated fairly and without discrimination, where local cultures and nationalities are adequately represented, and where there are equal professional opportunities regardless of gender, age, race, disability, sexual orientation, gender identification, or faith. Our sustained focus on diversity, inclusion, and equity will be incorporated into our Strategic Plan as well as our Sustainability Management Plan.

We will begin our work by defining diversity, inclusion, and equity for our organization, and then training our leadership and employees in those principles and in unconscious bias. Our Affirmative Action Plan outlines our commitment to affirmative action and equal employment opportunity

to all persons without regard to gender, disability, race, color, creed, religion, national origin, marital status, sexual orientation, public assistance status, age, or membership or activity in a local human rights commission. This plan is based on the Minnesota Legislature's designated protected groups – racial minorities, women, and persons with disabilities – and is approved by our board. It guides our investment internally and externally in diversity and inclusion, including program goals by job category.

We have committed to make every effort to recruit, hire, and retain protected group members for all positions and commit the necessary time and resources to achieve our Affirmative Action Plan and Equal Employment Opportunity goals.

We are reflective of the region for the following job groups:

- **Female firefighters**
- **Minority police officers**
- **Minority and female administrative staff**
- **Minority managers**

The first quarter of 2015 was a record quarter for us, with 42 percent of all hires being minorities, primarily in our Information Technology Department. Female managers/supervisors showed advancement. For job categories where we are not reflective of the region, we have set our 2014-2016 goals based on regional averages from the 2010 census, especially as we work to reflect the region and its

changing demographics including a dramatic growth in minorities from 17 percent of the population in 2000 to 24 percent in 2010.

We also have policies to ensure equitable salaries and wages, including equitable pay for female-

dominated jobs relative to male-dominated jobs, and submit a report to the state every three years on this topic. (These policies do not apply to non-MAC airport employees). Contractors are also responsible for complying with affirmative action and Equal Employment Opportunity

guidelines and may be sanctioned for non-compliance; such language is to be included in all contracts we establish with contractors.

Health and Well-Being of our Employees

We have a range of health and wellbeing activities for our employees and their spouses and dependents to encourage healthy lifestyles in and out of the workplace. These efforts fall under our Live Well,

Stay Well program. The program's objective is to create, ensure, and innovate a healthy workplace that includes work-life balance, incentives for healthy lifestyles, and access to affordable wellbeing

solutions, such as vaccinations. We host two major efforts to encourage healthy living for our employees and their families.



Health and Well-Being Committee

This 15 year-old volunteer committee of MAC employees from various departments has created countless health and wellbeing initiatives in the workplace. Some of its most notable achievements have included:

- **Well-Being Scorecard** – A holistic approach to proactive wellbeing management through the completion of a series of pre-approved social, financial, nutritional, or physical health activities; prize drawings and cash incentives promote participation
- **Fitness Centers** – Three free-of-charge fitness centers on the MSP campus for our employees and

their spouses to utilize; centers include fitness equipment, locker rooms, and audio/video capabilities

- **Move to Improve (MTI)** – Rewards 30 minutes of exercise for at least 12 days/month with a \$25 incentive
- **Health and Well-Being Events** – In partnership with Delta Air Lines and the larger MSP business community, the committee promotes participation in the annual Health and Well-Being Expo, Relay for Life, and Start! Heart Walk events. We host several blood drives a year at various MSP campus locations.

- **Nutrition Counseling and Seminars** – Up to three sessions are available for our employees, free of charge
- **Community Supported Agriculture (CSA) Program** – A centralized drop-off and pick-up site for CSA shares of organic produce to help our employees eat healthy
- **Onsite Walking Path** – In 2016 we completed a 1.75-km walking path outside our general office building that is available to the public and our employees.

Health Engagement Program

This program was started by the Risk/Insurance/Safety Department in 2014 to engage active MAC employees, their spouses and dependents, and retirees in outcome-driven and measurable improvements toward healthy lifestyles. The main offerings have included:

- **Health Risk Assessments –** Administered through a third party these assessments help participants assess their health and identify healthy lifestyle opportunities. There are online support and tools available to aid participants in achieving their

health goals. 414 of our employees took advantage of this program in 2015.

- **Onsite Screenings –** Free onsite screenings of MAC employees and their spouses and dependents to test cholesterol, HDL, glucose, and blood pressure. In 2015, a total of 312 onsite screenings took place.
- **Health Coaching –** An annual 30-minute session with a Health Coach to set goals; contributes to eligibility for a financial incentive. We conducted 702 coaching sessions with employees in 2015.

- **Flu Vaccinations –** Onsite, free flu vaccinations for MAC employees, their spouses and dependents, and retirees, during a one-day event held throughout the MSP campus. In 2015, we had 332 participants



Wellness by Design

In 2015, Hennepin County's Wellness by Design program awarded us the Platinum + Green Award for companies and governmental agencies with wellness activities/promotions available to employees.

Looking Ahead

We are eager to continue building upon our foundation of inclusivity at the MAC as we say farewell to many of our longstanding, tenured employees and say hello to the new wave of employees. Investments in diversity, inclusion and equity through a five-year action plan will help guide our organization's continual evolution. Connection events including health and wellbeing opportunities and continually reviewing our changing employee base's desired forms of communication to ensure they are getting the latest on the organization will help keep us connected, well, and engaged.

Goal – Create and sustain a welcoming workplace through inclusion, connection, and communication

2017 – 2021 Objectives:

- Support an equitable culture
- Promote a culture that provides opportunities to succeed, collaborates, gives, and celebrates
- Use and measure the effectiveness of the best tools for communicating with our diverse employee base

Grow and Retain Talent

As a public entity, it is critical that we invest in, grow, and recognize our employees.

Talent Attraction

With a strong workplace culture, competitive benefits package, and a history of tenured employees we are building upon our legacy of being a great place to work and adapting it to the next generation workforce.

Our part-time employees may receive benefits on a prorated basis. Part time or temporary positions typically last three to five years and often include community service officers responsible for guiding traffic, passenger service assistants, and seasonal help in airport and airfield maintenance, such as snow removal.

Our average turnover rate over the past five years is 5 percent. That rate dipped in 2015 to only 3.38 percent, but is expected to increase in future years given 16.2 percent of our workforce will be eligible for retirement from 2015-2019. Sixty percent of our turnover in 2015 was due to retirements.

In 2015 we hired 37 new individuals, most often from within Minnesota. Our senior leadership also reflects this, with 81 percent originating from Minnesota. Our internship program grew by 67 percent in 2015, with 10 interns. We continue to bolster our talent attraction methods through social media, internal mobility assignments, participation in career fairs and community outreach events, and onsite internships.

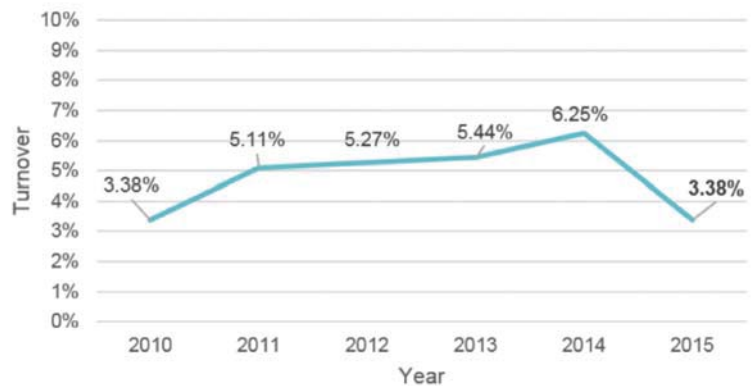
We provide a competitive benefits package to our employees, including:

BENEFITS

- Medical
- Dental
- Life insurance
- Short-term disability
- Long-term disability
- Flex spending accounts
- Health savings account
- Employee assistance program
- Deferred compensation plan
- Paid vacation leave, sick leave, holiday leave, parental, and funeral leave
- Live Well, Stay Well program
- Tuition reimbursement
- Public Employees Retirement (PERA) – Defined Pension Plan



Employee Turnover by Year



Internal Mobility Assignments

Available to existing employees, enabling them to experience other departments for a period of time to build a broader knowledge base and a more complete picture of our organization. This experience helps employees expand their qualifications and explore potential career paths, preparing them for the day when opportunities arise.

Variety of Career Fairs and Community Outreach Events

Highlight career opportunities to the public, including a biannual tour of MSP facilities for Native American students.

Onsite internships

Some of our current senior leaders participated in MAC internships

during their early days, and we continue to invite young people to further their knowledge and skills through internships. One program is a partnership with the city of Minneapolis' Step-Up program to provide internships for young people from economically depressed areas.

Employee Spotlight

The MAC's internship program has helped develop our employees from their first job to their full-time careers. We followed the journey of one employee, from intern all the way to vice president!

Name: Roy Fuhrmann

Position: Vice President, Management and Operations

Started as an Intern: 1991

What inspired you to come and work at the MAC? What about the internship program appealed to you?

The opportunity to be part of a large hub, multiple-airport system was very appealing, and the MAC has opportunities in every career field. Anyone with a passion for aviation can find a discipline to match their aspirations.

The MAC Internship Program was well-known at the University of North Dakota and had a strong reputation for providing young professionals with opportunities to become familiar with airport management.

Out of all the roles you've held at the MAC, in which one do you think you grew the most professionally?

The Manager - Aviation Noise and Satellite Programs was a very demanding position. This role served as a vital link between countless members of the public, elected officials, regulatory agencies, airlines, and Commissioners and required coordination across almost all MAC departments. The ability to understand and manage the impacts of airport operations on our neighboring communities and to help mitigate those impacts can be very challenging and rewarding.

Describe your role at the MAC today, and tell us about some of the things you learned as an intern that you still use today. What makes the MAC's internship program valuable still to this day?

I coordinate operational aspects of the MAC's activities for board consideration, and I'm responsible for public safety and the day-to-day management and operations of MSP and our six Reliever Airports. Our collective success is dependent on everyone working together to develop solutions to balance the needs of the traveling public and the communities that we serve. Creating and maintaining positive relationships, working hard, and being honest and sincere are as important today as they were when I was an intern.

Thank you, Roy!

"The internship program allows young professionals an avenue to become familiar with a wide range of airport jobs enabling them to identify areas that they are truly passionate about within the aviation sector."



Development and Training

With an evolving environment, rapidly retiring workforce, and a strong basis in historical knowledge, we are increasingly leveraging employee development and training to stay on top of new developments and bring in new employees. Professional development and training was raised as a desired focus area by employees in our surveys, resulting in workflows both within the Sustainability Management Plan and our Strategic Plan.

Each department manages its own training programs based upon the professional needs of the job with specializations as needed for work groups such as Police, Fire, and Legal, and specialized training for unionized environments.

Our current platforms include:

- **myMSPclassroom** – This online portal hosts internally- and externally-developed mandatory and voluntary training courses, including the MSP Nice training.
- **Workforce Planning and Employee Development** – We are exploring various internal career mobility assignments, internships, cross-training, and phased retirement to aid in transitions and build our future workforce's capacity.
- **Tuition Reimbursement Program** – We offer a tuition reimbursement program for those interested in further developing their skillsets in line with the needs of the business. We had 20 participants in this program in 2015, for a total of 75 over the course of the program's existence.
- **Leadership for Leads** – This required course for new Trades foremen guides them in an effective transition into their new supervisory role, providing information on best practices for managing employees and delegating; there is a second, optional tier of training focused on change management and continuous improvement.
- **Trainee Programs** – MAC departments that have a reduced recruitment pipeline have developed trainee programs to help semi-skilled workers obtain crucial on-the-job skills and certifications, while exploring whether the individual fits the department's culture and future needs.



Employee Spotlight

We sat down with one of our inspiring employees to learn about her experience in the MACademic program over her 20-year tenure at the MAC.

Name: Linda Turner

Position: Supervisor, Facilities at Terminal 1-Lindbergh

Education Obtained on the Job: Bachelors of Science, 2008: Business Management and Master's in Business Administration, 2013

Years at the MAC: 20

Why did you originally apply to work at the MAC?

Before working at the MAC, I worked at City Hall for the Minneapolis Police Department Property and Evidence Unit. I've always had an interest in the airport environment, so one day I saw a newspaper ad for an Administrative Assistant position and applied. I interviewed and was hired in January 1996. My 20-year career at MAC has been rewarding yet interesting but overall I've learned a vast knowledge of airport/airline operations, safety and security regulations, customer service relations, and not to mention that I work for an excellent organization such as MAC.

What inspired you to go back to school? How did the MAC support this?

There were several factors that inspired me to go back to school. I've been on this journey since my daughter was born in 1991. My inspiration and motivation was to make a better life for myself and my family, to be a role model for my daughter and my 13 siblings, all of whom at that time did not have a college degree, and promising my mother (who is now deceased) that I would finish school. There

were many struggles and hardships throughout my journey which required me to "stop" school and then "start" back again. I was blessed to work for an organization that offers a tuition reimbursement program because this helped in offsetting educational expenses. I was always grateful to have a boss who supported my career and aspirations to achieve a higher education. That within itself was another motivator!

Tell us about your promotion. What value did you see in it as a professional? What have you learned now in your new job?

In June 2010, I was promoted to Facilities Supervisor serving as the primary night shift point of contact working within the airport environment to resolve various terminal- and building-related problems. This position was a great stepping stone in my career because it has given me the opportunity to learn the airport at night, make decisions in the absence of management, and represent the interest of the organization in the best way possible. I manage a large airport contract and I meet with various airport stakeholders, identifying

issues and working collaboratively to find a solution. Most importantly is effective communication, honesty and reliability, and providing great customer service internally and externally.

We understand you are part of external groups to further your professional development. Can you tell us a bit about those, and the value you gain from participating in them?

While enhancing my education I also wanted to enhance my career opportunity, therefore I joined the National Black MBA Association-Twin Cities Chapter to create a professional support system by attending seminars and networking events. In 2011, I was an NMBBAA scholarship recipient sponsored by General Mills. I'm a Board Member for the Neighborhood Community where I live and work to provide resources on crime and safety issues, homeownership, and summer employment to residents of my neighborhood.

Thank you, Linda!

Operating Engineer Trainee Program

Experiencing a slowdown in qualified operating engineers to recruit and an increase in retirement eligibility, our Energy Management Center developed a training program in 2012 to help train the next generation of engineers. The

Operating Engineer Trainee Program takes an individual with mechanical aptitude but a lower-level license than is required for our Operating Engineers and gives her/him the training, experience, and time needed to upgrade to a Minnesota

First Class “A” Engineer license. The trainee can then transition to the next available Operating Engineer position. To date, we have had three trainees make the transition and, at the time of this report, two others are in active training.

Occupational Health and Safety

Our occupational health and safety (OH&S) program is designed to protect our employees, promote safe work practices and encourage healthy behaviors at work and at home. We work proactively to recognize, evaluate and control potential workplace hazards. To that end, our workforce has representation in formal joint management-worker health and safety committees that advise, monitor, and operate our OH&S programs. The MAC Safety Committee, with labor and management representation from several departments, reviews injuries and accidents involving our

employees and addresses internal safety issues. We also host an All Airport Safety Committee with representation from several MAC departments as well as airlines, vendors, and tenants at MSP. Identified hazards are evaluated by trained safety staff, experienced in risk management, industrial safety, and industrial hygiene. Controls are implemented and re-evaluated with input from affected departments. Procedures, controls, and our shared responsibility for implementation are documented in safety policies, which are published internally and form the basis for monthly safety training topics throughout the year.

Our policy includes :

- **Accident and injury reduction**
- **Investigation of accidents and near-misses**
- **Right to know about hazardous chemical, physical or biological agents, including labeling and proper handling**
- **Hazards of entry into confined spaces**
- **Lockout-tagout of equipment with stored potential energy**
- **Use of personal protective equipment**
- **Respiratory protection**
- **Hearing conservation**

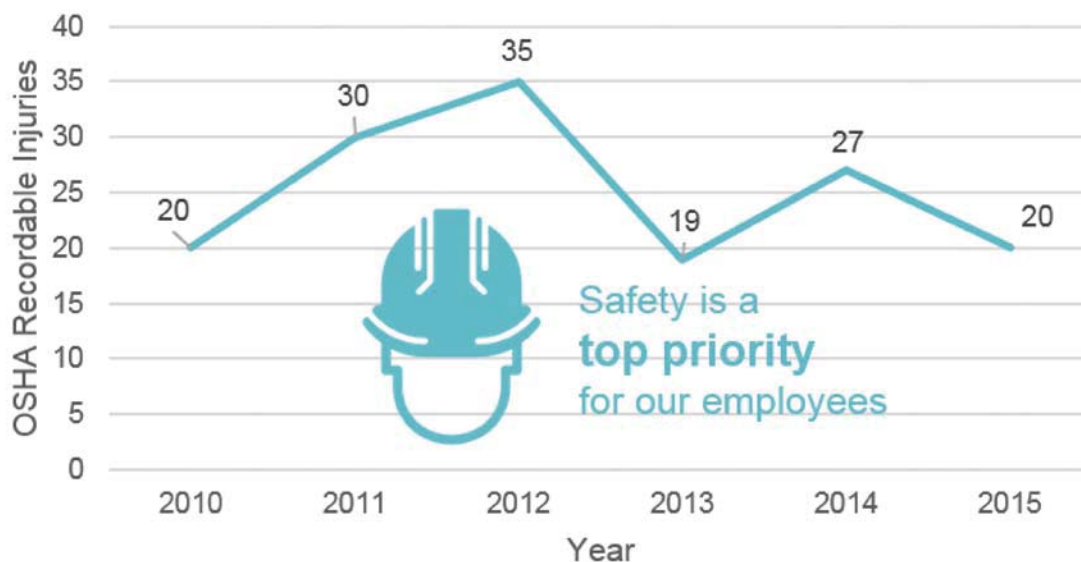
Protecting our People

Our in-house Certified Industrial Hygienist worked with our Field Maintenance crew to measure silica exposures as they repaired concrete joints in the de-icing pads on MSP’s airfield. To provide a higher level of protection and to enable those with facial hair to participate in this work,

we purchased Powered Air Purifying respirators for our crew members. Our program meets or exceeds OSHA standards and ensures the MAC complies with annual OSHA reporting requirements. The MAC logged 20 OSHA recorded injuries in 2015, 19 of which occurred at

the MSP campus, one of our lowest numbers over the past five years. At MSP, this included zero deaths, 19 injuries, eight cases of days away from work totaling 103 days, and four cases of job transfer or restrictions totaling 176 days.

OSHA Recordable Injuries



Looking Ahead

Moving forward we are putting a special focus on new hires, employee recognition, and how to evolve our training and professional development program. Ensuring that our employees are set up for success as they enter the workforce, are given the tools and training to thrive, and are recognized for their great work will help maintain our positive workplace culture and grow our offerings to current and prospective employees.

Goal — Develop and recognize each employee from their first to their last day at the MAC

2017 – 2021 Objectives:

- Create a connection forum for new hires
- Create an employee recognition program with multiple points of entry
- Support next evolution of training and professional development

Act with Vision

Accountability and Ethics

We have a long-standing commitment through policies, procedures, and culture to operate in an ethical manner. Our Code of Ethics guides our behavior by establishing ground rules to ensure we conduct business ethically with regard to acceptance of gifts, use of confidential information, use of Commission property, and conflicts

of interest. The code applies to all MAC commissioners and employees and is reinforced by our organizational values of ethics and integrity.

Through various assessments, and the internal audit group, we work hard to continually understand our relative risks, accountability needs, and opportunities to strengthen our processes. We have utilized

an enterprise risk management survey tool designed by the Airport Cooperative Research Program to collect and assess quantitative and qualitative information on risks to the organization. This work is complimented by our business continuity plan and our continuity of operations plan and reaches all MAC departments and, increasingly, our airport partners.

A Supportive Environment to Innovate

We have always had an affinity for innovation. Through our planning processes we discovered countless innovations, big and small, designed by employees to improve our processes. From automating payroll

to a paperless system to redesigning how we plow snow during a blizzard – the spirit of innovation is alive at the MAC. Going forward, we are continuing our commitment to innovation and outcomes by

supporting our innovators through the exploration of tools, mentorship, and group discussions.



Spotlight - Employees Innovating to Fill the Technology Gap

Inspired to innovate and be responsive to our surrounding communities, our employees started out on a quest in 1992 to develop a specialized aircraft noise and flight tracking system called MAC Noise and Operations Monitoring System, or MACNOMS for short!

What was gained through building the MAC Noise and Operations Monitoring System (MACNOMS)?

Shane VanderVoort, Network Supervisor We learned growing our employees' abilities through training and encouraging innovative technology solutions, greatly leads to more productive and satisfied employees. It's pretty cool when people ask you

what you do and you're proud to show them. That's the type of thing no amount of money can buy.

What role did the MAC play in supporting the development of MACNOMS?

Chad Leque, Director of Environment The MAC demonstrated vision, trust, and

empowerment in its support of this new model for flight track and noise data collection, analysis and reporting. The success of these efforts was driven by the organization's acceptance of a team model that provided IT talent within the business unit, its acceptance of new open-source technologies, and a commitment to employee development.

What is a benefit of MACNOMS?

Brad Juffer, Assistant Manager, Noise - Environment & Planning MACNOMS gives the MAC, airport users and the community credible and reliable information about airport operations. The benefit derived from MACNOMS is not, and should not be, limited to a discussion about aircraft noise.

How has MACNOMS' value changed over more than a decade of use?

Dana Nelson, Manager, Noise - Environment & Planning The value of MACNOMS grows with its expanding functionality. Not only is it valuable to the MAC and our surrounding communities, it also has value potential evaluating noise and

operation trends around other airports.

Has MACNOMS impacted your professional development while you've been at the MAC?

Matt Baker, GIS Coordinator Working on MACNOMS involves routinely using industry-leading technologies on live production systems. Having the opportunity to gain this experience as well as being able to continuously enhance my project management and system architecture abilities has allowed a level of rapid professional development that has not always been available when working for previous employers.

How does MACNOMS fit in with the MAC's vision of providing your best airport experience?

Jennifer Lewis, Noise Program Specialist People think of airport experience in terms of passengers, but our neighbors in the surrounding communities experience the airport too through aircraft flying overhead. Through MACNOMS we can provide them accurate and helpful information for understanding how and why MSP operates the way it does, which can make their experience better.

Thank you, MACNOMS team!

Infusing Sustainability into How We Do Business

After decades of investments and now an extended planning period, we are ready to launch into our formal sustainability program. The vision to infuse sustainability into everything we do will require diligence, collaboration, creative problem-solving, and strong governance. We will be evolving our governance structure as we grow past the planning phase into the implementation and management

phase. Maintaining our executive champion and focusing more on management of project priorities will help us transition from strategic thinking on how to set sustainability up for success, to how to design, execute, and learn from the activities we have set forth for ourselves. We are developing a strategy dashboard that provides a lens on our strategy performance all the way down to the project level,

including executive dashboards. This will help our organization move forward together, and see where we are succeeding and where we need to innovate beyond the barriers of today. We have also integrated the sustainability management plan's priorities and performance measures into the organization's strategic plan, reinforcing its role in how we operate.



Looking Ahead

As we look toward future needs, we will explore innovation and leadership systems and structures to build upon our past success. While it has been an important piece of our operations for several decades, we will be elevating sustainability's role in our work through topical engagements with departments or cross-departmental work groups to infuse it into how we operate.

Goal — Empower employees to advance innovative ideas, lead with confidence, and integrate sustainability into their work

2017 – 2021 Objectives:

- Foster a culture of innovation and maintain tools that support a cohesive approach to implementation
- Position each other for success through clarity of purpose, support, and empowerment
- Establish a suite of sustainability engagement events for MAC employees



Future of Our Sustainability Flight

In 2013, we received a grant from the Federal Aviation Administration to participate in its Sustainability Master Plan Pilot Program. This report, our first comprehensive sustainability report, is a direct result of this partnership. Our report provides a foundation for the future success of our sustainable practices and brings a new level of focus, alignment, and strategy to the social, environmental, and economic components of our sustainability work. To demonstrate our commitment to transparency and accountability, we prepared this report in accordance with Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines and the Airport Operators Sector Disclosures: the Core option. The GRI-Index references the GRI G4 general and standard disclosures in this report.

Invitation to Join Our Sustainability Journey

To ensure regularity in our future reporting, and to maintain our focus on continuous improvement, we commit to release an annual progress update on our sustainability work. Each of these updates will highlight changes in our sustainability program, provide case studies of planned, ongoing, or recently completed sustainability actions, and document our sustainability performance, particularly progress made toward achieving our sustainability objectives.

Thank you for journeying through our first sustainability report!

We invite you to follow our progression in years to come through our annual updates, sustainability newsletter, and sustainability dashboard.

All are welcome to provide comments on this report and future reporting through our website or writing to:

**Metropolitan Airports Commission
Sustainability and Strategy
Department
6040 28th Ave. S
Minneapolis, Minnesota 55450**

For direct correspondence, please contact Tiffany Finley, Manager of Sustainability and Strategy Department, at sustainability@mspmac.org or 612-726-8100.



Global Reporting Initiative Content Index - G4

Our sustainability reporting is in accordance with the Global Reporting Initiative's (GRI) G4 Guidelines for Core Reporting and the Airport Operators Sector Supplement. The GRI is the global standard for sustainability reporting. Utilizing these standards enables the Metropolitan Airports Commission to provide timely, reliable, and comparable data on our sustainability performance.

We believe this is an important part of our responsibility as the operator of one of the largest airport systems in the United States. This is our first sustainability report and it covers our 2015 performance with additional information provided about past years' performance and future plans. Where data for 2015 were not available, we have included data from previous years and marked them as such. Our 2015 reporting cycle covers January 1 to December 31, 2015.

We developed this report to be consistent with the GRI G4 principles for defining report content,

including stakeholder inclusiveness, sustainability context, materiality, and completeness, as well as defining report quality, including balance, comparability, accuracy, timeliness, clarity, and reliability.

Our approach to stakeholder engagement played a critical role in the definition of this report. The process by which we determined the sustainability topics that are material to our organization was also foundational.

The content index, available online at sustainability.metroairports.org, provides the MAC's GRI Standard

and Airport Operator Disclosures locations and additional information. The MAC also publishes an Annual Report to the Legislature and a Budget Book that provide information aligned with the GRI G4 Guidelines. We did not seek external assurance on this report, nor do we have a policy on external assurance.

Questions about this report can be directed to our Sustainability and Strategy Department at Sustainability@MSPMAC.org.



Metropolitan Airports Commission
Sustainability and Strategy Department

sustainability@mspmac.org



METROPOLITAN AIRPORTS COMMISSION
Minneapolis – Saint Paul International Airport
6040 – 28th Avenue South • Minneapolis, MN 55450-2799
Phone (612) 726-8100

REQUEST FOR PROPOSALS

TITLE: Solid Waste and Recycling Services

Date Issued:	Monday, 1 April 1 2013 – 2:00pm
Mandatory Pre-proposal Meeting:	Wednesday, 10 April 2013 – 9:00am
Questions/Request for Addendum Must be Received By:	Monday, 15 April 2013 – 2:00pm
Addendum Issued:	Monday, 22 April 2013
PROPOSALS MUST BE RECEIVED BY:	Wednesday, 1 May 2013 – 12:00pm
Contract Start Date:	Thursday, 1 August 2013

Contact: Sallie Karels
MAC Purchasing Department
612.794.40159 Direct / 612.726.1406 Fax
sallie.karels@mspmac.org

The Metropolitan Airports Commission is an affirmative action employer.

THIS PACKET CONTAINS:

	Page
Introduction	2-3
Definitions of Key Words Used in the Solicitation	4
General Terms and Conditions	5-14
Project-Specific Terms and Conditions	15-19
Scope of Work and Proposal Requirements	20-24
Summary of Existing Service	25-27
Evaluation of Proposals	28-30
Checklist of Documents That Must be Submitted	31
Response Form/Price Sheet	32-39
Certificate of Compliance Form	40-41
Affidavit of Non-collusion	42
Balance Sheet	43

INTRODUCTION

The Metropolitan Airports Commission (MAC) is requesting proposals from firms to provide solid waste and recycling services at the Minneapolis-St. Paul International Airport (MSP). The services are to be performed in accordance with the provisions set forth in this Request for Proposals (RFP). The MAC operates a centralized waste management program at MSP wherein the majority of municipal solid waste (MSW) and recyclable materials generated at passenger facilities and MAC-occupied facilities is managed with a single contract employing a single vendor. Included in this contract is waste generated in terminal public areas, leased office and other administrative spaces, airport concessions, ground operations and aircraft cabins.

The MAC was created by the Minnesota Legislature in 1943 to provide for the efficient development of air transportation facilities in the metropolitan area. (See Minn. Stat. §473.601, et. seq.) As an entity identified by statute, the MAC is committed to following the waste management hierarchy established in 1980 by the Minnesota Legislature with the passage of the Waste Management Act (WMA) (Minn. Stat. §115A). This statute's purpose is to improve integrated solid waste management (ISWM) to protect the state's natural resources and public health. It establishes the following hierarchy of preferred solid waste management practices:

1. waste reduction and reuse
2. waste recycling
3. composting of yard waste and food waste
4. resource recovery through mixed municipal solid waste composting or incineration
5. land disposal which produces no measurable methane gas or which involves the retrieval of methane gas as a fuel for the production of energy to be used on-site or for sale
6. land disposal which produces measurable methane and which does not involve the retrieval of methane gas as a fuel for the production of energy to be used on-site or for sale

The MAC is committed to following the established waste management hierarchy and managing waste in the most environmentally preferable manner possible. To that end, and in accordance with the waste management hierarchy, all mixed municipal solid waste (MSW) managed under this agreement is required to be transported to a facility within the Hennepin County Solid Waste system for waste-to-energy processing.

In 2012, the volume of solid waste managed under the existing contract exceeded 5,700 tons. MSP operates seven days a week, 365 days a year and generates MSW continuously. Currently the MAC owns eight compactors operating at or near the terminals. It is necessary to service some locations daily, including Sundays and all holidays. The selected Vendor will be required to haul some containers/compactors during specific time windows. Current collection schedules and average net weights are provided within this document. The selected Vendor will be required to provide certain containers (front/rear load, 60/90-gallon carts) for solid waste and for recyclable materials.

As part of this contract, the selected Vendor will be required to repair and maintain all of the MAC's compactors and related equipment (cart dumpers, etc.) in addition to providing occasional compactor installation services. Equipment repair needs to be available 24 hours per day, seven

days per week, including all holidays. To minimize impacts to airport operations due to equipment being out of service, the selected Vendor must respond to repair calls within a set time limit.

The intent of this RFP and the resulting contract is to secure the services of a vendor with relevant experience in collection, transportation and management of MSW and recyclable materials that will meet the needs and requirements of the MAC set forth in this document. The contract shall be based upon and include by reference the RFP, the general and special terms and conditions, exhibits, attachments, and addenda provided.

DEFINITION OF KEY WORDS USED IN THE SOLICITATION

For purposes of this solicitation the following definitions shall apply:

Shall, Will, Must	Indicates a mandatory requirement. Failure to meet these mandatory requirements will result in the rejection of solicitation as non-responsive.
Should	Indicates something that is recommended, but not mandatory. If the Vendor fails to provide recommended information, the MAC may, at its sole discretion, ask the vendor to provide the information or evaluate the solicitation without the information.
May	Indicates something that is not mandatory, but permissible
MAC	Metropolitan Airports Commission 28 th Avenue South Minneapolis, MN 55450-2799
MSP	Minneapolis-Saint Paul International Airport
Vendor or Bidder	The individual, partnership, or corporation who is capable of responding to this solicitation
Purchase Order or Contract	The MAC's written document formalizing all the terms and conditions of a transaction
Solicitation	Document(s) that make up the Request for Proposals to provide equipment, supplies, services or construction items
RFP	Request for Proposal
Bid or Response	A vendor's response to a solicitation including all exhibits
Addendum	Change made to the solicitation
Change Order	Change made to the contract

GENERAL TERMS AND CONDITIONS

1. SOLICITATION INQUIRES

Vendors shall notify the MAC's Buyer, Sallie Karels, **promptly in writing via e-mail or fax, sallie.karels@mspmac.org or 612-726-1406**, of any ambiguity, inconsistency or error which is discovered upon examination of the Solicitation documents no less than seven (7) days prior to the bid due date. Telephone inquiries or unsolicited visitation by vendors or their representatives will not be responded to.

2. COMPETITION IN RESPONDING

The MAC desires and encourages free and open competition among responsible vendors. Whenever possible, MAC specifications, solicitation terms and conditions are designed to accomplish such competition. Any evidence of collusion among vendors in any form designed to defeat competitive bidding will be reported to appropriate authorities for investigation and appropriate action. Suggestions from vendors about requirements of solicitation procedures are welcomed and will be given careful consideration.

3. COST OF RESPONSE PREPARATION

The MAC will not reimburse the cost of preparing, presenting, or providing any Response. Responses submitted for consideration should be prepared simply and economically providing adequate information in a straightforward and concise manner.

4. SCOPE OF WORK (SOW)

Any deviation from this SOW must be clearly indicated by Vendor, otherwise the Response will be considered to be in strict compliance, and Vendor will be held responsible therefore. When brand name or manufacturers' numbers are stated in the specifications, they are intended to establish a standard only and are not restrictive unless the Solicitation states: "No substitute". Responses will be considered on other makes, models, or brands having comparable quality, style, workmanship and performance characteristics. Alternate Responses must meet or exceed the original specifications.

5. ADDENDUM

If it is necessary to revise any part of the Solicitation, or if additional data are necessary to enable the exact interpretation of provisions of this Solicitation, an Addendum will be provided to all vendors. Only changes made in writing, via Addendum, will be valid.

6. ALTERATIONS OR ERASURES

A Response containing an alteration or erasure of any price contained in the Response will be rejected, unless the alteration or erasure is crossed out and the correction thereof printed or typewritten adjacent to the correction and initialed by the person signing the response. **Responses made in pencil will be rejected.**

7. IDENTIFICATION OF OFFER

Vendors shall indicate brand name, trademark, catalog number, model, etc., as applicable, on the Response Form covering the product they are offering and proposing to furnish. If not indicated, it will be considered that the make and model given as a reference will be supplied.

8. AUTHORIZED SIGNATURE

The Response must be completed, and must be fully and properly executed and signed by an officer or other authorized representative, who shall state his or her title and the name of the firm or business. All lines must be completed.

Proof of authority of the person signing the Response, as described in this paragraph, must be **furnished upon request**. If Vendor is a corporation, a secretarial certificate of an excerpt of the corporate minutes showing that the signing officer has authority to contractually obligate the corporation shall be furnished. Where the corporation has

designated an attorney-in-fact, the power of attorney shall be furnished. If Vendor is a partnership, a letter of authorization shall be furnished, signed by one of the general partners. If Vendor is a proprietor, and the person signing the Response is an individual other than the owner, a letter of authorization signed by the owner shall be furnished.

9. FACSIMILE, ORAL, OR E-MAIL

Facsimile, oral, e-mail Responses will not be considered unless specifically authorized by the MAC in the solicitation.

10. MODIFICATION OR WITHDRAWAL OF RESPONSES

Responses resulting from this Solicitation may be modified or withdrawn prior to the time set for the opening. After the time is set for the opening, no Response may be modified or withdrawn.

11. CANCELLATION

Unless otherwise stated in Project Specific Terms and Conditions, any Contract entered into as a result of this Solicitation may be canceled by the MAC without cause upon 30 days written notice prior to the effective date of cancellation. Cancellation may be in whole or in part. The MAC's right to cancel hereunder shall be in addition to all other rights and remedies available to the MAC under this order or otherwise.

12. CHANGE ORDERS

The MAC may at any time by a written contract supplement, make changes within the general scope of the contract. If any such change causes an increase or decrease in the time required for the performance of any part of the work under the contract, an adjustment shall be made in the contract delivery schedule and cost, and Vendor shall be notified in writing accordingly. Any claim by the vendor for adjustment under this clause must be asserted within thirty (30) days from the date of receipt of the notification of change. Either party may propose adjustments. If Vendor seeks an adjustment, the vendor must request such adjustment in writing.

13. PRICES

Prices shall be submitted in United States currency. Responses shall be irrevocable for 120 days following submission deadline date unless otherwise stated in the Solicitation. This will allow time for the MAC to review the Responses and initiate a purchase order or contract accepting the terms and conditions in the Response of the selected Vendor. For each product or service, a unit price and a total price for the quantity must be stated. In case of error in the extension, the unit price prevails. No more than one unit price may be indicated on any one item. Price reductions/rebates shall be granted whenever they become available. Responses containing an "escalation clause" will not be considered unless specifically authorized by the MAC in the Solicitation. An escalation clause is a provision which permits the adjustment of contract prices by a given amount or percentage if certain specified contingencies occur, such as changes in Vendor's raw material or labor costs.

14. CONTRACT PROCESS

A Response to any Solicitation is an offer to Contract with the MAC based upon the terms, conditions, and specifications contained in the MAC's Solicitation. Solicitations or Responses do not become Contracts unless and until the MAC's Purchasing Department executes a purchase order. The purchase order and any contract or agreement will contain the terms and conditions of the Solicitation unless modified by written agreement between the MAC's Purchasing Manager and Vendor.

15. PAYMENT TERMS

A prompt pay discount offered by Vendor for less than 30 days will not be considered in making the award. The MAC's standard payment terms are net 30 days from completion of the job or service, the date merchandise is received or date of invoice, whichever is later. However, Vendor may offer a discount for early payment on the Response form. Also, the MAC prefers to make payments via Automated Clearing House (ACH) – electronic payments.

16. SALES/USE TAX

The MAC is subject to a 6.875% Minnesota Sales/Use Tax. Taxes are to be quoted as a separate line item on the Response Form. All tax forms can be found on the Minnesota Department of Revenue web-site at www.taxes.state.mn.us. Repair labor is not taxable. Installation is taxable. Delivery and handling charges are part of the sale price and are taxable. Reference the appropriate Tax Fact Sheet. The Minnesota Sales and Use Tax Instruction Booklet and Sales Tax Fact Sheets 142 (Sales to Governments), 152 (Labor) and 155 (Delivery Charges) are located on the above web-site.

17. DELIVERY COST AND TIME

The cost of delivery (freight, shipping, etc.) shall be listed separately from the cost of the merchandise or product. Delivery time offered is to be stated by Vendor in the space provided on the response form.

When delivery time is an important factor, the Solicitation will so specify, and in such cases delivery may be a factor in the award. The MAC reserves the right to reject a lower bid price offering delayed or protracted delivery in favor of a higher bid price offering more timely delivery.

18. F.O.B

Prices shall be F.O.B. destination to the delivery location designated herein. Vendor shall retain title and control of all items until they are delivered. All related charges shall be filed by Vendor.

19. PACKAGING AND PACKING

If not specifically stated in the Solicitation or specifications, packaging and packing shall conform to the best commercial practices and shall be adequate to insure delivery in good condition at the lowest applicable transportation rate. Item(s) shall be marked and packing slips included permitting checking of shipments against purchase orders and invoices.

20. TITLE AND RISK OF LOSS

The title and risk of loss shall not pass to the MAC until the MAC actually receives the item(s) at the point of delivery, unless otherwise provided within this Solicitation.

21. INSPECTION

The item(s) shall be subject to final inspection and acceptance by the MAC. Any item(s) failing to conform to the specifications shall be held at Vendor's risk and may be returned to Vendor. If so returned, all costs are the responsibility of Vendor.

22. GUARANTEE

Vendor shall guarantee their product and material as to quality, capacity, and performance, and to be free of defects in design, material and workmanship. The standard manufacturer's warranty shall apply unless specified differently in the Solicitation.

23. LIENS

The item(s) and other deliverables supplied to the MAC under the Contract shall be free of all liens other than the security interest held by Vendor until payment in full is made by the MAC. Upon the MAC's request, Vendor shall provide a formal release of all liens.

24. PROFESSIONAL LICENSES

The Vendor shall maintain in current status all Federal, State, and local licenses and permits required for the operation of the business conducted by Vendor as applicable to the Contract.

25. ASSIGNMENT-DELEGATION

No right or interest in the Contract shall be assigned by Vendor, and no delegation of any duty of the Vendor shall be made without prior written permission of the MAC's Purchasing Manager or designee. The MAC shall not unreasonably withhold approval and shall notify Vendor of the MAC's position within 15 days of receipt of written request by Vendor.

26. SUBCONTRACTS

No subcontract shall be entered into by the successful Vendor after a Contract has been executed without advance written notice given to either the MAC Project Manager or the Purchasing Manager for review and approval. As part of Vendor Responses to the Solicitation, vendors are asked to list any subcontractors to the project. All subcontracts shall comply with Federal, State and local laws and regulations which are applicable to the services covered by the subcontract and shall include all the terms and conditions set forth herein which shall apply with equal force to the subcontract, as if the subcontractor were Vendor referred to herein. Vendor is responsible for Contract performance whether or not subcontractors are used. The MAC shall not unreasonably withhold approval and shall notify Vendor of the MAC's position within 15 days of receipt of written request by Vendor.

27. NON-COLLUSION

In responding to the Solicitation, Vendor affirms, under penalty of perjury, that their Response has been arrived at independently and has been submitted without collusion, and without any agreement, understanding or planned common course of action with, any other vendor of materials, supplies, equipment or services as described in Solicitation, designed to limit independent quoting or competition. The contents of the Solicitation have not been communicated by the responder or its employees or agents to any person not an employee or agent of the responder or its surety or any bond furnished with their Response and will not be communicated to any such person prior to the official opening of the Request for Response. Vendor shall submit an AFFIDAVIT OF NON-COLLUSION for Responses totaling more than \$50,000.00.

28. INDEMNIFICATION

To the fullest extent permitted by law, Vendor does hereby covenant and agree to indemnify, defend and hold harmless the MAC and its Commissioners, officers, agents and employees (collectively "Indemnitees") from and against any and all liabilities, losses, damages, suits, actions, claims, charges, judgments, settlements, fines or demands of any person arising by reason of injury or death of any person, or damage to any property, including all reasonable costs for investigation and defense thereof (including, but not limited to, investigative fees, attorney's fees, court costs and expert fees) of any nature whatsoever arising out of or as a result of Vendor's operation at or about the Premises and the Airport, or the acts or omissions of Vendor's officers, agents, employees, contractors, subcontractors, licensees or invitees, regardless of where the injury, death or damage may occur.

The MAC shall give Vendor reasonable notice of any such claim or action. In indemnifying or defending an Indemnitee, Vendor shall use legal counsel reasonably acceptable to the MAC. The MAC, at its discretion, shall have the right to select its own counsel or to approve joint counsel as appropriate (considering potential conflicts of interest) and any experts for the defense of claims. Vendor, at their expense, shall provide to the MAC all information records, statements, photographs, video, or other documents reasonably necessary to defend the parties on any claims.

This provision shall survive expiration or earlier termination of the Agreement. The furnishing of the required insurance hereunder shall not be deemed to limit Vendor's obligations under this Agreement.

As a distinct and separate indemnification obligation, Vendor shall defend, indemnify and hold the MAC harmless from any claims or liabilities as a result of Vendor's failure to procure and to keep in force the insurance required as part of this Agreement.

Vendor shall not use or permit the Premises to be used in any manner that would void Vendor or the MAC's insurance or increase the insurance risk. Vendor shall comply with all requirements imposed by the insurers for the MAC and Vendor.

This indemnification is intended for the indemnified parties and their legal representatives. The provided indemnification is not intended to relieve a primary insurer of its coverage obligations.

29. PATENTS, COPYRIGHTS, ETC

The successful Vendor shall hold and save the MAC, its officers, agents, servants and employees, harmless from liability of any kind of nature, for or on account of, the use of any copyrighted composition, secret process, patented or non-patented invention, article or appliance furnished or used in the performance of this Contract. The successful Vendor shall agree with the MAC in the event of suit or suits against the MAC asserting patent infringement or infringements with respect to said item/material or any part thereof, to defray all costs, disbursements and expenses, including reasonable attorney fees, incurred by the MAC in connection with such suit or suits, and to indemnify and save the MAC harmless in all such suits. In all above matters, Vendor shall be required to use counsel acceptable to the MAC.

30. ACCEPTANCE/REJECTION

Notwithstanding any other provision of the Solicitation, the MAC reserves the right to:

- a. waive any immaterial defects or informality; or
- b. reject any or all Responses or portions thereof; or
- c. reissue the Solicitation.

31. ENVIRONMENTAL PREFERABLE PRODUCTS

The MAC is committed to purchasing goods and services that have a lesser or reduced effect on human health and the environment when compared with other goods and services that serve the same purpose.

32. CURE

It is understood and agreed by the parties that the MAC has the right to inspect the goods and services ordered within a reasonable time after they are delivered or services provided and Vendor will be notified by the MAC after completion of inspection if the goods or services are found to be in defect. Vendor will then have not more than 10 days to cure such defect.

33. RELATIONSHIP OF PARTIES

It is understood and agreed that nothing in this specification or the contract is intended or should be construed as in any way creating or establishing the relationship of co-partners between the parties hereto or as constituting Vendor as the agent, representative or employee of the MAC for any purpose or in any manner whatsoever. Vendor is to be and shall remain an independent contractor with respect to all services performed under this specification and contract.

34. SEVERABILITY

The provisions of the Contract are severable to the extent that any provision or application held to be invalid shall not affect any other provision or application of the Contract which may remain in effect without the valid provision or application.

35. DEFAULT

A MAC purchase order constitutes a binding Contract. The terms and conditions of the Solicitation shall become a part of the Contract. Any failure, delay or non-occurrence of a term by Vendor will be considered a default. The MAC, at its sole discretion, may elect to resolve the default by enacting any or all the following options:

- a. Cancel the Contract or any portion thereof; or
- b. Purchase item(s) elsewhere and collect the difference from the defaulting Vendor.

For consistent failure to comply with the terms and conditions, the MAC may suspend Vendor from future MAC business or awards. For failure to reimburse the MAC for any costs incurred while resolving a default, the MAC may suspend Vendor from future MAC business or awards.

36. AUDIT

Vendor shall keep at their principal office, in a system acceptable to the MAC, accurate books, accounts, records and documents relevant to the work conducted under the contract, and shall keep such information for a period of six calendar years. The MAC and the legislative auditor shall have the right at all reasonable times during the business hours of Vendor to inspect the books, accounts, records, documents and accounting procedures and practices relative to work conducted under the contract.

37. FORCE MAJEURE

- a. Except for payment of sums due, neither party shall be liable to the other nor deemed in default under the Contract if and to the extent that such party's performance of the Contract is prevented by reason of Force Majeure. The term "Force Majeure" means an occurrence that is beyond the control of the party affected and occurs without its fault or negligence. Force Majeure shall not include late performance by a subcontractor unless the delay arises out of Force Majeure occurrence in accordance with the Force Majeure term and condition.
- b. If either party is delayed at any time in the progress of the work by Force Majeure, the delayed party shall notify the other party in writing of such delay, as soon as is practical, of the commencement thereof and shall specify the causes of such delay in such notice. Such notice shall be hand-delivered or mailed certified-return receipt and shall make a specific reference to this article, thereby invoking its provisions. The delayed party shall cause such delay to cease as soon as practicable and shall notify the other party in writing when it has done so. The time of completion shall be extended by contract modification for a period of time equal to the time that results or effects of such delay prevent the delayed party from performing in accordance with the Contract.

38. ORDINANCE REQUIREMENTS

Vendor shall comply with all applicable federal, state and local laws, including MAC ordinances. Ordinances can be found at: <http://metroairports.org/mac/organization/Bylaws.aspx>

39. GOVERNING LAW

This Solicitation and any ensuing Contract or purchase order shall be governed by the Laws of the State of Minnesota.

40. JURISDICTION AND VENUE

This Solicitation and any ensuing Contract, and the Laws of the State of Minnesota, USA, thereto, shall govern amendments and supplements. Venue for all legal proceedings arising out of this Contract or breach thereof, shall be in the State or Federal Court with competent jurisdiction in Ramsey or Hennepin County, Minnesota.

41. NON-EXCLUSIVE

This contract is non-exclusive unless otherwise stated in the following specifications. If the MAC's need is better met outside of this contract, the MAC may proceed in an appropriate manner.

42. EMERGENCY PURCHASES

The MAC reserves the right to purchase from other sources those services which are required on an emergency basis and cannot be supplied immediately by Vendor.

43. RFP PROCESS

The MAC has developed a review and evaluation process as described herein. Each proposal will be evaluated to determine how well it meets the Evaluation Criteria outline in this document.

- a. Minimum Requirements: The first step in evaluating the proposal will be to determine if it meets the minimum requirements outlined in this document. Those proposals failing to

meet the minimum requirements, including completeness, format and content may be rejected without further evaluation.

- b. Verification/Clarification: Verification and substantiation of all information presented in each proposal will be completed during the course of the evaluation process. Proposers may be asked to revise, clarify and/or provide additional information during the proposal review process. These requests will require prompt action by the proposer. The MAC is not required to ask for clarification or verification on any part of the proposal response.
- c. Evaluation: The proposals not rejected will be evaluated by the Evaluation Team according to the Evaluation Criteria. The Evaluation Team consists of MAC staff and other evaluators as the Commission determines appropriate.
- d. Evaluation Matrix and Procedures: The MAC intends to award the contract to the proposer the MAC believes to be the best for the MAC when considering the entire Proposal submitted. Price will not be the sole determining factor. Rather, the MAC will utilize the evaluation matrix criteria described in this document. Points will be assigned based up on the Vendors strengths in those areas as interpreted by the Evaluation Team.
- e. Interviews and Demonstrations: If the Evaluation Team deems it necessary, it may select some or all proposals as finalists and conduct product demonstrations and/or oral interviews.
- f. Staff Recommendation: The Evaluation Team will make its recommendation for award to the Management & Operations (M&O) Committee. The recommendation memo is mailed to the M&O Committee members approximately one week before the meeting at which the recommendation will be considered. The Commission is not bound by the Evaluation Team or Staff recommendation.
- g. Commission Decision: The Commission's M&O Committee will consider the Evaluation Team's and MAC Staff's recommendation and will make its recommendation to the Full Commission. The Full Commission makes the final selection decision. Commission approval allows staff to negotiate a contract with the selected vendor. Any proposer may request to speak at either the M&O Committee meeting or at the Full Commission meeting.
- h. Award of Contract: The MAC will notify the successful proposer the results of the Commission approval and recommendations. Contract language will be reviewed and agreed upon by both parties.
- i. Execution of Agreement: The MAC may negotiate any changes in the offer deemed in the best interest of the MAC. The Proposer must submit the Performance and Payment Bond and Insurance Certificate to the MAC before the execution of the Agreement. Once the bond and insurance certification have been received by the MAC and both parties agree to all terms in the agreement, two copies of the contract are created. Both copies of the contract are signed by Vendor and sent to the MAC. The MAC will sign both agreements and send on of the originals back to Vendor for their records.

44. DATA PRACTICES LANGUAGE

Data Practices Act

A. Treatment of Proposal Data

All data submitted to the MAC by proposers is governed by the Minnesota Government Data Practices Act. Under Minn. Stat. § 13.591, once a proposal is opened, the name of the proposer becomes public information. All other information in the proposal, including any price information, does not become public until the MAC has completed negotiating the contract with the selected proposer. Therefore, most proposal information does not become public information until after the Commission awards the contract and the contract has been negotiated.

When the Commission has negotiated a contract with the successful proposer, the evaluative data (data created or maintained by the MAC as part of the evaluation process) and information in all of the proposals becomes public, with the exception of trade secret data. In order to qualify as trade secret data, all of the provisions set forth in Minn. Stat. § 13.37 must be met. Trade secret is defined as:

government data, including a formula, pattern, compilation, program, devise, method, a technique or process (1) that was supplied by the affected individual or organization, (2) that is the subject of efforts by the individual or organization that are reasonable under the circumstances to maintain its secrecy, and (3) that derives independent economic

value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.

A statement by a proposer that his or her data is copyrighted or otherwise protected does not prevent public access to the data in the proposal at such time that the data would otherwise become public.

During the proposal evaluation process, proposers cannot look at proposals submitted by other proposers or data created by the MAC as part of the selection or evaluation process. During that process, MAC staff, outside experts who have signed confidentiality agreements and MAC Commissioners may be informed of the data in the proposals and may view the proposals. Proposers may discuss their proposals with MAC Commissioners, but MAC Commissioners are not able to reveal the contents of the other proposals. However, in the MAC's public Committee and Commission meetings, Commissioners are able to publicly discuss any information submitted in the proposals to the extent reasonably necessary to conduct the business at hand. The data, however, retains its classification as private or nonpublic.

If all responses to an RFP/RFQ are rejected by the Commission prior to "completion of the evaluation process," all proposal data, other than that which was made public at the time of proposal opening, remains private or nonpublic until a re-solicitation of the RFP/RFQ results in completion of the evaluation process or a determination is made to abandon the process. If the rejection occurs after "completion of the evaluation process," the data remains public. If a re-solicitation of proposals does not occur within one year of the proposal opening date, the remaining data then becomes public.

Proposers who wish to refer to the Data Practices Act can locate those requirements in Minn. Stat. § 13.591.

In order to facilitate the treatment of this data, please identify the items in your proposal that are not public under Minnesota law (and only these items) **by labeling those items on each page as "Not Public."**

B. Acknowledgement

By submitting a proposal, the proposer acknowledges that all information is subject to potential disclosure and agrees that the MAC will have no liability for any such disclosure.

In addition, the proposer acknowledges that an executed agreement (including a professional services authorization) with the MAC is public data in its entirety, unless otherwise noted in the agreement.

C. Data on Individuals

Persons who supply data about themselves in response to this RFP/RFQ are entitled to know the following information under the Minnesota Government Data Practices Act:

1. The information requested will be used to evaluate the proposals;
2. The proposer is not legally required to supply this information;
3. Failure to supply information may result in a determination by the MAC that the proposal is non-responsive; and
4. The public is authorized by law to receive information that is not classified by law as private, confidential, or nonpublic data.

45. NON-DISCRIMINATION

The MAC hereby notifies all Vendors that it does not discriminate in the selection of Vendors on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, disability, sexual orientation or age. The successful Vendor must agree to comply with all applicable federal, state and local equal opportunity and affirmative action laws, directives and regulations

46. AFFIRMATIVE ACTION REQUIREMENTS

METROPOLITAN AIRPORTS COMMISSION CERTIFICATE OF COMPLIANCE REQUIREMENT

FOR CONTRACTS OVER \$100,000

BUSINESSES WITH MORE THAN 40 MINNESOTA EMPLOYEES

Consistent with Minnesota Statute §473.144, the Metropolitan Airports Commission (“MAC”) will not execute a contract for goods or services in excess of \$100,000 with any business having more than forty (40) full-time employees **within Minnesota** on a single working day during the previous twelve (12) months, unless the firm or business has an affirmative action plan for the employment of minority person, women, and qualified disabled individuals that has been approved by the Commissioner of the State of Minnesota, Department of Human Rights. A certificate of compliance from the Commissioner of Human Rights signifies that a business has an approved affirmative action plan.

BUSINESS WITH MORE THAN 40 EMPLOYEES OUTSIDE MINNESOTA

Further, the MAC will not execute a contract for goods or services in excess of \$100,000 with any business that has more than forty (40) full-time employees on a single working day during the previous twelve (12) months **in the state where the business has its primary place of business**, unless the business certifies to the MAC that it is in compliance with federal affirmative action requirements.

ALL BUSINESSES

Each business that wishes to remain in competition for the contract must submit documentation indicating its compliance or exemption from the above requirements within five (5) MAC business days following the opening of bids or proposals. It is recommended that each business that does not have a Certificate of Compliance refer to the Minnesota Department of Human Rights website, www.humanrights.state.mn.us/employer_compliance.html and apply for a Certificate of Compliance as soon as possible.

"AFFIRMATIVE ACTION REQUIREMENTS"

"It is hereby agreed between the parties that Minnesota Statute Section 473.144, and Minnesota Rules, Parts 5000.3400 to 5000.3600 are incorporated into any contract between these parties based upon this specification or any modifications of it. A copy of Minnesota Statute Section 473.144 and Minnesota Rules, Parts 5000.3400 to 5000.3600, is available upon request from the Metropolitan Airports Commission. Failure by [vendor/vendor/proposer/bidder] to implement an affirmative action plan or make a good faith effort may result in suspension or revocation of its certificate of compliance."

"AFFIRMATIVE ACTION FOR DISABLED WORKERS"

- a. The Vendor must not discriminate against any employee or applicant for employment because of physical or mental disability in regard to any position for which the employee or applicant for employment is qualified. The vendor agrees to take affirmative action to employ, advance in employment, and otherwise treat qualified disabled persons without discrimination based upon their physical or mental disability in all employment practices such as the following: employment, upgrading, demotion or transfer, recruitment, advertising, layoff or termination, rates or pay or other forms of compensation, and selection for training, including apprenticeship.
- b. The Vendor agrees to comply with the rules and relevant orders of the Minnesota Department of Human Rights issued pursuant to the Minnesota Human Rights Act.
- c. In the event of the Vendor's noncompliance with the requirements of this clause, actions for noncompliance may be taken in accordance with applicable Minnesota Statutes and the rules and relevant orders of the Minnesota Department of Human Rights issued pursuant to the Minnesota Human Rights Act.

- d. The Vendor agrees to post in conspicuous places, available to employees and applicants for employment, notices in a form to be prescribed by the Commissioner of the Minnesota Department of Human Rights. Such notices must state the vendor's obligation under the law to take affirmative action to employ and advance in employment qualified disabled employees and applicants for employment, and the rights of applicants and employees.

- e. The Vendor must notify each labor union or representative of workers with which it has a collective bargaining agreement or other contract understanding, that the vendor is bound by the terms of Minnesota Statutes, Section 473.144 and applicable Minnesota Rules, and is committed to take affirmative action to employ and advance in employment physically and mentally disabled persons."

PROJECT-SPECIFIC TERMS AND CONDITIONS

1. MANDATORY PRE-PROPOSAL CONFERENCE

A mandatory Pre-Proposal Conference will be conducted by the MAC on:
Wednesday April 10th, 2013, at 09:00

Metropolitan Airports Commission – Coleman Conference Room
6040 – 28th Avenue South
Minneapolis, MN 55450

The purpose of this meeting is for MAC staff to provide Vendors an overview of the project and receive and review comments related to this solicitation from all prospective Vendors. **Attendance is mandatory for any Vendor who wishes to submit a proposal.** Immediately following the meeting an optional site tour will be available for Vendors to see the specific service locations.

2. QUESTIONS/REQUEST FOR ADDENDA FROM VENDORS

All questions must be submitted in writing to:

MAC Purchasing Department
Attn: Sallie Karels
6040 28th Ave. South, Minneapolis, MN 55450

Questions may also be submitted via FAX at 612-726-1406 Attn: Sallie Karels or via email the following address; sallie.karels@mspmacc.org. All questions must be received in the Purchasing Department on or before 2:00 pm. MN Time April 15th, 2013.

3. TERM OF AGREEMENT

The time period to be covered by the Contract will be three (3) years with a possible (3) three-year renewal. The Contract start date and time will be Thursday, August 1, 2013, 12:01 am. Vendor's pricing shall be firm for the three-year time period.

4. RENEWAL

Vendor agrees that the MAC shall have the right, upon written agreement of both parties, to renew the Contract for an additional three (3)-year time period. In the event that the MAC exercises such right, all terms, conditions and provisions of the original contract shall remain the same and apply during the renewal period with the exception of the price. Prior to the renewal period, the cost of service may be negotiated between the MAC and Vendor, providing Vendor submits documented evidence of cost increases or decreases.

5. GUARANTEE/WARRANTY

Vendor shall warrant to the MAC that all equipment, materials, and parts, offered, and to be delivered after the award of this solicitation, are newly manufactured and free from defects in material, workmanship, and title, and conform to manufacturer's current published specifications as well as those in this document. Vendor shall warrant to the MAC that all services offered comply with any applicable national, state and local codes, laws, regulations, etc. The warranty shall also guarantee accepted trade standards of quality and fitness for the intended uses. No other express or implied warranty shall eliminate Vendor's liability as stated herein.

During the warranty period and during the period of time between delivery and the MAC acceptance any defects of design, workmanship, or materials that would result in non-compliance with this specification or with any item's published specifications shall be fully and promptly corrected by the vendor, including all parts and labor, without cost to the MAC.

It is expressly agreed that final payment does not constitute final acceptance. It is also agreed that the MAC will not accept the equipment for use until after all startup services have been completed successfully.

6. MATERIAL SAFETY DATA SHEETS

To the extent that the products to be supplied to the MAC by the successful Vendor contain or may create hazardous substances, harmful physical agents or infectious agents as set forth in Minnesota Rules pt. 5206.0400, 5206.0500 and 5206.0600, the successful Vendor shall provide the MAC with sufficient material safety data sheets relative to those substances or agents necessary for the MAC to comply with the provisions of the Employee Right to Know Act of 1983, Minn. Stat. 182.65 et.seq. and Minnesota Rules pt. 5206.1000, 5206.1100. A single proof copy of the Material Safety Data Sheet shall be submitted to the MAC Safety Department, before shipment of the item. A copy shall be included with each delivery made during the term of the contract. (Provision of a properly completed federal OSHA form 20, "Material Safety Data Sheet", shall be prima facie proof of compliance with the information requirements under Minn. Stat. 182.653, subds 4b, 4c and 4f).

7. VENDOR'S FACILITIES

The item(s) specified in this Solicitation is dependent upon the availability of prompt professional service. In order to be considered for award, each potential Vendor is required to have existing facilities with sufficient inventory and trained personnel experienced in providing the quality of service specified in the Solicitation. Facilities are subject to inspection by the MAC to determine adequacy. This may be considered in determining the award.

8. PROTECTION OF MAC BUILDINGS, EQUIPMENT AND VEGETATION

Vendor shall use reasonable care to avoid damaging existing facilities, equipment and vegetation (such as trees, shrubs, and grass) on MAC property. If Vendor fails to do so and damages such facilities, equipment and vegetation, Vendor shall replace or repair the damage at no expense to the MAC, as directed by the MAC's Purchasing Manager. Vendor is responsible for any damage caused by spillage or improper use of a product or equipment by their employees or agents. If Vendor fails or refuses to make such repair or replacement, then Vendor shall be liable for the cost thereof, which may be deducted from any outstanding or future invoices to the MAC.

9. LIQUIDATED DAMAGES

Vendor shall guarantee to have a technician on the job site within three (3) hours of the time of first call for service/repairs. Failure to meet this response time requirement for service/repair calls shall result in damages of \$250 for each hour or fraction thereof for which the response is delayed.

10. AIRPORT SECURITY

Upon contract award, Vendor shall review airport security rules and needs, along with the use and assignment of required access keys with the MAC's designated representative. A key deposit is required for any keys issued by the MAC. It is not anticipated that any keys or locks controlled by the MAC and subject to specific security requirements will be necessary for the execution of vendor's duties under this contract.

11. BADGING REQUIREMENTS

The execution of the duties of this contract requires Vendor's employees to obtain airport security badges for gaining access to work areas. The process of obtaining badges can be lengthy and Vendor is strongly encouraged to begin the application process immediately upon contract award. Badging information can be found at <http://www.mymspconnect.com/employee-toolbox/badging>.

12. VENDOR'S VEHICLES

Vendor shall keep vehicles and equipment in a clean, operable and sanitary condition and vehicles shall meet all applicable federal, state, county and municipal regulations. Vendor must have an adequate number of collection trucks to reliably service the MSP account. Vendors are encouraged to provide detailed fleet information in proposals to demonstrate the ability to provide reliable hauling service. All vehicles operating on the Air Operations Area (AOA) at MSP must comply with the requirements set forth in MAC Ordinance 105. All of the MAC Ordinances can be found at <http://metroairports.org/mac/organization/Bylaws.aspx>.

13. DRIVERS

All companies whose employees drive on the Air Operations Area (AOA) at MSP are required to provide training to their drivers in compliance with MAC Ordinance 105. Upon award of the contract, the selected Vendor must submit the Letter of Compliance (found in Ordinance 105) prior to the contract start date.

14. REPORTS

Vendor shall provide monthly reports to the MAC showing the weight or volume of MSW and recyclable materials. Reports must contain weights/volumes by date and service location. Upon request, Vendor shall provide copies of scale tickets, daily route sheets or other documentation for the purpose of verifying disposal sites, weights etc.

15. BILLING

Vendor shall bill the MAC on a monthly basis for all services and related costs, including tipping fees, under this contract. Vendor's invoice shall include Hennepin County Solid Waste Management Fees and Minnesota Solid Waste Management Taxes where applicable and shall submit those fees and taxes to the appropriate entities as required.

16. FUEL SURCHARGES

Fuel surcharges, fees or any other pricing variable will not be accepted in this contract. A proposed cost structure may link pricing to disposal fees charged by a disposal site.

17. SITE INVESTIGATION

Vendor acknowledges that they have investigated and satisfied themselves as to the conditions affecting the work, including but not restricted to those bearing upon transportation, disposal, handling and storage of materials, availability of labor, water, electric power, roads and uncertainties of weather, river stages, or similar physical conditions at the site, the conformation and conditions of the ground, the character of equipment and facilities needed preliminary to and during the prosecution of the work. Vendor further acknowledges that they have satisfied themselves as to the character, quality and quantity of surface and subsurface materials or obstacles to be encountered insofar as this information is reasonably ascertainable from an inspection of the site. Any failure by Vendor to acquaint themselves with the available information will not relieve them from responsibility for estimating properly the difficulty or cost of successfully performing the work. The MAC assumes no responsibility for any conclusions or interpretations made by Vendor on the basis of the information made available by the MAC. An opportunity for touring the service locations will be offered immediately following the mandatory pre-proposal meeting on 10 April 10 2013.

18. ADDITIONAL SITES

The MAC reserves the right to add, delete or otherwise modify service locations. The additional cost of any additional sites will be negotiated with Vendor before service is started. The cost must be consistent with the cost charged for the current site(s) being serviced.

19. FAMILIARIZATION

Vendor shall become familiar with all available information regarding difficulties that may be encountered and the conditions, including safety precautions, under which the work must be accomplished under the Contract. Vendor shall not be relieved from assuming all responsibility of properly estimating the difficulties and the cost of performing the services required in this Specification because Vendor failed to investigate the conditions or to become acquainted with all information concerning the services to be performed.

20. INSPECTION OF PREMISES

The MAC'S authorized representatives reserve the right to inspect MAC premises at any and all hours for the purpose of examining and inspecting said premises and Vendor's performance, or for other purposes necessary in the exercise of its Governmental functions.

21. INSURANCE REQUIREMENTS

Upon contract award the selected Vendor must demonstrate compliance with the insurance requirements outlined on the following page.

CERTIFICATE OF INSURANCE GENERAL REQUIREMENTS: The successful Vendor is **required to** provide a Certificate of Insurance using the most current standard ACCORD form or policies upon request by the MAC evidencing that the following items are in force and effect during the entire term of this contract. **NO OTHER CERTIFICATE FORMS WILL BE ACCEPTED.**

Vendor shall not commence work under the contract until they have obtained all the insurance described below and the MAC has approved such insurance. All policies and certificates shall provide that the policies shall remain in force and effect throughout the term of the Contract.

POLICY ENDORSEMENT REQUIREMENTS

Vendor's policies shall be endorsed or by terms and conditions as follows:

Name the MAC, its officers and employees as additional insured on the commercial general liability policy with respect to services being provided, however, the MAC is not liable to the insurance company for any premiums, costs or assessments in connection with the contractor's policy, as a result of being an additional insured.

Vendor shall provide the MAC with thirty (30) day's advance written notice of cancellations, non-renewals or reduction in limits or coverage or other material change, including the name of the contract, mailed to the following address.

Brad Johnson, Purchasing Manager
 MAC Purchasing Department
 6040 28th Avenue South
 Minneapolis, MN 55450

Vendor's policy shall be the primary and non-contributory insurance to any other valid and collectible insurance available to the MAC with respect to any claim arising out of this contract. Vendor is responsible for payment of insurance deductibles. If Vendor is self-insured, a Certification of Self-Insurance form must be attached. Vendor understands and agrees that the minimum limits of the insurance herein required may become inadequate, and the vendor agrees that it will increase such minimum limits upon receipt of notice in writing from the MAC.

The Workers' Compensation policy of Vendor or any subcontractors shall contain a waiver of subrogation against the MAC. If Vendor or subcontractors are self-insured the same shall apply by the terms of this agreement.

It shall be the responsibility of Vendor to insure that all subcontractors and sub-subcontractors also secure and maintain equal insurance.

Failure to maintain proper insurance will result in immediate termination of this agreement.

The insurance company waives the right to assert the immunity of the MAC as a defense to any claims made under said insurance.

The workers' compensation policy shall contain a waiver of subrogation against the MAC.

Insurance companies must have an "AM Best" rating of A or better and licensed or admitted in Minnesota.

Workers Compensation	Comprehensive Automobile Liability	Comprehensive General Liability
<ul style="list-style-type: none"> • Statutory Compensation Coverage • Coverage B. Employers Liability with limits of not less than: <ul style="list-style-type: none"> • \$100,000 Bodily Injury per disease per employee. • \$500,000 Bodily Injury per disease aggregate • \$100,000 Bodily Injury by accident 	<ul style="list-style-type: none"> • Minimum Limits of Liability: • \$5,000,000 Per Occurrence Combined Single Limit Bodily Injury and Property Damage for: <ul style="list-style-type: none"> • Owned Automobile • Non-owned Automobile • Hired Automobiles 	<ul style="list-style-type: none"> • Minimum Limits of Liability: • \$5,000,000 Combined Single Limits, Bodily Injury and Property Damage per occurrence.

THE FOLLOWING OPTIONAL COVERAGE MUST ALSO BE PROVIDED

<input checked="" type="checkbox"/>	Personal Injury	<input checked="" type="checkbox"/>	Products/Completed Operations
<input checked="" type="checkbox"/>	Blanket Contractual	<input checked="" type="checkbox"/>	Other
<input checked="" type="checkbox"/>	Broad Form Property Damage		

Vendor understands and agrees that the minimum limits of the insurance herein required may become inadequate, and the vendor agrees that it will increase such minimum limits upon receipt of notice in writing from the MAC. Failure to maintain proper insurance will result in immediate termination of this agreement.

SCOPE OF WORK AND PROPOSAL REQUIREMENTS

1. MSW SERVICE

The selected Vendor will be responsible for providing hauling/disposal services for MSW as indicated in these specifications.

The MAC owns a total of seven (7) MSW compactors; five (5) are self-contained units and two (2) are stationary. All compactors are configured for roll-off trucks using a cable hoist loading system. Vendor must provide two (2) 40-cubic yard receiver boxes for use with stationary compactors. The compactor hauling schedule varies by location from seven (7) days a week to once weekly. Vendor must be able to provide roll-off service seven (7) days a week, including all holidays. There are eleven (11) additional MSW service locations that do not utilize compactors and will require 2- to 8-cubic yard front/rear load containers or 90-gallon carts. Vendor will supply all front/rear load containers, and carts, in sizes and quantities determined by the MAC. Capacity and frequency may be increased or decreased as deemed necessary by the MAC.

A list of current service locations, container types, sizes, quantities and the hauling/collection schedule can be found in the following sections of this document. Proposals should describe in detail the vendor's ability to provide the needed supply of containers.

2. DISPOSAL

The MAC is committed to minimizing the environmental impact of its operations and managing waste in the most environmentally preferable manner possible. To that end, and in accordance with the waste management hierarchy, all MSW managed under this contract must be transported to a facility within the Hennepin County Solid Waste system for waste-to-energy processing. It is preferred that all MSW be delivered directly to the HERC facility. If for operational or other reasons it is not possible or practical to deliver MSW to the HERC facility, another of the Hennepin County facilities may be used as an alternate. The MAC must be notified of any loads of MSW to be delivered to an alternate facility, in advance if possible, or as soon as reasonably possible thereafter. MSW may be delivered to a land disposal facility or transfer facility feeding a landfill only when extreme circumstances exist, making it unfeasible to use an alternate Hennepin County facility. Vendor shall notify the MAC immediately upon becoming aware of such extreme circumstances.

3. CONTAINERS

All containers provided by Vendor shall be in good condition, free of damage, rust, or holes, etc. and have lids originally supplied by the manufacturer that prevent the leak, spill or scattering of contents and prevent the entry of storm water into the container. Containers may have decals displaying Vendor company name/logo and any standard safety markings. Vendor agrees to allow the MAC to place additional signs or decals on Vendor-owned containers. Such signs or decals typically detail acceptable materials or contain other information to aid individuals in the proper disposition of waste materials. At its sole discretion the MAC reserves the right to reject and/or require replacement of containers deemed unsuitable or unacceptable for use. Proposals must state whether and if any container delivery charges are intended either at the beginning of or at any time during the contract. Proposals must state whether and if any container rental or use charges are intended.

4. REPORTS

Vendor shall provide monthly reports for all MSW collected. An Excel spreadsheet format is preferred. The reports must show the net weight of each load/container, by location, and include the date and disposal site. The monthly reports shall reflect the same period of time as the monthly invoices. Vendor may be required, upon request, to provide copies of scale tickets, daily route sheets or other documentation for the purpose of verifying disposal sites. All proposals must include an example report for evaluation by the review team.

5. BILLING

Vendor shall bill the MAC monthly for service, disposal fees, Solid Waste Management Taxes, and Hennepin County Surcharge Fees. Invoices shall show total charges by service location and be itemized to include each transportation and disposal charge separately. Locations having a standard monthly charge shall show the monthly charge separately from applicable taxes and fees.

Vendor shall bill the MAC on a monthly basis for all service costs, including transportation, disposal (tipping) fees, Solid Waste Management Taxes, Hennepin County Surcharge, repair services, repair parts, etc. Invoices must show charges by service location and be itemized to show each individual roll-off load with the transportation charge separated from the disposal charge. Locations having a standard monthly charge shall show the monthly charge separately from applicable taxes and fees. County fees and state taxes shall be collected by the vendor and remitted to the proper government entities.

6. SCHEDULE

Collections shall be done in accordance with a schedule predetermined by the MAC. Vendor must have the ability to provide unscheduled roll-off truck service seven (7) days a week, 365 days a year, including all holidays, in response to emergencies, equipment breakdown or other unplanned events. The MAC reserves the right, at its sole discretion, to make changes to the hauling schedule. Schedule changes are typically made in response to seasonal fluctuations in the number of flights/passengers, construction activities, or other factors affecting the generation of MSW. If unscheduled pickups are required, Vendor must respond within 24 hours.

Terminal operations are synchronized with a consistent and reliable compactor hauling schedule. Concessions tenants, cleaning contractors, airline ground ops, and others rely on the availability of the compactors at the terminal buildings. There are certain times of the day when the removal of a compactor is impractical for the users. Proposals should address the vendor's ability to consistently adhere to an established schedule. The current roll-off hauling schedule and the front/rear load schedule is included in the following sections of this document.

7. COMPACTOR/EQUIPMENT REPAIRS

The selected Vendor will be responsible for providing repairs/maintenance of compactors and related equipment as indicated in these specifications.

MSP operates seven (7) days a week, 365 days a year, including all holidays. Failure of critical equipment can disrupt waste handling processes and upset terminal operations, particularly at loading docks. Critical equipment includes seven (7) MSW compactors, two (2) cart dumpers at stationary compactors and one (1) organics compactor. To minimize the duration of disruptions due to failure of compactors, cart dumpers, etc. Vendor must have personnel, parts and the necessary tools/equipment to perform repairs twenty-four (24) hour per day, seven (7) days a week, including holidays. A repair technician must arrive on-site within three (3) hours of the initial call for service by the MAC. Vendor must also have substitute containers available in the event that a compactor is out-of-service for an extended period of time. Vendor must provide the MAC with a phone number that will be answered 24/7/365 by a company employee who has the authority and ability to dispatch repair personnel and trucks/backup containers in accordance with the requirements set forth in this document. The contact person shall have the ability to stay operationally informed during such situations and provide status reports to MAC staff upon request.

To expedite certain compactor repairs, the MAC has a storage box at the Terminal 2-Humphrey Loading Dock to store spare compactor parts securely. Vendor will have exclusive access and will be required to maintain the inventory. The MAC will purchase all spare parts and parts may be used only for repairs on MAC-owned equipment. Vendor should consult with MAC staff to determine what spare parts should be kept on hand.

MSW generated by airline ground crews is transported in 2-cubic yard pull-carts to a stationary compactor where a hydraulic cart dumper is used to empty the carts. There are approximately forty (40) such carts in use at Terminal 1-Lindbergh that need occasional repairs/maintenance. Common repairs involve tires and/or wheels as well as broken tongues or axles. Inoperable carts are not critical repairs and response is not required after hours or within the three (3)-hour requirement for critical equipment. Vendor must be able to repair these carts in a timely manner.

It may be necessary during the course of this agreement to install new compactors or relocate existing compactors. Vendor shall have the necessary materials, tools/equipment, and expertise to professionally install compactors.

Proposals should describe in detail the Vendor's qualifications and ability to provide comprehensive repair service in a timely manner.

8. RECYCLING SERVICE

The selected Vendor will be responsible for collection, transportation and delivery of recyclable materials to an approved processing facility as indicated in these specifications.

Recycling efforts at MSP target the standard curbside materials in terminal public areas, office and administrative spaces, retail and food/beverage concessions as well as locations supporting aircraft ground servicing. Corrugated cardboard is particularly plentiful in passenger terminal facilities and is baled separately in two different locations at Terminal 1–Lindbergh and at one location at Terminal 2–Humphrey. At all other pick up locations the recyclable material is a mixed, single-stream of cans, bottles, cardboard and paper products. There are a total of fifteen (15) sites where recyclable materials are staged for pick up, typically co-located with MSW compactors or containers. The MAC utilizes 60/90-gallon carts for the management of recyclable materials in public areas of the terminal buildings. Carts are staged in various locations within the facility and are moved to specified pick-up areas (typically loading docks) when they are filled. Other locations utilize 2- to 8-cubic yard front/rear load containers. Vendor will supply all recycling containers in sizes and quantities determined by the MAC. Capacity and frequency may be increased or decreased as deemed necessary by the MAC.

A list of current service locations, container types, sizes, quantities and the hauling/collection schedule can be found in the following sections of this document.

9. PROCESSING FACILITY

Vendor shall disclose any and all facilities that will receive, sort, process, or otherwise manage recyclable materials collected under this contract, the recovery rates of all facilities, and the final destination of the material.

10. CONTAINERS

All containers provided by Vendor shall be in good condition, free of damage, rust, or holes, etc. and have lids originally supplied by the manufacturer that prevent the leak, spill or scattering of contents and prevent the entry of storm water into the container. Containers may have decals displaying Vendor company name/logo and any standard safety markings. Vendor agrees to allow the MAC to place additional signs or decals on Vendor-owned containers. Such signs or decals typically detail acceptable materials or contain other information to aid individuals in the proper disposition of waste materials. At its sole discretion, the MAC reserves the right to reject and/or require replacement of containers deemed unsuitable or unacceptable for use. Proposals must state whether and if any container delivery charges are intended either at the beginning of or at any time during the contract. Proposals must state whether and if any container rental or use charges are intended.

It has been the MAC's experience that it is difficult to maintain the cleanliness of 90-gallon carts used for cans/bottles, particularly at the terminal buildings. Resulting problems include odors and pests (fruit flies), mainly during warm weather months. Previous solutions have included power washing of containers on-site and removal/replacement of carts. Proposals shall detail Vendor's approach to addressing this issue and specify any costs to the MAC.

11. REPORTS

Vendor shall provide monthly reports for all recyclable material collected. An Excel spreadsheet format is preferred. The reports must show the net weight of each material type, by location, by date. Proposals should include details as to how the net weight of recyclable materials will be calculated including any and all estimations and assumptions. The monthly reports shall reflect the same period of time as the monthly invoices. Vendor may be required, upon request, to provide copies of scale tickets, daily route sheets or other documentation for the purpose of verifying disposal sites. All proposals must include an example report for evaluation by the review team.

12. BILLING

Vendor shall bill the MAC monthly for all recycling related service costs. Invoices shall show charges by material type, by service location, and must separate hauling/collection costs from processing costs as appropriate (and if proposed as separate costs). Vendor may propose a flat monthly charge for hauling/collection and processing of recyclable materials.

13. REVENUE SHARING

Vendor may propose to share revenue with the MAC from the sale of recyclable materials. Any revenue sharing must be in the form of a credit applied directly to the next month's invoice. Revenue sharing proposals should be specific with regard to the material type(s), any restrictions, limitations or conditions and what factors are used to determine or calculate value.

14. CONTAMINATION

Every effort is made to minimize contamination in the recycling stream. Recyclable materials are generated in a variety of locations by a variety of activities including food and beverage concessions, retail stores, office and administrative spaces, aircraft cabins, airline ground operations, and public areas in the terminal buildings. Diversion of recyclable materials is performed by and impacted by many different people working at the airport or members of the public who are traveling. A certain degree of trash is commonly found in public area receptacles. Plastic bags that line receptacles are generally not separated from their contents. The program employs numerous educational efforts and receptacles in public areas are clearly labeled. Container openings are oriented toward accepting recyclable material while discouraging trash. Experience has shown that collection of recyclable materials at MSP invariably results in a level of contamination that may exceed the industry average. This is and has been the reality at MSP and Vendor must be able to tolerate this level of contamination and still ensure that the recyclable material is recovered, processed and delivered to secondary markets. Vendors wishing to investigate and examine the composition of the diverted material may do so during the site tour immediately following the mandatory pre-proposal meeting.

15. SCHEDULE

Collections shall be done in accordance with a schedule predetermined by the MAC. The MSP Airport facility operates seven (7) days a week, 365 days a year, including all holidays. Any service changes due to holidays can negatively impact terminal operations, particularly loading dock areas. The MAC wishes to minimize any disruptions to the pre-determined recycling schedule. Vendor shall provide specific information within their proposal that identifies holidays or any other day known in advance that will shift the collection schedule.

The MAC reserves the right, at its sole discretion, to make changes to the hauling schedule. Schedule changes are typically made in response to seasonal fluctuations in the number of flights/passengers, construction activities, or other factors affecting the generation of recyclable materials. If unscheduled pickups are required, Vendor must respond within 24 hours. The current collection schedule for recyclable materials is included in the following sections of this document.

16. OTHER WASTES

Beyond the services outlined above, this contract will include roll-off hauling service for scrap metal, yard waste, organics/food waste and various industrial wastes including street sweepings, absorbents, blast media, rubber removal solids and pavement paint removal solids.

MAC-owned compactors are used for yard waste and organics but Vendor must provide 20- or 30-cubic yard roll-off boxes for the other waste streams. Temporary containers may also be needed for special projects such as construction, demolition or large cleanout jobs. Some of this service will be seasonal in nature and hauling generally is performed on an as-needed basis. Specific information including average weights, number of annual hauls, etc. can be found in the following sections of this document. Proposals must clearly state whether any charges will apply beyond the proposed transportation cost, such as container delivery fees or any container rental or use charges.

17. SCRAP METAL

Loads are transported to A&D Recycling and Recovery in Lakeville, MN. It is the MAC's preference that Vendor be paid for the value of the scrap metal and issue a credit to the MAC, in the same amount, on the next invoice. Proposals shall address Vendor's ability to manage scrap metal payments in this manner.

18. YARD WASTE

Service is as-needed and upon request to The Mulch Store yard waste site in Rosemount, MN. The MAC is billed directly by The Mulch Store for the disposal charge.

19. ORGANICS/FOOD WASTE

Loads are delivered to the Hennepin County Transfer Station in Brooklyn Park, MN. The MAC prefers that tip fees are paid by Vendor and passed through to the MAC. Proposals shall address Vendor's ability to manage tip fees in this manner.

20. SWEEPINGS

This is a non-hazardous industrial waste pre-approved at SKB Environmental – Rosemount Industrial Waste Facility in Rosemount, MN. Waste profile number is MI07-0148. The waste profiling and approval process is the responsibility of the MAC. Manifests for waste shipments will be supplied by the MAC. The MAC is billed by SKB for disposal costs. Due to the weight of this material, the use of a tractor-trailer is preferred as it allows containers to hold more waste thereby reducing the overall number of loads. Proposals shall address Vendor's ability to transport these loads with a tractor-trailer. The MAC prefers that disposal fees are paid by Vendor and passed through to the MAC. Proposals shall address Vendor's ability to manage tip fees in this manner.

21. ABSORBENTS

This is a non-hazardous industrial waste that is managed under SWDI/Stericycle profile # E-378 and is delivered by appointment to the HERC facility in Minneapolis. The waste profiling and approval process is the responsibility of the MAC. Manifests for waste shipments will be supplied by the MAC. SWDI/Stericycle bills the MAC for disposal costs.

22. BLAST MEDIA

Service is as-needed and as-requested for waste generated by MAC Paint Shop media blasting activities. Typical duration on-site is one (1) to two (2) weeks. Each batch of this waste generally has required full evaluation and approval due to it being considered a new waste. Media blasting wastes classified as non-hazardous are delivered to SKB Environmental – Rosemount Industrial Waste Facility in Rosemount, MN. The waste profiling and approval process is the responsibility of the MAC. Manifests for waste shipments will be supplied by the MAC. The MAC is billed by SKB for disposal costs. This waste is project-specific and not a regular ongoing process.

23. RUBBER REMOVAL SOLIDS

Service is as-requested and seasonal for waste generated by a truck-based water blasting process used by MAC Field Maintenance for removal of rubber from runway pavement. Liquids are separated and managed with wastewater discharge approval. The solids are a non-hazardous industrial waste pre-approved at SKB Environmental – Rosemount Industrial Waste Facility in Rosemount, MN. Waste profile number is MI11-0134. The waste profiling and approval process is the responsibility of the MAC. Manifests for waste shipments will be supplied by the MAC. The MAC is billed by SKB for disposal costs. New water blast equipment and processes for runway rubber removal were implemented in 2012. Modifications are anticipated for 2013 to improve dewatering which could affect hauling frequency and container needs. Rubber removal is performed only during warm weather months. In 2012 a container was provided for a period of four (4) to six (6) months and hauled one (1) time.

24. PAINT (PAVEMENT) REMOVAL SOLIDS

Service is as-requested and seasonal for waste generated by a truck-based water blasting process used by the MAC Paint Shop move pavement paint. Liquids are separated and managed with wastewater discharge approval. The solids are a non-hazardous industrial waste pre-approved at SKB Environmental – Rosemount Industrial Waste Facility in Rosemount, MN. Waste profile number is MI11-0104. The waste profiling and approval process is the responsibility of the MAC. Manifests for waste shipments will be supplied by the MAC. The MAC is billed by SKB for disposal costs. This waste is project specific and not a regular ongoing process. Volumes and frequency will vary. The waste generated in 2012 was consolidated with rubber removal solids and transported as a single load.

SUMMARY OF EXISTING SERVICE (page 1 of 3)

SCHEDULED SERVICE: MAC-OWNED COMPACTORS

Name	Location	Description	2012 # of Hauls	Avg Net Weight
MAC I	Terminal 1-Lindbergh Main Loading Dock	Marathon self-contained compactor, 30/34 cu.yd.	371	6.22 tons
MAC III	Terminal 1-Lindbergh, C Concourse Loading Dock	Marathon self-contained compactor, 20/24 cu.yd.	159	2.94 tons
HUMPHREY	Terminal 2-Humphrey Loading Dock	Galbreath self-contained compactor, 30/34 cu.yd.	159	4.04 tons
MAC IV	Terminal 1-Lindbergh, Airside, C Concourse	Galbreath self-contained compactor, 30/34 cu.yd.	107	2.90 tons
MAC V	Terminal 1-Lindbergh, near Gate D-1; connected to trash shute	Marathon self-contained compactor, 34 cu.yd.	55	8.86 tons
ORGANICS COMPACTOR	Terminal 1-Lindbergh, near Gate D-1	Marathon self-contained compactor, 20 cu.yd.	26	5.78 tons

SCHEDULED SERVICE: VENDOR-PROVIDED RECEIVER BOXES

Name	Location	Description	2012 # of Hauls	Avg Net Weight
MAC II	Terminal 1-Lindbergh, on the ramp near Gate D-1	Marathon stationary compactor with RAYFO cart dumper (MAC-owned); 40 cu.yd. receiver box provided by Vendor	184	5.78 tons
MAC VI	Terminal 1-Lindbergh, on the ramp near Gate G-14	Marathon stationary compactor with RAYFO cart dumper (MAC-owned); 40 cu.yd. receiver box provided by Vendor	53	4.05 tons

COMPACTORS – CURRENT SCHEDULE w/TIMES

	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
MAC I	04:05-05:15	04:05-05:15	04:05-05:15	04:05-05:15	04:05-05:15	05:30-06:55	07:00-08:25	04:05-05:15	04:05-05:15	04:05-05:15	04:05-05:15	04:05-05:15	07:00-08:25	07:30-08:55
MAC III	05:20-06:30		02:50-04:00		05:20-06:30			05:20-06:30		02:50-04:00		05:20-06:30		
Humphrey	02:50-04:00			02:50-04:00		07:00-08:25		02:50-04:00			02:50-04:00		05:30-06:55	
MAC IV		02:50-04:00			02:50-04:00				02:50-04:00			02:50-04:00		
MAC V		05:20-06:30							05:20-06:30					
Organics	Every other Thursday													
MAC II	06:35-07:45		05:20-06:30		06:35-07:45		05:30-06:55		06:35-07:45		05:20-06:30		08:30-09:25	
MAC VI							08:30-09:25							09:00-10:25

SUMMARY OF EXISTING SERVICE (page 2 of 3)

ON-CALL SERVICE: MAC-OWNED COMPACTORS

Material	Location	Description	# of Hauls	Avg Net Weight
YARD WASTE	Near MAC Field Maintenance Building, 6025 28 th Ave S	Self-contained compactor, approx. 30 cu.yd.	1-2 (annual)	6-7 tons

ON-CALL SERVICE: VENDOR-PROVIDED ROLL-OFF BOXES

Material	Location	Description	# of Hauls	Avg Net Weight
SCRAP METAL	Near MAC Field Maintenance Building, 6025 28 th Ave S	Vendor to provide two (2) roll-off boxes, 30 cu.yd. each; containers needed year-round	8-10 (annual)	4-5 tons
SWEEPINGS	Near MAC Field Maintenance Building, 6025 28 th Ave S	Vendor to provide two (2) roll-off boxes, 20 cu.yd. each; containers needed year-round	26 (annual)	14 tons
ABSORBENTS	Near MAC Field Maintenance Building, 6025 28 th Ave S	Vendor to provide one (1) roll-off box, 20 cu.yd.; container needed year-round	up to 1 (annual)	2-3 tons
BLAST MEDIA	Near MAC Field Maintenance Building, 6025 28 th Ave S	Vendor to provide one (1) roll-off box, 10 or 20 cu.yd.; temporary container, upon request	0-3 (annual)	Varies
RUBBER REMOVAL SOLIDS	Near MAC Field Maintenance Building, 6025 28 th Ave S	Vendor to provide one (1) roll-off box, 20 cu.yd.; temporary container, upon request	TBD	Varies
PAINT REMOVAL SOLIDS	Near MAC Trades Center, 6045 28 th Ave S	Vendor to provide one (1) roll-off box, 10 or 20 cu.yd.; temporary container, upon request	TBD	Varies

FRONT/REAR LOAD SCHEDULED SERVICE –MSW AND RECYCLING

Location	Material	Container Type	Container Quantity	Schedule
Terminal-1 Lindbergh Main Loading Dock	Co-mingled (mixed) Recycling	90-gallon carts	50 / 36*	3 /week
	Baled Cardboard	na	60 bales per month	3 /week
Terminal-1 Lindbergh Gate D-1	Co-mingled (mixed) Recycling	6-yd	one	3 /week
Terminal 1-Lindbergh C-Concourse Loading Dock	Co-mingled (mixed) Recycling	90-gallon carts	18 / 10*	3 /week
	Baled Cardboard	na	18 bales per month	3 /week

SUMMARY OF EXISTING SERVICE (page 3 of 3)

FRONT/REAR LOAD SCHEDULED SERVICE –MSW AND RECYCLING (continued)

Location	Material	Container Type	Container Quantity	Schedule
Terminal-1 Lindbergh Airside, C Concourse	Co-mingled (mixed) Recycling	90-gallon carts	17 / 12*	2 /week
	Co-mingled (mixed) Recycling	8-yd	two	3 /week
Terminal-1 Lindbergh Gate G-14	Co-mingled (mixed) Recycling	6-yd	one	3 /week
Terminal-1 Lindbergh G Concourse / A Street	Co-mingled (mixed) Recycling	60-gallon carts	14 / 10*	2 /week
Terminal-2 Humphrey	Co-mingled (mixed) Recycling	90-gallon carts	16 / 8*	2 /week
	Baled Cardboard	na	10 bales per month	2 /week
Delta Bldg G 7350 34 th Ave S	Co-mingled (mixed) Recycling	8-yd	one	3 /week
MAC Fire Station #1 6920 34 th Ave S	Co-mingled (mixed) Recycling	4-yd	one	1 /week
	MSW	6-yd	one	1 /week
APD - SW Cargo Bldg 7451 26 th Ave South	MSW	6-yd	one	1 /week
Air Cargo Building 7550 22 nd Ave S	MSW	6-yd	one	3 /week
Glycol Lab 2520 Cargo Road	MSW	90-gallon cart	one	1 /week
MAC Fire Station #2 6307 34 th Ave S	Co-mingled (mixed) Recycling	3-yd	one	1 /week
	MSW	4-yd	one	1 /week
Air Traffic Control Tower 6311 34 th Ave S	Co-mingled (mixed) Recycling	3-yd	one	1 /week
	MSW	4-yd	one	2 /week
Navy Building 3201 East 62 nd Street	MSW	2-yd	one	1 /week
MAC Trades Center 6045 28 th Ave S	Co-mingled (mixed) Recycling	8-yd	one	2 /week
	MSW	8-yd	one	2 /week
MAC Field Maintenance 6025 28 th Ave S	Co-mingled (mixed) Recycling	8-yd	one (summer) two (winter)	2 /week
	MSW	8-yd	three	2 /week
MAC General Office 6040 28 th Ave S	Co-mingled (mixed) Recycling	3-yd	one	2 /week
	MSW	4-yd	one	2 /week
FAA Admin Building 6020 28 th Ave S	Co-mingled (mixed) Recycling	4-yd	one	2 /week
	MSW	6-yd	one	2 /week

*container quantity x / x indicates total number of containers on-site / total number of containers typically dumped

EVALUATION OF PROPOSALS

1. SELECTION PROCESS

Each Proposal will be evaluated according to the following process to determine how well it meets the requirements outlined in this RFP. The evaluation criteria will be used by the review team in scoring the Proposals and in making a recommendation to the MAC Commissioners. The MAC Commissioners are not bound by the Review Team/staff recommendation in making its final selection.

2. MINIMUM REQUIREMENTS

Those Proposals failing to meet the minimum requirements may be rejected without further evaluation.

3. EVALUATION

Vendors may be asked to revise, clarify and/or provide additional information during the Proposal review process. These requests will require prompt action by the Vendor. Those Proposals not rejected will be evaluated by the Review Team according to the Evaluation Criteria. The Review Team consists of MAC staff and other evaluators as the MAC determines appropriate.

4. INTERVIEWS

If the Review Team deems it necessary, it may select some or all Proposals as finalists and conduct interviews.

5. STAFF RECOMMENDATION

The Review Team will make its recommendation for award to the MAC Management & Operations (M&O) Committee. The recommendation memo to the M&O Committee is mailed to the Committee and to all vendors approximately one week before the meeting at which the recommendation will be considered.

6. MAC DECISION

The MAC's Management & Operations Committee considers the Review Team's recommendation and makes its recommendation to the full Commission. The MAC full Commission makes the final selection decision.

7. AWARD OF CONTRACT

The MAC will notify the successful Vendor in writing. Upon receipt of the prepared agreement (contract) the Vendor shall return a signed copy to the MAC within 30 days.

8. FORMAT OF PROPOSALS

Proposals should follow the format of the evaluation criteria below. Vendors shall submit seven (7) total copies of their proposal; one must be an original and marked as such. The review team will score proposals based on the following criteria:

EVALUATION CRITERIA AND VALUE

<i>DESCRIPTION</i>	Point Value
<p>QUALIFICATIONS</p> <ul style="list-style-type: none"> a. Identify the firm and its legal status (e.g., corporation, partnership) b. Provide a brief statement on the firm’s background, organization, and size with specific attention to the firm’s solid waste and recycling services <ul style="list-style-type: none"> 1. Describe the number, titles, and tenure of personnel in the firm that would have direct contact with the MAC account and their qualifications 2. Describe the firm’s most significant qualifications for providing the services described in this RFP c. Relevant Experience/References <ul style="list-style-type: none"> 1. Describe the scope of work, including waste volumes, for other customers with similar service needs, particularly any government or municipal contracts or accounts of significant size or complexity d. Overall qualification will include the Vendor’s financial stability based on the information submitted on the Balance Sheet form 	300
<p>VENDORS FINANCIAL INFORMATION</p> <p>Balance Sheet Form to be filled out and submitted (may be sealed and marked “Confidential”)</p>	100
<p>HAULING SERVICES</p> <ul style="list-style-type: none"> a. Address in detail the approach and commitment the company will take to accomplish the required hauling services b. Describe the proposed service plan – ability to accommodate schedule, etc. c. Describe any subcontracting of services tye company might require d. Address Vendor’s capabilities to provide hauling services including: <ul style="list-style-type: none"> 1. Ability to handle MSP volumes 2. Collection Equipment (Vehicles) <ul style="list-style-type: none"> i. Fleet size and quality ii. Provide specific Hauling Capability Qualifications 3. Collection Equipment (Containers) e. Ability to coordinate with current recycling practices <ul style="list-style-type: none"> 1. Fill out and submit Recycling Facility Disclosure Form 2. Management of contamination within recycling streams 3. Managing dirty recycling containers f. Include any innovative methods, concepts or opportunities that might be recommended as being beneficial to the MAC. Proposals may be scored more favorably if the Vendor offers concrete opportunities to reduce costs, reduce waste, improve diversion of recyclable materials, reduce the environmental impact of managing waste, etc. g. Describe the problem resolution procedure Vendor has in place or would put in place to handle problems or disputes with the MAC 	500
<p>REPAIRS AND MAINTENANCE</p> <ul style="list-style-type: none"> a. Address Vendor’s abilities to provide repair / maintenance service including: <ul style="list-style-type: none"> 1. Qualifications of repair personnel 2. Mobile repair capabilities 3. Repair of compactors and carts as described 4. Amount and nature of parts inventory on hand to make repairs 5. Company employee answering repair calls 24 / 7 / 365 6. Three (3)-hour response time for service calls b. Fill out and submit Repair/Maintenance Qualification Form for evaluation c. Include any innovative methods or concepts that might be recommended as being particularly beneficial to the MAC. Proposals may be scored more favorably if Vendor offers specific opportunities to improve equipment reliability, minimize down time, reduce costs, etc. 	500

<p>BILLING AND REPORTS Address Vendor's commitment to the MAC's requirements for:</p> <ul style="list-style-type: none"> a. Monthly Reports including accuracy/reliability of recycling reports b. Billing c. Proposals may include examples of reports/spreadsheets and invoice 	100
<p>SERVICE COST Proposed costs to include:</p> <ul style="list-style-type: none"> a. Overall cost of hauling service, repair/maintenance costs and revenue sharing as calculated from Vendor's Response Form/Price Sheet b. Ability to process monthly payments by credit card 	400
<p>CONFORMITY Complete and comprehensive proposal that addresses all required elements of service</p>	100

CHECKLIST OF DOCUMENTS THAT MUST BE SUBMITTED

(minimum requirements for a proposal to be considered complete)

- Vendor's Detailed Proposal Addressing Specific Service Elements Identified throughout RFP
- Response Form/Price Sheet**
- Certificate of Compliance**
- Affidavit of Non-collusion**
- Balance Sheet**

Upon contract award, the selected Vendor shall provide

- Certificate of Insurance

All Responses are to be sealed and must be received by the MAC Purchasing Department by 1 May 2013 at 12:00 PM.

Vendor shall assume full responsibility for timely delivery to the designated delivery location. If the response is hand delivered it is recommended that Vendor request the document be time-stamped at the reception desk. Oral, telephone or facsimile responses are invalid and will not receive consideration. Late Responses will not be accepted.

Envelope is to be addressed as follows:

RETURN ADDRESS

MAC PURCHASING DEPARTMENT

Attn: Sallie Karels

6040 - 28TH AVE S

MINNEAPOLIS MN 55450-2799

Solid Waste and Recycling

1 May 2013 12:00 PM

RESPONSE FORM/PRICE SHEET (page 1 of 8)

Solid Waste and Recycling Service

DATE ISSUED: 1 April 2013

Complete proposals due on Wednesday, 1 May 2013, 12:00 PM

FOR THE ENTIRE RESPONSE FORM/PRICE SHEET DOCUMENT –
PLEASE PRINT LEGIBLY OR COMPLETE ELECTRONICALLY USING MICROSOFT WORD.

Company Name _____

Contact Person _____

Address _____

Phone _____

E-mail Address _____

SIGNER MUST BE AUTHORIZED TO OBLIGATE THE FIRM CONTRACTUALLY

Authorized Signature

Title

Date

TERMS

The MAC's standard payment terms are net 30 days from receipt of goods or date of invoice, whichever is later. However, Vendor hereby offers the following discount for early payment:

_____ % _____ DAYS

Is your company able to process monthly payments by credit card (VISA)?

Yes

No

RESPONSE FORM/PRICE SHEET (page 2 of 8)

HAULING SERVICE – ROLL-OFF

Please provide your proposed cost for the hauling services detailed below for each of the three (3) years of the contract term. Vendors may include any additional information as needed on an attached sheet. Vendors must disclose ANY and ALL charges. DO NOT INCLUDE State of Minnesota Solid Waste Management Taxes or Hennepin County Solid Waste Management Fees in your costs.

Fuel surcharges will not be accepted and may not be included within proposals.

YEAR 1 (1 August 2013 to 31 July 2014)

COMPACTOR/ CONTAINER	DESTINATION	HAUL CHARGE	DISPOSAL CHARGE/ TIP FEE*	CONTAINER RENTAL	OTHER FEES <small>(Delivery charge, etc. must specify)</small>
MAC I	HERC	\$	\$	MAC-owned	\$
MAC II	HERC	\$	\$	\$ (receiver box)	\$
MAC III	HERC	\$	\$	MAC-owned	\$
HUMPHREY	HERC	\$	\$	MAC-owned	\$
MAC IV	HERC	\$	\$	MAC-owned	\$
MAC V	HERC	\$	\$	MAC-owned	\$
MAC VI	HERC	\$	\$	\$	\$
ORGANICS	Brooklyn Park Transfer Station	\$	\$	MAC-owned	\$
YARD WASTE	Mulch Store/RRT Rosemount	\$	The MAC is billed directly	MAC-owned	\$
SCRAP METAL	A&D Recycling and Recovery	\$	The MAC is billed directly	\$	\$
SWEEPINGS	SKB Rosemount	\$	\$	\$	\$
ABSORBENTS	HERC	\$	The MAC is billed directly	\$	\$
INDUSTRIAL WASTE (NON-HAZ)	SKB Rosemount	\$	The MAC is billed directly	\$	\$

*If Vendor proposes to pass through the HERC tipping fee, enter "HERC". (If Vendor proposes to pass through the SKB tipping fee for sweepings, enter "SKB"). Vendors proposing alternate disposal charge/tip fee pricing mechanisms shall provide a clear and complete description thereof. Attach additional information if necessary.

RESPONSE FORM/PRICE SHEET (page 3 of 8)

YEAR 2 (1 August 2014 to 31 July 2015)

COMPACTOR/ CONTAINER	DESTINATION	HAUL CHARGE	DISPOSAL CHARGE/ TIP FEE*	CONTAINER RENTAL	OTHER FEES <small>(Delivery charge, etc. must specify)</small>
MAC I	HERC	\$	\$	MAC-owned	\$
MAC II	HERC	\$	\$	\$(receiver box)	\$
MAC III	HERC	\$	\$	MAC-owned	\$
HUMPHREY	HERC	\$	\$	MAC-owned	\$
MAC IV	HERC	\$	\$	MAC-owned	\$
MAC V	HERC	\$	\$	MAC-owned	\$
MAC VI	HERC	\$	\$	\$	\$
ORGANICS	Brooklyn Park Transfer Station	\$	\$	MAC-owned	\$
YARD WASTE	Mulch Store/RRT Rosemount	\$	The MAC is billed directly	MAC-owned	\$
SCRAP METAL	A&D Recycling and Recovery	\$	The MAC is billed directly	\$	\$
SWEEPINGS	SKB Rosemount	\$	\$	\$	\$
ABSORBENTS	HERC	\$	The MAC is billed directly	\$	\$
INDUSTRIAL WASTE (NON-HAZ)	SKB Rosemount	\$	The MAC is billed directly	\$	\$

*If Vendor proposes to pass through the HERC tipping fee, enter "HERC". (If Vendor proposes to pass through the SKB tipping fee for sweepings, enter "SKB"). Vendors proposing alternate disposal charge/tip fee pricing mechanisms shall provide a clear and complete description thereof. Attach additional information if necessary.

RESPONSE FORM/PRICE SHEET (page 4 of 8)

YEAR 3 (1 August 2015 to 31 July 2016)

COMPACTOR/ CONTAINER	DESTINATION	HAUL CHARGE	DISPOSAL CHARGE/ TIP FEE*	CONTAINER RENTAL	OTHER FEES <small>(Delivery charge, etc. must specify)</small>
MAC I	HERC	\$	\$	MAC-owned	\$
MAC II	HERC	\$	\$	\$(receiver box)	\$
MAC III	HERC	\$	\$	MAC-owned	\$
HUMPHREY	HERC	\$	\$	MAC-owned	\$
MAC IV	HERC	\$	\$	MAC-owned	\$
MAC V	HERC	\$	\$	MAC-owned	\$
MAC VI	HERC	\$	\$	\$	\$
ORGANICS	Brooklyn Park Transfer Station	\$	\$	MAC-owned	\$
YARD WASTE	Mulch Store/RRT Rosemount	\$	The MAC is billed directly	MAC-owned	\$
SCRAP METAL	A&D Recycling and Recovery	\$	The MAC is billed directly	\$	\$
SWEEPINGS	SKB Rosemount	\$	\$	\$	\$
ABSORBENTS	HERC	\$	The MAC is billed directly	\$	\$
INDUSTRIAL WASTE (NON-HAZ)	SKB Rosemount	\$	The MAC is billed directly	\$	\$

*If Vendor proposes to pass through the HERC tipping fee, enter "HERC". (If Vendor proposes to pass through the SKB tipping fee for sweepings, enter "SKB"). Vendors proposing alternate disposal charge/tip fee pricing mechanisms shall provide a clear and complete description thereof. Attach additional information if necessary.

RESPONSE FORM/PRICE SHEET (page 5 of 8)

HAULING SERVICE – FRONT LOAD / REAR LOAD

Please provide your proposed cost for the hauling services detailed below for each of the three (3) years of the contract term. Vendors may include additional information as needed on an attached sheet. Vendors must disclose ANY and ALL charges. Fuel surcharges will not be accepted and may not be included within proposals.

Location	Material	Container	Schedule	Year 1 Monthly Cost	Year 2 Monthly Cost	Year 3 Monthly Cost
Terminal-1 Lindbergh Main Loading Dock	co-mingled recycle	90-gal carts qty. 50 / 36	3 /week	\$	\$	\$
	cardboard bales	na	3 /week	\$	\$	\$
Terminal-1 Lindbergh Gate D-1	co-mingled recycle	6-yd qty. = one	3 /week	\$	\$	\$
Terminal 1-Lindbergh C Concourse Loading Dock	co-mingled recycle	90-gal carts qty. = 18 / 10	3 /week	\$	\$	\$
	cardboard bales	na	3 /week	\$	\$	\$
Terminal 1-Lindbergh Airside, C Concourse	co-mingled recycle	90-gal carts qty. = 17 / 12	2 /week	\$	\$	\$
	co-mingled recycle	8-yd qty. = two	3 / week	\$	\$	\$
Terminal 1-Lindbergh Gate G-14	co-mingled recycle	6-yd qty. = one	3 / week	\$	\$	\$
Terminal 1-Lindbergh G Concourse / A Street	co-mingled recycle	60-gal carts qty. = 14 / 10	2 / week	\$	\$	\$
Terminal-2 Humphrey	co-mingled recycle	90-gal carts qty. = 16 / 8	2 /week	\$	\$	\$
	cardboard bales	na	2 /week	\$	\$	\$
Delta Bldg G 7350 34 th Ave S	co-mingled recycle	8-yd qty. = one	3 /week	\$	\$	\$
MAC Fire Station #1 6920 34 th Ave S	co-mingled recycle	4-yd qty. = one	1 /week	\$	\$	\$
	MSW	6-yd qty. = one	1 /week	\$	\$	\$
APD - SW Cargo 7451 26 th Ave	MSW	6-yd qty. = one	1 /week	\$	\$	\$
Air Cargo Building 7550 22 nd Ave S	MSW	6-yd qty. = one	3 /week	\$	\$	\$
Glycol Lab 2520 Cargo Road	MSW	90-gal cart qty. = one	1 /week	\$	\$	\$

RESPONSE FORM/PRICE SHEET (page 6 of 8)

HAULING SERVICE – FRONT LOAD / REAR LOAD (cont)

Location	Material	Container	Schedule	Year 1 Monthly Cost	Year 2 Monthly Cost	Year 3 Monthly Cost
MAC Fire Station #2 6307 34 th Ave S	co-mingled recycle	3-yd qty. = one	1 /week	\$	\$	\$
	MSW	4-yd qty. = one	1 /week	\$	\$	\$
Air Traffic Control Tower 6311 34 th Ave S	co-mingled recycle	3-yd qty. = one	1 /week	\$	\$	\$
	MSW	4-yd qty. = one	2 /week	\$	\$	\$
Navy Building 3201 East 62 nd Street	MSW	2-yd qty. = one	1 /week	\$	\$	\$
MAC Trades Center 6045 28 th Ave S	co-mingled recycle	8-yd qty. = one	2 /week	\$	\$	\$
	MSW	8-yd qty. = one	2 /week	\$	\$	\$
MAC Field Maintenance 6025 28 th Ave S	co-mingled recycle	8-yd one (summer) two (winter)	2 /week	\$	\$	\$
	MSW	8-yd qty. = three	2 /week	\$	\$	\$
MAC General Office 6040 28 th Ave S	co-mingled recycle	3-yd qty. = one	2 /week	\$	\$	\$
	MSW	4-yd qty. = one	2 /week	\$	\$	\$
FAA Admin Building 6020 28 th Ave S	co-mingled recycle	4-yd qty. = one	2 /week	\$	\$	\$
	MSW	6-yd qty. = one	2 /week	\$	\$	\$

VENDOR'S HAULING CAPABILITIES/QUALIFICATIONS

The following number of trucks is currently in use in the Minneapolis/St. Paul area:

Number of Roll-off Trucks Currently in Use Daily (Cable Hoist) _____

Number of Front Load Trucks Currently in Use Daily _____

OR

Number of Rear Load Trucks Currently in Use Daily _____

EQUIPMENT REPAIRS/MAINTENANCE

Vendor must provide the MAC with a phone number that will be answered 24/7/365 by a company employee who has the authority and ability to dispatch repair personnel and trucks/backup containers in accordance with the requirements set forth in this document. The contact person shall have the ability to stay operationally informed during such situations and provide status reports to MAC staff upon request.

Employee Name

Phone Number

Title

Proposals should include a description of mobile repair capabilities including number and type of trucks, tools and parts carried, qualifications of technicians, etc.

COST OF REPAIRS/MAINTENANCE

Please provide your proposed rate structure for equipment repair/maintenance services for each of the three (3) years of the contract term. Vendor must disclose any and all costs. Attach additional information if needed. If the proposed rate will differ based on the day of the week or the time of day, the vendor must define those parameters in the spaces below.

EXAMPLE

	<i>BASIC Mon – Fri 6am to 4pm</i>	<i>Weekdays After Hours</i>	<i>Saturdays, Sundays and Holidays</i>
<i>Technician + Service Truck Hourly Rate</i>	<i>\$1 per hour upon arrival at the airport</i>	<i>\$1.50 per hour upon arrival at the airport</i>	<i>\$2 per hour upon arrival at the airport</i>
<i>Other Charges (Trip charge, etc.)</i>	<i>\$1 trip charge</i>	<i>\$1 trip charge</i>	<i>\$1 trip charge</i>

YEAR 1 (1 August 2013 to 31 July 2014)

	BASIC		
Technician + Service Truck Hourly Rate			
Other Charges (Trip charge, etc.)			

YEAR 2 (1 August 2014 to 31 July 2015)

	BASIC		
Technician + Service Truck Hourly Rate			
Other Charges (Trip charge, etc.)			

YEAR 3 (1 August 2015 to 31 July 2016)

	BASIC		
Technician + Service Truck Hourly Rate			
Other Charges (Trip charge, etc.)			

RESPONSE FORM/PRICE SHEET (page 8 of 8)

COST OF REPAIRS/MAINTENANCE (cont)

Parts Cost – In the space below describe how the MAC's cost for parts will be determined, in relation to the price paid by the Vendor.

--

PROPOSED DESTINATION FOR RECYCLABLE MATERIALS

MATERIAL	PROCESSING FACILITY (MRF)
Co-mingled (mixed) recyclables	
Cardboard bales	

PROPOSED REVENUE SHARING FOR RECYCLABLE MATERIALS

MATERIAL	REVENUE SHARING DETAILS/FORMULA
Co-mingled (mixed) recyclables	
Cardboard bales	

SUB-CONTRACTOR INFORMATION

COMPANY NAME	SPECIFIC ROLE

CERTIFICATE OF COMPLIANCE FORM (1 of 2)

For bids or proposals that may exceed \$100,000

SECTION I: Employees in Minnesota

1. Have you employed more than 40 full-time employees on a single working day within Minnesota during the previous 12 months?

Yes No

If you answered "yes", complete question 2; if you answered "no", move to Section II.

2. If your answer above is yes, please check one of the following statements.

- Yes**, we have a current Certificate of Compliance that has been issued by the State of Minnesota Commissioner of Human Rights. (Attach a copy of your certificate.)
- No**, we do not have a Certificate of Compliance; however, we submitted an affirmative action plan to the State Commissioner of Human Rights for approval on 20 . We understand that the plan must be approved by the Commissioner of Human Rights by such deadline established by the MAC before any contract or agreement can be executed with the MAC.
- No**, we do not have a Certificate of Compliance and we have not submitted an affirmative action plan. We understand that if a plan is not submitted by such deadline established by the MAC our response will be rejected.

PLEASE NOTE: *Affirmative action plans approved by the federal government, a county, or a city are NOT sufficient for Section I; such plans must still be received, reviewed, and approved by the MN Department of Human Rights.*

SECTION II: Employees outside Minnesota

1. Have you employed more than 40 full-time employees on a single working day during the previous 12 months in the state in which you have your primary place of business and the primary place of business is outside the State of Minnesota?

Yes No

If you answered "yes", complete question 2; if you answered "no", skip to the signature section and complete.

2. If your answer above is yes, please check one of the following statements:

- Yes**, we are in compliance with federal affirmative action requirements that may apply to us.
- (These requirements are triggered, generally, only by participating as a prime or sub vendor on federal projects or contracts. Vendors are alerted to these requirements by the federal government. Contact the Office of Federal Contract Compliance if you have questions.)*
- No**, we are not in compliance. We understand that our response will be rejected and the MAC cannot execute a contract or agreement because of this non-compliance.

For information on how to obtain a Certificate of Compliance or for further information about Certificates of Compliance, see: www.humanrights.state.mn.us/employer_compliance.html.

CERTIFICATE OF COMPLIANCE FORM (2 of 2)

For bids or proposals that may exceed \$100,000

By signing this form you certify that you are authorized to sign on behalf of the firm and that the information filled in is accurate.

Name of Firm

Authorized Signature

Title

Date

Project Name or Item(s) Bid



METROPOLITAN AIRPORTS COMMISSION
6040 – 28th Ave S
Minneapolis MN 55450

AFFIDAVIT OF NON-COLLUSION

I hereby swear (or affirm) under penalty of perjury:

1. That I am the responder (if the responder is an individual), a partner in the company (if the responder is a partnership), or an officer or employee of the responding corporation having authority to sign on its behalf (if the responder is a corporation).
2. That the attached bid covering the contract for: **Solid Waste and Recycling Service** has been arrived at by the responder independently and has been submitted without collusion with, and without any agreement, understanding or planned common course of action with, any other vendor of materials, supplies, equipment or services described in the Request for Bid, designed to limit independent quoting or competition:
3. That the contents of the Request for Proposal have not been communicated by the responder or its employees or agents to any person not an employee or agent of the responder or its surety on any bond furnished with the Request for Proposal and will not be communicated to any such person prior to the official opening of the Request for Proposal; and
4. That I have fully informed myself regarding the accuracy of the statements made in this affidavit.

Signature

Name of Firm

Subscribed and sworn to me this _____ day of _____ 20 ____.

Notary Public

My commission expires _____, 20 ____.

BALANCE SHEET

PLEASE PRINT LEGIBLY OR COMPLETE ELECTRONICALLY USING MICROSOFT WORD.

Date: As of _____ 20 _____

1. State approximately the largest annual gross receipts your organization has realized or is now realizing from the operations of services in any calendar year:

Dollars (\$) _____ Location _____

2. Bank Referenced:

Bank Name	Bank Address

3. Vendor shall furnish its most recent audited financial statements complete with management letter and accompanying notes to the financial statements and the current year unaudited financial statements including a balance sheet, income statement and cash flow statement.

ASSETS

Cash	\$
Accounts Receivable	\$
Notes Receivable	\$
Current Assets, Other than Cash and Receivables, such as Stocks, Bonds, Other Securities.	\$
Real Estate, owned and registered in the name of the applicant.	\$
	\$
	\$
	\$
TOTAL ASSETS	\$

LIABILITIES

Notes Payable	\$
Accounts Payable	\$
Real Estate Encumbrances	\$
Judgments	\$
Other Liabilities	\$
	\$
	\$
Surplus Reserves	\$
Capital Stock Paid Up	\$
Surplus (Net Worth)	\$
TOTAL LIABILITIES	\$

Certified By _____ *Signature of Officer of the Company, or C.P.A.* _____ *Date* _____

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
Lindbergh Main Dock																											
OCC (# bales)					5	6	2	2		6	5	2	16		5	7	2	2		5	6	2	3		5		81
Comingled (90's)					26	20				0	20		2		17	12	4	4		15	13		14		19		166
6yd - Mixed Paper/OCC					1	1		1		1			1		1	1		1		1	1		1		1		12
	Week #1					Week #2					Week #3					Week #4					Week #5						
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)					2	2	1	1		1	1	2	0		0	1	1	1		0	2	1	2		1		19
Comingled (90's)					6	9	6	2		6	5	6	3		7	7	3	3		6	8	6	1		5		89
	Week #1					Week #2					Week #3					Week #4					Week #5						
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)					3		2			2		1			2		2			2		3			2		19
Comingled (90's)					10		13			8		6			6		9			9		15			6		82
	Week #1					Week #2					Week #3					Week #4					Week #5						
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC					2	2		2		2			2			2				2	2		2		2		20
	Week #1					Week #2					Week #3					Week #4					Week #5						
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC							1					1					1					1					4
	Week #1					Week #2					Week #3					Week #4					Week #5						
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC					1					1		1			1		1			1		1			1		8
	Week #1					Week #2					Week #3					Week #4					Week #5						
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8ydMixed Paper/OCC					2					2		2			2		2			2		2			2		16
	Week #1					Week #2					Week #3					Week #4					Week #5						
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC					2					2		2			2		2			2		2			2		16

	Week #1					Week #2					Week #3					Week #4					Week #5										
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Lindberg C - Airside																															
Comingled (90's)								5					5					5					2								17
8ydx2 - Mixed Paper/OCC					2	2	2	2		2		2	2		2	2	2	2		2	2	2	2		2						32
FAA Tower																															
3yd - Mixed Paper/OCC					1		1			1		1			1		1			1		1			1						9
Firestation #1																															
4yd - Mixed Paper/OCC					1					1					1					1					1						5
G-14																															
6yd - Mixed Paper/OCC					1	1		1		1			1		1	1		1		1	1		1		1	1		1		1	12
G-Concourse / A-Street																															
Comingled (60's)					4		2			3		3					0												2		14
																							</								

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals	
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
Lindbergh Main Dock																												
OCC (# bales)	7		2		5					4	7	2	1		8	6	2	3		6	5							58
Comingled (90's)	36		10		20					10	12				12	14	8	5		16	19							162
6yd - Mixed Paper/OCC					1					1	1				1	1		1		1	1							8
	Week #1					Week #2					Week #3					Week #4					Week #5							
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
OCC (# bales)					5					1	2				3	3	1	1		1	1						18	
Comingled (90's)					9					7	6				6	3	5	2		8	6						52	
	Week #1					Week #2					Week #3					Week #4					Week #5							
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
OCC (# bales)					5					2		3			3		3			2							18	
Comingled (90's)					15					6		20			6		16			9							72	
	Week #1					Week #2					Week #3					Week #4					Week #5							
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
8yd - Mixed Paper/OCC					2					2	2		2		2	2		2		2	2						18	
	Week #1					Week #2					Week #3					Week #4					Week #5							
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
3yd - Mixed Paper/OCC												1					1										2	
	Week #1					Week #2					Week #3					Week #4					Week #5							
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
8yd - Mixed Paper/OCC					1					2		1			1		1			1							7	
	Week #1					Week #2					Week #3					Week #4					Week #5							
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
8ydMixed Paper/OCC					2					2		2			2		2			2							12	
	Week #1					Week #2					Week #3					Week #4					Week #5							
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
3yd - Mixed Paper/OCC					2					2		2			2		2			2							12	

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
Lindbergh Main Dock																											
OCC (# bales)		2	2		5	6	2	2		5	7	2	3		5	5	3	2		6	7	2	3			69	
Comingled (90's)		10	11		15	25	15	10		16	18	5	0		30	19	15	6		21	19	8	0			243	
6yd - Mixed Paper/OCC					1	1		1		1	1		1		1	1		1			1		1			11	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)		1	1		2	2	0			3	2	0	0		2	2	1	0		0	3	1	2			22	
Comingled (90's)		3	3		7	6	6			6	7	4	4		6	6	4	5		7	9	3	3			89	
+	Week #1					Week #2					Week #3					Week #4					Week #5						
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)		4			2		4			2		3			2		4			3		2				26	
Comingled (90's)		14			8		14			10		10			10		3			10		7				86	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC			2		2	2		2		2	2		2		2	2		2			2		2			24	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC		1					1					1					1					1				5	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC		1			1		1			1		1			1		1			1		1				9	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8ydMixed Paper/OCC		2			2		2			2		2			2		2			2		2				16	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC		2			1		2			2		2			2		2			2		2				17	

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals	
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
Lindbergh Main Dock																												
OCC (# bales)					4	6	2			5	7	2	2		5	1	2	3		2	5	3	2		2			53
Comingled (90's)					13	11	8			15	16	6	8		19	5	9	8		8	26	8	6		16			182
6yd - Mixed Paper/OCC					1	1				1	1		1		1	1				1	1		1		1			11
	Week #1					Week #2					Week #3					Week #4					Week #5							
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
OCC (# bales)					1	2	0			0	4	1	0		2	1	0	0		1	1	1	0		1			15
Comingled (90's)					6	8	0			0	6	3	2		6	0	0	2		0	5	1	1		3			43
	Week #1					Week #2					Week #3					Week #4					Week #5							
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
OCC (# bales)					1		3			2		3			2		1			0		0			2			14
Comingled (90's)					8		8			8		5			6		6			4		3			4			52
	Week #1					Week #2					Week #3					Week #4					Week #5							
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
8yd - Mixed Paper/OCC					2	2				2	2		2		2	2		2		2	2		2		2			24
	Week #1					Week #2					Week #3					Week #4					Week #5							
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
3yd - Mixed Paper/OCC							1					1					1					1						4
	Week #1					Week #2					Week #3					Week #4					Week #5							
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
8yd - Mixed Paper/OCC					1		1			1		1			1		1			1		1			1			9
	Week #1					Week #2					Week #3					Week #4					Week #5							
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
8ydMixed Paper/OCC					2		2			2		2			2		2			2		2			2			18
	Week #1					Week #2					Week #3					Week #4					Week #5							
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri			
3yd - Mixed Paper/OCC					1		2			2		2			2		2			2		2			2			17

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals						
		Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
Lindbergh Main Dock																																	
OCC (# bales)																																	0
Comingled (90's)																																	0
6yd - Mixed Paper/OCC																																	0
		Week #1					Week #2					Week #3					Week #4					Week #5					Totals						
Lindbergh C - Dock		Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)																																	0
Comingled (90's)																																	0
		Week #2					Week #3					Week #4					Week #5					Totals											
T2 Humphrey		Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)																																	0
Comingled (90's)																																	0
		Week #1					Week #2					Week #3					Week #4					Week #5					Totals						
Fleet Services Building "G"		Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC																																	0
		Week #1					Week #3					Week #4					Week #5					Totals											
Firestation #2		Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC																																	0
		Week #1					Week #2					Week #3					Week #4					Week #5					Totals						
Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals						
Lindbergh Main Dock		Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)		6	2	1		6	6	4	4		5	0	7	0		9	6	0	5		6	0	0									67	
Comingled (90's)		19	9	6		18	19	7	10		20	16	8	7		21	17	10			16	19	12									234	
6yd - Mixed Paper/OCC				1			1		1		1	1		1		1	1		1		1	1										11	
		Week #1					Week #2					Week #3					Week #4					Week #5					Totals						
Lindbergh C - Dock		Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)		1	1	2		2	2	2	1		2	0	1	0		2	2	0	2		1	0	0									21	
Comingled (90's)		6	6	1		5	6	2	2		6	7	3	3		6	8	3	6		3	9	3									85	

	Week #1					Week #2					Week #3					Week #4					Week #5															
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
T2 Humphrey																																				
OCC (# bales)		1			1	3	0			1		3			1		0			1		0														11
Comingled (90's)		4			5		7			10		12			10		12			9		10														79
Fleet Services Building "G"	Week #1					Week #2					Week #3					Week #4					Week #5															
8yd - Mixed Paper/OCC			2			2		2		2	2		2		2	2		2		2	2		2		2	2		2		2						22
Firestation #2	Week #1					Week #2					Week #3					Week #4					Week #5															
3yd - Mixed Paper/OCC		1					1										1					1														4
Trades Building	Week #1					Week #2					Week #3					Week #4					Week #5															
8yd - Mixed Paper/OCC		1					1			1					1		1			1		1					1									7
Field Maintenance	Week #1					Week #2					Week #3					Week #4					Week #5															
8ydMixed Paper/OCC		2					2			2					2		2			2		2					2									14
Mac General Offices	Week #1					Week #2					Week #3					Week #4					Week #5															
3yd - Mixed Paper/OCC		2					2			2					2		2			2		2					2									14
Lindberg C - Airside	Week #1					Week #2					Week #3					Week #4					Week #5															
Comingled (90's)			3					4																												7
8ydx2 - Mixed Paper/OCC		2	2			2	2	2		2	2		2			2	2			2		2					2									24
FAA Tower	Week #1					Week #2					Week #3					Week #4					Week #5															
3yd - Mixed Paper/OCC		1					1			1					1		1			1		1					1									7
Firestation #1	Week #1					Week #2					Week #3					Week #4					Week #5															
4yd - Mixed Paper/OCC										1					1					1																3
G-14	Week #1					Week #2					Week #3					Week #4					Week #5															
6yd - Mixed Paper/OCC			1			1		1		1	1		1		1	1		1		1	1		1		1	1		1								11
G-Concourse / A-Street	Week #1					Week #2					Week #3					Week #4					Week #5															
Comingled (60's)								7		0		0	5		0			8					0													20

			# bales/cont/yds		lbs/yd, bale, 90		Total Tons		Rebate /Ton		Total Rebate	
Monthly OCC Totals			94	X	550	=	25.85	X	\$50.00	=	\$1,292.50	
Comingled (90's)			303	X	210	=	31.815					
Monthly Mixed Paper/OCC			69	X	100	=	3.45			=		
											Total Rebate	

Acct #1281369	Week #1					Week #2					Week #3					Week #4					Week #5					Totals
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
Lindbergh Main Dock			2		0	0	0			6	6	0	3		0	0				8	5	0	3			33
OCC (# bales)			7		19	19	6			5	18	10	25		11	14				12	28	8	11			193
6yd - Mixed Paper/OCC			1		1	1				1	1				1	1		1		1	1					10
	Week #1					Week #2					Week #3					Week #4					Week #5					
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
OCC (# bales)			0		0	0	0			2	4	0	2		0	0				2	2	0	1			13
Comingled (90's)			4		7	5	3			9	6	2	1		2	3				8	8	3	6			67
	Week #1					Week #2					Week #3					Week #4					Week #5					
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
OCC (# bales)					0		0			2		0			3		2			3		2				12
Comingled (90's)					9		2			8		12			8		10			15		12				76
	Week #1					Week #2					Week #3					Week #4					Week #5					
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
8yd - Mixed Paper/OCC			2		2	2				2	2				2	2		2		2						18
	Week #1					Week #2					Week #3					Week #4					Week #5					
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
3yd - Mixed Paper/OCC							1					1										1				3
	Week #1					Week #2					Week #3					Week #4					Week #5					
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
8yd - Mixed Paper/OCC					1		1			1		1			1					1		1				7
	Week #1					Week #2					Week #3					Week #4					Week #5					
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
8ydMixed Paper/OCC					2		2			2		2			2					2		2				14
	Week #1					Week #2					Week #3					Week #4					Week #5					
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
3yd - Mixed Paper/OCC					2		2			2		2			2					2		2				14
	Week #1					Week #2					Week #3					Week #4					Week #5					
Lindberg C - Airside	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
Comingled (90's)			7										7										0			14
8ydx2 - Mixed Paper/OCC			2		2	2	2			2	2	2			2	2		2		2		2				24

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals				
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Lindbergh Main Dock																															
OCC (# bales)					3	0	0	8		6	0	0			6		0			3	0	6	2			1	35				
Comingled (90's)					20	30	7	12		6	25	18			15		34			11	17	7	9			9	220				
6yd - Mixed Paper/OCC					1	1		1		1	1	1			1	1	1						1			1	12				
	Week #1					Week #2					Week #3					Week #4					Week #5										
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
OCC (# bales)					1	0	0	2		1	0	1			0		3	0		2		0	3			1	14				
Comingled (90's)					5	4	3	4		3	5	4			6		7	3		4		9	7			6	70				
	Week #1					Week #2					Week #3					Week #4					Week #5										
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
OCC (# bales)					2		0			0					0		0			0		0				0	2				
Comingled (90's)					12		12			12					8		12			12		11				10	89				
	Week #1					Week #2					Week #3					Week #4					Week #5										
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
8yd - Mixed Paper/OCC					2	2		1		1					2	1	1					2		1		2	15				
	Week #1					Week #2					Week #3					Week #4					Week #5										
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
3yd - Mixed Paper/OCC							1					1										1					3				
	Week #1					Week #2					Week #3					Week #4					Week #5										
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
8yd - Mixed Paper/OCC					1		1			1		1			1		1					1				1	8				
	Week #1					Week #2					Week #3					Week #4					Week #5										
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
8ydMixed Paper/OCC					1		2			1		2			2							2				2	12				
	Week #1					Week #2					Week #3					Week #4					Week #5										
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
3yd - Mixed Paper/OCC					1		1			1		2			2		1					1				1	10				

	Week #1					Week #2					Week #3					Week #4					Week #5										
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Lindberg C - Airside																															
Comingled (90's)								2					5										8								15
8ydx2 - Mixed Paper/OCC						2	1	2		2	2	2			2	2	2				2		2		2						23
	Week #1					Week #2					Week #3					Week #4					Week #5										
FAA Tower	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
3yd - Mixed Paper/OCC					1		1			1		1			1		1									1				1	8
	Week #1					Week #2					Week #3					Week #4					Week #5										
Firestation #1	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
4yd - Mixed Paper/OCC					1					1					1															1	4
	Week #1					Week #2					Week #3					Week #4					Week #5										
G-14	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
6yd - Mixed Paper/OCC					1	1					1	1			1	1	1											1			8
	Week #1					Week #2					Week #3					Week #4					Week #5										
G-Concourse / A-Street	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
Comingled (60's)					6			8					8		0			0	7	0			6		0						35
	Week #1					Week #2					Week #3					Week #4					Week #5										

Acct #1281369	Week #1					Week #2					Week #3					Week #4					Week #5					Totals					
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Lindbergh Main Dock																															
OCC (# bales)	2	1	2		4	2	2			5	4	0	2		3	4	0	1		1	3	0									36
Comingled (90's)	14	15	12		18	18	5			18	25	11	3		12	25	16	10		15	12	8									237
6yd - Mixed Paper/OCC	1	24	1		1	1	7				1		1		1	1		1		1	1		1								43
	Week #1					Week #2					Week #3					Week #4					37										
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		Tue	W	Thu	Fri						
OCC (# bales)			3		1					2	1				3	2		0		1	2	1	0								16
Comingled (90's)			4		5					8	6				10	6		6		6	6	8	6								71
	Week #1					Week #2					Week #3					Week #4					Week #5										
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
OCC (# bales)		0			0		0					0			0		0			0		0					0				0
Comingled (90's)		11			11		5					13			10		12			8		7									77
	Week #1					Week #2					Week #3					Week #4					Week #5										
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
8yd - Mixed Paper/OCC	1		1		1	2					1		1		1	2		1		1	1		2								15
	Week #1					Week #2					Week #3					Week #4					Week #5										
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
3yd - Mixed Paper/OCC		1					1					1					1					1					1				5
	Week #1					Week #2					Week #3					Week #4					Week #5										
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
8yd - Mixed Paper/OCC		1			1		1					1			1		1			1		1					1				8
	Week #1					Week #2					Week #3					Week #4					Week #5										
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
8ydMixed Paper/OCC		2			2		2					2			1		2			2		2					2				15
	Week #1					Week #2					Week #3					Week #4					Week #5										
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
3yd - Mixed Paper/OCC		1			1		1					1			1		1					2									8

	Week #1					Week #2					Week #3					Week #4					Week #5									
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri					
Lindberg C - Airside																														
Comingled (90's)			5										6					5					1							17
8ydx2 - Mixed Paper/OCC	2	2	2		2	2					2		2		2	2		2		2	2	2								26
	Week #1					Week #2					Week #3					Week #4					Week #5									
FAA Tower	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri					
3yd - Mixed Paper/OCC					1							1			1					1			1							5
	Week #1					Week #2					Week #3					Week #4					Week #5									
Firestation #1	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri					
4yd - Mixed Paper/OCC					1										1					1										3
	Week #1					Week #2					Week #3					Week #4					Week #5									
G-14	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri					
6yd - Mixed Paper/OCC		1		1	1							1		1	1		1		1	1			1							9
	Week #1					Week #2					Week #3					Week #4					Week #5									
G-Concourse / A-Street	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri					
Comingled (60's)			7							0			4		0			5					6							22
	Week #1					Week #2					Week #3					Week #4					Week #5									

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
Lindbergh Main Dock					1	3	0			1		0	1				0	3		0	3	0	4		4	20	
OCC (# bales)					1	3	0			1		0	1				0	3		0	3	0	4		4	20	
Comingled (90's)					23	10	14			15		5					20	11		18	19	11	13		20	179	
6yd - Mixed Paper/OCC					1		1			1	1		1					1		1	1		1		1	10	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)					2	1	0			2		0	0				0	0		0	0	2	0		2	9	
Comingled (90's)					6	5	4			6		3	0				4			5	5	3			6	47	
	Week #1					52					Week #3					Week #4					Week #5						
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)					0					0		0					0			0		0			0	0	
Comingled (90's)					10					10		12					11			11		11			11	76	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC					2	2	1			2	2		2					1		2	1		1		1	17	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC						1						1										1				3	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC					1	1				1		1								1		1			1	7	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8ydMixed Paper/OCC					2	2				2		2								1		2			2	13	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC					1	1				2		1								1					1	7	

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals				
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Lindbergh Main Dock																															
OCC (# bales)	0	3	2		0	1	0			0	5			2		2	1	0	2			2						20			
Comingled (90's)	16	16	8		12	21	14			16	20			13		18	5	22	8			15						204			
6yd - Mixed Paper/OCC	1		1		1	1		1		1	1		1		1	1		1		1	1		1		1		1	13			
	Week #1					Week #2					Week #3					Week #4					Week #5										
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
OCC (# bales)	0	0			3	1	0			2	1				2	2					2								13		
Comingled (90's)	4	3			6	5	3			6	4				9	6					7	2							55		
	Week #1					Week #2					Week #3					Week #4					Week #5										
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
OCC (# bales)		0			0		0						0		0		0												0		
Comingled (90's)		11			11		15						11		11		16								13				88		
	Week #1					Week #2					Week #3					Week #4					Week #5										
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
8yd - Mixed Paper/OCC	2		1		1	1		1		2	1		1		2	1		1		2	1		1		2	1		1		1	17
	Week #1					Week #2					Week #3					Week #4					Week #5										
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
3yd - Mixed Paper/OCC		1					1					1					1					1									4
	Week #1					Week #2					Week #3					Week #4					Week #5										
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
8yd - Mixed Paper/OCC		1			1		1			1		1			1		1			1		1			1						8
	Week #1					Week #2					Week #3					Week #4					Week #5										
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
8ydMixed Paper/OCC		2			2		2			2		2			2		2			2		2			1						15
	Week #1					Week #2					Week #3					Week #4					Week #5										
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	
3yd - Mixed Paper/OCC		1			1		1			0		1			1		1			1		1			1						7

	Week #1					Week #2					Week #3					Week #4					Week #5										
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Lindberg C - Airside																															
Comingled (90's)																			8												8
8ydx2 - Mixed Paper/OCC	2		2			2	2	2		2	2		2		2	2	2	2		2	2										28
	Week #1					Week #2					Week #3					Week #4					Week #5										
FAA Tower	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
3yd - Mixed Paper/OCC					1					1		1			1		1														5
	Week #1					Week #2					Week #3					Week #4					Week #5										
Firestation #1	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
4yd - Mixed Paper/OCC										1					1					1											3
	Week #1					Week #2					Week #3					Week #4					Week #5										
G-14	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
6yd - Mixed Paper/OCC	1		0			1		1		1	1		1		1	1		1			1										10
	Week #1					Week #2					Week #3					Week #4					Week #5										
G-Concourse / A-Street	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Comingled (60's)		0	3		0		0			0			0		0		0														3
	Week #1					Week #2					Week #3					Week #4					Week #5										

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
Lindbergh Main Dock																											
OCC (# bales)		0	2		2	3	0			1	2	0	0		0	0	0	6		0	0	0	0			16	
Comingled (90's)		26	5		13	9	11			11	14	12	9			13	11	5		8	13	11	6			177	
6yd - Mixed Paper/OCC			1		1	1		1		1	1		1		1	1		1		1	1		1			13	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Lindbergh C - Dock	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)		1	0		0	2	0			0	0	3	0		2	2	0	0		0	3	0	0			13	
Comingled (90's)		2	3		3	9	3			0	5	5	0		5	3	3	2		5	5	3	0			56	
	Week #1					Week #2					Week #3					Week #4					Week #5						
T2 Humphrey	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
OCC (# bales)		0			11		0			0		0			0		0			0		0				11	
Comingled (90's)		11					10			11		6			8		14			12		11				83	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Fleet Services Building "G"	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC			1		1	1		2		1			2		1	2		1		1	1		1			15	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Firestation #2	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC		1					1					1					1					1				5	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Trades Building	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8yd - Mixed Paper/OCC		1			1		1			1		1			1		1			1		1				9	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Field Maintenance	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
8ydMixed Paper/OCC		2			2		2			2		2			2		2			2		2				18	
	Week #1					Week #2					Week #3					Week #4					Week #5						
Mac General Offices	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri		
3yd - Mixed Paper/OCC		1			1		1			1		1			1		1			1		1				9	

	Week #1					Week #2					Week #3					Week #4					Week #5										
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Lindberg C - Airside																															
Comingled (90's)			6										6					4					3								19
8ydx2 - Mixed Paper/OCC			2			2	2			2	0	2	2		2	2	0	2		2	2	0	2								24
	Week #1					Week #2					Week #3					Week #4					Week #5										
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
FAA Tower																															
3yd - Mixed Paper/OCC		1			1		1			1		1			1		1			1											9
	Week #1					Week #2					Week #3					Week #4					Week #5										
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
Firestation #1																															
4yd - Mixed Paper/OCC					1					1					1					1											4
	Week #1					Week #2					Week #3					Week #4					Week #5										
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
G-14																															
6yd - Mixed Paper/OCC			1		1	1		1		1	0		1		1	1		1		1	1		1								12
	Week #1					Week #2					Week #3					Week #4					Week #5										
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri						
G-Concourse / A-Street																															
Comingled (60's)			0	9	6		0			0		0			0		0			0											15

Acct #1281369		Week #1					Week #2					Week #3					Week #4					Week #5					Totals		
	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri	Mon	Tue	W	Thu	Fri				
Lindbergh Main Dock					0		0			0		0	0				5		2				4					2	13
OCC (# bales)					8		4			5		18	2				16						16					8	77
Comingled (90's)					1		4		3			6			2		1		1				1	1				1	23
Lindbergh C - Dock					2		0	0		1		0	0				3	2					4	3	2			0	5
OCC (# bales)					3		1	2		0		3	3				3	2					4	3	2			0	26
Comingled (90's)					0		0					0					0	2					0					2	4
OCC (# bales)					11		2	10	1	1		2	11				2	15					2	11				0	68
Comingled (90's)					1		2		2			1			1		2		1				1	2				1	15
Fleet Services Building "G"					1		2			1		1			1		2		1				1	2				1	15
8yd - Mixed Paper/OCC																													
Firestation #2																													
3yd - Mixed Paper/OCC												1					1												2
Comingled (90's)																													
Trades Building					1					1		1			1		1											1	6
8yd - Mixed Paper/OCC																													
Comingled (90's)					2					2		2			2		2											1	11
8ydMixed Paper/OCC																													
Comingled (90's)																													
Mac General Offices					1					1		1			1		1											2	7
3yd - Mixed Paper/OCC																													
Comingled (90's)																													

ACCOUNT SITE	GRP	SITE NAME	LF	DATE	TP/SIZE	QTY	TOT REV	DSP REV	HAUL REV	WEIGHT	CTY TAX	SMW TAX	LOCATION TOTAL
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/1/2016	RO 30.00 C	1	\$498.62	\$346.92	\$151.70	7.08			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/2/2016	RO 30.00 C	1	\$422.18	\$270.48	\$151.70	5.52			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/3/2016	RO 30.00 C	1	\$443.25	\$291.55	\$151.70	5.95			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/4/2016	RO 30.00 C	1	\$470.20	\$318.50	\$151.70	6.50			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/5/2016	RO 30.00 C	1	\$501.56	\$349.86	\$151.70	7.14			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/6/2016	RO 30.00 C	1	\$482.45	\$330.75	\$151.70	6.75			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/7/2016	RO 30.00 C	1	\$473.63	\$321.93	\$151.70	6.57			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/8/2016	RO 30.00 C	1	\$477.06	\$325.36	\$151.70	6.64			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/9/2016	RO 30.00 C	1	\$513.32	\$361.62	\$151.70	7.38			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/10/2016	RO 30.00 C	1	\$399.15	\$247.45	\$151.70	5.05			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/11/2016	RO 30.00 C	1	\$403.56	\$251.86	\$151.70	5.14			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/12/2016	RO 30.00 C	1	\$455.99	\$304.29	\$151.70	6.21			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/13/2016	RO 30.00 C	1	\$435.90	\$284.20	\$151.70	5.80			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/14/2016	RO 30.00 C	1	\$452.07	\$300.37	\$151.70	6.13			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/15/2016	RO 30.00 C	1	\$484.90	\$333.20	\$151.70	6.80			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/16/2016	RO 30.00 C	1	\$546.64	\$394.94	\$151.70	8.06			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/17/2016	RO 30.00 C	1	\$396.21	\$244.51	\$151.70	4.99			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/18/2016	RO 30.00 C	1	\$385.43	\$233.73	\$151.70	4.77			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/19/2016	RO 30.00 C	1	\$451.58	\$299.88	\$151.70	6.12			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/20/2016	RO 30.00 C	1	\$497.64	\$345.94	\$151.70	7.06			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/21/2016	RO 30.00 C	1	\$434.92	\$283.22	\$151.70	5.78			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/22/2016	RO 30.00 C	1	\$510.38	\$358.68	\$151.70	7.32			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/23/2016	RO 30.00 C	1	\$513.81	\$362.11	\$151.70	7.39			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/24/2016	RO 30.00 C	1	\$405.03	\$253.33	\$151.70	5.17			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/25/2016	RO 30.00 C	1	\$404.05	\$252.35	\$151.70	5.15			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/26/2016	RO 30.00 C	1	\$461.90	\$310.20	\$151.70	5.64			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/27/2016	RO 30.00 C	1	\$449.80	\$298.10	\$151.70	5.42			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/28/2016	RO 30.00 C	1	\$496.55	\$344.85	\$151.70	6.27			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/29/2016	RO 30.00 C	1	\$513.05	\$361.35	\$151.70	6.57			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/30/2016	RO 30.00 C	1	\$494.90	\$343.20	\$151.70	6.24			
13373	1	1 MAC/MSP MAC I - AIRP	HI	1/31/2016	RO 30.00 C	1	\$421.75	\$270.05	\$151.70	4.91			
TOTALS-LINDBERGH MAIN DOCK							\$14,297.48	\$9,594.78	\$4,702.70	191.52	\$4,146.27	\$4,861.14	\$37,602.37
13373	2	2 MAC/MSP MAC II - AIR	HI	1/2/2016	RO 40.00 C	1	\$372.20	\$220.50	\$151.70	4.50			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/4/2016	RO 40.00 C	1	\$386.41	\$234.71	\$151.70	4.79			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/6/2016	RO 40.00 C	1	\$437.37	\$285.67	\$151.70	5.83			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/8/2016	RO 40.00 C	1	\$405.52	\$253.82	\$151.70	5.18			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/10/2016	RO 40.00 C	1	\$374.16	\$222.46	\$151.70	4.54			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/12/2016	RO 40.00 C	1	\$305.56	\$153.86	\$151.70	3.14			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/14/2016	RO 40.00 C	1	\$488.33	\$336.63	\$151.70	6.87			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/16/2016	RO 40.00 C	1	\$423.65	\$271.95	\$151.70	5.55			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/18/2016	RO 40.00 C	1	\$271.75	\$120.05	\$151.70	2.45			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/20/2016	RO 40.00 C	1	\$363.38	\$211.68	\$151.70	4.32			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/22/2016	RO 40.00 C	1	\$379.06	\$227.36	\$151.70	4.64			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/24/2016	RO 40.00 C	1	\$375.63	\$223.93	\$151.70	4.57			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/26/2016	RO 40.00 C	1	\$389.85	\$238.15	\$151.70	4.33			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/28/2016	RO 40.00 C	1	\$399.20	\$247.50	\$151.70	4.50			
13373	2	2 MAC/MSP MAC II - AIR	HI	1/30/2016	RO 40.00 C	1	\$452.00	\$300.30	\$151.70	5.46			
TOTALS-LINDBERGH GATE D-1							\$5,824.07	\$3,548.57	\$2,275.50	70.67	\$1,688.98	\$1,980.18	\$15,317.30
13373	3	1 MAC/MSP MAC III - AI	HI	1/1/2016	RO 30.00 C	1	\$286.45	\$134.75	\$151.70	2.75			
13373	3	1 MAC/MSP MAC III - AI	HI	1/4/2016	RO 30.00 C	1	\$313.40	\$161.70	\$151.70	3.30			
13373	3	1 MAC/MSP MAC III - AI	HI	1/6/2016	RO 30.00 C	1	\$272.24	\$120.54	\$151.70	2.46			
13373	3	1 MAC/MSP MAC III - AI	HI	1/8/2016	RO 30.00 C	1	\$260.48	\$108.78	\$151.70	2.22			
13373	3	1 MAC/MSP MAC III - AI	HI	1/11/2016	RO 30.00 C	1	\$327.61	\$175.91	\$151.70	3.59			
13373	3	1 MAC/MSP MAC III - AI	HI	1/12/2016	RO 30.00 C	1	\$0.00	\$0.00	\$0.00	0.00			
13373	3	1 MAC/MSP MAC III - AI	HI	1/21/2016	RO 30.00 C	1	\$95.00	\$0.00	\$95.00	0.00			
13373	3	1 MAC/MSP MAC III - AI	HI	1/25/2016	RO 30.00 C	1	\$295.27	\$143.57	\$151.70	2.93			
13373	3	1 MAC/MSP MAC III - AI	HI	1/27/2016	RO 30.00 C	1	\$267.20	\$115.50	\$151.70	2.10			
13373	3	1 MAC/MSP MAC III - AI	HI	1/29/2016	RO 30.00 C	1	\$284.80	\$133.10	\$151.70	2.42			
TOTALS-LINDBERGH GATE C CONCOURSE DOCK							\$2,402.45	\$1,093.85	\$1,308.60	21.77	\$696.71	\$816.83	\$6,318.44
13373	4	1 MAC/MSP MAC IV - AIR	HI	1/1/2016	RO 30.00 C	1	\$279.10	\$127.40	\$151.70	2.60			
13373	4	1 MAC/MSP MAC IV - AIR	HI	1/8/2016	RO 30.00 C	1	\$385.92	\$234.22	\$151.70	4.78			
13373	4	1 MAC/MSP MAC IV - AIR	HI	1/12/2016	RO 30.00 C	1	\$275.18	\$123.48	\$151.70	2.52			
13373	4	1 MAC/MSP MAC IV - AIR	HI	1/15/2016	RO 30.00 C	1	\$416.79	\$265.09	\$151.70	5.41			
13373	4	1 MAC/MSP MAC IV - AIR	HI	1/19/2016	RO 30.00 C	1	\$324.18	\$172.48	\$151.70	3.52			
13373	4	1 MAC/MSP MAC IV - AIR	HI	1/22/2016	RO 30.00 C	1	\$386.90	\$235.20	\$151.70	4.80			
13373	4	1 MAC/MSP MAC IV - AIR	HI	1/26/2016	RO 30.00 C	1	\$319.45	\$167.75	\$151.70	3.05			
13373	4	1 MAC/MSP MAC IV - AIR	HI	1/29/2016	RO 30.00 C	1	\$276.55	\$124.85	\$151.70	2.27			
TOTALS-LINDBERGH GATE C AIRSIDE							\$2,664.07	\$1,450.47	\$1,213.60	28.95	\$772.58	\$905.78	\$7,006.50

13373	5	1	MAC/MSP MAC V - AIRP	HI	1/3/2016	RO 30.00	C	1	\$327.61	\$175.91	\$151.70	3.59			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/3/2016	RO 30.00	C	1	\$0.00	\$0.00	\$0.00	0.00			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/7/2016	RO 30.00	C	1	\$428.06	\$276.36	\$151.70	5.64			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/10/2016	RO 30.00	C	1	\$382.00	\$230.30	\$151.70	4.70			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/13/2016	RO 30.00	C	1	\$398.66	\$246.96	\$151.70	5.04			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/17/2016	RO 30.00	C	1	\$572.12	\$420.42	\$151.70	8.58			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/21/2016	RO 30.00	C	1	\$461.87	\$310.17	\$151.70	6.33			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/24/2016	RO 30.00	C	1	\$385.43	\$233.73	\$151.70	4.77			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/28/2016	RO 30.00	C	1	\$525.15	\$373.45	\$151.70	6.79			
13373	5	1	MAC/MSP MAC V - AIRP	HI	1/31/2016	RO 30.00	C	1	\$388.20	\$236.50	\$151.70	4.30			
TOTALS-LINDERBERGH D-1 UNDER CHUTE									\$3,869.10	\$2,503.80	\$1,365.30	49.74	\$1,122.04	\$1,315.49	\$10,175.73
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/2/2016	RO 30.00	C	1	\$401.11	\$249.41	\$151.70	5.09			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/4/2016	RO 30.00	C	1	\$386.41	\$234.71	\$151.70	4.79			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/7/2016	RO 30.00	C	1	\$506.95	\$355.25	\$151.70	7.25			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/9/2016	RO 30.00	C	1	\$358.48	\$206.78	\$151.70	4.22			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/11/2016	RO 30.00	C	1	\$326.14	\$174.44	\$151.70	3.56			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/14/2016	RO 30.00	C	1	\$441.29	\$289.59	\$151.70	5.91			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/16/2016	RO 30.00	C	1	\$427.08	\$275.38	\$151.70	5.62			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/18/2016	RO 30.00	C	1	\$237.45	\$85.75	\$151.70	1.75			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/20/2016	RO 30.00	C	1	\$342.80	\$191.10	\$151.70	3.90			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/21/2016	RO 30.00	C	1	\$74.97	\$74.97	\$0.00	1.53			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/22/2016	RO 30.00	C	1	\$95.00	\$0.00	\$95.00	0.00			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/23/2016	RO 30.00	C	1	\$268.32	\$116.62	\$151.70	2.38			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/25/2016	RO 30.00	C	1	\$313.40	\$161.70	\$151.70	3.30			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/28/2016	RO 30.00	C	1	\$479.50	\$327.80	\$151.70	5.96			
13373	6	1	MAC/MSP HUMPHREY - A	HI	1/30/2016	RO 30.00	C	1	\$440.45	\$288.75	\$151.70	5.25			
TOTALS-HUMPHREY LOADING DOCK									\$5,099.35	\$3,032.25	\$2,067.10	60.51	\$1,478.81	\$1,733.78	\$13,411.29
13373	6	10	MAC/MSP HUMPHREY - A	EP	1/20/2016	RO 30.00		1	\$85.00	\$0.00	\$85.00	0.00			
13373	6	10	MAC/MSP HUMPHREY - A	EP	1/21/2016	RO 30.00		1	\$271.75	\$120.05	\$151.70	2.45			
13373	6	10	MAC/MSP HUMPHREY - A	EP	1/22/2016	RO 30.00		1	\$250.19	\$98.49	\$151.70	2.01			
TOTALS-GENERAL OFFICE 6040 28TH AVE S									\$606.94	\$218.54	\$388.40	4.46	\$176.01	\$206.36	\$1,596.25
13373	24	1	MAC/MSP MAC 6	HI	1/5/2016	RO 40.00	C	1	\$564.77	\$413.07	\$151.70	8.43			
13373	24	1	MAC/MSP MAC 6	HI	1/11/2016	RO 40.00	C	1	\$320.26	\$168.56	\$151.70	3.44			
13373	24	1	MAC/MSP MAC 6	HI	1/19/2016	RO 40.00	C	1	\$491.76	\$340.06	\$151.70	6.94			
13373	24	1	MAC/MSP MAC 6	HI	1/25/2016	RO 40.00	C	1	\$481.47	\$329.77	\$151.70	6.73			
TOTALS-GATE G-14									\$1,858.26	\$1,251.46	\$606.80	25.54	\$538.90	\$631.81	\$4,887.22
13373	38	1	MAC/MSP ORGANIC COMP	BP	1/5/2016	RO 25.00	C	1	\$437.67	\$183.65	\$254.02	8.95			
13373	38	1	MAC/MSP ORGANIC COMP	BP	1/11/2016	RO 25.00	C	1	\$370.16	\$116.14	\$254.02	5.66			
13373	38	1	MAC/MSP ORGANIC COMP	BP	1/20/2016	RO 25.00	C	1	\$358.06	\$104.04	\$254.02	5.07			
13373	38	1	MAC/MSP ORGANIC COMP	BP	1/27/2016	RO 25.00	C	1	\$460.04	\$206.02	\$254.02	10.04			
TOTALS-LINDERBERGH D-1 ORGANIC COMPACTOR									\$1,625.93	\$609.85	\$1,016.08	29.72			\$3,251.86

ACCOUNT SITE	GRP	SITE NAME	LF	DATE	TP/SIZE	QTY	TOT REV	DSP REV	HAUL REV	WEIGHT	CTY TAX	SMW TAX	LOCATION TOTAL
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/1/2016	RO 30.00 C	1	\$437.70	\$286.00	\$151.70	5.20			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/2/2016	RO 30.00 C	1	\$464.65	\$312.95	\$151.70	5.69			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/3/2016	RO 30.00 C	1	\$499.30	\$347.60	\$151.70	6.32			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/4/2016	RO 30.00 C	1	\$500.40	\$348.70	\$151.70	6.34			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/5/2016	RO 30.00 C	1	\$481.70	\$330.00	\$151.70	6.00			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/6/2016	RO 30.00 C	1	\$517.45	\$365.75	\$151.70	6.65			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/7/2016	RO 30.00 C	1	\$442.65	\$290.95	\$151.70	5.29			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/8/2016	RO 30.00 C	1	\$423.40	\$271.70	\$151.70	4.94			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/9/2016	RO 30.00 C	1	\$480.05	\$328.35	\$151.70	5.97			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/10/2016	RO 30.00 C	1	\$475.10	\$323.40	\$151.70	5.88			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/11/2016	RO 30.00 C	1	\$477.85	\$326.15	\$151.70	5.93			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/12/2016	RO 30.00 C	1	\$525.70	\$374.00	\$151.70	6.80			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/13/2016	RO 30.00 C	1	\$544.40	\$392.70	\$151.70	7.14			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/14/2016	RO 30.00 C	1	\$439.90	\$288.20	\$151.70	5.24			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/15/2016	RO 30.00 C	1	\$439.35	\$287.65	\$151.70	5.23			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/16/2016	RO 30.00 C	1	\$475.65	\$323.95	\$151.70	5.89			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/17/2016	RO 30.00 C	1	\$500.95	\$349.25	\$151.70	6.35			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/18/2016	RO 30.00 C	1	\$511.95	\$360.25	\$151.70	6.55			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/19/2016	RO 30.00 C	1	\$548.80	\$397.10	\$151.70	7.22			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/20/2016	RO 30.00 C	1	\$540.55	\$388.85	\$151.70	7.07			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/21/2016	RO 30.00 C	1	\$455.85	\$304.15	\$151.70	5.53			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/22/2016	RO 30.00 C	1	\$437.15	\$285.45	\$151.70	5.19			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/23/2016	RO 30.00 C	1	\$485.00	\$333.30	\$151.70	6.06			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/24/2016	RO 30.00 C	1	\$485.55	\$333.85	\$151.70	6.07			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/25/2016	RO 30.00 C	1	\$509.20	\$357.50	\$151.70	6.50			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/26/2016	RO 30.00 C	1	\$584.00	\$432.30	\$151.70	7.86			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/27/2016	RO 30.00 C	1	\$567.50	\$415.80	\$151.70	7.56			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/28/2016	RO 30.00 C	1	\$430.55	\$278.85	\$151.70	5.07			
13373	1	1 MAC/MSP MAC I - AIRP	HI	2/29/2016	RO 30.00 C	1	\$471.80	\$320.10	\$151.70	5.82			
TOTALS-LINDBERGH MAIN DOCK							\$14,154.10	\$9,754.80	\$4,399.30	177.36	\$4,104.69	\$4,812.39	\$37,225.28
13373	2	2 MAC/MSP MAC II - AIR	HI	2/1/2016	RO 40.00 C	1	\$421.20	\$269.50	\$151.70	4.90			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/3/2016	RO 40.00 C	1	\$315.60	\$163.90	\$151.70	2.98			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/5/2016	RO 40.00 C	1	\$398.65	\$246.95	\$151.70	4.49			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/7/2016	RO 40.00 C	1	\$389.30	\$237.60	\$151.70	4.32			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/9/2016	RO 40.00 C	1	\$375.00	\$223.30	\$151.70	4.06			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/11/2016	RO 40.00 C	1	\$494.35	\$342.65	\$151.70	6.23			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/13/2016	RO 40.00 C	1	\$354.10	\$202.40	\$151.70	3.68			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/15/2016	RO 40.00 C	1	\$350.25	\$198.55	\$151.70	3.61			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/17/2016	RO 40.00 C	1	\$498.20	\$346.50	\$151.70	6.30			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/19/2016	RO 40.00 C	1	\$416.80	\$265.10	\$151.70	4.82			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/21/2016	RO 40.00 C	1	\$399.75	\$248.05	\$151.70	4.51			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/23/2016	RO 40.00 C	1	\$425.05	\$273.35	\$151.70	4.97			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/25/2016	RO 40.00 C	1	\$409.65	\$257.95	\$151.70	4.69			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/27/2016	RO 40.00 C	1	\$498.75	\$347.05	\$151.70	6.31			
13373	2	2 MAC/MSP MAC II - AIR	HI	2/29/2016	RO 40.00 C	1	\$290.30	\$138.60	\$151.70	2.52			
TOTALS-LINDBERGH GATE D-1							\$6,036.95	\$3,761.45	\$2,275.50	68.39	\$1,750.72	\$2,052.56	\$15,877.18
13373	3	1 MAC/MSP MAC III - AI	HI	2/1/2016	RO 30.00 C	1	\$351.90	\$200.20	\$151.70	3.64			
13373	3	1 MAC/MSP MAC III - AI	HI	2/3/2016	RO 30.00 C	1	\$238.60	\$86.90	\$151.70	1.58			
13373	3	1 MAC/MSP MAC III - AI	HI	2/3/2016	RO 30.00 C	1	\$95.00	\$0.00	\$95.00	0.00			
13373	3	1 MAC/MSP MAC III - AI	HI	2/3/2016	RO 30.00 C	1	\$0.00	\$0.00	\$0.00	0.00			
13373	3	1 MAC/MSP MAC III - AI	HI	2/5/2016	RO 30.00 C	1	\$257.85	\$106.15	\$151.70	1.93			
13373	3	1 MAC/MSP MAC III - AI	HI	2/8/2016	RO 30.00 C	1	\$320.00	\$168.30	\$151.70	3.06			
13373	3	1 MAC/MSP MAC III - AI	HI	2/10/2016	RO 30.00 C	1	\$291.40	\$139.70	\$151.70	2.54			
13373	3	1 MAC/MSP MAC III - AI	HI	2/12/2016	RO 30.00 C	1	\$274.35	\$122.65	\$151.70	2.23			
13373	3	1 MAC/MSP MAC III - AI	HI	2/15/2016	RO 30.00 C	1	\$369.50	\$217.80	\$151.70	3.96			
13373	3	1 MAC/MSP MAC III - AI	HI	2/17/2016	RO 30.00 C	1	\$286.45	\$134.75	\$151.70	2.45			
13373	3	1 MAC/MSP MAC III - AI	HI	2/19/2016	RO 30.00 C	1	\$292.50	\$140.80	\$151.70	2.56			
13373	3	1 MAC/MSP MAC III - AI	HI	2/22/2016	RO 30.00 C	1	\$371.15	\$219.45	\$151.70	3.99			
13373	3	1 MAC/MSP MAC III - AI	HI	2/24/2016	RO 30.00 C	1	\$311.20	\$159.50	\$151.70	2.90			
13373	3	1 MAC/MSP MAC III - AI	HI	2/26/2016	RO 30.00 C	1	\$294.15	\$142.45	\$151.70	2.59			
13373	3	1 MAC/MSP MAC III - AI	HI	2/29/2016	RO 30.00 C	1	\$344.20	\$192.50	\$151.70	3.50			
TOTALS-LINDBERGH GATE C CONCOURSE DOCK							\$2,834.90	\$1,469.60	\$1,365.30	26.72	\$822.12	\$963.87	\$7,455.79

13373	4	1	MAC/MSP MAC IV - AIR	HI	2/2/2016	RO 30.00	C	1	\$288.65	\$136.95	\$151.70	2.49			
13373	4	1	MAC/MSP MAC IV - AIR	HI	2/5/2016	RO 30.00	C	1	\$302.40	\$150.70	\$151.70	2.74			
13373	4	1	MAC/MSP MAC IV - AIR	HI	2/9/2016	RO 30.00	C	1	\$291.95	\$140.25	\$151.70	2.55			
13373	4	1	MAC/MSP MAC IV - AIR	HI	2/12/2016	RO 30.00	C	1	\$296.90	\$145.20	\$151.70	2.64			
13373	4	1	MAC/MSP MAC IV - AIR	HI	2/16/2016	RO 30.00	C	1	\$307.35	\$155.65	\$151.70	2.83			
13373	4	1	MAC/MSP MAC IV - AIR	HI	2/19/2016	RO 30.00	C	1	\$284.80	\$133.10	\$151.70	2.42			
13373	4	1	MAC/MSP MAC IV - AIR	HI	2/23/2016	RO 30.00	C	1	\$313.95	\$162.25	\$151.70	2.95			
13373	4	1	MAC/MSP MAC IV - AIR	HI	2/26/2016	RO 30.00	C	1	\$283.70	\$132.00	\$151.70	2.40			
TOTALS-LINDBERGH GATE C AIRSIDE									\$2,369.70	\$1,156.10	\$1,213.60	21.02	\$687.21	\$805.70	\$6,232.31
13373	5	1	MAC/MSP MAC V - AIRP	HI	2/3/2016	RO 30.00	C	1	\$422.30	\$270.60	\$151.70	4.92			
13373	5	1	MAC/MSP MAC V - AIRP	HI	2/7/2016	RO 30.00	C	1	\$502.60	\$350.90	\$151.70	6.38			
13373	5	1	MAC/MSP MAC V - AIRP	HI	2/10/2016	RO 30.00	C	1	\$376.65	\$224.95	\$151.70	4.09			
13373	5	1	MAC/MSP MAC V - AIRP	HI	2/14/2016	RO 30.00	C	1	\$486.10	\$334.40	\$151.70	6.08			
13373	5	1	MAC/MSP MAC V - AIRP	HI	2/18/2016	RO 30.00	C	1	\$489.40	\$337.70	\$151.70	6.14			
13373	5	1	MAC/MSP MAC V - AIRP	HI	2/21/2016	RO 30.00	C	1	\$403.60	\$251.90	\$151.70	4.58			
13373	5	1	MAC/MSP MAC V - AIRP	HI	2/24/2016	RO 30.00	C	1	\$416.25	\$264.55	\$151.70	4.81			
13373	5	1	MAC/MSP MAC V - AIRP	HI	2/28/2016	RO 30.00	C	1	\$500.40	\$348.70	\$151.70	6.34			
TOTALS-LINDERBERGH D-1 UNDER CHUTE									\$3,597.30	\$2,383.70	\$1,213.60	43.34	\$1,043.22	\$1,223.08	\$9,460.90
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/1/2016	RO 30.00	C	1	\$367.30	\$215.60	\$151.70	3.92			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/4/2016	RO 30.00	C	1	\$499.30	\$347.60	\$151.70	6.32			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/6/2016	RO 30.00	C	1	\$420.10	\$268.40	\$151.70	4.88			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/8/2016	RO 30.00	C	1	\$371.15	\$219.45	\$151.70	3.99			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/11/2016	RO 30.00	C	1	\$489.40	\$337.70	\$151.70	6.14			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/13/2016	RO 30.00	C	1	\$430.00	\$278.30	\$151.70	5.06			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/15/2016	RO 30.00	C	1	\$408.00	\$256.30	\$151.70	4.66			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/18/2016	RO 30.00	C	1	\$541.10	\$389.40	\$151.70	7.08			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/20/2016	RO 30.00	C	1	\$449.80	\$298.10	\$151.70	5.42			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/22/2016	RO 30.00	C	1	\$362.35	\$210.65	\$151.70	3.83			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/25/2016	RO 30.00	C	1	\$496.00	\$344.30	\$151.70	6.26			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/27/2016	RO 30.00	C	1	\$417.35	\$265.65	\$151.70	4.83			
13373	6	1	MAC/MSP HUMPHREY - A	HI	2/29/2016	RO 30.00	C	1	\$368.95	\$217.25	\$151.70	3.95			
TOTALS-HUMPHREY LOADING DOCK									\$5,620.80	\$3,648.70	\$1,972.10	66.34	\$1,630.03	\$1,911.07	\$14,782.70
13373	8	1	MAC/MSP AIRPORT - SC	AD	2/9/2016	IR 30.00		1	\$183.75	\$0.00	\$183.75	6.74			
13373	8	2	MAC/MSP AIRPORT - SC	AD	2/9/2016	IR 30.00		1	\$312.44	\$19.35	\$293.09	4.49			
TOTALS-GENERAL OFFICE 6040 28TH AVE S									\$496.19	\$19.35	\$476.84	11.23	\$143.90	\$168.70	\$1,304.98
13373	24	1	MAC/MSP MAC 6	HI	2/2/2016	RO 40.00	C	1	\$656.05	\$504.35	\$151.70	9.17			
13373	24	1	MAC/MSP MAC 6	HI	2/8/2016	RO 40.00	C	1	\$410.75	\$259.05	\$151.70	4.71			
13373	24	1	MAC/MSP MAC 6	HI	2/16/2016	RO 40.00	C	1	\$526.25	\$374.55	\$151.70	6.81			
13373	24	1	MAC/MSP MAC 6	HI	2/22/2016	RO 40.00	C	1	\$430.55	\$278.85	\$151.70	5.07			
TOTALS-GATE G-14															
13373	31	1	MSP AIRPORT IMPARK B	DE	2/9/2016	RO 20.00		1	\$448.52	\$137.45	\$311.07	1.94			
TOTALS-IMPARK BLDG 6040 28TH AVE S									\$2,472.12	\$1,554.25	\$606.80	25.76	\$671.81	\$787.64	\$6,092.62
13373	38	1	MAC/MSP ORGANIC COMP	BP	2/2/2016	RO 25.00	C	1	\$375.09	\$121.07	\$254.02	5.90			
13373	38	1	MAC/MSP ORGANIC COMP	BP	2/10/2016	RO 25.00	C	1	\$404.23	\$150.21	\$254.02	7.32			
13373	38	1	MAC/MSP ORGANIC COMP	BP	2/17/2016	RO 25.00	C	1	\$390.89	\$136.87	\$254.02	6.67			
13373	38	1	MAC/MSP ORGANIC COMP	BP	2/24/2016	RO 25.00	C	1	\$400.33	\$146.31	\$254.02	7.13			
TOTALS-LINDBERGH D-1 ORGANIC COMPACTOR									\$1,570.54	\$554.46	\$1,016.08	27.02			\$3,141.08

ACCOUNT SITE	GRP	SITE NAME	LF	DATE	TP/SIZE	QTY	TOT REV	DSP REV	HAUL REV	WEIGHT	CTY TAX	SMW TAX	LOCATION TOTAL	
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/1/2016	RO 30.00	1	\$468.31	\$329.45	\$138.86	5.99			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/2/2016	RO 30.00	1	\$456.76	\$317.90	\$138.86	5.78			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/3/2016	RO 30.00	1	\$495.81	\$356.95	\$138.86	6.49			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/4/2016	RO 30.00	1	\$529.91	\$391.05	\$138.86	7.11			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/5/2016	RO 30.00	1	\$555.21	\$416.35	\$138.86	7.57			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/6/2016	RO 30.00	1	\$473.26	\$334.40	\$138.86	6.08			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/7/2016	RO 30.00	1	\$443.01	\$304.15	\$138.86	5.53			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/8/2016	RO 30.00	1	\$497.46	\$358.60	\$138.86	6.52			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/9/2016	RO 30.00	1	\$457.31	\$318.45	\$138.86	5.79			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/9/2016	RO 30.00	1	\$225.76	\$86.90	\$138.86	1.58			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/10/2016	RO 30.00	1	\$104.50	\$0.00	\$104.50	0.00			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/11/2016	RO 30.00	1	\$505.16	\$366.30	\$138.86	6.66			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/12/2016	RO 30.00	1	\$618.46	\$479.60	\$138.86	8.72			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/13/2016	RO 30.00	1	\$477.11	\$338.25	\$138.86	6.15			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/14/2016	RO 30.00	1	\$528.26	\$389.40	\$138.86	7.08			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/15/2016	RO 30.00	1	\$507.91	\$369.05	\$138.86	6.71			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/16/2016	RO 30.00	1	\$506.26	\$367.40	\$138.86	6.68			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/17/2016	RO 30.00	1	\$561.81	\$422.95	\$138.86	7.69			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/18/2016	RO 30.00	1	\$582.16	\$443.30	\$138.86	8.06			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/19/2016	RO 30.00	1	\$603.06	\$464.20	\$138.86	8.44			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/20/2016	RO 30.00	1	\$472.71	\$333.85	\$138.86	6.07			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/21/2016	RO 30.00	1	\$518.91	\$380.05	\$138.86	6.91			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/22/2016	RO 30.00	1	\$516.35	\$364.65	\$151.70	6.63			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/23/2016	RO 30.00	1	\$549.90	\$398.20	\$151.70	7.24			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/24/2016	RO 30.00	1	\$577.21	\$438.35	\$138.86	7.97			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/25/2016	RO 30.00	1	\$576.66	\$437.80	\$138.86	7.96			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/26/2016	RO 30.00	1	\$587.11	\$448.25	\$138.86	8.15			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/27/2016	RO 30.00	1	\$466.11	\$327.25	\$138.86	5.95			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/28/2016	RO 30.00	1	\$462.26	\$323.40	\$138.86	5.88			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/29/2016	RO 30.00	1	\$482.61	\$343.75	\$138.86	6.25			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/30/2016	RO 30.00	1	\$518.36	\$379.50	\$138.86	6.90			
13373	1	1	MAC/MSP MAC I - AIRP	HI	3/31/2016	RO 30.00	1	\$490.86	\$352.00	\$138.86	6.40			
TOTALS-LINDBERGH MAIN DOCK								\$15,816.54	\$11,381.70	\$4,434.84	206.94	\$4,586.80	\$5,377.62	\$41,597.50
13373	1	6	MAC/MSP MAC I - AIRP	HI	3/9/2016	RO 30.00	1	\$85.00	\$0.00	\$85.00	0			
13373	1	6	MAC/MSP MAC I - AIRP	HI	3/10/2016	RO 30.00	1	\$205.96	\$67.10	\$138.86	1.22			
13373	1	6	MAC/MSP MAC I - AIRP	HI	3/10/2016	RO 30.00	1	\$322.01	\$183.15	\$138.86	3.33			
TOTALS-LINDBERGH MAIN DOCK TEMP 30								\$612.97	\$250.25	\$863.22	4.55	\$250.33	\$293.49	\$2,270.27
13373	2	2	MAC/MSP MAC II - AIR	HI	3/2/2016	RO 40.00	1	\$518.36	\$379.50	\$138.86	6.90			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/4/2016	RO 40.00	1	\$395.71	\$256.85	\$138.86	4.67			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/6/2016	RO 40.00	1	\$463.91	\$325.05	\$138.86	5.91			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/8/2016	RO 40.00	1	\$335.76	\$196.90	\$138.86	3.58			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/10/2016	RO 40.00	1	\$381.41	\$242.55	\$138.86	4.41			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/12/2016	RO 40.00	1	\$727.91	\$589.05	\$138.86	10.71			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/14/2016	RO 40.00	1	\$304.96	\$166.10	\$138.86	3.02			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/16/2016	RO 40.00	1	\$421.01	\$282.15	\$138.86	5.13			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/18/2016	RO 40.00	1	\$426.51	\$287.65	\$138.86	5.23			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/20/2016	RO 40.00	1	\$390.76	\$251.90	\$138.86	4.58			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/22/2016	RO 40.00	1	\$368.95	\$217.25	\$151.70	3.95			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/24/2016	RO 40.00	1	\$414.41	\$275.55	\$138.86	5.01			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/26/2016	RO 40.00	1	\$447.41	\$308.55	\$138.86	5.61			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/28/2016	RO 40.00	1	\$297.81	\$158.95	\$138.86	2.89			
13373	2	2	MAC/MSP MAC II - AIR	HI	3/30/2016	RO 40.00	1	\$430.91	\$292.05	\$138.86	5.31			
TOTALS-LINDBERG GATE-GATE D-1								\$6,325.79	\$4,230.05	\$2,095.74	76.91	\$1,834.48	\$2,150.77	\$16,636.83
13373	3	1	MAC/MSP MAC III - AI	HI	3/2/2016	RO 30.00	1	\$278.01	\$139.15	\$138.86	2.53			
13373	3	1	MAC/MSP MAC III - AI	HI	3/4/2016	RO 30.00	1	\$279.66	\$140.80	\$138.86	2.56			
13373	3	1	MAC/MSP MAC III - AI	HI	3/7/2016	RO 30.00	1	\$355.01	\$216.15	\$138.86	3.93			
13373	3	1	MAC/MSP MAC III - AI	HI	3/9/2016	RO 30.00	1	\$293.41	\$154.55	\$138.86	2.81			
13373	3	1	MAC/MSP MAC III - AI	HI	3/11/2016	RO 30.00	1	\$325.86	\$187.00	\$138.86	3.40			
13373	3	1	MAC/MSP MAC III - AI	HI	3/14/2016	RO 30.00	1	\$379.76	\$240.90	\$138.86	4.38			
13373	3	1	MAC/MSP MAC III - AI	HI	3/16/2016	RO 30.00	1	\$300.56	\$161.70	\$138.86	2.94			
13373	3	1	MAC/MSP MAC III - AI	HI	3/18/2016	RO 30.00	1	\$296.71	\$157.85	\$138.86	2.87			
13373	3	1	MAC/MSP MAC III - AI	HI	3/21/2016	RO 30.00	1	\$383.06	\$244.20	\$138.86	4.44			
13373	3	1	MAC/MSP MAC III - AI	HI	3/23/2016	RO 30.00	1	\$316.15	\$164.45	\$151.70	2.99			
13373	3	1	MAC/MSP MAC III - AI	HI	3/25/2016	RO 30.00	1	\$319.81	\$180.95	\$138.86	3.29			
13373	3	1	MAC/MSP MAC III - AI	HI	3/28/2016	RO 30.00	1	\$369.86	\$231.00	\$138.86	4.20			
13373	3	1	MAC/MSP MAC III - AI	HI	3/30/2016	RO 30.00	1	\$309.36	\$170.50	\$138.86	3.10			
TOTALS-LINDBERG C CONCOURSE DOCK								\$4,207.22	\$2,389.20	\$1,818.02	43.44	\$1,220.09	\$1,430.45	\$11,064.99

13373	4	1	MAC/MSP MAC IV - AIR	HI	3/1/2016	RO 30.00	1	\$312.11	\$173.25	\$138.86	3.15			
13373	4	1	MAC/MSP MAC IV - AIR	HI	3/4/2016	RO 30.00	1	\$274.71	\$135.85	\$138.86	2.47			
13373	4	1	MAC/MSP MAC IV - AIR	HI	3/8/2016	RO 30.00	1	\$319.26	\$180.40	\$138.86	3.28			
13373	4	1	MAC/MSP MAC IV - AIR	HI	3/10/2016	RO 30.00	1	\$226.86	\$88.00	\$138.86	1.60			
13373	4	1	MAC/MSP MAC IV - AIR	HI	3/15/2016	RO 30.00	1	\$361.06	\$222.20	\$138.86	4.04			
13373	4	1	MAC/MSP MAC IV - AIR	HI	3/18/2016	RO 30.00	1	\$281.31	\$142.45	\$138.86	2.59			
13373	4	1	MAC/MSP MAC IV - AIR	HI	3/25/2016	RO 30.00	1	\$455.66	\$316.80	\$138.86	5.76			
TOTALS-LINDBERG C AIRSIDE								\$2,230.97	\$1,258.95	\$972.02	22.89	\$646.98	\$758.53	\$5,867.45
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/2/2016	RO 30.00	1	\$405.06	\$266.20	\$138.86	4.84			
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/6/2016	RO 30.00	1	\$496.36	\$357.50	\$138.86	6.50			
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/9/2016	RO 30.00	1	\$421.01	\$282.15	\$138.86	5.13			
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/13/2016	RO 30.00	1	\$627.81	\$488.95	\$138.86	8.89			
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/17/2016	RO 30.00	1	\$497.46	\$358.60	\$138.86	6.52			
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/20/2016	RO 30.00	1	\$427.61	\$288.75	\$138.86	5.25			
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/23/2016	RO 30.00	1	\$434.40	\$282.70	\$151.70	5.14			
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/27/2016	RO 30.00	1	\$556.31	\$417.45	\$138.86	7.59			
13373	5	1	MAC/MSP MAC V - AIRP	HI	3/30/2016	RO 30.00	1	\$402.86	\$264.00	\$138.86	4.80			
TOTALS-AIRPORT LINDBERG D1 UNDER CHUTE								\$4,268.88	\$3,006.30	\$1,262.58	54.66	\$1,237.98	\$1,451.42	\$11,227.15
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/3/2016	RO 30.00	1	\$521.66	\$382.80	\$138.86	6.96			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/5/2016	RO 30.00	1	\$422.66	\$283.80	\$138.86	5.16			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/7/2016	RO 30.00	1	\$358.86	\$220.00	\$138.86	4.00			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/10/2016	RO 30.00	1	\$521.11	\$382.25	\$138.86	6.95			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/12/2016	RO 30.00	1	\$444.11	\$305.25	\$138.86	5.55			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/14/2016	RO 30.00	1	\$342.91	\$204.05	\$138.86	3.71			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/17/2016	RO 30.00	1	\$494.16	\$355.30	\$138.86	6.46			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/19/2016	RO 30.00	1	\$445.76	\$306.90	\$138.86	5.58			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/21/2016	RO 30.00	1	\$393.51	\$254.65	\$138.86	4.63			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/24/2016	RO 30.00	1	\$557.96	\$419.10	\$138.86	7.62			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/26/2016	RO 30.00	1	\$466.66	\$327.80	\$138.86	5.96			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/28/2016	RO 30.00	1	\$355.56	\$216.70	\$138.86	3.94			
13373	6	1	MAC/MSP HUMPHREY - A	HI	3/31/2016	RO 30.00	1	\$496.36	\$357.50	\$138.86	6.50			
TOTALS-AIRPORT HUMPHREY LOADING DOCK								\$5,821.28	\$4,016.10	\$1,805.18	73.02	\$1,688.17	\$1,979.24	\$15,309.97
13373	31	1	MSP AIRPORT IMPARK B	DE	3/8/2016	RO 20.00	1	\$383.58	\$41.40	\$342.18	0.69			
TOTALS-IMPARK BLDG 6040 28TH AVE S								\$383.58	\$41.40	\$342.18	0.69	\$111.24	\$130.42	\$1,008.82
13373	38	1	MAC/MSP ORGANIC COMP	BP	3/2/2016	RO 25.00	1	\$286.40	\$147.54	\$138.86	7.19			
13373	38	1	MAC/MSP ORGANIC COMP	BP	3/8/2016	RO 25.00	1	\$388.02	\$134.00	\$254.02	6.53			
13373	38	1	MAC/MSP ORGANIC COMP	BP	3/16/2016	RO 25.00	1	\$432.34	\$178.32	\$254.02	8.69			
13373	38	1	MAC/MSP ORGANIC COMP	BP	3/23/2016	RO 25.00	1	\$402.38	\$148.36	\$254.02	7.23			
13373	38	1	MAC/MSP ORGANIC COMP	BP	3/30/2016	RO 25.00	1	\$395.81	\$141.79	\$254.02	6.91			
TOTALS-ORGANIC COMPACTOR LINDBERG D1								\$1,618.55	\$602.47	\$1,016.08	36.55			\$3,237.10
13373	47	1	MAC/MSP HUMPHREY ORG	BP	3/21/2016	IR 20.00	1	\$511.34	\$257.32	\$254.02	12.54			
MAC/MSP HUMPHREY ORGANICS LINDBERG D1								\$511.34	\$257.32	\$768.66	12.54			\$1,537.32

ACCOUNT	SITE	GRP	SITE NAME	LF	DATE	TP/SIZE	QTY	TOT REV	DSP REV	HAUL REV	WEIGHT	CTY TAX	SMW TAX	LOCATION TOTAL
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/1/2016	RO 30.00	1	\$138.86	\$0.00	\$138.86	14.92			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/2/2016	RO 30.00	1	\$570.06	\$431.20	\$138.86	7.84			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/3/2016	RO 30.00	1	\$445.21	\$306.35	\$138.86	5.57			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/4/2016	RO 30.00	1	\$456.21	\$317.35	\$138.86	5.77			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/5/2016	RO 30.00	1	\$484.81	\$345.95	\$138.86	6.29			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/6/2016	RO 30.00	1	\$485.91	\$347.05	\$138.86	6.31			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/7/2016	RO 30.00	1	\$489.21	\$350.35	\$138.86	6.37			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/8/2016	RO 30.00	1	\$521.11	\$382.25	\$138.86	6.95			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/9/2016	RO 30.00	1	\$551.91	\$413.05	\$138.86	7.51			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/10/2016	RO 30.00	1	\$425.96	\$287.10	\$138.86	5.22			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/11/2016	RO 30.00	1	\$445.21	\$306.35	\$138.86	5.57			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/12/2016	RO 30.00	1	\$466.66	\$327.80	\$138.86	5.96			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/13/2016	RO 30.00	1	\$452.91	\$314.05	\$138.86	5.71			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/14/2016	RO 30.00	1	\$465.01	\$326.15	\$138.86	5.93			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/15/2016	RO 30.00	1	\$538.16	\$399.30	\$138.86	7.26			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/16/2016	RO 30.00	1	\$543.11	\$404.25	\$138.86	7.35			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/17/2016	RO 30.00	1	\$438.61	\$299.75	\$138.86	5.45			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/18/2016	RO 30.00	1	\$467.21	\$328.35	\$138.86	5.97			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/19/2016	RO 30.00	1	\$492.51	\$353.65	\$138.86	6.43			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/20/2016	RO 30.00	1	\$506.26	\$367.40	\$138.86	6.68			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/21/2016	RO 30.00	1	\$460.61	\$321.75	\$138.86	5.85			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/22/2016	RO 30.00	1	\$532.66	\$393.80	\$138.86	7.16			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/23/2016	RO 30.00	1	\$551.36	\$412.50	\$138.86	7.50			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/24/2016	RO 30.00	1	\$429.26	\$290.40	\$138.86	5.28			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/25/2016	RO 30.00	1	\$460.06	\$321.20	\$138.86	5.84			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/26/2016	RO 30.00	1	\$502.96	\$364.10	\$138.86	6.62			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/27/2016	RO 30.00	1	\$496.91	\$358.05	\$138.86	6.51			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/28/2016	RO 30.00	1	\$487.56	\$348.70	\$138.86	6.34			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/29/2016	RO 30.00	1	\$0.00	\$0.00	\$138.86	7.61			
13373	1	1	MAC/MSP MAC I - AIRP	HI	4/30/2016	RO 30.00	1	\$0.00	\$0.00	\$138.86	7.26			

TOTALS-LINDBERGH MAIN DOCK **\$13,306.28** **\$9,418.20** **\$4,165.80** **201.03** **\$3,899.09** **\$4,571.35** **\$35,360.72**

13373	2	2	MAC/MSP MAC II - AIR	HI	4/1/2016	RO 40.00	1	\$405.61	\$266.75	\$138.86	4.85			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/3/2016	RO 40.00	1	\$411.66	\$272.80	\$138.86	4.96			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/5/2016	RO 40.00	1	\$456.21	\$317.35	\$138.86	5.77			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/7/2016	RO 40.00	1	\$386.36	\$247.50	\$138.86	4.5			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/9/2016	RO 40.00	1	\$399.56	\$260.70	\$138.86	4.74			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/11/2016	RO 40.00	1	\$339.61	\$200.75	\$138.86	3.65			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/13/2016	RO 40.00	1	\$388.01	\$249.15	\$138.86	4.53			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/15/2016	RO 40.00	1	\$376.46	\$237.60	\$138.86	4.32			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/17/2016	RO 40.00	1	\$393.51	\$254.65	\$138.86	4.63			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/19/2016	RO 40.00	1	\$315.96	\$177.10	\$138.86	3.22			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/21/2016	RO 40.00	1	\$388.56	\$249.70	\$138.86	4.54			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/23/2016	RO 40.00	1	\$419.36	\$280.50	\$138.86	5.1			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/25/2016	RO 40.00	1	\$335.76	\$196.90	\$138.86	3.58			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/27/2016	RO 40.00	1	\$425.41	\$286.55	\$138.86	5.21			
13373	2	2	MAC/MSP MAC II - AIR	HI	4/29/2016	RO 40.00	1	\$0.00	\$0.00	\$138.86	4.09			

TOTALS-LINDBERGH GATE-GATE D-1 **\$5,442.04** **\$3,498.00** **\$2,082.90** **67.69** **\$1,598.33** **\$1,873.90** **\$14,495.17**

13373	3	1	MAC/MSP MAC III - AI	HI	4/1/2016	RO 30.00	1	\$289.01	\$150.15	\$138.86	2.73			
13373	3	1	MAC/MSP MAC III - AI	HI	4/4/2016	RO 30.00	1	\$363.26	\$224.40	\$138.86	4.08			
13373	3	1	MAC/MSP MAC III - AI	HI	4/6/2016	RO 30.00	1	\$301.11	\$162.25	\$138.86	2.95			
13373	3	1	MAC/MSP MAC III - AI	HI	4/8/2016	RO 30.00	1	\$309.36	\$170.50	\$138.86	3.1			
13373	3	1	MAC/MSP MAC III - AI	HI	4/11/2016	RO 30.00	1	\$361.61	\$222.75	\$138.86	4.05			
13373	3	1	MAC/MSP MAC III - AI	HI	4/13/2016	RO 30.00	1	\$297.81	\$158.95	\$138.86	2.89			
13373	3	1	MAC/MSP MAC III - AI	HI	4/15/2016	RO 30.00	1	\$303.86	\$165.00	\$138.86	3			
13373	3	1	MAC/MSP MAC III - AI	HI	4/18/2016	RO 30.00	1	\$378.66	\$239.80	\$138.86	4.36			
13373	3	1	MAC/MSP MAC III - AI	HI	4/20/2016	RO 30.00	1	\$275.81	\$136.95	\$138.86	2.49			
13373	3	1	MAC/MSP MAC III - AI	HI	4/22/2016	RO 30.00	1	\$289.01	\$150.15	\$138.86	2.73			
13373	3	1	MAC/MSP MAC III - AI	HI	4/25/2016	RO 30.00	1	\$362.16	\$223.30	\$138.86	4.06			
13373	3	1	MAC/MSP MAC III - AI	HI	4/27/2016	RO 30.00	1	\$294.51	\$155.65	\$138.86	2.83			
13373	3	1	MAC/MSP MAC III - AI	HI	4/29/2016	RO 30.00	1	\$0.00	\$0.00	\$0.00	3.08			

TOTALS-LINDBERGH C CONCOURSE DOCK **\$3,826.17** **\$2,159.85** **\$1,666.32** **42.35** **\$1,109.59** **\$1,300.90** **\$10,062.83**

13373	4	1	MAC/MSP MAC IV - AIR	HI	4/1/2016	RO 30.00	1	\$442.46	\$303.60	\$138.86	5.52			
13373	4	1	MAC/MSP MAC IV - AIR	HI	4/8/2016	RO 30.00	1	\$445.21	\$306.35	\$138.86	5.57			
13373	4	1	MAC/MSP MAC IV - AIR	HI	4/15/2016	RO 30.00	1	\$423.21	\$284.35	\$138.86	5.17			
13373	4	1	MAC/MSP MAC IV - AIR	HI	4/22/2016	RO 30.00	1	\$454.56	\$315.70	\$138.86	5.74			
13373	4	1	MAC/MSP MAC IV - AIR	HI	4/28/2016	RO 30.00	1	\$405.61	\$266.75	\$138.86	4.85			

TOTALS-LINDBERG C AIRSIDE						\$2,171.05	\$1,476.75	\$694.30	26.85	\$629.60	\$738.16	\$5,709.86
13373	5	1	MAC/MSP MAC V - AIRP	HI	4/3/2016 RO 30.00	1	\$511.21	\$372.35	\$138.86	6.77		
13373	5	1	MAC/MSP MAC V - AIRP	HI	4/6/2016 RO 30.00	1	\$425.96	\$287.10	\$138.86	5.22		
13373	5	1	MAC/MSP MAC V - AIRP	HI	4/10/2016 RO 30.00	1	\$499.66	\$360.80	\$138.86	6.56		
13373	5	1	MAC/MSP MAC V - AIRP	HI	4/14/2016 RO 30.00	1	\$491.41	\$352.55	\$138.86	6.41		
13373	5	1	MAC/MSP MAC V - AIRP	HI	4/17/2016 RO 30.00	1	\$417.16	\$278.30	\$138.86	5.06		
13373	5	1	MAC/MSP MAC V - AIRP	HI	4/20/2016 RO 30.00	1	\$397.36	\$258.50	\$138.86	4.7		
13373	5	1	MAC/MSP MAC V - AIRP	HI	4/24/2016 RO 30.00	1	\$518.91	\$380.05	\$138.86	6.91		
13373	5	1	MAC/MSP MAC V - AIRP	HI	4/28/2016 RO 30.00	1	\$490.86	\$352.00	\$138.86	6.4		
TOTALS-AIRPORT LINDBERG D1 UNDER CHUTE						\$3,752.53	\$2,641.65	\$1,110.88	41.26	\$1,088.23	\$1,275.86	\$9,869.15
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/2/2016 RO 30.00	1	\$460.06	\$321.20	\$138.86	5.84		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/4/2016 RO 30.00	1	\$363.26	\$224.40	\$138.86	4.08		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/7/2016 RO 30.00	1	\$510.11	\$371.25	\$138.86	6.75		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/9/2016 RO 30.00	1	\$412.21	\$273.35	\$138.86	4.97		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/11/2016 RO 30.00	1	\$356.66	\$217.80	\$138.86	3.96		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/14/2016 RO 30.00	1	\$500.76	\$361.90	\$138.86	6.58		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/16/2016 RO 30.00	1	\$434.21	\$295.35	\$138.86	5.37		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/18/2016 RO 30.00	1	\$329.71	\$190.85	\$138.86	3.47		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/21/2016 RO 30.00	1	\$512.86	\$374.00	\$138.86	6.8		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/23/2016 RO 30.00	1	\$423.21	\$284.35	\$138.86	5.17		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/25/2016 RO 30.00	1	\$333.56	\$194.70	\$138.86	3.54		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/28/2016 RO 30.00	1	\$474.91	\$336.05	\$138.86	6.11		
13373	6	1	MAC/MSP HUMPHREY - A	HI	4/30/2016 RO 30.00	1	\$0.00	\$0.00	\$0.00	5.21		
TOTALS-HUMPHREY LOADING DOCK						\$5,111.52	\$3,445.20	\$1,666.32	62.01	\$1,482.34	\$1,737.92	\$13,443.30
13373	9	2	MAC/MSP AIRPORT - SW	SK	4/29/2016 RO 20.00	1	\$0.00	\$0.00	\$0.00	0		
13373	9	2	MAC/MSP AIRPORT - SW	SK	4/29/2016 RO 20.00	1	\$0.00	\$0.00	\$0.00	0		
13373	9	2	MAC/MSP AIRPORT - SW	SK	4/30/2016 RO 20.00	1	\$0.00	\$0.00	\$0.00	0		
13373	9	2	MAC/MSP AIRPORT - SW	SK	4/30/2016 RO 20.00	1	\$0.00	\$0.00	\$0.00	0		
TOTALS-MAC/MSP - SWEEPINGS						\$0.00	\$0.00	\$0.00	0.00			\$0.00
13373	24	1	MAC/MSP MAC 6	HI	4/5/2016 RO 40.00	1	\$647.61	\$508.75	\$138.86	9.25		
13373	24	1	MAC/MSP MAC 6	HI	4/12/2016 RO 40.00	1	\$592.61	\$453.75	\$138.86	8.25		
13373	24	1	MAC/MSP MAC 6	HI	4/18/2016 RO 40.00	1	\$566.21	\$427.35	\$138.86	7.77		
13373	24	1	MAC/MSP MAC 6	HI	4/26/2016 RO 40.00	1	\$630.01	\$491.15	\$138.86	8.93		
TOTALS-MAC/MSP MAC6 GATE G14						\$1,788.83	\$1,372.25	\$416.58	24.95	\$518.76	\$608.20	\$4,704.62
13373	31	1	MSP AIRPORT IMPARK B	DE	4/14/2016 RO 20.00	1	\$468.36	\$157.29	\$311.07	2.22		
TOTALS-MAC/MSP AIRPORT IMPARK BLDG						\$468.36	\$157.29	\$311.07	2.22			\$936.72
13373	38	1	MAC/MSP ORGANIC COMP	BP	4/6/2016 RO 25.00	1	\$388.84	\$134.82	\$254.02	6.57		
13373	38	1	MAC/MSP ORGANIC COMP	BP	4/13/2016 RO 25.00	1	\$406.48	\$152.46	\$254.02	7.43		
13373	38	1	MAC/MSP ORGANIC COMP	BP	4/20/2016 RO 25.00	1	\$406.89	\$152.87	\$254.02	7.45		
13373	38	1	MAC/MSP ORGANIC COMP	BP	4/27/2016 RO 25.00	1	\$402.38	\$148.36	\$254.02	7.23		
TOTALS-ORGANIC COMPACTOR LINDBERG D1						\$2,072.95	\$745.80	\$1,327.15	30.90	\$601.16	\$704.80	\$5,451.86
13373	49	1	MAC/SCHWEGER DAVIS <	PB	4/15/2016 RO 10.00	1	\$95.00	\$0.00	\$95.00	0		
13373	49	1	MAC/SCHWEGER DAVIS <	PB	4/20/2016 RO 10.00	1	\$418.40	\$213.40	\$205.00	3.88		
TOTALS-MAC/SCHWEGER DOVIS LINDBERG TERMINAL						\$513.40	\$213.40	\$300.00	3.88	\$148.89	\$174.56	\$1,350.24

ACCOUNT	SITE	GRP	SITE NAME	LF	DATE	TP/SIZE	QTY	TOT REV	DSP REV	HAUL REV	WEIGHT	CTY TAX	SMW TAX	LOCATION TOTAL
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/1/2016	RO 30.00	1	\$426.51	\$287.65	\$138.86	5.23			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/2/2016	RO 30.00	1	\$469.41	\$330.55	\$138.86	6.01			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/3/2016	RO 30.00	1	\$509.01	\$370.15	\$138.86	6.73			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/4/2016	RO 30.00	1	\$270.31	\$131.45	\$138.86	2.39			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/4/2016	RO 30.00	1	\$104.50	\$0.00	\$104.50	0			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/5/2016	RO 30.00	1	\$104.50	\$0.00	\$104.50	0			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/6/2016	RO 30.00	1	\$533.21	\$394.35	\$138.86	7.17			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/7/2016	RO 30.00	1	\$621.76	\$482.90	\$138.86	8.78			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/8/2016	RO 30.00	1	\$493.06	\$354.20	\$138.86	6.44			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/9/2016	RO 30.00	1	\$444.11	\$305.25	\$138.86	5.55			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/10/2016	RO 30.00	1	\$532.11	\$393.25	\$138.86	7.15			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/11/2016	RO 30.00	1	\$568.41	\$429.55	\$138.86	7.81			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/12/2016	RO 30.00	1	\$576.66	\$437.80	\$138.86	7.96			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/13/2016	RO 30.00	1	\$541.46	\$402.60	\$138.86	7.32			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/14/2016	RO 30.00	1	\$510.66	\$371.80	\$138.86	6.76			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/15/2016	RO 30.00	1	\$461.16	\$322.30	\$138.86	5.86			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/16/2016	RO 30.00	1	\$455.11	\$316.25	\$138.86	5.75			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/17/2016	RO 30.00	1	\$515.06	\$376.20	\$138.86	6.84			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/18/2016	RO 30.00	1	\$498.56	\$359.70	\$138.86	6.54			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/19/2016	RO 30.00	1	\$482.61	\$343.75	\$138.86	6.25			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/20/2016	RO 30.00	1	\$570.61	\$431.75	\$138.86	7.85			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/21/2016	RO 30.00	1	\$572.81	\$433.95	\$138.86	7.89			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/22/2016	RO 30.00	1	\$472.16	\$333.30	\$138.86	6.06			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/23/2016	RO 30.00	1	\$499.11	\$360.25	\$138.86	6.55			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/24/2016	RO 30.00	1	\$535.41	\$396.55	\$138.86	7.21			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/25/2016	RO 30.00	1	\$507.36	\$368.50	\$138.86	6.7			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/26/2016	RO 30.00	1	\$553.01	\$414.15	\$138.86	7.53			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/27/2016	RO 30.00	1	\$602.51	\$463.65	\$138.86	8.43			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/28/2016	RO 30.00	1	\$742.76	\$603.90	\$138.86	10.98			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/29/2016	RO 30.00	1	\$467.76	\$328.90	\$138.86	5.98			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/30/2016	RO 30.00	1	\$448.51	\$309.65	\$138.86	5.63			
13373	1	1	MAC/MSP MAC I - AIRP	HI	5/31/2016	RO 30.00	1	\$0.00	\$0.00	\$0.00	6.24			
TOTALS-LINDBERGH MAIN DOCK								\$15,090.19	\$10,854.25	\$4,235.94	203.59	\$4,376.16	\$5,130.66	\$39,687.20
13373	1	6	MAC/MSP MAC I - AIRP	HI	5/4/2016	RO 30.00	1	\$85.00	\$0.00	\$85.00	0			
13373	1	6	MAC/MSP MAC I - AIRP	HI	5/5/2016	RO 30.00	1	\$252.71	\$113.85	\$138.86	2.07			
13373	1	6	MAC/MSP MAC I - AIRP	HI	5/5/2016	RO 30.00	1	\$287.91	\$149.05	\$138.86	2.71			
13373	1	6	MAC/MSP MAC I - AIRP	HI	5/5/2016	RO 30.00	1	\$0.00	\$0.00	\$0.00	0			
TOTALS-LINDBERGH MAIN DOCK temporary 30 yd								\$625.62	\$262.90	\$888.52	4.78	\$257.67	\$302.10	\$2,336.81
13373	2	2	MAC/MSP MAC II - AIR	HI	5/1/2016	RO 40.00	1	\$381.96	\$243.10	\$138.86	4.42			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/3/2016	RO 40.00	1	\$443.01	\$304.15	\$138.86	5.53			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/5/2016	RO 40.00	1	\$421.56	\$282.70	\$138.86	5.14			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/7/2016	RO 40.00	1	\$466.66	\$327.80	\$138.86	5.96			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/9/2016	RO 40.00	1	\$344.01	\$205.15	\$138.86	3.73			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/11/2016	RO 40.00	1	\$392.41	\$253.55	\$138.86	4.61			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/13/2016	RO 40.00	1	\$402.31	\$263.45	\$138.86	4.79			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/14/2016	RO 40.00	1	\$280.21	\$141.35	\$138.86	2.57			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/17/2016	RO 40.00	1	\$483.71	\$344.85	\$138.86	6.27			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/19/2016	RO 40.00	1	\$402.31	\$263.45	\$138.86	4.79			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/21/2016	RO 40.00	1	\$420.46	\$281.60	\$138.86	5.12			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/23/2016	RO 40.00	1	\$352.26	\$213.40	\$138.86	3.88			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/25/2016	RO 40.00	1	\$390.76	\$251.90	\$138.86	4.58			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/27/2016	RO 40.00	1	\$445.76	\$306.90	\$138.86	5.58			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/29/2016	RO 40.00	1	\$369.86	\$231.00	\$138.86	4.2			
13373	2	2	MAC/MSP MAC II - AIR	HI	5/31/2016	RO 40.00	1	\$0.00	\$0.00	\$0.00	2.89			
TOTALS-LINDBERGH GATE D-1								\$5,997.25	\$3,914.35	\$2,082.90	74.06	\$1,739.20	\$2,039.07	\$15,772.77

13373	3	1	MAC/MSP MAC III - AI	HI	5/2/2016	RO 30.00	1	\$377.56	\$238.70	\$138.86	4.34			
13373	3	1	MAC/MSP MAC III - AI	HI	5/4/2016	RO 30.00	1	\$296.16	\$157.30	\$138.86	2.86			
13373	3	1	MAC/MSP MAC III - AI	HI	5/6/2016	RO 30.00	1	\$331.36	\$192.50	\$138.86	3.5			
13373	3	1	MAC/MSP MAC III - AI	HI	5/9/2016	RO 30.00	1	\$351.16	\$212.30	\$138.86	3.86			
13373	3	1	MAC/MSP MAC III - AI	HI	5/11/2016	RO 30.00	1	\$292.31	\$153.45	\$138.86	2.79			
13373	3	1	MAC/MSP MAC III - AI	HI	5/13/2016	RO 30.00	1	\$313.21	\$174.35	\$138.86	3.17			
13373	3	1	MAC/MSP MAC III - AI	HI	5/16/2016	RO 30.00	1	\$355.56	\$216.70	\$138.86	3.94			
13373	3	1	MAC/MSP MAC III - AI	HI	5/18/2016	RO 30.00	1	\$301.11	\$162.25	\$138.86	2.95			
13373	3	1	MAC/MSP MAC III - AI	HI	5/20/2016	RO 30.00	1	\$309.36	\$170.50	\$138.86	3.1			
13373	3	1	MAC/MSP MAC III - AI	HI	5/23/2016	RO 30.00	1	\$381.96	\$243.10	\$138.86	4.42			
13373	3	1	MAC/MSP MAC III - AI	HI	5/25/2016	RO 30.00	1	\$308.26	\$169.40	\$138.86	3.08			
13373	3	1	MAC/MSP MAC III - AI	HI	5/27/2016	RO 30.00	1	\$327.51	\$188.65	\$138.86	3.43			
13373	3	1	MAC/MSP MAC III - AI	HI	5/30/2016	RO 30.00	1	\$308.81	\$169.95	\$138.86	3.09			
TOTALS-LINDBERG C CONCOURSE DOCK								\$4,254.33	\$2,449.15	\$1,805.18	44.53	\$1,233.76	\$1,446.47	\$11,188.89
13373	4	1	MAC/MSP MAC IV - AIR	HI	5/6/2016	RO 30.00	1	\$110.00	\$0.00	\$110.00	0			
13373	4	1	MAC/MSP MAC IV - AIR	HI	5/7/2016	RO 30.00	1	\$522.76	\$383.90	\$138.86	6.98			
13373	4	1	MAC/MSP MAC IV - AIR	HI	5/12/2016	RO 30.00	1	\$350.61	\$211.75	\$138.86	3.85			
13373	4	1	MAC/MSP MAC IV - AIR	HI	5/20/2016	RO 30.00	1	\$484.81	\$345.95	\$138.86	6.29			
13373	4	1	MAC/MSP MAC IV - AIR	HI	5/30/2016	RO 30.00	1	\$611.86	\$473.00	\$138.86	8.6			
TOTALS-LINDBERG C AIRSIDE								\$2,080.04	\$1,414.60	\$665.44	25.72	\$603.21	\$707.21	\$5,470.51
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/1/2016	RO 30.00	1	\$409.46	\$270.60	\$138.86	4.92			
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/5/2016	RO 30.00	1	\$759.81	\$620.95	\$138.86	11.29			
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/10/2016	RO 30.00	1	\$178.46	\$39.60	\$138.86	0.72			
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/12/2016	RO 30.00	1	\$104.50	\$0.00	\$104.50	0			
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/14/2016	RO 30.00	1	\$348.41	\$209.55	\$138.86	3.81			
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/18/2016	RO 30.00	1	\$462.26	\$323.40	\$138.86	5.88			
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/22/2016	RO 30.00	1	\$488.66	\$349.80	\$138.86	6.36			
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/26/2016	RO 30.00	1	\$535.41	\$396.55	\$138.86	7.21			
13373	5	1	MAC/MSP MAC V - AIRP	HI	5/29/2016	RO 30.00	1	\$443.01	\$304.15	\$138.86	5.53			
TOTALS-AIRPORT LINDBERG D1 UNDER CHUTE								\$3,729.98	\$2,514.60	\$1,215.38	45.72	\$1,081.69	\$1,268.19	\$9,809.85
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/2/2016	RO 30.00	1	\$214.76	\$75.90	\$138.86	1.38			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/5/2016	RO 30.00	1	\$480.96	\$342.10	\$138.86	6.22			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/7/2016	RO 30.00	1	\$407.81	\$268.95	\$138.86	4.89			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/9/2016	RO 30.00	1	\$334.66	\$195.80	\$138.86	3.56			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/12/2016	RO 30.00	1	\$456.21	\$317.35	\$138.86	5.77			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/14/2016	RO 30.00	1	\$425.41	\$286.55	\$138.86	5.21			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/16/2016	RO 30.00	1	\$337.41	\$198.55	\$138.86	3.61			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/19/2016	RO 30.00	1	\$534.86	\$396.00	\$138.86	7.2			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/21/2016	RO 30.00	1	\$524.41	\$385.55	\$138.86	7.01			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/23/2016	RO 30.00	1	\$297.26	\$158.40	\$138.86	2.88			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/24/2016	RO 30.00	1	\$104.50	\$0.00	\$104.50	0			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/26/2016	RO 30.00	1	\$403.96	\$265.10	\$138.86	4.82			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/28/2016	RO 30.00	1	\$406.71	\$267.85	\$138.86	4.87			
13373	6	1	MAC/MSP HUMPHREY - A	HI	5/30/2016	RO 30.00	1	\$367.66	\$228.80	\$138.86	4.16			
TOTALS-HUMPHREY LOADING DOCK								\$5,296.58	\$3,386.90	\$1,909.68	61.58	\$1,536.01	\$1,800.84	\$13,930.01
13373	6	11	MAC/MSP HUMPHREY - A	HI	5/23/2016	RO 30.00	1	\$85.00	\$0.00	\$85.00	0			
13373	6	11	MAC/MSP HUMPHREY - A	HI	5/24/2016	RO 30.00	1	\$288.46	\$149.60	\$138.86	2.72			
TOTALS-HUMPHREY LOADING DOCK TEMPORARY 30 YD								\$373.46	\$149.60	\$223.86	2.72	\$108.30	\$126.98	\$982.20
13373	8	1	MAC/MSP AIRPORT - SC	AD	5/5/2016	IR 30.00	1	\$183.75	\$0.00	\$183.75	7.44			
13373	8	2	MAC/MSP AIRPORT - SC	AD	5/10/2016	IR 30.00	1	\$316.32	\$23.23	\$293.09	5.39			
TOTALS-6025 28TH AVE S SCRAP METAL								\$500.07	\$23.23	\$476.84	12.83			\$1,000.14
TOTALS-HUMPHREY LOADING DOCK														
13373	24	1	MAC/MSP MAC 6	HI	5/2/2016	RO 40.00	1	\$550.26	\$411.40	\$138.86	7.48			
13373	24	1	MAC/MSP MAC 6	HI	5/10/2016	RO 40.00	1	\$640.46	\$501.60	\$138.86	9.12			
13373	24	1	MAC/MSP MAC 6	HI	5/16/2016	RO 40.00	1	\$463.36	\$324.50	\$138.86	5.9			
13373	24	1	MAC/MSP MAC 6	HI	5/24/2016	RO 40.00	1	\$667.96	\$529.10	\$138.86	9.62			
13373	24	1	MAC/MSP MAC 6	HI	5/31/2016	RO 40.00	1	\$0.00	\$0.00	\$0.00	6.67			
TOTALS-MAC/MSP MAC6 GATE G14								\$2,322.04	\$1,766.60	\$555.44	38.79	\$673.39	\$789.49	\$6,106.97

13373	36	3	MAC/PAVEMENT PAINT W	SK	5/9/2016 RO 10.00	1	\$95.00	\$0.00	\$95.00	0				
TOTALS-6025 28TH AVE S PAINT WATER BLAST								\$95.00	\$0.00	\$95.00	0.00		\$190.00	
13373	38	1	MAC/MSP ORGANIC COMP	BP	5/4/2016 RO 25.00	1	\$392.53	\$138.51	\$254.02	6.75				
13373	38	1	MAC/MSP ORGANIC COMP	BP	5/11/2016 RO 25.00	1	\$384.53	\$130.51	\$254.02	6.36				
13373	38	1	MAC/MSP ORGANIC COMP	BP	5/17/2016 RO 25.00	1	\$378.37	\$124.35	\$254.02	6.06				
13373	38	1	MAC/MSP ORGANIC COMP	BP	5/25/2016 RO 25.00	1	\$412.84	\$158.82	\$254.02	7.74				
TOTALS-ORGANIC COMPACTOR LINDBERG D1								\$1,175.74	\$413.68	\$762.06	20.16		\$2,351.48	
13373	50	1	MAC/V <TEMP 30)	HI	5/10/2016 RO 30.00	1	\$95.00	\$0.00	\$95.00	0				
13373	50	1	MAC/V <TEMP 30)	HI	5/12/2016 RO 30.00	1	\$289.60	\$94.60	\$195.00	1.72				
TOTALS LINDBURGH GATE D1 TEMPORARY 30 YD								\$384.60	\$94.60	\$290.00	1.72	\$111.53	\$130.76	\$1,011.50

ACCOUNT	SITE	GRP	SITE NAME	LF	DATE	SIZE	QTY	TOT REV	DSP REV	HAUL REV	WEIGHT	CTY TAX	SMW TAX	LOCATION TOTAL
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/1/2016	RO 30.00 C	1	\$564.01	\$425.15	\$138.86	7.73			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/2/2016	RO 30.00 C	1	\$499.66	\$360.80	\$138.86	6.56			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/3/2016	RO 30.00 C	1	\$538.71	\$399.85	\$138.86	7.27			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/4/2016	RO 30.00 C	1	\$574.46	\$435.60	\$138.86	7.92			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/5/2016	RO 30.00 C	1	\$446.86	\$308.00	\$138.86	5.6			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/6/2016	RO 30.00 C	1	\$533.21	\$394.35	\$138.86	7.17			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/7/2016	RO 30.00 C	1	\$555.21	\$416.35	\$138.86	7.57			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/8/2016	RO 30.00 C	1	\$532.66	\$393.80	\$138.86	7.16			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/9/2016	RO 30.00 C	1	\$506.81	\$367.95	\$138.86	6.69			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/10/2016	RO 30.00 C	1	\$610.76	\$471.90	\$138.86	8.58			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/11/2016	RO 30.00 C	1	\$567.31	\$428.45	\$138.86	7.79			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/12/2016	RO 30.00 C	1	\$462.81	\$323.95	\$138.86	5.89			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/13/2016	RO 30.00 C	1	\$521.66	\$382.80	\$138.86	6.96			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/14/2016	RO 30.00 C	1	\$572.81	\$433.95	\$138.86	7.89			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/15/2016	RO 30.00 C	1	\$584.91	\$446.05	\$138.86	8.11			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/16/2016	RO 30.00 C	1	\$586.01	\$447.15	\$138.86	8.13			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/17/2016	RO 30.00 C	1	\$588.21	\$449.35	\$138.86	8.17			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/18/2016	RO 30.00 C	1	\$599.21	\$460.35	\$138.86	8.37			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/19/2016	RO 30.00 C	1	\$493.61	\$354.75	\$138.86	6.45			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/20/2016	RO 30.00 C	1	\$562.36	\$423.50	\$138.86	7.7			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/21/2016	RO 30.00 C	1	\$603.06	\$464.20	\$138.86	8.44			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/22/2016	RO 30.00 C	1	\$624.51	\$485.65	\$138.86	8.83			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/23/2016	RO 30.00 C	1	\$536.51	\$397.65	\$138.86	7.23			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/24/2016	RO 30.00 C	1	\$516.71	\$377.85	\$138.86	6.87			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/25/2016	RO 30.00 C	1	\$593.71	\$454.85	\$138.86	8.27			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/26/2016	RO 30.00 C	1	\$511.21	\$372.35	\$138.86	6.77			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/27/2016	RO 30.00 C	1	\$535.41	\$396.55	\$138.86	7.21			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/28/2016	RO 30.00 C	1	\$569.51	\$430.65	\$138.86	7.83			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/29/2016	RO 30.00 C	1	\$604.16	\$465.30	\$138.86	8.46			
13373	1	1	MAC/MSP MAC I - AIRP	HI	6/30/2016	RO 30.00 C	1	\$601.96	\$463.10	\$138.86	8.42			
TOTALS-LINDBERGH MAIN DOCK								\$16,598.00	\$12,432.20	\$4,165.80	226.04	\$4,813.42	\$5,643.32	\$43,652.74
13373	2	2	MAC/MSP MAC II - AIR	HI	6/2/2016	RO 40.00 C	1	\$422.66	\$283.80	\$138.86	5.16			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/4/2016	RO 40.00 C	1	\$510.66	\$371.80	\$138.86	6.76			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/6/2016	RO 40.00 C	1	\$330.81	\$191.95	\$138.86	3.49			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/8/2016	RO 40.00 C	1	\$372.06	\$233.20	\$138.86	4.24			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/10/2016	RO 40.00 C	1	\$375.36	\$236.50	\$138.86	4.3			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/12/2016	RO 40.00 C	1	\$350.06	\$211.20	\$138.86	3.84			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/14/2016	RO 40.00 C	1	\$479.86	\$341.00	\$138.86	6.2			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/16/2016	RO 40.00 C	1	\$459.51	\$320.65	\$138.86	5.83			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/18/2016	RO 40.00 C	1	\$426.51	\$287.65	\$138.86	5.23			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/20/2016	RO 40.00 C	1	\$336.86	\$198.00	\$138.86	3.6			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/22/2016	RO 40.00 C	1	\$414.96	\$276.10	\$138.86	5.02			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/24/2016	RO 40.00 C	1	\$355.01	\$216.15	\$138.86	3.93			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/26/2016	RO 40.00 C	1	\$386.91	\$248.05	\$138.86	4.51			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/28/2016	RO 40.00 C	1	\$377.01	\$238.15	\$138.86	4.33			
13373	2	2	MAC/MSP MAC II - AIR	HI	6/30/2016	RO 40.00 C	1	\$503.51	\$364.65	\$138.86	6.63			
TOTALS-LINDBERGH GATE D-1								\$6,101.75	\$4,018.85	\$2,082.90	73.07	\$1,769.51	\$2,074.60	\$16,047.60
13373	3	1	MAC/MSP MAC III - AI	HI	6/1/2016	RO 30.00 C	1	\$335.21	\$196.35	\$138.86	3.57			
13373	3	1	MAC/MSP MAC III - AI	HI	6/3/2016	RO 30.00 C	1	\$331.36	\$192.50	\$138.86	3.5			
13373	3	1	MAC/MSP MAC III - AI	HI	6/6/2016	RO 30.00 C	1	\$376.46	\$237.60	\$138.86	4.32			
13373	3	1	MAC/MSP MAC III - AI	HI	6/8/2016	RO 30.00 C	1	\$309.36	\$170.50	\$138.86	3.1			
13373	3	1	MAC/MSP MAC III - AI	HI	6/10/2016	RO 30.00 C	1	\$270.31	\$131.45	\$138.86	2.39			
13373	3	1	MAC/MSP MAC III - AI	HI	6/13/2016	RO 30.00 C	1	\$386.36	\$247.50	\$138.86	4.5			
13373	3	1	MAC/MSP MAC III - AI	HI	6/15/2016	RO 30.00 C	1	\$298.36	\$159.50	\$138.86	2.9			
13373	3	1	MAC/MSP MAC III - AI	HI	6/17/2016	RO 30.00 C	1	\$317.61	\$178.75	\$138.86	3.25			
13373	3	1	MAC/MSP MAC III - AI	HI	6/20/2016	RO 30.00 C	1	\$381.41	\$242.55	\$138.86	4.41			
13373	3	1	MAC/MSP MAC III - AI	HI	6/22/2016	RO 30.00 C	1	\$345.11	\$206.25	\$138.86	3.75			
13373	3	1	MAC/MSP MAC III - AI	HI	6/24/2016	RO 30.00 C	1	\$405.61	\$266.75	\$138.86	4.85			
13373	3	1	MAC/MSP MAC III - AI	HI	6/27/2016	RO 30.00 C	1	\$402.86	\$264.00	\$138.86	4.8			
13373	3	1	MAC/MSP MAC III - AI	HI	6/29/2016	RO 30.00 C	1	\$360.51	\$221.65	\$138.86	4.03			
TOTALS-LINDBERGH C CONCOURSE DOCK								\$4,520.53	\$2,715.35	\$1,805.18	49.37	\$1,310.95	\$1,536.98	\$11,888.99
13373	4	1	MAC/MSP MAC IV - AIR	HI	6/3/2016	RO 30.00 C	1	\$291.21	\$152.35	\$138.86	2.77			
13373	4	1	MAC/MSP MAC IV - AIR	HI	6/10/2016	RO 30.00 C	1	\$428.71	\$289.85	\$138.86	5.27			
13373	4	1	MAC/MSP MAC IV - AIR	HI	6/17/2016	RO 30.00 C	1	\$471.06	\$332.20	\$138.86	6.04			
13373	4	1	MAC/MSP MAC IV - AIR	HI	6/23/2016	RO 30.00 C	1	\$404.51	\$265.65	\$138.86	4.83			
TOTALS-LINDBERGH C AIRSIDE								\$1,595.49	\$1,040.05	\$555.44	16.14	\$462.69	\$542.47	\$4,196.14

13373	5	1	MAC/MSP MAC V - AIRP	HI	6/1/2016	RO 30.00 C	1	\$391.86	\$253.00	\$138.86	4.6				
13373	5	1	MAC/MSP MAC V - AIRP	HI	6/5/2016	RO 30.00 C	1	\$479.86	\$341.00	\$138.86	6.2				
13373	5	1	MAC/MSP MAC V - AIRP	HI	6/9/2016	RO 30.00 C	1	\$463.91	\$325.05	\$138.86	5.91				
13373	5	1	MAC/MSP MAC V - AIRP	HI	6/12/2016	RO 30.00 C	1	\$450.16	\$311.30	\$138.86	5.66				
13373	5	1	MAC/MSP MAC V - AIRP	HI	6/15/2016	RO 30.00 C	1	\$478.21	\$339.35	\$138.86	6.17				
13373	5	1	MAC/MSP MAC V - AIRP	HI	6/19/2016	RO 30.00 C	1	\$602.51	\$463.65	\$138.86	8.43				
13373	5	1	MAC/MSP MAC V - AIRP	HI	6/22/2016	RO 30.00 C	1	\$444.66	\$305.80	\$138.86	5.56				
13373	5	1	MAC/MSP MAC V - AIRP	HI	6/26/2016	RO 30.00 C	1	\$661.36	\$522.50	\$138.86	9.5				
13373	5	1	MAC/MSP MAC V - AIRP	HI	6/30/2016	RO 30.00 C	1	\$527.71	\$388.85	\$138.86	7.07				
TOTALS-AIRPORT LINDBERG D1 UNDER CHUTE								\$4,500.24	\$3,250.50	\$1,249.74	59.1	\$1,305.07	\$1,530.08	\$11,835.63	
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/2/2016	RO 30.00 C	1	\$488.11	\$349.25	\$138.86	6.35				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/4/2016	RO 30.00 C	1	\$431.46	\$292.60	\$138.86	5.32				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/6/2016	RO 30.00 C	1	\$323.66	\$184.80	\$138.86	3.36				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/9/2016	RO 30.00 C	1	\$494.16	\$355.30	\$138.86	6.46				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/11/2016	RO 30.00 C	1	\$403.96	\$265.10	\$138.86	4.82				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/13/2016	RO 30.00 C	1	\$356.66	\$217.80	\$138.86	3.96				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/16/2016	RO 30.00 C	1	\$592.61	\$453.75	\$138.86	8.25				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/18/2016	RO 30.00 C	1	\$477.11	\$338.25	\$138.86	6.15				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/20/2016	RO 30.00 C	1	\$348.41	\$209.55	\$138.86	3.81				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/23/2016	RO 30.00 C	1	\$584.91	\$446.05	\$138.86	8.11				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/25/2016	RO 30.00 C	1	\$462.26	\$323.40	\$138.86	5.88				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/27/2016	RO 30.00 C	1	\$404.51	\$265.65	\$138.86	4.83				
13373	6	1	MAC/MSP HUMPHREY - A	HI	6/30/2016	RO 30.00 C	1	\$540.36	\$401.50	\$138.86	7.3				
TOTALS-HUMPHREY LOADING DOCK								\$5,908.18	\$4,103.00	\$1,805.18	74.6	\$1,713.37	\$2,008.78	\$15,538.51	
13373	24	1	MAC/MSP MAC 6	HI	6/7/2016	RO 40.00 C	1	\$622.31	\$483.45	\$138.86	8.79				
13373	24	1	MAC/MSP MAC 6	HI	6/13/2016	RO 40.00 C	1	\$471.06	\$332.20	\$138.86	6.04				
13373	24	1	MAC/MSP MAC 6	HI	6/21/2016	RO 40.00 C	1	\$656.41	\$517.55	\$138.86	9.41				
13373	24	1	MAC/MSP MAC 6	HI	6/27/2016	RO 40.00 C	1	\$518.36	\$379.50	\$138.86	6.9				
TOTALS-MAC/MSP MAC6 GATE G14								\$2,268.14	\$1,712.70	\$555.44	31.14	\$657.76	\$771.17	\$5,965.21	
TOTALS-MAC/SPECIAL WASTE TO SKB								\$0.00	\$0.00	\$0.00	0	\$0.00	\$0.00	\$0.00	
13373	31	4	MSP AIRPORT IMPARK B	AD	6/23/2016	IR 20.00	1	\$280.00	\$0.00	\$280.00	2.77				
TOTALS-MSP AIRPORT IMPARK BLDG								\$280.00	\$0.00	\$280.00	2.77	\$81.20	\$95.20	\$736.40	
13373	38	1	MAC/MSP ORGANIC COMP	BP	6/1/2016	RO 25.00 C	1	\$391.91	\$137.89	\$254.02	6.72				
13373	38	1	MAC/MSP ORGANIC COMP	BP	6/8/2016	RO 25.00 C	1	\$384.94	\$130.92	\$254.02	6.38				
13373	38	1	MAC/MSP ORGANIC COMP	BP	6/15/2016	RO 25.00 C	1	\$393.76	\$139.74	\$254.02	6.81				
13373	38	1	MAC/MSP ORGANIC COMP	BP	6/22/2016	RO 25.00 C	1	\$386.17	\$132.15	\$254.02	6.44				
13373	38	1	MAC/MSP ORGANIC COMP	BP	6/29/2016	RO 25.00 C	1	\$382.27	\$128.25	\$254.02	6.25				
TOTALS-ORGANIC COMPACTOR LINDBERG D1								\$1,939.05	\$668.95	\$1,270.10	32.6			\$3,878.10	
TOTALS-MAC/MSP HUMPHREY ORGANICS								\$0.00	\$0.00	\$0.00	0.00				

ACCOUNT	SITE	GRP	SITE NAME	LF	DATE	SIZE	QTY	TOT REV	DSP REV	HAUL REV	WEIGHT	CTY TAX	SMW TAX	LOCATION TOTAL
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/1/2016	RO 30.00 C	1	\$599.21	\$460.35	\$138.86	8.37			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/2/2016	RO 30.00 C	1	\$647.06	\$508.20	\$138.86	9.24			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/3/2016	RO 30.00 C	1	\$524.96	\$386.10	\$138.86	7.02			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/4/2016	RO 30.00 C	1	\$484.26	\$345.40	\$138.86	6.28			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/5/2016	RO 30.00 C	1	\$466.11	\$327.25	\$138.86	5.95			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/6/2016	RO 30.00 C	1	\$395.16	\$256.30	\$138.86	4.66			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/7/2016	RO 30.00 C	1	\$593.71	\$454.85	\$138.86	8.27			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/8/2016	RO 30.00 C	1	\$605.81	\$466.95	\$138.86	8.49			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/9/2016	RO 30.00 C	1	\$592.61	\$453.75	\$138.86	8.25			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/10/2016	RO 30.00 C	1	\$553.01	\$414.15	\$138.86	7.53			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/11/2016	RO 30.00 C	1	\$531.56	\$392.70	\$138.86	7.14			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/12/2016	RO 30.00 C	1	\$584.36	\$445.50	\$138.86	8.1			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/13/2016	RO 30.00 C	1	\$619.01	\$480.15	\$138.86	8.73			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/14/2016	RO 30.00 C	1	\$345.66	\$206.80	\$138.86	3.76			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/15/2016	RO 30.00 C	1	\$649.81	\$510.95	\$138.86	9.29			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/16/2016	RO 30.00 C	1	\$650.36	\$511.50	\$138.86	9.3			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/17/2016	RO 30.00 C	1	\$546.96	\$408.10	\$138.86	7.42			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/18/2016	RO 30.00 C	1	\$516.16	\$377.30	\$138.86	6.86			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/19/2016	RO 30.00 C	1	\$566.21	\$427.35	\$138.86	7.77			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/20/2016	RO 30.00 C	1	\$650.91	\$512.05	\$138.86	9.31			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/21/2016	RO 30.00 C	1	\$656.96	\$518.10	\$138.86	9.42			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/22/2016	RO 30.00 C	1	\$652.56	\$513.70	\$138.86	9.34			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/23/2016	RO 30.00 C	1	\$704.26	\$565.40	\$138.86	10.28			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/24/2016	RO 30.00 C	1	\$570.06	\$431.20	\$138.86	7.84			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/25/2016	RO 30.00 C	1	\$593.71	\$454.85	\$138.86	8.27			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/26/2016	RO 30.00 C	1	\$587.66	\$448.80	\$138.86	8.16			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/27/2016	RO 30.00 C	1	\$632.21	\$493.35	\$138.86	8.97			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/28/2016	RO 30.00 C	1	\$587.11	\$448.25	\$138.86	8.15			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/29/2016	RO 30.00 C	1	\$623.96	\$485.10	\$138.86	8.82			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/30/2016	RO 30.00 C	1	\$651.46	\$512.60	\$138.86	9.32			
13373	1	1	MAC/MSP MAC I - AIRP	HI	7/31/2016	RO 30.00 C	1	\$560.16	\$421.30	\$138.86	7.66			
TOTALS-LINDBERGH MAIN DOCK								\$17,943.01	\$13,638.35	\$4,304.66	247.97	\$5,203.47	\$6,100.62	\$47,190.12
13373	2	2	MAC/MSP MAC II - AIR	HI	7/2/2016	RO 40.00 C	1	\$470.51	\$331.65	\$138.86	6.03			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/4/2016	RO 40.00 C	1	\$377.01	\$238.15	\$138.86	4.33			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/6/2016	RO 40.00 C	1	\$640.46	\$501.60	\$138.86	9.12			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/8/2016	RO 40.00 C	1	\$495.26	\$356.40	\$138.86	6.48			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/10/2016	RO 40.00 C	1	\$395.16	\$256.30	\$138.86	4.66			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/12/2016	RO 40.00 C	1	\$397.91	\$259.05	\$138.86	4.71			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/14/2016	RO 40.00 C	1	\$539.81	\$400.95	\$138.86	7.29			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/16/2016	RO 40.00 C	1	\$446.86	\$308.00	\$138.86	5.6			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/18/2016	RO 40.00 C	1	\$300.01	\$161.15	\$138.86	2.93			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/20/2016	RO 40.00 C	1	\$456.21	\$317.35	\$138.86	5.77			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/22/2016	RO 40.00 C	1	\$406.71	\$267.85	\$138.86	4.87			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/24/2016	RO 40.00 C	1	\$430.91	\$292.05	\$138.86	5.31			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/26/2016	RO 40.00 C	1	\$387.46	\$248.60	\$138.86	4.52			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/28/2016	RO 40.00 C	1	\$482.61	\$343.75	\$138.86	6.25			
13373	2	2	MAC/MSP MAC II - AIR	HI	7/30/2016	RO 40.00 C	1	\$467.76	\$328.90	\$138.86	5.98			
TOTALS-LINDBERGH GATE D-1								\$6,694.65	\$4,611.75	\$2,082.90	83.85	\$1,941.45	\$2,276.18	\$17,606.93
13373	3	1	MAC/MSP MAC III - AI	HI	7/1/2016	RO 30.00 C	1	\$352.81	\$213.95	\$138.86	3.89			
13373	3	1	MAC/MSP MAC III - AI	HI	7/4/2016	RO 30.00 C	1	\$403.41	\$264.55	\$138.86	4.81			
13373	3	1	MAC/MSP MAC III - AI	HI	7/5/2016	RO 30.00 C	1	\$104.50	\$0.00	\$104.50	0			
13373	3	1	MAC/MSP MAC III - AI	HI	7/8/2016	RO 30.00 C	1	\$433.66	\$294.80	\$138.86	5.36			
13373	3	1	MAC/MSP MAC III - AI	HI	7/11/2016	RO 30.00 C	1	\$377.56	\$238.70	\$138.86	4.34			
13373	3	1	MAC/MSP MAC III - AI	HI	7/13/2016	RO 30.00 C	1	\$315.96	\$177.10	\$138.86	3.22			
13373	3	1	MAC/MSP MAC III - AI	HI	7/15/2016	RO 30.00 C	1	\$370.96	\$232.10	\$138.86	4.22			
13373	3	1	MAC/MSP MAC III - AI	HI	7/18/2016	RO 30.00 C	1	\$433.66	\$294.80	\$138.86	5.36			
13373	3	1	MAC/MSP MAC III - AI	HI	7/20/2016	RO 30.00 C	1	\$333.01	\$194.15	\$138.86	3.53			
13373	3	1	MAC/MSP MAC III - AI	HI	7/22/2016	RO 30.00 C	1	\$341.11	\$202.95	\$138.86	3.69			
13373	3	1	MAC/MSP MAC III - AI	HI	7/25/2016	RO 30.00 C	1	\$433.11	\$294.25	\$138.86	5.35			
13373	3	1	MAC/MSP MAC III - AI	HI	7/27/2016	RO 30.00 C	1	\$355.01	\$216.15	\$138.86	3.93			
13373	3	1	MAC/MSP MAC III - AI	HI	7/29/2016	RO 30.00 C	1	\$336.31	\$197.45	\$138.86	3.59			
TOTALS-LINDBERG C CONCOURSE DOCK								\$4,591.77	\$2,820.95	\$1,770.82	47.4	\$1,331.61	\$1,561.20	\$12,076.36
13373	4	1	MAC/MSP MAC IV - AIR	HI	7/1/2016	RO 30.00 C	1	\$513.41	\$374.55	\$138.86	6.81			
13373	4	1	MAC/MSP MAC IV - AIR	HI	7/8/2016	RO 30.00 C	1	\$496.36	\$357.50	\$138.86	6.5			
13373	4	1	MAC/MSP MAC IV - AIR	HI	7/15/2016	RO 30.00 C	1	\$488.11	\$349.25	\$138.86	6.35			
13373	4	1	MAC/MSP MAC IV - AIR	HI	7/22/2016	RO 30.00 C	1	\$476.56	\$337.70	\$138.86	6.14			
13373	4	1	MAC/MSP MAC IV - AIR	HI	7/29/2016	RO 30.00 C	1	\$499.66	\$360.80	\$138.86	6.56			

TOTALS-LINDBERG C AIRSIDE										\$2,474.10	\$1,779.80	\$694.30	32.36	\$717.49	\$841.19	\$6,506.88
13373	5	1	MAC/MSP MAC V - AIRP	HI	7/3/2016	RO 30.00 C	1	\$463.91	\$325.05	\$138.86	5.91					
13373	5	1	MAC/MSP MAC V - AIRP	HI	7/7/2016	RO 30.00 C	1	\$509.01	\$370.15	\$138.86	6.73					
13373	5	1	MAC/MSP MAC V - AIRP	HI	7/9/2016	RO 30.00 C	1	\$354.46	\$215.60	\$138.86	3.92					
13373	5	1	MAC/MSP MAC V - AIRP	HI	7/13/2016	RO 30.00 C	1	\$513.41	\$374.55	\$138.86	6.81					
13373	5	1	MAC/MSP MAC V - AIRP	HI	7/21/2016	RO 30.00 C	1	\$902.26	\$763.40	\$138.86	13.88					
13373	5	1	MAC/MSP MAC V - AIRP	HI	7/23/2016	RO 30.00 C	1	\$343.46	\$204.60	\$138.86	3.72					
13373	5	1	MAC/MSP MAC V - AIRP	HI	7/28/2016	RO 30.00 C	1	\$659.16	\$520.30	\$138.86	9.46					
13373	5	1	MAC/MSP MAC V - AIRP	HI	7/31/2016	RO 30.00 C	1	\$480.41	\$341.55	\$138.86	6.21					
TOTALS-AIRPORT LINDBERG D1 UNDER CHUTE										\$4,226.08	\$3,115.20	\$1,110.88	56.64	\$1,225.56	\$1,436.87	\$11,114.59
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/2/2016	RO 30.00 C	1	\$500.21	\$361.35	\$138.86	6.57					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/4/2016	RO 30.00 C	1	\$380.31	\$241.45	\$138.86	4.39					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/7/2016	RO 30.00 C	1	\$529.91	\$391.05	\$138.86	7.11					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/9/2016	RO 30.00 C	1	\$441.36	\$302.50	\$138.86	5.5					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/11/2016	RO 30.00 C	1	\$396.26	\$257.40	\$138.86	4.68					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/14/2016	RO 30.00 C	1	\$573.91	\$435.05	\$138.86	7.91					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/16/2016	RO 30.00 C	1	\$506.81	\$367.95	\$138.86	6.69					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/18/2016	RO 30.00 C	1	\$376.46	\$237.60	\$138.86	4.32					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/21/2016	RO 30.00 C	1	\$586.01	\$447.15	\$138.86	8.13					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/23/2016	RO 30.00 C	1	\$491.96	\$353.10	\$138.86	6.42					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/25/2016	RO 30.00 C	1	\$408.36	\$269.50	\$138.86	4.9					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/28/2016	RO 30.00 C	1	\$595.36	\$456.50	\$138.86	8.3					
13373	6	1	MAC/MSP HUMPHREY - A	HI	7/30/2016	RO 30.00 C	1	\$513.96	\$375.10	\$138.86	6.82					
TOTALS-HUMPHREY LOADING DOCK										\$6,300.88	\$4,495.70	\$1,805.18	75.17	\$1,827.26	\$2,142.30	\$16,571.31
13373	24	1	MAC/MSP MAC 6	HI	7/5/2016	RO 40.00 C	1	\$697.66	\$558.80	\$138.86	10.16					
13373	24	1	MAC/MSP MAC 6	HI	7/12/2016	RO 40.00 C	1	\$601.96	\$463.10	\$138.86	8.42					
13373	24	1	MAC/MSP MAC 6	HI	7/18/2016	RO 40.00 C	1	\$674.56	\$535.70	\$138.86	9.74					
13373	24	1	MAC/MSP MAC 6	HI	7/25/2016	RO 40.00 C	1	\$598.66	\$459.80	\$138.86	8.36					
TOTALS-MAC/MSP MAC6 GATE G14										\$2,572.84	\$2,017.40	\$555.44	26.52	\$746.12	\$874.77	\$6,766.57
13373	38	1	MAC/MSP ORGANIC COMP	BP	7/6/2016	RO 25.00 C	1	\$365.03	\$111.01	\$254.02	5.41					
13373	38	1	MAC/MSP ORGANIC COMP	BP	7/13/2016	RO 25.00 C	1	\$377.14	\$123.12	\$254.02	6					
13373	38	1	MAC/MSP ORGANIC COMP	BP	7/20/2016	RO 25.00 C	1	\$366.67	\$112.65	\$254.02	5.49					
13373	38	1	MAC/MSP ORGANIC COMP	BP	7/27/2016	RO 25.00 C	1	\$381.86	\$127.84	\$254.02	6.23					
TOTALS-ORGANIC COMPACTOR LINDBERG D1										\$1,490.70	\$474.62	\$1,016.08	23.13			\$2,981.40
13373	47	1	MAC/MSP HUMPHREY ORG	BP	7/29/2016	IR 20.00 C	1	\$451.83	\$197.81	\$254.02	9.64					
TOTALS-HUMPHREY LOADING DOCK										\$19,770.24	\$13,179.40	\$6,590.84	257.94	\$5,733.37	\$6,721.88	\$51,995.73
TOTALS-MAC/MSP MAC6 GATE G14										\$36,167.71	\$23,958.05	\$12,209.66	472.23	\$10,488.64	\$12,297.02	\$95,121.08
TOTALS-ORGANIC COMPACTOR LINDBERG D1										\$59,006.15	\$38,173.49	\$20,832.66	780.66			