

December 8, 2010



Mr. Daniel B. Keys
Director Public Service Department
City of Coral Gables
P.O. Box 141549
Coral Gables, FL 33114-1549

Subject: Proposed Solid Waste Franchise Agreement between Coral Gables and WMIF

Dear Mr. Keys:

As you know, R. W. Beck and Redman Consulting Group are consulting firms that have special expertise concerning the collection, management, and disposal of municipal solid waste. We have worked closely with the City of Coral Gables ("City"), through its special counsel on solid waste issues (David S. Dee), as the City negotiated the terms of a new solid waste franchise agreement ("Agreement") with Waste Management Inc of Florida ("WMIF"). We also have carefully reviewed the terms of the proposed Agreement, including the significant financial concessions by WMIF that have been secured through the City's negotiations. Based on our knowledge of the solid waste industry, we believe the Agreement provides an attractive combination of economic and other benefits for the City and its residents. Accordingly, R. W. Beck and Redman Consulting Group recommend the proposed Agreement to the City.

We are available to provide additional information in support of this recommendation, at your request.

Sincerely,

R. W. BECK, INC., an SAIC Company

Redman Consulting Group, Inc.

A handwritten signature in blue ink, appearing to read "D. Gregory".

David Gregory
Local Practice Leader

A handwritten signature in blue ink, appearing to read "W. Redman".

William Redman
Vice President

cc: David S. Dee

