



# Residential Garbage & Recycling Collection and Disposal Program

## City of Commerce City, Colorado

*You're Not Just Another City to Us!*

August 20, 2014

Mike Woodruff, Public Sector Solutions Representative

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August 20, 2014

Ms. Maria D'Andrea  
Director of Public Works  
City of Commerce City  
8602 Rosemary Street  
Commerce City, CO 80022

Dear Ms. D'Andrea:

Waste Management is proud of the five-year relationship that we have built with Commerce City. You are so much more than a client to us! We have been committed to the Commerce City community from day one of our relationship, back in 2009. Below are just a few examples of how we demonstrate that commitment to you and your residents.

- Environmental sustainability leadership through recycling, waste diversion campaigns, electronics collection events, and special innovations offered here, such as solar powered compactors, which run off of sunlight and increase the yardage collected in a public container
- A "best value" mindset seen in the details of how we maintain and build your program: on-site management from Jaime Sepulveda; in-kind and financial support for local events (South Adams Volunteer Fire Department spaghetti dinner, Food Bank of the Rockies), extensive communications development and distribution through a marketing team
- Monthly and annual reporting designed to show Commerce City how we are doing - and to hold Waste Management accountable to live up to our promises all the time
- Emergency support, such as additional service for cleanup during Commerce City's 2013 flooding
- Free Material Recycling Facility and education center tours to enhance Commerce City's community educational experience

Commerce City is home to 43 of the 266 employees who work at Waste Management's Denver North site. We are your neighbors, your residents - we *are* Commerce City! In fact, Waste Management was noted as the 7<sup>th</sup> of Commerce City's Top 10 Private Employers, per the City's recently released *Commerce City Economic Profile* report.

Enclosed is our response to your Residential Garbage & Recycling Collection and Disposal Program RFP. Our Certificate of Good Standing with the State of Colorado, as requested, appears on the following page.

With a national presence and the network and resources that comes with it, Waste Management is the partner to take Commerce City to the next level — in large steps, small steps, or anywhere in between.

Sincerely,

Mike Woodruff  
Public Sector Solutions Representative  
Waste Management of Colorado  
mwoodru1@wm.com | 720 384 7846



OFFICE OF THE SECRETARY OF STATE  
OF THE STATE OF COLORADO

**CERTIFICATE**

I, Scott Gessler, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

**WASTE MANAGEMENT OF COLORADO, INC.**

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

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 08/11/2014 that have been posted, and by documents delivered to this office electronically through 08/12/2014 @ 13:48:48.

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, authenticated, issued, delivered and communicated this official certificate at Denver, Colorado on 08/12/2014 @ 13:48:48 pursuant to and in accordance with applicable law. This certificate is assigned Confirmation Number 8926477.



A handwritten signature in blue ink, reading "Scott Gessler", is positioned above a horizontal line.

Secretary of State of the State of Colorado

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

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

CERT\_GS\_D Revised 08/20/2008



# Proposal Form

## Contractor Questionnaire

### 1. Provide the name and Address of Contractor.

Waste Management of Colorado has been the City's partner in residential garbage and recycling collection and disposal for five years. We provide service to more than 190,000 residential, municipal, commercial, and industrial customers throughout 41 counties in Colorado.

We employ 1,200 full- and part-time personnel — including 43 Commerce City residents — and have served the State of Colorado for over 30 years. Our Colorado offices that serves Commerce City residents is located at 7780 E. 96<sup>th</sup> Ave. Henderson, Colorado 80640.

*Based on  
Commerce City's  
survey, Waste  
Management has  
a 75% approval  
rating!*



*Commerce City's drivers keeping the city clean*

While we have the resources of a national company, make no mistake about it: our heart is local, because when you really think about it, the waste industry by its very nature is inherently local. Waste Management's recycling plants, our operations, our equipment, and the people who make us who we are – they're all right here.

Our network of resources make it possible for us to respond quickly to any special needs that Commerce City might encounter. For example, in the floods of 2013, we set up roll-off boxes at community parks and collected additional household debris on our regular routes to help speed the community's recovery.

In our 30-year history, Waste Management of Colorado has always been and continues to be in good standing with the State of Colorado. Furthermore, we maintain a

Satisfactory Carrier Safety Rating with the U.S. Department of Transportation.

### 2. Provide the names and titles of key personnel and related tasks they would perform during the transition from the existing provide and during the term of the new contract.

<i>Mike Woodruff — Public Sector Solutions Representative</i>	<i>How does Mike support Commerce City today?</i>
Mike is the municipal marketing representative for the Front Range and Eastern Plains of Colorado. Mike is responsible for the development, coordination, and oversight of municipal contracts. He has over 25 years of Colorado municipal government experience, with a majority of those years directly involved in the development and management of refuse and recycling operations and programs.	As a new addition to the Commerce City contract team, Mike will be a main point of contact and provide support to Commerce City during the term of the contract.

<i>David Brannon – Senior District Manager</i>	<i>How does David support Commerce City today?</i>
David is the Senior District Manager of operations for hauling sites in Denver, Aurora, Commerce City, and the Northern Metropolitan Area. David is responsible for overall operations, including but not limited to routing, customer service, compliance, safety, equipment maintenance, purchasing, and community and customer relations. David graduated from Arizona State University with a Bachelors of Science in Business and has 16 years' experience in the Logistics industry. At Waste Management, David has managed both small- and large-scale operations, which included hauling divisions and transfer stations. David lives in the Denver area with his wife and two children.	<p>As he works with the team every day, David emphasizes the goal of outstanding customer service for Commerce City. This includes taking simple steps such as walking a cart back up the driveway for an elderly household, saying hello to area residents, and looking out for trouble in neighborhoods via our Waste Watch Program.</p> <p>David helps his team understand how to build great relationships within the City, to know their customers' expectations, and to deliver excellent service. We have changed our management focus from training drivers to training innovative thinkers. We constantly challenge our drivers to come up with new ways to better service our customers.</p>

<i>Tiffany Moehring – Manager of Communications</i>	<i>How does Tiffany support Commerce City today?</i>
Tiffany is responsible for overseeing and managing public relations and marketing activities for the market area. She has an extensive background in the fields of communications, marketing and education. Prior to joining Waste Management, she managed her own public relations consulting company, which developed, implemented, and managed socially responsible and environmentally focused marketing efforts. In addition, she has worked as a supervisor for the AmeriCorps* National Civilian Community Corps; Director of Marketing and Communications for Denver Parks and Recreation; and Communications Manager for the University of Denver's Learning Communities and Civic Engagement Department.	<p>Tiffany and the communications team support all communications, public outreach/education, and marketing work for Commerce City.</p> <p>The team works collaboratively with City staff to develop, produce, and disseminate custom communication activities, campaigns, and programs.</p>

<i>Katie Symons – Education Program Manager</i>	<i>How does Katie support Commerce City today?</i>
<p>Katie is focused on bringing about public awareness and education regarding recycling and waste practices.</p> <p>With ten years of experience working in higher education and community-based learning, Katie possesses a combination of skills, ranging from student development and civic engagement to</p>	Katie manages the environmental education programming on behalf of Waste Management. She implements educational programs, supports community events, and coordinates our facility tours program focused on bringing about public awareness and education regarding recycling and waste practices.

<p>academic service learning. Katie has considerable experience working with Denver schools and non-profit agencies, as well as a number of locations abroad, including in Mexico, Nicaragua, Chile, and Brazil. She has a Master's Degree in Higher Education, Leadership and Organizational Change from the University of Denver.</p>	
<p><b><i>Jeff Stawicki – Manager of Contract Compliance</i></b></p>	<p><b><i>How does Jeff support Commerce City today?</i></b></p>
<p>Jeff is responsible for the oversight and management of public sector contract benchmarks. He manages a contract compliance representative who assists with achieving compliance benchmarks such as reporting, bonding, and insurance. Jeff has over 16 years of experience in municipal government, including program management, compliance, finance, and administration.</p>	<p>Jeff serves as the City's go-to person on administrative needs. He is responsible for finding the right solutions efficiently and ensuring proper implementation, including serving as a liaison the Area Call Center. In addition, Jeff provides the City with its monthly and annual diversion reports.</p>
<p><b><i>Jaime Sepulveda – On-Site Residential Route Manager</i></b></p>	<p><b><i>How does Jaime support Commerce City today?</i></b></p>
<p>Jaime is responsible for the management of assigned residential routes. He has been with Waste Management for 8 years, with the last 3 ½ years as part of Denver North District Operations. He has been the direct contact for the Commerce City program and staff for those 3 ½ years. He has extensive knowledge and training in operations, customer service, and safety.</p>	<p>Jaime is the direct operations contact for Commerce City staff and provides support to City staff and residents on a variety of items, including: timely completion of collection services' customer service issues; container deliveries; safety concerns; coordination of community event services; and customer education.</p> <p>Jaime works to maintain solid relationships with members of the Commerce City staff, such as Sam Hoover and Leonard Dietz. In order to facilitate these relationships, he has provided his personal cell phone number as an additional resource. Jaime understands the importance of exceptional customer service to Commerce City.</p> <p>He also understands the challenges that residents face on a daily basis in regards to their disposal and recycling needs. His dedicated, ongoing relationship with City staff and residents produces outstanding service to the community. Jaime is committed to solving all concerns in a timely and complete manner.</p>

**3. Identify the number of years the Contractor has performed garbage and recycling services.**

Waste Management of Colorado has served the area for over 30 years. We have been the City's service provider for the past five years.

**4. List all municipal garbage and recycling contracts the Contractor has had in the past 10 years. If applicable, identify the date the contract ended and the reason for contract termination.**

Waste Management of Colorado municipal garbage and recycling contracts from the past ten years include:

- |                 |                    |
|-----------------|--------------------|
| • Commerce City | • Johnstown        |
| • Crested Butte | • Lochbuie         |
| • Evans         | • Milliken         |
| • Foxfield      | • Mountain View    |
| • Fruita        | • Mt Crested Butte |
| • Golden        | • Ouray            |
| • Hayden        | • Silt             |

**5. Identify any new garbage and recycling contracts the Contractor has recently begun. Describe what made the provider transition successful and what issues were encountered when coming in as the new provider. Also describe any issues that might be anticipated during the transition and how the Contractor proposes to deal with those issues.**

### Roy City, Utah

Roy City, Utah, located 525 miles west of Commerce City on I-80, is a long-term customer of Waste Management. In 2013, we implemented a curbside automated recycling program to over 8,000 of the more than 10,000 city residents.

Waste Management worked closely with Roy City's council throughout the implementation process, discussing and vetting all of the steps through multiple workshops. We educated the public on the coming changes through:

- Local newspaper
- Direct mail
- City web site
- City events
- Community meetings
- Talking points and coaching for city staff

It is vital to remain aware of potential issues during an implementation so that they can be prepared for and mitigated. During the preparation for Roy City's go-live, we discovered that the city's concerns included weather-related complications, miscommunication to the residents, and improper cart removal by residents. With the changes in service also came route changes. In many cases, both the service days and the service times changed. These changes had to be communicated to the residents in advance and to the City after the fact.

In addition, about 1,000 residents already had recyclable collection and were all serviced on the same day. This made the transition complicated from a communication standpoint, as they were faced with multiple changes to their service days and times, and from a logistical standpoint, as they already had containers.

Waste Management provided abundant upfront communication through our Customer Engagement Center, as well as providing the City staff and elected officials with the necessary information to respond to residents' inquiries. Communication proved to be the key to minimizing the risks that the City and our company had foreseen.



One year later, the program has been deemed a success, with more than 500 additional residents signing up for the curbside recyclable collection service. The City has realized a savings of over \$40,000 in reduced disposal fees.

## Golden, Colorado

In 2012, Waste Management assumed the City of Golden, Colorado's contract. In order to ensure a smooth transition, we worked closely with the incumbent service provider and with the City to implement the Pay-As-You-Throw (PAYT) program in a seamless manner.

Operationally, we familiarized ourselves with the demographics of the area, the customer service expectations, and the overall layout of the routing system in an effort to make the transition as easy as possible. We thoroughly evaluated the existing services and programs and made suggestions. Operations personnel addressed questions and concerns from the current provider and the City.

In addition, we worked closely with the City to educate the residents on the changes that were taking place so that we could minimize any service disruptions. Our staff coordinated with the City to make sure that all reporting requirements were met and that educational materials were sent to residents during and after the transition period. We were in constant communication with City staff to ensure that the transition did not have a negative effect on service levels.

Clear and proactive communication with the City of Golden staff was a key element in a very successful transition into the PAYT program, which remains a tremendous success today.

### 6. Describe the type and size of collection vehicles that will be used for both garbage and recycling collection.

The following Waste Management vehicles are currently on the streets in Commerce City:

- Three Mack rear-end loads with 25 yard compaction bodies. Three total axles. Diesel powered.
- Two Freightliners rear-end loads with 10-yard compaction bodies. Two total axles. Compressed Natural Gas (CNG)-powered.
- One Mack front-end load with 25-yard compaction bodies. Three total axles. Diesel powered.

Waste Management proposes to add the following vehicles to Commerce City routes for automated service moving forward:

- Autocar automated manual side load with 30-yard compaction bodies. Three total axles. CNG-powered. These three vehicles would be available for use on every route.



*A CNG vehicle in use today in Commerce City*

For every diesel truck that we replace with CNG, we reduce our use of diesel fuel by an average of 8,000 gallons per year, along with a reduction of 22 metric tons of greenhouse gas emissions per year (based on replacing diesel trucks that are from 2006 and earlier) - making Commerce City a greener community.

Our vehicles powered by CNG emit almost zero air particulates, cut greenhouse gas emissions by nearly 25% (based on replacing diesel trucks that are from 2006 and earlier), and are far quieter than their predecessors.

## 7. Describe how you will staff and deliver customer service for the contract.

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

As such, Waste Management will provide an expansive customer service platform to the City to surpass current levels of customer service and give customers numerous channels for communicating with us. These changes reflect extensive research of customer-facing technology and the growing customer demand for web-based services and smartphone apps. Of course, traditional communication channels, including face-to-face office hours and phone calls with Customer Service Representatives (CSRs), will still be an important part of our customer service offerings.

### *Benefits of WM Call Centers*

- State-of-the-art common platform that allows for:
  - Faster set up times
  - Reduced errors
  - Customer recognition when calling WM
  - Increased accuracy
  - Consistent customer experience
- Allows for cross-training and ease of response (agents backing up areas with unusually high call volumes) to minimize negative customer impacts

## Building the Foundation: Training

Before our CSRs even take a call, they undergo an intensive, four-week training program. The four-week classroom course is designed to introduce new employees to Waste Management and create a strong, consistent foundation in the areas of customer-focused service, professionalism, safety, and company pride. The training covers the following information:

<i>New Hire Orientation</i>	<ul style="list-style-type: none"> <li>• Overview of Waste Management</li> <li>• City service offerings</li> <li>• Internal customers and introduction of CSC team</li> <li>• Introduction to our customer-focused service strategy</li> </ul>
<i>Getting to Know the City</i>	<ul style="list-style-type: none"> <li>• Ride-along in a truck</li> <li>• Tour of local facilities</li> <li>• Geography review of the City</li> <li>• Understanding zero waste and diversion goals</li> </ul>
<i>Developing Customer Relationships</i>	<ul style="list-style-type: none"> <li>• Clear communication</li> <li>• Building a relationship with your customer</li> <li>• Review of other performance metrics</li> </ul>
<i>Customer Engagement Tools</i>	<ul style="list-style-type: none"> <li>• Listening sympathetically</li> <li>• Agreeing and providing a solution</li> <li>• Staying positive and calm</li> <li>• Maintaining professionalism</li> </ul>
<i>Call Center Equipment Training</i>	<ul style="list-style-type: none"> <li>• Integrated billing system</li> <li>• Knowledge Management Tool</li> <li>• Phone system</li> </ul>
<i>Professional Customer Service Skills</i>	<ul style="list-style-type: none"> <li>• Strategies for handling common collection and billing questions</li> <li>• Methods for handling difficult customer situations</li> </ul>

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

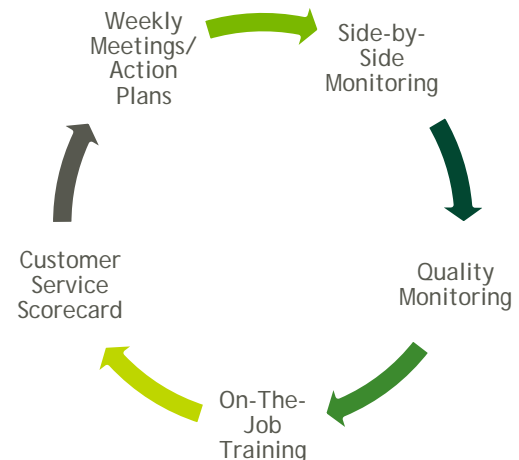
*Side-by-Side Monitoring.* Customer service professionals are monitored a minimum of three times per month. Side-by-side monitoring sessions provide immediate feedback on call handling. As part of that monitoring session, employees are evaluated on 72 talking points and scored on a scale of 1 to 4.

**Quality Monitoring.** Waste Management employs an external company to monitor our customer service professionals. The analysts evaluate and assess representatives based on the same internal metrics used by Customer Service Center management. This way, we are able to capture accurate and unbiased performance measurements.

**On-the-Job Training.** When a CSR cannot answer a customer's question, we employ First Call Resolution (FCR). FCR empowers the representative to contact a Supervisor or Lead for guidance or as a resource, if needed, to complete the customer's transaction on the first call. Observing how experienced supervisors handle the call teaches the CSR how to address the same issue on future calls. It also ensures that correct information is communicated the first time, providing an overall better customer service experience for the caller.

**Customer Service Scorecard.** The Customer Service Scorecard is a monthly evaluation of an individual CSR's performance. The Scorecard provides CSRs with actions and opportunities to develop and improve over the course of the month. The Scorecard is composed of four qualifying sections:

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



**Weekly Meetings and Action Plans.** In order to maintain and improve our customer service standards, the customer service team meets weekly to discuss any service issues, upcoming area initiatives or events, or errors in paperwork and processing and to review any potential opportunity for improving the overall customer experience. The team develops action plans to resolve any issues, update any training materials, and adjust staffing plans as needed. All results from these action plans are reviewed and quantified for continuous improvement.

These additional exercises create a learning environment that gives our newest customer service professionals the opportunity to encounter most situations before actually responding to a live call.

### **Taking the Call.**

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

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

"The people who pick up our trash do a fantastic job."

-Lee, Commerce City Resident, June 2014 survey response

**Live Chat** - Waste Management will also offer the ability for customers to contact us using the live chat feature on our website. Live chat will allow customers to avoid picking up the phone and provide prompt and positive resolution to their inquiries. This is an increasingly popular channel for communication and one more convenient avenue through which residents will receive immediate customer service.

"I am hoping that we can keep Waste Management — they have contributed a lot back to the city. They keep everything neat as if it was their own backyard."  
-Linda, Commerce City Resident, June 2014

**Mail** - While we encourage the use of self-service and technology, as it aligns with our overall environmental goals, we leave the choice to the customer. Although postal mail is decreasing in popularity, Waste Management welcomes inbound mail from our customers, and we will respond in whatever medium the customer wishes.

**Fax** - Similar to mail, fax communications have decreased in popularity with our customers. However, in aligning with our mission of a customer-centric model, faxes may be used in place of e-mail for the transmission of documents.

**Social Media** - As social media continues to increase in our everyday lives, Waste Management is committed to providing the highest level of service through these channels. Customer inquiries and concerns will be timely and effectively managed by our Customer Experience Team. Social media will also be an outlet for Waste Management to keep customers informed about the latest information regarding services, the company, and ways they can improve their environmental footprint.

After the customer calls, emails or faxes us with a service question or issue, a dedicated city CSR opens an electronic ticket or case. These tickets include the customer's information, the date, a coded entry of the type of issue for tracking purposes (e.g., billing question, missed pick-up, replacement cart, etc.), and details concerning the complaint. The process of closing tickets is a monitored performance metric. Waste Management requires resolution and closure of complaint tickets within 24 hours of receiving the complaint. We notify our customers of the resolution using their preferred method of communication. We then track and share these issues with the City.

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

**Voicemail Capabilities.** In the event that a customer calls after our regularly scheduled hours (7:00 a.m. to 6:00 p.m.) or on the weekends, Waste Management has a dedicated voicemail capability. All messages left at this number are returned by 10:00 a.m. the next business day. If for any reason there are calls in queue, the customer is presented with a message offering them the option to leave a message for a returned call from one of the representatives within 24 hours.

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

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

- Same-day, on call service provided to all customers who call before 10:00 a.m. on the correct service day
- 95% or more of commercial missed pickups recovered by 7:00 a.m. the next business day
- 95% or more of residential missed pickups recovered by noon the next business day
- Less than 1% roll off actions are carried over to the next day
- 95% of unserviceable containers repaired or replaced within two business days; serviceable containers within 5 business days
- If a call is escalated, our goal is to resolve the issue as quickly as possible while maintaining high levels of customer satisfaction. The customer is immediately transferred to the escalation queue or directly to a supervisor. If a customer requests a callback from operations, an official driver complaint is entered and a route manager or operations manager contacts the customer within two business days.

**Code Red Process.** In the rare case that a customer has called about the same issue more than once, Waste Management's Code Red process kicks in. This process is established to ensure that repeat customer issues are resolved efficiently and accurately by immediately having the issue escalated to Area Leadership.

#### 8. Describe your experience providing large item/bulk waste collection.

"I have been very happy with Waste Management pick up. Sometimes they even pick up things I think they won't!"

-Lily, Commerce City Resident, June 2014 survey response

Waste Management has provided large item/bulky waste collection to customers throughout our Colorado service area for years. Today, we provide unlimited service for large items/bulk waste to the residents of Commerce City.

Customers contact us requesting collection and are advised to place the acceptable materials adjacent to their normal trash collection location. We perform this service using equipment suited to the safe and efficient collection of these materials.

#### 9. Describe the container purchasing system the Contractor will implement.

Waste Management is happy to provide Commerce City residents the option to purchase containers in a similar fashion to what is provided under the current contract. Under the current program, residents can simply call Waste Management's Call Center to purchase a container and schedule the delivery.

#### 10. State the Contractor's average number of missed pickups in other communities per year. State whether, in the past three years, the Contractor has been unable to meet any contract requirement and explain why.

Waste Management's definition of Missed Pickups is unique: *any time that we cannot service a container, regardless of cause, we consider it a Missed Pickup on our part.*

This includes incidents in which the container access is blocked by the customer's vehicle or by misplacement of the container. When a Commerce City resident is concerned about getting a full container emptied, the last thing that he or she needs is the hassle of, "Who's at fault?" To Waste Management, if we didn't pick up your container, then it was a Missed Pickup, plain and simple. And we take responsibility to fix Missed Pickups promptly, courteously, and to our clients' complete satisfaction.

*What is our record for Missed Pickups in Commerce City and the area?*

Waste Management touches Commerce City residents 58,000 times in a given month via the City's weekly trash pickup, and we average less than 0.015% missed pickups — or less than 8.7 carts missed each month.

*Any time that we cannot service a container, regardless of cause, we consider it a Missed Pickup*



What does that mean to Commerce City? Happy residents and a clean City!

Our MPU averages in other areas are as follows:

City	Average Number of MPUs/Month
Evans	4.9
Golden	6.5
Johnstown	3.7
Lochbuie	2.6
Milliken	1.5

**11. Provide names and contacts for other entities where the Contractor has been involved in litigation within the last 10 years. Please describe the cause of the litigation and the outcome.**

- *Waste Management of Colorado, Inc. v. Base Nine Condominium Association and Timberline Disposal, LLC*  
A 2004 matter in which Waste Management asserted claims based on breach of contract and intentional interference with contract. The matter was settled.
- *Waste Management of Colorado, Inc. v. City of Commerce City, et al*  
A 2007 matter in which Waste Management claimed it was incorrectly charged sales and use taxes for certain transactions. Waste Management prevailed in the matter.

Waste Management of Colorado, Inc. (or its affiliates) was involved in five employment-related litigation matters in the last ten years. Due to confidentiality issues, we do not disclose the identities of parties. However, we could make arrangements with the City Attorney to review such information in a confidential manner, if the City is interested.

**12. List any proposed modifications to the Base Bid services or Bid Alternates.**

Waste Management is not proposing any modifications to the Base Bid services or Bid Alternates. However, as the City continues to implement sustainable programs and policies, Waste Management is confident that we are the superior service provider to help you move toward meeting your goals.

Waste Management manages more successful Pay-As-You-Throw (PAYT) programs than any other company in the nation, and we are poised to provide Commerce City with such a program, should you wish. We don't just pay lip service to the institutionalization of PAYT programming or just "cut and paste" a Pay-As-You-Throw stock service model. We work with each community to build and design a program that meets your specific needs.

Therefore, should the City wish to implement such a program, Waste Management will work with you to build a program specific to your needs.



*"I love servicing Commerce City, and I get satisfaction from cleaning up the older part of Commerce City. I like when my customers yell hello to me and say my name. I feel I am part of the community and also their friend."*

## Pricing

**Table 9.1: Garbage & Recycling Collection & Disposal/Processing Service Cost**

# Units	Cost/Unit/Month
14,500	\$12.01

**Table 9.2: Garbage or Recycling Container Cost (billed to Customer)**

Unit Size	Cost (Each)
32-gallon	\$60.
64-gallon	\$70.
96-gallon	\$80.

**Table 9.3: Added Recycling Service Cost**

# of Units	Additional Cost/Unit/Month
14,500	\$1.76

**Table 9.4: Elimination of Large Item/Bulk Waste Pickup Cost**

# of Units	Reduced Cost/Unit/Month
14,500	\$0.15

**Table 9.5: Garbage & Recycling Collection & Disposal/Processing Service Cost**

# of Units	Cost/Unit/Month
14,500	\$8.89

**Table 9.6: Additional Container and Service Cost (billed to Customer)**

Container Size	Cost/Unit/Month*
32-gallon	\$2.50
64-gallon	\$2.65
96 gallon	\$2.80

\*assumes that the initial cost to the container is included in the cost/unit/month

**Table 9.7: Added Recycling Service Cost**

# of Units	Additional Cost/Unit/Month
14,500	\$1.41

## Detailed Program Approach

### A detailed description of the Contractor's Work Plan

The Work Plan should explain in detail how the Contractor intends to develop, deliver and manage the Program.

After five years serving Commerce City, our drivers and management team are familiar with the boundaries and layout of the City and with how to maximize collection efficiencies while minimizing service issues.

Moving forward in a contract renewal, the collection schedule will continue to include all regular collections, to be made five days a week, Monday through Friday, utilizing five (5) trash routes and two (2) recycling routes each day, with an assigned truck driver. Trash will be collected on a weekly basis, with the recyclables collected on a bi-weekly basis. Recycling collection routes will correspond with the waste collection routes. A separate truck will collect the recyclables on the same day the trash is picked up. Collection will occur generally between the hours of 7:00 a.m. and 6:00 p.m. and will commence no earlier than 7:00 a.m. each day.

"Waste Management is really good. I appreciate the calls we get when we have a holiday."  
-Barbara, Commerce City Resident, June 2014 survey response

Changes in regular collection routes or schedules may be requested, as needed, to maintain efficiency and productivity. Routing and scheduling changes will be made only where necessary to provide consistent quality service. Waste Management will review and seek approval for any proposed day changes with the City at least 30 days prior to changes being made and will communicate any necessary changes to residents using the most appropriate methods, including city-offered information distribution systems.

### Single Stream Recycling



Waste Management continues to provide leadership in promoting recycling and reuse of materials that would otherwise end up in the landfills, working to make recycling a practical, sustainable solution for our customers. We continue to explore ways to bring broader participation and profitability to the recycling process, as demonstrated by our being the first major company to focus on single stream recycling, which allows customers to mix recyclable paper, cardboard, plastics 1-7, and metals in one container for collection. The convenience of this recycling method greatly increases participation, resulting in the recovery of up to 36% more recyclable materials.

The advanced sorting equipment at Waste Management's single stream processing plants helps drive the concept as a viable and cost-effective alternative for communities.

We provide our customers a complete, fully integrated state-of-the-art processing system using various automated sorting and screening technologies to cleanly separate a wide variety of material streams coming from a single source. The recyclable materials are sorted, baled, and marketed to various mills and companies for further processing and reuse.

Choosing Waste Management means you choose to be engaged in the recycling process from pick up at your curb to the materials' final destination.

### Other Aspects of Service

One of our goals at Waste Management is to know more about our customers and how better to serve them than anyone else in the industry. To help us meet this goal, we work hard at employee engagement and use state-of-the-art technology to ensure that we maintain the highest level of accountability to Commerce City.

## Waste Management Drivers as Community Partners

Our truck drivers often drive through community streets in the early hours of the morning. This puts them in an ideal position to spot unusual, and potentially dangerous, situations – especially if they are trained to recognize signs of trouble. Our “Waste Watch” community safety program began in Forest Grove, Oregon in 2004 and has since spread to more than 100 communities across North America.

The program trains drivers to look and listen for suspicious activities and emergency situations and then report their observations to public safety and law enforcement agencies. Training is ongoing, and thousands of Waste Management drivers have become Waste Watch certified. To enter the program and be recognized as a Waste Watch Certified Driver, a driver must participate in a formal training program, which includes instruction from corporate security and local law enforcement personnel, and then pass a written examination.

### WASTE WATCH WORKS

*Waste Management driver Alex Valdez (pictured below) noticed an open garage door on his route. He often speaks to this resident and knew this door normally remains closed.*

*He approached the garage and found the customer on the ground, bleeding from his head. Alex called 911 and waited with the customer until the ambulance arrived.*



Waste Management Driver Alex Valdez serves Commerce City

## In-Truck Cameras Keep Incident Reporting Honest and Impartial

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

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

## Onboard Computing System

Onboard Computing System (OCS) mobile technology is integrated into our fleet, coupled with advanced route optimization, decision sciences, and business intelligence technologies. This allows Waste Management to continually measure our internal operational performance. The goal is to ensure that our drivers and route logistics maintain the highest level of safety, efficiency, and quality of service possible. Since it is GPS-based, we can now also verify timing and execution of services at customer locations. Additionally, this high tech system also provides routing information for our drivers, eliminating wasteful, antiquated paper routing methods. To ensure accountability and alleviate missed pickups, drivers must electronically certify that a route has been completed in order to advance to the next routing page.

"Waste Management — I hope they never change. It's been a fantastic company."  
-Bob, Commerce City Resident, June 2014 survey response

Our business intelligence dashboards and exception-based reports also provide valuable insight into vehicle, driver, and route performance. This data allows us to proactively address service issues. Our enterprise data warehousing and reporting systems provide a 360 degree view of the services we provide, identify trends, and provide proactive solutions.

This onboard computing system also allows us to monitor route progress and confirm that every customer has been serviced, every service day. It allows us to electronically communicate customer service orders to our drivers in real-time, resulting in faster service for Commerce City.

## A detailed description of the Contractor's Customer Service and Public Relations, Outreach and Education Plan

Waste Management's plan is detailed below.

Please see Proposal Form Item #7 for detailed Customer Service Plan

- **Annual Communications Plan:** We would like to meet with Commerce City at the beginning of the new contract and annually thereafter to collaboratively develop an annual communications plan highlighting specific goals, key messages, and activities/tactics with an implementation calendar to ensure success both in outreach efforts and City satisfaction.
- **English/Spanish Communication and Marketing Pieces:** All resident marketing and communication materials can be produced in English and Spanish at Commerce City's request. Any materials in Spanish will be translated by a certified translator, ensuring accuracy and professionalism. We develop and support the development of:
  - Monthly diversion reports
  - Monthly recycling Green Facts
  - Newsletter articles
  - Website content
  - Photo opportunities
  - Spanish subtitles for film footage/videos
  - Marketing materials
  - Media inquiries
  - Advertising in the Neighborhood News
- **Direct Mail:** Waste Management would continue to



Waste Management Marketing leads an educational session in Commerce City



develop, produce, and disseminate a customized annual direct mail per City review and approval.

- **“Evergreen” Editorial Content:** Develop customer education material/content in the form of news-style articles for City use and dissemination via City communication channels such as monthly City newsletter articles, City website, and social media assets. Provide 12-18 stories annually, in electronic format.
- **Waste Management-Produced Collateral:** Develop and produce customized education materials in collaboration with the City at no additional cost. Over the life of the partnership, we have produced brochures, signs, videos, and community presentations, in both print and electronic formats.
- **City Supported Collateral:** Assistance in the development of customer and industry material for City use and dissemination via City communication channels at the request of the City. Examples include brochures, flyers and posters.

“I just wanted to compliment the trash service. They are friendly and efficient. I recycle more than I ever did before because it is so convenient and the green totes are easy to move.”  
-Randy, Commerce City Resident, June 2014 survey response

- **Special Events:** Participate in City-sponsored events at the request of the City. Participation could include staffing informational booths/tables, display of trucks and equipment, and interactive demonstrations regarding the importance of recycling and providing general information.
- **Collaboration:** Support the City’s collaboration with the Citizen Recycling group and other stakeholder groups regarding community/resident work to educate and inform the public about recycling and waste services.
- **Public Education:** Provide educational opportunities and experiences by request such as tours of recycling facility for adults, visits to Waste Management recycling education center for youth, and on-site presentations at community events, youth programs, and in schools. Facility tour locations are highlighted below.

Waste Management’s metro-based environmental education program was recently recognized by the Colorado Alliance for Environmental Education (CAEE) as the 2013 Excellence in Environmental Education Business of the Year. By working with educators to develop and provide learning experiences for youth, we are growing the next generation of recyclers and supporting education on critical environmental challenges. In the last three years, the education program has grown to reach over 55,000 people annually.

All of our education activities work to provide hands-on, real-world learning opportunities that allow exploration of pressing issues regarding waste and recycling management, landfill engineering, water quality, and energy use/consumption. We encourage positive behavior and attitudes about waste reduction and the impact of recycling.

## Facility Tours

Facility	Learning Opportunity	Location	Age Requirement	Number of Attendees
Denver Recycling Education Center	Students learn about how to “reduce, reuse and recycle” in their day-to-day lives. They also learn about their impacts on the environment, what can/can’t be recycled, and examples of products made out of recycled material.	3730 E 48th Ave Denver, CO 80216	All ages, but most appropriate for elementary-age students (PreK-5th grades)	Prefer 25-30; however, with teacher/parent support, can accommodate additional students
Denver	Visitors get a first-hand	5395	Adults only.	Prefer groups no larger

Materials Recycling Facility (MRF)	view of what happens to their recycled materials at this regional facility for sorting/processing. Visitors get to see both recycling technology and staff sort through recycled materials.	Franklin Street, Denver CO 80216	Due to our safety guidelines, we cannot have youth tour the MRF.	than 4; however, we can accommodate additional visitors in special circumstances
"Traveling Education Program" - On site outreach	Presentations and interactive educational activities provided on site (such as at a school or a recreation center) focused on how to "reduce, reuse and recycle" in their day-to-day lives. Participants also learn about their impacts on the environment, what can/can't be recycled, and examples of products made out of recycled material.	On site	All ages, but mostly appropriate for K-12 students.	Prefer 25-30; however with teacher/parent support, can accommodate additional youth
Denver Arapahoe Disposal Site (DADS) and the Landfill-Gas-To Energy Plant	Visit an active landfill and landfill-gas-to-energy-plant. Tour guide provides history of site, landfill management, and engineering and discusses behaviors and attitudes towards waste in the United States.	3500 South Gun Club Road, Aurora, CO 80046	Denver Arapahoe Disposal Site (DADS) and the Landfill-Gas-To Energy Plant	

### Tier Two Recommendation Ideas (All Items in Tier One Plus):

- **Self-Directed Education Programming:** Develop and distribute "Classroom in a Box" resources to community organizations, educations, and youth program providers as determined by the City.
- **Customized Community Relations Programs:**
  - **Green Waste Drop-Off — Mulch Give-Away Program:** Work with the City to develop, implement, and maintain a green waste collection/drop-off program in which residents or City departments such as the parks department utilize the mulch created from green waste collected.
  - **Truck Safety Campaign:** Launch a truck safety pledge campaign timed with roll out of new contract to educate families about the importance of keeping youth safe around our trucks. We can offer incentives such as small toy WM trucks to Commerce City youth for signing a safety pledge.
  - **America Recycles Day/Earth Day:** Support of City activities and develop Waste Management sponsored bi-annual community events related to these days.

## Tier Three Recommendation Ideas (All Items in Tiers One and Two Plus):

- **Waste Management Education Programming:** Development of customized education programming focused on recycling and waste behaviors to be used in City programs at recreation centers and in Commerce City schools.
- **Mobile Education Center:** To make waste and recycling education more accessible and engaging for more Commerce City residents, Waste Management would consider designing and launching a “mobile recycling education” vehicle equipped with engaging, interactive activities aimed to drive behavior change and attitudes regarding waste consumption. This vehicle could be powered by CNG or other alternative fuel and could easily be used to engage all ages at neighborhood events, recreation programs, schools, and other community activities.
- **Website:** Design and development of a Commerce City-based website focused on sharing all marketing and education materials. This site would allow area teachers, City staff, and the community to access tools to further educational efforts.
- **Broad-Based Social Marketing Campaign:** Development of broad-based public education campaign aimed at increasing recycling participation citywide and deepening understanding of the importance and benefits of recycling. Similar to Denver Water’s “Use What You Need” campaign and KAB’s “I Want to Be Recycled” campaign. In addition, we could build 1-2 events and/or several “guerilla marketing” opportunities around the campaign.



*The award-winning Waste Management Marketing team serves Commerce City*

## Staffing

**Jaime Sepulveda - On-Site  
Residential Route Manager**

*How does Jaime support Commerce City today?*

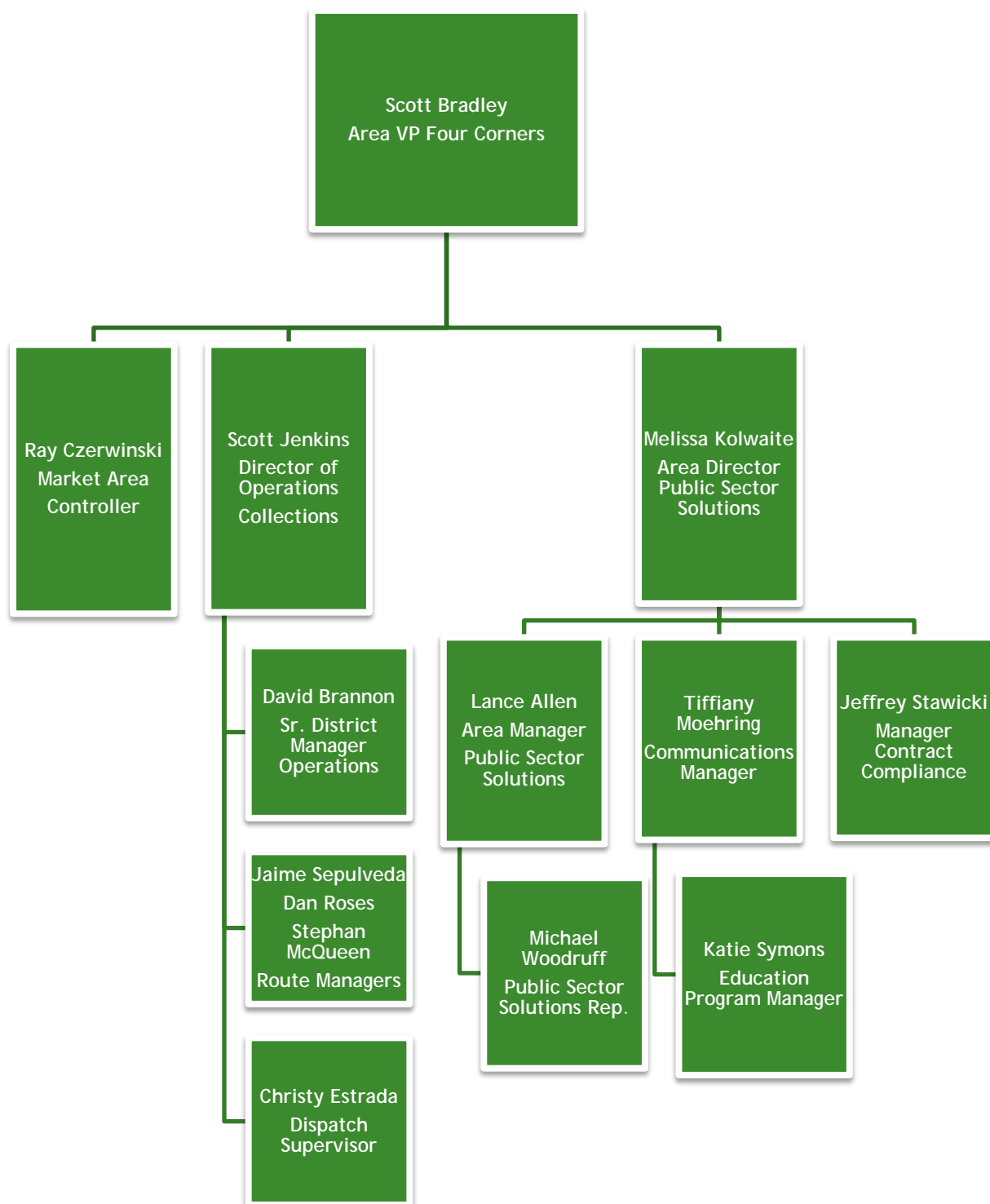
Jaime is responsible for the management of assigned residential routes. He has been with Waste Management for 8 years, with the last 3 ½ years as part of Denver North District Operations. He has been the direct contact for the Commerce City program and staff for those 3 ½ years. He has extensive knowledge and training in operations, customer service, and safety.

Jaime is the direct operations contact for Commerce City staff and provides support to City staff and residents on a variety of items, including: timely completion of collection services’ customer service issues; container deliveries; safety concerns; coordination of community event services; and customer education.

Jaime works to maintain solid relationships with members of the Commerce City staff, such as Sam Hoover and Leonard Dietz. In order to facilitate these relationships, he has provided his personal cell phone number as an additional resource. Jaime understands the importance of exceptional customer service to Commerce City.

He also understands the challenges that residents face on a daily basis in regards to their disposal and recycling needs. His dedicated, ongoing relationship with City staff and residents produces outstanding service to the community. Jaime is committed to solving all concerns in a timely and complete manner.

Jaime’s dedication and commitment to the staff and residents of Commerce City is just one example of Waste Management’s high standards for customer service.



## Bid Option #1- Fully Automated Collection Service

Waste Management proposes moving Commerce City from the current program to curbside collection and disposal of residential solid waste and recyclables citywide, using a fully automated collection system. We will continue to be responsible for safely and legally collecting, transporting, and disposing of the waste materials and recyclables in accordance with Federal, State, and Local safety and weight regulations and standards.

Going forward in a new contract — we will furnish all personnel, trucks, equipment, supplies, materials, and everything necessary to fully complete the work outlined in the RFP and in accordance with the Contract Documents. Standard automated residential containers of 96-gallon size will be provided and maintained by Waste Management and will be serviced at curbside. Additional containers will be available to the customer for an additional fee.

Services will continue to be conducted from our Denver North District location. Materials will be collected on a designated collection day. To ensure that all material is collected, waste and recycling containers will be placed on the curb line or within two feet of the pavement, where no curb exists. The waste will be transported and disposed of at the Tower Road Landfill. Waste Management will follow all established rules and regulations when operating at the solid waste disposal facility.

Waste Management operates all trucks safely and in compliance with existing laws. We also ensure that personnel conduct themselves in a professional manner in all interactions with residents. The collection service is provided in a clean and professional manner as to not constitute a nuisance within the City or an inconvenience to the residents. All efforts will be made to provide consistent reliable service, no matter what the conditions or circumstances, leaving neighborhoods clean. Waste Management will provide sufficient care in handling the containers to ensure that they are not damaged during collection and are left standing in the same location and condition in which they were found.

*Waste Management  
auto accidents/injuries  
in Commerce City in  
the last year:  
Zero*

*We had one small  
property damage  
incident in the last  
year in your City. Our  
safety incident is  
otherwise 100% with  
Commerce City!*



*A CNG vehicle in use today in Commerce City*

Our drivers offer special assistance to disabled persons and senior citizens who are unable to handle the containers, looking to Commerce City for help in identifying those who have a need. The driver retrieves the containers and takes them to the street for service and returns them to their original location, making the resident's day a little easier and their experience a positive one.

Waste Management will work closely with the City to develop a comprehensive Automated Collection Program implementation plan and schedule that works for you. The plan will include public education, public workshops,

routing, cart delivery schedules, customer service training, and city council and staff progress reports. Below is a beginning framework for the plan that we will build together to meet your specific needs:

### *Weeks 1 and 2*

- Obtain address lists from City
- Create residential account routes
- Conduct drive-by site inspections on residential accounts



- Order containers and trucks
- Formulate all literature and submit to City staff for review
- Provide details and training to Customer Service Representatives on the new program

### Weeks 3 and 4

- Enter customer data into Waste Management database
- Mail initial information letter to all customers
- Coordinate information update on City website, including program Q&A
- Produce initial routing maps for City review
- Contact homeowners associations and public groups with offer to speak
- Present progress report to the City
- Prepare, print, and distribute fliers to locations designated by the City



*"The Commerce City contract means so much to me. I have a relationship with my customers: the families, the kids and elderly folks that wait for me like clockwork. They have made an impact on my life, and I feel I have made one on theirs."*  
 Alex Valdez, WM recycle driver

### Weeks 5-7

- Meet with concerned customers with unique problems for resolution
- Place carts in staging areas
- Conduct dry run of proposed routes
- Prepare information packets to be delivered with carts (color coded by route day)
- Perform re-routing to reflect dry run results
- Prepare final route maps for the City
- Educate and prepare Customer Service Representatives for questions and answers from customers
- Deliver carts on the day that they will be serviced the following week; include informational literature with carts; have Supervisors and Managers in service location during delivery
- Present progress report to City on a daily basis

### Week 8

- Customers will begin to receive carts on the day they will be serviced the following week. (i.e., customers with Monday collection receive carts during week #1)
- Handle questions in the field and on the telephone
- Solve individual problems and offer solutions
- Present progress reports to the City on a daily basis

### Weeks 9-12

- Deliver additional routes and provide additional service week-to-week
- Monitor and make adjustments
- Present progress report to the City staff and elected officials

### Week 13

- Normalize city-wide collection and complete deliveries

### Ongoing

- Monitor and make adjustments

- Notify the City of any impediments and work with them to overcome any delays
- Present progress report to the City staff and elected officials

## References

### Town of Johnstown, Colorado

<i>Services Provided</i>	Curbside residential trash and single stream recycling collection and all municipal facility collection, including parks and open space
<i>Owner's Representative and Phone Number</i>	Roy Lauricello, Town Administrator, 970 587 4664, rcello@townofjohnstown.com
<i>Description of Services</i>	Curbside residential trash and single stream recycling collection of approximately 4,100 homes. Also providing trash and single stream recycling services to municipal facilities. Parks and open space receive trash collection only.

### City of Evans, Colorado

<i>Services Provided</i>	Curbside residential trash and single stream recycling collection and all municipal facility collection, including parks and open space
<i>Owner's Representative and Phone Number</i>	Fred Starr, Director of Public Works, 970 475 1170, FStarr@evanscolorado.gov
<i>Description of Services</i>	Curbside residential trash and single stream recycling collection of approximately 4,600 homes. Also providing trash and single stream recycling services to municipal facilities. Parks and open space receive trash collection only.

### City of Golden, Colorado

<i>Name of Services Provided</i>	Curbside residential trash and single stream recycling collection; municipal facility collection
<i>Owner's Representative and Phone Number</i>	Chris Naber, Environmental Services Coordinator, 303 384 8183, CNaber@cityofgolden.net
<i>Description of Services</i>	Curbside PAYT residential trash and single stream recycling collection of approximately 3,500 homes. Also providing trash and single stream recycling services to municipal facilities.

## Proposed Changes to the Contract

Specify any exceptions or proposed changes to the draft contract shown in Attachment A. If none, please so state.

Waste Management acknowledges receiving Addendum #1 and has no changes to the proposed contract.

## Added Value Service

At Waste Management, we go beyond the basics of waste collection and disposal to help provide a broad range of environmental solutions. We can help you better manage your waste stream, improve safety, cut costs, promote environmental stewardship, and engage the community. Commerce City can benefit from adding new service solutions to your Waste Management program and provide:

- Maximum control over your waste stream
- Optimum value to the City
- Provide innovative programs
- Engage and involve the community

## Solar Powered Compactors

*In the spirit of partnership and in support of your diversion goals, Waste Management will provide the City with two Solar Trash Compactor Units (two trash compactors with two accompanying recycling units) at NO COST to you. Please read on for details on this exciting program!*

Our commitment to sustainability and innovative equipment use goes beyond our vehicles to the collection containers that we can offer Commerce City. We would like you to consider the benefits of the Waste Management Solar-Powered Trash Compactor, an innovation in our industry that has taken hold in major metropolitan areas such as Chicago, Philadelphia, Denver, Douglas County, and Fort Collins. We would like to add Commerce City to that list!

The solar powered compactor uses renewable energy to turn public spaces into clean, eco-friendly zones. Powered by the sun, it encourages recycling and reduces both greenhouse gas emissions and trash collection expenses. So it's good for the environment — and the economy.

### *A better way to keep public spaces clean*

Ordinary municipal trash barrels often overflow. The Waste Management Solar-Powered Trash Compactor holds five times as much refuse — and signals when it's ready for pick-up.

### *Vastly reduces waste collection expenses*

Because it has five times greater capacity than ordinary trash barrels, the compactor can reduce the number of collection trips by 80%. Fewer collections mean 80% savings in fuel, labor and maintenance costs, and an 80% reduction in greenhouse gas emissions.

### *Powered by sunlight*

Made from recycled materials, the Waste Management Solar-Powered Trash Compactor works even in areas that don't receive direct sunlight.

### *Small, but with huge capacity*

About the same size as a standard 35-gallon trash barrel, the compactors have a small footprint. But, thanks to patented solar-powered compression technology, they can hold about five times as much trash.



### *So tech-savvy, it tells you when it's full*

When a unit reaches capacity, sensors trigger an internal compactor that flattens the contents, converting 180 gallons of waste into easy-to-collect bags. A wireless system then signals that the can is ready to be picked up.

### *Recycling functionality*

The kiosk unit includes receptacles for collecting plastic bottles, newspapers, glass and other recyclables. By making recycling easy, it improves recycling rates, helps keep recyclables clean, and preserves valuable resources.

Waste Management would like to provide the City with two Waste Management Solar Trash Compactor units (two trash compactors with two accompanying recycling units) at no cost to the City. In addition, should the City wish to create a network of units across the city to increase diversion and efficiency rates, Waste Management is happy to provide the following solution:

- If the City purchases 10 Waste Management Solar Trash Compactors, Waste Management will provide 2 additional compactors at no cost to the City.
- In addition, Waste Management will assist with a Return on Investment (ROI) study at no cost as a demonstration of the cost savings benefits.
- We will include lifetime software (valued at \$1,000) at no cost.
  - Note, the CLEAN software program monitors and tracks the units across a Google map platform and provides wireless notification when units require service.

## Community Programs

### *School-Based Specialty Recycling – Cartridges for Kids®*

#### *Supporting the Commerce City Community and Your Schools*

The program provides the Commerce City facilities with a solution for the collection of small electronic items, including cell phones, game systems, cameras, and ink and toner cartridges. This program not only addresses a need, but also gives back to Commerce City schools – just for recycling!

Items can be collected throughout the year and then turned in to Waste Management for recycling. Then, a rebate check is provided to the pre-designated school district on behalf of the City.

Furthermore, Waste Management is proud to offer this program free of charge for Waste Management customers that already have recycling services in place.

### *Graffiti Abatement Programs*

#### *Preserving Community Pride through Efficient Handling of Vandalism*

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

### *Community Events and Tours*

Waste Management also offers community education programs and tours at no cost to the City or to its residents, including:

- Tours of the Waste Management Denver Arapahoe Disposal Site (landfill)



*Waste Management provides an educational program in a Commerce City classroom*

- Tours of the Franklin Street Material Recovery Facility (recycling facility)
- Interactive youth-based programming at our Waste Management youth education center

Waste Management also supports the City in many of its community events, including:

### Example Events and Tours Provided

2014 Memorial Day Parade	Truck in Parade	5/26/2014	64 <sup>th</sup> Ave Parade Route
Commerce City Neighborhood Outreach Event	Booth/Onsite presentation	6/13/13	River Run Park
Turkish Visitor and Mayor of Commerce City	Tour	9/30/11	Tours of Recycling Facilities
Commerce City – City Council	Tour	7/25/11	Tours of Recycling Facilities
Commerce City Neighborhood Outreach Event	Booth/Onsite presentation	6/09/11	Reunion Park
Commerce City	Onsite presentation	5/18/11	City Employee BBQ
Commerce City Chinese Delegation	Tour	7/12/10	Tours of Recycling Facilities

### 2013 Donations

Food Bank of the Rockies - hosted in Dick's Sporting Goods Park	3-yard recycling container and service for 6 months	In-kind donation at request from City Parks and Recreation Department
Commerce City Community Foundation — Golf Tournament	\$650.00	Sponsorship
Fairfax Park flood clean up	Roll off for community clean up	In-kind donation
Operation Free Bird	7 regular port-a-lets, 2 handicap port-a-lets, 1 roll off, 20 boxes for recycling/trash	In-kind donation

### 2012 Donations

Commerce City Employee BBQ	20 cardboard recycling boxes	In-kind donation
Commerce City Community Foundation — Golf Tournament	\$990.00	Sponsorship
Food Bank of the Rockies - hosted in Dick's Sporting Goods Park	3-yard recycling container and service for 6 months	In-kind donation from City Parks and Recreation department
Operation Free Bird	7 regular port-a-lets, 2 handicap port-a-lets, 1 30 yd. roll off, 20 boxes for recycling/trash, and 4 sinks	In-kind donation



## You're Not Just Another City to Us!

Over these past five years in Commerce City, Waste Management has learned a lot. But the most important thing we've learned is this: we want to stay. You are our neighbors, our partners, our friends, and we want to continue this sustainability journey with you.

From solar compactors to custom communications, from waste diversion campaigns to experienced on-site management, we are excited to build upon the Commerce City program of today and be part of developing it into the innovative success story of tomorrow. We're listening to your feedback — both what you like about our service and what needs further development — and we're ready to work with you on new developments that will take Commerce City to the next level.

Please bring all of your questions and feedback to your Public Sector Solutions Representative, Mike Woodruff. You can contact him at [mwoodru1@wm.com](mailto:mwoodru1@wm.com) or 720 384 7846.