

**WM is submitting this separate  
file "FOR PUBLIC VIEWING"  
where our pricing has been  
redacted as release of this  
information would cause  
substantial injury to our  
Company's competitive  
position.**

# TOWN OF JOHNSTOWN COLORADO

FOR  
PUBLIC  
VIEWING

PROPOSAL FOR  
**Solid Waste and Recycling Services**

DUE  
Thursday, June 3, 2021, by 2 p.m.

SUBMITTED BY  
**Waste Management of Colorado, Inc.**

## Proven Solutions from a Trusted Partner

CONTACT  
Ellie Reynolds  
Area Public Affairs Manager  
(719) 493-3916  
ereynold@wm.com



**Waste Management** is your partner for environmental service and solutions whose people **go above and beyond** to **serve and solve** every challenge **the right way**.

M22  
Mission



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*Data contained in this proposal represents the most recently published information for Waste Management's wholly-owned operations, unless otherwise indicated.*





**WASTE MANAGEMENT**  
Waste Management of Colorado, Inc.  
40950 Weld County Road 25  
Ault, CO 80610

# 1 | COVER LETTER

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*Include a cover letter introducing your company, summarizing your qualifications, and detailing a principal contact person for this RFP, including address, telephone number, email, and website address.*

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June 3, 2021

Town of Johnstown  
450 South Parish Avenue  
Johnstown, CO 80534  
Attn: Ellen Hilbig, Deputy Public Works Director

Dear Ms. Hilbig:

Waste Management of Colorado, Inc. (Waste Management) is pleased to present the following response to the Town of Johnstown's (the Town) request for proposals for Solid Waste and Recycling Services (RFP).

As your longtime service provider, you know that you can rely on Waste Management to deliver high-quality service on time as promised each and every day. Our drivers, route managers, and district manager know every street, home, and unique service requirement in your community. Additionally, our **99.99% collection accuracy in Johnstown** is unmatched in our industry. Your residents are happy with Waste Management. They know they can rely on us to show up and collect on time, as promised, on every service day. Continuing a partnership with Waste Management means that you will receive:



**The best value for the Johnstown community:** When choosing a provider for your collection needs, value is more than just the bottom line. Value to your residents is about what they get for the money they pay. With Waste Management, you will continue to receive best-in-class service from a local, highly-experienced team that is laser-focused on delivering quality, on-time, reliable service at the best price possible.



**Tested and proven world-class, environmentally friendly service that you and your residents have come to know and trust:** Our Johnstown service team is driven to serve and has comprehensive training and industry-leading equipment to continue to deliver the reliable service you have come to expect from our company. Our unique and environmentally friendly compressed natural gas (CNG) fleet (partial) will continue to provide near zero emissions, quiet collections for the Johnstown community.



**The most financially stable environmental solutions partner in North America:** At Waste Management, we stand behind our promises. We have the ability to finance operational improvements, equipment, facility upgrades, and container purchases. We do not have to rely on the timelines and terms of third-party creditors. Our resources also give us the ability to provide gold-standard insurance to protect the Town. We will deliver as promised, all day, every day.







**Dedication to your goals because your priorities are our priority:** As Johnstown's longtime partner, we know that high-quality service delivery is important to your community, and that is exactly what we will continue to deliver from day one of this new Agreement if selected to continue as your collection partner.

Another benefit of continuing a partnership with Waste Management is that there will be no frustrating service delays, upset residents who are confused by a transition, or ongoing missed collections that are often associated with a transition to a new service provider. We are ready to roll on day one. We have environmentally friendly equipment, highly trained and experienced team members, and the experienced dedicated route managers you know and trust already in place to deliver seamless, uninterrupted service for your residents starting on day one of the new Agreement.

Thank you for the opportunity to participate in your selection of an environmental services partner. We are incredibly thankful for the opportunity we have had to provide solid waste and recycling services for the residents of Johnstown throughout our current partnership. We look forward to building upon the strong foundation of service excellence by continuing to deliver on time, reliable, environmentally friendly collection services for your community every day.

WM acknowledges receipt of addenda one and two received on June 1, 2021, and June 2, 2021, respectively. Please do not hesitate to contact your dedicated Area Public Affairs Manager, Ellie Reynolds, at (719) 493-3916, [ereynold@wm.com](mailto:ereynold@wm.com), 40950 Weld County Road 25, Ault, CO 80610, [www.wm.com](http://www.wm.com), with any questions regarding our proposal.

Sincerely,

Scott Bradley | President | Waste Management of Colorado, Inc.

**“Waste Management does a great job! We are glad they are used by the Town of Johnstown! Great work!!”**

- Customer ID: 875868  
(Johnstown Resident)  
April 20, 2021



## 2 | CONTRACT

*A sample copy of an Agreement with a similar scope and size community shall be submitted with the RFP. The Town reserves the right to review and negotiate the sample Agreement provided prior to the RFP Award.*

### SOLID WASTE SERVICES AGREEMENT

THIS SOLID WASTE SERVICES AGREEMENT ("Agreement") is made this \_\_\_\_ day of \_\_\_\_\_, 20\_\_ (the "Effective Date") by and between WASTE MANAGEMENT OF COLORADO, INC., a corporation organized and existing under the laws of the State of Colorado (hereafter "Company"), and \_\_\_\_\_, a municipal corporation created under the laws of the State of \_\_\_\_\_ (hereafter "City") (Company and City each a "Party" and collectively the "Parties").

**WHEREAS**, City desires to provide its citizens with environmentally sound collection, disposal and processing of solid waste and recyclable materials; and

**WHEREAS**, Company and its affiliates have extensive experience in providing such services; and

**WHEREAS**, City has determined that it would be in the best interests of its citizens to contract with Company for such services in accordance with the terms and conditions contained herein.

**NOW THEREFORE**, for and in consideration of the mutual promises and covenants contained herein, the receipt and sufficiency of which are hereby acknowledged, and intending to be legally bound, Company and City agree as follows:

#### **1. DEFINITIONS**

a. **"Applicable Law"** means any law, regulation, requirement, or order of any Federal, State or local agency, court or other domestic or foreign governmental body, or interpretation thereof by any court or administrative agency of competent jurisdiction, and requirements of all permits, licenses, and governmental approvals applicable to this Agreement.

b. **"Bin"** means a watertight metal or heavy plastic receptacle with a hinged plastic lid and a capacity of between one (1) and eight (8) cubic yards, designed or intended to be mechanically dumped into a packer type truck. Bins may also include compactors that are owned or leased by a Customer, contingent upon confirmation of compatibility from Company.

c. **"Bulky Waste"** means large household items that do not properly fit in the Customer's Cart, or bundled or bagged Solid Waste, that do not exceed four feet by four feet by two feet (4'x4'x2') and weigh no more than sixty (60) pounds, which are attributed to the normal activities of a Single-Family Premises. Such materials may include furniture, area and floor rugs

properly prepared (cut and bundled), mattresses, appliances, bagged clothing, and tires without rims. Bulky Waste excludes any Unacceptable Waste.

d. **“Cart”** means a watertight heavy plastic receptacle with a rated capacity of approximately twenty (20), thirty-two (32), sixty-four (64) or ninety-six (96) gallons, having a hinged, tight-fitting lid, and two (2) wheels.

e. **“Collection Service(s)”** means the process by which Solid Waste is removed from Residential Premises, transported to a transfer, disposal or Processing facility, and subsequently disposed or Processed.

f. **“Construction and Demolition Debris”** or **“C&D Debris”** means commonly used or discarded materials removed from construction, remodeling, repair, demolition, or renovation operations on any pavement, house, commercial building, or other structure, or from landscaping. Such materials include, but are not limited to, dirt, sand, rock, bricks, plaster, gypsum wallboard, aluminum, glass, asphalt material, plastic pipe, roofing material, carpeting, concrete, wood, masonry, trees, remnants of new construction materials, including paper, plastic, carpet scraps, wood scraps, scrap metal, building materials, and packaging. With the exception of soil, concrete and asphalt, Construction and Demolition Debris does not include Unacceptable Waste.

g. **“Customer”** means an owner or occupant of a Residential Premises who has the legal right to initiate, cancel or make changes to Collection Services.

h. **“Dwelling Unit”** means any individual living unit that includes a kitchen, and a room or suite of rooms, and is designed or occupied as separate living quarters for an individual or group of individuals. However, Dwelling Unit does not include a hotel or motel unit.

i. **“Food Waste”** means Solid Waste composed of animal, fruit or vegetable matter resulting from food preparation or consumption, as well as food-soiled compostable paper products.

j. **“Green Waste”** means any vegetative matter resulting from normal yard and landscaping maintenance that is not more than three (3) feet in its longest dimension or six (6) inches in diameter and fits in the Organics Waste Cart utilized by the Customer. Green Waste includes, but is not limited to, plant debris such as palm, yucca and cactus, grass clippings, leaves, prunings, weeds, branches, brush, Christmas trees, and other forms of vegetative waste.



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v. **“Service Area”** means (i) the entire territory included within the City limits as of the Effective Date of this Agreement; and (ii) such additional area as may thereafter become included with the City limits from time to time due to annexation, incorporation or other means, but only from and after the time as the Contractor is able to provide collection services in such additional area and except to the extent providing such services may be otherwise prohibited by law.

w. **“Single-Family Premises”** means (i) any Premises with less than five (5) Dwelling Units, and (ii) any Premises with five (5) or more Dwelling Units where each Dwelling Unit receives individualized Cart-based Refuse Collection Services (and not centralized Refuse Collection Services).

x. **“Solid Waste”** means all putrescible and non-putrescible solid, semi-solid, and liquid wastes that are generated or coming to exist in the Service Area, including discarded Recyclables and Organic Waste, but excluding Unacceptable Waste.

y. **“Unacceptable Waste”** means any waste tires, radioactive, volatile, corrosive, flammable, explosive, biomedical, infectious, bio-hazardous, regulated medical or hazardous waste, toxic substance or material, as defined by, characterized, or listed under applicable federal, state, or local laws or regulations, any materials containing information protected by federal, state or local privacy and security laws or regulations (unless tendered to Company pursuant to a separate agreement), or any material the acceptance or handling of which would cause a violation of any Applicable Law, damage to Company’s equipment or facilities, or present a substantial endangerment to the health or safety of the public or Company’s employees. Title to and liability for Unacceptable Waste shall remain with the generator at all times.

2. **TERM.** The Term of this Agreement shall be for \_\_\_\_ ( ) years commencing on \_\_\_\_\_ (the “Commencement Date”), and expiring \_\_\_\_\_, with \_\_\_\_ ( ) automatic extensions of \_\_\_\_ years each, unless either Party gives the other at least 365 days’ advance written notice of the intention to terminate the Agreement at the end of the then-current term.

3. **COLLECTION SERVICES.**

a. **Exclusive Right; Exceptions; Enforcement.** The City does hereby grant to Company and Company shall have the exclusive duty, right and privilege to provide Collection Services or otherwise handle all Solid Waste (including Refuse, Recyclables, Organic Waste and Bulky Waste) generated, deposited, accumulated or coming to exist at Residential Premises in the

Service Area. Collection Services which are not specifically described in this Agreement will be provided according to terms and pricing established by Company. Subject to Section 3(a)(i) below, all Residential Premises within the Service Area shall be required by City to utilize the Collection Services of Company as provided herein. All Single-Family Premises shall establish Collection Services separately and two or more Single Family premises shall not be permitted to share Collection Services under a single account. Company shall have the right to bill and collect payment from all Residential Premises in the Service Area, regardless of whether such Residential Premises receive Company's Collection Services.

i. Notwithstanding the above, nothing in this Agreement shall prevent any owner, occupant or tenant of a Residential Premises from personally handling, hauling, or transporting Solid Waste generated by or from such Premises for purposes of disposing of the same at an authorized disposal area or transfer station, nor shall anything in this Agreement affect or limit the right of any person to sell Recyclables (i.e., receipt of a net payment) to any person lawfully engaged in the recycling business in the Service Area or to donate Recyclables to any bona fide charity, provided that all such Recyclables are separated by the generator.

ii. The City shall use good faith efforts to protect and enforce the exclusive rights of Company through appropriate ordinances and enforcement of those ordinances against third party violators. Company may independently enforce the exclusivity provision of this Agreement against third party violators, including but not limited to seeking injunctive relief, and the City shall use good faith efforts to cooperate in such enforcement actions brought by Company.

b. Containers.

i. At no cost, Company shall provide each Single-Family Premises with one 96-gallon Cart for Refuse, one 96-gallon Cart for Recyclables, and one 96-gallon Cart for Organic Waste. Additional Carts will be available for a fee as set forth in Exhibit A. Company shall provide each Multi-Family Complex with a number of Bins and/or Carts sufficient to contain Refuse, Recyclables, and Organic Waste generated by Dwelling Units therein, as determined by Company and the Customer. Company will own all Containers provided to Customers hereunder, unless purchased by Customer, and Customer shall empty and allow Company to retrieve all Company Containers at the termination or expiration of this Agreement.

ii. Company shall replace, at no charge to the Customer, any Container that becomes damaged or destroyed during the provision of the Collection Services, or that becomes



unusable due to ordinary wear and tear. However, if a Container in the possession of a Customer is lost, stolen, damaged, or destroyed through no fault of Company, the Customer shall be responsible to compensate Company the fair market value for the replacement or repair of such Container. Customers will be responsible for maintaining the cleanliness of Containers, although Customers may request a Container exchange for the fee set forth in Exhibit A.

c. Collection Location, Frequency and Time.

i. Refuse shall be collected from the curbside \_\_\_ times (\_\_\_x) per week from each Single-Family Premises. Collections shall occur during ordinary hours but in no instance earlier than \_\_\_ a.m. Refuse shall be collected from Multi-Family Complexes at a frequency and from locations determined by Company and the Customer, but in no event less than once per week.

ii. Recyclables shall be collected from the curbside \_\_\_ times (\_\_\_x) per week from each Single-Family Premises. Collections shall occur during ordinary hours but in no instance earlier than \_\_\_ a.m. Recyclables shall be collected from Multi-Family Complexes at a frequency and from locations determined by Company and the Customer, but in no event less than once per week.

iii. Organic Waste shall be collected from the curbside \_\_\_ times (\_\_\_x) per week from each Single-Family Premises. Collections shall occur during ordinary hours but in no instance earlier than \_\_\_ a.m. Organic Waste shall be collected from Multi-Family Complexes at a frequency and from locations determined by Company and the Customer, but in no event less than once per week.

d. Contamination; Overage; Overweight.

i. Contamination. Company is not obligated to collect Containers which are contaminated. For purposes of this Agreement, a Container is contaminated when, based on visual or digital inspection, (i) a Recyclables Container has more than 10% non-Recyclables (volume or weight) or any amount of Unacceptable Waste, or (ii) an Organic Waste Container has more than 3% non-Organic Waste (volume or weight) or any amount of Unacceptable Waste.

1. If Company elects to not collect a contaminated Container, it shall notify the Customer if the Customer has provided an email to receive notices.

2. If Company elects to collect a contaminated Container, it may charge the Customer a Contamination Fee set forth in Exhibit A. Company will provide photographic evidence of the contamination to Customer upon their request. The Contamination Fee may be

included on the Customer's regular invoice or billed separately. Company may dispose of the contents of a contaminated Container it elects to collect.

3. If there have been more than three instances of a contaminated Container in any 12-month period for a particular service (i.e., Recyclables or Organic Waste), and Company has photographic evidence of each instance, Company may (i) discontinue such service and remove the Container, (ii) deliver additional or larger Refuse Container(s), and (iii) charge the Customer the applicable Rate for the additional or larger Refuse Container(s) described in Exhibit A. After one year, the Customer may petition Company to reinstate such service, in which case they must pay any activation and Cart or Bin redelivery fees set forth in Exhibit A.

ii. Overage. Company is not obligated to collect Overage, unless caused by Company spillage of non-overloaded Containers during collection.

1. If Company elects to collect Overage, it may charge the Customer the Overage Rate set forth in Exhibit A. Company will provide photographic evidence of the Overage to Customer upon their request.

2. If there have been more than three instances of Overage in any 12-month period for a particular service (i.e., Refuse, Recyclables, or Organic Waste), and Company has photographic evidence of each instance, Company may increase the Customer's service level (i.e., larger Container or more frequent service) to mitigate the Overage, and may increase the charges to such Customer according to the increased service level.

iii. Overweight Containers. The Company may refuse to collect any Refuse, Recyclables, or Organic Waste Container which the Company reasonably believes to be overweight. A Container shall be considered "overweight" if the total weight of the Container and contents exceeds two times the volume capacity of said Container (e.g., 192 pounds for a 96-gallon Cart). The Company shall provide notification to the Customer regarding each instance of non-collection.

e. Disposal and Processing. Company shall dispose or arrange to dispose of the Refuse collected under this Agreement only at solid waste disposal facilities that are licensed and permitted to accept such solid waste. Company also shall Process or arrange to Process the Recyclables and Organic Waste collected under this Agreement only at Processing facilities that are licensed and permitted to process such materials.

f. Holiday Schedule. The following days shall be designated holidays on which the Collection Services shall not be provided: New Year's Day, Good Friday, Memorial Day,

Independence Day, Labor Day, Thanksgiving Day and the succeeding Friday, Christmas Eve, Christmas Day. If a designated holiday falls on a regularly scheduled service day, Collection Services will be performed on the next weekday.

g. Temporary Services. Company will have the exclusive right to collect, transport, dispose and Process C&D Debris and other Solid Waste from Residential Premises which is not collected as part of the recurring Refuse, Recyclable material, or Organic Waste Collection Services hereunder. Such temporary services include (a) the delivery of Roll-Off Containers to the Residential Premises, and the collection and disposal or Processing of Solid Waste placed therein, and (b) on-call collection of Bulky Waste. Company will determine the terms of such services, and the Rates are set forth in Exhibit A.

h. Compliance with Laws. The Collection Services shall be performed in accordance with Applicable Law.

i. Personnel and Equipment. The Collection Services shall be performed by properly trained and licensed personnel in adequate numbers and with adequate vehicles to complete the Collection Services in a safe and timely manner.

j. Supervision. Company shall provide competent supervision in charge of working crews at all times while providing the Collection Service.

k. Missed Pick-Ups and Complaints. All Refuse, Recyclables and Organic Waste Containers must be placed at the curb or other designated location and ready for pick-up before 6:00 a.m. on the collection day; any Containers not collected because they are not at the curb or other designated location on time shall not be considered a missed pick-up. All complaints as to Company's provision of the Collection Services, including alleged missed pick-ups, shall be given prompt and courteous attention. Company shall attempt to resolve all complaints promptly, and shall cure all missed pick-ups that are not the result of *force majeure* events within one (1) week day, conditions permitting.

l. Public Outreach. Company acknowledges that education and public awareness are essential elements of efforts to achieve recycling goals. Accordingly, the Company and the City will implement a public education program to expand public and Customer awareness concerning the necessity for methods of reducing, reusing, and recycling waste materials. The Company will cooperate fully with the City in this regard, provided that Company shall not be required to expend



more than [\$ \_\_\_\_] per contract year on these efforts, without obtaining additional compensation from the City.

The City shall have primary responsibility for developing, designing and executing overall public promotion, education and outreach programs, with the assistance and cooperation of the Company. The Company shall have primary responsibility for providing service-oriented information and outreach to Customers and implementing ongoing recycling promotions, education and outreach programs, at the direction of the City.

The Company shall keep the public informed of programs and encourage participation through an Annual Service Update. Once per calendar year, the Company shall provide an Annual Service Update for each service sector, the format, content and timeframe of which shall be subject to prior review and approval by the City. The Annual Service Update shall be mailed to all Customers and, at a minimum, shall include an informational brochure indicating Rates, all Collection Services available, preparation, Cart and other service requirements, Holidays, contact information, inclement weather and other policies and other useful customer information.

The Company shall develop, print, or email and periodically update and maintain sufficient quantities of new customer information materials, the format and content of which shall be subject to prior review and approval by the City, which shall not be unreasonably withheld and must be reviewed within two (2) weeks. Upon approval, materials shall be mailed or emailed to every new customer prior to the customer's first billing and shall, at a minimum, include a statement of applicable rules and service policies, Rates, services and preparation requirements, Holidays, collection day, Company customer service information and contact information. Materials shall be available in accessible and alternative language formats upon request.

**4. CUSTOMER BILLING; SERVICE RATES.**

a. Customer Billing. The Company shall be responsible for all billing functions related to the Collection Services provided under this Agreement. All Single-Family Premises Customers shall be billed no less than quarterly, and Multi-Family Complex Customers shall be billed monthly. However, in the event of a billing error (e.g., Company provides services without billing), Company may bill Customers up to one year after providing Collection Services. Owners of Single-Family Premises shall ultimately be liable for payment of Company invoices, regardless of whether Company initially bills the Dwelling Unit/tenant directly. Customers may be billed prior to receiving the Collection Services, but the due date shall be no sooner than thirty (30) days from the date of the

invoice. The Company may bill Customers a late payment fee at Company's then-current rate, returned payment fees, reactivation and redelivery fee, as well as all costs associated with bad debt collection, as set forth in Exhibit A. Company may suspend or terminate service to Customers that become more than sixty (60) days past due, and/or may place a lien upon the Customer's property, in accordance with Applicable Law. If such Collection Service is reactivated, Company may charge a reactivation fee and/or may require a deposit from the Customer, as set forth in Exhibit A. The City will provide reasonable assistance to Company regarding Company's billing and collection of amounts due from Customers, which may include timely notification to Company of changes in Customers (e.g., evictions, move-ins, and move-outs) and modification of municipal ordinances to ensure Customer's adhere to the requirements of this Agreement.

b. Service Rate Schedule. Company shall provide the Collection Services described in Exhibit A for the Rates set forth therein, as the same may be adjusted in accordance with this Section 4.

c. Annual CPI Increases. Commencing on the date which is one (1) year after the Commencement Date, and on the same date annually thereafter (the "Adjustment Date"), the Rates, as adjusted hereunder, shall be automatically adjusted by a percentage equal to the annual percent change in the average Consumer Price Index for All Urban Consumers: Water and sewer and trash collection services ("CPI"), as published by the Bureau of Labor Statistics, for the 12-month period ending the previous [INSERT DATE] (compared to the average CPI for the next previous 12-month period ending [INSERT SAME DATE]). At least thirty (30) days prior to the Adjustment Date, Company shall notify City of the CPI adjustment to take effect on the Adjustment Date and shall provide City with its computations therefor. Adjustments to the Rates shall be made in units of one cent (\$0.01). Fractions less than one cent (\$0.01) shall not be considered when making adjustments.

d. Extraordinary Adjustments. In addition to the Annual CPI Adjustment provided by Section 4(c), the Rates shall, upon written request of Company, be further adjusted to fully capture increased expenses and lost revenue associated with performance of the Collection Services hereunder due to any one or more of the following causes:

- i. Uncontrollable Circumstance (see Section 9);
- ii. Change in Applicable Law that is effective after the Effective Date of this Agreement;

- iii. Increase in costs to dispose of or Process Solid Waste including, but not limited to, increased facility tip fees and increased amounts of materials that are disposed or processed;
- iv. Material changes in Recyclables markets;
- v. Increase in surcharges, fees, assessments or taxes levied by federal, state or local regulatory authorities or other governmental entities related to the Collection Services; or
- vi. Increase of at least 10% in the cost of transportation, including fuel and third-party transportation costs.

If Company requests a Rate adjustment pursuant to this Section 4(d), it shall prepare a Rate adjustment request setting forth its calculations of the increased costs/lost revenue and accompanying adjustment to the Rates necessary to offset such increased costs/lost revenue. The City may request documentation and data reasonably necessary to evaluate such request by Company, and may retain, at its own expense, an independent third party to audit and review such documentation and request. If such third party is retained, the City shall take reasonable steps, consistent with Applicable Law, to protect the confidential or proprietary nature of any data or information supplied by Company. The City shall approve all properly calculated Rate adjustments within ninety (90) days of Company's request.

Notwithstanding the foregoing, if the request is based upon any new or increased third party fees, taxes, assessments or charges, the City shall approve the Rate adjustment within such time period as necessary to ensure that such fees, taxes, assessments or charges are passed on to customers by the date the same are effective.

#### **6. DEFAULT AND TERMINATION**

Except as otherwise provided in Section 9 (Force Majeure), the failure of either Party to perform a material obligation under this Agreement shall be considered a breach of this Agreement, and the breaching Party shall be in default. In the event of default, the non-defaulting Party shall give written notice to the other Party of the default, and the defaulting Party shall have: (i) ten (10) days from the receipt of the notice to cure any failure to pay money under this Agreement, or (ii) thirty (30) days from the receipt of the notice to cure any other default under this Agreement. If the defaulting Party fails to cure the breach within the allotted time, the non-defaulting Party may, at its option, immediately terminate the Agreement by written notice to the defaulting Party. In the event of a default, the defaulting Party agrees to pay all damages caused



by said default, to include, without limitation reasonable attorneys' fees and costs associated with enforcement of this Agreement. Under no circumstances shall either Party be liable for any consequential, indirect, punitive or special damages for any alleged default under this Agreement.

**7. INDEPENDENT CONTRACTOR**

Company shall perform the Collection Services as an independent contractor. Company, its officers, employees, agents, contractors or subcontractors, are not and shall not be considered employees, agents or servants of the City for any purpose whatsoever under this Agreement or otherwise. Company at all times shall have exclusive control of the performance of the Collection Services. Nothing in this Agreement shall be construed to give City any right or duty to supervise or control Company, its officers, employees, agents, contractors, or subcontractors, or to determine the manner in which Company shall perform its obligations under the Agreement.

**8. SUBCONTRACTORS**

Company shall not use subcontractors to perform the Collection Services described hereunder unless Company has obtained prior written approval from the City, which approval shall not be unreasonably delayed or withheld. In the event that written approval is obtained, Company shall remain liable to the City for the subcontractor's performance of the Collection Services as if they were being provided by Company itself.

**9. FORCE MAJEURE**

Except for the failure to make payment when due, neither party shall be in default for its failure to perform or delay in performance caused by an Uncontrollable Circumstance, and the affected party shall be excused from performance during the occurrence of such events. For purposes of this Agreement, "Uncontrollable Circumstances" means any act of terrorism, act of God, landslides, lightning, forest fires, storms, floods, typhoons, hurricanes, severe weather, freezing, earthquakes, volcanic eruptions, other natural disasters or the imminent threat of such natural disasters, pandemics, quarantines, civil disturbances, acts of the public enemy, wars, blockades, public riots, labor unrest (e.g., strikes, lockouts, or other labor disturbances), acts of domestic or foreign governments or governmental restraint or other causes, whether of the kind enumerated or otherwise, and whether foreseeable or unforeseeable, that are not reasonably within the control of a party.

**10. INDEMNIFICATION**

a. Company agrees to indemnify, defend, and hold City harmless from and against all claims and actions, causes of action, suits, debts, damages, liabilities and costs whatsoever, including but not limited to reasonable attorneys' fees and costs of defense, based upon or arising out of Company's breach of this Agreement, or based upon or arising out of any injuries (including death) to persons, or damage to property, to the extent caused by the negligent acts or omissions or willful misconduct of Company, or any of its directors, officers, employees, agents, or subcontractors, in the performance of this Agreement.

b. To the fullest extent permitted by law, City agrees to indemnify, defend, and hold Company harmless from and against all claims and actions, causes of action, suits, debts, damages, liabilities and costs whatsoever, including but not limited to reasonable attorneys' fees and costs of defense, based upon or arising out of City's breach of this Agreement, or based upon or arising out of any injuries (including death) to persons, or damage to property, to the extent caused by the negligent acts or omissions or willful misconduct of City, or any of its directors, officers, elected or appointed officials, employees, agents, or subcontractors, in the performance of this Agreement.

c. Notwithstanding any provision in this Agreement to the contrary, Company shall not be responsible for any damage to driving surfaces that is the result of ordinary wear and tear during the performance of the Collection Services.

d. The indemnification obligations of this section shall survive the termination or expiration of this Agreement for any reason.

#### **11. INSURANCE**

Company shall maintain at its own cost and expense the following minimum limits of occurrence-based insurance during the term of this Agreement:

<b><u>Type</u></b>	<b><u>Amount</u></b>
A. Worker's Compensation	Statutory
B. Employer's Liability	\$500,000
C. Comprehensive General Liability	\$500,000 per occurrence \$1,000,000 aggregate
D. Automobile Liability (owned and non-owned)	
i. Bodily Injury	\$1,000,000 per occurrence
ii. Property Damage Liability	\$500,000 per occurrence
E. Excess/Umbrella	\$500,000 per occurrence

The City, its elected and appointed officials and employees, shall be included as additional insured parties under the CGL, Automobile and Excess/Umbrella coverages. Prior to commencement

## 12. MISCELLANEOUS PROVISIONS

b. This Agreement shall be construed in accordance with the law of the state in which the Collection Services are provided.

If to Company: \_\_\_\_\_

Attn: \_\_\_\_\_

If to City: \_\_\_\_\_

Attn: \_\_\_\_\_

e. In the event either Party successfully enforces its rights against the other hereunder, the other Party shall be required to pay the prevailing Party's attorneys' fees and court costs.

[Signatures on following page]



IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date above.

**WASTE MANAGEMENT OF COLORADO, INC.**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

**[CITY NAME]**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

**EXHIBIT A**  
**COMPANY RATES**

[INSERT SCHEDULE OF RATES FOR ROUTINE COLLECTION SERVICES]

DRAFT

**EXHIBIT B**  
**RECYCLABLES SPECIFICATIONS**

**RECYCLABLES** must be dry, loose (not bagged) and include **ONLY** the following:

Aluminum cans – empty	Newspaper
PET bottles with the symbol #1 – with screw tops only – empty	Mail
HDPE plastic bottles with the symbol #2 (milk, water bottles detergent, and shampoo bottles, etc.) – empty	Uncoated paperboard (ex. cereal boxes; food and snack boxes)
	Uncoated printing, writing and office paper
Steel and tin cans – empty	Old corrugated containers/cardboard (uncoated)
Glass food and beverage containers – brown, clear, or green – empty*	Magazines, glossy inserts and pamphlets

**NON-RECYCLABLES** include, but are not limited to the following:

Plastic bags and bagged materials (even if containing Recyclables)	Microwavable trays
Mirrors	Window or auto glass
Light bulbs	Coated cardboard
Porcelain and ceramics	Plastics not listed above including but not limited to those with symbols #3*, #4*, #5, #6*, #7* and unnumbered
Expanded polystyrene	Coat hangers
Glass and metal cookware/bakeware	Household appliances and electronics,
Hoses, cords, wires	Yard waste, construction debris, and wood
Flexible plastic or film packaging and multi-laminated materials	Needles, syringes, IV bags or other medical supplies
Food waste and liquids, containers containing such items	Textiles, cloth, or any fabric (bedding, pillows, sheets, etc.)
Excluded Materials or containers which contained Excluded Materials	Napkins, paper towels, tissue, paper plates, paper cups, and plastic utensils
Any paper Recyclable materials or pieces of paper Recyclables less than 4” in size in any dimension	Propane tanks, batteries
Cartons*	Aseptic Containers*

\* These materials may be deemed Recyclables upon written consent of Company, which may be withdrawn upon notice to City if there is no commercially viable market.

**ADDITIONAL SPECIFICATIONS:**

Contained materials may not have more than 10% Non-Recyclables or any Excluded Materials. Carts or Bins with more than 10% Non-Recyclables may be delivered to the designated transfer or disposal facility for disposal. “Excluded Materials” means radioactive, volatile, corrosive, flammable, explosive, biomedical, infectious, bio-hazardous or toxic substance or material, or



regulated medical or hazardous waste as defined by, characterized or listed under applicable federal, state, or local laws or regulations, materials containing information (in hard copy or electronic format, or otherwise) which information is protected or regulated under any local, state or federal privacy or data security laws, including, but not limited to the Health Insurance Portability and Accountability Act of 1996, as amended, or other regulations or ordinances.

Contractor reserves the right, upon notice to City, to reclassify Recyclables as Non-Recyclables for such period of time that the cost process, transport and market such materials exceeds its then-current value.

DRAFT



### 3 | RFP EXCEPTIONS

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*Any exceptions to the RFP no matter how slight, must be detailed and provided in the RFP response. Significant exceptions may make your proposal nonresponsive. If variations are not stated in your proposal, it shall be construed that the proposal fully complies with the specifications, terms and conditions, and solicitation documents.*

---

Waste Management strives to be transparent in everything we do. We understand it is difficult for the Town when contractors attempt to negotiate new terms after an award is made. That is not how we do business. At the same time, we feel a balanced contract will benefit both parties over the term of the Agreement. As such, enclosed in this section are requested clarifications to the specifications for the RFP for your review and consideration. We welcome the chance to discuss and negotiate these items.

- 1) WM's proposal is subject to negotiation of a definitive agreement. We have included a sample agreement with our proposal in the previous section, as required by the RFP. Such sample agreement includes principal terms WM would expect in our final agreement.
- 2) RFP P.17: Regarding subsection 2, such coverage is included in our general liability policy, so we would request this be removed. Regarding fourth to last paragraph, change last sentence as follows: "The certificates of insurance shall show the type, amount, class of operations covered, effective dates and date of expiration of policies, and containing substantially the following statement: "The insurance evidenced by this Certificate will not reduce coverage or limits and will not be cancelled, except after thirty (30) days written notice has been received by the Town of Johnstown." Regarding the second to last paragraph, remove "change."

## 4 | USE OF SUBCONTRACTORS

*There may be areas for use of subcontractors or partners in this project. If you are using this approach, your proposal must list:*

*a. The subcontractors/partners.*

WM will partner with our trusted cart deployment subcontractor, FleetGenius (formerly known as Can DO! Services), for rolling out the new recycling carts and conducting the trash cart refresh in Johnstown.

*b. Their area(s) of expertise.*

FleetGenius provides complete container delivery services on behalf of WM. FleetGenius receives the Town's container inventory and records all assets received by the container manufacturer. Your cart inventory is loaded and accurately tracked in their asset management system.

FleetGenius uploads delivery orders to their route optimization software, which generates the most efficient route possible for their drivers. They employ Rouditor task management software that enables route data on their drivers' tablets. The driver follows the optimized route for the delivery of carts specified in the delivery order. The driver records each service in Rouditor with a picture and notes.

FleetGenius' service data is available in real-time along with GPS coordinates and tracking. This real-time data quickly resolves customer service issues and provides up-to-the-minute service verification. At the end of the day, FleetGenius uploads the data to our RMS software so our staff can access and verify deliveries.



*c. All other applicable information herein requested for each subcontractor/partner.*

For more information about FleetGenius (Can DO! Services), please take a few minutes to watch the following video with CEO Steven Fenzl, President of Can DO! Services supercharged by FleetGenius, <https://youtu.be/wS9lhrz3PEg>.







## 5 | COMPANY INFORMATION

a. Provide the following information: Company Name, Address, Phone Number, and Names of Principals.

### A Local Company with National Resources

Waste Management is a local company with hauling operations throughout Colorado. We have provided superior waste and recycling services from our Northern Colorado Hauling District to the surrounding area for 58 years.

Our Northern Colorado Hauling District will continue to provide the Town with operational, management, financial, and reserve resources as part of this Agreement. Our outstanding history of past performance, regulatory compliance, and superior safety record, along with the financial and resource backing of North America's largest environmental services company, give us the foundation needed to not only meet but exceed the Town's expectations for waste and recycling services.

#### **Waste Management of Colorado, Inc.**

Waste Management of Colorado, Inc., an indirect subsidiary of Waste Management, Inc., was organized and incorporated in Colorado in 1963. Our team of professionals will service the Town from our Northern Colorado Hauling District, which is located at 40950 Weld County Road 25, Ault, CO 80610, (719) 493-3916. We invite Town representatives to visit our facilities and learn firsthand about our superior operational approach to providing waste and recycling services for your community.

#### **Officer and Director Listing for Waste Management of Colorado, Inc.**

Bradley, Scott A., Director

Tippy, Courtney A., Director

Bradley, Scott A., President

Cassin, Joseph J., Vice President

Czerwinski, Ray C., Vice President and Assistant Secretary

Lockett, Mark A., Vice President and Assistant Treasurer

Nagy, Leslie K., Vice President, Chief Financial Officer and Controller

Reed, David L., Vice President and Treasurer

Tippy, Courtney A., Vice President and Secretary

Wilson, James A., Vice President

Bennett, Jeff R., Assistant Treasurer

Bohn, Jason C., Assistant Secretary

Longo, Robert E., Assistant Secretary

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*b. Identify the year in which your company was established and began providing the services specified in this RFP.*

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1963

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*c. If you have ever done business with the Town, list the project name, project manager, and project dates.*

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WM has been Johnstown's solid waste and recycling service provider for more than 10 years. Ellie Reynolds is the current project manager and will continue to be if WM is selected to continue as your partner.

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*d. Provide a comprehensive listing of all the services you provide.*

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## Who We Are and What We Do

At Waste Management, we place our customers at the center of what we do every day. We are a team of 48,250 employees motivated by a desire to go above and beyond for our nearly 20 million municipal, commercial, industrial, and residential entities throughout North America for whom we provide a range of environmental solutions, including collection, recycling, disposal, and renewable energy production.

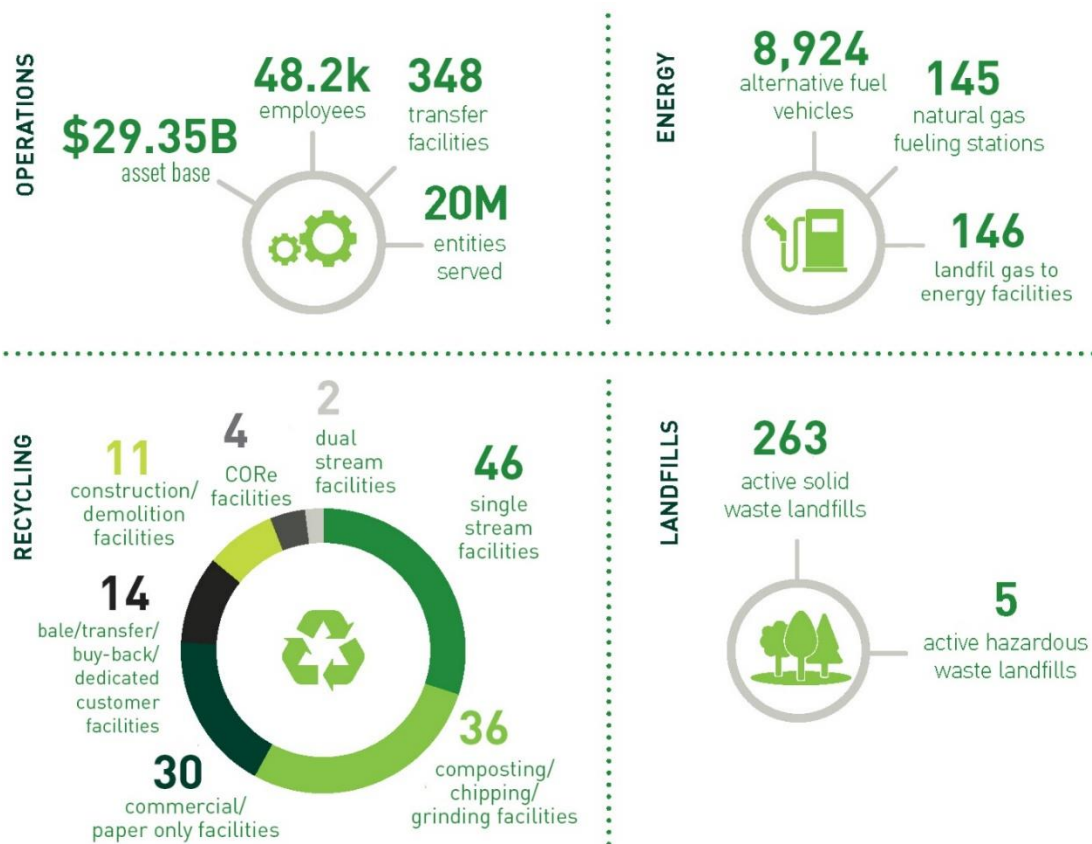
To serve our diverse customer base, we have developed the industry's largest network of collection operations, transfer stations, and recycling and disposal facilities. Unmatched in geographical reach and ability, our network enables us to manage every aspect of our customers' waste streams.

Additionally, our broad geographical coverage and depth of experience allow us to do so much more. With our team of in-house environmental experts, we assist customers with customized sustainability plans. In response to natural disasters or unforeseen needs, we provide almost immediate support to customers by quickly assembling emergency collection services. Also, as North America's leading post-consumer recycler, we navigate a complex international commodity market to safeguard the long-term viability of our customers' recycling programs.

**GOING ABOVE  
AND BEYOND**

Every day, each of our 48,250 employees goes above and beyond what is expected to find what is possible.  
See how by clicking or going to: [bit.ly/31ymNIC](https://bit.ly/31ymNIC)

**Waste Management At-a-Glance** (data represents Waste Management's most recently published information)



e. Describe any pending plans to sell or merge your company.

None

f. Identify any lawsuits or litigation, past or present, that your firm has been a party to in the last 3 years.

None





## 6 | EC #1: APPROACH TO SCOPE

*a. Discuss your approach, methodology and techniques to complete the work as specified herein. This should be specific, logical and organized. Address your capability to communicate findings and recommendations clearly and succinctly.*

As your incumbent service provider, WM fully understands the complexities involved in providing effective collections for the Johnstown community. We will continue to use a mix of automated side load, rear load, and front load trucks to collect waste and recycling. **Most importantly, we know how important it is for the Town to limit confusion and frustration for your residents, which is why we will continue Johnstown's collections all on one day, every Monday.**

### Our Commitment to a Risk-Free New Contract Implementation

Johnstown has relied on Waste Management as your local service provider for the past 10 years. Throughout our partnership with the Town, we have shown our dedication to continuous improvement - better processes, more efficient procedures, and investments in technologies that enhance our collection capabilities and customer service. Transitioning service providers would require rebuilding a successful program from the ground up. With all service requirements already in place, our team is able to concentrate on delivering dependable collection and enhancing our customers' experience from day one.

The benefits to your community for continuing to work with Waste Management are simple. We offer:

**Established and reliable collection services.** We already have the vehicles, collection equipment, operations site, processing facilities, account data, and systems in-place to offer a risk- and disruption-free implementation.

**Invaluable experience.** Our experienced drivers know every road and customer in your community and our knowledgeable customer service staff is already well-versed in Johnstown contract terms and service offerings. We leverage lessons learned to offer proven public education and outreach strategies for communicating available services, resources, and maximizing customer participation.

**Existing relationships.** Over the years, Waste Management staff members have worked hard to become a trusted partner. We have built meaningful relationships with your staff and residents. We will continue to collaborate with these partners to advance service offerings, problem solve, innovate, and support the vitality of the Town.

“Our drivers are always polite, wave back, do their job correctly, and often go above and beyond. Never any issues.”

- Customer ID: 771731  
(Johnstown Resident)  
February 22, 2021




**A commitment to continuous improvement.** We seek to continuously improve our service and offer the latest and greatest technologies and innovations in sustainability and integrated operational technology. One of many technology advancements that have transformed our service capabilities is our onboard computing system. Our onboard technology allows us to manage routes, drivers, and customer pick-ups in near real time and seamlessly connects our in-field operations with our customer service and dispatch teams - all leading to greater service accuracy for our customers.



Although there will be no service changes if Waste Management is selected as the service provider in Johnstown's new contract, we will manage the implementation with meticulous care. Below we have outlined our approach to the most critical components of the new contract implementation including equipment and resources, customer service, billing, and public education considerations.

### Critical Collection Equipment and Resources in Place Today

Key to all successful new contract implementations is having the most basic collection equipment and resources in place, tested, and proven. We understand one of the Town's top priorities is for their collection partner to deliver the base collection services - confirming customers have containers to put materials into and that material is collected on-time and in a professional and safe manner.

All of Waste Management's Johnstown collection equipment and resources are already in place, eliminating any opportunity for customer disruption associated with a new contract implementation.

Core Collection Equipment and Resources		
	Waste Management Competency	Benefits to Customer
<b>Drivers</b> 	Waste Management currently serves Johnstown with a team of 15 drivers. In total, our highly trained and experienced drivers have successfully completed rigorous safety and customer service training requirements.	<ul style="list-style-type: none"> <li>• Safer, more experienced drivers in your community</li> <li>• Existing customer knowledge and personalized customer service</li> <li>• No driver learning curve resulting in fewer missed pick-ups</li> </ul>
<b>Trucks</b> 	Waste Management's fleet of collection vehicles is already in place. All our vehicles are subject to daily preventive maintenance and safety inspections. Our fleet is maintained to the highest safety standards and is fully compliant with local and federal safety standards.	<ul style="list-style-type: none"> <li>• Trucks are not subject to manufacturing delays and are guaranteed ready-to-roll on day one of the new Contract</li> <li>• Reliable collection vehicles with fewer breakdowns resulting in on-time collections</li> </ul>
<b>Containers</b> 	With trash carts and containers already deployed in your community, each customer has a well-maintained receptacle in place today. As part of this new Agreement, we will roll out new recycling carts to all households and conduct a trash cart refresh to standardize branding and quality for all of Johnstown's trash carts.	<ul style="list-style-type: none"> <li>• No chance of customers experiencing service delays due to trash carts or containers not being delivered on-time</li> <li>• New recycling carts and refreshed trash carts for the Johnstown community</li> </ul>

Core Collection Equipment and Resources		
	Waste Management Competency	Benefits to Customer
<b>Routes and Customer Data</b>  	No changes to current collection schedules will be associated with our transition. Waste Management collection routes were created with eRouteLogistics® software and take into account local traffic patterns, truck capacity and disposal locations.	<ul style="list-style-type: none"> <li>• No missed pick-ups associated with customer confusion caused by collection day changes</li> <li>• Maximum route efficiency provides the greatest fiscal value for ratepayers</li> <li>• Less wear and tear on Town streets</li> </ul>
<b>Onboard Computing System (OCS)</b>  	Each of the collection trucks that service Johnstown is already equipped with onboard tablets that display drivers' exact route, all scheduled collections, and relevant account notes such as container placement. The tablets include GPS technology that allows drivers to capture route data in real-time. Drivers note the status of each collection (i.e., collected or a service exception).	<ul style="list-style-type: none"> <li>• Collection statuses minimize the opportunity for missed collections</li> <li>• Provides customer service reps with near real-time field data to assist with customer service inquiries</li> </ul>

## Delivering an Exceptional Customer Service Experience

Johnstown residents will have many options for how and when they interact with Waste Management. Whether via our mobile app, LiveChat, online at [wm.com](http://wm.com), or by phone, customers want an interaction that is fast, friendly, and convenient. Waste Management's dedicated Customer Service Team will support Johnstown customers by managing phone, email, and online customer service functions and are ready to serve the Town on day one of the new contract.

Additionally, Town staff can always count on reaching Area Public Affairs Manager, Ellie Reynolds, and District Manager, Jeremy Bradley, on their mobile phones in the event of an emergency.

## Proven Customer Service Tools and Training

Since accurate and clear communication is a cornerstone of our contract implementation approach, we place significant effort, resources, and time preparing and training our customer service center employees.

**Review and Update Informational Tools.** We will review and update the Johnstown-specific information on Green Pages. Green Pages is an online database that allows a Waste Management customer service representative (CSR) to pull up customer-specific service information, service offerings, and rates within a matter of seconds. Each time a mailing is sent out to your residents, it is uploaded to Green Pages – allowing agents to reference and look at the same documents that the customer is viewing. Our CSRs use this tool during every call, ensuring that we provide customers with the most accurate service information.

**Intensive, Small-Pod Training.** All CSRs handling the Town's calls will receive regular training in small groups. Before implementation, CSRs will review service offerings specific to the Town, with special emphasis placed on changes (if any) including new rates, programs, policies, and procedures. CSRs will also be provided with copies of all customer mailings distributed in your community.

**Increased Staffing.** Although no resident impact will be associated with a Waste Management new contract implementation, there may be a call spike during the first one to two weeks of the new contract due to distribution of service brochures and other customer outreach efforts. Sometimes customers call to request duplicate copies of materials already sent or to confirm their collection schedule. It is critical to prepare for this spike in call volume with additional staffing. As with any new contract implementation, Waste Management's state-of-the-art customer service center will make sure there is a pool of additional CSRs trained on Johnstown-specific issues to help us manage any increases to normal call volume.

### Public Education and Outreach Efforts

With Waste Management, the Town will not need to dedicate public outreach efforts toward collection, customer service, or billing changes that typically go along with a new service provider. Instead, as part of a new contract, we will focus on informing customers of all available services and maximizing their knowledge and participation in recycling, reuse, and waste prevention, which will help the Town achieve your goals of:

- Encouraging and facilitating the recovery, reuse, and recycling of material within the waste stream
- Minimizing the rate of waste generation through education and source reduction

With recent enhancements to our online capabilities at [wm.com](http://wm.com), we will collaborate with the Town staff to develop a customized Johnstown webpage with meaningful service information, photos, and resources that reflect the interests of your community. Using Waste Management's local website, your residents will easily find Johnstown-specific service information and recycling education at the click of a button, anytime, anywhere.

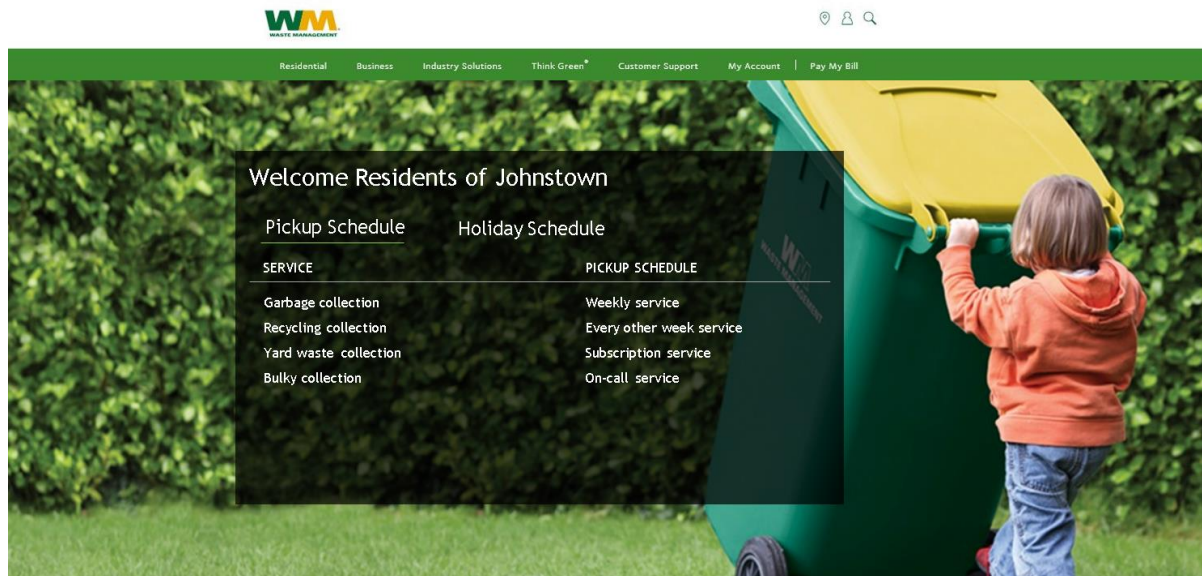
We will also mail a service selection postcard and comprehensive welcome package to all residents at the beginning of the Contract. The service selection postcard will have details on service options such as recycling, yard waste, and extra containers. The welcome package will contain service information, rates, a collection schedule, and recycling guide. Additionally, we will provide recycling education through the website, mail outs, and cart tags that coincide with the new cart roll out, so residents know exactly what and how to recycle. WM will continue to provide proactive service notifications throughout the Agreement. Samples of each of these materials along with a mockup of the new Johnstown WM community website are included in the following pages.

"Your drivers are timely and very good at picking up any refuse that may spill out of their collection bins so that they don't leave a mess behind. Also, the communication around holiday based delays are excellent from a customer service point of view."

- Customer ID: 473535  
(Johnstown Resident)  
September 14, 2020

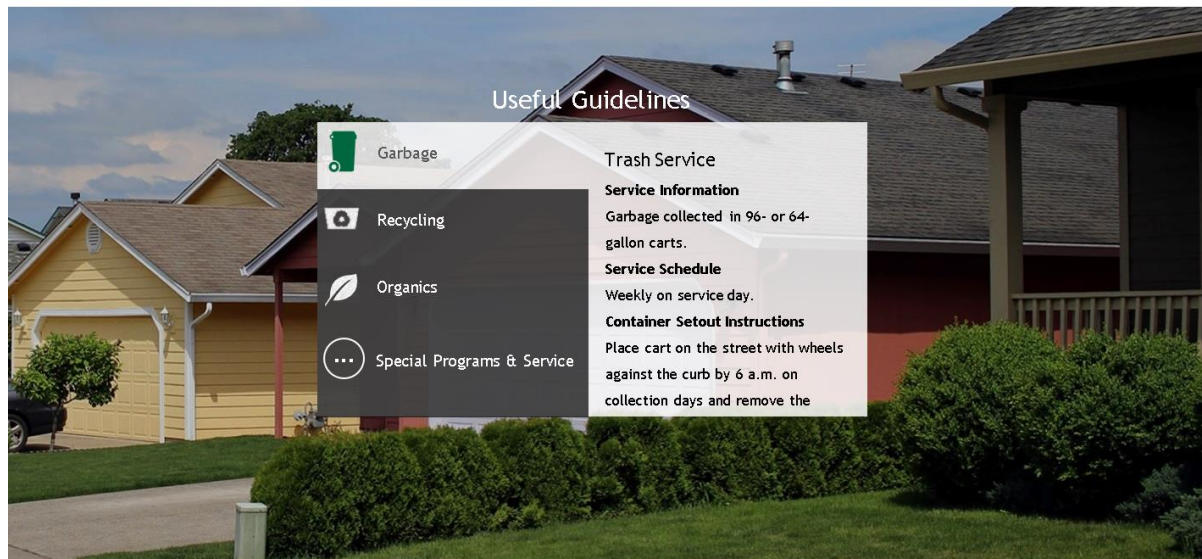


## Johnstown WM Community Website Mockup



### Help Keep Recycling Clean

Contaminants, like plastic bags, clothing, & food, are ruining good recyclables & putting the recycling economy at risk. We need your help! Follow 3 simple rules & visit RORR.com for tools on recycling right.



### Some helpful resources.

Recycle Right Education Resources	<a href="#">View</a>
Residential Service Brochure (English)	<a href="#">View</a>
Residential Service Brochure (Spanish)	<a href="#">View</a>

## Service Level Selection Postcard Sample



### CART AND SERVICE SELECTION INFORMATION

Please call \_\_\_\_\_ or visit [www.\\_\\_\\_\\_\\_](http://www._____.) by \_\_\_\_\_ to make your cart and service elections.

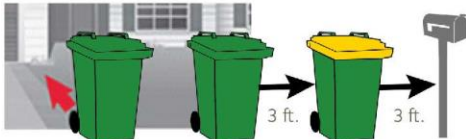
- ☐ Recycling cart
- ☐ Yard waste service
- ☐ Extra containers



### CART PLACEMENT INFORMATION

#### PROPER CART PLACEMENT

Place your cart at least three feet away from all objects including your second cart, mailbox, car, or tree. The lid opening should face the street with the wheels of the cart facing your house.



Place wheels of  
cart toward house.

Keep space between  
carts and other objects.



Do not obstruct collection of carts or bulk items by parking vehicles in the vicinity. Keep area clear for easy access by collection truck.

#### NEED AN ADDITIONAL CART OR HAVE QUESTIONS?

Call \_\_\_\_\_.



## Comprehensive Welcome Package Sample



### SOLID WASTE /GARBAGE

Each home is provided with a 96-gallon or 64-gallon cart for solid waste free of charge. Additional waste may be placed in either plastic bags OR containers that are not greater than 45 gallons in size and do not exceed 50 lbs. All waste should be properly contained to prevent littering. Residents may rent an additional 96-gallon refuse cart for \$5.00 per month by calling (815) 280-7854. Residents may also purchase or rent additional carts or for a fee they can upsize or downsize their cart.

- Bulk Items will be collected with the weekly pickup (i.e., couches, small tables, mattresses, chairs, etc.). Furniture and mattresses must be dry. In case of rain or snow, please cover. Christmas trees are considered a bulk item and will be picked up through January 31.
- Carpet is considered a bulk item and must be cut and rolled into 4-foot lengths. Each roll must not weigh more than 50 lbs. All carpeting and padding must be secured with tape or string prior to collection. Carpet and padding must be dry. In case of rain or snow, please cover.
- Waste Management will collect large household appliances such as refrigerators, washers, dryers, AC units, and dehumidifiers on residents' regular weekly collection day. These items will be collected separately and will be recycled. As a safety precaution, please remove the doors from refrigerators and freezers. Residents should call Waste Management at (815) 280-7854 to schedule collection of appliances.
- Old water softeners can be taken as trash. Prior to placing curbside on your regularly scheduled collection day, these items need to be drained of all water and/or salt.
- Incidental quantities of home improvement project debris will be collected if properly contained in either the garbage cart, a 35-gallon can and/or bundled and tied, so that each bundle does not exceed 50 lbs. There is a limit of five 35-gallon cans or three 50 lbs. bundles of home debris per week.
- Hot water tanks are NOT taken as regular trash and should be scheduled as a White Goods pickup. Call Waste Management at (815) 280-7854.
- Materials from floods, fires, moving and evictions will not be collected with garbage. Separate arrangements must be made. Call (815) 280-7854 for more information.

### DEAR YOUR TOWN RESIDENT:

YOUR TOWN and Waste Management are pleased to provide a comprehensive solid waste program designed to encourage recycling and waste reduction, reduce litter in our neighborhoods, and ensure that waste is disposed of in an environmentally responsible manner. The information in this brochure will assist you with the garbage, recycling, yard waste, electronic recycling, and household hazardous waste disposal in YOUR TOWN.

For further information, please visit our local website at [home.wm.com/TBD](http://home.wm.com/TBD) or contact Waste Management at TBD. Waste Management Customer Service hours are 8 a.m. – 6 p.m. Monday through Friday and 9 a.m. – 12 p.m. on Saturday.

Or you can also visit the City of Joliet's website at TBD.

Thank you and we appreciate your cooperation.  
Waste Management & YOUR TOWN

### COLLECTION TIMES AND CARTS

All garbage and recycling carts, including yard waste, must be placed at the curb no later than 7 a.m. the day of collection. Carts should be placed with the handle facing away from the roadway and at least three feet apart. Residents may put their carts out the night before collection. Please do not place the carts on the street. Residents should keep carts in their garage or a location in the back or side yard if they are being kept outside. After collection, all carts should be removed no later than the evening of your collection day. Please call Waste Management at (815) 280-7854 if your cart becomes damaged or needs repair. Additional carts can be rented or purchased, or existing carts can also be downsized or upsized for an additional fee.

### OBSERVED HOLIDAYS

When your collection day falls on or after one of the holidays below, your collection will be delayed one day that week.

NEW YEAR'S DAY MEMORIAL DAY INDEPENDENCE DAY LABOR DAY THANKSGIVING DAY CHRISTMAS DAY



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### RECYCLING

- Each home is provided with a 96-gallon or 64-gallon recycling cart with a yellow lid free of charge. Residents may rent or purchase an additional recycling cart or downsize or upsize their current carts for a fee by calling (815) 280-7854.
- Please do not place food, liquids or plastic bags in your recycling cart, and don't bag your recyclables. Empty materials directly into your cart. See the adjacent panel for acceptable recyclable materials and more ways to recycle right.
- Shredded paper must be placed in a paper bag first, then placed in your recycling cart. Shredded paper loose or in a plastic bag will contaminate all the other materials in your recycling cart.

### YARD WASTE

Yard waste such as grass clippings, leaves, tree branches, and brush is collected weekly on your scheduled collection day from mid-March through the first week in December.

- Yard waste must be placed in either brown paper yard waste bags OR in clearly labeled 32-gallon containers. YARD WASTE ONLY labels are available at no charge at Joliet City Hall and Joliet Jewel-Osco. All 32-gallon containers used for yard waste MUST be properly labeled if used for yard waste collection.
- Brush and branches must be cut into 4-foot lengths and securely bundled with string or twine. Each bundle must not exceed 50 lbs. Unbundled brush and branches will not be collected.
- Residents can also rent or purchase 96-gallon yard waste carts by contacting the Waste Management Customer Service Center at (815) 280-7854.
- Please note that sod, whole trees, stumps, limbs greater than 3 inches in diameter, and dirt are not part of the weekly yard waste program.
- Landscaping bark and pumpkins are not yard waste - please put them in the trash.
- Christmas Trees will be collected on your regularly scheduled garbage day through January 31. Remove all decorations and leave the tree next to your garbage cart. If your tree is taller than 5 feet, please cut it in half.

## Proactive Service Notifications

### SERVICE NOTICE: CART LIDS MUST BE FULLY CLOSED



LIKE THIS



NOT LIKE THIS



## Proactive Recycling Education Materials

# RECYCLE RIGHT

### ✓ ALWAYS RECYCLE / RECICLE SIEMPRE



**Plastic Bottles & Containers**  
*Botellas y envases de plástico*



**Food & Beverage Cans**  
*Latas de alimentos y bebidas*



**Paper**  
*Papeles*



**Flattened Cardboard & Paperboard**  
*Cartón y cartulina aplastados*



**Glass Bottles & Containers**  
*Botellas y envases de vidrio*

### ✗ DO NOT INCLUDE IN YOUR MIXED RECYCLING CONTAINER / NO INCLUIR EN SU CONTENEDOR DE RECICLAJE MIXTO



**NO Food or Liquids**  
*NO comida o líquidos*



**NO Foam Cups & Containers**  
*NO vasos y recipientes de poliestireno*



**NO Loose Plastic Bags, Bagged Recyclables or Film**  
Empty recyclables directly into your cart  
*NO bolsas y envolturas de plástico sueltas, o materiales reciclables embolsados*  
Vací directamente los materiales reciclables en nuestro carrito



**NO Batteries** – check local drop-off programs for proper disposal  
*NO baterías - Verifique los programas locales de entrega para su correcta eliminación*



**NO Green Waste**  
*NO desechos verdes*



**NO Clothing, Furniture & Carpet**  
*NO ropa, muebles y alfombras*

**To Learn More Visit:**  
*Para más información, visite:*  
[wm.com/recycleright](http://wm.com/recycleright)



© 2019 WM Intellectual Property Holdings, LLC. The Recycle Right recycling education program was developed based upon national best practices. Please consult your local municipality for their acceptable materials and additional details of local programs, which may differ slightly.



Recycling right is as easy as only recycling clean bottles, cans, paper and cardboard.

One or more of the following items was found in your recycling container. Please don't include these items the next time you recycle.

-  ☐ **No Plastic Bags**  
(return to retailers)
-  ☐ **Do Not Bag Recyclables**  
(empty directly into container)
-  ☐ **No Food or Liquids**  
(keep materials dry)
-  ☐ **No Tangles**  
(no hoses, cords, wires, or chains)
- ☐ **Other:** \_\_\_\_\_

To learn more, visit [wm.com/recycleright](http://wm.com/recycleright)



**WE NEED YOUR HELP TO CLEAN UP THE RECYCLING STREAM.**

Visit [wm.com/recycleright](http://wm.com/recycleright) to learn more.

Follow these three, simple rules each time you recycle:

-  **Recycle clean bottles, cans, paper, and cardboard.**
-  **Keep food and liquid out of your recycling.**
-  **No loose plastic bags and no bagged recyclables.**



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b. Describe any project approaches or ideas that you feel enhance the quality of your services.

---

## Compressed Natural Gas Trucks Mean Cleaner, Greener, and Quieter Collections for Johnstown

Waste Management is proud to service the Town with a fleet powered partially by compressed natural gas (CNG). CNG is a fuel used in place of diesel gasoline that, when combusted, produces fewer undesirable gases than gasoline or diesel, resulting in improved air quality emissions.

CNG trucks emit nearly zero particulate emissions, reduce greenhouse gas (GHG) emissions by 15%, and cut smog-producing NOx emissions by 50% compared to the cleanest diesel trucks. In another effort to improve air quality, the engines automatically turn off after five minutes of idling to further reduce emissions and conserve fuel. CNG engines run much quieter than diesel trucks – many customers have commented that they cannot even hear our CNG trucks coming down the street.



For every diesel truck we replace with natural gas, we reduce our use of diesel fuel by an average of 8,000 gallons per year along with a reduction of 14 metric tons of GHG emissions per year - the equivalent of a 15 % emissions reduction per truck.

### A More Efficient Network

Beyond reducing tailpipe emissions, we also reduce the footprint of our fleet through proactive and constantly monitored routing to make sure that every Waste Management vehicle completes its service route in as few miles as possible and maximizes efficiency based on traffic patterns and the location of disposal and processing facilities.

The premise of efficient logistics is simple: a more efficient route means fewer miles traveled, which translates into reduced fuel consumption and associated emissions. Since 2017, Waste Management's fleet has reduced miles driven by approximately 8.9 million miles annually. Optimizing routes not only reduces our environmental impact, it also increases the quality of our service: we miss fewer stops for our customers.

## Cascade Carts: Built for Your community with Durability, Convenience, and Sustainability in Mind

Waste Management will partner with our preferred cart supplier, Cascade Cart Solutions, to manufacture and deliver new recycling carts for the Town. Our longtime partnership spans more than 30 years with more than 17 million Cascade carts set out for Waste Management customers to date. Cascade prides itself on having top-of-the-class quality control and performance standards and workmanship is backed by a 10-year warranty. We have successfully utilized Cascade carts for customers throughout North America and look forward to providing them to the Town.

**"Everything is going smoothly and extremely well. Keep up the good work!"**

- Customer ID: 391077  
(Johnstown Resident)  
July 21, 2020

Primary features and benefits include:

- **Product Quality:** Cascade carts are produced using an injection molding process that allows for exact precision and product uniformity.
- **Durability:** Cascade carts are UV-stabilized and designed for optimal compatibility and functionality with both semi and fully automated lifter systems, including a wear strip to permanently protect the bottom of the cart from abrasion.
- **Customer Convenience:** Cascade carts are easy to handle and provide an excellent balance between stability and maneuverability.

## Our Commitment to Closing the Recycling Loop

### **NEW!** EcoCart™: A Visible Commitment to the Environment and Recycling

In the midst of market disruptions that are threatening recycling programs across North America, Waste Management and Cascade Cart Solutions have teamed to create the EcoCart™ - the waste industry's first collection cart manufactured with at least 10 percent post-consumer plastic resin.

The EcoCart creates a closed loop system as it is manufactured with recycled residential curbside plastic - bulky, rigid plastics collected straight out of recycling programs across the country - without compromising durability or warranty standards.

Waste Management is prioritizing the purchase of the EcoCart - one of our largest ever purchasing commitments - as part of a new commitment to the Association of Plastic Recyclers Demand Champion Program, which seeks to expand market demand for recycled resins and improve plastic recycling in North America.

Utilizing the EcoCart, the Town can be a sustainability leader by being among the first communities to create a truly closed recycling loop with carts produced from consumer materials.

### **Award-Winning EcoCart®**

Cascade Engineering was awarded the Design for Recycling® award from the Institute of Scrap Recycling Industries (ISRI) for the EcoCart®. According to ISRI, early predictions indicate that through the manufacture of the EcoCart, 2.2 million pounds of post-consumer curbside recycled materials will be removed from the waste stream annually.





## Cart Sustainability

It only makes sense that the carts we provide the Town for the collection of recyclables should be made as environmentally responsible as they are durable, convenient, and long lasting. When selecting Cascade Cart Solutions as our proposed cart manufacturer for the Town, we considered the following environmental benefits:

- **End-of-Life Cart Recovery and Recycling.** The thermoplastic resin used to make Cascade carts is recyclable at the end of the cart's useful life. This helps create a closed loop system - reclaiming and recycling products at the end of their lifecycle for reuse in the production of new products.
- **Minimal Manufacturing Waste.** Cascade carts are injection molded and manufactured using thermoplastic resin. This allows the recyclability and reuse of any unused plastic and/or scraps. This reclaimed plastic can be melted down and reground for use in the manufacturing of new containers without compromising the structural integrity of the cart. This eliminates waste in the molding process and diverts waste from the landfill.

## Cart Warranty

Our cart supplier, Cascade Cart Solutions, provides a non-transferable 10-year warranty period from date of cart shipment. The provided warranty does not cover negligence, abuse or normal wear and tear, but does protect Waste Management and the Town from defects in materials and workmanship. In the event a warranty claim is submitted, Cascade will repair or replace any defective cart(s) or part(s). Repaired or replaced products are warranted for the balance of the original warranty period of the original cart(s) or part(s).

Waste Management has a long-standing vendor history with Cascade and has successfully utilized their cart warranty when needed. We are confident that Cascade will stand behind their product quality.

Cascade's product warranty can be found at: <http://www.cascadeng.com/terms-warranties>.



Cascade is the **first U.S. waste container producer to be ISO 9001 registered**. They test their carts beyond industry durability standards for performance.



They are a **Certified B Corporation**. Using business as a force for good, "B Corps" meet rigorous standards in social and environmental performance, transparency and legal accountability.



Cascade received formal **certification by the Women's Business Enterprise National Council** as a woman owned, operated and controlled business.

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**NEW!**

## Our Approach to Consistent, Reliable Customer Service

As part of this new Agreement, WM will manage customer service for seamless support. Whether it is an attentive server at a restaurant, a sales associate who takes the time to help you find the perfect fit, or a cashier who simply gives you a heartfelt smile, a positive customer service experience rarely goes unnoticed. At Waste Management, we believe that those everyday interactions and simple gestures are our best opportunity to provide an exceptional experience for the Town.

It is no surprise that our customer service team members play a powerful role in our effort to create interactions that truly “wow” our customers. Waste Management customer service representatives (CSRs) interact with our customers day-in and day-out. Their conversations vary from setting up services for a new customer, resolving a billing question, or answering a recycling question, but in each interaction, their priorities remain constant:

- **Meet our customers’ expectations:** Promptly answer our customers’ calls, emails, and digital chats and solve their problems at the first point of contact
- **Empower our people:** Provide employees with the tools, training, resources and support necessary to be successful in serving the customer

Our goal is to know more about our customers and how to service them better than anyone else in our industry. How do we do this? By making customers feel well cared for when they interact with Waste Management. This means:

- Creating a welcoming environment
- Taking responsibility for the call and offering a one call resolution.
- Engaging the customer in a two-way conversation
- Managing the customer’s account and experience
- Initiating the appropriate action

That’s why whether it is on the street, at events, council meetings, or in your community, everyone at Waste Management is trained to be a customer service ambassador.

### Our Commitment to the Town

- Quick resolution of issues
- Ease of integration across communication channels
- Backup customer service centers located throughout the Country in case of an emergency
- Complete customer satisfaction

“I’ve had no problems at all. Your company is very consistent, and your customer service has always been very helpful and polite. Thanks WM!”

- Customer ID: 773222  
(Johnstown Resident)  
February 22, 2021

## State-of-the-Art Customer Service Center

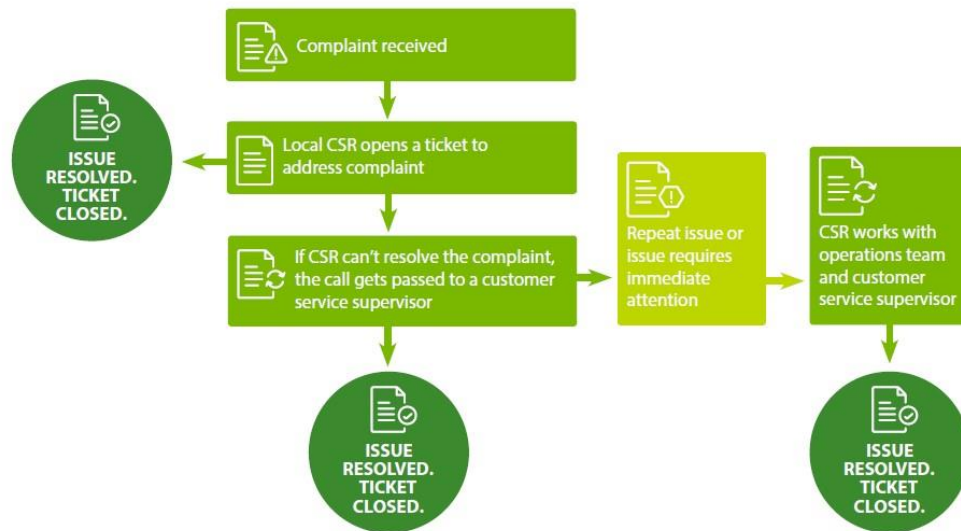
Excellent customer service begins with good listening, and that is what we strive to provide with our highly trained CSRs. Johnstown’s customer calls will be answered by CSRs at our regional customer service center.

Waste Management’s customer service center has friendly, skilled representatives trained in superior customer service handling. Our CSRs are empowered to resolve customer issues on the first call. We use

surveys and feedback to continuously improve our operations. Calls are monitored weekly, and one-on-one feedback sessions are conducted between CSRs and supervisors.

Customer contacts, including requests for service, change of status, change of service, status of service, complaints, and compliments, are tracked through a ticket system. Each ticket is created in an open status and requires closure upon completion of requested action and/or resolution. Local management and their teams are responsible for providing requested service and/or issue resolution and to monitor the status of all tickets for timely service completion.

If an issue requires immediate attention and/or escalation, an email is also sent to the attention of the operations management team. If a repeat issue occurs within two months, a ticket is also opened to alert the operations management team that a recurring problem exists. Waste Management has developed a quality control program that includes performance standards for ticket creation, closure, tracking, and service recovery. Local management is responsible and accountable for these performance standards.



In the event of an outage at our regional customer service center, Waste Management maintains other customer service centers throughout the United States that can support the Town calls if needed. Our technology infrastructure allows calls to be rerouted among Waste Management call centers in other regions in the event of an emergency (e.g., power outage, natural disaster, etc.), creating system redundancy. The CSRs have access to our Knowledge Management Tool, “Green Pages,” and can assist the Town customers at all times with Johnstown-specific information.

Our customers are on the go yet usually “connected” in some way courtesy of today’s technology. In addition to our My WM App and a custom, easy-to-use website, we offer:

- **Live (Digital) Chat:** A team of customer service professionals is dedicated to this service channel. Chat sessions are initiated through our website, in real time.
- **“After Hours” by Phone:** Our customer service number features an Interactive Voice Response (IVR) system. Through IVR, customers can find out basic account information and make account payments through an automated system during non-business hours.

### Customer Experience Staff Dedicated to the Town

WM's customer service center utilizes the Genesys customer interaction management platform to help monitor staff adjustment needs. Genesys is a global leader in the customer care technology industry. Their system provides the data and an algorithm used for staff-level monitoring and serves as an invaluable tool for our customer service management team.

We provide sufficient staffing through our ability to shift staffing levels according to the volume of phone calls. If a team of representatives is experiencing higher than normal call volume, we are able to move additional representatives to that team to handle additional incoming calls. Additionally, customers are provided with an automated call back option (no need to hold; we will call you back) during high call volume periods. In the event of an emergency, Waste Management customer experience centers in other areas of the U.S. are available for contingency coverage.

## Waste Management Customer Service Representative Training

Waste Management provides a five-week training program for new CSRs in our dedicated classroom-style training facility, housed within our customer experience center, allowing for continuous training without interruption.

Waste Management employs full-time professional trainers responsible for new hire training and ongoing training of our experienced customer service team. Additionally, our trainers monitor and develop new training material as needed so that our customer service professionals receive the most current, accurate information.

The training curriculum is designed to introduce new CSRs to the communities we serve and to the Waste Management family. It also provides a strong, consistent foundation in the areas of customer-focused service, professionalism, safety, and company pride. A brief description of our training curriculum is provided in the following table:

<b>New Hire Orientation</b>	<ul style="list-style-type: none"> <li>✓ History of Waste Management</li> <li>✓ Products and services</li> <li>✓ Commitment to our municipalities and customers</li> <li>✓ Commitment expected from our employees</li> </ul>
<b>Getting to Know Our Business</b>	<ul style="list-style-type: none"> <li>✓ Videos of Material Recovery Facilities (MRFs), transfer stations, and composting facilities</li> <li>✓ Geographic review of service territory</li> <li>✓ Municipal partner and contract overview</li> <li>✓ Understanding and successfully communicating all service and product offerings</li> </ul>
<b>Customer Relationships and Engagement Tools</b>	<ul style="list-style-type: none"> <li>✓ Clear communication</li> <li>✓ Establishing trust and satisfaction through active listening and quick problem resolution</li> <li>✓ De-escalation techniques</li> <li>✓ Staying positive and calm in challenging situations</li> <li>✓ Exhibiting a consistently high level of professionalism</li> </ul>
<b>Call Center Equipment and Systems Training</b>	<ul style="list-style-type: none"> <li>✓ MAS, Waste Management's integrated billing system</li> <li>✓ Green Pages, a comprehensive knowledge management tool</li> <li>✓ CAAG, a consolidated and comprehensive customer history and service database</li> <li>✓ Genesys, Waste Management's customer interaction and staffing management system</li> <li>✓ Telephone system that manages each call center interaction, as well as individual CSR productivity</li> </ul>



Additional training exercises that occur during the five-week program include:

**Professional Customer Service Skills Role Playing:** During training, our CSRs act as students, participating in role-playing activities with experienced customer service center staff. Strategies for handling collection and billing questions are discussed and ways to handle difficult customer situations are reviewed. The students must successfully complete this exercise to begin side-by-side training.

**Side-by-Side Job Shadow Training:** As part of the side-by-side training, our new CSRs are on the floor, shadowing experienced CSRs who are answering customer phone calls. The process of review, including suggestions for best practices and strategies, creates impactful one-on-one learning opportunities before the CSRs respond to live calls themselves.

## Transformative Customer Service Technologies

We have come to expect a level of convenience and ease made possible by technology in our everyday lives. Our local pizza shop knows what toppings we last ordered, our vehicles alert us to their upcoming maintenance needs, and with the click of a mouse we can have our weekly groceries delivered to our doorstep.

Waste and recycling services should not be any different. Over the last few years, Waste Management has transformed itself to make doing business with us as simple as possible. Through our investment in the following key technologies, both on the street and at our customer service centers, we provide our customers with world-class service with ever-increasing convenience and ease:

“Great service and very good on communication.”

- Customer ID: 740345  
(Johnstown Resident)  
February 8, 2021

### Onboard Computer System (OCS)

A technology advancement that continues to drive customer service satisfaction is our Onboard Computer System (OCS). This technology has many operational and efficiency benefits - specifically it enhances our customer service through:

- Obtaining real-time information related to all truck locations, stops serviced, capacity, and service status
- Allowing one-touch service verification, identifying carts that have been serviced, and indicating a reason for any cart not being collected (e.g., cart not out, cart blocked, locked access, etc.)
- Enabling centralized customer service and dispatch to communicate with the Town's operations team for immediate and efficient customer issue resolution, including on-call requests, rerouting, and customer service needs
- Empowering drivers to note missing or damaged carts so tickets may be proactively generated for repair or replacement

### Customer at a Glance (CAAG)

Customer at a Glance (CAAG) expands our customer service representatives' ability to quickly understand a customer's account and service history. Waste Management utilizes numerous technologies and systems so we can provide the highest quality and most efficient service possible. CAAG brings customer data together from key Waste Management systems and incorporates data into a single application:

- Waste Management's integrated billing system, Mid-Atlantic System (MAS)
- Onboard Computing System (OCS), which captures service history and service statuses

Through use of CAAG, CSRs have eliminated the need to open and search for data in multiple applications during a customer call. Using CAAG also provides CSRs access to the whole picture. It gives us access to everything we need to know about our customers in less than a minute and allows us to maximize first call resolutions in less time.

### **Green Pages: A Customer-Focused Knowledge Management Tool**

Waste Management uses a proprietary web-based Knowledge Management Tool (KMT) called Green Pages to track and maintain all information related to the services provided in our municipal contracts. The Town will have customized pages within Green Pages that include local, contract-specific information such as available services, rates, collection schedules, maps, special events, and activities.

Since Green Pages is our go-to source for the Town-specific information, we regularly review and update any necessary changes to enhance the quality and delivery of information to our customers. As new, local programs are developed, the Green Pages are updated in real-time, which is critical for communicating special event information and emergency or weather related messaging.

Since Green Pages is accessible to all our CSRs nationwide, it also enables us to enlist backup support from other regional customer service centers in an emergency. Our experienced CSRs across the country can instantly access the Town's service related information, allowing Waste Management to provide consistent, accurate information during the most critical emergency situations.

### **Measuring Our Customer Service Performance**

Waste Management strives to meet customer needs quickly and consistently by utilizing key performance metrics and detailed customer feedback to continuously improve call handling quality and customer satisfaction.

#### **Key Performance Metrics**

We monitor, measure, and coach key performance metrics to validate availability to service our customers when they have a need or problem to resolve. We benchmark world-class industry standards to set our goals:

- **Average Speed of Answer (ASA):** On average, we answer our customer calls in less than 45 seconds.
- **Call Abandon Rate (ABA):** Less than 5 percent of callers disconnect before their call is answered.
- **Average Call Handle Time (AHT):** On average, we've addressed our customers' needs in less than 5 minutes and 30 seconds. Our goal is to resolve every issue at the first point of contact and dedicate as much time as necessary to guarantee customer satisfaction.

### **Customer Insights - The Voice of Our Customers Matters**

As part of our commitment to continuously keep our customers at the center of everything we do, we recently launched a new Voice of Our Customers (VOC) survey. The results from this survey provide our team with real-time, actionable feedback to improve service delivery.



Every month, we invite thousands of customers across the nation to complete the survey, either online or by phone. Our prior survey took seven to eight minutes on average to complete; the new user-friendly version only takes three to four minutes on average. We receive about 12,000 survey responses per month.

The survey initially focuses on core questions related to the customer's overall relationship with Waste Management, then expands into targeted questions regarding the customer's service experience with our company. This new survey provides us with unprecedented insights into our customers' service experience, needs, and priorities, which gives us the data we need to develop proactive solutions to not only meet but exceed their expectations every day.



## Continuous Evaluation, Improvement, and Training

We do not stop with new hire training; Waste Management is committed to the continuous improvement and training of our customer service team. As our business progresses and the needs of our customers change, our leaders and CSRs receive continuing education about new and revised processes, coaching practices, and more.

Based on business needs, continuing education can be classroom or virtual training, web-based training, supervisor-led training or huddles, side-by-side call listening, peer mentoring, or coaching.

The following exercises help measure and improve the customer experience throughout the life of the contract by taking real-time data and experience to improve, coach, and train.

**Accountability through Side-by-Side Monitoring.** CSRs are monitored a minimum of four times per month. Side-by-side monitoring sessions provide immediate feedback on call handling. As part of that monitoring session, employees are evaluated on 72 talking points and scored on a scale of one to four.

**Customer Service Scorecard.** Each CSR receives a monthly evaluation of individual performance with actions and opportunities to develop and improve. The Scorecard is composed of four qualifying sections:

- Quality Assurance
- Resource Management
- Productivity
- Qualitative Professional Development

### Independent Quality Monitoring

Waste Management employs an external company to monitor our customer service team performance. The analysts evaluate and assess representatives based on the same internal metrics used by our Customer Service Center management. We are able to capture additional, independent data points to help measure our performance.



**Meetings and Action Plans.** To maintain and improve our customer service standards, the customer experience team meets weekly to discuss any service issues, upcoming area initiatives or events, and to

review any potential opportunity for improving the overall customer experience. The team develops an action plan for continuous improvement.

**Talent Central** is an online learning portal with resources for drivers, CSRs, and all other Waste Management employees. It houses a series of service delivery and improvement training specifically for drivers. These modules are used for ongoing training and are created to address issues as they are observed in the field.

*c. Describe your proposed timeline/schedule for the work plan, the time of major events and activities, and a description of deliverables.*

## Implementation Key Tasks and Timeline

Since WM is the Johnstown's incumbent hauler, we will be able to start service immediately. There will be no frustrations for the Town or your residents.

Implementation Tasks	Jun 2021	Jul 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021
<b>Key Milestones</b>						
Notice of award	✓					
Contract negotiations	✓	✓				
Council contract execution		✓				
Internal Waste Management implementation meetings	✓	✓	✓	✓		
Waste Management and Town staff implementation meetings		✓	✓	✓		
Contract start date				✓		
<b>Operations</b>						
Procurement of cart inventory			✓			
Procurement of new collection vehicles	Our fleet is tested, proven, in place, and ready to roll on day one.					
Develop cart and container swap schedule			✓			
Develop routes using existing routes where possible	Current routes will remain unchanged meaning no confusion or frustration for Johnstown residents.					
Creation of final route maps			✓			
Conduct cart transition			✓			



Implementation Tasks	Jun 2021	Jul 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021
Driver Recruitment and Training						
Conduct driver recruitment effort	All Waste Management drivers are in place, fully trained, and highly experienced with extensive knowledge of Johnstown.					
Customer Service						
Request and establish billing codes for commercial services			✓			
Update existing billing codes with new rates			✓			
Pre-implementation customer service training			✓			
Detailed new contract curriculum developed			✓			
Green Pages are updated to reflect contract changes			✓			
Management conducts small group CSR training on new contract terms and changes			✓			
New Green Pages content goes-live				✓		
Communications / Public Education						
Finalize strategic communications plan and attain Town approval			✓			
Promote implementation at scheduled community and council meetings (as requested)			✓	✓	✓	✓
Conduct media outreach with the Town			✓			
Continually update wm.com with key service info			✓			

Implementation Tasks	Jun 2021	Jul 2021	Aug 2021	Sept 2021	Oct 2021	Nov 2021
Design and distribute new contract Information Package			✓			

d. Discuss your ability to manage the work plan effectively and assure the successful fulfillment of its duties. Describe how your team will handle quality control.

## Service Delivery Optimization is the Cornerstone of Our Operations

Waste Management focuses on four performance principles in all our operations: **Safety, Service, Savings, and Satisfaction**. To meet the goals of each of these principles, we use a comprehensive operations framework - Service Delivery Optimization (SDO) - to define, track, and measure every aspect of our operations to enable us to monitor for continuous improvement.

SDO is a marriage of technology and management to drive employee engagement, knowledge sharing, and accountability, which give all our team members the mindset to meet and exceed our customers' expectations. SDO was developed based on our extensive research of best practice operations from businesses with expertise in logistics, employee engagement, and service delivery. The system, which is unique to Waste Management, will help us meet the benchmarks set by the Town.

**"Good reliable service."**

- Customer ID: 759871  
 (Johnstown Resident)  
 February 17, 2021



SDO creates an environment that focuses on continuous improvement and provides metrics so we can coach everyone from our drivers to our district managers. The SDO mindset encourages all employees to communicate their setbacks as well as their successes, which helps them unleash their potential. While a setback means that something went wrong, it also offers an opportunity for improvement by figuring out why it happened, learning from it, and making changes to prevent it from happening in the future. Alternatively, when something goes right, we celebrate success to encourage repeat behavior and share best practices. Rather than seeing the success of others as a threat, we want our employees to consider their successes as inspiring and a source for learning.

By integrating technology and logistics management processes with the skills of our drivers, we improve safety, facilitate real-time accountability, set clearer expectations, and enhance employee communications, all of which ultimately maximize customer service and satisfaction.

## **Four Performance Principles**

### **Safety Results for the Town**

Safety is woven into SDO because safety is our core value. For example, every Wednesday, managers review videos from our trucks; on-board camera system, DriveCam®. If a manager notices a driver has, for instance, violated the requirement for a four-second following distance in traffic, our route managers role play a discussion with the driver. When the scenario is well-rehearsed, the managers and drivers review the footage together. The manager asks the driver to describe what they see, recall the rule on following distance, and explain why he or she was in violation. Next, the driver is asked how they will avoid repeating the mistake and commit to abiding by our four-second following distance. Through DriveCam and role playing, drivers are held accountable and are empowered to become better at what they do, which makes the Town a safer place to live, work, and play.

### **Service Results for the Town**

SDO encourages drivers to share their thoughts with each other on how to provide better service. During their daily morning huddles, managers might show a brief video of garbage scattered in the street. Drivers are asked to come up with a daily nugget on service improvement. A recent example: "Leave it better than you found it." It is a win-win for the Town and Waste Management.

### **Savings Results for the Town**

SDO helps us be consistent and efficient in our service delivery, which saves time wasted on returning to collect missed containers. All routes are carefully planned to adhere to a schedule and are typically handled by the same drivers from week to week. They know which customers need backyard collections, so they have fewer missed collections. Also, they know the streets, giving them insights into each route to provide the safest possible service delivery.

### **Customer and Employee Satisfaction**

SDO has given us a highly trained team, yielded better performance, and increased driver satisfaction, which has reduced turnover. Because our entire operation is highly organized and predictable, drivers know what to expect. They will typically drive the same route. Their day runs smoothly. They get back to the hauling site on schedule. Drivers work as a team, using peer-to-peer advice to foster individual improvements that make the whole company stronger. If a recycle driver accidentally leaves spilled paper on a route, then the garbage driver who follows will call him to mention the problem. By keeping tabs on each other, drivers provide better service for the Town. Through SDO we actively engage with our drivers. Our drivers are our frontline employees, and their feedback from the streets is vital to meeting your performance expectations.

## SDO Management Procedures

We take pride in providing exemplary service. To manage and track our performance, we utilize SDO as our proprietary best practices' management tool. If an issue does arise, our SDO management procedures are:

Service Metric	SDO Procedure	SDO Value
<b>Safety</b>	Safety metrics, both present and past, are summarized weekly and monthly. The report includes the total recordable injury rate (TRIR) and the vehicle accident rate report (VARR), which address injuries and accidents, respectively.	Our goal is to return every employee home safely to their family and friends at the end of every day. As part of SDO, we use established safety metrics to measure and manage our operational performance. Managers and drivers discuss these metrics at daily launches.
<b>Missed pickups</b>	Our operations team creates a report on a daily, weekly, and monthly basis. The results are posted by route and driver name in the drivers' meeting room to inform all our drivers where we are missing customers.	This creates transparency and peer-to-peer accountability. Our route managers actively engage with drivers regarding missed collections. Drivers also participate in coaching and mentoring their team members.
<b>Noise and spills</b>	We track noise and spill complaints through our customer service complaint log and report them to the Town as required.	Tracking noise and spill complaints gives our management team insight into incidents that need to be resolved before they become a nuisance for your community.
<b>No can out percentage (NCO)</b>	The daily NCO report tracks the percentage of a route that was reported as "no can out." This data helps to inform operational compliance and identify trends.	If the route is showing a high percentage of "no can out," route managers will conduct a "walk and talk" with our drivers on the route. High percentages of NCOs may signal missed collections, a situation requiring immediate correction.
<b>Daily efficiencies dashboard</b>	All efficiency data is combined into one daily dashboard report, including homes collected per hour based on each route's efficiency goal, total daily idle time by truck, and route sequence compliance (Plan vs. Actual).	To confirm we are routing for safety, service, and savings, our operations team meets every morning to review and discuss the daily dashboard and make route adjustments, if necessary.
<b>Truck weights</b>	This daily report lists the weight of every load from the previous day by truck.	The report enables the operations team to review truck weights to confirm they are within legal limits.



Service Metric	SDO Procedure	SDO Value
<b>Fleet/maintenance reports</b>	Every morning, we track the number of trucks that depart for collections versus those needing repair. This data is summarized weekly.	Route managers use this report to coach drivers on proper maintenance protocol. We need drivers to anticipate repairs to avoid disrupting collections.

## SDO Drives Real Results

While the information we capture is critical to each aspect of our business, what sets Waste Management procedures apart is the automated integration of that information into all aspects of our operations. The data from our drivers not only provides task completion details, it is then automatically integrated throughout all Waste Management systems. Our significant investment in the technology that facilitates this provides the information we need for improved safety, timely and detailed service reporting, cost savings, and ultimately enhanced employee and customer satisfaction for the Town.

## 7 | EC #2: COMPANY AND PERSONNEL QUALIFICATIONS

*a. Specify the professional staff that you would assign to the Town of Johnstown's account by name, title, and work location. Attach brief professional experience and qualifications for each. Identify each individual's roles and responsibilities.*

We will continue to serve Johnston from our cutting edge Northern Colorado Hauling District. This District represents the best of the best in operational equipment, service technologies, and experienced team members. Our Northern Colorado Hauling District is made up of 120 highly trained and experienced team members, a 10-bay maintenance shop, 13 truck technicians, and an onsite container maintenance, welding, and paint shop. The following team members will perform the services described throughout our proposal.



### **Jeremy Bradley | District Manager**

As District Manager of our Northern Colorado Hauling District, Jeremy oversees the day-to-day operations of the District. He provides leadership support to front-line managers for safety, operational, and service performance while also diagnosing and improving processes and procedures. Jeremy is also responsible for the District's overall service and budget performance.

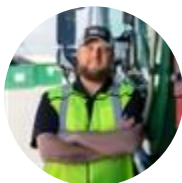
He will continue to interact with Town staff to maximize customer satisfaction and improve service efficiency and the daily quality of contract services. During the implementation of the new Agreement, Jeremy will oversee the completion of all operational tasks.

Jeremy started his career at Waste Management as an Operations Management Trainee, where he supported our Arizona and New Mexico collection operations while learning to become a Route Manager. He was promoted to a Route Manager at our San Tan Hauling District in Mesa, Arizona, in 2014, where his primary responsibility was overseeing the residential line of business and our municipal contract with the City of Chandler. Jeremy also gained experience in roll off and commercial operations while working at San Tan Hauling. For a short period, Jeremy was stationed at our Butterfield Hauling District in Maricopa,

"The drivers go over and above to help out. They are careful not to spill trash. They take their time but move efficiently. We have been very satisfied since moving here. The drivers are always kind and courteous."

- Customer ID: 645043  
(Johnstown Resident)  
December 14, 2020

Arizona, where he managed his own site and gained insight into managing the business. In 2018, Jeremy was promoted to District Manager overseeing a region in Northern Arizona. Stationed out of Flagstaff, Arizona, he led an operation consisting of four hauling sites (Flagstaff, Kingman, Prescott, and Prescott Valley). Jeremy was promoted again in 2019 to be a District Manager for Northern Colorado. Jeremy currently leads a team of eight managers and three hauling sites in this region.



**Matt Charles | District Fleet Maintenance Manager**

As our District Fleet Maintenance Manager, Matt reviews the safety and reliability of our collection vehicles. Specifically, he oversees our vehicle maintenance shop, maintenance staff, and preventive maintenance programs.

Matt will be responsible for the ongoing procurement of vehicles required for the service of Johnstown collections. He will oversee repairs, inspections, scheduled maintenance, and cleanliness of Johnstown's collection vehicles.

Matt started his career with Waste Management in 2017 as a Fleet Supervisor. Not long after, he was promoted to the District Fleet Manager position, where he currently oversees Fleet operations for the entire district.



**Ellie Reynolds | Area Public Affairs Manager**

Ellie will continue to serve Johnstown by overseeing our implementation of the new Agreement. She will make sure all your needs and expectations are met. In addition to contract management, Ellie is a strong community citizen and will oversee the implementation of sustainability initiatives that support your program goals.

She will oversee the efforts of our team to verify that obligations, such as reporting, service verification, and education materials are delivered per the contract, law, and company policy. Ellie maintains knowledge about legislation, regulations, and local ordinances regarding our delivery of services. She will oversee all aspects of this Agreement and will work collaboratively with your staff to design and implement new services and programs in accordance with contractual requirements, changes in law, and your direction.



**Vickie Gomes | Communications Specialist**

Vickie collaborates with our partners to develop customized communication plans that drive awareness and engagement. She will be responsible for developing and executing a Johnstown-specific communications plan during the implementation of the new Agreement. In collaboration with your staff, Vickie will develop an updated communications plan each year to promote key messages that the right participation in your waste and recycling program.



**Dustin Bicknell**

Sr. Route Manager



**Mike Sprenger**

Sr. Route Manager



**Mike Hess**

Residential Route Manager

Dustin, Mike S., and Mike H. support the daily operation of our Northern Colorado Hauling District and our current operations in the Town. These route managers will continue to work closely with our Johnstown-dedicated drivers, assisting with morning launches, ensuring each vehicle is properly inspected at the beginning and conclusion of each route and monitoring drivers throughout their collection routes with a focus on safety and customer service. Also, they will work closely with the Town during the implementation of the new Agreement, helping to develop and test collection routes, and proactively addressing customers' unique site requirements and service requests.

**Dustin** started his career with Waste Management in 2017 as an Operations Management Trainee. By the end of the year, Dustin was promoted to a Route Manager in the business' commercial line. He has been able to focus his attention on improving the business to create a sustainable safety culture. Moving into the Senior Route Manager position, Dustin continues to work with his fellow peers to create a world-class operation.

**Mike S.** began his career as a Port-o-Let Driver in 1984 and advanced in his role to Route Manager and District Manager for Port-o-Let at our Denver North Hauling District through 2006. From 2007 to 2016, Mike was a Route Manager for three business lines overseeing daily operations at our Northern Colorado Hauling District. From 2016 to present, Mike has been leading as a Senior Route Manager for our Northern Colorado Hauling District and also manages our Estes Park Hauling Site.

**Mike H.** started his career with Waste Management in 2006 as a residential driver in Colorado Springs. For the next nine years, he worked in commercial collections, roll off, container delivery, and dispatch. In 2015, he was promoted to Route Manager at our Northern Colorado Hauling District, where he has successfully managed residential routes and assisted with other service areas for the last six years.

#### **Unmatched Local, Regional, and National Resources for Johnstown**

With our company as your partner, the Town will continue to receive more than simple collection services. You will have an ally with extensive local, regional, and national resources that give you peace of mind that your waste and recycling will be collected, transferred, processed, and disposed of, even during emergency and natural disaster situations. Collections will be managed using proven best practices in full compliance with all local, state, and federal regulations.

**Local support:** Within a two-hour drive of Johnstown, we have three other hauling districts. This means that if there is a need, we can redeploy equipment and people to the Town the same day. Having the ability to share resources within a small geographic area allows us to keep rates low and service your community without interruption.

**Regional support:** Our regional operations stretch along the front range to the eastern plains and the Western Slope. This allows our team to respond to regional events with seamless support. Needed containers, trucks, drivers, and managers can be requested from our area to support unusual events if ever needed. These resources can be deployed the same day.

**National support:** As the leading waste provider in North America, we can pull additional resources from our hauling districts throughout the nation in the event of an emergency or natural disaster.



b. An organizational staffing chart listing the specific staff employees who will be assigned to manage the Program.



c. Identify the person who would be the day-to-day contact for the Town.

The Town of Johnstown will continue to benefit from having three primary points of contact:

Contract Management	Scheduling	Immediate Operational Items
<b>Ellie Reynolds</b> Area Public Affairs Manager (719) 493-3916 <a href="mailto:ereynold@wm.com">ereynold@wm.com</a>	<b>Colorado Public Sector Team</b> <a href="mailto:coutpss@wm.com">coutpss@wm.com</a>	<b>Jeremy Bradley</b> District Manager (602) 471-3657 <a href="mailto:jbradle5@wm.com">jbradle5@wm.com</a>

d. How long has your company performed the services requested herein?

WM has been Johnstown's service partner for more than 10 years and has provided similar services throughout Colorado for 58 years.

*e. Provide information for at least three accounts of similar scope. Include, at a minimum: 1) company name, 2) contact name, 3) phone number, 5) email address, 6) brief description of project scope and value, 7) status of project.*

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## References – Don't Just Take Our Word for It

As a trusted environmental solutions partner for communities throughout Colorado, we know municipal customers, their needs, and their requirements better than any other company. We provide service for many of the Town's neighbors. We have included these customers in the following list of references. We encourage you to contact them so that you may learn firsthand about our excellent record of service with other customers.

<b>Company Name</b>	<b>City of Fort Collins</b>
<b>Contact Name</b>	Jim Pierce, Service Contract Supervisor
<b>Phone Number</b>	(970) 221-6592
<b>Email Address</b>	<a href="mailto:jipierce@fcgov.com">jipierce@fcgov.com</a>
<b>Project Scope</b>	Commercial trash, recycling, and roll off collection services
<b>Value</b>	Approximately \$165K annually
<b>Status of Project</b>	Ongoing

<b>Company Name</b>	<b>Town of Eaton</b>
<b>Contact Name</b>	Scott Moser, Mayor
<b>Phone Number</b>	(970) 454-3338
<b>Email Address</b>	<a href="mailto:smoser@eatonco.org">smoser@eatonco.org</a>
<b>Project Scope</b>	Residential trash and recycling collection services and clean up events
<b>Value</b>	Approximately \$490K annually
<b>Status of Project</b>	Ongoing

<b>Company Name</b>	<b>City of Loveland</b>
<b>Contact Name</b>	Tyler Bandemer, Superintendent, Solid Waste Division
<b>Phone Number</b>	(970) 962-2609
<b>Email Address</b>	<a href="mailto:tyler.bandemer@cityofloveland.org">tyler.bandemer@cityofloveland.org</a>
<b>Project Scope</b>	Recyclables processing
<b>Value</b>	Approximately \$500K annually
<b>Status of Project</b>	Ongoing

<b>Company Name</b>	<b>Colorado State University</b>
<b>Contact Name</b>	Greg Smith, Procurement Manager
<b>Phone Number</b>	(970) 491-2689
<b>Email Address</b>	<a href="mailto:gregory.smith@colostate.edu">gregory.smith@colostate.edu</a>
<b>Project Scope</b>	Commercial trash, recycling, and roll off collection services
<b>Value</b>	Approximately \$130K annually
<b>Status of Project</b>	Ongoing

<b>Company Name</b>	<b>City of Steamboat Springs</b>
<b>Contact Name</b>	Jeff Nelson, Senior Facilities Supervisor
<b>Phone Number</b>	(970) 879-2060 ext. 479
<b>Email Address</b>	<a href="mailto:jnelson@steamboatsprings.net">jnelson@steamboatsprings.net</a>
<b>Project Scope</b>	Commercial trash, recycling, and roll off collection services
<b>Value</b>	Approximately \$100K annually
<b>Status of Project</b>	Ongoing

<b>Company Name</b>	<b>University of Northern Colorado</b>
<b>Contact Name</b>	Steven Abbath, Manager, Custodial Services
<b>Phone Number</b>	(970) 351-1975
<b>Email Address</b>	<a href="mailto:steven.abbath@unco.edu">steven.abbath@unco.edu</a>
<b>Project Scope</b>	Commercial trash, recycling, and roll off collection services
<b>Value</b>	Approximately \$105K annually
<b>Status of Project</b>	Ongoing

## WM Loves Johnstown and Your Residents Love WM

As Johnstown's subscription recycling service provider, we have provided curbside recyclables collection and customer service for your community for many years. In addition to the quotes included throughout our proposal, following are Johnstown residents' customer comments that have been compiled from completed customer service surveys.

**"Thanks for great service over the past 7 plus years."**

- Customer ID: 923374 (Johnstown Resident), May 17, 2021

**"On-time and consistent service. I have never had any problems with my service."**

- Customer ID: 828878 (Johnstown Resident), March 29, 2021



**"I am extremely pleased with my service. I have no complaints. Stay safe."**

- Customer ID: 825467 (Johnstown Resident), March 25, 2021

**"Our routine gentleman over our area if very friendly and kind and resourceful."**

- Customer ID: 823286 (Johnstown Resident), March 24, 2021

**"Great service."**

- Customer ID: 796032 (Johnstown Resident), March 12, 2021

**"Our drivers have always been friendly and professional. Hard workers!"**

- Customer ID: 773856 (Johnstown Resident), February 22, 2021

**"The gentlemen who pick up our stuff are so friendly. If I forget my recycle cans he checks with me to make sure. Absolutely amazing service! Great guys!"**

- Customer ID: 748580 (Johnstown Resident), February 11, 2021

**"We're pleased with the service we have received from you."**

- Customer ID: 737611 (Johnstown Resident), February 5, 2021

**"I appreciate that you always come on the day you are scheduled to come. I like the fact that you notify me when there is a change in the schedule for say a holiday."**

- Customer ID: 680485 (Johnstown Resident), January 7, 2021

**"Great drivers. Timely. If a garbage can has been knocked over, driver will take the time to clean up the mess."**

- Customer ID: 661575 (Johnstown Resident), December 18, 2020

**"Our WM staff who collect our weekly trash do an excellent job. We appreciate them."**

- Customer ID: 651028 (Johnstown Resident), December 15, 2020

**"The drivers do an excellent job of picking up our garbage and recycling. They are consistent and considerate. I have never had a problem with pickup."**

- Customer ID: 645594 (Johnstown Resident), December 14, 2020

**"Very reliable."**

- Customer ID: 637523 (Johnstown Resident), December 9, 2020

**"We have recently moved to our new home and never had Waste Management services before. We are so happy with our scheduling pick up day as well as you never forget about us to come the next day when a holiday or day off, please thank our driver, I wonder if we always have the same driver? Maybe someone can answer me. Thank you for your affordable services."**

- Customer ID: 609369 (Johnstown Resident), November 19, 2020

**"Your company and drivers have done an amazing job and service since we moved here in 2014, thank you!!!!"**

- Customer ID: 601643 (Johnstown Resident), November 16, 2020

**"I appreciate your workers, they are kind and considerate. They don't let my treasured recyclables go flying into the neighborhood. They put my trash can down gently, so it doesn't get cracked. And they smile and wave if I'm outside."**

- Customer ID: 586392 (Johnstown Resident), November 12, 2020

**"The drivers are always courteous and wave to my grandchildren as we watch them take our trash cans. When something spills, they take the time to get out and pick it up themselves. Other companies would not do that at all."**

- Customer ID: 585421 (Johnstown Resident), November 12, 2020

**"Appreciate the service. Thank you to the drivers and their service."**

- Customer ID: 584338 (Johnstown Resident), November 10, 2020

**"I love Waste Management, don't usually have any issues and if I do and have to call and talk to someone they are always very helpful."**

- Customer ID: 570989 (Johnstown Resident), November 2, 2020

**"Your drivers are awesome. Good people!"**

- Customer ID: 569800 (Johnstown Resident), November 2, 2020

**"Very professional, no trash left around, timely!"**

- Customer ID: 531132 (Johnstown Resident), October 19, 2020

**"Our WM is as reliable as the postal service - through rain, sleet, snow - and hot weather. If something falls out of the receptacle, they are kind enough to pick it up."**

- Customer ID: 518688 (Johnstown Resident), October 15, 2020

**"Always timely and efficient."**

- Customer ID: 496162 (Johnstown Resident), September 23, 2020

**"Drivers are the best! Always courteous and attentive to their jobs."**

- Customer ID: 493138 (Johnstown Resident), September 22, 2020

**"We tend to really fill our trash can/recycle at times. If some falls while they are dumping the big cans in the truck, I have seen them on multiple occasions pick up what fell on the ground. I work from home now and it's nice to see them care when they could easily drive off."**

- Customer ID: 492845 (Johnstown Resident), September 22, 2020

**“Drivers are polite.”**

- Customer ID: 482062 (Johnstown Resident), September 19, 2020

**“Always on time and easy to communicate with any time we have issues.”**

- Customer ID: 464285 (Johnstown Resident), September 8, 2020

**“Good service.”**

- Customer ID: 454450 (Johnstown Resident), August 27, 2020

**“All of the drivers are friendly and always waive if they see you in the yard!”**

- Customer ID: 447834 (Johnstown Resident), August 25, 2020

**“Always reliable.”**

- Customer ID: 445324 (Johnstown Resident), August 24, 2020

**“They are great, come on a regular schedule so I know when to have my trash out.”**

- Customer ID: 424153 (Johnstown Resident), August 14, 2020

**“Great employees.”**

- Customer ID: 368334 (Johnstown Resident), July 13, 2020

**“Drivers are very nice and professional.”**

- Customer ID: 358603 (Johnstown Resident), July 7, 2020

**“The men are very friendly my grandson loves them.”**

- Customer ID: 318344 (Johnstown Resident), June 18, 2020

**“Appreciate the emails to notify of schedule changes and very much appreciate the friendly, pleasant drivers.”**

- Customer ID: 313661 (Johnstown Resident), June 15, 2020

**“Our route drivers for both trash and recycle are excellent and very customer friendly.”**

- Customer ID: 313334 (Johnstown Resident), June 15, 2020

**“Great service.”**

- Customer ID: 268147 (Johnstown Resident), May 15, 2020

**“I appreciate the consistency of service and know for certain that you will be here when you say you will be here. I also appreciate the notifications you send to me.”**

- Customer ID: 267211 (Johnstown Resident), May 15, 2020

**“Drivers are polite and helpful and service is dependable. Also appreciate the notifications if service is delayed.”**

- Customer ID: 245055 (Johnstown Resident), May 4, 2020

**“Communication is very good. Have no complaints.”**

- Customer ID: 421530 (Johnstown Resident), August 13, 2020

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*f. Describe the company's disaster recovery plan as it relates to the equipment, software, and personnel that would be used to provide the services described in this RFP.*

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## There for You When You Need Us: Disaster and Emergency Response

Waste Management is always prepared to provide essential services to your community even in the event of an emergency such as a natural disaster, pandemic, extreme weather, or other unforeseen events.

Over the years, we have dealt with many kinds of service disruptions: hurricanes, super storms, floods, fires, earthquakes, and now pandemics - each requiring unique preparations associated with our planning and response to confirm a swift recovery.

In a time of crisis, pandemic, or disaster, collection of trash, debris, and recycling materials are central to the recovery and rebuilding of communities and businesses. To mitigate the impact of emergency events, and to speed up recovery, Waste Management has established national strategies and support systems to assist local operations.

The Waste Management Green Team is comprised of highly skilled drivers and technicians who can be deployed at any time to support local teams when crisis events occur. This group of professional employees has experience working in a variety of situations, including natural disasters and other situations where additional resources are needed to support local operations. Waste Management also has identified qualified drivers, technicians, and other employees who can be called upon to augment Green Team resources when needed.

When unforeseen circumstances have occurred, these contingencies have allowed Waste Management to continue to serve our customers with minimal interruption. Additionally, in the event of manmade or natural disasters such as tornados, floods, etc., special

### Continuing Vital Environmental Services during the COVID-19 Pandemic



Despite the many challenges the COVID-19 pandemic has presented, we continue to provide essential services to communities while protecting the health and safety of our employees. In response to the pandemic, we developed a comprehensive response plan that includes:

- Equipping our frontline workers with personal protective equipment and instituting thorough cleaning, sterilizing, and social distancing procedures
- Shifting more than 19,000 employees to work from home without compromising customer service or operations
- Establishing a website detailing our response plan, with information and resources for customers ([wm.com/us/en/COVID19](https://wm.com/us/en/COVID19))
- Utilizing our vast network of resources where we may have driver shortages or other needs



collections may be arranged with the Town to assist with cleanup efforts or other additional support when needed.

Each year, we review and update our disaster management plans, building on what we learn to improve our response. The COVID-19 pandemic this past year underscored the need for detailed plans for every type of disruption. In this case, deploying a team of drivers and workers to travel to affected areas was not feasible. Our planning efforts allowed for adjusting our services to meet our customers' and communities' needs. We responded quickly and decisively by keeping drivers on the road and customer service agents answering phones to ensure we continue to provide safe, essential environmental services to customers.

We are also committed to communicating clearly and consistently with employees and customers before, during, and after a disaster. While we may not be able to predict when or where natural disasters will occur, there is plenty we can do to prepare. Our goal is to remain ready to respond to these events as we always have, thanks to our employees' professionalism and compassion for one another and the communities in which they live.

Johnstown can count on Waste Management to be a nimble and reliable partner in the aftermath of any disaster or emergency. Our breadth of operations throughout North America, including 263 landfills, gives us the ability to readily mobilize drivers and trucks from other areas to provide continuity of service.

#### Call Center Contingencies

In the event of an outage at our regional Customer Service Center, our technology infrastructure allows calls to be routed to other centers throughout North America.

In the event the local disposal site is inaccessible or unable to take materials due to emergency or natural disaster, materials may be taken to other regional disposal locations pursuant to your approval.

## Preparing for Disaster

It's clear that being prepared for disaster response is a critical element of providing world-class customer service and is essential for protecting the health and safety of the Town and surrounding communities. Therefore, Waste Management can work with Town staff to develop a disaster response and contingency plan specifically tailored to the operations that are part of an Agreement negotiated between our organizations. We will leverage and share our response experience from our operations throughout North America to include tried and true best practices as part of this plan.

Having a customized contingency plan specific to the Town and the services covered under our Agreement is essential for the continuity of your services during unforeseen circumstances. It will also help facilitate collaborative efforts between Waste Management and the Town to mitigate the threat to the health, safety, and welfare of your customers and employees.

In the event of a natural disaster in your community, Waste Management can work with you to provide storm debris or other cleanup services in accordance with FEMA guidelines. Storm debris and clean-up services would be subject to execution of a separate agreement for these emergency services.

The plan can define the roles and responsibilities of Waste Management and the Town concerning services during unforeseen circumstances - it will be alterable and adaptable to the specific circumstance at hand to prioritize public safety. It will take an approach to identifying the following hazards that may pose a delay to transport and disposal services:

- **Natural hazards:** Severe weather or pandemics
- **Human-caused events and hazards:** Fires, special events, civil disorder, or transportation accidents
- **Terrorist or crime scene incidents:** Bomb threats or attacks, sabotage, or hijacking

A catastrophic event can immediately overwhelm local, regional, and state emergency response capabilities. The region will need massive, rapid support from the federal government, other local governments, other states, and nonprofit and private-sector organizations. The effectiveness of the region's response will affect the long-term recovery of businesses, communities, and the economy.

In the event of an emergency, Waste Management can provide transfer and disposal solutions for the Town's solid waste at one of our regional disposal facilities.

## 8 | EC #3: VALUE/COST OF EFFORTS

a. Provide a cost for the services identified in Section II subsections B, D, E, F and H with products broken down per task identified under the Scope of Services.

### Base Price Proposal

Program	Rate	Notes
<b>Residential Trash</b>		
96 Gallon	████	████
64 Gallon - Senior Rate	██	████
96 Gallon - Additional Cart - Billed Direct to Resident	██	████
<b>Residential Recycle</b>		
96 Gallon	██	████
96 Gallon - Additional Cart	██	████
Opt Out Fee	██	████
<b>Residential Yard Waste</b>		
96 Gallon - Billed Direct to Resident (March-November bill and service, min 300 homes, includes cart)	██	████
<b>Residential Large Item/Bulk Waste Pickup</b>		
Billed Direct to Resident	██	████
<b>Town Sanctioned Events</b>		
Spring Cleanup Event	█	████████████████
Curbside Christmas Tree Pick-Up	█	████████████████
Roll Off Waste and Recycling Containers for Special Events	████	████████████████ ██
<b>Commercial Trash</b>		
96 Gallon Containers for Town Locations listed in RFP	█	████████████████
3 Yard Dumpsters for Town Locations listed in RFP	█	████████████████
<b>Commercial Recycle</b>		
96 Gallon Containers for Town Locations listed in RFP	█	████████████████
3 Yard Dumpsters for Town Locations listed in RFP	█	████████████████
<b>Roll Off Trash</b>		
30 Cubic Yard Container	████	████████████████ ██

## Alternate Price Proposal | Fully Automated (No Alley Service)

Program	Rate	Notes
<b>Residential Trash</b>		
96 Gallon	████	████
64 Gallon - Senior Rate	████	████
96 Gallon - Additional Cart - Billed Direct to Resident	████	████
<b>Residential Recycle</b>		
96 Gallon	████	████
96 Gallon - Additional Cart	████	████
Opt Out Fee	████	████
<b>Residential Yard Waste</b>		
96 Gallon - Billed Direct to Resident (March-November bill and service, min 300 homes, includes cart)	████	████
<b>Residential Large Item/Bulk Waste Pickup</b>		
Billed Direct to Resident	████	████
<b>Town Sanctioned Events</b>		
Spring Cleanup Event	██	████████████████
Curbside Christmas Tree Pick-Up	██	████████████████
Roll Off Waste and Recycling Containers for Special Events	████	████████████████ ██
<b>Commercial Trash</b>		
96 Gallon Containers for Town Locations listed in RFP	██	████████████████
3 Yard Dumpsters for Town Locations listed in RFP	██	████████████████
<b>Commercial Recycle</b>		
96 Gallon Containers for Town Locations listed in RFP	██	████████████████
3 Yard Dumpsters for Town Locations listed in RFP	██	████████████████
<b>Roll Off Trash</b>		
30 Cubic Yard Container	████	████████████████ ██

b. If using subcontractors or partners, list subcontractor or partner costs as separate items.

Pricing for cart delivery through our subcontractor FleetGenius (formerly known as Can DO! Services) is already built into our pricing as they are a WM partner for this service.

c. Fees must be a fixed price for the initial year of the Agreement term. Each subsequent year the Town will consider a base rate adjustment of no more than the annual increases in excess of the lesser of 3% or the Denver/Boulder CPI Consumer Price Index.

WM recommends a flat 3% annual increase to help the Town budget more efficiently and effectively with definitive price adjustments.





## 9 | CONCLUSION

WM is your longtime environmental solutions partner. We have provided waste and recycling management services to Johnstown for more than 10 years. You are familiar with our company, our team, and our professional approach over the long term, and we are excited about the opportunity to continue to work with you in managing your waste and recycling needs.

We believe this to be a significant contract for both Waste Management and the Town. As your long-term partner, we are strongly invested in your community and want to be your waste solutions provider of the future. We understand your priorities, the way you work, and what makes your community such a great place to live, work, and play. This makes us uniquely qualified to provide seamless services starting on day one of the new Agreement.

Our team is committed to strengthening our current relationship by continuing to provide high-quality, reliable service for the entire term of the Agreement. We have already shown ourselves to be a dependable partner in our current agreement. We have the resources to make needed adjustments, when necessary, to facilitate continued satisfaction for the Town and your residents.

Continuing a partnership with Waste Management will provide Johnstown with uninterrupted, reliable service delivery for an essential and highly regulated operation. There will be no transition period where costly mistakes and problems are most likely to occur, as our team is intimately familiar with your operations and has developed a strong working partnership with your staff. Our best-in-class operations along with our industry-leading safety and environmental practices will continue to give you peace of mind that your waste is being managed in full compliance with all regulatory requirements and standards.

Waste Management is dedicated to being the best environmental solutions partner for the Town of Johnstown now and in the future.

Why choose Waste Management?

For starters, we have an amazing

99.9%

pickup accuracy.

We are also a leading provider of integrated environmental solutions in North America.