Municipal Refuse Collection Services

City of Evans, Colorado

April 19, 2017

Submitted to
City of Evans
1100 37th Street
Evans, CO 80634

Submitted by
Waste Management of Colorado, Inc.
40950 County Road 25
Ault, CO 80610

Anthony "Tony" Howard
ahoward1@wm.com | 719 493 3916

WASTE MANAGEMENT

April 19, 2017

Jessica Gonifas, CPA
Deputy City Manager
City of Evans
1100 37th Street
Evans, CO 80634

Dear Ms. Gonifas:

Waste Management has prepared the following solutions proposal specifically for the City of Evans. We understand that sustainability has three legs, Social, Environmental and Economical and all three need to be addressed for an organization to have a successful program.

Our program contains solutions designed to strengthen the City's solid waste & recycling services, improve productivity and enhance the City's commitment to sustainability and environmental stewardship. Our program is designed to deliver the specific benefits that are important to the City, including:

- Cost Effective Resource Recovery Services – Financial
- Effective refuse and recycling programs – Environmental
- Educational programs to increase diversion and reduce waste - Social

We strongly believe that our long-term recycling and disposal solutions, sustainability initiatives, world-class customer service programs, and the value-added programs that we have outlined below are without equal in the solid waste/environmental solutions industry. If you have any questions, please do not hesitate to contact me at 719-493-3916.

Sincerely,

Anthony Howard

Anthony Howard
Public Sector Solutions Representative
WASTE MANAGEMENT
40950 County Road 25
Ault, CO 80610
Cell: (719) 493-3916, Office: (719) 448-4329, E-Fax (866) 793-0218
ahoward1@wm.com

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WASTE MANAGEMENT

Introduction

Waste Management values and appreciates our long-standing relationship with the City of Evans. Evans is home to four (4) of Waste Management employees who work at Waste Management's Ault hauling site. We are your neighbors, your residents – we c*are about the City of Evans!* From standard trash and recycling service to aiding the community during the 2013 floods, Waste Management takes our role seriously and hopes to continue building a great partnership with the City.

Drivers who service the City of Evans

Evans Residents Happy with Waste Management

A March 2017 survey of 300 Evans residents revealed that 92% are satisfied with their Waste Management service.

While only 37% of customers surveyed participate in the curbside recycling program, 93% of those participants are satisfied with the program.

Many residents remembered and appreciated the help Waste Management provided following the extreme flooding in September 2013.

"They helped us a lot!"
"They came around often to check on us."
"They put a portable (dumpster) in front of our house and that was great."
"The portable toilets were a God send."
"They did a great job. They gave us a toilet to use because we couldn't use the water.

9 out of 10 Evans residents are satisfied with Waste Management.

Qualifications

Waste Management of Colorado is incorporated in the State of Colorado and provides collection, recycling and disposal services to more than 190,000 municipalities, commercial, industrial and residential customers throughout 41 counties in Colorado. **The company employs approximately 1,200 full and part-time personnel, and has been servicing Colorado for nearly 30 years**. In our 30-year history, Waste Management has always been and continues to be in good standing with the State of Colorado. Furthermore, Waste Management maintains a Satisfactory Carrier Safety Rating by the US Department of Transportation - documentation for both items available upon request.

While we have the resources of a national company, make no mistake about it our heart is local, when you really think about it, the waste industry by its very nature is inherently local. Waste Management's recycling plants, our operations, our equipment, and the people who make us who we are, are all right here. Of note, Waste Management maintains an open-door policy at all our facilities, thus elected officials and city staff are always welcome.

With Waste Management's long-term commitment to the region, our experience and financial stability, you can feel confident in relying on us to meet your needs now and in the future. Waste Management is the most committed collector and processor of recyclable material in the industry handling more recyclable material than any other entity. Our stated mission is to triple the amount of material we are recycling by 2020 and Waste Management will accomplish this goal by knowing more about our customer's waste stream than anyone else. Nationally, hundreds of municipalities and higher education institutions rely on WM for their recycling and other waste management needs.

Financial Capacity

Waste Management's financial strength stems from its position as the leading provider of comprehensive waste management services in North America. Waste Management has implemented a business strategy to enhance its leadership role in the industry.

A company's future viability is directly related to its current financial strength. Waste Management's financial strength allows us to continue investing in areas that are necessary for continued market leadership, such as:

- Maintaining a dedicated focus on safety and compliance excellence
- Implementing new initiatives to enhance customer service
- Developing long term customer relationships
- Attracting and keeping the best employees
- Managing data and improving communication

Waste Management's financial strength helps make it a leader in the in the environmental services industry, and Waste Management is committed to maintaining that strength.

As Waste Management is a publicly traded S & P 250 Company, our financial reports are lengthy and in depth. You can view these statements and the names/resumes of corporate officers on the corporate website at: www.wm.com under Investor Relations, Financial Reporting, Annual Reports, 2015 Annual Report.

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF GOOD STANDING

I, Wayne W. Williams, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

WASTE MANAGEMENT OF COLORADO, INC.

is a

Corporation

formed or registered on 07/01/1963 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 19871240963 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 04/11/2017 that have been posted, and by documents delivered to this office electronically through 04/17/2017 @ 08:30:34 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 04/17/2017 @ 08:30:34 in accordance with applicable law. This certificate is assigned Confirmation Number 10190511 .

Secretary of State of the State of Colorado

**********End of Certificate**********

Notice: A certificate issued electronically from the Colorado Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's Web site, http://www.sos.state.co.us/biz/CertificateSearchCriteria.do entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, http://www.sos.state.co.us/ click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

Project Manager

Anthony Howard — Public Sector Solutions Representative	*How will Anthony support Evans?*
Anthony is the Public-Sector Solutions Representative for Colorado. Anthony is responsible for the development, coordination, and oversight of municipal contracts. He has over 10 years of Colorado government experience. Anthony has earned a Bachelor of Science Degree in Finance and a Master of Business Administration.	Anthony will be a main point of contact and provide support to Evans during the term of the contract.

Todd Noe — Senior District Manager	*How will David support Evans?*
Todd is the Senior District Manager of operations for hauling sites in Northern Colorado. Todd is responsible for overall operations, including but not limited to routing, customer service, compliance, safety, equipment maintenance, purchasing, and community and customer relations. At Waste Management, Todd has managed both small- and large-scale operations, which included hauling divisions and transfer stations.	Todd will emphasize the goal of outstanding customer service for Evans. This includes taking simple steps such as walking a cart back up the driveway for an elderly household, saying hello to area residents, and looking out for trouble in neighborhoods via our Waste Watch Program. Todd helps his team understand how to build great relationships within the City, to know their customers' expectations, and to deliver excellent service.

References

City of Johnstown, Colorado

Services Provided	Curbside residential trash and single stream recycling collection and all municipal facility collection, including parks and open space
Owner's Representative and Phone Number	Roy Lauricello, City Administrator, 970 587 4664, rcello@CityofjohnsCity.com
Description of Services	Curbside residential trash and single stream recycling collection of approximately 4,600 homes. Also providing trash and single stream recycling services to municipal facilities. Parks and open space receive trash collection only.

City of Commerce City, Colorado

Services Provided	Curbside residential trash and single stream recycling collection and all municipal facility collection, including parks and open space
Owner's Representative and Phone Number	Maria D'Andrea, Director of Public Works, 303 289 8150, mdandrea@c3gov.com
Description of Services	Curbside residential trash and single stream recycling collection of approximately 15,000 homes. Also, providing trash and single stream recycling services to municipal facilities. Parks and open space receive trash collection only.

City of Milliken, Colorado

Name of Services Provided	Curbside residential trash and single stream recycling collection; municipal facility collection
Owner's Representative and Phone Number	Courtney Diller, Senior Accounting Technician, 970 660 5048, cdiller@milliken.gov
Description of Services	Curbside residential trash and single stream recycling collection of approximately 2,100 homes. Also providing trash and single stream recycling services to municipal facilities.

Scope of Services

A. Unit-Based Pricing

Pricing based on a fully automated, fully containerized, trash and recycling program.

3-year Contract

- Weekly Curbside Trash Collection of 96-gallon poly cart (provided by Waste Management):
  - 1st Cart: $11.50/month
  - 2nd Cart: $6.31/month
- Bi-weekly collection of 96-gallon poly cart for curbside recycling (provided by Waste Management):
  - 1st Cart: $8.40/month
  - 2nd Cart: $4.18/month
- Weekly trash removal combined with bi-weekly single stream recyclable removal
  - $19.90/month
- Stationary recycling station including tires, televisions, and electronic waste - **No bid**
- Bulky Item pick-up - **No bid**
- Extra bag pickup
  - All trash must be in the container (Residents with extra bags are encouraged to get and an extra container.)
- Roll off cost for City Clean-up within neighborhoods or central location.
  - First 5 roll offs: no charge
  - Additional containers: $290 per container

5-year Contract

- Weekly Curbside Trash Collection of 96-gallon poly cart (provided by Waste Management):
  - 1st Cart: $10.50/month
  - 2nd Cart: $5.31/month
- Bi-weekly collection of 96-gallon poly cart for curbside recycling (provided by Waste Management):
  - 1st Cart: $7.40/month
  - 2nd Cart: $3.18/month
- Weekly trash removal combined with bi-weekly single stream recyclable removal
  - $17.90/month
- Stationary recycling station including tires, televisions, and electronic waste - **No bid**
- Bulky Item pick-up
  - **No bid**
- Extra bag pickup
  - All trash must be in the container (Residents with extra bags are encouraged to get and an extra container.)
- Roll off cost for City Clean-up within neighborhoods or central location.
  - First 5 roll offs: no charge
  - Additional containers: $270 per container

B. Additional Services
Value Added – No additional cost

Recycling Education

We recognize that effective recycling education requires multiple touchpoints and clear, consistent messaging that reflects the reality of everyday life. Our communications team will help the city develop and deliver practical recycling information to residents. This starts with clear instructions at the start of service, from the pickup schedule to what is recyclable. We will provide a welcome packet and cart hangers with pictures to identify the items that should be recycled. Our messaging will focus on our Recycle Often. Recycle Right themes, which aim to simplify recycling and maximize participation.

In addition, we will provide print-ready brochure files with correct recycling practices for use at outreach events and posting online. We can offer content and images for social media posts and articles for your newsletters or websites. Social media messages can be customized and micro targeted by zip code to encourage behavior change across the City of Evans.

Graffiti Abatement Programs

Preserving Community Pride through Efficient Handling of Vandalism

At Waste Management, we understand that graffiti is an issue that plagues many cities and that proper management and removal of graffiti is an important element to keeping a city clean and safe for its residents. Our drivers are trained to watch for and report the appearance of graffiti on our dumpsters. When a dumpster is “tagged”, our drivers report it to the route manager, and the dumpster is then replaced on the next collection day.

Public Informational Meetings

Waste Management has been involved in a wide range of long-term communication and public relations campaigns related to service transition. Representatives will be available to speak to civic organizations and other groups. Waste Management has developed a variety of tools for use in these situations, including newsletters, website links, newspaper articles and television feature stories. We know that you know the best and most appropriate methods to communicate to your community, so we will work with you to establish and implement an effective marketing program to encourage and maximize participation.

Waste Watch Program

Helping keep neighborhoods safe is an important way Waste Management works with municipalities

Our trucks are on your streets every day. Our drivers are familiar with their routes, so they’re often the first to notice when something is amiss. As your community partner, we assist local police and fire departments by acting as extra eyes and ears on local streets. Through our Waste Watch program, we provide training to our drivers in what to look for and how to report suspicious or criminal activity to local authorities

C. Municipal Services

Waste Management acknowledges and agrees to provide service at municipal locations (as listed in the RFP) at no cost to the City. FYI, these "no cost" services have an estimated **annual value of $13,500.**

D. Collections Bins

Trash

Waste Management will continue to utilize 96 gallon containers for trash. Residents should report damaged containers to customer service and the containers will be repaired/replaced within seven (7) days.

Recycling

Waste Management will continue to utilize 96 gallon containers for "single stream" recycling. Residents should report damaged containers to customer service and the containers will be repaired/replaced within seven (7) days.

E. Hours and Days of Operation

Waste Management acknowledges the schedule for collection as expressed by the City. Waste Management proposes to keep the existing schedule. The entire City of Evans is currently serviced in one day (Tuesday's). There are not many haulers who can be as efficient and accomplish the same.

F. Holiday Schedule

Waste Management Holiday Schedule consist of: New Year's Day, 4th of July, Memorial Day, Labor Day, Thanksgiving Day, and Christmas Day. If service day falls on one of these holidays, containers will typically be serviced the next business day.

G. Trucks and Collection Equipment

The following Waste Management vehicles will be used to service Evans (depending on type of service):

- Mack rear-end load with 25-yard compaction body. Three total axles. Diesel powered.
- Freightliners rear-end load with 10-yard compaction body. Two total axles.
- Autocar automated manual side load with 30-yard compaction body. Three total axles. CNG-powered.

In-Truck Cameras Keep Incident Reporting Honest and Impartial

- Waste Management installed the DriveCam video capture system on its vehicles nationwide in 2013 to improve safety and reduce collisions.

- A palm-sized video recorder, DriveCam continuously captures what is happening 120 degrees in front of the vehicle, as well as inside the cab. Once an event is triggered — by sudden movement, erratic driving, speeding, or a collision — the unit records, saves, and sends 12 seconds of the incident (8 seconds before and 4 seconds after) to DriveCam personnel for review and then on to Waste Management managers for performance coaching.

Onboard Computing System

Onboard Computing System (OCS) mobile technology is integrated into our fleet, coupled with advanced route optimization, decision sciences, and business intelligence technologies. This allows Waste Management to continually measure our internal operational performance. The goal is to ensure that our drivers and route logistics maintain the highest level of safety, efficiency, and quality of service possible. Since it is GPS-based, we can now also verify timing and execution of services at customer locations. Additionally, this high-tech system provides routing information for

our drivers, eliminating wasteful, antiquated paper routing methods. To ensure accountability and alleviate missed pickups, drivers must electronically certify that a route has been completed to advance to the next routing page.

Our business intelligence dashboards and exception-based reports also provide valuable insight into vehicle, driver, and route performance. This data allows us to proactively address service issues. Our enterprise data warehousing and reporting systems provide a 360-degree view of the services we provide, identify trends, and provide proactive solutions. This onboard computing system also allows us to monitor route progress and confirm that every customer has been serviced, every service day. It allows us to electronically communicate customer service orders to our drivers in real-time, resulting in faster service for Evans.

H. Use of Subcontractors

Waste Management does not intend to use subcontractors

I. Resident Education

Waste Management acknowledges and understands the content in "I. Resident Education." Your Public-Sector Solutions Representative, Anthony "Tony" Howard, will be available to work with City Staff to inform City residents and customers about the program. Since Waste Management is your current hauler, most residents are already quite familiar with the program. Waste Management has several resources from brochures and posters to our Recycle Often Recycle Right website to help educate residents on specifics of the program. www.recycleoftenrecycleright.com

J. Customer Service

Waste Management acknowledges and agrees with the stated responsibility of the contractor in "J. Customer Service."

The face of customer service is changing. Today's consumers are used to real-time tracking, online ordering, and same-day service delivery. At the same time, Waste Management is undergoing an internal transformation, with the goal of knowing our customers and how to service them better than any other company.

Taking the Call.

Phone - Our CSRs are available to take phone calls from 7:00 a.m. to 6:00 p.m., Monday through Friday, and 8:00 a.m. to noon on Saturdays. Customers can call during these hours and receive personal and localized service to assist them through any request.

E-mail - Customers can e-mail us today and receive a prompt reply from a knowledgeable member of the Customer Experience Team. By the contract start date, Waste Management will offer a dedicated email address to which customers can email their inquiries. The dedicated City Customer Experience Team will respond promptly. E-mail is used to minimize paper waste and increase customer convenience. Items such as signatures, account and service updates and billing statements can all be transmitted via e-mail if the customer so chooses.

Service Machine.

Service Machine is a Customer Service tool which operates according to the premise that perfect service can be achieved through effective employee education and communication. Effective tracking, timely review, analysis, and ongoing coaching ensure that these standards are consistently achieved. Thus, Waste Management can boast about its Customer Service Culture, both on the street and over the phone. We are proud of our efforts to set new standards for service in our industry. This standard was not mandated or solicited by any outside agency or municipality but was driven internally by our company as a commitment to superior service. Service Machine standards dictate the following customer benefits:

- Calls are directed and answered quickly
  - 3% or less service calls abandon
  - Service calls answered within 30 seconds or less (some areas have contracts with shorter ASAs)
- Timely, complete service. The idea is simple: "Haul or Call."
  - One or fewer missed pickups per 1,250 residential customers/day
  - One or fewer missed pickups per 1,250 commercial customers/day
- In the case of a missed pickup, quick hassle-free recovery. There must be a follow-up call.
  - Same-day, on call service provided to all customers who call before 10:00 a.m. on the correct service day

- 95% or more of commercial missed pickups recovered by 7:00 a.m. the next business day
- 95% or more of residential missed pickups recovered by noon the next business day
- Less than 1% roll off actions are carried over to the next day
- 95% of unserviceable containers repaired or replaced within two business days; serviceable containers within 5 business days
- If a call is escalated, our goal is to resolve the issue as quickly as possible while maintaining high levels of customer satisfaction. The customer is immediately transferred to the escalation queue or directly to a supervisor. If a customer requests a callback from operations, an official driver complaint is entered and a route manager or operations manager contacts the customer within two business days.

Green Pages/Seibel Ensures Consistent Information Exchange.

Waste Management uses a proprietary web-based Knowledge Management Tool (KMT) called Green Pages to track and maintain all contract information. This tool allows us to answer customer inquiries quickly and accurately. Green Pages is accessible by field staff and customer service representatives and can be updated in real-time. It contains comprehensive information about our municipal contracts, such as service offerings and collection schedules, as well as miscellaneous information about each of the communities we service, such as a map, demographic information, special events and activities. Pricing and billing information is also included. Our contracts are reviewed regularly and any updates or changes are entered into Green Pages. Customer Service Center staff and field staff receive regular training on contract changes and program enhancements.

Code Red Process

In the rare case that a customer has called about the same issue more than once, Waste Management's Code Red process kicks in. This process is established to ensure that repeat customer issues are resolved efficiently and accurately by immediately having the issue escalated to Area Leadership. Your Project Manager, Anthony "Tony" Howard, is always available to assist with service issue escalations.

K. Proposed Term of Contract

Waste Management proposes three (3) and five (5) year terms as seen in "Scope of Services."

Cost of Living Adjustment. Waste Management continues to increase the quality of our services through investments in people, equipment and resources, while complying with all Federal, State and local laws and regulations. In an effort for Waste Management to cover the true impact that rising costs have on our business, at the beginning of the second year and subsequent years of the agreement shall be adjusted upward annually on the anniversary date of the contract to reflect changes in the cost of doing business, as measured by fluctuations in the Consumer Price Index for All Urban Consumers: Water and sewer and trash collection services (CPI) as published by the U.S. Department of Labor, Bureau of Labor Statistics, for the prior calendar year. Any percent change in the CPI shall equal the percent change in the collection rate, with a floor no lower than zero percent (0%) per year.

In Summary

This proposal details Waste Management of Colorado's solutions for addressing the City of Evans's long-term waste and recycling needs. Waste Management has designed this program to achieve the optimum balance between service, price and convenience. These services are supported by the strength and experience of North America's leading waste services company and are backed by the waste industry's most comprehensive Service Guarantee. If the City has any questions about any aspect of this proposal or would like to discuss any topic in greater detail, please feel free to contract Anthony Howard at (719) 493-3916. Otherwise, Waste Management of Colorado looks forward to working with the City of Evans to finalize the new design of its solid waste and recycling services program and to completing all necessary contractual documentation.