

**Agenda Item 5**  
Covington City Council Meeting  
Date: December 13, 2022

SUBJECT: REVIEW SOLID WASTE REQUEST FOR PROPOSALS OPTIONS.

RECOMMENDED BY: Regan Bolli, City Manager

ATTACHMENT(S):

1. Waste Management Proposal dated December 5, 2022
2. Recology Letter dated December 5, 2022
3. Republic Services Letter dated December 5, 2022

PREPARED BY: Mark Orthmann, City Attorney

EXPLANATION:

Over the past year, staff has worked with consultants to draft and distribute a Request for Proposals (“RFP”) to area solid waste haulers to evaluate the city’s options for its solid waste and recycling contract. After participating in an industry review that provided interested parties opportunities to ask questions and provide comments to the city on the draft RFP, the city distributed the RFP in September 2022. The city provided two Question/Answer periods for the haulers to ask and receive clarifications and answers regarding various provisions in the RFP.

The due date for proposals was this past Monday, December 5, 2022. The city received one proposal from Waste Management (Attachment 1).

Two other haulers, Recology and Republic Services, provided letters (Attachments 2 and 3, respectively) explaining why they did not submit proposals to compete for the city’s contract:

- Recology indicated that they decided not to submit a proposal because they were concerned with a potential conflict of interest at the city.
- Republic Services chose not to submit a proposal as there remains a two-year extension option in the current contract (city’s sole option) and because it did not want to “bid against itself.” In lieu of a response to the RFP, Republic Services proposed negotiating with the city to extend the current contract and include provisions that may be of interest to the city and Republic Services. Republic Services requested that the city decline to award a contract from the RFP process and withdraw the RFP/reject any or all proposals.

Staff is working with consultants to evaluate the proposal provided by Waste Management and determine next steps for the process. As it stands, the city’s consultants have identified four potential paths forward (in no particular order):

- Suspend the RFP process, extend the existing contract with Republic for another two years, and then start over with a new process in 2024.
- Address the concerns raised in Recology’s December 5, 2022 letter, then reissue an updated RFP with a shortened response time.

- Proceed with contract finalization with the sole proposer (Waste Management) and take a completed contract and rate package to council for review and approval.
- Suspend the RFP process immediately and enter into sole-source negotiations with Republic Services outside of the formal procurement process.

Staff is requesting council input and direction on this issue.

ALTERNATIVES: See above.

CITY COUNCIL ACTION: \_\_\_ Ordinance \_\_\_ Resolution \_\_\_ Motion  X  Other

**For discussion purposes and for council to provide direction to staff.**

REVIEWED BY: City Manager, City Attorney



**WM: COMMITTED TO SERVICE  
EXCELLENCE, COLLABORATION  
AND VALUE FOR COVINGTON**



Proposal for Comprehensive Garbage, Recyclables, and Compostables  
Collection Services

Submitted by Waste Management of Washington, Inc. • December 5, 2022



**RETHINKING  
WASTE**  
is how we help  
Covington achieve  
sustainability goals



**WM WASTE  
WATCH®**  
keeping  
Covington safe



**PROFESSIONAL &  
KNOWLEDGEABLE**  
locally-based  
City Services team



**TRANSITIONS  
MADE EASY**  
Our reliable  
collection services  
won't let you down



**ADVANCED  
TECHNOLOGY**  
& data driven  
performance  
management



**DEDICATED**  
Covington  
contract manager



**INCLEMENT  
WEATHER**  
Developing a plan for  
Covington's unique  
community



**SOURCING  
RESPONSIBLE  
MARKETS**  
and driving market  
demand for recyclable  
material



**INNOVATIVE  
EDUCATION  
& OUTREACH  
PROGRAMS**  
for Covington  
residents





**Waste Management of Washington, Inc.**  
701 2nd Street NW  
Auburn, WA 98001

December 5, 2022

City of Covington  
16720 SE 271st St  
Covington, WA 98042

Attn: Shellie Bates

Re: City of Covington Request for Proposals: Garbage, Recyclables and Compostables Collection

Dear Shellie:

On behalf of Waste Management of Washington, Inc. (WM), we are pleased to present this proposal for Garbage, Recyclables and Compostables Collection. We appreciate the opportunity to participate in this important procurement process.

**Service Excellence, Collaboration and Value** are the hallmarks of our local team of dedicated professionals. We are excited to be considered by Covington to implement a new agreement with the service enhancements set forth in this proposal. We are eager to be Covington's next Sustainability Partner.

If you have questions or require additional information, please contact us.

Sincerely,

A handwritten signature in black ink that reads 'JASON SHEA'.

Jason Shea, District Manager  
(253) 455-0486, [jshea1@wm.com](mailto:jshea1@wm.com)

A handwritten signature in black ink that reads 'Laura Moser'.

Laura Moser, Public Sector Manager  
(206) 391-9112, [lmoser@wm.com](mailto:lmoser@wm.com)

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## A | EXECUTIVE SUMMARY

### COMMITTED TO SERVICE EXCELLENCE

The residents and businesses of Covington can look forward to unmatched service excellence and recycling, composting and solid waste services with WM.

Jason Shea, district manager of the South Sound hauling site, is known for delivering outstanding service to cities in south Puget Sound. And that is our main priority, making sure all residents and businesses get their recycling, compost, and garbage collected safely and efficiently. What sets WM apart from our competitors is our method to accomplishing these services.

For example, safety is more than just a priority for WM - it is a core value. For over 20 years, we have engaged employees on safety practices through our Mission to Zero (M2Z) initiative, where zero represents zero tolerance for unsafe actions or conditions. **Over almost two decades, our rate of injuries per employee hours worked has continued to fall.** According to published U.S. Bureau of Labor Statistics (BLS) data, WM has consistently outperformed our competitors on the total recordable incident rate (TRIR).


Our new Covington natural gas collection trucks (CNG) will have engines that reduce emissions to nearly zero. New near-zero (NZ) emission natural gas engines are the cleanest heavy-duty engine ever certified by the State of California. **Our vehicles will continue to run on renewable natural gas (RNG) manufactured from naturally occurring gas inside WM landfills.**

WM is a leader in linking technology and operational management systems to deliver operational efficiency and innovation. Onboard computers, routing software, and cameras are just a few examples of tools that have increased routing efficiency, driver safety and accountability, employee engagement, and overall customer satisfaction on our customer collection routes.

**At WM, our missed pickup (MPU) standard is less than one miss per 1,250 customers serviced.** With our experienced drivers, intense focus on customer service and strong leadership, **Jason Shea's hauling facility has surpassed this ambitious goal.**

WM's South Sound Hauling facility has its own maintenance center to support our fleet of 62 trucks. The facility hosts a maintenance shop with 8 total repair bays and 11 technicians who keep our fleet running safely.

For details, please see:


- 
- **C.1 Garbage, Recycling and Compostables Collection Handling starting on page 29**
  - **C.1 Maintenance and support facilities starting on page 50; and**
  - **Attachment A: 2021 Renewable Natural Gas**
  - **Attachment C: WM Begins with Safety**



## New Contract Implementation

**WM has implemented and now manages 21 municipal contracts in King and Snohomish Counties and 41 in Washington state - more than any other hauler in the area. We are seasoned. We are tested.** For example, in 2019, we implemented a new contract with the City of Seattle that included over 95,000 residential and over 9,000 commercial and multifamily customers. And just recently, we implemented a new 10-year contract with the City of Kirkland that included over 22,000 residential and over 1,400 commercial and multifamily customers. In 2020 and again in 2021, we transitioned and implemented new contracts in Federal Way, Auburn, and Duvall. **Whether big cities, small towns, or growing cities like Covington - we excel at new contract implementations. One cart, one house, one neighborhood at a time.**


For details, please see:

- 
- **B.5 Experience starting on page 21**
  - **C.2 Implementations in other cities starting on page 56**
  - **C.3 Transition and implementation plan starting on page 69**
  - **C.3 Contingency plans starting on page 72; and**
  - **D. Implementation and public information starting on page 77**

## City Services and Customer Service

**If city staff have a question about billing, special services, or a customer request they can email our local City Services team. We were the first area hauler to create this special team to ensure city staff have quick and easy access to customer service.** It's been well received; some cities are even making this a mandatory requirement in their contracts. City Services is our designated, local team that works exclusively with city staff. They are seasoned professionals, knowledgeable about all aspects of our municipal contracts and are meant to be quick and easy access for city staff needing quick resolution. And for residents, property owners, or businesses, they can call, email, use digital chat to reach our fast, friendly, and knowledgeable customer service center representatives (or handle everything completely online through our WM mobile app). **We offer multiple communication channels in multiple languages. Our customers live in a 24/7 world, and we're right there with them.**

For details, please see:

- 
- **C.2 Billing and customer service support starting on page 55; and**
  - **C.2 Recent innovations in service starting on page 64**



## Inclement Weather & Contingency Planning

Anomalies can happen but being tested and prepared for contingencies makes all the difference. That's why District Manager Jason Shea and Contract Manager Laura Moser, along with other WM experienced staff, will be at the ready to support city staff, elected officials, and customers to strategize, act decisively or troubleshoot swiftly.

We know it's going to happen - snow, ice, and windstorms. Inclement weather can cause all kinds of headaches. But with Jason and Laura working with city staff well before bad weather hits, concerns will be alleviated. That's why we've developed comprehensive protocols that allow us to react quickly with transparency, communicate effectively, and mitigate service disruptions to the best of our abilities. **It's always safety first, to protect the community and our drivers. And then, it's about swift recovery.**

For details, please see:



- **C.1 Severe weather plan and management starting on page 39; and**
- **C.3 Contingency plans starting on page 72**

## Recycling Collection and Processing

**Since we manage 41 municipal contracts in Washington State and service over 245,880 WUTC customers, it's no wonder we are the Pacific Northwest's and North America's largest recycler!** Recycling is important and it's the right thing to do. With WM as your service partner, Covington community members can rest assured the energy and effort they put into proper recycling habits is met with the same amount of energy and investment from their recycling collector and processor. We'll process Covington's recyclables at WM's JMK Fibers facility, which handles mixed recyclables from hundreds of thousands of Puget Sound residents and businesses. With our state-of-the-art upgraded facility and material marketing expertise, the community will have peace of mind, knowing their recyclables are destined for a second life.

For details, please see:



- **C.1 Our recycling experience and expertise starting on page 43**

## Financial Management and Sustainability Performance

WM believes the best way to build a stronger company is to listen closely to what customers want, and then deliver. WM was named to Fortune Magazine's "World's Most Admired Companies" from 2019 to 2022. Fortune cited our commitment to recycling, including our corporate program for contamination reduction. **With an unwavering commitment to the environment, and the financial strength to provide innovative solutions, WM can deliver on your sustainability goals.**

For details, please see:



- **B.5 Experience starting on page 21; and**
- **Attachment D: WM 2022 Sustainability Report**



## COMMITTED TO COLLABORATION

### Public Education and Outreach

**Our outreach and education teams programs are diverse yet tailored to each city we service. And our outreach and education teams are larger and nimbler, than our competitors.** We make a serious investment in our data-backed, research-supported, tried-and-true education and outreach approaches. From engaging social media, to resourceful guidelines, to friendly and purposeful visits from our award-winning WM Recycle Corps, we deploy a multitude of outreach strategies uniquely tailored to your community. We will meet with city staff annually to ensure our work is advancing your diversion goals because this important work is about your city, not us. We're always prepared to tweak or change our programs to meet your community's needs.

**For details, please see:**



- **D Implementation and public information starting on page 77; and**
- **D Our award-winning public education starting on page 87**

WM's Public Education team is well versed in Community Based Social Marketing (CBSM). Research shows that people change their behaviors when the benefit to them outweighs the barriers to changing behavior. Therefore, WM helps customers overcome barriers by using incentives, direct outreach, simplifying messaging and tools when communicating to customers.

### WM Multifamily and Commercial Outreach - Improving Recycling

Multifamily recycling programs present challenges related to infrastructure, space limitations, and high resident turnover. Similarly, businesses can face a wide array of challenges linked to specific industries, bin locations, and the sharing of containers with other businesses. We approach these challenges as opportunities and have learned it takes a strategic mix of tactics to drive results.

**For details, please see:**



- **C.1 Recycling partnership contamination reduction roadmap on page 42**
- **D Implementation and public information on page 96; and**



## COMMITTED TO VALUE

Our reliable and sustainable operations, customer service excellence, dedicated and transparent implementation team, and innovative education and outreach methods offer the City of Covington a world-class service provider in WM.

### **WM Waste Watch® – Eyes and Ears for Covington’s Public Safety**

Our dedicated employees provide outstanding customer service day in, day out. Rodney, a driver in a neighboring community to Covington, is so loved on his route that every Wednesday, a customer in the neighborhood, prepares and delivers lunch to him on route. He takes great pride in his work and values his customers. He is the eyes and ears on his route and is trained through our unique Waste Watch program.

Serving the same neighborhoods each week allows WM drivers to become familiar with their routes while providing exceptional customer service. Likewise, this level of familiarity enables drivers to identify when a situation doesn’t feel right. From an abandoned car or a door left open, our drivers are in a unique position to act as an extra set of eyes and ears on the street. Our Waste Watch program formally teaches WM drivers how to observe and report suspicious activity or an emergency to local police.

Rodney’s story is one of many demonstrating how our drivers put customers first and emphasize integrity in their daily work.



WM driver, Rodney Jackson

## SERVICE EXCELLENCE, COLLABORATION AND VALUE ... THAT’S WM.

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## B | MANAGEMENT AND QUALIFICATIONS

### B.1 Proposer

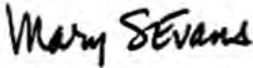
*B.1.1. State the name of your entity, home office address, Washington business address, Washington agent's name, address, e-mail address and telephone number, and the name, address, phone number, email address, website address and title of the person to be contacted concerning the Proposal. If Proposer is a subsidiary, state the name of the parent company, the home office address, telephone number and website address of the parent company, and describe the parent company's relationship to the Proposer. State whether the person signing the Proposal has the authority to sign on behalf of Proposer. State also the names of companies that will share significant and substantive responsibilities with you, as joint venture partners or in another manner, in performing under the Contract.*

<b>Company Name and Location</b>	<p><b>Waste Management of Washington, Inc.</b>            720 Fourth Avenue, Suite 400            Kirkland, WA 98033  <a href="http://www.wmnorthwest.com">www.wmnorthwest.com</a></p>
<b>Contact for this Proposal</b>	<p><b>Laura Moser, Public Sector Manager</b>            720 Fourth Avenue, Suite 400            Kirkland, WA 98033            P: (206) 391-9112  <a href="mailto:lmoser@wm.com">lmoser@wm.com</a></p>
<b>Parent Company</b>	<p><b>Waste Management Holdings, Inc.</b>            800 Capitol Street, Suite 3000            Houston, TX 77002            P: (713) 512-6200  <a href="http://www.wm.com">www.wm.com</a></p>
<b>Authority to Sign</b>	<p>Mary S. Evans, Area Director Public Sector Solutions, has the authority to sign this proposal on behalf of Waste Management of Washington, Inc. See Form 5.</p>

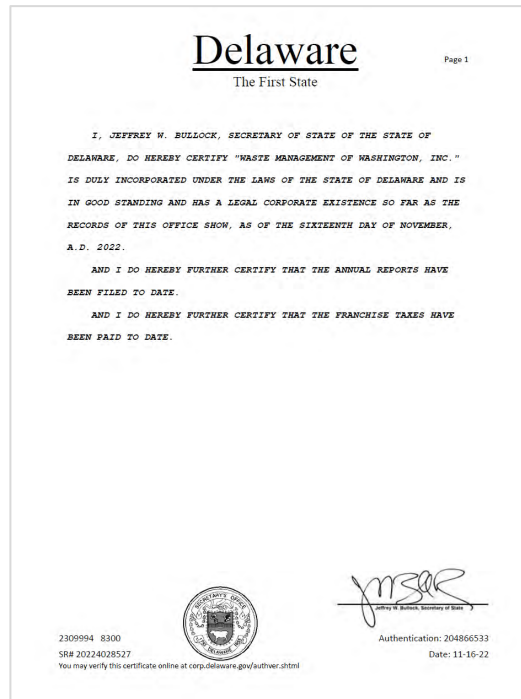


B.1.2. Include documentation that Proposer is duly organized and validly existing business in good standing and licensed to do business in the City. If Proposer is not licensed to do business in the City, then the Proposer shall provide a sworn statement that it will secure a Covington business license if selected as the Successful Proposer prior to executing the Contract.

I, Mary S. Evans, on behalf of and for Waste Management of Washington, Inc., do hereby certify that Waste Management of Washington, Inc. will become licensed to perform business in the City of Covington if selected as the Successful Proposer.



Mary S. Evans  
Area Director, Public Sector Solutions | Waste Management of Washington, Inc.



## B.2 Resumes

*B.2.1. Supply the names and resumes of the principal officers, partners or other officials of each entity involved in performing substantive responsibilities required under the Contract and provide the names and resumes of the individuals who will be directly responsible for implementation of the Contract. At a minimum, include the general manager, operations manager(s), financial officer, education and customer outreach manager, customer service manager(s) and other personnel with whom the City will have regular contact with during the administration of the Contract. Describe the ownership, managerial and/or fiduciary role of each of the participating companies. Include the names, entity affiliation, telephone numbers and email addresses of key individuals integrally involved in the Proposal. Provide an organizational chart or other means of explaining the interrelationships between the team members.*

### Our Covington Operations Team



**Jason Shea,  
District Manager**

(253) 455-0486  
[jshea1@wm.com](mailto:j Shea1@wm.com)

Jason Shea oversees operations for WM's South Sound district, which serves the cities of Algona, Auburn, Enumclaw, Federal Way, Pacific, and portions of unincorporated King county.

When Jason joined WM six years ago, he brought his experience as a driver and route manager with an outstanding customer service record too. He began his career at WM as a Route Manager with oversight of residential and commercial collection drivers and was promoted to District Manager two years ago.

He is a key contact for our municipal customers. Jason ensures our operations are safe, reliable, and customer-focused, while complying with contractual and regulatory obligations.



**Dian Young,  
Drop-box Route  
Manager**

(253) 455-0355  
[dyoung15@wm.com](mailto:dyoung15@wm.com)

Dian Young supervises the industrial drivers, who handle drop-box containers, in WM's South Sound district. Commercial customers often require specific collection windows, unique access procedures, and fluctuating set-out volume. Dian works closely with customers and drivers to deliver ideal solutions.

He also assists drivers with their morning launch and confirms each vehicle is properly inspected. He also monitors drivers throughout the day with a focus on safety and customer service. Dian joined WM in 2011 as a driver and in 2014, he was promoted to route manager at South Sound district.



## Our Covington Operations Team



**Jason Meeler,  
Commercial  
Route Manager**

(253) 258-1079

[jmeeler@wm.com](mailto:jmeeler@wm.com)

Jason Meeler supervises the commercial drivers, who handle frontload containers in the cities of Auburn, Federal Way, Pacific, Algona, Kent, and Enumclaw at WM's South Sound district. Jason works closely with customers and drivers to deliver ideal solutions.

He also assists drivers with their morning launch and confirms each vehicle is properly inspected for the workday. He also oversees the bi-weekly safety committee meeting, with a team of drivers from all lines of business, to ensure hauling site compliance with industry safety standards. He also monitors drivers throughout the day with a focus on safety and customer service. Jason joined WM in 2016 as a driver and in 2020, he was promoted to a route manager at our South Sound district.



**Samantha Souza,  
Residential Route  
Manager**

(425) 495-0771

[ssouza@wm.com](mailto:ssouza@wm.com)

Samantha began her career with WM in 2016 as a dispatcher at our Portland site. In 2019, she moved to our South Sound district and became an operations specialist. In this role she assisted route managers ensuring daily tasks ran smoothly with direct responsibility for data entry, records management, billing, and coordinating daily route scheduling for accurate flow of information.

In 2021, Samantha was promoted to residential route manager and is responsible for oversight of all federal residential drivers and our delivery team. She also works directly with our municipal staff partners to ensure outstanding service.



**David Storaasli,  
Residential Route  
Manager**

(425) 495-5598

[dstoraas@wm.com](mailto:dstoraas@wm.com)

As a residential route manager, Dave provides support, expertise, and guidance to our drivers and first-rate service to our customers. His daily duties include managing operational, safety, and efficiency performance for residential customers. Dave joined WM in 1999 and, for 22 years, serviced our customers in Auburn, Kent, Federal Way, and Covington as a collection driver. In 2021, he was promoted to route manager.



## Our Covington Contract Management Team



**Laura Moser,  
Public Sector Manager**

(206) 391-9912

[lmoser@wm.com](mailto:lmoser@wm.com)

Laura manages municipal contracts for WM in the South Puget Sound and Kitsap County areas. She works closely with our municipal customers as their contract liaison, ensuring all aspects of our contract performance exceed expectations. Laura has expertise in operations, customer communications, new service launches and municipal contract implementations and management. Laura joined WM in 1999 and has over 27 years of solid waste and recycling experience.



**Robin Freedman, Senior  
Manager, Public Sector**

(425) 623-5013

[rfreedma@wm.com](mailto:rfreedma@wm.com)

Robin manages our Western Washington Public Sector team. She works closely with city staff, elected officials, and community partners to ensure contract compliance and outstanding contract performance. Robin has been with WM for 10 years and has a Bachelor of Arts in political science from The Ohio State University.

## Our Public Education and Outreach Manager



**Karissa Miller,  
Education and Outreach  
Manager**

(425) 457-0057

[kjones31@wm.com](mailto:kjones31@wm.com)

Karissa is the education and outreach manager for our recycling education team. She works closely with cities, businesses, and residents to improve recycling and composting programs. Karissa has worked in cities throughout the Puget Sound area, developing innovative community engagement programs. Karissa joined WM in 2017 as an education and outreach coordinator then became a senior associate before being promoted to her current manager role.





## Our Recycling Material Recovery Facilities (MRF) Operations Manager



**Mike Range,  
Senior Material Recovery  
Facility Manager**

(253) 344-8594  
[mrange@wm.com](mailto:mrange@wm.com)

Mike is WM's senior material recovery facility (MRF) manager, with more than 30 years in the recycling industry. He oversees the safe and efficient operation of WM's three MRFs in Washington. Prior to joining WM in 2012, he was operations director at SP Recycling, responsible for processing, and marketing 25,000 tons per month of recycled materials. Mike also spent 16 years with Weyerhaeuser's recycling division, honing his skills in major markets. Mike understands marketplace conditions and driving process improvements that maximize efficiency.



**Hong Pham,  
District Manager JMK  
Fibers Recycling Center**

(253) 405-3365  
[hpham1@wm.com](mailto:hpham1@wm.com)

Hong Pham is the District Manager for WM's regional recycling facility, JMK Fibers located in Tacoma. Hong is responsible for certifying the integrity of inbound and outbound recyclable materials, while managing 100 employees and overseeing daily operations at the facility. Under Hong's management, JMK processes more than 15,000 tons of single stream recycling each month. Hong has worked in the recycling industry since 1993 and joined WM in 2012, having risen from his position as operation manager to district manager. His longtime experience and knowledge are vital to the success of our recycling facility.



## Our Contract Compliance Team



**Cory Caldwell,**  
**Contract Compliance**  
**Supervisor**

(425) 439-5716

[corycaldwell@wm.com](mailto:corycaldwell@wm.com)

Cory is the contract compliance supervisor for WM's Pacific Northwest Area, leading a team of contract compliance administrators to resolve contract issues ranging from routine compliance standards to complete fulfillment of contractual obligations, such as monthly and annual reporting requirements. Cory joined WM 19 years ago, spending his early years in customer service and billing. He served on our contract compliance team before his promotion to supervisor.

## Our Contract Compliance Administrators



**Leila Salsbery**

[lsalsber@wm.com](mailto:lsalsber@wm.com)

Leila is a contract compliance administrator and supports various RFP responses, service implementations, federal account management, and general contract fulfillment. She joined WM 17 years ago and served as a City Services and Customer Experience team member before joining Contract Compliance. Her customer service and billing experience gives her a broad understanding of WM's systems and makes her an excellent resource for our municipal partners.



**David Bednar**

[dbednar1@wm.com](mailto:dbednar1@wm.com)

David is a contract compliance administrator and manages the data and reporting for WM municipal partners. In addition, he maintains WM's internal knowledge database, Green Pages, for the Pacific Northwest. David joined WM eight years ago as a customer service representative and was then promoted to our City Services team before joining the contract compliance department.



**Kelly Emerson**

[kemerson@wm.com](mailto:kemerson@wm.com)

Kelly is a contract compliance administrator and assists with monthly municipal reports and has expertise in reporting and extracting customer data. Kelly joined WM in 2020, bringing seven years of experience in compliance and database management. She has a Bachelor of Arts in International Relations and French from Goucher College.



## Our Customer Service, City Services and Billing Managers



**Denie Covert,  
Area Customer Experience  
Manager**

(602) 906-5053

[dcovert1@wm.com](mailto:dcovert1@wm.com)

Denie's priority as WM's area customer experience manager for the Pacific Northwest (PNW) is to ensure customer service representatives are knowledgeable about our customers and cities. In her 13 years with WM, she has worked with operations and dispatch to ensure WM is delivering world-class customer service. Previously, Denie was an operations analyst, supervisor, lead agent, and customer service representative. She has spent 30 years working in management at various companies in the PNW. She relocated to Phoenix to manage and liaison with our PNW customer service representatives.



**Annie Faucher  
Supervisor, City Services**

(425) 825-0026

[PNWMunicipalAffairs@wm.com](mailto:PNWMunicipalAffairs@wm.com)

Annie leads WM's local City Services team, managing daily operations to ensure our city staff partners receive exceptional service. She supports the team in providing timely, efficient, and professional responses to all inquiries. The team is an easily accessible direct link between city staff and all departments, including addressing questions about customer accounts and service histories. Annie brings extensive billing supervisory experience to WM and has been with WM for three years.



**Tammy Lane,  
Billing Manager**

(425) 814-7880

[tlane@wm.com](mailto:tlane@wm.com)

Tammy manages WM's local City Services team and is the billing liaison for our municipal partners. She is a billing expert and is adept at problem-solving and providing results-oriented customer service. Tammy has been with WM 30 years and has an associate degree in accounting.



## Our PNW Area Leadership Team



**Jason Rose,  
President**

(425) 814-7831  
[jrose@wm.com](mailto:jrose@wm.com)

Jason has been with WM for 28 years and has been based locally for over nine years. His passion for environmental stewardship and helping customers attain their sustainability goals is at the heart of every company initiative. Jason has gained local and national recognition for his leadership. He has set standards to make WM facilities across the country more environmentally sustainable. For example, Jason helped reduce WM's carbon emissions by converting our fleet to natural gas. In addition, he has overseen the creation of an extensive network of processing infrastructure in the Pacific Northwest.

Previously, Jason led WM's Southern California Area. He earned a Master of Business Administration degree and is in the Harvard Business School's program for presidents.



**Mary Evans,  
Area Director of Public  
Sector Solutions**

(425) 814-7844  
[mevans4@wm.com](mailto:mevans4@wm.com)

Mary has 23 years of WM experience and is now the Public Sector Solutions Director for WM's Pacific Northwest Area. She is responsible for municipal contracts in Washington, Oregon, Idaho, Alaska, and British Columbia. She has built a strong Public Sector team focused on deploying meaningful programs and outreach to advance communities' goals and celebrate their diversity.

Mary is passionate about providing innovative yet pragmatic solutions for municipalities. She graduated from Georgetown University with a Bachelor of Science in business administration. She is a certified public accountant licensed in California.



**Adam Winston,  
Director of Operations**

(503) 493-7858  
[awinston@wm.com](mailto:awinston@wm.com)

Adam is the Director of Operations for Western Washington and the Portland metro region and has been with WM for 23 years. He manages the operations, financial, safety, and efficiency performance of 10 collection districts and three transfer stations.

Adam's extensive knowledge of all aspects of the industry helps him lead a team of highly motivated district managers to develop and maintain vital safety programs, efficient operations, and customer-focused service delivery. He graduated from California State University Long Beach with a Bachelor of Arts in political science.



## Our PNW Area Leadership Team



**Juan Gomez,**  
**Area Director of Finance**

(425) 814-7856  
[jgomez@wm.com](mailto:jgomez@wm.com)

Juan is the Director of Finance for the Pacific Northwest Area. He oversees all financial functions, including preparing financial statements, reporting, internal controls, accounts payable, and billing. His team works closely with our municipal customers on the billing requirements of each contract, ensuring timely, accurate billing and rate adjustments.

Juan joined WM in 2020. He has over a decade of experience in finance, most recently as the director of global financial planning and analysis for a local seafood company. He has a Bachelor of Science in chemical engineering from Universidad Central de Venezuela, a Master of Business Administration from Stanford University, and is a certified public accountant.



**Rob Jones,**  
**Area Director of Recycling Operations**

(425) 247-6518  
[rjones@wm.com](mailto:rjones@wm.com)

Rob Jones is WM's Director of Recycling Operations for the Pacific Northwest Area. His responsibilities include management of recycling processing facilities for single stream recycling, and construction and demolition materials. Rob also oversees business development activities related to recycling and green energy technology.

Prior to joining WM in 2016, Rob worked for the largest Class 1 freight railroad in North America, Union Pacific Railroad, as part of their senior management team. Rob earned a Master of Business Administration from Bellevue University in Omaha, NE.



**Jackie J. Lang, Senior Area Manager, Public Affairs and Communications**

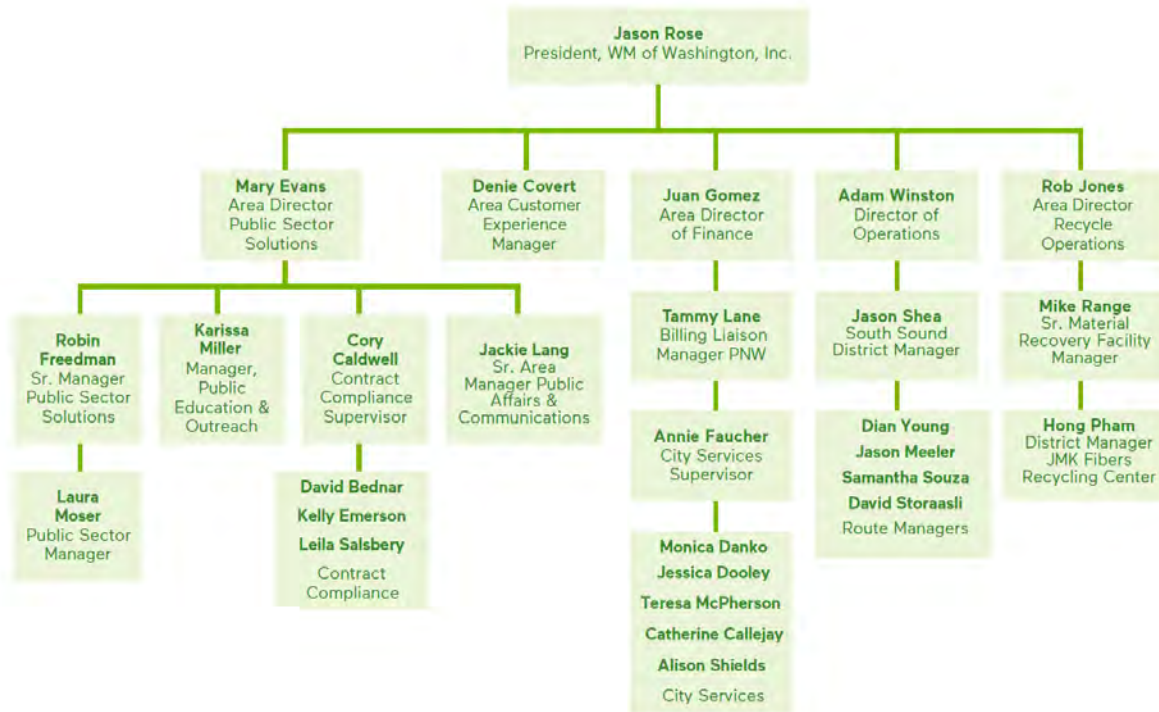
(503) 493-7848  
[jjlang@wm.com](mailto:jjlang@wm.com)

Jackie leads WM's public affairs and communications work in the Pacific Northwest. She started her career in Spokane as a TV news producer and reporter at KXLY-TV before transitioning to issue management and media relations in Washington, D.C., and across the Pacific Northwest. She joined WM in 2009, inspired by the opportunity to pursue her passion for community building through effective local government and strong local businesses. Today, Jackie helps our local government partners achieve their goals and share their success stories. She graduated from Gonzaga University in Spokane.





## Our WM Covington Team



### B.3 Litigation and Violations

*B.3.1. List any entity, partner, holding company or subsidiary involved in the Proposal (including subcontractors directly providing services to customers), or any corporate officer, that has been involved within the past five years in any litigation or arbitration including but not limited to any action or claim: arising out of the procurement or performance of a municipal solid waste collection contract; arising out of performance of a processing or marketing contract; arising or connected with violation of state or federal anti-trust laws; arising from or connected with allegations of corrupt practices; or arising from operating permits and other operating requirements, including local, state and federal rules or regulations. In the case of national companies with multiple affiliated regional companies, the above disclosure should be limited to Pacific Northwest (Washington, Oregon, Idaho, and British Columbia) operations and personnel. Summarize the general circumstances of each action or claim to the extent authorized by the non-disclosure provisions (if any).*

<b>Entity</b>	<b>Waste Management of Washington, Inc.</b>
<b>Matter Name</b>	<b>Murrey’s Disposal Company, Inc. v. Waste Management of Washington, Inc., Waste Management Disposal Services of Oregon, Inc., and MJ Trucking &amp; Contracting, Inc., TG-200650 and Murrey’s Disposal Company, Inc. v. Waste Management of Washington, Inc., Waste Management Disposal Services of Oregon, Inc., and Daniel Anderson Trucking and Excavation, LLC, TG-200651</b>
<b>Court/Agency</b>	Washington Utilities and Transportation Commission; Washington State Court of Appeals Division II; U.S. Surface Transportation Board; King County Superior Court
<b>Case No.</b>	WUTC TG-200650 and TG-200651 (Consolidated); Surface Transportation Board Finance Docket No. 36511; Washington Court of Appeals No. 56291-01-II; King County Superior Court No. 21-1-06525-9 SEA
<b>Date</b>	Filed 7/15/2020; Status: Pending
<b>Summary</b>	The State of Washington Court of Appeals Division II affirmed a summary determination order of the Washington UTC on November 8, 2022, concerning alleged UTC violations. A petition for declaratory order was filed with the U.S. Surface Transportation Board was denied on February 1, 2022. A damages action is pending in King County Superior Court.



<b>Entity</b>	<b>Waste Management of Washington, Inc.</b>
<b>Matter Name</b>	<b>Washington Utilities &amp; Transportation Commission 11-15-2021 Complaint re Brem-Air Disposal recycling and yard waste disposal in Kitsap County.</b>
<b>Court/Agency</b>	Washington Utilities and Transportation Commission
<b>Case No.</b>	Citation: TG-210689
<b>Date</b>	Filed: 11/15/2021; Status: Closed
<b>Summary</b>	The Washington UTC filed a complaint against Waste Management of Washington, Inc. d/b/a Brem-Air Disposal under solid waste collection company Certificate No. G-236 for alleged violations of its tariff with respect to recycling and yard waste services in portions of Kitsap County during July and August 2021. Kitsap County intervened on December 14, 2021. The WUTC approved the settlement agreement filed by parties and dismissed the complaint on March 14, 2022.

<b>Entity</b>	<b>Waste Management of Washington, Inc.</b>
<b>Matter Name</b>	<b>Marc Gartin and Robin Gartin v. Waste Management of Washington, Inc.</b>
<b>Court/Agency</b>	King County Superior Court
<b>Case No.</b>	No. 17-2-16231-2 SEA
<b>Date</b>	Filed: 9/26/2017; Status: Closed
<b>Summary</b>	The parties resolved their disputes through the execution of a settlement agreement.

From time to time in the ordinary course of business, WM is subject to various labor and employment claims.



## B.4 Subcontractors

*B.4. List all items of work or elements of the Services to be performed by subcontractors, and the names, qualifications and resumes of the subcontractors. Also, list the equipment and supplies to be purchased from vendors. Provide an estimate of cost, expected date of purchase, and length of time necessary for delivery for these purchases.*

New cart delivery will be handled by WM subcontractor Cascade Cart Solutions.

### Cascade Cart Solutions’ Key Management Staff

#### Josh Royce, Regional Sales Manager

Josh has been with Cascade Engineering since 2017 and has been in the solid waste industry since 2011. As a regional sales manager for Cascade, Josh is responsible for large national accounts, municipal accounts, private hauler accounts, and distributors.

#### Amanda Veiestahler, Customer Relations Representative

Amanda joined Cascade in 2020 and has extensive experience in customer relations. Amanda is responsible for the customer experience from receipt of order, through production, and to shipment. This involves quoting, receipt and processing of orders, coordination of product configuration and working to ensure all customer requirements are met on time.

#### Richard Palacios, Assembly, Distribution, and Recovery Manager

Richard has been leading Cascade’s ADR team since 2006. He is responsible for the development and implementation of the assembly and distribution plan. Richard will assign a Cascade Supervisor to the project and coordinate all activities associated with the delivery. He will provide all necessary offsite support and issue management.

#### Jerry Womboldt, Assembly, Distribution, and Recovery Supervisor

Jerry has been with Cascade since 2003. He worked in the Buursma Plant as a Level C Admin before moving into the role of ADR Supervisor in 2011. During that time, Jerry has supervised 269 projects delivering 2.4 million carts. Jerry will be the liaison between the delivery crews and the customer. He will provide all necessary onsite supervision and support throughout the project.

Product / Item	Estimated Cost	Expected Purchase	Delivery Time Frame
<b>CNG Collection Vehicles</b>	\$4.1 million	April 2023	April - June 2024
<b>Carts</b>	\$1 million	November 2023	February – March 2024



## B.5 Experience

*B.5.1. Describe fully the experience of your team (both individuals and the corporate, partnership or entity team) in providing the Services requested in this RFP.*

### Service, Collaboration and Value

At WM, we place our customers at the center of what we do every day. We are a team of 48,500 employees motivated by a desire to go above and beyond for our nearly 20 million municipal, commercial, industrial, and residential customers 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, organics processing, recycling, and disposal facilities. Unmatched in geographical reach and ability, our network enables us to manage every aspect of our customers' waste streams. But 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. 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.

**For many customers, the authenticity of who we are and the depth of what we do make us more than just a service provider. We strive to be a long-term partner our customers can trust by doing things the right way, every day.**

## DRIVEN BY OUR COMMITMENTS, GUIDED BY OUR VALUES



### We are Committed to Our People First

The proud, caring, and resilient members of the WM family are the foundation for our success. We commit to taking care of each other, our customers, our communities, and the environment.



### We are Committed to Success with Integrity

Our success is based not only on the results we achieve, but how we achieve them. We commit to being accountable, honest, trustworthy, ethical, and compliant in all we do.



### We Value Equity, Inclusion, & Diversity

We embrace and cultivate respect, trust, open communications, and diversity of thought and people.



### We Value Our Customers

We place our customers at the center of what we do and aspire to delight them every day.



### We Value Safety

We have zero tolerance for unsafe actions and conditions and make safety a core value without compromise.



### We Value Our Environment

We are responsible stewards of the environment and champions for sustainability.



We are pushing the boundaries of what you can expect from your environmental services provider.

- ✓ **Leader in Recycling:** WM has been leading change in the recycling industry for over three decades and we are committed to growing recycling. We manage more post-consumer recyclables than any other company in North America and over the past four years we have invested more than \$700 million to upgrade our recycling infrastructure and equipment. In 2020, we processed 15 million tons of recyclables. This number represents a 50% increase in recycling tons processed since 2010.
- ✓ **Innovators in Organics Recycling:** WM operates a nationwide network of 30 organics recycling facilities, including co-digestion, and composting facilities. In 2020 alone, WM processed more than 3.3 million tons of source-separated organic materials, including yard trimmings, food waste, and biosolids.
- ✓ **Diversity, Equity, and Inclusion (DEI):** To achieve a diverse, equitable, and inclusive workplace, we understand meaningful organizational change requires more than a list of action items. We know this to be true because of our own experience and success in building a company culture where safety is a core value. This success did not come easily or overnight. Instead, it was hard-won, involving a steadfast commitment from company leadership, coupled with training and evaluation at every level of the organization.
- ✓ **Commitment to Climate and Sustainability:** WM is doing our part to tackle climate change by reducing greenhouse gas (GHG) emissions from our landfills, fleet, and facilities through our customers' recycling services and the renewable natural gas generated at our landfills. We continue to develop and implement solutions to reduce our own and our customers' carbon footprints. WM has a robust set of goals regarding our fleet, recycling operations, renewable energy generation and sustainable materials management that will help us respond appropriately to emerging opportunities and risks. For more information, please see our Sustainability Report which accompanies this proposal.
- ✓ **Partnering in our Communities:** We also recognize the importance of focusing a significant portion of our philanthropic efforts on regional organizations tackling broader issues. These efforts align with our company values of promoting social, equitable, and environmental benefits while also benefiting the communities we serve. In 2012, WM raised more than \$500,000 for local charities during a charity golf tournament, held in Redmond, Washington. The money raised benefited the Lake Washington Schools Foundation, Hopelink and Mountains to Sound Greenway Trust. We continue to support these organizations annually with meaningful financial contributions.

“Waste Management continues to exhibit generous and enthusiastic support of the Mountains to Sound Greenway, as part of their larger commitment to creating more sustainable communities.”

- John Hoekstra, Executive Director  
Mountains to Sound Greenway Trust

- ✓ **Expanding the Presence of Women in our Ranks:** The waste industry traditionally has been male dominated; therefore, we actively seek women to recruit, hire, and develop. In 2015, we joined the Women in Trucking Association (WIT), which supports women in the industry. WM is serving on WIT’s advisory committee and working closely with the organization and other trucking industry participants to address recruitment. For the fifth-straight year in 2021, WM was named a “Top Employer” by Professional Woman’s Magazine, which promotes the advancement of multicultural women in all aspects of business and employment for equal opportunity.
- ✓ **Recruiting and Hiring Veterans:** Today, one in 14 WM employees is a veteran, spouse of a veteran, or a current reservist. Our role as one of the country’s top employers of military veterans is recognized throughout the industry. For 10 years in a row, the Military Times has named WM “Best for Vets.” Eleven times, G.I. Jobs has named WM a “Top Military Friendly Employer.” US Veterans Magazine has honored us as “Best of the Best” as a military employer seven times.

**WM At-a-Glance** (data represents the most recently published information)

People	Operations				
<p><b>48,300</b> team members</p>	<p><b>255</b> solid waste landfills</p>	<p><b>5</b> hazardous waste landfills</p>	<p><b>507</b> hauling facilities</p>	<p><b>340</b> transfer facilities</p>	<p><b>\$29.1B</b> asset base</p>
<p><b>Recycling Facilities</b></p> <ul style="list-style-type: none"> <li><b>49</b> single stream recycling facilities</li> <li><b>27</b> commercial facilities</li> <li><b>11</b> other facilities</li> <li><b>9</b> construction and demolition recycling facilities</li> <li><b>26</b> composting facilities</li> <li><b>4</b> WM CORE® organics processing facilities</li> </ul>	<p><b>Energy</b></p> <ul style="list-style-type: none"> <li><b>10,832</b> alternative fuel vehicles</li> <li><b>177</b> natural gas fueling stations</li> <li><b>102</b> landfill gas-to-electricity facilities</li> <li><b>26</b> landfill gas-to-industrial customers as substitute for fossil fuels</li> <li><b>16</b> Renewable Natural Gas facilities</li> </ul>		<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li><b>73</b> certified wildlife habitat programs</li> <li><b>70</b> pollinator programs</li> <li><b>177</b> active habitat, species, and education certified projects</li> <li><b>13,721</b> acres actively managed for wildlife preservation</li> </ul>		





## Our Company History: Leading the Path to a More Sustainable Future

WM is the world's leading provider of sustainability services. For more than 50 years, we have been working for a better tomorrow with sustainability and environmental stewardship embedded in all we do.

We have partnered with countless customers to implement innovative programs and services that have shaped the solid waste and recycling industry in North America. Key highlights of our history include:



### BORN OUT OF A DESIRE TO SERVE COMMUNITY

1968: The original Waste Management, Inc. begins operations, bringing together numerous solid waste companies, including some founded in the early 1890s.

### A PIONEER FOR THE ENVIRONMENT



1980s: WM pioneers recycling programs in communities throughout North America. Curbside recycling services begin in many neighborhoods and WM begins to build robust collection, materials recovery, and materials marketing infrastructures to ensure that more of our waste finds second life.

### BREAKTHROUGH TECHNOLOGY

1990s: WM refines recycling processing facilities by introducing single **stream recycling** that allows for the customer convenience of “all-in-one” cart-based recycling collection.

### REDUCING OUR CARBON FOOTPRINT

2007: WM begins transitioning to collection vehicles that run on cleaner fuels, setting a goal to reduce fleet emissions by 15% by 2020. The goal is achieved in just four years and by 2018 we reduced fleet emissions 30% with the largest heavy-duty natural gas truck fleet in North America.



### CLOSING THE LOOP



2009: Our first renewable energy facility opens at our Altamont, CA Landfill, giving WM technology to produce renewable natural gas (RNG) that can be used as transportation fuel from biogas, a gaseous product from the decomposition of organic matter at our landfills. Today, WM has 16 RNG production facilities and nearly a third of our natural gas fleet runs on RNG fuel.

### THE CROWN JEWEL OF SUSTAINABLE SPORT

2010: WM begins sponsorship of the Phoenix Open golf tournament. The WM Phoenix Open (WMPO) soon evolves into the premier showcase for environmental best practices and innovation in sustainable sport. The WMPO annually achieves Zero Waste status beginning in 2012 and has earned the nickname “The Greenest Show on Grass.”





### EDUCATING TO RECYCLE RIGHT

2013: **The industry's first comprehensive, turn-key** recycling education campaign is launched. Recycle Right promotes recycling by simplifying guidelines and providing resources for recycling today, from the latest technologies to tools that inspire others to recycle. With Recycle Right, everyone is empowered to become a recycling ambassador.



### THE WORLD OF RECYCLING CHANGES

2017: **China, which had been the world's largest market for mixed paper and plastics, sets aggressive environmental goals that culminate** with a plan to eliminate imports of all post-consumer recyclables by 2021. In response, WM works to rebalance commodity values by developing markets here in North America.

### AIMING HIGHER

2018: WM sets an ambitious new goal to offset four times the greenhouse gas emissions we generate through our operations by 2038. The ambition is supported by two additional goals: reducing fleet emissions by 40% through renewable fuel use in our growing fleet of natural gas vehicles and collecting two million more tons of recycled materials by 2038.

### EXPORTING RESPONSIBLY

2019: Responding to the issue of plastic waste in the environment, including marine debris, WM declares no plastics collected on our residential routes will be sent outside North America, where countries may not be well-equipped to properly handle the materials. Sending plastic to such markets increases the likelihood of more plastics entering rivers, waterways, and oceans.

### INVESTING IN THE FUTURE OF RECYCLING

2020: **WM opens the "Material Recovery Facility of the Future"** - a next generation recycling facility with cutting edge recyclables processing technologies, including optical sorters, advanced screening, and robotics. The new MRF design maximizes outbound quality of recyclable materials while minimizing operating expenses - helping to create more sustainable recycling programs - and serves as the framework for future MRF investments over the next five years.



### MORE THAN A WASTE MANAGEMENT COMPANY

**2022: Because our business offerings go beyond just managing waste, "Waste Management" re-brands to become "WM." Today, as WM, we are changing waste collection, creating alternative fuels, and forging a more sustainable tomorrow for all of us.**

### TODAY, AND BEYOND

While this is our story, it is not the end. WM is writing new chapters every day in pursuit of solutions to global issues, while always providing the most consistent service in the industry.



*B.5.2. Describe similar projects and include the general scope of Services (including a summary of which collection and/or processing Services were provided under contract), annual revenues, tonnages, and number of customers.*

### WM's Recent Renewals and New Business in the Puget Sound!

	<p>The City of Arlington negotiated a new 10-year contract with WM in 2022 for service to the city's 4,760 residential and 572 commercial and multifamily customers.</p>
	<p>The City of Kirkland renewed with WM, following an RFP in 2021 for another 10+ years of service to the City's 22,659 residential and 1,429 commercial and multifamily customers.</p>
	<p>The City of Auburn renewed with WM following an RFP in 2020 for another 10 years of service to the City's 18,449 residential and 1,898 commercial and multifamily customers. This included 4,000 customers from another hauler as part of this new contract.</p>
	<p>The City of Duvall renewed with WM in 2020 following an RFP for another 10 years of service to the City's 2,598 residential and 123 multifamily and commercial customers.</p>
	<p>The City of Lake Stevens negotiated a new 10-year contract with WM in 2020, continuing WM service for 7,220 customers and adding 2,300 customers from another hauler. Under our new contract, WM services the City's 9,292 residential and 228 multifamily and commercial customers.</p>
	<p>The City of Federal Way renewed with WM following an RFP in 2019 for another 10 years of service to the City's 18,805 residential and 1,097 multifamily and commercial customers.</p>
	<p>The City of Seattle renewed with WM following an RFP in 2018 for another 10 years of service to the City's 95,678 residential, 6,758 commercial, and 2,798 multifamily customers.</p>
	<p>The City of Newcastle negotiated a new 10-year contract with WM in 2018 for service to the City's 3,401 residential, nine multifamily, and 46 commercial customers.</p>
	<p>The City of Mukilteo renewed with WM following an RFP in 2018 for service of the entire city. WM added 997 residential and 33 multifamily and commercial customers from another hauler. Under the new 10-year contract, WM services the City's 5,377 residential and 386 multifamily and commercial customers.</p>
	<p>The City of Normandy Park selected WM through an RFP process in 2017 over their previous hauler for service to the city's 2,126 residential, 10 multifamily, and 38 commercial customers under a 10-year contract.</p>



### A Snapshot of Some of Our Contracts

Municipal Customer	Residential	Multifamily	Commercial	Total Customers	Years Served	Annual Tons / Revenue
Auburn	■ ♻️ I	■ ♻️ I	■ ♻️ I	20,197	23+	59K / \$16.3M
Duvall	■ ♻️ I	■ ♻️ I	■ ♻️ I	2,733	25+	5K / \$1.7M
Federal Way	■ ♻️ I	■ ♻️ I	■ ♻️ I	19,755	22+	68K / \$15.4M
Kirkland	■ ♻️ I	■ ♻️ I	■ ♻️ I	24,003	40+	66K / \$21.4M
Lake Stevens	■ ♻️ I	■ ♻️ I	■ ♻️ I	11,120	10+	33K / \$5.1M
Marysville	♻️ I	♻️ I	♻️ I	21,481	30+	16K / \$5.7M
Mill Creek	■ ♻️ I	■ ♻️ I	■ ♻️ I	5,605	40+	14K / \$2.8M
Mountlake Terrace	■ ♻️ I	■ ♻️ I	■ ♻️ I	5,601	30+	13K / \$3.2M
Mukilteo	■ ♻️ I	■ ♻️ I	■ ♻️ I	5,775	40+	16K / \$3.4M
Newcastle	■ ♻️ I	■ ♻️	■ ♻️	3,454	25+	8K / \$2.1M
Normandy Park	■ ♻️ I	■ ♻️	■ ♻️	2,158	4+	4K / \$1.1M
Redmond	■ ♻️ I	■ ♻️ I	■ ♻️ I	14,217	40+	52K / \$10.3M
Seattle	■ ♻️ I	■ ♻️ I	■ ♻️ I	97,554	25+	200K / \$40.1M
Snoqualmie	■ ♻️ I	■ ♻️ I	■ ♻️ I	4,469	10+	9K / \$2.2M



B.5.3. Describe any major problems encountered in establishing service, collecting solid waste, or collecting, processing, and/or marketing recyclables or compostables, along with a description of how such major problems were resolved to the satisfaction of customers.

In the past five years, WM has implemented 16 solid waste collection contracts in cities across Washington. We have not encountered any issues establishing service, collecting solid waste, or collecting, processing, and/or marketing recyclables or compostables.

B.5.4. Provide references (including contact name, title, organization, mailing address and contact information) for all similar projects described. These references should have direct operational management responsibility over the Proposer's contract and full knowledge of Proposer's detailed performance provided under that contract. These references should be local government staff and not elected officials.

**City of Auburn**



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**City of Duvall**



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**P.E., Public Works Director**  
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**City of Federal Way**



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**City of Kirkland**



**John MacGillivray,**  
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**City of Lake Stevens**



**Gene Brazel,**  
**City Administrator**  
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**City of Mill Creek**



**Mike Todd, Director of Public  
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# C | COLLECTION AND MANAGEMENT OPERATIONS

## C.1 Garbage, Recycling, and Compostables Collection and Handling

At WM, our operations approach is based on how best to serve our customers while protecting employees and the environment. In this section of the proposal, you'll see what goes on behind the scenes to ensure service on the street goes smoothly. We will explain our implementation approach to carts, trucks, routing, and processing.



### Our Commitment to Covington Begins with Safety

Learn more about WM's approach and commitment to driver training, fleet maintenance, and sophisticated technology see Attachment C.

*C.1.1. Describe fully the collection equipment and containers to be used under the Base Contract, keeping in mind the Base Contract specifications for the collection frequency, types of containers, and the City's intention that garbage, recyclables and compostables be collected separately.*

### Collection Containers, Colors, and Labeling

Per the new base contract, WM will deliver new EcoCarts.

WM and Cascade have had a 30+ years long-term partnership, with over 17 million Cascade carts set out for WM customers to date. Cascade prides itself on top-of-the-class quality control and performance standards. Their workmanship is backed by a 10-year warranty.



- ✓ WM and Cascade Cart Solutions teamed up to create the EcoCart™ - the waste industry's first collection cart manufactured from post-consumer plastic resin.
- ✓ The EcoCart creates a closed-loop system remanufacturing carts with residential curbside plastic - bulky, rigid plastics collected straight out of curbside recycling programs across the country - without compromising durability or warranty standards.
- ✓ WM is purchasing the EcoCart as part of our 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.

Our partner has won many awards:



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 social and environmental performance standards, transparency, and legal accountability.



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





I find your drivers are kind, courteous and respectful. They most often take the time to bring our cans back up to our house. I also appreciate that they drive at a safe speed within our city, great safety consciousness.

– Jessi S.,  
 City of Pacific Customer

### Cart Sizes

Compostables Cart Sizes (Green)	Recycle Cart Sizes (Blue)	Garbage Cart Sizes (Grey)
N/A	N/A	20-gallon insert/35-gallon
35-gallon	35-gallon	35-gallon
N/A	N/A	45-gallon
64-gallon	64-gallon	64-gallon
96-gallon	96-gallon	96-gallon

### WM Steel Containers

- ✓ WM will use the existing containers and maintain Covington’s color-coded specifications.
- ✓ New graphic labels featuring customer service phone number 1-800-592-9995, website address, and list of accepted materials which will be designed in collaboration with city staff.
- ✓ Any detachable containers ordered will have fireproof lids, lock bars, and wheels on 1-yard and 2-yard containers and are watertight to prevent leaks into surface and groundwater. Containers sizes 3-yard and 4-yard may have wheels if determined to be safe for the location. Locks will be available upon request.
- ✓ Drop-box containers will be available with attached screened or solid metal lids. Slotted lids on recycling containers are part of our contamination reduction program for multifamily complexes.
- ✓ Our drivers monitor for container graffiti to keep containers looking good. When graffiti is spotted, they will notify dispatch to schedule a container exchange.



## Commercial and Multifamily Container Sizes

Detachable Steel and Plastic Containers	Drop-Box Containers
---	---------------------



- 1 cubic yard
- 1.5 cubic yard
- 2 cubic yards
- 3 cubic yards
- 4 cubic yards
- 6 cubic yards
- 8 cubic yards

- 10 cubic yards
- 15 cubic yards
- 20 cubic yards
- 25 cubic yards
- 30 cubic yards
- 40 cubic yards

*C.1.2. Identify the vehicle chassis and body used to collect residential, commercial, multi-family and drop-box service sectors. Also identify for each type of truck: the number of compartments; the capacity of each compartment; total weight, and volume capacity of vehicle; loading and unloading characteristics; the number necessary to perform the required Services; the average number of collections each vehicle can make in a day; and the useful expected life of each collection vehicle.*

Our state-of-the-art fleet with professional drivers provides Covington and our customers safe, quiet, efficient, and environmentally friendly vehicles for collection services.

WM will power our collection vehicles in Covington with renewable natural gas (RNG), minimizing emissions in Covington. RNG is produced from biogas from our landfills and yields 60% fewer greenhouse gases (GHG) than traditional compressed natural gas. Not only will our fleet be environmentally friendly, but it will also be safer too!



**Learn more about our RNG approach in Attachment A.**





	Single Family	Commercial and Multifamily	Drop-Box
Materials Collected	Garbage, Recycling and Compostables	Garbage, Recycling, and Compostables	Garbage
Type of Truck	Front Loader with Curotto-Can	Front Loader	Drop-Box
Chassis	Autocar ACX64	Autocar ACX64	Autocar ACX64
Body	Heil	Heil	Amrep
Compartments	1	1	N/A
Capacity	10 tons	10 tons	10 tons
Total Weight	62,000 GVWR	62,000 GVWR	56,000 GVWR
Volume Capacity	40 cubic yards	40 cubic yards	10-40 cubic yard boxes
Average Number of Daily Collections	800	120	10
Loading Characteristics	Front loading with Curotto-Can attachment	Front loading	Roll up/off
Unloading Characteristics	Full rear ejection	Full rear ejection	Tilt to dump
Number of Vehicles (Base Proposal)	5	2	1
Useful Life	10 years	10 years	10 years
Photo			



## WM Collection Vehicles Safety Features

All WM collection vehicles meet or exceed federal motor vehicle safety standards. They are well-equipped to keep our employees and customers safe.

	<b>Backup Camera and Reverse Motion Sensor Alarm</b>	Provides rear view when the truck is in reverse, reducing the potential for accidents and enhancing pedestrian safety.
	<b>Audible Backup Alarms and Lights</b>	All trucks have eight backup lights and audible backup alarms.
	<b>Body Configuration Alarm</b>	All trucks have sound and visual alarm systems, alerting the driver if the vehicle is out of configuration during movement. For example, if truck arms are up or the vehicle is in an over-height situation.
	<b>DriveCam®</b>	Records driver actions and behavior. The forward-facing camera is invaluable for evaluating driver reactions to traffic conditions, accident prevention, and accident investigation.
	<b>LED Strobe Lights and Flashers</b>	Enhances rear-of-truck visibility for approaching motorists and pedestrians.
	<b>Reflective Signage and Striping</b>	Highly reflective rear-of-vehicle signage and striping provide exceptional nighttime visibility to vehicles approaching from behind.
	<b>Bus Boy Mirrors</b>	Angled convex mirrors give the driver an unrestricted view of the area in front of the truck, which is especially valuable when children and other pedestrians are present.
	<b>Electric Heated Rearview Mirrors</b>	Provides fog- and frost-free views on both sides of the truck. In addition, mirrors are electronically adjustable from the driver's seat to offer unrestricted views of the sides and rear of the truck.
	<b>Trapezoidal Side Lights</b>	Floodlights on the body's sides automatically switch on when the truck is in reverse for added safety.
	<b>On-Board Methane Detection</b>	On natural gas-powered trucks, methane detectors provide immediate audible and visual alarms for potential leaks from fuel tanks or lines, providing the highest margin of safety for our drivers and customers.
	<b>Disc Brakes with Hydraulic Accumulator Assist</b>	All trucks have disc brakes with hydraulic accumulator assists, which slow the vehicle when the gas pedal is released, decreasing stopping distances and increasing safety for our communities and drivers.
	<b>Four-Six Braid Hydraulic Hoses</b>	Doubles the safety margin against high-pressure hydraulic leakage.



✓	<b>Sears Air Ride Driver's Seat</b>	Provides added comfort and excellent ergonomics for the driver. Eight adjustments, including lumbar support, reduce driver fatigue and improve overall performance.
✓	<b>Plastic Shovels and Brooms</b>	Helps drivers maintain a clean workspace and community. Used in scatter clean up, spill response, and truck cleaning.
✓	<b>Battery Disconnect</b>	The driver controls all stored energy by disconnecting batteries. This is used by the driver/technician when cleaning behind the blade, during maintenance, and when the vehicle is left unattended.
✓	<b>Emergency Spill Kits</b>	Equipment, including oil pads, booms, and other gear, helps mitigate the impact of spills.
✓	<b>Fire Extinguishers</b>	Fire extinguishers allow our drivers to respond to fire hazards. We equip our trucks with 20-pound fire extinguishers, well above the DOT requirement of five pounds.
✓	<b>Wheel Blocks and Safety Triangles</b>	Drivers place wheel blocks for added protection if they are stepping away from their trucks for a significant period. Likewise, they position triangles if they need to control traffic.
✓	<b>Environmentally Advanced Brake Pads and Drum Brake Blocks</b>	Our brake pads limit levels of asbestos, cadmium, chromium, lead, and mercury and are made of less than 5% copper. In addition, our drum brake blocks already have a reduction of copper to less than 0.5%. Pads and blocks will have less than 0.5% copper before 2025, well ahead of regulatory requirements. These are important measures for waterway protection.



*C.1.3. Describe how each vehicle will be marked or signed so that witnesses to spills, leakage and/or damage may quickly report such occurrence.*

Each truck will be labeled with a dedicated truck number and customer service phone number 1-800-592-9995 or website.

*C.1.4. Identify any subcontractor used for customer-facing operations such as container delivery or maintenance.*

After the delivery of new carts by a vendor, WM employees will maintain and handle ongoing delivery/removal of all containers and carts.

”The local team at WM has shown the City of Newcastle the value of proactive and transparent communications and contract management. From their attention to detail to their dedication to customer service, we value them as a strong community partner and local vendor.”

– Jeff Brauns,  
City of Newcastle, Public Works Director



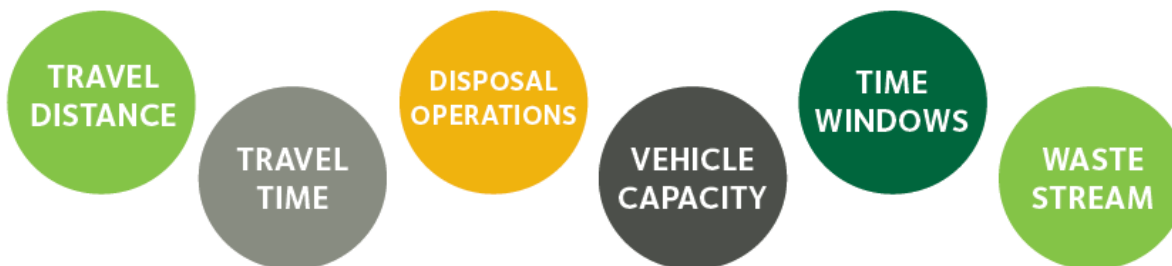
C.1.5. Describe and provide examples of your route management system. Describe how routes are initially developed and modified over time, how your on-board computer systems manage route progress, route changes, exceptions (no set-out, blocked containers, contaminated materials, extra set-outs, etc.) and diversions from normal routes due to road maintenance, inclement weather or other unforeseen needs to deviate from the planned route. Also describe how the on-board system (if used) communicates with your call center's account system to provide close-to-real-time updates for each customer during the collection day.

## WM's Route Management System - Enhances Efficiency, Minimizes Environmental Impacts

We use eRouteLogistics®, which features mapping capabilities supported by **Microsoft's Bing Maps, to plan collection routes that require the least miles, lowers fuel consumption, greenhouse gas emissions, and wear on trucks, tires, and streets.**

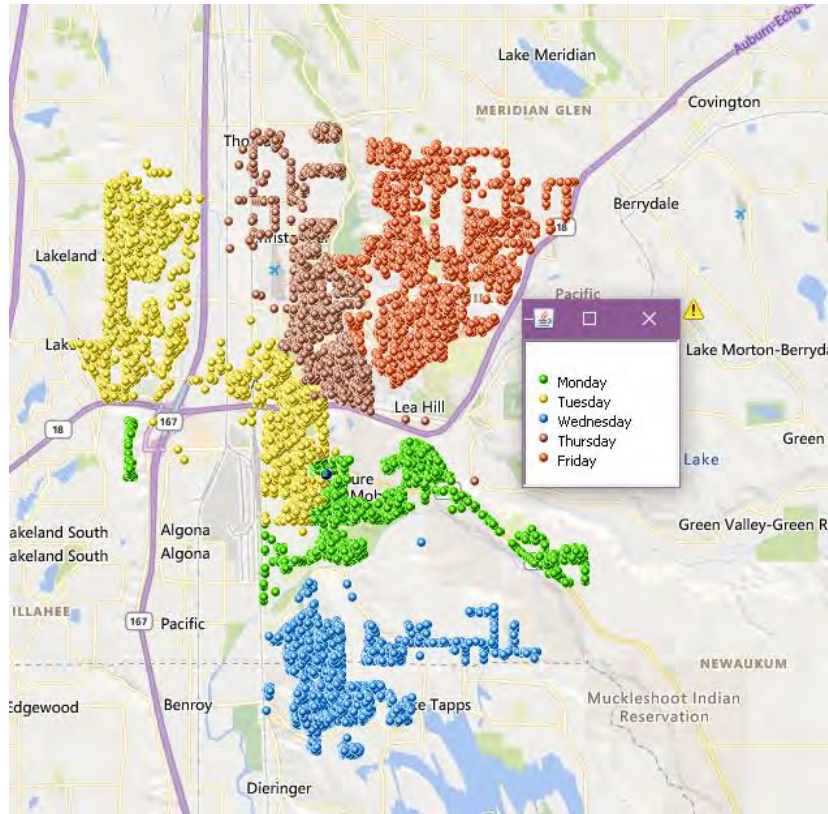
### eRouteLogistics®: Routing Software that Reflects Real-Time Developments

- We utilize eRouteLogistics® to develop, manage, and modify routes. The software is used daily by our operations team to ensure that each route is well-maintained and adjusted to reflect new developments and changes in service levels, customer counts, and traffic patterns.
- The eRouteLogistics® program uses specialized software and a process analysis that bases routing and rerouting on:



- eRouteLogistics® displays customer locations in a user-friendly map through a variety of coloring and labeling options allowing visualization of existing and future routes.
- Updated in near real-time, eRouteLogistics® enables our route managers, drivers, dispatchers, and customer service representatives to resolve any questions or concerns our customers or municipal partners may have concerning routes.
- This web-based application integrates with our billing and customer database, Mid-Atlantic Services (MAS). MAS provides daily updates to eRouteLogistics® to capture new customers and service level changes. eRouteLogistics® features mapping capabilities supported by Microsoft's Bing Maps technology. Mapping is automatically updated via Bing Maps to reflect road changes and new community developments.
- Our routing system, eRouteLogistics® is also linked to our Onboard Computer System (OCS), uploaded to tablets carried by each driver, which tracks trucks in real-time.

- WM's Onboard Computer System Dispatch (OCSD) enables two-way communication between dispatchers and drivers, so they can work together to prevent service interruptions.
- These systems are seamlessly integrated with our customer database, Mid-America Systems (MAS), which pushes out tickets to dispatchers, so they can immediately address service changes and requests. The MAS integration also allows customer service representatives to see customer issues at a glance.



This is an example of our software's mapping capabilities. Mapping is automatically updated to reflect road changes and new community developments to provide a more efficient day for our drivers.

## WM's Routing Technology Benefits

Technology	Function	Benefit
<b>eRouteLogistics®</b>	Mapping and routing software system used to develop and modify routes	<ul style="list-style-type: none"> <li>• Considers traffic patterns, vehicle capacity, location of disposal sites and travel times to create efficient routes with the best value to the customer.</li> <li>• Fully integrated with our billing and customer database, Mid-America Systems (MAS), to capture new customers and service changes.</li> </ul>
<b>Plan Versus Actual (PvA) Technology</b>	Software that plots planned route versus actual route status	<ul style="list-style-type: none"> <li>• Identifies routes that may be running behind customers' typical schedules, for example, due to road maintenance or extreme weather, enabling WM to redistribute routes to prevent missed or late pickups.</li> </ul>
<b>Onboard Computer System (OCS)</b>	Onboard (truck/driver) tablets with GPS technology that capture route data in real time	<ul style="list-style-type: none"> <li>• Obtains real-time information on truck locations, customers serviced, truck capacity, service status and service exceptions.</li> <li>• Digital camera captures images of field events, including service exemptions such as "no container out to be serviced" or "container blocked by delivery truck," which are transmitted to WM's database to be addressed by our dispatchers.</li> <li>• Gives customers the convenience of obtaining a commercial collection estimated time of arrival through our website and mobile app.</li> </ul>
<b>Onboard Computer System Dispatch (OCS)</b>	In-office software connecting dispatch and route management to driver OCS	<ul style="list-style-type: none"> <li>• Route modifications are made in real time and instantly appear on drivers' tablets, preventing service disruptions.</li> <li>• Enables dispatchers and managers to electronically assign service tickets and communicate with drivers for immediate customer issue resolution (e.g., blocked container, late set out, etc.).</li> </ul>
<b>DriveCam®</b>	Palm-sized digital video event recorder mounted on the windshield of collection vehicles	<ul style="list-style-type: none"> <li>• Designed to capture video and audio inside and outside the vehicle when triggered by abrupt actions such as hard braking, sudden acceleration, swerving, speeding, or collisions.</li> <li>• Helps managers provide constructive feedback to drivers so we continuously improve and reinforce our core value – safety.</li> <li>• Helps identify and address risky behaviors.</li> <li>• Reduces collisions, claims, fuel consumption and maintenance costs, allowing us to provide competitive service charges.</li> </ul>
<b>Smart Truck™ Technology</b>	Wi-Fi-enabled comprehensive truck camera system	<ul style="list-style-type: none"> <li>• Helps reduce contamination.</li> <li>• Equipped with GPS mapping and dedicated cameras to record every container serviced.</li> <li>• Documents overloaded containers and contamination as well as validating service level.</li> <li>• Will provide data to develop programs to increase diversion and improve recycling participation.</li> </ul>



## The WM Difference: We Implement Inclement Weather Plans and Management Programs with City Staff

WM is committed to developing an inclement weather plan with Covington staff that meets the needs of your unique community.

WM's communication with city staff and our customers is essential during weather delays or other service disruptions. In the early morning hours and throughout the day and evening, we mobilize our internal inclement weather team, which includes operations, dispatch, customer service, contract management, and communications. We use a step-by-step process to ensure our drivers and communities are safe during inclement weather events.

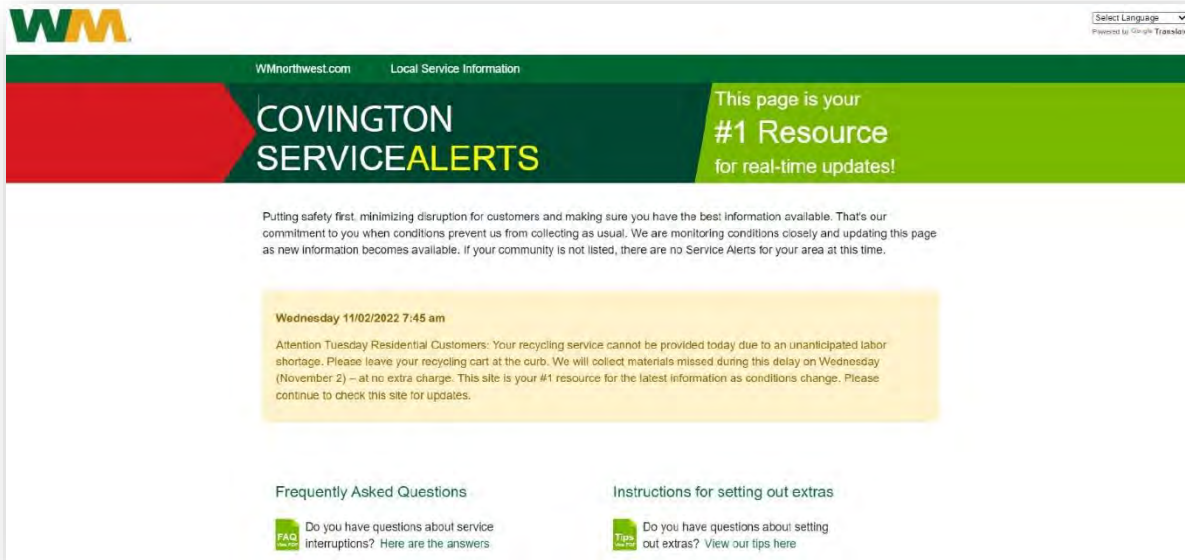
- Every fall, we meet with city staff and put together an inclement weather plan. The plan includes internal and external communications planning, scenarios, messaging, talking points, customer service training and community engagement. We partner with the city to ensure there are no surprises and we get city engagement and approval well before inclement weather arrives.
- During the first sign of inclement weather, while our customers are sleeping, our operations team is surveying road conditions to decide to operate or not. These decisions are based on the safety of our drivers and community.
- Laura Moser, your contract manager, follows the inclement weather contractual requirements and immediately reaches out to city staff and other designated stakeholders with the plan for the day and provides updates as changes may develop.
- Service Alerts are activated on our city specific [wmnorthwest.com/Covington](http://wmnorthwest.com/Covington) website.
- Communications plans are activated externally for media releases and social media notifications.
- Customer outbound messages are activated for affected service routes and include phone out dials, text messages, and emails based on each customer's registered communication preferences on the My WM app. At the end of each day, we debrief and review service plans for the next day and provide an update to the city on what they might expect moving forward. Communicating as early and concisely as possible allows for planning and preparation.
- We also provide city staff and elected officials FAQ documents to respond to customers during prolonged events. These documents are posted to our city specific [wmnorthwest.com/Covington](http://wmnorthwest.com/Covington) website.

“Providing bins in our neighborhood during the snow was brilliant - such a help. Thank you.”

- Andrew H.,  
City of Snoqualmie resident







”The text and email notifications are so helpful when there is inclement weather! Thank you for having dumpsters available when we had snow for so long!”

- Keith M.,  
 City of Snoqualmie resident



*C.1.6 Provide your preferred Contamination Reduction Plan including thresholds for tagging and collecting versus tagging and leaving containers. At what point is the customer contacted directly via phone or e-mail to follow-up on continuing problems? How do you plan to monitor containers, on-route or separate sampling? When is service suspended and containers removed from the Customer's control? How do they get service back? Are customers provided incentives for clean materials? Does the Contamination Reduction Plan approach vary between sectors, and if so, how? If you propose to use automated side-load collection equipment (or any other collection technology that limits on route inspection of materials), specifically address how you will successfully ensure that incoming materials are free of unacceptable contamination.*

To ensure recyclables have a second life, the only thing more important than end market availability is minimizing contamination. That's why WM takes great care to help customers recycle right.

### WM Reduces Contamination with Technology, Our Drivers and Education

Our approach is three-fold; we rely on experts in the field (our drivers, dispatch, and outreach staff) and high-tech auditing systems to identify problems and follow up to educate our customers. Each WM driver is trained regularly on contamination protocols, and we outfit each recycling truck with technology designed to identify contaminants missed by the driver.

See Contamination Reduction Roadmap on the next page





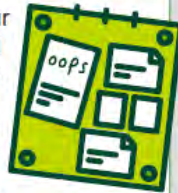
## WM AND COVINGTON RECYCLING PARTNERSHIP Contamination Reduction Roadmap

### Plan and Materials Development

**1** WM will meet with city staff to create a contamination reduction plan for Covington.



**2** As part of our outreach, WM will design an Oops Tag for Covington residents and email notifications for customers. WM will share those materials with the City for approval.



**3** WM outreach staff will hold trainings with our drivers at morning launches on using the tag to educate customers on recycling right.



### Contamination Monitoring With Our Drivers and Technology

**4** Our drivers will watch out for contamination while on their routes. Our drivers will not service recycling containers with visible, excessive contamination.



**5** If contamination is spotted with single-family customers, our driver will leave the Covington Oops Tag to explain why the cart could not be serviced and ways to recycle right.



If contamination is spotted with commercial or multifamily customers, the customer will receive a phone call to explain why the container was not serviced and service options that are available.



**6** In addition to our drivers watching out for contamination, we also use WM Smart Truck<sup>SM</sup> technology. When our technology spots contamination, that perhaps our driver did not see, customers will receive an email.



### Public Education and Outreach

**7** WM will provide customized assistance to multifamily properties and businesses looking to improve their recycling program. We will provide technical assistance, hand out reusable tote bags, and provide educational resources.



**8** To provide additional education for our customers, WM will share information about recycling right at various Covington community events.



**9** To achieve the City's contamination goals, our team will perform quarterly reviews and inform the City about our work. We'll identify top contaminators and provide additional educational resources and technical assistance with them.



*C.1.7. Identify the destination for all collected materials. If more than one recycler or composteur will be used, identify the proportion of loads destined for various destinations and the criteria for routing trucks to a particular facility.*

WM will use the King County disposal system, specifically the Algona Transfer Station for disposal of municipal solid waste collected under Covington's contract.

WM offers a network of processing options for recyclables and composting providing outstanding contingency coverage.

- WM owned and operated JMK Fibers Material Recovery facility in Tacoma will be used for recycling and processing. WM owned and operated Cascade Recycling Center (CRC) located in Woodinville will be used as our back up facility for Covington's recyclables.
- Compostable materials collected will be taken to Olympic Organics for processing and North Mason Fibers is our back up facility.

*C.1.8. Describe fully your proposed recycling processing facility, including location, hours of operation, daily processing capability, tons of material currently processed per day by material type, additional processing capacity committed to in the future by material type, and the amount of that capacity needed to process the recyclables collected under the Base Contract.*

## **Covington's Material Will Go to WM's State of the Art Recycling Facility – JMK Fibers Material Recovery facility**

WM will process Covington's single stream recyclables at WM's JMK Fibers Material Recovery facility (JMK). JMK operates in a 90,000 square foot building located on a 10-acre site within the Port of Tacoma. The facility has 24 shipping/receiving docks and exceeds all capacity requirements of the Covington RFP.

WM invested millions of dollars in 2019 and 2022 to meet the challenges in global recycling. Adding two paper screens, four optical scanners, an additional plastic sorter and sorting robotics' produces cleaner recycling. This is critical because end markets now require cleaner recycling (less contamination). Using technology to sort out garbage and non-recyclable items efficiently and effectively ensure the recyclables that leave JMK will be made into new products. It's all part of keeping local recycling programs strong and healthy!

Our new equipment provides improvements:

- Mechanically sorts contamination from paper using optical scanners.
- Produces high-quality paper feedstock for domestic and export markets.
- Minimized downtime to remove "tanglers," like wire and hoses, by installing non-wrapping fiber screens.

The new equipment works seamlessly with JMK's other advanced sorting technologies, including paper magnets, optical sorters for plastic, eddy current separators for aluminum, a tin magnet, seven mechanical screens, four balers, a plastic film capture system and an air separator for glass.

In addition to new technology investments, WM takes several steps to reduce contamination as part of ongoing operations:

- Inspecting incoming trucks and rejecting heavily contaminated loads.
- Using manual sorts followed by automated sorting technologies.



- Removing contamination with stringent quality control processes before material enters the final bunker for baling.
- Conducting a second quality control regimen after baling to ensure the lowest possible levels of contamination.

## WM's Unprecedented Investments in Recycling Infrastructure

Since the late 1990s, we have gained invaluable experience encompassing design, construction, operation, and maintenance of source separated recycling facilities, single stream operations, fiber-only plants, and commingled containers-only processing plants. Nationally, our network encompasses 135 recycling facilities, including 49 single-stream recycling Material Recovery Facilities (MRFs).

TOTAL RECYCLABLES MANAGED (tons)	
2018	15,161,672
2019	15,510,697
2020	15,030,654
<b>2021</b>	<b>15,337,456</b>

Our next generation investments in recycling include adding/replacing eight new single stream MRFs (15% of our facilities) and upgrading 23 MRFs (44% of our facilities). Combined, we are investing in 30 of our facilities that process 95% of recycling tonnage handled at our MRFs. These new and improved facilities boost recycling efficiency and quality. Each facility will be highly automated based on the typical material composition in that market, expected volumes and the types of recycled materials we plan to sell.

### Forging New Processing Technologies

WM operations experts and engineers have collaborated with American and international experts in material separation, image recognition technology, advanced screen technology, high speed baling technology, and other separating and cleaning techniques to continuously improve the efficiency and processing capabilities of our MRFs. In total, WM facilities handle upwards of 15 million tons of recyclables in a single year.

WM is making commitments to grow its recycling business, with recycling playing an integral role in our growth strategy. WM plans to invest \$800M in our recycling infrastructure over the next four years.

### Here are a few of the cutting-edge technologies at work at many of our MRFs across the country:

#### Optical Sorters

Optical sorters analyze materials moving along a conveyor belt, then use a stream of air to remove recyclable items at a rate of up to 600 pieces per minute.

#### Robotics

Robotics provide quality control, picking out additional materials that optical sorters may miss.

#### Intelligent Sorting

Intelligent sorting enables communication between all pieces of equipment in a MRF, which helps improve material quality and eliminate downtime.

#### Volumetric Scanners

Volumetric scanners evaluate how much material is distributed throughout a facility and adjust to prevent a system from being overloaded.

#### Cameras

Cameras identify contamination as **soon as materials land on a MRF's** tipping floor, allowing us to quickly notify customers of any issues and remove the offending materials.

#### Fire Suppression Technology

Fire suppression technology detects fire or smoke that results from flammable materials that sometimes enter the recycling stream and, if needed, deploys a foam cannon to put out flames.



### JMK Fibers Facility Capabilities and Processing Facts

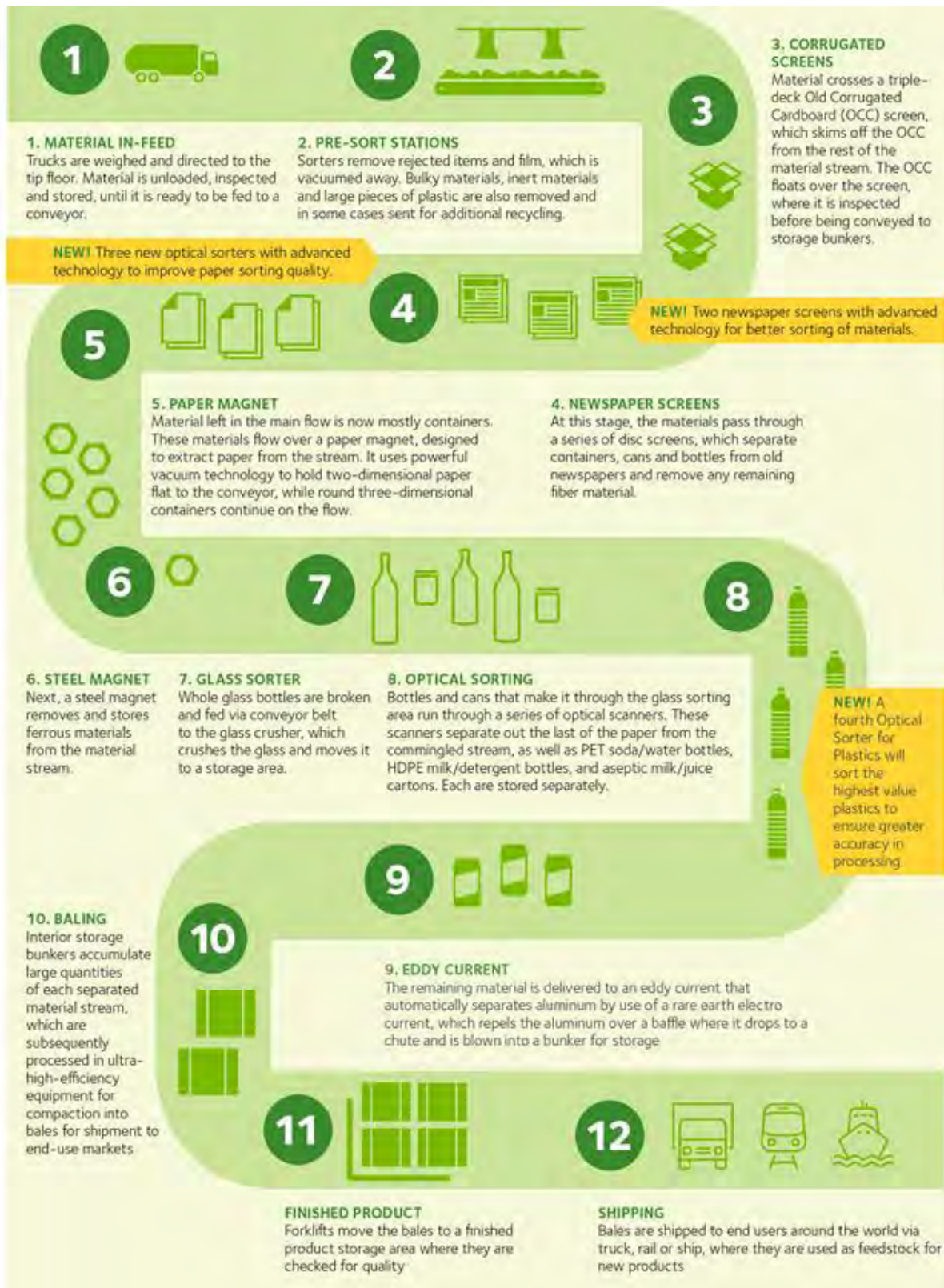
<b>Proposed Processing Facility</b>	JMK Fibers Materials Recovery Facility
<b>Location</b>	1440 Port of Tacoma Road, Tacoma, WA 98421
<b>Hours of Operation</b>	Monday-Friday, 6 a.m.- 5 p.m.
<b>Current Processing</b>	2,350 tons per week / 470 tons per day
<b>Processing Capability</b>	575 tons per day
<b>Processing Capability in 2023</b>	3,200 tons per week
<b>Covington Capacity Requirements</b>	2,606 tons annually

### Other Local WM Owned and Operated Backup Facilities and Processing Capabilities

<b>Facility</b>	<b>Location</b>	<b>Facility Type</b>	<b>Communities Served</b>	<b>Processing Capabilities</b>
<b>Cascade Recycling Center</b>	Woodinville	Material Recovery Facility (MRF)	North Puget Sound	2,250 tons per week
<b>Spokane Materials and Recycling Technology (SMaRT) Center</b>	Spokane	Material Recovery Facility (MRF)	Eastern/Central Washington and Idaho	1,200 tons per week



## JMK Recycle Processing Diagram





*C.1.9. Specifically address how commingled materials are currently processed and the average rejection or contamination rate experienced by your firm or contracted processor.*

### **WM Tackles Contamination at MRFs with Strict Processing and Quality Measures**

WM has repeatedly demonstrated our ability to recover clean material for high-value markets. Despite a dramatic drop in recyclables markets in 2018, WM's Pacific Northwest Area never had to landfill any recyclables.

Once recyclables are delivered to our facility, we have many safeguards to monitor and control the quality of materials we process and prepare for market.

- Materials are tipped on the floor and visually inspected.
- Immediately after being fed into the system, the material passes through a conveyor where sorters remove contaminants that will interfere with processing or damage equipment. Sorters, however, cannot remove all contaminants.
- From this point, various sorting technologies separate materials by type.
- Quality control staff remove any identifiable contaminants before each material enters the final bunker for baling and storage.
- After materials are baled, WM quality control staff examine the physical presentation of each bale and remove visible contaminants.
- Material at the end of the processing system, including unrecoverable materials and contaminants, also called residual, are disposed of as garbage.
- Residue (garbage) percentages over the past five years have averaged 11% at our local recycling facilities.

To ensure the bales we deliver to end-users meet or exceed industry quality standards, WM monitors sorted recyclables far more frequently and stringently than normal.

- Random bales are broken open and sample materials taken and sorted to assess composition.
- Materials in the sample are weighed to determine the percentage of contaminants in the bale.
- Our quality control measures consistently allow us to market our material according to strict market requirements.
- WM maintains clear communication with our end markets to ensure virtually 100% reject-free marketability for our recycling commodities.

C.1.10. Describe how the proposed processing facility chooses recycling markets and ensures that collected materials are remanufactured into new products rather than high-graded and partially recycled or used as fuel.

## China's Impact on Quality Standards – Zero Tolerance for Contamination

China was the largest consumer of recyclable materials generated in North America, giving it unparalleled influence over material standards and requirements.

Since 2013, China has implemented policies to reduce contamination in material entering its country. Now more than ever, the quality of materials we collect and process for recycling in the United States is essential. China's policy has had a significant financial impact on our recycling business. We have added more sorters and slowed the MRF throughput. These are expensive measures but necessary to ensure recyclables remain marketable. In partnership with our municipal partners, we remain committed to keeping recycling streams clean.

### Plastics in the Ocean

No plastics processed in WM single stream material recovery facilities are sent outside North America.

### WM's Position on Plastic

- WM is not shipping plastics collected on our residential routes and processed in WM single stream material recovery facilities to locations outside North America.
- Our company is helping establish responsible domestic markets for recycling and the beneficial use of these materials. WM advocates for proper materials management through the end of life.

### WM Cultivates Many Markets for Recyclables

- WM is the nation's largest exporter of recyclables. We have long cultivated diverse markets for our processed commodities, so we had many options already in place when China restricted imports of recyclables in 2018.

### Providing Economic Value to Communities

- We support local domestic paper mills as they adjust to different market conditions. Some plants are shifting from producing newsprint or directory stock to liner board for the online shopping industry. Three mills have started or increased systems adding domestic demand for cardboard in the Pacific Northwest by 30,000 tons per month over the past two years, with a new expansion underway now at Norpac which is expected to take an additional 4,000 tons per month of cardboard and mixed paper combined.
- WM successfully markets recycled cardboard to local firms, including Port Townsend Paper Co., the North Pacific Paper Company (NORPAC) in Longview, WestRock and Greif Industries (previously Caraustar) in Tacoma. We have also been a longtime supplier to McKinley Paper Co., which opened a mill in Port Angeles at the end of 2019.
- WM sends a portion of mixed paper collected from the Pacific Northwest to: Taiwan, Korea, Vietnam, Malaysia, Philippines, India, Thailand, and Indonesia.

WM is Proud to Partner with  
Local Paper Companies



*C.1.11. Identify your preferred market adjustment index or indexes and your preferred adjustment period.*

The preferred market adjustment index is: [RecyclingMarkets.net](https://www.recyclingmarkets.net), and the preferred adjustment period would align with contract language used for annual price adjustments.

*C.1.12. If your proposed recycling processing facility is planned, but does not currently exist, please identify a fully permitted and operational facility that could serve as your primary facility if your proposed facility is unavailable at the start of the contract.*

Covington’s materials will be processed at WM’s JMK Fibers facility in Tacoma.

*C.1.13. Describe fully your proposed compostables processing facility, including location, hours of operation, annual processing capability, tons of material currently processed per day, additional processing capacity committed to in the future, and the amount of that capacity needed to process the compostables collected under the Base Contract. If your proposed composting facility is planned, but does not currently exist, please identify a fully permitted and operational facility that could serve as your primary facility if your proposed facility is unavailable at the start of the contract.*

WM will use Olympic Organics for compost processing, with North Mason Fibers as our back up facility.

### Olympic Organics Processing Facility Facts

<b>Processing Facility</b>	Olympic Organics, opened in 2014 and their processing facility sits on three acres	
<b>Location</b>	7800 NE Ecology Road, Kingston, WA 98346	
<b>Public Hours</b>	Monday - Saturday, 8 a.m. – 4:30 p.m. closed Sundays	
<b>Contractor Hours</b>	WM has extended hours access, if needed	
<b>Permitted Annual Processing Capacity</b>	30,000 tons per year	115 average tons per day
<b>Current Processing Tons</b>	50 tons per day	
<b>Capacity Needed to Process Covington Tons</b>	2,306 tons per year	
<b>Accepted Materials</b>	Yard debris, clean wood, pre- and post-consumer food waste, including produce, meats, bones, cheese, bread, cereals, coffee grounds, eggshells, and food-soiled paper.	

**If WM needs backup facilities, we will utilize North Mason Fibers in Belfair, WA. To learn more visit [northmasonfiber.com](https://www.northmasonfiber.com).**



*C.1.14. Identify the operator, location, structures and zoning of your proposed maintenance and support facilities. Provide the number of repair bays available at the facility and maintenance staffing levels (i.e., mechanics and assistants) dedicated to Services under the Contract. Provide the total number of trucks maintained at the site for all Proposer operations, as well as the number of trucks and spares dedicated to the Contract.*

## WM's Maintenance and Support Facilities

The maintenance and support facility are located at our South Sound hauling site at 701 Second Street NW, Auburn, WA 98001. The site is 15-minutes from Covington's City Hall. The WM property encompasses more than 8 acres, is zoned heavy industrial, and includes:

- 12,000-square-foot maintenance shop, including eight bays, staffed by 11 CNG-certified service technicians and one welder, maintains 62 collection vehicles and one spare.
- District manager, route managers, operations specialists, and collection drivers.
- Compressed natural gas slow-fueling station for collection vehicles.

WM has a comprehensive preventive maintenance program for equipment that is consistent with the standards and procedures recommended by the Technical Maintenance Council (TMC) of the American Trucking Association. WM is an active member and resource contributor to the TMC.

We employ an internal audit program to review preventative maintenance and general maintenance compliance formally. Our Maintenance, Safety, and Quality Assurance (MSQA) program provides the mechanism for these audits, which occur continuously across the country. This program emphasizes processes that streamline maintenance of our vehicles to ensure they're safe when on the street.



Our South Sound hauling site maintenance shop is a full-service facility with highly trained, certified technicians.

## Waste Watch®

### Collaborating with local law enforcement to keep neighborhoods safe

Serving the same neighborhoods each week allows WM drivers to become familiar with their routes while providing exceptional customer service. Likewise, this level of familiarity enables drivers to identify when a situation does not feel right. From an abandoned car to a door left open, our drivers are in a unique position to act as an extra set of eyes and ears on the street. Our Waste Watch® program leverages this advantage by formally teaching WM drivers how to observe and report suspicious activity or an emergency to law enforcement.

Onboard technology such as DriveCam®, a small video recorder mounted on the windshield of our trucks, has helped make our Waste Watch program successful. The recorder is



triggered by certain vehicle behaviors, such as swerving or a collision; however, drivers also can manually start the camera if they witness a potential crime. This is an invaluable tool for our Waste Watch® program.

In addition to local agencies, WM partners with national safety-related organizations and programs, including:

- AMBER Alert
- National Center for Missing and Exploited Children
- Community Crime Stoppers
- U.S. Department of Homeland Security

Urgent messages, such as AMBER Alerts, can be communicated to drivers via our onboard computing system. This allows for instant and geo-targeted communication in case of an emergency.

Over the past decade, Waste Watch-certified drivers throughout the U.S. and Canada have reported suspected crimes and assisted with emergencies caused by car crashes, house fires, and pedestrian accidents. Helping in these situations is second nature for our drivers. They live in the communities we serve and have a genuine desire to take care of their neighborhoods.

#### Puget Sound Waste Watch® testimonials

- **Micah Speir** – In North Seattle, WA this driver found a bag of checks totaling \$12,000 near a trash bin on his route and returned it to the local elementary school to which it belonged.
- **Andre Edwards** - While working in South King County, WA he noticed that an elderly customer fell in her driveway; he provided first aid for her head wound until the ambulance arrived.
- **James Thomas** – In South King County, WA our driver noticed one of his neighborhood customers on the ground, called 911 and waited until the ambulance arrived. Through his knowledge of the customer, he was able to relay information to help in the paramedic's assessment.

”  
“This driver should be commended not only for responding appropriately to this emergent situation, but also for his neighborly relationships.”

- Lt. Jeanna Setera Hopkins,  
Seattle Fire Department



*C.1.15. The City actively works to protect its water resources, including surface and groundwater. It is important to the City that all containers do not leak and have tight fitting lids that close, and that they are always closed after servicing. What steps do you propose to ensure these requirements? Similarly, leaking compactors can pollute surface water and it is important to the City that compactors not leak during operation, or during or after servicing. What specific steps do you propose to prevent pollution from compactors?*

## **Working Together to Protect the Environment**

WM is committed to protecting the environment. Our operations staff receive rigorous training on preventing environmental hazards. In Covington, we'll continue to use many measures to safeguard surface and groundwater, including proactively identifying any leaking customer-owned compactors.

### **Container Condition Monitoring**

During collection, WM drivers check the condition of carts, containers, and compactors. Defects in structural integrity are immediately noted by drivers on their onboard tablets. A ticket for container repair or replacement is automatically generated and fulfilled by our container delivery team.

WM does not own most compactors we service. When a problem is noticed, the driver sends a ticket to a route manager who alerts the customer to the problem. If the compactor poses safety or environmental concerns, we discontinue collection of the container until repairs are completed by the customer.

We closely monitor compactor weight and volume because overfilled compactors have a higher potential to leak. In addition, we work closely with compactor customers to schedule collections at an appropriate frequency.

### **Keeping Container Lids Closed**

All carts and containers purchased by WM have tightly fitting lids. Our container labels remind everyone that keeping lids closed is important to protecting our environment and keeping pests out.

Drivers are instructed to close lids when returning containers to their collection locations. Route managers confirm this during routine spot checks. We also take responsibility for educating customers who may like to keep lids open for easy access about the importance of closing them to avoid contaminating.





**STOP**

**KEEP OUT**

Recyclables can become trash if they are contaminated.

- ⊗ Styrofoam
- ⊗ Yard Debris
- ⊗ Food Scraps
- ⊗ Packing Peanuts
- ⊗ Loose Shredded Paper
- ⊗ Light Bulbs or Fluorescent Tubes
- ⊗ Hazardous Waste
- ⊗ Batteries
- ⊗ Sharp Metal
- ⊗ Syringes

**RECYCLABLES ONLY**

NO PLASTIC BAGS

PUT IN CLEAN, EMPTY AND LOOSE

<p><b>Paper &amp; Cardboard</b></p>	<p><b>Plastic Bottles, Jugs &amp; Tubs</b></p>	<p><b>Glass Bottles &amp; Jars</b></p>	<p><b>Metal Cans</b></p>
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Please break down cardboard boxes

Please empty recyclables out of bags and boxes

[wmnorthwest.com](http://wmnorthwest.com)    1-800-592-9995    Información en Español

Examples of WM Container Decals





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## C.2 Billing Support and Customer Service Support

At WM, we start with great people – from our drivers to our customer service representatives, to our support personnel. Our employees make the difference. We provide robust training and tools to help everyone do their best for our customers.

*C.2.1. Describe in detail the manufacturer and model of equipment and software used to maintain route lists, customer service histories and the ability to provide City-requested reports of customer-specific information and data.*

### WM's Fully Integrated Billing and Customer Support System

Our fully integrated system ensures we provide excellent customer service at the curb and city staff with accurate route lists and customer reports.

WM uses Mid-America Systems (MAS) as our customer billing system. The MAS application operates on an IBM Power System platform, running on IBM i version 7.3 operating system. We will create customized reports for Covington from our fully integrated system, including data by type of service, and query all customer types to produce reports based on Covington's needs and requirements.

#### MAS System Features

- **Fully integrated billing:** MAS integrates all billing, routing, and customer service information into one operating system.
- **Reliability and redundancy:** We perform data quality audits monthly to ensure information in MAS is accurate and current. Our data is automatically backed up daily to prevent loss.
- **Efficient route sequencing:** Electronic route lists are generated from MAS data each day and downloaded to drivers' tablets nightly to provide the most accurate service data for the next day's collection route. New customers and service changes are posted at the top of drivers' route tablet screens, so they are aware of updates for that service day. Each customer is assigned a unique account number that tracks detailed data, including contact information, container size, quantity, material type, and collection frequency and history.
- **Accurate service:** MAS connects directly to our receivables processing system. Customers may remit their payments to WM's regional payment center, online, and by setting up automatic payments.

#### WM's Enspire® Reporting System - Monthly Customer Service Reports

Providing data for reporting starts on the street with our drivers who enter whether a customer was serviced or not, into their tablets, which transmits data to our Onboard Computing System (OCS).

Our Enspire® system allows WM to produce monthly and annual reports for Covington, including commercial, drop-box, single family, and multifamily customer data.

Reports will include customer service information, tonnage by each customer type and material type collected, Customer Service Center ASA (average speed of answer), total calls answered, and a customer comment log.

We are always available to discuss these reports with city staff and stakeholders, to review and monitor trends and shifts in customer tons. Our contract compliance team will be happy to extract the monthly reporting data into a user-friendly Excel file for Covington staff.

C.2.2. Describe your experiences in other cities implementing comprehensive collection operations and customer services similar to those specified in the Contract, with particular emphasis on how the transition between the previous contractor and your entity was handled, and how your entity developed accurate customer service level and billing data in the event the predecessor's records were unavailable.

## WM's Tried and True Approach to Implementation

We have extensive experience with transitions and implementations, with 16 implementations in the past five years in cities across Washington. The foundation for our success is built on consistent communication, and coordination with city staff and elected officials.

- **Our Local Team** – You'll have local, dedicated operations and contract staff. Our WM transition team includes contract management, operations, contract compliance, billing, customer service, customer communications and public education and outreach. This team develops a detailed service transition plan for Covington that follows an implementation tracker developed and monitored by our contract compliance team.
- **WM Public Education and Communications** – An award-winning public education and outreach team with strategies and proven results will make the transition to a new contract easy.
- **Targeted Media** – WM will create and implement a robust communications campaign that will kick off well before the start of the new contract. The campaign may include ads and announcements in local publications, chamber newsletters, and mailings to customers, as well as WM social media channels. We'll create the [wmnorthwest.com/Covington](http://wmnorthwest.com/Covington) website on new services, contract roll-out and FAQs designed specifically for Covington customers.

Our implementation team will hold weekly meetings following the development of our implementation plan and tracker, a project management tool designed to keep our implementation tasks on time.

Most importantly, WM knows city staff are busy and often are multi-tasking through the course of their day. Our goal is to make this easy for you and to exceed your expectations. We come prepared for meetings with critical questions and suggestions to make the transition seamless.



During the new contract implementation, the City of Covington will be in good hands with our WM team.

## Recent Implementations

				
<b>New contract services for existing municipal partner, 2022</b>	<b>New contract services for existing municipal partner, 2022</b>	<b>New contract services for existing municipal partner, 2021</b>	<b>New contract services for existing municipal partner, 2021</b>	<b>New contract services for existing municipal partner, 2020</b>
<ul style="list-style-type: none"> <li>• Added an electric route manager Nissan Leaf vehicle and an electric Class 6 box truck for cart delivery and bulky waste collections</li> <li>• Added two new WM Recycle Right Collection events</li> <li>• Adopted fully embedded commercial recycling with garbage service</li> <li>• New CNG fleet with NZ engines fueled by renewable natural gas (RNG)</li> </ul>	<ul style="list-style-type: none"> <li>• Provided new WM carts for 2,477 residents with increased recycle default cart size to 96-gallons</li> <li>• Added new WM Recycle Right Collection event</li> <li>• Adopted fully embedded commercial and multifamily recycling with garbage service</li> </ul>	<ul style="list-style-type: none"> <li>• Over 57,000 cart swaps with all new carts and cart color changes</li> <li>• Over 2,400 new steel garbage and recycle container swaps with NEW color change for garbage</li> <li>• Added over 4,000 new customers from two annexed areas serviced by another hauler</li> <li>• Transitioned customer call handling to WM and serving as a billing agent for the city</li> </ul>	<ul style="list-style-type: none"> <li>• Added 2,200 new residential customers and 70 commercial customers to WM services from the previous hauler</li> <li>• Installed new solar-powered Bigbelly public litter and recycling containers</li> <li>• Transitioned to CNG trucks fueled with RNG</li> <li>• Added public education and outreach for schools (up to 4 per year) and city events (up to 3 per year)</li> </ul>	<ul style="list-style-type: none"> <li>• Over 55,000 cart swaps with all new carts and cart color changes</li> <li>• New steel garbage containers for commercial and multifamily customers</li> <li>• Updated decals on all front load recycle containers</li> <li>• Promotion, education, and installation of slotted lids on multifamily recycle containers to reduce contamination</li> </ul>



*C.2.3. Detail how you have managed the customer service end of mandatory collection enforcement for contract cities.*

Here's a sample of how we manage mandatory city codes for garbage collection in other cities. We would work with you on the specific needs for Covington.

- We coordinate with city staff to obtain utility lists of all customers.
- We compare that list with our current list of active customers to identify addresses without services.
- We send letters to addresses without services to advise of mandatory enforcement per city code and allow 30-days for customers to sign up for service.
- We work with city staff to address collectability of unpaid invoices for services rendered.

*C.2.4. The City considers customer service to be a very important aspect of this solid waste collection services Contract. Outline your overall approach to customer service and how the various elements of customer service (call center, web-based, outdial messaging, and mobile app) work together to provide excellent customer service and enhance two-way communications between Contractor and customer.*

## Our Approach to Consistent, Reliable Customer Service

Our goal is to know more about our customers and service them better than anyone in our industry. We continuously strive to exceed customer expectations, deliver excellent services, and create an environment where all customers feel heard and well taken care of when interacting with WM.

Whether it's our drivers on the street, our public education team at community events, our contract manager interacting with city staff, or our contract compliance team delivering monthly reports, everyone at WM is trained to be a customer service ambassador. When providing customer service over the phone or online, no matter which option customers choose, we work hard to be responsive, respectful and ensure customers receive the service they expect.

Area Customer Experience Manager Denie Covert leads our PNW Customer Service team for residential, commercial, and drop-box customers. Covington staff will enjoy support from our locally based City Services team.

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

Customer service begins with good listeners, and that's exactly what we have with our PNW Customer Service team working remotely, which allows for additional service redundancy versus a single site location. Customers may call us before breakfast or after work and anytime in-between.

### Technology-Driven, Customer Service

We transitioned our agents to work from home during the Covid pandemic and we continue to deliver exceptional customer service by providing our representatives:

- Microsoft Surface Pro tablets
- Dual monitors
- Quality headsets and accessories
- Virtual call and chat support from lead agents and supervisors
- Live listen capabilities for supervisors to monitor progress and performance as calls are happening
- Video-call coaching and huddles on Microsoft Teams to stay connected

### Benefits of WM's Customer Service:

- Customer service hours Monday – Friday 7 a.m. to 7 p.m. and Saturdays 9 a.m. to 1 p.m.
- Online self-service options available anytime, anywhere. Options include viewing and paying invoices, viewing pickup schedules, reporting a damaged container, or reporting a missed pickup.
- Advanced technology helps our representatives work efficiently and accurately.
- We have over 100 dedicated PNW representatives in Customer Service, supported by nearly 400 additional customer service representatives throughout the U.S. who can assist with Covington phone calls if an emergency occurs.
- Extensive training prepares and empowers our customer service representatives to resolve customer issues on the first call and resources to research more complex inquiries.
- We use surveys and feedback to continuously improve our operations.
- Calls are recorded and supervisors review representatives' performance during weekly virtual coaching sessions.
- We use a third-party company to analyze data for enhanced training and providing customer service representative's relevant feedback.
- Our interactive system gives callers the option of proceeding in English or Spanish and are then directed to a representative for residential, commercial, or drop-box services. Alternatively, customers may press "0" to connect immediately.
- We have access to multilingual translators, allowing representatives to work with customers in over 182 different languages.
- Don't want to wait to speak to a representative? No problem, we'll call you back! Our callback feature prompts callers on whether they would like us to call them back when it's their turn in line.
- "After Hours" by phone - Our customer service number features an Interactive Voice Response (IVR) system. Through the IVR customers can find basic account information and make account payments through an automated system during non-business hours.

### City Services Team to Support Covington City Staff

WM's local City Services team, established in 2016, is dedicated to quick resolutions of city staff requests in four hours or less on weekdays. Our team is available, Monday – Friday, 8 a.m. to 5 p.m. and are prepared to assist Covington staff with:

- Customer or city billing questions.
- Historical customer service data.
- Set up or change service levels with permanent or temporary containers at city facilities.

WM is proud to be the first service provider with a City Services team that will offer specialized support for Covington's staff.

**WM City Services Team At-a-Glance**



**Tammy Lane**  
Billing Liaison  
Manager



**Annie Faucher**  
Billing Supervisor



**Jessica Dooley**  
Customer Service  
Coordinator



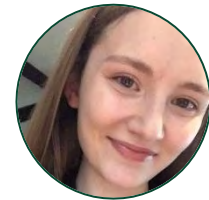
**Teresa  
McPherson**  
Customer Service  
Coordinator



**Monica Danko**  
Senior Billing  
Clerk



**Catherine Calleja**  
Senior Billing  
Clerk



**Alison Shields**  
Senior Billing  
Clerk

*C.2.5. Provide the location and staffing levels at your call center facility*

**WM is proud to be the first service provider with a City Services team that offers specialized support for Covington's staff.**

- **Our Local Approach** - Our City Services team members, five in total, live and work in the Puget Sound– from Renton to Lake Stevens. Since the onset of Covid they have been working remotely and will continue to do so.
- **Our Regional Approach** - Our PNW Customer Service team, led by Puget Sound native, Denie Covert, is based in Phoenix, AZ. Our Covington customer service representatives work remotely in the Phoenix area.

**Our staffing levels include:**

- 400 backup customer service representatives.
- 80 PNW residential representatives.
- 6 PNW supervisors.
- 25 PNW commercial customer service representatives.
- 12 digital care representatives (email and live chat) and lead representatives.
- 1 PNW area customer service liaison manager (Denie Covert).
- 1 PNW customer service manager.





*C.2.6. Describe the functionality of your website including the basic structure, how it allows customers to interface with customer service representatives, and the degree to which customers can manage their accounts (e.g., change their subscribed service levels, order service, request a missed pick-up collection, address billing questions) through both website and mobile app elements, and how you ensure that web and mobile app requests are accurately tracked, resolved, and reported. Describe how service requests made via call center, web-based, and mobile app elements are responded to, without creating duplicative response effort.*

## WM's Ability to Leverage Technology and Innovation for Improved Customer Experience

WM offers a suite of interactive options for our customers to use on their smartphones, tablets, or computers. Our online tools constantly evolve in response to customer needs.

Customers are on the go, yet usually “connected” in some way, courtesy of today’s technology. We’re with them too, offering 24/7 alternatives, with information only a click away.

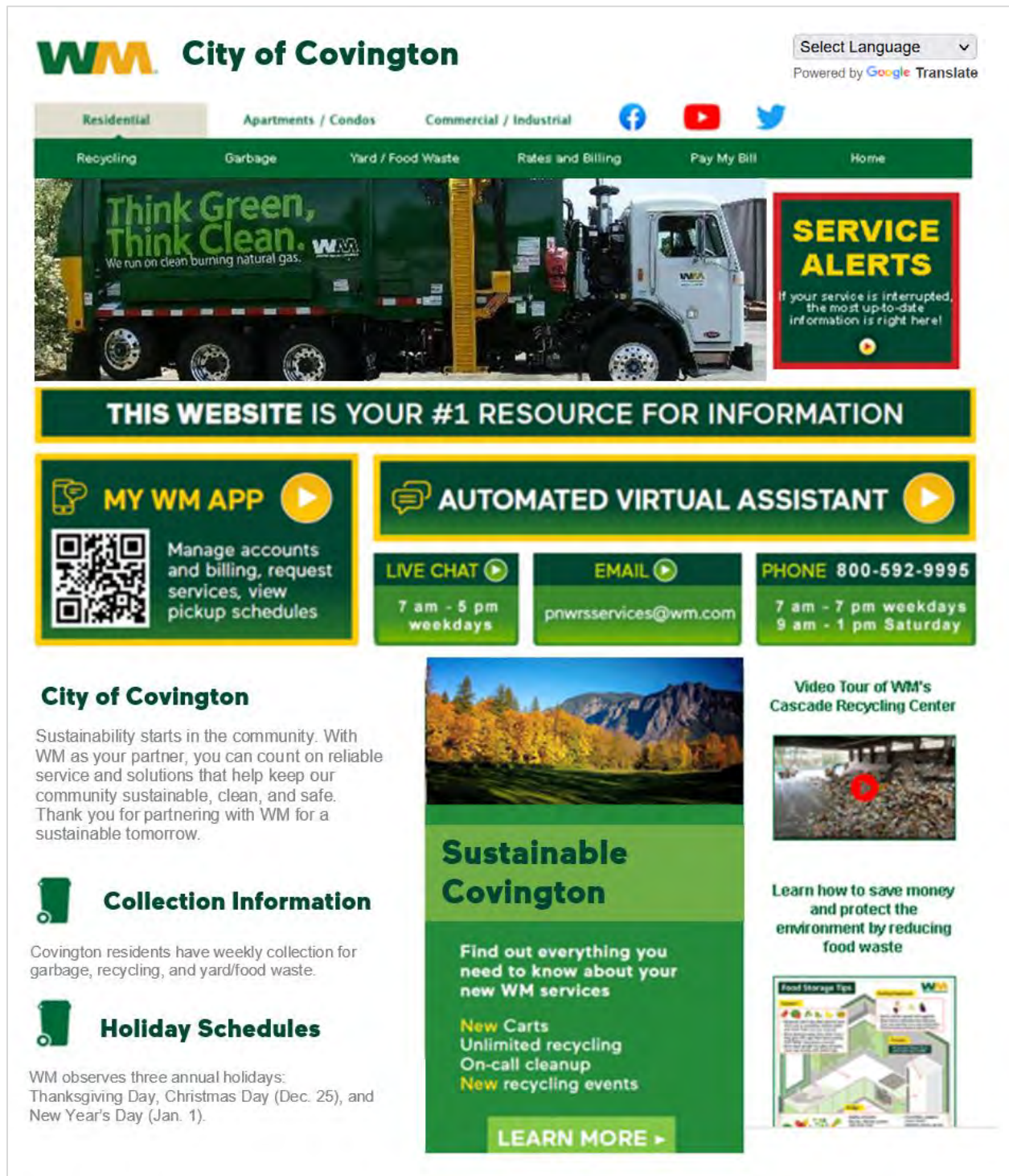
**WM Covington Website** – [wmnorthwest.com/Covington](http://wmnorthwest.com/Covington) The website will include an assortment of self-service features.

- An email link for residents ([pnwreservices@wm.com](mailto:pnwreservices@wm.com)) to request changes to an existing service or add new services.
- An email link for businesses ([pnwcmsservices@wm.com](mailto:pnwcmsservices@wm.com)) to request changes to an existing service or add new services.
- Access to collection calendars, recycling information and preparation instructions.
- Access to view inclement weather service alerts or any resulting delays in collections.
- Access to view city-specific rates and service level options.
- Link to WM live digital chat weekdays, from 7 a.m. to 5 p.m., Monday through Friday, regarding service issues.
- Information to learn about Covington promotions and events such as Recycle Right Recycling and Reuse events!
- Link to access WM Virtual Assistant chatbot where you can type a question or select from a list of topics like, COVID 19, New to WM, Account, Billing, Products, and Services, and FAQs.

“Your drivers are on time, they’re careful with the bins, your phone reps and email folks answer questions easily. Good experience.”  
- Gerald K.,  
City of Federal Way resident

“Drivers are courteous and careful. I had one occasion to call for assistance and your team was professional, answering my question quickly. Appreciate the team serving our area.”

- Tracy H.,  
City of Auburn resident



WM's user-friendly Covington website mock-up.



## Managing Accounts Online and with the My WM App

WM’s mobile app is available for Apple and Android phones and now supports face and fingerprint recognition for fast, secure login options and is available in English and French.

<b>Manage Accounts</b>	Allows you to add or remove WM accounts and manage them all with your My WM profile.
<b>AutoPay &amp; Paperless</b>	Save time by receiving bills electronically and having them paid automatically. If you currently see an "Administrative Charge" on your invoice, signing up for both autopay and paperless can save you some money too.
<b>Pending Charges</b>	Be informed of one-time charges before you receive your invoice.
<b>My Billing</b>	Provides access to current and past invoices, allows you to save or update payment methods, even allows you to make partial payments or pay multiple invoices in one.
<b>Adjust Service</b>	Things are constantly changing - including your service needs. Our online options help you adjust to change.
<b>Extra Pickup</b>	Avoid the hassles of an overloaded container by completing an online request for us to come by before your next service day.
<b>Bulk Item Pickup</b>	What do you do with large trash items that can't be recycled or repaired? Schedule a time for us to come by and pick them up for you.
<b>Roll-Off Requests</b>	When you are ready to exchange your full roll-off for an empty one or you've finished your project and need your temporary roll-off removed - schedule it online where you choose the date and can see estimated costs.
<b>View ETA &amp; Schedule</b>	Stay informed of when we are stopping by - including holiday, weather, or other service schedule changes.
<b>View Service Visuals</b>	See your container the way our Drivers see it with photos and videos.
<b>Manage Contacts</b>	Assign yourself and/or others as your Service Contact or Billing Contact or both. Easily make changes at any time to ensure the right people on your teams are contacted with the right information.
<b>Communication Preferences</b>	Stay informed by receiving the types of information you want to receive and how you prefer to receive it.
<b>Feedback</b>	Let us know what you think - we're all ears! We want to keep doing what you like or working to improve where you see opportunities.





C.2.7. Describe your recent innovations in providing customer service: for example, via new technology on trucks or new methods/technologies to better communicate with customers, and how you adapt and respond to advances in technology.

### WM's Innovations Enhance Customer Service

WM Options for Customer Ease		Customer Type		
		Single Family	Commercial	Drop-box
<b>Virtual Assistant</b>	Customers get immediate answers to common questions, can type a question of their own, and/or receive timely email responses for service requests with the WM Virtual Assistant chatbot on wm.com.	✓	✓	✓
<b>Autopay</b>	Automatic payments are quick, easy, and recurring to help customers ensure on-time payment to avoid potential late fees or service disruptions.	✓	✓	✓
<b>Paperless Billing</b>	Customers can opt into receiving invoices and billing inserts online and are notified with an email when their invoice is available.	✓	✓	✓
<b>Online Bill Pay</b>	Online bill payment was designed for customers on the go. It's available 24/7 and frees the customer from the hassle of calling in or mailing payments.	✓	✓	✓
<b>WM.com Profile</b>	Creating a WM.com profile enables customers to set notification preferences for service-related communication, and access billing, account information, and self-service applications like scheduling a bulky or extra pickup.	✓	✓	✓
<b>Edit Contact Information</b>	Customers can easily update their personal contact information online 24/7.	✓	✓	✓
<b>Empty and Return</b>	Customers can schedule an empty and return or switch out drop-box containers online. This service can be modified or canceled as necessary, plus we provide a history of service requests to help with planning and budgeting.	N/A	N/A	✓
<b>Pickup Schedule/ ETA</b>	Online, customers can view their pickup schedule, the next pickup date, and the estimated time to arrive. This assists customer to ensure their containers are accessible at time of servicing.	✓	✓	✓



WM Options for Customer Ease		Customer Type		
		Single Family	Commercial	Drop-box
<b>Holiday Schedule</b>	Holiday schedules provide up-to-date information online and prepares customers for any potential service delay during the holiday season.	✓	✓	✓
<b>Bulky or Extra Pickup</b>	Scheduling a bulk item or an extra pickup is quick and easy for customers with this simple online form.	✓	✓	N/A
<b>Contact Us</b>	Customers get timely email responses when they submit their questions or report service-related issues online using our convenient Contact Us form.	✓	✓	✓
<b>Customer Service Callback Feature</b>	Our customers are on the go and don't always have time to wait, and they don't have to! With WM's callback feature, we will call you back without losing your place in line.	✓	✓	✓

*C.2.8. Discuss how staffing levels are established and modified to ensure timely customer service, and how new and existing staff are trained. Describe how customer service performance is measured, including the specific targets or performance metrics used to evaluate your performance. When call center staff handle calls from more than one city or Washington Utilities and Transportation Commission-certificated service area, describe the procedures and aids used by those staff to address calls from different service areas without delaying responses to customers.*

## WM's Pacific Northwest Customer Service

### Staffing

Our customer service staffing levels are determined through historical call volume trends, specific community needs, and planned events, with considerations for increased self-service usage by our customers. WM customer service hours are 7 a.m. to 7 p.m., Monday through Friday, and Saturday's 9 a.m. to 1 p.m. Denie Covert, our PNW liaison, along with other managers constantly monitor incoming call volume and directs calls to different teams if wait times lengthen. In addition, customers are given the alternative of an automated callback ("no need to hold, we will call you back") during high call volume periods.

Genesys, a global leader in customer care technology, helps us track and report our wait time performance. Supervisors use the data to manage the team in real-time. The platform creates daily reports used for benchmarking, staffing adjustments, training opportunities, and improvement.



## Training

We train new customer service representatives for six weeks to ensure they are equipped to answer customer questions whether about billing, setting up service, or what to recycle; they are prepared. Our virtual curriculum includes:

<p><b>New Hire Orientation</b></p> <ul style="list-style-type: none"> <li>• History of WM</li> <li>• Overview of products and services</li> <li>• Commitment to municipalities and customers</li> </ul>	<p><b>Introduction to Business</b></p> <ul style="list-style-type: none"> <li>• Explanations of MRFs, transfer stations, composting facilities</li> <li>• Review of service territory</li> <li>• Overview of municipalities and contracts</li> </ul>
<p><b>Developing Customer Relationships</b></p> <ul style="list-style-type: none"> <li>• Clear communication</li> <li>• Active listening</li> <li>• De-escalation techniques</li> </ul>	<p><b>Customer Engagement Tools</b></p> <ul style="list-style-type: none"> <li>• Detailed service and products</li> <li>• Stay positive and calm</li> <li>• Maintaining professionalism</li> </ul>
<p><b>Customer Service Center Equipment and Systems Training</b></p> <ul style="list-style-type: none"> <li>• MAS integrated billing system</li> <li>• Green Pages, knowledge management tool (see description below)</li> <li>• Genesys reporting (see description below)</li> <li>• Virtual Desktop Integration (VDI) - Allows our representatives virtual access to all WM tools, resources, and programs while ensuring strict security protocols</li> <li>• Customer-at-a-Glance - This tool provides customer geographic, account and service details along with driver-related service details; representatives can see if a driver has serviced a customer on their day of service or if the driver is still on their way</li> </ul>	

An essential component of new hire training is our city-specific learning. WM representatives learn Covington’s geography, community, important events, commerce, and industry during this time. It’s not a “one and done” but a continual learning process supported through regularly scheduled virtual huddles. WM ships equipment and materials directly to our employees before they start our virtual training program.

### Training Never Stops

WM is committed to upgraded training as our business evolves and our customers’ needs change; we introduce new technologies and educate our customer service representatives. For example, through our Talent Central courses, we offer extended training in classrooms, in huddles, with side-by-side call listening, peer mentoring, and coaching. These tools measure and improve customer service.

### Performance Metrics - Customer and Satisfaction Surveys

We survey approximately 60,000 customers each month. We use this data to improve our customer service delivery. Some of the customer feedback from our surveys can be found throughout our proposal.

### Independent Quality Monitoring

WM employs a third-party company to review conversations between customer service representatives and customers, including digital exchanges such as emails and chats. We utilize these results to coach and provide ongoing feedback to customer service representatives.



### Customer-Focused Knowledge Management Tool with City-Specific Information

WM uses a proprietary web-based Knowledge Management Tool (KMT) called **Green Pages** to track and maintain all city contract information. Green Pages is accessible by field staff and customer service representatives and can be updated in real-time. It contains comprehensive information about Covington’s service offerings for each customer type (single family, multifamily, commercial, drop-box), collection schedules, rates, as well as information on special events. All annual mailings, and promotional materials are uploaded to Green Pages for access by our customer service representatives, so they are looking at what the customer received.

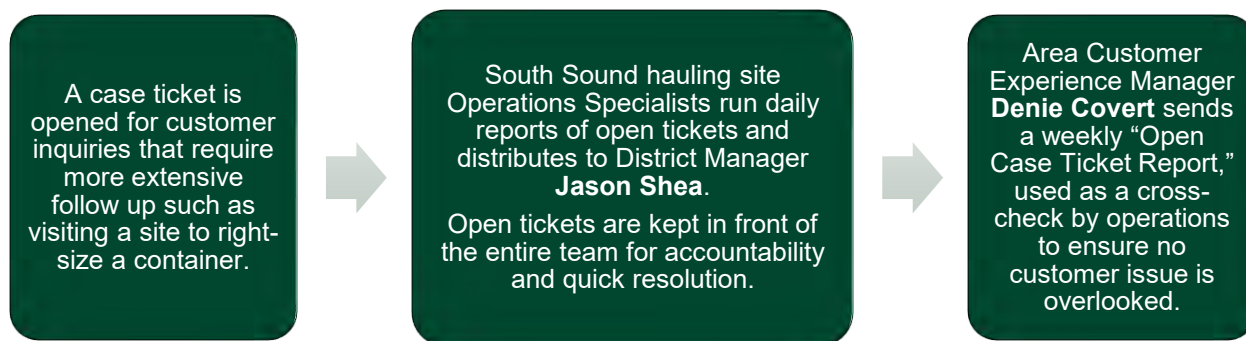
*C.2.9. Discuss how long it takes you to physically respond to service calls by line-of-business, how you monitor and adapt your field staffing to minimize your response time, how the resolution of each service call is performed in a timely manner, and how this is tracked and routinely reported as part of internal performance evaluation as well as required periodic reports.*

### Leveraging Technology and Accountability to Respond to Customers

**Nearly all customer complaints are resolved within one business day for all lines of business, including missed pickups.**

#### WM Tracks and Responds to Service Calls Through a Ticket System

We monitor and track all customer reported issues through a ticket system, including requests for service, change of service, the status of service, complaints, and compliments. Each ticket is created in an open status and requires closure upon completion and/or resolution of the requested action. If an issue requires immediate attention and/or escalation, an email is also sent to the local operations management team.



If a repeat issue occurs within two months, a code red case alerts the district manager, dispatch, and operations managers. Resolution is expected within two hours. The driver is given direct, immediate, one-on-one education and support. This coaching approach by our operations team typically corrects the problem immediately.

Our quality control program includes performance standards for ticket creation, closure, tracking, and service recovery. Local management is responsible and accountable for these performance standards.





*C.2.10. Describe your procedures for handling “missed” collections. Do you have a separate route for handling misses at the end of each day; is each route driver responsible for collecting their misses on the day or day after regular collection; or does your entity use some other system? How has this approach worked to minimize repeat misses? How do you improve services for those customers who repeatedly report justified misses? How do you handle customers who repeatedly report unwarranted misses?*

## Managing Missed Collections Seamlessly for Unparalleled Customer Service and Satisfaction

Our drivers’ onboard tablets significantly reduce missed service by noting route sequence and special service requirements. After each stop, drivers use their tablets to record the address as serviced, or not serviced and the reason why, such as no cart out. Each stop the driver enters is also recorded with the time and date automatically. The information from drivers’ tablets automatically transfers to customer’s account in the notes section where our customer service representatives have access and can discuss with the customer should they call.

Every driver is accountable and coached on several service metrics, including missed pickups. A report is generated each day for route managers to review with the drivers.

### Resolving Repeated Missed Collections

On those occasions when a customer reports a repeated missed collection, an escalated complaint ticket is sent to a route manager for investigation. The route manager and driver review detailed service logs, GPS data, and route completion reports to research the reported miss collection. They work together to identify the cause of the missed collection and, more importantly, arrive at a solution to prevent future misses.

WM maintains an electronic record of all customer contacts, by phone and internet, related to missed collections and our responses. This information is included in our monthly reports to the city.

**In 2021, our drivers in our South Sound hauling site serviced 98% of our customers (garbage, recycling, and compost waste) without a miss.**



## C.3 Transition and Implementation Plan

*C.3.1. Describe your proposed transition and implementation plans to ensure an efficient and successful implementation of service provisions as outlined in the Base Contract. Identify the major issues and challenges along with your proposed approach.*

### Experience Counts

WM approaches each new contract roll-out with meticulous focus on details. We look for the most efficient way to implement services with minimal disruption to our customers, as we focus on planning, timing, education, communication, and delivering service. We will apply this approach for the transition and implementation of the new Covington contract:

1. **Provide city staff with comprehensive planning** - An important step to ensuring a smooth transition is developing a comprehensive implementation plan with clear tasks and key milestones. Our implementation plan will be a living document reviewed during internal and external implementation meetings. It will be refreshed regularly with updated task status and completion.
2. **Frequent communication with Covington staff.** WM proposes meeting with city staff regularly to review key implementation milestones. We propose monthly meetings initially, then biweekly meetings throughout the first month of the new contract implementation.
3. **Fully integrated internal planning meetings.** Our South Sound operations team and contract manager will meet weekly throughout planning and implementation. Key departments, such as billing, customer service, City Services, contract compliance, and public education will also be involved. As the contract start date approaches, District Manager Jason Shea will meet daily with his operational team to review the most critical components of service delivery.
4. **Experience-grounded customer communication.** WM will leverage our expertise from the past 16 implementations over the last five years to effectively communicate changes to all customers to develop a successful outreach plan.
5. **Increased strategic communication to the community.** WM uses many forms of communication with residents and businesses. For example, we will leverage our new Covington-specific website, [wmnorthwest.com/Covington](http://wmnorthwest.com/Covington), social media posting, a welcome post card mailing and public gatherings to reach customers with the latest, most pertinent service information.

Please see C.3.2 and C.3.3 for specific and measurable transition and implementation planning.

## The WM Difference: We Create Programs that Make a Difference

Since 1989, we have been innovating and collaborating with municipalities in the Pacific Northwest to implement green technologies, new community engagement programs, and improved services, including transitioning as a new provider. Each program implementation is different, but our commitment to planning and development, strategic communication, thoughtful coordination, and attention to detail ensure a successful outcome.



*C.3.2. Discuss customer information, promotion and notification, customer service, customer response, procurement and delivery of vehicles, containers and other equipment, contingency plans and other considerations which will ensure a successful transition and implementation of the comprehensive Services under the Base Contract.*

Our District Manager Jason Shea and Contract Manager Laura Moser will lead our implementation process to ensure we include and accomplish every required service and program detail. All our WM colleagues and departments will play an important role while planning and preparing for our new contract.

### **Procurement and delivery of vehicles and new carts as part of base proposal requirements**

As soon as the new contract has been finalized, we will:

- Place an order for new CNG collection vehicles and new carts.
- WM will expect the new Covington fleet and carts to arrive well in advance of the July 1, 2024, contract start date.
- We will then develop and share our timeline driven implementation plan and begin our check in meetings with our WM colleagues and city staff to ensure the transition begins in a timely manner and is seamless for our new customers.

### **Customer service and customer response**

Our City Services team will ensure accurate customer service levels, contacts, and billing information are set up for a smooth implementation.

Our Covington customer service team will receive training on new collection services, programs, and rates. The team will also make sure all information is developed and approved by city staff for Green Pages, our call center knowledge management tool (their contract summary).

### **Customer information, promotion, and notification**

Our seasoned communications team and public education team will work with city staff to get the word out on all new services and programs!

In the spring of 2024, WM will host a community meeting at a convenient location coordinated with city staff. We will also advertise virtual events to learn about services, programs, and answer questions about almost anything!

WM will mail each Covington resident, business, and multifamily property manager a postcard and comprehensive service guide, including information about programs and rates. Depending on the customer, guides will include pertinent educational materials, such as recycling and compost guidelines, how to receive in person assistance and reusable tote bags and supporting materials in various languages.





## The WM Difference: We Prioritize Contingency Plans and Other Considerations Important for Contract Management

Transitioning to WM as your new service provider will be smooth and well-organized. We're confident we won't be needing a "Plan B." But we're big believers in always being prepared. As a national company, the largest recycler in North America, with a seasoned, local professional team, we have the right people, the right plans, and the right facilities to provide Covington contingency coverage.

- **Uninterrupted Fuel Contingency Plan** – WM has in place a constant fueling supply for our collection vehicles at our South Sound hauling site. We also have access to mobile fueling units that can bring natural gas from other local WM sites. For example, at our Bremerton site, fuel is generated by a different natural gas grid, therefore, if need be, that gas can be transported to our South Sound hauling site.
- **A Deep Driver Bench** – Over the last few years, with the onset of the pandemic, employers have struggled to recruit and retain their workforce. At our South Sound hauling site, under Jason's leadership, he has more than fully staffed his routes in our contract cities. He has hired extra drivers to cover for other drivers if they are out due to Covid or vacation.
- **Inclement Weather or Natural Disaster Planning** – If there is a snowstorm or wildfire, locally, we have an internal logistics and communications process called "Snowdogs." This process involves WM departments working together to ensure customers are updated on service interruptions with appropriate communications protocols. For example, annually, we plan with city staff for inclement weather in September and October and establish outbound customer communication messages and website service alert messaging well before winter weather.
- **Trucks** – If there are any supply chain issues with new trucks, WM will utilize trucks from our existing fleet that meet contract truck age requirements. With WM, your transition to a new contract will be easy, smooth and with little disruption for our customers!
- **Three Recycle Processing Facilities in Washington State** – WM owns and operates three recycle processing facilities in Washington, two in the Puget Sound area and one in Spokane. No other company in our area can provide backup processing like WM, North America's largest recycler.
- **Multiple Compost Processing Partners in Washington State** – WM works with several local composting facilities (Olympic Organics, and North Mason Fibers) to process Covington's compostable materials. We also have the availability to move compost processing operations to our permitted composting facility at WM's Columbia Ridge site outside Arlington, OR which can handle the same materials as our local composting partners.
- **City Services and Customer Service** – Our City Services team members are working locally and are dedicated to quick resolution of city staff requests. We are the first area provider to offer this service. In addition, we have over 100 PNW customer service representatives also working remotely to support our area, which allows for additional service redundancy versus a single site location. Furthermore, there are another 400 WM customer service representatives across the U.S. that can be available, if need be, during an emergency.

*C.3.3. Include a timeline which identifies major tasks and key dates in the transition and implementation plan.*

The following timeline identifies WM’s significant tasks and key dates for our proposed transition and implementation plan to achieve the City of Covington’s “go live” date with seamless precision.

	Apr 2023	May 2023	Jun 2023	Nov 2023	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024
<b>Key Milestones</b>										
Finalization and execution of contract	✓									
In collaboration with city staff, create and deliver implementation plan			✓							
Order new CNG Covington collection vehicles	✓									
New contract starts										✓
<b>Operations and Contract Management</b>										
Procure new carts and containers as needed				✓						
Develop/build new service routes and review for efficiency and safety						✓	✓	✓	✓	
Begin re-label project of existing Garbage, Recycle and Compostable Containers										✓
Field audit of customer data									✓	
Internal WM implementation meetings		✓	✓	✓	✓	✓	✓	✓	✓	✓
WM and city staff implementation meetings			✓	✓	✓	✓	✓	✓	✓	✓
Delivery of CNG Covington collection trucks							✓	✓	✓	
Collection vehicle testing and licensing, onboard computer, GPS, Smart Truck camera installation									✓	✓





	Apr 2023	May 2023	Jun 2023	Nov 2023	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024
<b>Communications</b>										
Deliver detailed implementation plan to the city			✓							
Develop and implement outreach communications plan for new contract through media and social media channels					✓	✓	✓	✓	✓	✓
Develop new Covington website and share with city staff for review								✓		
<b>Public Education</b>										
Collaborate with city staff on the new public education outreach plan			✓	✓	✓	✓	✓	✓	✓	✓
Host educational customer welcome event in person and virtually									✓	
Collaborate with city staff on design and distribution of all printed materials to include new Comprehensive Service Guides, Calendars, Rates, Postcards					✓	✓	✓	✓	✓	
Finalize Contamination Reduction Plan with city staff							✓			
<b>City Services, Customer Service and Billing</b>										
Create new WM billing codes and rate data for new contract								✓	✓	
Scrub customer data/service as provided by city's current hauler for inconsistencies, naming conventions, and upload into WM MAS database								✓	✓	
Training on new Covington contract services								✓	✓	✓



	Apr 2023	May 2023	Jun 2023	Nov 2023	Feb 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024
Develop internal knowledge tool called Green Pages (contract summary)								✓	✓	✓
Call Center live ahead of customer postcard mailing									✓	✓



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## D | IMPLEMENTATION AND PUBLIC INFORMATION

*D.1. If Proposer would be a new service provider for the City, describe in detail how you would work with the existing contractor to ensure a smooth transfer of information and container exchanges in a timely manner prior to the contract Services start date.*

We manage every transition and implementation with thoughtfulness and thoroughness to minimize customer disruption during implementation. Our biggest priority is ongoing communications with the existing service provider and city staff.

- **Vehicle Fleet, Carts and Containers** - As soon as the contract is finalized, we will order the new vehicle fleet for the City of Covington. The base contract requires new carts and before ordering WM will work with City staff on creating the lid labeling which is done by the cart contractor.
- **Ensuring Data is accurate** - As your new service provider, we will conduct field audits to ensure accurate service levels our new customers, cross-checking the data received from the current hauler.



“In early 2022, Kirkland awarded a new solid waste contract to WM after a competitive request-for-proposals process and a collaborative contract finalization phase. WM’s proposal was thorough, creative, and transparent and included a detailed contract implementation plan which was smoothly and seamlessly implemented, in partnership with the City, by WM’s responsive public sector and operations teams over the summer. WM has been an excellent partner to the City of Kirkland, and we are looking forward to continuing and growing our relationship over the coming years.”




John MacGillivray, City of Kirkland,  
Utility Policy and Community Relations Supervisor






*D.2. Identify the individuals involved in this effort, their qualifications and previous experience in transitioning existing collection programs.*

## WM Covington Team Accountable to You and Your Residents

### Implementation Function and Expertise

 <p><b>Laura Moser</b> Contract Manager</p>	<ul style="list-style-type: none"> <li>• Laura has worked for WM for over 27 years and has held many roles and responsibilities including route manager, sales, contract compliance administrator, community outreach and currently as contract manager for the past 13 years. She will bring this well-rounded experience to ensure all aspects of the new Covington contract are implemented seamlessly.</li> <li>• Laura will serve as the city's primary liaison throughout the implementation and contract term.</li> <li>• Laura's most recent new contract implementations include Auburn and Federal Way. In her years with WM, she has been involved with many other new contract implementations.</li> </ul>
 <p><b>Jason Shea</b> District Manager</p>	<ul style="list-style-type: none"> <li>• Jason manages our South Sound hauling site operations and has worked for WM for over six years.</li> <li>• Jason will lead and direct the operations of the new collection contract in the City of Covington during implementation and on-going.</li> <li>• Jason's most recent service implementations include Auburn and Federal Way. Under Jason's leadership and guidance, our South Sound team manages 82 collection drivers covering 57 routes, serving 48,000 residential, 2,600 commercial, and multifamily and 1,500 drop-box customers.</li> </ul>
 <p><b>Karissa Miller</b> Public Education and Outreach Manager</p>	<ul style="list-style-type: none"> <li>• Karissa has worked for WM for five years.</li> <li>• Karissa will lead the planning of all new City of Covington contract programs and development of collateral.</li> <li>• Karissa leads our team during new service implementations with customer education and collateral materials and public education and outreach.</li> </ul>

 <p><b>Jackie Lang</b>                  Senior Manager for                  Strategic                  Engagement and                  Communications</p>	<ul style="list-style-type: none"> <li>• Jackie joined WM 13 years ago and brings 20 years of experience in TV, digital and social media as well as community partnership management to the City of Covington.</li> <li>• Jackie will inform residents and businesses about new contract offerings using traditional, digital, and social media.</li> <li>• Jackie has led communications strategy for recent contract implementations in Kirkland, Arlington, Federal Way, Auburn, Lake Stevens, Duvall, Wenatchee, Lake Stevens, East Wenatchee, Mount Vernon, and Stanwood.</li> </ul>
 <p><b>Tammy Lane</b>                  Billing Manager</p>	<ul style="list-style-type: none"> <li>• Tammy has worked for WM for 30 years.</li> <li>• Tammy is responsible for internal updates to billing systems including rate changes and new service offerings.</li> <li>• In her many years with WM, she has worked on every PNW transition, new contract implementation and contract renewal. Most recently, she has managed new contract implementations in Kirkland, Arlington, Federal Way, Auburn, Lake Stevens, Duvall, Wenatchee, Lake Stevens, East Wenatchee, Mount Vernon, and Stanwood.</li> </ul>
 <p><b>Denie Covert</b>                  Area Customer                  Experience Manager</p>	<ul style="list-style-type: none"> <li>• Denie is a Puget Sound native and has been with WM for 12 years.</li> <li>• Denie is our PNW customer service liaison and oversees call center representatives training ensuring they are knowledgeable on all City of Covington services.</li> <li>• In her years with WM, she has worked on every PNW renewal and new contract implementation. Most recently, she has managed new contract implementations in Kirkland, Arlington, Federal Way, Auburn, Lake Stevens, Duvall, Wenatchee, Lake Stevens, East Wenatchee, Mount Vernon, and Stanwood.</li> </ul>

*D.3. Describe and provide examples of materials developed by Proposer's staff and used to introduce and support single-family recycling and compostables programs. Address how materials will be distributed and how residents seeking additional information will be accommodated during program introduction. Detail how your approach will increase and maintain participation and how methods may change as participation levels increase or decrease.*

Our programs, campaigns and tools are designed to increase engagement. Annually, or more often if desired, we'll assess effectiveness by measuring the results and engaging with city stakeholders. For example, have compost subscriptions increased, or are residents recycling the right materials? We'll discuss our work with staff and if needed recalibrate or refresh the approach. We're committed to approaches that make a difference for the Covington community.



## Single Family Recycling and Compost Program Approach Summary

Covington Single Family Customers Recycle: 6,077 Compost: 4,193	
Our Materials Developed and Distributed Annually	Our Results Oriented Engagement Strategies and Tools
<ul style="list-style-type: none"> <li>✓ WM comprehensive service guide with collection calendar and rates</li> <li>✓ WM oops tags</li> <li>✓ WM bill inserts</li> <li>✓ Custom invoice design and messaging</li> <li>✓ Translated and transcreated materials</li> <li>✓ Distribution of kitchen food scraps buckets</li> </ul>	<ul style="list-style-type: none"> <li>✓ WM Covington community welcome event during implementation</li> <li>✓ Recycling information stations at two city events</li> <li>✓ WM's ask-an-expert for recycling questions; email our public education team from our Covington website</li> <li>✓ Website engagement</li> <li>✓ Recycling center virtual/in person tours for Covington residents, staff, and elected officials</li> </ul>

Please see examples of our Public Education and Outreach Materials on the following pages.





720 4th Ave., Suite 400  
Clyde, WA 98033  
www.wm.com/snoqualmie  
información en español  
1-800-592-9995  
MON-FRI 7AM-7PM, SAT 9AM-12PM  
Online Billing: [www.wm.com/pay-my-bill](http://www.wm.com/pay-my-bill)



PSRT STD  
U.S. POSTAGE  
PAID  
SEATTLE, WA  
PERMIT NO. 963

Please save for reference.

Snoqualmie 690 SF 2021 Recycle Guide ♻️ Printed on 100% post-consumer recycled paper

## YOUR 2021 SNOQUALMIE RECYCLING GUIDE

Please save and use this guide  
for easy reference.



# Snoqualmie COLLECTION GUIDELINES



## CONTAINER SET OUT GUIDELINES



### Place carts at curb by 7 a.m.

- Two (2) feet apart with lids opening toward the street.
- At least three (3) feet from cars, trees, mailboxes, fences and utility boxes, *as close to the curb as possible*.
- Please remove carts as soon as possible after collection.

### Be bear smart.

- Don't put carts out the night before.
- Double bag garbage and do not overfill the cart so lid doesn't close.
- Rinse all recyclables to minimize food scent and residue.
- Freeze food scraps and/or put them out the morning of collection rather than during the interval between collection days.

For more information on living with black bears visit:  
<https://wdfw.wa.gov/species-habitats/living>

## THINK OUTSIDE THE BIN

Reduce and reuse before you recycle.

Waste prevention is our biggest opportunity to reduce our consumption of natural resources.



### PREVENT FOOD WASTE – BUY ONLY WHAT YOU NEED

When grocery shopping, be thoughtful. Make a list and buy only what you need to minimize any food waste.



### BUY NOTHING

Instead of buying items you will use infrequently, consider borrowing or renting. Borrow from a neighbor or join a local Nextdoor or Buy Nothing group.



### SHARE, SWAP OR SELL!

Sell items you no longer want and find bargains at consignment shops, garage sales, thrift stores, online exchanges and auctions like eBay and Craigslist.



### CHOOSE TO REUSE

Use reusable mugs, water bottles, utensils and bags. Store an extra in your car or at your desk so you will always be prepared.





## Keep plastic bags out of the recycling bin.

**Free your recyclables. Place recyclables loose in cart. Bagged recyclables cause problems at the recycling facility.**

Have plastic bags to recycle? Many grocery stores accept used plastic bags for recycling. Contact your local store for more information!

## INCLEMENT WEATHER GUIDELINES

Here's what to do with your materials in case of severe weather.

Here is what to expect if weather interrupts service 

- If weather permits, we will service your garbage, recycling, and yard waste on Friday.
- In the event of two successive weather delays, we will collect up to twice the amount of materials, at no additional charge, on the next possible day.

Credits will not be issued for delayed collection due to inclement weather.

For 24-7 updates on weather, visit <http://servicealerts.wmnorthwest.com/snoqualmie/>

## ADDITIONAL RESOURCES

### USED COOKING/MOTOR OIL RECYCLING

**Wondering how to dispose of used cooking and motor oil?**  
Don't throw it away! Recycle it at the curb on your service day!

#### Curbside Motor Oil and Cooking Oil Recycling

- Residential customers may place up to three gallons of motor oil or cooking oil in clear plastic milk jugs next to their recycling carts on collection day. Label each container with your address. Make sure caps are screwed on tightly.



### SNOQUALMIE/NORTH BEND WASTEMOBILE EVENT

The roving Wastemobile comes to our community to provide household hazardous waste disposal services. Visit: <https://hazwastehelp.org/HHW/wastemobile.aspx> to see a full list of accepted items and to view the schedule!





## GARBAGE

Bag all garbage and put it in your garbage cart.

### NON-RECYCLABLE PAPER

### NON-RECYCLABLE PLASTIC

### NON-RECYCLABLE METAL

### OTHER GARBAGE

### NON-RECYCLABLE GLASS

### EXTRA GARBAGE

Garbage charges are based on cart size. If your garbage cart lid is open more than 6 inches, there will be a charge for extra garbage.

Bulky items such as mattresses, large appliances and building materials can be picked up by special arrangement for a fee.

Call 1-800-592-9995 to schedule a pick up.

#### GARBAGE GUIDELINES

**Please:**

- Bag all garbage.
- Double bag pet waste, per litter, packing peanuts, vacuum dust, sawdust and cold ashes.

## RECYCLING

These items go in your recycling cart. Do not bag your recyclables.

NO BAGGED RECYCLABLES; PLACE RECYCLABLES LOOSE IN THE CART. FLATTEN ALL CARDBOARD.

### PAPER AND CARDBOARD

### PLASTIC

BOTTLES, JUGS, TUBS, CUPS  
EMPTY AND CLEAN.

### METAL

ALUMINUM AND TIN CANS,  
SCRAP METAL

Place lids in can, crimp the can shut.  
No sharp or greasy metal.

### GLASS

JARS AND BOTTLES

Empty of all food or liquid (Label OK)

**TIP:** Recycling cart full? Place extras in an extra container next to your recycling cart. Please label "recycle." We'll pick it up at no extra cost! Please don't leave any extra recyclables in cardboard boxes or paper bags out in the rain. Place next to your cart on the morning of your collection day.

## COMPOST

These items go in your compost cart.

NO PLASTIC, COOKING OIL, PET WASTE, GLASS, METAL OR LIQUIDS

### FOOD SCRAPS AND LEFTOVERS

### UNCOATED PAPER

No shiny coating

Greasy and food-soiled paper are ok

### PLANTS AND YARD DEBRIS

Remove candles from Jack-o-lanterns.  
Cut branches into 4' sections no wider than 4" in diameter.

#### COMPOST TIPS:

- In your kitchen, gather food scraps in a kitchen container, paper bag or compostable bag. Visit cedar-grove.com for a list of accepted compostable bags.
- Empty into your outdoor compost cart once full.

100% postconsumer recycled content

## Community Recycling Options

Many items are recyclable, but don't belong in the garbage or in your curbside recycling cart. Here are some recycling options for a variety of materials.

### WHAT DO I DO WITH...

#### What Do I Do With...?

King County's comprehensive local recycling database and community recycling options

- [kingcounty.gov/whatdowith](http://kingcounty.gov/whatdowith)  
206-477-4466

#### WA State Recycling Database

Search beyond-the-curb recycling options for items such as electronics

- [1800recycle.wa.gov](http://1800recycle.wa.gov)
- 1-800-RECYCLE

#### Household Hazards Line

Safely dispose of old or unwanted hazardous products. Please keep in original containers. Please do not mix any items, and do not bring any empty containers. Find local drop-off locations.

- 206-296-4692
- [kingcountyhazwastewa.gov](http://kingcountyhazwastewa.gov)

#### Plastic Bags

Return plastic bags to your local grocery store to recycle them. Do not place in your recycling cart.

#### Latex Paint

Latex paint is no longer considered hazardous waste. It can be placed in your garbage if it is solidified first. Mix in cat litter, shredded paper, sawdust or paint hardener. Once paint no longer flows, leave the lid off the can, bag it and place it in your regular garbage.

#### Light Bulbs and Fluorescent Tubes

Visit [www.lightrecycle.org](http://www.lightrecycle.org) for CFL, HID and Fluorescent Tube Recycling Locations

#### Used Clothing, Linens, Shoes

Take your clothes, shoes, and linens for reuse or recycling – in any condition except wet, mildewed or contaminated with hazardous materials.

- Visit [www.kingcounty.gov](http://www.kingcounty.gov) and search "Threadcycle."

### RECYCLING TIPS

Everything you put in your recycling cart should be:

**CLEAN**  
Give food containers a quick rinse.

**EMPTY**

**LOOSE**  
Keep recyclables out of bags and boxes.







*D.4. Describe fully how you will promote multifamily/commercial recycling and increase multifamily/commercial recycling levels and reduce contamination levels. Detail the communications, outreach, and assistance methods as well as technological or operational innovations you propose to increase those recycling levels. Detail how your approach will increase and maintain participation and how methods may change as participation levels increase or decrease. Provide examples of where your approaches have been effective, how effectiveness is measured and also provide informational materials developed and used by your staff.*

## WM’s Multifamily and Commercial Recycling Approach Leverages Technology, Our Drivers and Public Education and Outreach Expertise

### Recycle Right, Reduce Contamination

The Recycling Partnership Contamination Reduction Plan (found in section C.1.6) is our guide to increasing recycling and decreasing contamination for all customers. It is focused on blending technology, driver engagement, and public education and outreach.

Here’s a quick recap for multifamily and commercial outreach:

	<p>1. Our trucks use Smart Truck<sup>SM</sup> technology to identify contamination in containers. The technology utilizes four cameras strategically positioned outside and around the truck. As drivers’ empty containers, photos are taken. Photos are automatically uploaded into our database and can be shared electronically with our contract manager, customer service center, public education and outreach team and customers. The new Smart Truck<sup>SM</sup> technology is an excellent tool in identifying contamination in recycle and compost containers.</p>
	<p>2. Customers with contamination identified by Smart Truck<sup>SM</sup> technology receive an automated email alerting them of the issue and providing education on how to recycle right.</p>
	<p>3. Utilizing information and photos captured from that technology, our Public Education and Outreach Covington team engage building staff, residents, and property managers who might be struggling with what materials are acceptable in the program. We point out specific materials that do not belong in containers.</p>
	<p>4. Monthly, city staff receives updates on our work. Our contract compliance team shares information extracted from our reporting platform Enspire<sup>®</sup>. Reporting is available online or by Excel format if that is city staff’s preference. Either way, we make sure it’s easy for you to know what’s happening with diversion, tonnage, and our processing of materials.</p>



## Multifamily and Commercial Recycling and Compost Program Approach Summary

Covington Multifamily Customers: 6 accounts Covington Commercial Customers: 158 accounts	
Our Materials Developed and Distributed Annually	Our Results Oriented Engagement Strategies and Tools
<ul style="list-style-type: none"> <li>✓ Comprehensive service guide and rates</li> <li>✓ WM bill inserts</li> <li>✓ Custom invoice design and messages</li> <li>✓ Translated and transcreated materials</li> </ul>	<ul style="list-style-type: none"> <li>✓ New <a href="http://wmnorthwest.com/Covington">wmnorthwest.com/Covington</a> and <a href="http://wm.com">wm.com</a>.</li> <li>✓ Multifamily outreach*</li> <li>✓ Slotted Lids</li> <li>✓ WM Covington community welcome event during implementation</li> <li>✓ Recycling information stations at two city events</li> <li>✓ WM's ask-an-expert for recycling questions; email our public education team from our Covington website</li> <li>✓ Recycling facility virtual/in person tours</li> </ul>

*Multifamily Outreach
<p>In support of the city's public education and outreach goals for multifamily customers.</p> <ul style="list-style-type: none"> <li>• WM outreach staff and Recycle Corps interns provide technical assistance in person or with WM eConnect</li> <li>• Reusable tote bag distribution at multifamily events and other outreach efforts</li> <li>• Slotted container lids to reduce contamination</li> <li>• Additional ideas may surface when meeting with Covington staff</li> </ul>



## The WM Approach to Public Education and Outreach: Results-Driven, Targeted, and Innovative

Using Community Based Social Marketing (CBSM) principles as a guiding force, WM's Public Education and Outreach team creates appealing, targeted materials that produce results by removing barriers and simplifying recycling and composting for all customers. Our CBSM-based approach ensures we:

- Develop clear, concise public education materials
- Engage residents through results-oriented, creative behavior-change programs
- Enhance the visibility of recycling and composting through community outreach
- Produce sustainable behavior change

### WM Recycle Corps interns – Developing Future Environmentalists and Building Bridges with Multifamily and Commercial Customers

For the past decade, our WM Recycle Corps collegiate interns have built bridges between WM, city staff, and our Pacific Northwest customers. By recruiting interns fluent in Chinese, Korean, Spanish, and Vietnamese, the four most common non-English languages spoken in the greater Puget Sound area, we engage the community in recycling behavior change. After an extensive training program by WM recycling experts, the team reaches out to businesses, property managers and residents to improve waste reduction efforts.



WM 2022 Recycle Corps

In 2022, the WM Recycle Corps interns visited 2,020 businesses and multifamily properties, distributed 1,667 recycling tote bags to multifamily properties, tagged 1,318 carts, called 673 properties, and staffed 16 events throughout the summer.

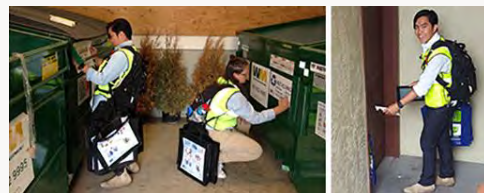
### WM Public Education and Outreach is Based on Research

Multifamily recycling programs present challenges related to infrastructure, space limitations, and high resident turnover. Similarly, businesses can face a wide array of challenges linked to specific industries, locations, and the sharing of containers between businesses. We approach these challenges as opportunities and have learned it takes a strategic mix of tactics to drive results.

We've developed and tested best practices for encouraging recycling at businesses and multifamily properties. Using our "4Cs" approach as an example, we have learned the importance of optimizing recycling infrastructure and engaging residents, businesses, and property management to drive recycling success. Please see the following examples of our case studies for multifamily properties, businesses, and community events.

## Multifamily Outreach Case Study

Since 2012, WM has been working together with King and Snohomish Counties to identify and test best practices for increasing and sustaining multifamily recycling. Through this work, we've determined effectively increasing multifamily recycling requires implementing the Recycling Best Practices - a combination of property management engagement, infrastructure improvements, and tenant education.



In 2016, WM launched a new effort to implement these best practices on a larger scale for multifamily customer throughout unincorporated areas of King and Snohomish Counties.

### The Four Cs of Multifamily Recycling

Successful multifamily recycling programs rely on a supportive recycling infrastructure that makes it easy for residents to participate. Research and pilot programs supported by WM have identified the Four Cs of Multifamily Recycling as key features of a strong multifamily recycling program:

#### Convenience

Recycling, compost, and garbage containers should be equally convenient for tenants to access. This includes co-location of containers wherever possible.

#### Clarity

It must be clear to tenants which container is for garbage and which container is for recycling. Containers should have clear, identifying labels and image-based signs posted at every point of collection.

#### Capacity

There must be sufficient room in the recycling container for tenants to place their recyclables. For most properties, recycling service should be approximately 50 percent of its total service volume, with per unit capacity in the range of 20 to 30 gallons (0.10 to 0.15 cubic yards).

#### Color

Color coding of containers increases the clarity of which container is intended for recyclables. Blue is generally associated with recycling in the Pacific Northwest.

In 2017, program staff helped 82 properties in both counties make recycling infrastructure improvements and added a total of 345 cubic yards of recycling per week! In total, more than 200 properties received some form of recycling assistance, with door-to-door recycling education reaching over 5,100 residential units.

Through the efforts completed since 2012, more than 25% of WM customer properties in our King County service area, and 84 customer properties in our Snohomish County service area, have implemented all the recycling best practices.

As part of this project the WM multifamily website was improved, with resources available for order or download here: [wmnorthwest.com/recyclingallstars/](http://wmnorthwest.com/recyclingallstars/)





Learn more about our recycling work with counties in Attachment B, WM RSA: Collaborate. Innovate. Repeat.

WM expanded our resources in 2020 to help businesses transition to a bagless recycling program. Our case studies, how-to flyers, and email templates demonstrate how easy and important it is to keep recyclables loose in the WM container. Many of these educational materials are offered in English and Spanish.

## No Bagged Recyclables Resources

# FREE YOUR RECYCLABLES.

## It's Simple - No Plastic Bags

Waste Management wants to help your business reduce recycling contamination. An impactful, straightforward solution to eliminate one of the biggest contaminants is ensuring there are no plastic bags and bagged recyclables in your recycling. Looking to go bag-free at home? It's just as easy – check out our [Get Started](#) videos to learn how to set up your household for recycling success.

**When recycling clean and dry bottles, cans, paper and cardboard, there's no need for a plastic bag.**

### Why Are Plastic Bags So Problematic?

Plastic bags become wrapped around sorting equipment, requiring all machinery to be shut down. Workers must climb into the machinery to cut plastic bags out of gears and screens. This delays the sorting of recyclables to end markets to make new products.

### It's Easier than You Think to Recycle Without Using Plastic Bags

- Work with your janitorial staff to develop processes to collect recyclables without using plastic bags or liners.
- Engage your employees and let them know why you're eliminating plastic bags – remind them that all recyclables should be clean and dry so there's no need for plastic bags.
- Make sure all containers are properly labeled – acceptable materials typically include bottles, cans, paper and cardboard. Visit [Resources for Business](#) on [wm.com/recycleright](#) to download bin labels.
- Check out the No Plastic Bags Resources on [wm.com/recycleright](#)

## Going Bag-Free Just Makes Sense!

- ✓ It's the right thing for the environment.
- ✓ If you are recycling right and your recyclables are clean and dry, there's no need to use a plastic bag as a liner.
- ✓ It reduces your costs – no more money spent on plastic bags or liners.
- ✓ It's faster and more efficient for your janitorial team – no more time spent replacing bags or liners each day.
- ✓ It will help your business reduce recycling contamination.



Place clean, dry materials in recycling container.



Consolidate smaller recycling containers into a larger, liner-free container.



Dump recyclables loose into your outdoor collection bin.



Double check recycling bin to make sure it's free from contaminants; no plastic bags or liners and all recyclables are loose in the bin.





## Starbucks store “goes bagless” to improve their Waste Management recycling program

A Starbucks store transitions from bagging recycling to emptying recyclable materials loose into the recycling dumpster, ensuring recyclables make it to their next best use.

### Challenge

Starbucks company policy requires stores to use blue plastic bags to collect recycling in their internal bins. Staff collect bagged materials and put them directly into the recycling dumpster. This is problematic because materials in a plastic bag cannot be properly sorted at the WM recycling center and risk getting thrown away rather than recycled.

### Solution

The Starbucks staff are committed to doing their part for the planet by recycling right. In keeping with Starbucks policy, the store continues to line recycling bins with blue plastic bags. However, the team now empties recyclable materials directly into the dumpster rather than tied up in a plastic bag. The management team instructed staff to loosely tie bags so they can be quickly and easily opened and emptied in the recycling dumpster.

### Result

Keeping recyclables loose guarantees materials will be processed and turned into new items. As part of their commitment to sustainability, this Starbucks is now recycling right. And the best news? They don't spend any more time taking out the recyclables than they had in the past. Staff report the change has been straight-forward and all members engaged quickly after learning the importance of the change.



## Zero Waste Event Consulting

Community events present a considerable opportunity to divert and reduce waste. Upon request from event organizers, WM's experienced education team will consult with event staff to plan up to two zero-waste events per year in Covington.

### Case Study: Duvall Firefighters' Annual Pancake Breakfast Results in 96% Diversion

WM partnered with organizers of the annual Duvall firefighters' community breakfast to achieve zero-waste success. WM outreach staff worked closely with event coordinators before the breakfast to consider each item required and advised on reusable, recyclable, or compostable choices. Any possible sources of trash were identified and replaced with a sustainable alternative.

WM then trained event volunteers to sort the various items properly and worked alongside the team to sort and weight garbage, recycling, and compost. This careful planning and waste sorting resulted in a 96% diversion rate event.



Karissa, our Education and Outreach Manager, leads volunteers in sorting recycling, compost, and garbage.

*D.5. Explain your procedures for submitting public information material to the City for approval and any approval timeliness you will expect the City to meet.*

Our goal is to provide meaningful, thoughtfully designed materials to advance Covington's goals – along with a collaborative process and timeline that works well for city staff. Before distributing WM public education materials, our team always consults with city staff to discuss and develop milestones for outreach work. We allow at least two weeks for city staff to review and approve all print materials.



*D.6. Identify and describe fully the qualifications of your Education and Outreach Manager including previous experience in working with recycling collection programs and government organizations.*



WM's Education and Outreach Manager, Karissa Miller, has worked on WM's innovative outreach campaigns since 2017. She served on the Washington State Recycling Association (WSRA) board as the Chair and Founder of the Diversity, Equity, and Inclusion committee. Karissa has experience coordinating Recycle Right collection events and planning equitable and inclusive outreach programs.

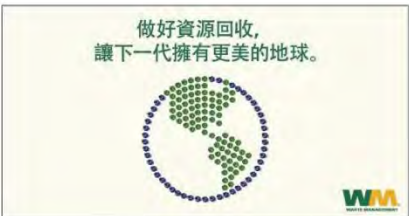
Her years of experience in program management and community based social marketing have led to many nuanced and effective behavior change campaigns. Among her accomplishments, she:

- Led food waste reduction programs, including the development of web resources and community presentations.
- Worked with food-producing businesses to implement efficient and successful compost programs.
- Led facility tours for community members, businesses, and school groups of WM's Cascade Recycling Center located in Woodinville, including successful virtual tours, which increased accessibility to all customers regardless of location or physical abilities; and
- Assisted in the development and rollout of WM eConnect to provide socially distanced outreach and assistance to commercial customers and multifamily property managers in the wake of COVID-19.

Karissa holds a Bachelor of Science in Psychology with a minor in Environmental Studies from Western Washington University. Previously, she worked with the Clark County Master Composter Recycler program. Karissa is excited to bring high-impact and equitable outreach to the new Covington contract!



## WM's Public Education and Outreach Awards



### WM Recycle Corps

- WSRA 2020 Recycler of the Year – Innovation in Social Media
- WSRA 2013 Public Education Recycler of the Year
- SWANA Gold 2015 – Top Educational Program
- SWANA Gold 2015 – Top Innovative Program

### WM Schools Outreach

- WSRA 2022 Recycler of the Year – Youth Education
- SWANA 2017 – Silver award for 2<sup>nd</sup> recognized Education Program in the country

### WM Latino Behavior Study and Odes Campaign

- NWRA 2018 – Top Educational Program
- WSRA 2018 – Recycler of the Year Award for Multicultural Engagement

### WM Compost Education Programs

- Public Relations Society of America - 2014 Totem Awards

### WM Scrap Happy Events and Contamination Study

- WSRA ROY award for Public Education Programs – 2019

### WM Multicultural Outreach

- Resource Recycling Guest Article in 2018 - Latino Behavior Study and Multicultural Outreach
- Presented on Multicultural Work and Ode's Campaign at WSRA 2018
- Top booth at WSRA 2018 for Ode's banners and activity



WM Campaigns in Spanish, Vietnamese, Chinese and Korean



*D.7. Provide a chart summarizing all public information, education, and outreach programs, and the levels of resources provided for each function or program. Levels of resources should include labor (FTE or hours) and materials/mailing costs for each element. Identify functions or programs that are performed as part of the Base Contract requirements versus additional or enhanced outreach or incentive programs that are additional to the Base Contract requirements.*

### WM Public Education and Outreach Programs Table

Function/Program Type	Customer Type	Summary/Details	Action/Results	Expected Annual Contractual Expense
<b>Recycling Partnership Contamination Reduction Plan</b>	All customers	Our WM contamination reduction plan provides an overview of our multipronged approach to engage multifamily property managers, residents, and business owners.	WM drivers, Smart Truck <sup>SM</sup> technology, and public education staff all work together to support improved recycling.	No additional costs associated.
<b>New Customer Welcome Packets</b>	All customers	Covington welcome packets are provided to new customers subscribing to service and include our comprehensive service guide, collection calendars, and rates.	One welcome packet for each customer is available in hard copy or electronic format.	Hard copy welcome packets are approximately \$4.00 each; electronic welcome Packets run approximately \$200 annually to maintain.



Function/Program Type	Customer Type	Summary/Details	Action/Results	Expected Annual Contractual Expense
<b>Comprehensive Service Guide</b>	All customers	Guide includes recycling, garbage, and compost guidelines, service level rates, information on hard-to-recycle items and collection calendars where appropriate. Materials are developed, designed, and printed by WM with review by city staff. Customers may receive guides via mail or email upon request.	Our comprehensive service guide is mailed annually to single family, multifamily property managers, multifamily residents, and commercial business customers.	A guide for all customer segments may run approximately \$20K annually (includes the design, hard copy costs and distribution).
<b>Bill Inserts, Custom Invoice Messages</b>	All customers	WM bill inserts are developed and designed by WM with review and approval by city staff. Information could include winter collection schedule changes, weather delay procedures, rate changes, and more.	Public education messages reinforce sustainability messaging, such as waste reduction, recycling, and composting.	Quarter page bill inserts run approximately \$6,000 for all customers.
<b>Oops Tags</b>	Single Family	When drivers cannot collect a cart due to contamination, an “Oops Tag” notification is left. The tag provides specific customer feedback and recycling guideline information. Drivers are trained by our public education team on the use of these tags.	WM’s double sided notices provide contamination feedback and coaching on one side and guidelines on the other.	Oops Tags run approximately \$1.05 each.

Function/Program Type	Customer Type	Summary/Details	Action/Results	Expected Annual Contractual Expense
<b>Reusable Tote Bags</b>	Multifamily	WM will distribute reusable tote bags as part of our annual multifamily outreach.	Residents may use these to easily collect and carry their recyclables to the property's onsite containers.	\$3,000 for 1,000 reusable tote bags.
<b>Kitchen Food Scrap Buckets</b>	Single Family	Single family residences subscribing to compost service will receive one kitchen food scrap bucket and a compostable bag starter kit upon request.	WM will deliver buckets upon request.	Covington/WM labeled Kitchen Buckets, approximately \$30,000 (one time order).
<b>WM Multifamily Outreach</b>	Multifamily	In collaboration with city staff, we offer the following programs for consideration: <ul style="list-style-type: none"> <li>• WM eConnect virtual education</li> <li>• WM staff and Recycle Corps 1:1 technical assistance</li> <li>• Distribution of reusable tote bags</li> </ul>	Annually, we'll work with the city to review the menu of options and implement as the city would like.	No additional costs associated.
<b>WM Recycling Information Station at Community Events</b>	All customers	WM will host our interactive Recycling Information Station with educational materials and activities at two community events identified by the City.	Customers can engage WM staff and Recycle Corps interns to learn more about services and recycling.	No additional costs associated.



Function/Program Type	Customer Type	Summary/Details	Action/Results	Expected Annual Contractual Expense
<b>Recycling Center (CRC) Tours</b>	All customers	Touring one of WM's recycling centers is available to residents, school groups, and community organizations to learn how their recycling is processed after it is placed in their container.	Residents can attend in person and/or virtual tours which include an overview of what and how to recycle right.	No additional costs associated.
<b>WM Zero-Waste Events</b>	Residential, Multifamily, Commercial	WM's education team will work with the city, Chamber, or other local organizations to help make Covington events zero waste upon event coordinator request.	As part of our unique partnership, WM will work closely with event organizers interested in making their events zero waste. We will provide expert recommendations and ensure waste reduction success by identifying recyclable, compostable, or reusable alternatives to products that would otherwise generate waste.	Staff time and resources.





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## E | BASE CONTRACT MODIFICATIONS

### Proposed Base Contract Modifications:

Waste Management of Washington, Inc. (“WM”) appreciates the City’s comprehensive responses to proposer questions and respectfully submits the following proposed modifications to the Base Contract for the City’s consideration. WM has also provided a list of comments on the Base Contract for discussion during Contract negotiations. WM reserves its rights with respect to any correction or amendment made to the Base Contract by the City.

Proposed Base Contract Modifications:

Base Contract Section and Page Nos.	Requested Change	Reason(s) for Requested Change	Mandatory Part of Proposal (Yes/No)	Proposed Alternative Contract Language	Rate Impact to Proposal
Section 1.3, “Call Center Hours,” p. 2; and Section 4.3.2.1, “Customer Service Representative Staffing;” p. 36; and Section 4.3.2.8, “Customer Communications,” p. 40	Remove the references related to service-related text messages.	At this time, WM is unable to offer a two-way text feature to customers. However, if customers sign up to receive service-related text messages, WM provides this service. WM respectfully requests that two-way texting features is a future possible addition to WM’s customer service capabilities for the City.	Yes	WM proposes deleting the reference to “texts” in the following sections: Section 1.3, “Call Center Hours,” p.2; Section 4.3.2.1, “Customer Service Representative Staffing;” p. 36; and Section 4.3.2.8, “Customer Communications,” p. 40.	No rate impact.

<p>Section 2, Term of Contract; p. 6</p>	<p>Provide that extensions of the Contract Term shall be exercised by mutual agreement of the Parties.</p>	<p>In the spirit of ensuring that the arrangement is mutually beneficial exercise of the 2-year extension should be agreed by both Parties to the Contract.</p>	<p>Yes</p>	<p>The Term of this Contract is ten (10) years starting on the Date of Commencement of Service. The <b>City Parties</b> may, <del>at its sole option</del> <b>by mutual written agreement</b>, extend the agreement for one extension which shall not exceed two (2) years in duration. The extension shall be under the terms and conditions of this Contract, as amended by the City and Contractor from time to time. <del>To exercise its option to extend this Contract, n</del> <b>Notice shall be given by the City to the Contractor of its intention to seek an extension of the Term</b> no less than ninety (90) Days prior to the expiration of the Contract term or the expiration of a previous extension.</p>	<p>No rate impacts.</p>
<p>Section 5.1.2, Itemization on Invoices; pp. 46-47</p>	<p>Allow the Contractor to include a reasonable mark-up on disposal costs for Drop-box Container service.</p>	<p>The Contractor should be able to recover administrative costs associated with disposal for Drop-box Container service in order to provide the best entry rates for all Customers.</p>	<p>No</p>	<p>The County disposal fee as it exists on the date of execution or as thereafter modified shall be itemized separately on Customer invoices with charges for Drop-box Container service. The Contractor shall charge Drop-box Customers the actual disposal cost <del>without</del> <b>plus a reasonable</b> mark-up plus the current state excise tax on the disposal component.</p>	<p>The proposed rates are based on the current contract language. However, WM looks forward to discussing a reduction to the Drop-box Container haul rate in exchange for a reasonable mark-up.</p>



In addition to the proposed Contract modifications noted above, WM respectfully submits the below as comments for the purpose of reserving the opportunity to discuss with the City during Contract negotiations.

Base Contract Section and Page Nos.	Comment
Section 1, Definitions; pp. 1-6	Throughout Section 1, certain definitions, as drafted, may require clarity. Additionally, certain definitions create ambiguity as to whether more than one definition exists—one statutory definition and a separate contract definition. WM recommends revising the definitions throughout as appropriate to clarify that the terms, as used in this Agreement, retain the statutory definitions to reflect the appropriate legal and regulatory meaning, and ensure consistency with this Agreement and applicable law.
Section 1, Definitions; p. 4	WM requests discussion during contract negotiations regarding the definition of “Garbage” that includes removing the reference to needles or “sharps” if collection under this Contract cannot be performed in accordance with King County sharps policy.
Section 4.1.5, Disabled Persons Service; p. 9	WM looks forward to working with the City to outline the criteria for documenting eligibility for disabled customers to qualify for carry-out service.
Section 4.1.11, Requirement to Recycle and Compost and Quality Assurance; pp. 11-12	WM requests that because it may be difficult to assess the amount of contamination in Recyclables or Compostables Containers, that the language reflect that the 5% contamination shall be “reasonably apparent.”
Section 4.1.14.1, Garbage, Recyclables, and Compostables Carts	In the event that a cart is inadvertently lost into a collection vehicle during collection due to a mechanical or operator error, WM requests that the timeline for providing a replacement Cart is one (1) business day instead of 24 hours. If a Cart is lost on a Friday afternoon, it may be difficult to deliver a new Cart over the weekend.
Section 4.1.14.2, Detachable Containers and Drop-box Containers; pp. 16-17	WM respectfully requests to discuss the process for determining what constitutes a “significantly sloped hill” or a “safety hazard” given the safety concerns for WM’s drivers, the public, and property.
Section 4.1.15, Spillage; p. 19	It is possible that some spills may take longer than 4 hours to fully clean-up. WM aims to clean-up any spills as quickly as possible, but requests discussion of whether the requirement can be for the Contractor to initiate clean-up within 4 hours of their knowledge to account for spills that may take longer to complete.
Section 4.2.2.1, Recyclable Materials; p. 27	Given the volatility in the Recyclables markets over the last several years, WM requests discussion during negotiations regarding circumstances in which the Contractor may request removal of Recyclables from the Exhibit C list that do not have a market available.
Section 5.3, Compensation Adjustments; pp. 48-51	WM requests discussion of an ability for the Contractor to request a Rate adjustment in the event of extraordinary circumstances not otherwise provided for in the Contract that are out of Contractor’s reasonable control.

Base Contract Section and Page Nos.	Comment
Section 5.3.1, Initial and Annual CPI Service Component Modification; pp. 48	WM requests discussion of application of any CPI increases over 5% to subsequent years where CPI increases are less than 5%. This approach would ensure modest but fair adjustments and maintains a 5% cap for customers.
Section 5.3.2, Changes in Disposal Fees; pp. 49	WM requests discussion of potentially including the ability for Contractor to submit a request for a rate adjustment for Compostable processing fee increases in the event of circumstances beyond the Contractor’s reasonable control. Proposed language: If Compostable processing fees that the Contractor pays a third party increase substantially more than the escalation factor described in Section 5.3.1 due to changes in law or regulation <b>or for other reasons beyond the Contractor’s reasonable control</b> , the Contractor may submit to the City a request to consider a compensating rate adjustment for the amount of the impact above the normal inflationary adjustment. Any request shall be made in conjunction with the annual rate process. The City shall review the request promptly and may, at its sole discretion, allow the Contractor to increase rates by a City-specified amount to compensate for increased Compostables processing costs.
Section 5.4, Change in Law; p. 51	WM requests that a change in law that may be the subject of a request for a rate adjustment include governmental orders, judgments, and legal and regulatory interpretations of law. Such orders, judgments, and legal interpretations can have the same effect on operations as statutes or regulations. Additionally, since a change in law is outside of the parties’ control, WM requests to discuss whether such approval might not be unreasonably withheld by the City. Proposed language: Except to the extent addressed otherwise in this Contract, changes in federal, state, or local laws or regulations, <b>the administrative or judicial interpretation thereof, or an order or judgment of any governmental authority</b> , that result in a detrimental change in circumstances or a material hardship for the Contractor in performing this Contract may be the subject of a request by the Contractor for a rate adjustment, subject to review and approval by the City, <b>such approval not to be unreasonably withheld</b> .
Section 6.2, Contract Default; p. 55	WM requests that what constitutes a material provision for purposes of this section is clarified in the final Contract.
Section 8.3. Insurance; pp. 58-60	WM requests to work with the City during Contract finalization to match WM’s insurance requirements and policies.
Section 8.10, Permits and Licenses; p. 63	WM requests a clarification that certain taxes, fees and charges will be included in Customer invoices, but will be remitted by WM.
Section 8.15, Force Majeure; pp. 64-65	WM requests a clarification in the Contract that the definition of “Force Majeure” includes accidents to machinery, equipment, or materials to the extent such accidents result from events that would otherwise be Force Majeure events such as lightning.



<b>Base Contract Section and Page Nos.</b>	<b>Comment</b>
Exhibit C, Recyclable Materials to be Collected	WM proposes to work with the City to finalize the list of scrap metal items and criteria to ensure compliance with applicable health, safety, and environmental requirements. As an example, sharp items such as knives may pose a safety risk to employees.





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## ALTERNATIVES

### 1. Weekly Subscription Compostables Collection:

The Base Contract includes every-other-week subscription-based compostables collection for those single-family customers wishing to pay for and receive the service. Under this alternative, compostables would be collected weekly instead of every-other-week but would continue to be a subscription-based service. Please provide the monthly rate increase (+) per single-family compostables customer associated with this alternative.

*Please refer to Form 2*

### 2. Embedded Every-Other-Week Compostables Collection:

The Base Contract includes every-other-week subscription-based compostables collection for those single-family customers wishing to pay for and receive the service. Under this alternative, every-other weekly compostables collection using a 96-gallon cart as default size would be included in rates, similar to the approach used for recycling collection, with all customers receiving the service. Please provide the monthly rate increase (+) per single-family garbage customer associated with this alternative.

*Please refer to Form 2*

### 3. Additional Compostables Collection:

The Base Contract every-other-week subscription-based compostables collection of up to 96-gallons for those single-family customers wishing to pay for and receive the service. Under this alternative, subscribing customers may place out up to 288-gallons of compostable at no additional charge, similar to the current contract. Please provide the monthly rate increase (+) per single-family compostable customer associated with this alternative.

*Please refer to Form 2*

### 4. Weekly Recyclables Collection:

The Base Contract includes every-other-week recyclables collection for single-family customers as part of regular garbage collection. Under this alternative, recyclables would be collected weekly instead of every-other-week. Please provide the monthly rate increase (+) per single-family garbage customer associated with this alternative.

*Please refer to Form 2*

### 5. Automatic Credits:

The Base Contract includes performance fees paid to City for service failures or missed collections. Under this alternative, those provisions would remain, but the Contractor would also provide Customers a specific credit for service failures. Service failures include failure to deliver requested carts on time, failure

to tag rejected materials, failure to provide accurate information to customers, and failure to collect materials during normal operations, inclement weather, or labor disruptions. Appendix E to this RFP contains a listing of automatic credit items and values. Please provide the annual change (+/-) in your initial year annual gross revenue requirement if this contract change were implemented.

*WM prefers customer credits be determined and agreed upon by WM and the customer on an individual basis; we are unable to offer this alternative.*

## **6. Make-up Collection & Service Credits:**

The Base Contract allows for a credit of the collection component of the rates for all services missed if there is no collection due to inclement weather or labor disruptions. Under this alternative, customers would receive make-up collection and the service credit.

*WM prefers customer credits be determined and agreed upon by WM and the customer on an individual basis; we are unable to offer this alternative.*

## **7. Commodity Value Adjustment:**

The Base Contract anticipates a continuation of the current approach for handling the costs and revenues associated with processing and marketing collected recyclables, which placed all risk and reward with the contractor and does not allow an adjustment in customer rates based on market value. Under this alternative, the commodity value would be removed from customer base rates and instead managed as a separate line item on customer bills. Please provide the annual change (+/-) in your initial year annual gross revenue requirement if this contract change were implemented and identify in your proposal the specific market index and commodity adjustment protocol you would use to propose annual commodity rate adjustments to the City. Note that all transportation and processing costs shall remain in customer base rates under this alternative.

*Please refer to Form 2*

## **8. Alternative Use of Existing Carts:**

The Base Contract assumes new carts citywide. Under this alternative, the existing carts are in-place at customer locations would be available for use by successive contractor. Existing carts would be required to be washed and relabeled within 90 days of the Contract start date. Please provide the annual change (+/-) in your initial year annual gross revenue requirement if the existing carts were reused.

*Please refer to Form 2*

## **9. Alternative Service Fee Escalation Component (WST):**

The Base Contract includes an aggregate Consumer Price Index escalator. Under this alternative, the BLS CPI subcategory component for Water, Sewer and Trash would be substituted as the index used to calculate annual service fee escalations. The floor and ceiling limits contained in the draft contract would be retained with this alternative escalator. Please provide the annual change (+/-) in your initial year annual gross revenue requirement if this contract change were implemented.

*Please refer to Form 2*

**10. Alternative Service Fee Escalation Component (CPI – no floor or cap):**

The Base Contract includes a Consumer Price Index escalator with a floor of zero and a cap of five percent annual increase. Under this alternative, the same CPI would be applied without a floor or cap to mitigate inflation risk. Please provide the annual change (+/-) in your initial year annual gross revenue requirement if this contract change were implemented.

*Please refer to Form 2*

**11. Alternative Service Fee Escalation Component (Fixed 3.5 percent):**

The Base Contract includes a Consumer Price Index escalator. Under this alternative, instead of a CPI index, a flat 3.5 percent increase would be used to calculate annual service fee escalations. Please provide the annual change (+/-) in your initial year annual gross revenue requirement if this contract change were implemented.

*Please refer to Form 2*



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## FORMS

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## Form 1 | Cover Sheet and General Information

### FORM 1: COVER SHEET AND GENERAL INFORMATION

**Entity Name:** Waste Management of Washington, Inc.

**Home Office Address:** 720 4<sup>th</sup> Avenue, Suite 400, Kirkland, WA 98033

**Washington Business Address:** 720 4<sup>th</sup> Avenue, Suite 400 Kirkland WA 98033

**Website Address:** www.wmnorthwest.com

**Proposal Contact Person:**

**Name:** Laura Moser

**Title:** Public Sector Manager

**Address:** 701 2<sup>nd</sup> Street NW, Auburn WA 98001

**Phone Number:** (206) 391-9112

**Email:** lmoser@wm.com

**If Applicable, Parent Company:**

**Name:** Waste Management Holdings, Inc.

**Home Office Address:** 800 Capitol Street, Suite 3000, Houston, TX 77002

**Phone Number:** (713) 512-6200

**Website:** www.wm.com

**Describe the parent company's relationship with the Proposer:**

Waste Management of Washington, Inc., a Delaware Corporation, is a wholly owned subsidiary of Waste Management Holdings, Inc., a Delaware Corporation, which in turn is wholly owned by Waste Management, Inc. a Delaware Corporation.

**Does the person signing the documents have the authority to sign on behalf of the Proposer?**  Yes  No

**Names of Companies that will share significant and substantive responsibilities with the Proposer in performing Services under the Contract:**

N/A

*Attach to this form, and number appropriately, documentation showing that the Proposer is duly organized and validly existing as a corporation or partnership in good standing.*

UNITED STATES OF AMERICA

**The State of Washington**

**Secretary of State**

I, **STEVE R. HOBBS**, Secretary of State of the State of Washington and custodian of its seal, hereby issue this

**CERTIFICATE OF REGISTRATION**

OF

**WASTE MANAGEMENT OF WASHINGTON, INC.**

I CERTIFY that the records on file in this office show that the above named entity was registered under the laws of the State of Washington and that its public organic record was filed in Washington and became effective on 05/19/1999.

I FURTHER CERTIFY that the entity's duration is Perpetual, and that as of the date of this certificate, the records of the Secretary of State do not reflect that this entity has been terminated.

I FURTHER CERTIFY that all fees, interest, and penalties owed and collected through the Secretary of State have been paid.

I FURTHER CERTIFY that the most recent annual report has been delivered to the Secretary of State for filing and that proceedings for statement of termination are not pending.

Issued Date:	11/11/2022
UBI Number:	601 415 286
Home Jurisdiction:	DE

Given under my hand and the Seal of the State of Washington at Olympia, the State Capital



Steve R. Hobbs, Secretary of State

Date Issued: 11/11/2022



# Delaware

Page 1

The First State

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "WASTE MANAGEMENT OF WASHINGTON, INC." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE SIXTEENTH DAY OF NOVEMBER, A.D. 2022.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL REPORTS HAVE BEEN FILED TO DATE.

AND I DO HEREBY FURTHER CERTIFY THAT THE FRANCHISE TAXES HAVE BEEN PAID TO DATE.



2309994 8300  
SR# 20224028527  
You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

A handwritten signature in black ink, appearing to read "JBULLOCK", is written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed.

Authentication: 204866533  
Date: 11-16-22



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## Form 2 | Price Proposal

Please see attached envelope.





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## Form 3 | Contractor's Proposal Deposit Surety Bond

DocuSign Envelope ID: 8E01A4F8-C880-4367-AF25-3646478E0C6E

### FORM 3: CONTRACTOR'S PROPOSAL DEPOSIT SURETY BOND to the City of Covington, Washington

We, Waste Management of Washington, Inc., as Principal, existing under and by virtue of the laws of the State of Washington and authorized to do business in the State of Washington, and Liberty Mutual Insurance Company, as Surety, organized and existing under the laws of the State of Massachusetts, are held and firmly bound unto the City of Covington, a Washington municipality, as Obligee, in the penal sum of \$15,000, for the payment of which we jointly and severally bind ourselves, and our legal representatives and successors.

WHEREAS, the Principal has submitted a proposal for solid waste collection to the City of Covington.

NOW THEREFORE, the condition of the obligation is such that if the Obligee shall accept the proposal of Principal and make timely award to the Principal according to the terms of the RFP documents; and the Principal shall, within ten days after notice of the award, exclusive of the day of notice, enter into the Contract with the Obligee and furnish the contractor's bonds (performance and payment bonds) with Surety satisfactory to the Obligee as specified in the City's RFP and draft contract, then this obligation shall be null and void; otherwise if the Principal fails to enter into the Contract and fails to furnish the contractor's bonds within ten days of notice of award, exclusive of the day of notice, the amount of the proposal deposit shall be forfeited to the Obligee, payable by the Surety; but in no event will the Surety's liability exceed the face amount of this proposal security bond.

This bond may be executed in two original counterparts and shall be signed by the parties' duly authorized officers. This bond will only be accepted if it is accompanied by a fully executed and original power of attorney for the officer executing on behalf of the Surety.

PRINCIPAL (CONTRACTOR)  
Waste Management of Washington, Inc.

DocuSigned by  
DLR December 4, 2022  
Principal Signature Date

David L. Reed  
Printed Name

Vice President and Treasurer  
Title

SURETY  
Liberty Mutual Insurance Company

Andrea M. Penalosa December 4, 2022  
Surety Signature Date

Andrea M. Penalosa  
Printed Name

Attorney-in-Fact  
Title

Name, address, and telephone of local office/agent of Surety Company is:

Aon Risk Services: 5555 San Felipe St., Suite 1500, Houston, TX 77056  
Phone: 832-476-2000

DocuSign Envelope ID: 8E01A4F8-C880-4367-AF25-3646478E0C6E

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.



Liberty Mutual Insurance Company  
 The Ohio Casualty Insurance Company  
 West American Insurance Company

Certificate No: **8205692-022011**

**POWER OF ATTORNEY**

**KNOWN ALL PERSONS BY THESE PRESENTS:** That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Amanda George, Andrea M. Penaloza, Donna L. Williams, Erin M. Dennison, Gina A. Rodriguez, Lisa A. Ward, Lupe Tyler, Michael J. Herrod, Misty Wright, Terri L. Morrison, Vanessa Dominguez

all of the city of Houston state of TX each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

**IN WITNESS WHEREOF,** this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 3rd day of June, 2021.



Liberty Mutual Insurance Company  
 The Ohio Casualty Insurance Company  
 West American Insurance Company

By: *[Signature]*  
 David M. Carey, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

State of PENNSYLVANIA ss  
 County of MONTGOMERY

On this 3rd day of June, 2021 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

**IN WITNESS WHEREOF,** I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



Commonwealth of Pennsylvania - Notary Seal  
 Teresa Pastella, Notary Public  
 Montgomery County  
 My commission expires March 29, 2025  
 Commission number: 1126044  
 Member, Pennsylvania Association of Notaries

By: *[Signature]*  
 Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

- ARTICLE IV – OFFICERS:** Section 12. Power of Attorney.  
 Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.
- ARTICLE XIII – Execution of Contracts:** Section 5. Surety Bonds and Undertakings.  
 Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

**Certificate of Designation** – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

**Authorization** – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

**IN TESTIMONY WHEREOF,** I have hereunto set my hand and affixed the seals of said Companies this 4th day of December, 2022.



By: *[Signature]*  
 Renee C. Llewellyn, Assistant Secretary

LMS-12573 LMIC OCIC WAIC Multi Co 02/21



## Form 4 | Identification of Performance Security

DocuSign Envelope ID: 8E01A4F8-C880-4367-AF25-3646478E0C6E

### FORM 4: IDENTIFICATION OF PERFORMANCE SECURITY

If the Proposer is awarded a Contract on this Proposal, the surety or other financial institution that provides the letter of credit or other performance guarantee shall be:

**Financial Institution Name:** Liberty Mutual Insurance Company

**Office Address:** 175 Berkeley Street, Boston, MA 02116

**Phone Number:** 610-832-8240

**Website:** www.libertymutual.com





December 4, 2022

CITY OF COVINGTON  
16720 SE 271st St., Suite 100  
Covington, WA 98042

Principal: WASTE MANAGEMENT OF WASHINGTON, INC.  
Bid Date: December 4, 2022  
Description: Comprehensive Garbage, Recyclables, and Compostables Collection  
Services Contract

Dear Sir/Madam:

We, LIBERTY MUTUAL INSURANCE COMPANY hereby agree that in the event an award is made to WASTE MANAGEMENT OF WASHINGTON, INC. on the project as captioned, and a mutually acceptable contract is signed, we will execute the necessary Performance and/or Payment Bonds that may be required.

Sincerely,

LIBERTY MUTUAL INSURANCE COMPANY

A handwritten signature in blue ink that reads "Andrea M. Penaloza".

Andrea M. Penaloza  
Attorney-in-Fact

175 Berkeley Street, Boston, MA 02116  
(617) 357-9500





This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Liberty Mutual Insurance Company  
 The Ohio Casualty Insurance Company  
 West American Insurance Company

Certificate No: **8205692-022011**

**POWER OF ATTORNEY**

**KNOWN ALL PERSONS BY THESE PRESENTS:** That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Amanda George, Andrea M. Penaloza, Donna L. Williams, Erin M. Dennison, Gina A. Rodriguez, Lisa A. Ward, Lupe Tyler, Michael J. Herrod, Misty Wright, Terri L. Morrison, Vanessa Dominguez.

all of the city of Houston state of TX each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

**IN WITNESS WHEREOF,** this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 3rd day of June, 2021.



Liberty Mutual Insurance Company  
 The Ohio Casualty Insurance Company  
 West American Insurance Company

By: David M. Carey  
 David M. Carey, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

State of PENNSYLVANIA ss  
 County of MONTGOMERY

On this 3rd day of June, 2021 before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

**IN WITNESS WHEREOF,** I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



Commonwealth of Pennsylvania - Notary Seal  
 Teresa Pastella, Notary Public  
 Montgomery County  
 My commission expires March 28, 2025  
 Commission number 1126044  
 Member, Pennsylvania Association of Notaries

By: Teresa Pastella  
 Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

**ARTICLE IV – OFFICERS:** Section 12. Power of Attorney.

Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

**ARTICLE XIII – Execution of Contracts:** Section 5. Surety Bonds and Undertakings.

Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

**Certificate of Designation** – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

**Authorization** – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company do hereby certify that the original power of attorney of which the foregoing is a full, true and correct copy of the Power of Attorney executed by said Companies, is in full force and effect and has not been revoked.

**IN TESTIMONY WHEREOF,** I have hereunto set my hand and affixed the seals of said Companies this 4th day of December, 2022.



By: Renee C. Llewellyn  
 Renee C. Llewellyn, Assistant Secretary

LMS-12873 LMIC OCIC WAIC Multi Co 02/21





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## Form 5 | Certification of Proposal – Declaration and Understanding

### FORM 5: CERTIFICATION OF PROPOSAL - DECLARATION AND UNDERSTANDING

#### Proposer's Declaration and Understanding

The undersigned Proposer declares that the only persons or parties beneficially or financially interested in this Proposal are those named herein; that this Proposal is, in all respects, fair and without fraud; that it is made without collusion; and that the Proposal is made without any connection or collusion with any person submitting another Proposal in connection with this RFP.

The Proposer declares that this Proposal is genuine and not made in the interest of or on behalf of any undisclosed person, firm or corporation; this Proposal is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; the Proposer has not directly or indirectly entered into any agreement, induced or solicited any other Proposer to submit a false or sham Proposal; the Proposer has not solicited or induced any person, firm or corporation to refrain from Proposing; the Proposer has not sought by collusion, fraud, deceit or any unlawful act to obtain for itself any advantage over any other Proposer or over the City; and Proposer has not otherwise taken any action in the restraint of free competitive proposals in connection with the Services for which this Proposal is submitted.

The Proposer declares that it has familiarized itself with the nature and extent of the Base Contract, the existing solid waste collection services, all local conditions and all other relevant facilities, properties, laws and regulations that in any manner may affect cost, implementation, progress, performance or furnishing of the Services. The Proposer has satisfied itself as to the services and equipment to be provided, including the fact that the description of the services and equipment is brief and is intended only to indicate the general nature of the Services, and that this Proposal is made according to the provisions and under the terms and conditions of the Base Contract, which is fully and completely incorporated into this Proposal by this reference.

The Proposer further acknowledges that it has satisfied itself as to the nature and location of the solid waste handling services, the general and local conditions, particularly those bearing on the availability of equipment, access, recycling and compostable material markets, disposal fees, availability of labor, roads, and the uncertainties of weather or similar physical conditions in the City, the character of equipment and facilities needed to execute the Services, and all other matters that may in any way affect the Services or the cost thereof under the Base Contract.

The Proposer further acknowledges that it has satisfied itself as to the character, quality and quantity of information provided by the City regarding the existing solid waste collection services and solid waste system, and the Proposer has adequately investigated the City's customer base and any additional information that may be provided by the City. Failure by the Proposer to acquaint itself with the physical conditions of the City's customer base and all available information shall not relieve it from responsibility for properly estimating the difficulty or cost of successfully performing the Services and providing the equipment required under the Contract.

The Proposer warrants that, as a result of its examination and investigation of all the data referenced above, it can provide all Contract Services in a good, timely and workmanlike manner and to the satisfaction of the City. The City assumes no responsibility for any representation made by any of its officers, employees, representatives, or agents during or prior to the execution of the Contract, unless (1) such representations are expressly stated in the Contract; and/or (2) the Contract expressly provides that the City assumes the responsibility.

The Proposer has given the City written notice in a timely manner of all conflicts, errors, omissions or discrepancies that it has discovered in the Proposal Documents and the written resolution thereof by the City is acceptable to the Proposer.

#### **Contract Execution, Performance Guarantees, and Insurance**

If this Proposal is accepted, the Proposer proposes and agrees to enter into a Contract with the City, in the form provided in the Proposal Documents and as revised via subsequent addenda, to provide services and equipment (“Services”) as specified or indicated in the Base Contract for the prices and during the time period indicated in this Proposal and in accordance with the other terms and conditions of the Base Contract.

The Proposer accepts all of the terms and conditions of the Proposal Documents, including, without limitation, those dealing with the disposition of Proposal security. This Proposal will remain subject to acceptance until 180 days following Proposal submittal. The Selected Proposer shall sign and submit the Contract with the appropriate performance security and proof of insurance acceptable to Covington within five (5) days of City Council approval of the Contract with the successful Proposer.

#### **Self-Reliance**

The Proposer acknowledges that the information contained in this Proposal represents its understanding of the City’s existing solid waste collection services, terrain, streets, alleys, container locations, recycling and compostables markets, and other conditions that could affect the costs or operational efficiencies of fulfilling the Contract. In preparing this Proposal, the Proposer acknowledges that it is solely responsible for its Proposal and that it has relied on its own investigation and research.

#### **Start of Services and Contract Term**

If awarded a Contract, the Proposer agrees to commence all Services under the terms and conditions of the Contract on **July 1, 2024**, and to continue providing services throughout the term of the Contract as specified therein.

**Unit Price**

Proposer shall invoice Customer's City-defined retail rates and shall be paid the Contractor-defined wholesales rates identified on Form 2, as set forth under the provisions of the Base Contract. Those wholesale rates encompass the Contractor's entire compensation for services provided under the Contract.

Proposer charges (rates) may be adjusted upward or downward solely as provided in the Base Contract. Generally, the Proposer shall be responsible for all real (non-inflationary) cost increases, and may benefit from any real cost decreases, except as specifically agreed to in the Contract. Proposer agrees that the per-unit served price and the price adjustments represent a reasonable measure of the labor and materials required to provide the Services, including all allowances for overhead and profit, and applicable taxes, fees and surcharges for such services. Prices shall be given in U.S. dollars and cents.

**Compliance with Process Integrity Requirements**

Proposer hereby certifies it and its employees, officers, and officials have complied with the Process Integrity Requirements as described in Section 2.16 of the RFP and further agrees to comply with those Guidelines during the Proposal evaluation process.

**Addenda**

The Proposer below lists and acknowledges receipt of all Proposal Documents and of the following addenda:

<b>Addendum #:</b> <u>Addendum #1</u>	<b>Date:</b> <u>10/26/2022</u>
<b>Addendum #:</b> <u>Addendum #2</u>	<b>Date:</b> <u>11/10/22</u>
<b>Addendum #:</b> <u>Addendum #3</u>	<b>Date:</b> <u>11/29/22</u>
<b>Addendum #:</b> _____	<b>Date:</b> _____

Proposer agrees that all Addenda issued are part of the Contract, and Proposer further agrees that its Proposal includes all Addenda.



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## Identification and Authorization if Corporation

### Identification and Authorization

The name of the Proposer submitting this Proposal is:

**Company Name:** Waste Management of Washington, Inc.

**Address:** 720 4<sup>th</sup> Avenue Suite 400, Kirkland, WA 98033

which is the address to which all communications concerning this Proposal and the Contract will be sent.

The names of the principal officers of the corporation submitting this Proposal, or of the partnership, or of all persons interested in this Proposal as principals are as follows:

**Name:** Mary Evans

**Title:** Area Director – Public Sector Solutions

**Name:** Jason Rose

**Title:** President

**Name:** Adam Winston

**Title:** Vice President

If the Proposer is a partnership, attach to this form and number appropriately a copy of its partnership agreement. If the Proposer is a corporation, attach to these form copies of its Articles of Incorporation, bylaws and Certificate of Good Standing, as certified by the Secretary of the Board of Directors.

### If Sole Proprietor or Partnership

IN WITNESS hereto the undersigned has set its hand this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

Signature: \_\_\_\_\_ Title: \_\_\_\_\_

### If Corporation

IN WITNESS whereof the undersigned corporation has caused this instrument to be executed by its duly authorized officers this 11th day of November, 2022.

**Name of Corporation:** Waste Management of Washington, Inc.

Signature: Mary Evans Title: Area Director – Public Sector Solutions

Attest (Authorized Officer): [Signature] Title: Assistant Secretary



DocuSign Envelope ID: AE807AE9-9109-416A-BAD7-4B8DAB1FAFA8

**WASTE MANAGEMENT OF WASHINGTON, INC.**

**WRITTEN CONSENT OF THE  
BOARD OF DIRECTORS**

The undersigned, being all the directors of Waste Management of Washington, Inc., a Delaware corporation (the "Company"), hereby consent to the adoption of the following resolution without the necessity of holding a meeting of the board of directors of such corporation, such resolution to have full force and effect as if adopted at a meeting of the board of directors of the Company duly called and held:

RESOLVED, that Mary Evans (Area Director of Public Sector Solutions), or any officer of the Company be, and hereby is authorized, following compliance with appropriate corporate policies and procedures, to execute by and on behalf of the Company any and all agreements, instruments, documents or papers, as they may deem appropriate or necessary, pertaining to, or relating to the Request for Proposals for the City of Covington for Comprehensive Garbage, Recyclables and Compostables Collection Services, and that any such action taken to date is hereby ratified and approved.

IN WITNESS WHEREOF, the undersigned have executed this consent effective this 8th day of November, 2022.

DocuSigned by:  
*Courtney A. Tippy*  
9E9CD492EB6C4D1  
\_\_\_\_\_  
Courtney A. Tippy, Director

DocuSigned by:  
*Jason S. Rose*  
09CC7026DDEF456  
\_\_\_\_\_  
Jason S. Rose, Director



## Certificate of Authenticity

### Certificate of Authenticity

I, Ame Lewis, hereby certify that I am Assistant Secretary of Waste Management of Washington, Inc., a Delaware corporation (the "Corporation"). Attached hereto are correct and authentic copies of:

1. Articles of Incorporation (and amendments thereto) of the Corporation;
2. By-Laws of the Corporation
3. Certificate of Good Standing issued by the Washington Secretary of State; and
4. Certificate of Good Standing issued by the Delaware Secretary of State.

Dated: November 16, 2022



---

Ame Wellman Lewis

Assistant Secretary



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### Certificate of Incorporation and By Laws

1992 07 15 09:00 AM  
STATE OF DELAWARE  
SECRETARY OF STATE  
DIVISION OF CORPORATIONS  
FILED 09:00 AM 09/15/1992  
922605014 - 2309994

2708 218 1533

MASS LEGAL DELI-

**Certificate of Incorporation  
of  
WASHINGTON WASTE HAULING & RECYCLING, INC.**

**FIRST.** The name of the corporation is **Washington Waste Hauling & Recycling, Inc.**

**SECOND.** The address of its registered office in the State of Delaware is The Corporation Trust Center, 1209 Orange Street, in the City of Wilmington, County of New Castle. The name of its registered agent at such address is The Corporation Trust Company.

**THIRD.** The nature of the business or purposes to be conducted or promoted is to engage in any lawful act or activity for which corporations may be organized under the General Corporation Law of Delaware.

**FOURTH.** The total number of shares of all classes of stock which the corporation shall have authority to issue is one thousand (1,000) shares, all of which shall be common stock having a par value of \$1.00 per share.

**FIFTH.** The name and mailing address of the incorporator of the corporation is:

<u>Name</u>	<u>Mailing Address</u>
Howard L. Kruse	3003 Butterfield Road Oak Brook, IL 60521

**SIXTH.** The original by-laws of the corporation shall be adopted by the incorporator. Thereafter, in furtherance and not in limitation of the powers conferred by statute, the board of directors is expressly authorized, from time to time, to make, alter, or repeal the by-laws of the corporation.

**SEVENTH.** Meetings of stockholders may be held within or without the State of Delaware, as the by-laws may provide. The books of the corporation may be kept (subject to any provision contained in the statutes) outside the State of Delaware at such place or places as may be designated from time to time by the board of directors or in the by-laws of the corporation. Elections of directors need not be by written ballot unless the by-laws of the corporation shall so provide.

**EIGHTH.** A director of the corporation shall not be personally liable to the corporation or its stockholders for monetary damages for breach of fiduciary duty as a director, except to the extent provided by applicable law (i) for any breach of the director's duty of loyalty to the corporation or its stockholders, (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, (iii) pursuant to Section 174 of the Delaware General Corporation Law, or (iv) for any transaction from which the director derived an improper personal benefit. Each person who is or was a director or officer of the corporation, and each person who serves or



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served at the request of the corporation as a director or officer (or equivalent) of another enterprise, shall be indemnified by the corporation to the fullest extent authorized by the General Corporation Law of Delaware as it may be in effect from time to time, except as to any action, suit or proceeding brought by or on behalf of such director or officer without prior approval of the Board of Directors.

NINTH. Whenever a compromise or arrangement is proposed between this corporation and its creditors or any class of them and/or between this corporation and its stockholders or any class of them, any court of equitable jurisdiction within the State of Delaware may, on the application in a summary way of this corporation or of any creditor or stockholder thereof or on the application of any receiver or receivers appointed for this corporation under the provisions of section 291 of Title 8 of the Delaware Code or on the application of trustees in dissolution or of any receiver or receivers appointed for this corporation under the provisions of section 279 of Title 8 of the Delaware Code, order a meeting of the creditors or class of creditors, and/or of the stockholders or class of stockholders of this corporation, as the case may be, to be summoned in such manner as the said court directs. If a majority in number representing three-fourths in value of the creditors or class of creditors, and/or of the stockholders or class of stockholders of this corporation, as the case may be, agree to any compromise or arrangement and to any reorganization of this corporation as consequence of such compromise or arrangement, the said compromise or arrangement and the said reorganization shall, if sanctioned by the court to which the said application has been made, be binding on all the creditors or class of creditors, and/or on all the stockholders or class of stockholders, of this corporation, as the case may be, and also on this corporation.

TENTH. The corporation reserves the right to amend, alter, change, or repeal any provision contained in this certificate of incorporation in the manner now or hereafter prescribed by statute, and all rights conferred upon stockholders herein are granted subject to this reservation.

THE UNDERSIGNED, being the incorporator hereinbefore named, for the purpose of forming a corporation pursuant to the General Corporation Law of the State of Delaware, does make this certificate, hereby declaring and certifying that this is his act and deed and the facts herein stated are true and accordingly has hereunto set his hand this 10th day of September 1992.



Howard L. Kruse, Incorporator

*State of Delaware*  
*Office of the Secretary of State*

PAGE 1

I, EDWARD J. FREEL, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF AMENDMENT OF "WASHINGTON WASTE HAULING & RECYCLING, INC.", CHANGING ITS NAME FROM "WASHINGTON WASTE HAULING & RECYCLING, INC." TO "WASTE MANAGEMENT OF WASHINGTON, INC.", FILED IN THIS OFFICE ON THE TWENTIETH DAY OF DECEMBER, A.D. 1999, AT 5 O'CLOCK P.M.

A FILED COPY OF THIS CERTIFICATE HAS BEEN FORWARDED TO THE NEW CASTLE COUNTY RECORDER OF DEEDS.



Handwritten signature of Edward J. Freel in blue ink.

Edward J. Freel, Secretary of State

2309994 8100

991550298

AUTHENTICATION: 0154031

DATE: 12-20-99





DEC-20-99 MON 07:55 PM NCR PH# 734-1450

FAX NO. 3027341476

STATE OF DELAWARE  
SECRETARY OF STATE  
DIVISION OF CORPORATIONS  
FILED 05:00 PM 12/20/1999  
991550298 - 2309994

**CERTIFICATE OF AMENDMENT  
OF  
CERTIFICATE OF INCORPORATION  
OF  
WASHINGTON WASTE HAULING & RECYCLING, INC.**

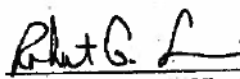
Washington Waste Hauling & Recycling, Inc., a corporation organized and existing under and by virtue of the General Corporation Law of the State of Delaware (the "Corporation"), does hereby certify as follows:

1. The amendment to the Corporation's Certificate of Incorporation set forth below was duly adopted in accordance with the provisions of Sections 242 and 228 of the General Corporation Law of the State of Delaware and has been consented to and authorized by the sole stockholder entitled to vote by written consent given in accordance with the provisions of Section 228 of the General Corporation Law of the State of Delaware.

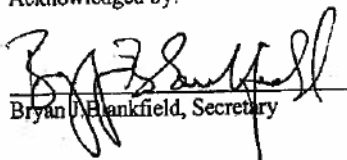
2. Article I of the Corporation's Certificate of Incorporation is amended to read as follows:

"The name of the Corporation is Waste Management of Washington, Inc.  
(the "Corporation")."

17 IN WITNESS WHEREOF, said corporation has caused this Certificate to be signed this day of December, 1999.

  
Robert G. Simpson, Vice President

Acknowledged by:

  
Bryan Blankfield, Secretary



**AMENDED AND RESTATED BY-LAWS  
OF  
Waste Management of Washington, Inc.  
(hereinafter called the "Corporation")**

**ARTICLE I  
OFFICES**

**Section 1. Registered Office.** The registered office of the Corporation shall be c/o CT Corporation System, 1209 Orange Street, Wilmington, Delaware 19801.

**Section 2. Other Offices.** The Corporation may also have offices at such other places both within and without the State of Delaware as the Board of Directors may from time to time determine.

**ARTICLE II  
MEETINGS OF STOCKHOLDERS**

**Section 1. Place of Meetings.** Meetings of the stockholders for the election of directors or for any other purpose shall be held at such time and place, either within or without the State of Delaware, as shall be designated from time to time by the Board of Directors and stated in the notice of the meeting or in a duly executed waiver of notice thereof.

**Section 2. Annual Meetings.** The annual meetings of stockholders shall be held on such date and at such time as shall be designated from time to time by the Board of Directors and stated in the notice of the meeting, at which meetings the stockholders shall elect directors and transact such other business as may properly be brought before the meeting. Written notice of each annual meeting stating the place, date and hour of the meeting shall be given to each stockholder entitled to vote at such meeting not less than ten (10) nor more than sixty (60) days before the date of the meeting.

**Section 3. Special Meetings.** Special meetings of stockholders may be called by the President or the Board of Directors. Notice of a special meeting stating the place, date and hour of the meeting and the purpose or purposes for which the meeting is called shall be given not less than ten (10) nor more than sixty (60) days before the date of the meeting to each stockholder entitled to vote at such meeting.

**Section 4. Quorum; Adjournment.** Except as otherwise provided by law or by the Certificate of Incorporation, the holders of a majority of the capital stock issued and outstanding and entitled to vote thereat, present in person or represented by proxy, shall constitute a quorum at all meetings of the stockholders for the transaction of business. If, however, such quorum shall not be present or represented at any meeting of the stockholders, the stockholders entitled to vote thereat, present in person or represented by proxy, shall have power to adjourn the meeting from time to time, without notice of any such adjourned meeting other than announcement of the time and place thereof at the meeting at which the adjournment is taken, until a quorum shall be present or represented. Additionally, the chairman of the meeting shall have power to adjourn, postpone, or recess the meeting from time to time, without notice other than announcement at the meeting of the time and place of the adjourned, postponed, or recessed meeting. At any such adjourned meeting at which a quorum shall be present or represented, any business may be transacted which might have been transacted at the meeting as originally noticed. If the adjournment is for more than thirty (30) days, or if after the adjournment a new record date is fixed for the adjourned meeting, a notice of the adjourned meeting shall be given to each stockholder entitled to vote at the meeting.

**Section 5. Voting.** Unless otherwise required by law, the Certificate of Incorporation or these By-laws, (i) any question brought before any meeting of stockholders at which a quorum is present shall be decided by the vote of the holders of a majority of the outstanding shares of stock represented and entitled to vote thereon and (ii) each stockholder represented at a meeting of stockholders shall be entitled to cast one vote for each share of the capital stock entitled to vote thereat held by such stockholder. Such votes may be cast in person or by proxy but no proxy

shall be voted on or after three (3) years from its date, unless such proxy provides for a longer period. The Board of Directors, in its discretion, or the officer of the Corporation presiding at a meeting of stockholders, in his discretion, may require that any votes cast at such meeting shall be cast by written ballot.

**Section 6. List of Stockholders Entitled to Vote.** The officer of the Corporation who has charge of the stock ledger of the Corporation shall prepare and make, at least ten (10) days before every meeting of stockholders, a complete list of the stockholders entitled to vote at the meeting, arranged in alphabetical order, and showing the address of each stockholders and the number of shares registered in the name of each stockholder. Such list shall be open to the examination of any stockholder, for any purpose germane to the meeting, during ordinary business hours, for a period of at least ten (10) days prior to the meeting at the principal place of business of the Corporation. The list shall also be produced and kept at the time and place of the meeting during the whole time thereof, and may be inspected by any stockholder of the Corporation who is present.

**Section 7. Stock Ledger.** The stock ledger of the Corporation shall be the only evidence as to who are the stockholders entitled to examine the stock ledger, the list required by Section 6 of this Article II or the books of the Corporation, or to vote in person or by proxy at any meeting of stockholders.

### ARTICLE III DIRECTORS

**Section 1. Number and Election of Directors.** The business and affairs of the Corporation shall be managed by or under the direction of a Board of Directors consisting of one or more directors, the exact number of directors to be determined from time to time by resolution adopted by the affirmative vote of a majority of the directors then in office. At each annual meeting of stockholders beginning with the first, directors shall be elected. Each director shall hold office until the ensuing meeting or until such director's successor is elected and qualified or until such director's earlier death, resignation, or removal. Directors of the Corporation may be removed, with or without cause, by the holders of a majority of the shares then entitled to vote at an election of directors.

**Section 2. Vacancies.** Any vacancy on the Board of Directors that results from an increase in the number of directors may be filled by a majority of the Board of Directors then in office, provided that a quorum is present, and any other vacancy occurring in the Board of Directors may be filled by a majority of the directors then in office, even if less than a quorum, or by a sole remaining director.

**Section 3. Duties and Powers.** The business of the Corporation shall be managed by or under the direction of the Board of Directors, which may exercise all such powers of the Corporation and do all such lawful acts and things as are not by statute or by the Corporation's Certificate of Incorporation or by these By-laws directed or required to be exercised or done by the stockholders.

**Section 4. Meetings.** The Board of Directors of the Corporation may hold meetings, both regular and special, either within or without the State of Delaware. Regular meetings of the Board of Directors may be held without notice at such time and at such place as may from time to time be determined by the Board of Directors. Special meetings of the Board of Directors may be called by the President or any two directors. Notice thereof stating the place, date and hour of the meeting shall be given to each director either by mail not less than forty-eight (48) hours before the time of the meeting, by telephone, electronic facsimile or telegram not less than twelve (12) hours before the time of the meeting.

**Section 5. Quorum.** Except as may be otherwise specifically provided by law, the Corporation's Certificate of Incorporation or these By-laws, at all meetings of the Board of Directors, a majority of the entire Board of Directors shall constitute a quorum for the transaction of business, and the act of a majority of the directors present at any meeting at which there is a quorum shall be the act of the Board of Directors. If a quorum shall not be present at any meeting of the Board of Directors, the directors present thereat may adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present.



Section 6.      Actions of Board. Unless otherwise provided by the Corporation's Certificate of Incorporation or these By-laws, any action required or permitted to be taken at any meeting of the Board of Directors or of any committee thereof may be taken without a meeting, if all the members of the Board of Directors or committee, as the case may be, consent thereto in writing or by electronic transmission, and the writing or electronic transmission is filed with the minutes of proceedings of the Board of Directors or committee.

Section 7.      Meetings by Means of Conference Telephone. Unless otherwise provided by the Corporation's Certificate of Incorporation or these By-laws, members of the Board of Directors of the Corporation, or any committee designated by the Board of Directors, may participate in a meeting of the Board of Directors or such committee by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation in a meeting pursuant to this Section 7 of this Article III shall constitute presence in person at such meeting.

Section 8.      Committees. The Board of Directors may, by resolution passed by a majority of the entire Board of Directors, designate one or more committees, each committee to consist of one or more of the directors of the Corporation. The Board of Directors may designate one or more directors as alternate members of any committee, who may replace any absent or disqualified member at any meeting of any such committee. In the absence or disqualification of a member of a committee, and in the absence of a designation by the Board of Directors of an alternate member to replace the absent or disqualified member, the member or members thereof present at any meeting and not disqualified from voting, whether or not such members constitute a quorum, may unanimously appoint another member of the Board of Directors to act at the meeting in the place of any absent or disqualified member. Any committee, to the extent allowed by law and provided in the resolution establishing such committee, shall have and may exercise all the powers and authority of the Board of Directors in the management of the business and affairs of the Corporation. Each committee shall keep regular minutes and report to the Board of Directors when required.

Section 9.      Compensation. The directors may be paid their expenses, if any, of attendance at each meeting of the Board of Directors and may be paid a fixed sum for attendance at each meeting of the Board of Directors or a stated salary as director. No such payment shall preclude any director from serving the Corporation in any other capacity and receiving compensation therefor. Members of special or standing committees may be allowed like compensation for attending committee meetings.

Section 10.     Interested Directors. No contract or transaction between the Corporation and one or more of its directors or officers, or between the Corporation and any other corporation, partnership, association, or other organization in which one or more of its directors or officers are directors or officers, or have a financial interest, shall be void or voidable solely for this reason, or solely because the director or officer is present at or participates in the meeting of the Board of Directors or committee thereof which authorizes the contract or transaction, or solely because his or their votes are counted for such purpose if (i) the material facts as to his or their relationship or interest and as to the contract or transaction are disclosed or are known to the Board of Directors or the committee, and the Board of Directors or committee in good faith authorizes the contract or transaction by the affirmative votes of a majority of the disinterested directors, even though the disinterested directors be less than a quorum; or (ii) the material facts as to his or their relationship or interest and as to the contract or transaction are disclosed or are known to the stockholders entitled to vote thereon, and the contract or transaction is specifically approved in good faith by vote of the stockholders; or (iii) the contract or transaction is fair as to the Corporation as of the time it is authorized, approved or ratified, by the Board of Directors, a committee thereof or the stockholders. Common or interested directors may be counted in determining the presence of a quorum at a meeting of the Board of Directors or of a committee which authorizes the contract or transaction.

**ARTICLE IV**  
**OFFICERS**

**Section 1. General.** The offices of the Corporation shall be chosen by the Board of Directors and shall be a President and a Secretary. The Board of Directors, in its discretion, may also choose one Treasurer and one or more Vice Presidents, Assistant Secretaries, Assistant Treasurers and other officers. Any number of offices may be held by the same person, unless otherwise prohibited by law, the Corporation's Certificate of Incorporation or these By-laws. The officers of the Corporation need not be stockholders of the Corporation nor need such officers be directors of the Corporation.

**Section 2. Election.** The Board of Directors at its first meeting held after each annual meeting of stockholders shall elect the officers of the Corporation, who shall hold their offices for such terms and shall exercise such powers and perform such duties as shall be determined from time to time by the Board of Directors; and all officers of the Corporation shall hold office until their successors are chosen and qualified, or until their earlier resignation or removal. Any officer may be removed at any time with or without cause by the affirmative vote of a majority of the Board of Directors. Any vacancy occurring in any office of the Corporation shall be filled by the Board of Directors. The salaries and other compensation of all officers of the Corporation shall be fixed by the Board of Directors.

**Section 3. Voting Securities Owned by the Corporation.** Powers of attorney, proxies, waivers of notice of meeting, consents and other instruments relating to securities owned by the Corporation may be executed in the name of and on behalf of the Corporation by the President or any Vice President and any such officer may, in the name of and on behalf of the Corporation, take all such action as any such officer may deem advisable to vote in person or by proxy at any meeting of security holders of any corporation in which the Corporation may own securities and at any such meeting shall possess and may exercise any and all rights and powers incident to the ownership of such securities and which, as the owner thereof, the Corporation might have exercised and possessed if present. The Board of Directors may, by resolution, from time to time confer like powers upon any other person or persons.

**Section 4. The President.** The President shall be the chief executive officer and the chief operating officer of the Corporation, shall have general direction of the business and affairs of the Corporation and general supervision over its several officers, subject, however, to the control of the Board of Directors and shall see that all orders and resolutions of the Board of Directors are carried into effect. The President may sign certificates representing shares of stock of the Corporation. The President may execute and deliver, in the name and on behalf of the Corporation, (i) contracts or other instruments authorized by the Board of Directors and (ii) contracts or instruments in the usual and regular course of business except in cases when the execution and delivery thereof shall be expressly delegated or permitted by the Board of Directors or by these By-laws to some other officer or agent of the Corporation. The President shall preside at meetings of the stockholders. In addition, the President shall perform all other duties incident to the office of President and have such other powers and perform such other duties as from time to time may be assigned to him by the Board of Directors or as are prescribed by these By-laws.

**Section 5. Vice Presidents.** Vice Presidents, if there be any, shall perform all duties incident to the office of Vice President and have such other powers and perform such other duties as from time to time may be assigned to him by these By-laws, by the Board of Directors or by the President. The Vice President may sign certificates of stock of the Corporation. In the absence or disability of the President, a Vice President may preside at meetings of the stockholders.

**Section 6. Secretary.** The Secretary shall attend all meetings of the Board of Directors and all meetings of stockholders and record all the proceedings thereat in a book or books to be kept for that purpose; the Secretary shall also perform like duties for the standing committees when required. The Secretary shall give, or cause to be given, notice of all meetings of the stockholders and special meetings of the Board of Directors. If the Secretary shall be unable or shall refuse to cause to be given notice of all meetings of the stockholders and special meetings of the Board of Directors, and if there be no Assistant Secretary, then either the Board of Directors or the President may choose another officer to cause such notice to be given. The Secretary shall have custody of the seal of the Corporation and the Secretary or any Assistant Secretary, if there be one, shall have authority to affix the same to any instrument



requiring it and when so affixed, it may be attested by the signature of the Secretary or by the signature of any such Assistant Secretary. The Board of Directors may give general authority to any other officer to affix the seal of the Corporation and to attest the affixing by such officer's signature. The Secretary shall see that all books, reports, statements, certificates and other documents and records required by law to be kept or filed are properly kept or filed, as the case may be. In addition, the Secretary shall perform all other duties incident to the office of the Secretary and have such other powers and perform such other duties as may be prescribed by the Board of Directors or the President.

**Section 7. Treasurer.** The Treasurer, if there be one, shall have the custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Corporation and shall deposit all moneys and other valuable effects in the name and to the credit of the Corporation in such depositories as may be designated by the Board of Directors. The Treasurer shall disburse the funds of the Corporation as may be ordered by the Board of Directors, taking proper vouchers for such disbursements, and shall render to the President and the Board of Directors, at its regular meetings, or when the Board of Directors so requires, an account of all his transactions as Treasurer and of the financial condition of the Corporation. In addition, the Treasurer shall perform all other duties incident to the office of the Treasurer and have such other powers and perform such other duties as may be prescribed by the Board of Directors or the President.

**Section 8. Assistant Secretaries.** Except as may be otherwise provided in these By-laws, Assistant Secretaries, if there be any, shall perform such duties and have such powers as from time to time may be assigned to them by the Board of Directors, the President, any Vice President, if there be one, or the Secretary, and in the absence of the Secretary or in the event of the Secretary's disability or refusal to act, shall perform the duties of the Secretary, and when so acting, shall have all the powers of and be subject to all the restrictions upon the Secretary.

**Section 9. Assistant Treasurers.** Assistant Treasurers, if there be any, shall perform such duties and have such powers as from time to time may be assigned to them by the Board of Directors, the President, any Vice President, if there be one, or the Treasurer, and in the absence of the Treasurer or in the event of the Treasurer's disability or refusal to act, shall perform the duties of the Treasurer, and when so acting, shall have all the powers of and be subject to all the restrictions upon the Treasurer.

**Section 10. Other Officers.** Such other officers as the Board of Directors may choose shall perform such duties and have such powers as from time to time may be assigned to them by the Board of Directors. The Board of Directors may delegate to any other officer of the Corporation the power to choose such other officers and to prescribe their respective duties and powers.

#### ARTICLE V STOCK

**Section 1. Form of Certificates.** The shares of the Corporation shall be represented by certificates, provided that the Board of Directors may provide by resolution or resolutions that some or all of any or all classes or series of stock shall be uncertificated shares. Any such resolution shall not apply to shares represented by a certificate until such certificate is surrendered to the Corporation. Every holder of stock in the Corporation represented by certificates shall be entitled to have a certificate signed, in the name of the Corporation (i) by the Chairman or Vice-Chairman of the Board, if any, or the President or a Vice President and (ii) by the Secretary or an Assistant Secretary or by the Treasurer or an Assistant Treasurer of the Corporation, certifying the number of shares owned by such holder of stock in the Corporation.

**Section 2. Signatures.** Any or all of the signatures on the certificate may be a facsimile. In case any officer, transfer agent or registrar who has signed or whose facsimile signature has been placed upon a certificate shall have ceased to be such officer, transfer agent or registrar before such certificate is issued, it may be issued by the Corporation with the same effect as if such person were such officer, transfer agent or registrar at the date of issue.



Section 3. Lost Certificates. The Board of Directors may direct a new certificate to be issued in place of any certificate theretofore issued by the Corporation alleged to have been lost, stolen or destroyed, upon the making of an affidavit of that fact by the person claiming the certificate of stock to be lost, stolen or destroyed. When authorizing such issue of a new certificate or uncertificated shares, the Board of Directors may, in its discretion and as a condition precedent to the issuance thereof, require the owner of such lost, stolen or destroyed certificate, or such owner's legal representative, to advertise the same in such manner as the Board of Directors shall require and/or to give the Corporation a bond in such sum as it may direct as indemnity against any claim that may be made against the Corporation with respect to the certificate alleged to have been lost, stolen or destroyed.

Section 4. Transfers. Stock of the Corporation shall be transferable in the manner prescribed by law and in these By-laws. Transfers of stock shall be made on the books of the Corporation only by the person named in the certificate or by his attorney lawfully constituted in writing and upon the surrender of the certificate therefor, which shall be canceled before a new certificate shall be issued.

Section 5. Record Date. In order that the Corporation may determine the stockholders entitled to notice of or to vote at any meeting of stockholders or any adjournment thereof, or entitled to receive payment of any dividend or other distribution or allotment of any rights, or entitled to exercise any rights in respect of any change, conversion or exchange of stock, or for the purpose of any other lawful action, the Board of Directors may fix, in advance, a record date, which shall not be more than sixty (60) days nor less than ten (10) days before the date of such meeting, nor more than sixty (60) days prior to any other action. A determination of stockholders of record entitled to notice of or to vote at a meeting of stockholders shall apply to any adjournment of the meeting; provided, however, that the Board of Directors may fix a new record date for the adjourned meeting.

Section 6. Beneficial Owners. The Corporation shall be entitled to recognize the exclusive right of a person registered on its books as the owner of shares to receive dividends, and to vote as such owner, and to hold liable for calls and assessments a person registered on its books as the owner of shares, and shall not be bound to recognize any equitable or other claim to or interest in such share or shares on the part of any other person, whether or not it shall have express or other notice thereof, except as otherwise provided by law.

ARTICLE VI  
NOTICES

Section 1. Notices. Whenever notice is required by law, the Corporation's Certificate of Incorporation or these By-laws, to be given to any director, member of a committee or stockholder, such notice may be given by mail, addressed to such director, member of a committee or stockholder, at his address as it appears on the records of the Corporation, with postage thereon prepaid, and such notice shall be deemed to be given at the time when the same shall be deposited in the United States mail. Notice may also be given personally, by telephone or by electronic transmission.

Section 2. Waivers of Notice. Whenever any notice is required by law, the Corporation's Certificate of Incorporation or these By-laws, to be given to any director, member of a committee or stockholder, a waiver thereof in writing, signed, by the person or persons entitled to said notice, whether before or after the time stated therein, shall be deemed equivalent thereto. Attendance of a person at a meeting shall constitute a waiver of notice of such meeting, except when the person attends a meeting for the express purpose of objecting, at the beginning of the meeting, to the transaction of any business because the meeting is not lawfully called or convened.



**ARTICLE VII**  
**GENERAL PROVISIONS**

**Section 1. Dividends.** Dividends upon the capital stock of the Corporation, subject to applicable law and the provisions of the Corporation's Certificate of Incorporation, if any, may be declared by the Board of Directors at any regular or special meeting, and may be paid in cash, in property, or in shares of the capital stock. Before payment of any dividend, there may be set aside out of any funds of the Corporation available for dividends such sum or sums as the Board of Directors from time to time, in its absolute discretion, deems proper as a reserve or reserves to meet contingencies, or for equalizing dividends, or for repairing or maintaining any property of the Corporation, or for any proper purpose, and the Board of Directors may modify or abolish any such reserve.

**Section 2. Disbursements.** All checks or demands for money and notes of the Corporation shall be signed by such officer or officers or such other person or persons as the Board of Directors may from time to time designate.

**Section 3. Fiscal Year.** The fiscal year of the Corporation shall be fixed by resolution of the Board of Directors.

**Section 4. Corporate Seal.** The corporate seal, if there shall be one, shall be in such form as the Board of Directors may prescribe.

**Section 5. Contracts.** Except as otherwise provided in these By-laws or by law or as otherwise directed by the Board of Directors, the President, any Vice President, the Treasurer, the Assistant Treasurer, the Secretary, or the Assistant Secretary shall be authorized to execute and deliver, in the name and on behalf of the Corporation, all agreements, bonds, contracts, deeds, mortgages, and other instruments, either for the Corporation's own account or in a fiduciary or other capacity, and the seal of the Corporation, if appropriate, shall be affixed thereto by any such officer or the Secretary or an Assistant Secretary. The Board of Directors or the President or, if designated by the Board of Directors or the President, then any Vice President or the Secretary, may authorize any other officer, employee, or agent to execute and deliver, in the name and on behalf of the Corporation, agreements, bonds, contracts, deeds, mortgages, and other instruments, either for the Corporation's own account or in a fiduciary or other capacity, and, if appropriate, to affix the seal of the Corporation thereto. The grant of such authority by the Board of Directors or any such officer may be general or confined to specific conditions. Subject to the foregoing provisions, the Board of Directors may authorize any officer, officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

**Section 6. Checks, Etc.** All checks, demands, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation may be signed by the President, the Treasurer, the Assistant Treasurer and/or such other officers or persons as the Board of Directors from time to time may designate and, if so required by the Board of Directors, shall be countersigned by the President, the Treasurer, the Assistant Treasurer and/or such other officers or persons as the Board of Directors from time to time may designate, and in such manner, as shall be determined by the Board of Directors.

**Section 7. Deposits.** All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may select. Checks, drafts, bills of exchange, acceptances, notes, obligations, and orders for payment of money made payable to the Corporation may be endorsed for deposit to the credit of the Corporation with a duly authorized depository by the President, the Treasurer, the Assistant Treasurer and/or such other officers or persons as the Board of Directors from time to time may designate.

**Section 8. Loans.** No loans and no renewals of any loans shall be contracted on behalf of the Corporation except as authorized by the Board of Directors. When authorized so to do, any officer or agent of the Corporation may effect loans and advances for the Corporation from any bank, trust company, or other institution or from any individual, corporation, or firm, and for such loans and advances may make, execute, and deliver promissory notes, bonds, or other evidences of indebtedness of the Corporation. When authorized so to do, any officer or agent of the Corporation may pledge, hypothecate, or transfer as security for the payment of any and all loans, advances,



indebtedness, and liabilities of the Corporation, any and all stocks, securities, and other real or personal property at any time held by the Corporation and to that end may endorse, assign, and deliver same. Such authority may be general or confined to specific instances.

#### ARTICLE VIII INDEMNIFICATION

Section 1. Power to Indemnify in Actions, Suits or Proceedings Other than Those by or in the Right of the Corporation. Subject to Section 3 of this Article VIII, the Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative (other than an action by or in the right of the Corporation) by reason of the fact that such person is or was a director or officer of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust, employee benefit plan or other enterprise, against expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding if such person acted in good faith and in a manner such person reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe such person's conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction, or upon a plea of *nolo contendere* or its equivalent, shall not, of itself, create a presumption that such person did not act in good faith and in a manner which such person reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his conduct was unlawful.

Section 2. Power to Indemnify in Actions, Suits or Proceedings by or in the Right of the Corporation. Subject to Section 3 of this Article VIII, the Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that such person is or was a director or officer, of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust, employee benefit plan or other enterprise against expenses (including attorneys' fees) actually and reasonably incurred by such person in connection with the defense or settlement of such action or suit if such person acted in good faith and in a manner such person reasonably believed to be in or not opposed to the best interests of the Corporation; except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable to the Corporation unless and only to the extent that the Court of Chancery or the court in which such action or suit was brought shall determine upon application that, despite the adjudication of liability but in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for such expenses which the Court of Chancery or such other court shall deem proper.

Section 3. Authorization of Indemnification. Any indemnification under this Article VIII (unless ordered by a court) shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the director or officer is proper in the circumstances because such person has met the applicable standard of conduct set forth in Section 1 or Section 2 of this Article VIII, as the case may be. Such determination shall be made (i) by the Board of Directors by a majority vote of the directors who are not parties to such action, suit or proceeding, even though less than a quorum, or (ii) if there are no such directors or if such directors so direct, by independent legal counsel in a written opinion, or (iii) by the stockholders. To the extent, however, that a director or officer of the Corporation has been successful on the merits or otherwise in defense of any action, suit or proceeding described above, or in defense of any claim, issue or matter therein, such person shall be indemnified against expenses (including attorneys' fees) actually and reasonably incurred by him in connection therewith, without the necessity of authorization in the specific case.

Section 4. Indemnification by a Court. Notwithstanding any contrary determination in the specific case under Section 3 of this Article VIII, and notwithstanding the absence of any determination thereunder, any director or officer may apply to any court of competent jurisdiction in the State of Delaware for indemnification to the extent otherwise permissible under Sections 1 and 2 of this Article VIII. The basis of such indemnification by a court shall be a

determination by such court that indemnification of the director or officer is proper in the circumstances because such person has met the applicable standards of conduct set forth in Section 1 or Section 2 of this Article VIII, as the case may be. Neither a contrary determination in the specific case under Section 3 of this Article VIII nor the absence of any determination thereunder shall be a defense to such application or create a presumption that the director or officer seeking indemnification has not met any applicable standard of conduct. Notice of any application for indemnification pursuant to this Section 4 of this Article VIII shall be given to the Corporation promptly upon the filing of such application. If successful, in whole or in part, the director or officer seeking indemnification shall also be entitled to be paid the expense of prosecuting such application.

**Section 5. Expenses Payable in Advance.** Expenses incurred by a director or officer in defending or investigating a threatened or pending action, suit or proceeding may be required by the Board of Directors to be paid (upon such terms and conditions, if any, as the Board deems appropriate) by the Corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such director or officer to repay such amount if it shall ultimately be determined that such person is not entitled to be indemnified by the Corporation as authorized in this Article VIII.

**Section 6. Nonexclusivity of Indemnification and Advancement of Expenses.** The indemnification and advancement of expenses provided by, or granted pursuant to, this Article VIII shall not be deemed exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under any By-Law, agreement, contract, vote of stockholders or disinterested directors or pursuant to the direction (howsoever embodied) of any court of competent jurisdiction or otherwise, both as to action in a person's official capacity and as to action in another capacity while holding such office, it being the policy of the Corporation that indemnification of the persons specified in Sections 1 and 2 of this Article VIII shall be made to the fullest extent permitted by law. The provisions of this Article VIII shall not be deemed to preclude the indemnification of any person who is not specified in Section 1 of Section 2 of this Article VIII but whom the Corporation has the power or obligation to indemnify under the provisions of the General Corporation Law of the State of Delaware, or otherwise.

**Section 7. Insurance.** The Corporation may purchase and maintain insurance on behalf of any person who is or was a director or officer of the Corporation, or is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust, employee benefit plan or other enterprise against any liability asserted against such person and incurred by him in any such capacity, or arising out of such person's status as such, whether or not the Corporation would have the power or the obligation to indemnify such person against such liability under the provisions of this Article VIII.

**Section 8. Certain Definitions.** For purposes of this Article VIII, references to "the Corporation" shall include, in addition to the resulting corporation, any constituent corporation (including any constituent of a constituent) absorbed in a consolidation or merger which, if its separate existence had continued, would have had power and authority to indemnify its directors and officers, so that any person who is or was a director or officer of such constituent corporation, or is or was a director or officer of such constituent corporation serving at the request of such constituent corporation as a director, officer, employee or agent of another corporation, partnership, joint venture, trust, employee benefit plan or other enterprise, shall stand in the same position under the provisions of this Article VIII with respect to the resulting or surviving corporation as such indemnification relates to such person's acts while serving in any of the foregoing capacities, of such constituent corporation, as such person would have with respect to such constituent corporation if its separate existence had continued. For purposes of this Article VIII, references to "fines" shall include any excise taxes assessed on a person with respect to an employee benefit plan; and references to "serving at the request of the Corporation" shall include any service as a director or officer of the Corporation which imposes duties on, or involves services by, such director or officer with respect to an employee benefit plan, its participants or beneficiaries; and a person who acted in good faith and in a manner such person reasonably believed to be in the interest of the participants and beneficiaries of an employee benefit plan shall be deemed to have acted in a manner "not opposed to the best interests of the Corporation" as referred to in this Article VIII.



Section 9. Survival of Indemnification and Advancement of Expenses. The indemnification and advancement of expenses provided by, or granted pursuant to, this Article VIII shall, unless otherwise provided when authorized or ratified, continue as to a person who has ceased to be a director or officer and shall inure to the benefit of the heirs, executors and administrators of such a person.

Section 10. Limitation on Indemnification. Notwithstanding anything contained in this Article VIII to the contrary, except for proceedings to enforce rights to indemnification (which shall be governed by Section 4 of this Article VIII), the Corporation shall not be obligated to indemnify any director or officer in connection with a proceeding (or part thereof) initiated by such person unless such proceeding (or part thereof) was authorized or consented to by the Board of Directors of the Corporation.

Section 11. Indemnification of Employees and Agents. The Corporation may, to the extent authorized from time to time by the Board of Directors, provide rights to indemnification and to the advancement of expenses to employees and agents of the Corporation similar to those conferred in this Article VIII to directors and officers of the Corporation.

**ARTICLE IX**  
**AMENDMENTS**

Section 1. Except as otherwise provided in the Corporation's Certificate of Incorporation, these By-laws may be altered, amended or repealed, in whole or in part, or new By-laws may be adopted by the stockholders or by the Board of Directors. Except as otherwise provided in the Corporation's Certificate of Incorporation, all such amendments must be approved by either the holders of a majority of the outstanding capital stock entitled to vote thereon or by a majority of the entire Board of Directors then in office.





**Certificate of Good Standing Washington**

UNITED STATES OF AMERICA

**The State of Washington**

**Secretary of State**

I, **STEVE R. HOBBS**, Secretary of State of the State of Washington and custodian of its seal, hereby issue this

**CERTIFICATE OF REGISTRATION**

OF

**WASTE MANAGEMENT OF WASHINGTON, INC.**

I **CERTIFY** that the records on file in this office show that the above named entity was registered under the laws of the State of Washington and that its public organic record was filed in Washington and became effective on 05/19/1999.

I **FURTHER CERTIFY** that the entity's duration is Perpetual, and that as of the date of this certificate, the records of the Secretary of State do not reflect that this entity has been terminated.

I **FURTHER CERTIFY** that all fees, interest, and penalties owed and collected through the Secretary of State have been paid.

I **FURTHER CERTIFY** that the most recent annual report has been delivered to the Secretary of State for filing and that proceedings for statement of termination are not pending.

Issued Date: 11/11/2022  
UBI Number: 601 415 286  
Home Jurisdiction: DE

Given under my hand and the Seal of the State of Washington at Olympia, the State Capital



Steve R. Hobbs, Secretary of State

Date Issued: 11/11/2022



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## Certificate of Good Standing Delaware

# Delaware

Page 1

The First State

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "WASTE MANAGEMENT OF WASHINGTON, INC." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE SIXTEENTH DAY OF NOVEMBER, A.D. 2022.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL REPORTS HAVE BEEN FILED TO DATE.

AND I DO HEREBY FURTHER CERTIFY THAT THE FRANCHISE TAXES HAVE BEEN PAID TO DATE.



2309994 8300

SR# 20224028527

You may verify this certificate online at [corp.delaware.gov/authver.shtml](http://corp.delaware.gov/authver.shtml)

A handwritten signature in black ink, appearing to read "JBULLOCK", is written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed in a small font.

Authentication: 204866533

Date: 11-16-22



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## ATTACHMENTS

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## Attachment A | 2021 Renewable Natural Gas



### RNG OVERVIEW

Renewable Natural Gas (RNG) is pipeline quality natural gas produced from the decomposition of organic material. The organic material feedstock is derived from many different sources, such as landfills (the volumetric leader amongst the feedstocks), wastewater treatment facilities, agricultural waste such as dairy or swine manure, and others. RNG used in Natural Gas Vehicles (NGVs) is a cost-effective, drop-in, low carbon alternative to conventional natural gas derived from fossil resources. While RNG can be used in many applications, its primary use is as a renewable fuel for CNG vehicles.

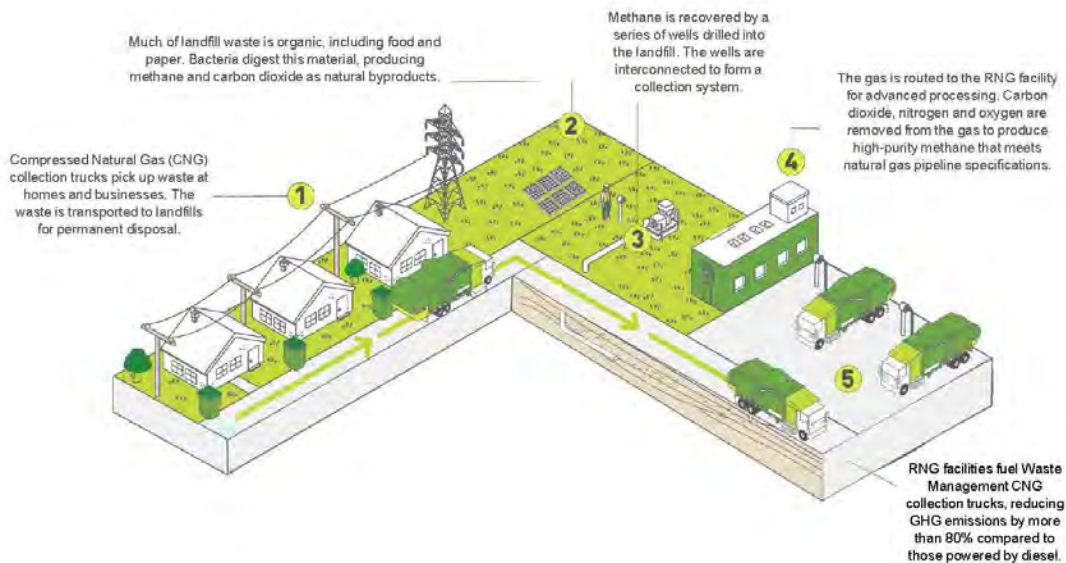
### OUR RNG FLEET

At Waste Management, we fuel over **55%** of our natural gas fleet with **RNG produced from landfills** and from dairy farms. Using RNG reduces GHGs by over 80%. Our natural gas vehicles also reduce nitrogen oxide (NOx) emissions by as much as 97% compared to the diesel vehicles they replace.

Our long-term and ongoing investments in RNG production facilities, coupled with a natural gas fleet that can operate on RNG, are moving us closer to a near-zero emissions collection fleet. In 2020, WM's fleet consumed over 12 million MMBtu of natural gas. Of that total usage, approximately 55% was RNG. In California, Oregon and Washington, 100% of our natural gas fleet runs on RNG fuel.



### INNOVATION THAT CLOSES THE LOOP



### RNG BENEFITS

Our natural gas vehicles burning RNG offer many environmental benefits by reducing smog-causing NOx emissions by as much as 97 percent, diesel particulate matter by 94 percent and greenhouse gas emissions by as much as 80%, as compared to the diesel vehicles they replace.




- Natural Gas Vehicles are up to 10 decibels quieter than diesel trucks, offering significant noise reduction in the neighborhoods we serve.
- The ability to create RNG for use as an alternative to diesel fuel has resulted in additional investments at our facilities that has the added benefit of also increasing overall gas collection at our landfills. This can lead to **water and air quality benefits** beyond the production of the renewable fuel itself, providing environmental and societal benefits, especially in communities that are disproportionately impacted by air, water, and noise pollution.

### WASTE MANAGEMENT'S ROLE

WM has invested **\$2.5 billion** in over **10,000** vehicles that run on natural gas, with an additional investment of \$300 million in fueling infrastructure. Our goal is to create a near-zero-emissions fleet, fueled almost entirely with RNG from our own operations.

WM has also invested **\$126 million** in **4** RNG facilities. Our RNG production is utilized in our natural gas fleet across the United States, supporting the goals of the federal Renewable Fuel Standard, as well as and several state and provincial low carbon fuel standard programs.

 **CLICK HERE** to view a video of our newest RNG facility at our Skyline Landfill in Ferris, Texas.

Waste Management's support of the RNG industry also spans across rural and agricultural areas with several ultra-low carbon dairy RNG projects as a fleet fuel source.

WM has partnered with **logen**<sup>®</sup>, Resilient Infrastructure Group, and **Threemile Canyon Farms** in Boardman, OR and with **Vitol** and **Camco International** in Jerome and Hansen, ID to use pipeline quality RNG produced from dairy cow manure, displacing fossil fuel use in our trucks.



For more information:  
<https://sustainability.wm.com/>





## Attachment B | WM RSA: Collaborate. Innovate. Repeat.

### WM RSA: Collaborate. Innovate. Repeat.

Waste Management participates in an annual Recycling and Commodity Revenue Sharing Agreement (RSA) with Snohomish County, King County, and Spokane County, a program unique to service areas regulated by the Washington Utilities and Transportation Commission (WUTC). A portion of revenues from the sale of curbside and multifamily collected recyclables are used every year to develop and deploy projects, programs, and campaigns aimed at increasing curbside recycling and composting and decreasing contamination through public education.

However, this is not your average public education program.

The RSA has become WM's testing ground for innovative, award-winning research and outreach strategies that change recycling behaviors for good. It's the place where we brush aside business-as-usual thinking and dig deep to uncover how to reach customers in ways they haven't been reached before.

*"Collaborators and innovators... the Waste Management team is a true partner and has helped make King County a leader at the regional and national level."*

*—King County Solid Waste Division*

Whether it's knocking on doors at apartment buildings, pumping up a room full of elementary school students, or engaging with Latino households, we are leading the way by pushing boundaries every year and applying our learnings along the way.

No other company is making this magnitude of an investment in developing, testing, and implementing waste reduction outreach strategies that stand out and excite audiences who have historically been deemed "hard to reach." As a result, RSA projects help inform and inspire public education efforts across the many communities that WM and its partners serve.

#### **What propels our mission for innovative and effective outreach?**

##### **Our set of guiding principles:**

##### **Collaborate.**

Waste Management believes the best ideas come when we listen, share ideas, and leverage the experience and expertise of our municipal partners. We work together each year to set goals and priorities, and devise strategies together that map to those goals.

##### **Research is Our Compass.**

At the onset of a new challenge, we always ask, 'do we know what it will take to move our customers to action?' and 'what is holding them back?' If we don't know, we don't guess. We research instead—customer surveys, focus groups, and pilots.

##### **Strategy Grounded in Behavior Change Theory.**

Our education strategy is rooted in the theory of behavior change. WM uses community-based social marketing principles to build every campaign, making sure we prioritize the most impactful behavior, understand the barriers our customers face in changing that behavior, and know what is most likely to motivate them to change. We are rigorous and follow every step of a successful social marketing process.



**Culturally Competent Program Design.**

The demographics of the communities we serve are rapidly changing and becoming ever more diverse. We know there's no such thing as a "one size fits all" when it comes to public education. WM is committed to building outreach programs for diverse audiences that consider each community's unique barriers to recycling more and taps into the messages and tactics that will best resonate and motivate them to act.

**Innovate, Innovate, Innovate.**

Through the RSA, the WM team works with our partners to think outside the box of bill stuffers or dense recycling guides and consider new and unexpected ways of engaging with customers. We devise campaigns with multiple touchpoints, so our audience engages with us where they live, work, and play.

These guiding principles are at the heart of every RSA project, spanning a variety of areas, including organics diversion, multifamily recycling, youth education and outreach to multicultural populations.

**Organics Diversion**

The RSA has been the testing ground for a variety of strategies to increase food scrap diversion curbside and raise awareness of the composting loop that takes scraps from kitchen to garden. Over the last five years, WM has built a strong community of "Foodcyclers" who have pledged to compost food at home and have been given tools to help them succeed. Events with local chefs in supermarkets demonstrated how easy composting can be, and innovative ideas like Produce Sticker Trading Cards promoted keeping contaminants out of the compost feedstock.

<ul style="list-style-type: none"> <li>• Food scrap collection incentive pilot</li> <li>• Food scrap collection PR/marketing campaign</li> <li>• Door-to-door outreach and educational campaign to increase yard waste subscription rates</li> <li>• Compost Days partnership promoting retail and bulk sales of compost</li> <li>• "All You Can Shovel" customer appreciation events at Cedar Grove facilities</li> </ul>	<ul style="list-style-type: none"> <li>• "I'm a Foodcycler!" campaign and pledge program</li> <li>• "Scrap Happy Kitchen" chef demo events</li> <li>• Keep Compost O'Natural produce sticker trading card promotion</li> <li>• Compost to farm trials and deliveries</li> <li>• Door-to-door kitchen food scrap container delivery pilot</li> <li>• Cart tagging pilot regional partnership</li> <li>• Organics contamination workgroup pilot</li> </ul>
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**Multicultural Outreach**

WM is committed to designing and transcreeating outreach programs for diverse communities that not only address language barriers but also employ community-specific messages and outreach tactics proven to resonate.

Since 2012, WM has transcreeated over 50 recycling information pieces for eight language communities. We even created a viral recycling jingle. In 2016, the RSA supported a Latino household recycling pilot that tested the effectiveness of strategies including text message recycling tips, media advertising, door-to-door and direct mail. WM also engages with Chinese, Vietnamese, Korean, and Spanish-speaking residents at cultural events and ethnic grocery stores around the region. Examples of multicultural outreach include:





<ul style="list-style-type: none"> <li>• Pilot Measuring Behavior Change and Testing the Effectiveness of Outreach Strategies among Latino Audience</li> <li>• Multicultural event outreach in four languages</li> <li>• Transcreated recycling guides and education materials</li> </ul>	<ul style="list-style-type: none"> <li>• Door-to-door outreach to multicultural multifamily residents</li> <li>• Spanish language outreach campaign</li> <li>• Spanish language door-to-door outreach pilot for Latino multifamily residents</li> </ul>
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**Community Outreach**

Our award-winning WM Recycle Corps program takes community outreach to the next level. Each year a fresh crop of collegiate interns is provided extensive training in order to provide one-to-one recycling and composting education in the community. Since 2012, the WM Recycle Corps interns have educated residents in multiple languages at over 300 community events throughout the Puget Sound.

**Schools Outreach**

Through the RSA collaboration, WM has developed a SWANA award-winning waste reduction and recycling outreach program for elementary and middle schools, now in its seventh year. To date, we have reached over 40,000 students at 70 schools, providing 49 assemblies, 340 classroom workshops, and in-depth technical assistance to 25 schools.

Responding to the COVID-19 pandemic, WM developed virtual workshops for elementary through high school students. This provided students and teachers with curriculum-based waste reduction and recycling information in a unique, engaging format, Highlighted by many teachers and students as their favorite guest workshop of the year.

**Multifamily**

<ul style="list-style-type: none"> <li>• Several RSA research and pilot programs have helped crack the code for better multifamily recycling, including identifying “The Four Cs” as key features of a strong program: Convenience, Clarity, Capacity, and Color. These features help optimize recycling infrastructure and increase tenant engagement. In implementing The Four Cs, the WM team has been on the ground at countless multifamily complexes, working with property managers and engaging with residents in 8 languages one door knock at a time. “WM Recycling All-Stars” program with property manager toolkit and recognition program</li> <li>• Washington State Recycling Association multifamily recycling study group</li> </ul>	<ul style="list-style-type: none"> <li>• Multifamily recycling assistance pilot projects</li> <li>• Door-to-door pilots for tenant education and property manager technical assistance</li> <li>• Review of Waste Management multifamily programs in North America</li> </ul>
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**Research**

RSA projects have run the gamut from usability and message testing for materials to pilots to determine the most effective outreach strategies before a larger campaign implementation. The largest research effort was in 2013 when Waste Management and its partners conducted a comprehensive recycling behavior study to determine the barriers and benefits of recycling specific materials. The study, a first-of-its-kind in the U.S., paired curbside cart audits with door-to-door resident interviews, aimed at identifying disconnects between beliefs/knowledge and actual behaviors.

Follow-up focus groups with residents allowed for an even deeper dive into the barriers and motivations for recycling and composting more.

<ul style="list-style-type: none"><li>• Recycling Behavior Study</li><li>• Studies to identify solutions for expanding recycling opportunities in public spaces</li><li>• Service level study</li><li>• Contamination Cart Tagging Study</li></ul>	<ul style="list-style-type: none"><li>• International study of multifamily programs and strategies</li><li>• Recycling incentive program pilot</li><li>• Recycling harmonization research and analysis</li><li>• Latino Recycling Behavior Study</li></ul>
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It is a privilege to collaborate with our county partners and to see the benefits of this research in our everyday work with our customers. It is also exciting to share our learnings with our municipal partners across the state to strengthen recycling throughout Washington.



## Attachment C | WM Begins with Safety



### WM Begins with Safety

WM's commitment to driver training, fleet maintenance, and sophisticated technology have made communities safer.

#### Our Safety Philosophy



In 2002, we launched our safety philosophy, Mission-2-Zero™ (M2Z) in pursuit of zero unsafe behaviors by all employees and zero unsafe work conditions. Our goal is to prevent all accidents and injuries through engaging employees with coaching and knowledge building.

Risks are inherent to our industry. Collection drivers not only have to be well-trained as vehicle operators, they must be on the lookout for other drivers on the road, often those in a hurry to pass our collection vehicles during stops.

Our safety program includes thorough training, standardized rulebooks, and a suite of industry-leading programs, such as installation of DriveCam® video event recorders in all of our collection vehicles.

#### Vehicle Safety

With roughly 17,000 WM trucks on the road each weekday, vehicle safety is a strong focus. We invest about \$500 million a year maintaining collection vehicles and \$100 million a year maintaining and repairing heavy equipment. Our drivers inspect their vehicles twice daily to support proper operation and tie preventive maintenance inspections to vehicle usage rates.

#### Dedication to drivers

WM is committed to our drivers. We train them, keep them safe, offer injury prevention programs, and create a work environment they find fulfilling. Our driver retention rate at South Sound district is one of the best at 98%.

#### Extensive Driver Training

Our on-the-job training and routine evaluation programs for drivers exceed U.S. Department of Transportation (DOT) requirements.

- Newly hired drivers have at least 80 hours of training split between learning in a classroom and a truck cab with an experienced driver.
- New drivers are evaluated on the job on days 30, 60, and 75.
- Maximum hours behind the wheel are strictly limited in accordance with federal regulations.
- All WM drivers must pass a general physical and meet DOT physical requirements.
- All drivers participate in safety briefings every morning before routes begin.





### SAFETY Defensive Driving System

WM Safety Services has developed a new, comprehensive, professional driver program specific to waste-industry vehicles that addresses the day-to-day challenges our drivers face and promotes defensive driving. This improves on the industry’s standard program, which was created for passenger cars and over-the-road trucks.

The WM SAFETY Defensive Driving System is constructed around six operating principles, each meant to help drivers manage specific roadway hazards:

S	A	F	E	T	Y
<b>SEE 3-6-9</b>	<b>ADVANCE</b>	<b>FIND</b>	<b>EVALUATE</b>	<b>THINK</b>	<b>YIELD</b>
be aware of conditions in front, beside, and behind your vehicle.	field of view. Monitor conditions ahead of your vehicle.	safe space. Respect following distance and scan area for anything that may impact safe vehicle operation.	other vehicles' behavior. Be prepared to adjust course and speed based on other vehicle actions.	outside the cab. Perform regular vehicle maintenance and never drive while distracted.	right of way. Allow others safe space to turn, cross, and merge.

### The Power of People and Technology

WM embraces technology to make our operations safer. Our innovative program, Service Delivery Optimization (SDO), has significantly improved our collection and maintenance operations by harmonizing technology and logistics management processes with the skills of our drivers. By improving our systems through technology like onboard computers, routing software, and cameras – we improve safety and accountability, effectively set expectations, increase employee engagement, and maximize customer satisfaction while collecting routes.

Our South Sound district uses SDO to improve morning and end-of-shift routines. The DOT requires all commercial vehicles to be inspected for safety according to its checklist before and after trips. WM reengineered the DOT’s list specifically for collection trucks. Our twice-daily inspections are above industry standards and catch repair issues before trucks leave on routes. That means vehicles spend more time on routes servicing our customers.





“This is a differentiator for WM. By building drivers’ knowledge and skills, then giving them the best safety technologies, WM is setting the industry standard for safety.”

—Jerry Ginter, WM’s Pacific Northwest area safety director



### DriveCam®

A critical element of SDO is DriveCam®, a small video recorder mounted on the windshield of our collection vehicles. The recorder is triggered by certain vehicle behaviors, such as aggressive braking, swerving, or a collision. Once an event is captured, information is sent to WM route managers for performance coaching.

DriveCam® also allows us to appreciate the ways our drivers avoid collisions with defensive driving techniques. We use these events to document and disseminate best practices among our drivers at our huddles every morning.

“WM’s safety commitment sets us apart while protecting our teammates and communities.”



— *Jason Shea, South Sound senior district manager*

### SDO Drives Expectations for South Sound Performance

SDO has increased drivers’ satisfaction, which has reduced turnover, given us a highly trained team, yielded better performance, and strengthened our relationship with unions. Because our entire operation is highly organized and predictable, drivers know what to expect. They will typically drive the same route. Their days run smoothly. They complete their workdays 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 left spilled paper on a route, then the garbage driver who follows will call the driver to mention the problem. By keeping tabs on each other, drivers provide better service to our customers.

Through SDO we actively engage with our drivers. Our drivers are our frontline employees, and their feedback from the city’s streets is vital to meeting Covington’s performance expectations.



Our morning launch starts with a safety talk





Our mornings start with a safety discussion, then drivers inspect their trucks before starting their routes

### Injury Prevention

Collection drivers are prone to sprains, strains, and overexertion injuries as they jump on and off trucks and handle heavy loads. WM cares about our drivers, so we contracted with Integrated Rehabilitation Group's Industrial Athlete program to help drivers prevent injuries. Certified trainers visit our South Sound district twice a week, once in the morning and once in the evening, to teach our drivers how to improve their safety, flexibility, strength, nutrition, and overall wellness. During COVID-19, our trainers have adjusted their visits to once a week.

Trainers provide education during our morning launches, lead dynamic warm-ups, design programs for those who want to work one-on-one with trainers, and do small group sessions focused on specific prevention techniques, such as increasing shoulder flexibility or hip range of motion.

"To our employees, our Industrial Athlete program shows that we care about them, their health, and well-being."

—Jerry Ginter, WM's Pacific Northwest Area safety director

## Attachment D | WM 2022 Sustainability Report

As North America's leading provider of comprehensive WM services, our mission is to maximize resource value while minimizing impact in order to further both economic and environmental sustainability for all of our stakeholders. Transparency is an important part of this mission.

Accordingly, we are committed to consistent public disclosure and discussion of our own progress through the publication of an annual sustainability report. Our 2022 Sustainability Report, released in October 2022, generally covers subject matter for 2021 for WM's wholly owned operations, all of which are located in North America.

In this year's report, we share the following accomplishments:

- Sharing our **sustainability growth strategy**, including \$1.625 billion in planned investments to grow our recycling and renewable energy businesses through 2025.
- Announcing, for the first time, our **2030 sustainability goals** in Climate Impact; Circularity; Social Impact; Safety; and Inclusion, Equity, & Diversity.
- Enabling environmental benefits by capturing over **15 million tons** of material for beneficial reuse through recycling and organic services in 2021; and continuing to lower emissions in our collection fleet with 47% of fuel coming from renewable sources.
- Continuing investment in our people with key programs like **Your Tomorrow™** for employees and their families; our first enterprise-wide frontline leadership development program; and three new **Impact Groups** to connect and uplift multicultural, female, and LGBTQ+ employees.
- Investing in communities where we live and work, with **\$12.8 million in charitable giving, \$1.5 million in donated services, and 1.29 million people reached** since 2018.



To view WM's 2022 Sustainability Report, scan the above QR code or visit [sustainability.wm.com](https://sustainability.wm.com).

WM's Sustainability Report now houses detailed information and data related to our Environmental, Social and Governance (ESG) performance. Our ESG Resource Hub can be viewed at [sustainability.wm.com/esg-hub](https://sustainability.wm.com/esg-hub).



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City of Covington RFP  
Form 2

Proponent: Waste Management

Residential Curbside Services	SERVICE LEVEL	CONTAINER COUNT		CONTAINER WEIGHT	DISPOSAL FEE	SERVICE COMPONENT	CUSTOMER RATE	
<b>Monthly Service:</b>								
	32/35 Gallon Monthly Garbage Cart	0		28.7	\$2.20	\$11.53	\$13.73	
<b>Weekly Service:</b>								
	20 Gallon Garbage Cart	824		13.1	\$4.36	\$15.80	\$20.16	
	32/35 Gallon Garbage Cart	2,851		22.9	\$7.64	\$23.23	\$30.87	
	45 Gallon Garbage Cart	0		29.5	\$9.83	\$30.00	\$39.83	
	64 Gallon Garbage Cart	1,816		41.9	\$13.98	\$30.73	\$44.71	
	96 Gallon Garbage Cart	542		62.9	\$20.97	\$39.25	\$60.22	
	Extra Garbage Cans/Bags, 32 Gallon Equivalent (Each)	200		22.9	\$1.76	\$4.24	\$6.00	
<b>Compostables Service:</b>								
	32/35 Gallon EOW Compostables Cart	275				\$11.05	\$11.05	
	64 Gallon EOW Compostables Cart	294				\$11.05	\$11.05	
	96 Gallon EOW Compostables Cart	2,996				\$11.05	\$11.05	
	Extra Compostables Cans/Bags, 32 Gallon Equivalent (Each)						\$4.00	
	96 Gallon Extra Compostables Cart Rental						\$2.00	
	96 Gallon Extra Compostables Cart Rental + EOW Service						\$6.00	
	96 Gallon Extra Compostables Cart Rental + Weekly Service (If alternative is selected)						\$8.00	
<b>Miscellaneous Fees:</b>								
	Additional Recycling Cart, Per Month						\$1.50	
	Return Trip, Per Pickup						\$7.00	
	Carry-out Charge, Per 25 ft, Per Month						\$4.00	
	Drive-in Charge, Per Month						\$6.00	
	Standby Fee, Per Month						\$5.00	
	Redelivery of All Carts After Service Cancellation						\$20.00	
On-Call Bulky Waste Collection	<b>SERVICE LEVEL</b>	<b>MONTHLY COUNT</b>					<b>CUSTOMER RATE</b>	
	White Goods, Except Refrigerators						\$25.00	
	Refrigerators & Freezers						\$50.00	
	Mattresses, Sofas & Chairs						\$40.00	
	Tires						\$10.00	
	Miscellaneous Garbage, Per Cubic Yard						\$30.00	
MF & Commercial Carts	<b>SERVICE LEVEL</b>	<b>CONTAINER COUNT</b>		<b>CONTAINER WEIGHT</b>	<b>DISPOSAL FEE</b>	<b>SERVICE COMPONENT</b>	<b>CUSTOMER RATE</b>	
		<b>MF</b>	<b>COMM</b>					
	<b>Weekly Service:</b>							
		20 Gallon Garbage Cart			13.1	\$4.36	\$15.80	\$20.16
		32/35 Gallon Garbage Cart	8		22.9	\$7.64	\$23.23	\$30.87
		45 Gallon Garbage Cart			29.5	\$9.83	\$30.00	\$39.83
		64 Gallon Garbage Cart	3		41.9	\$13.98	\$30.73	\$44.71
		96 Gallon Garbage Cart	12		62.9	\$20.97	\$39.25	\$60.22
		Extra Garbage Cans/Bags, 32 Gallon Equivalent (Each)			22.9	\$1.76	\$4.24	\$6.00
	<b>Compostables Service:</b>							
		32/35 Gallon Weekly Compostables Cart					\$11.05	\$11.05
		64 Gallon Weekly Compostables Cart					\$11.05	\$11.05
		96 Gallon Weekly Compostables Cart	4				\$11.05	\$11.05
		Extra Compostables Cans/Bags, 32 Gallon Equivalent (Each)						\$4.00
	<b>Miscellaneous Fees:</b>							
		Return Trip (Per Pickup)						\$7.00
		Carry-out Charge, Per 25 ft, Per Month						\$4.00
	Drive-in Charge, Per Month						\$6.00	
	Redelivery of Carts After Service Cancellation (Up to 3 Carts)						\$20.00	
MF & Commercial Detachable Containers (Compacted)	<b>SERVICE LEVEL</b>	<b>CONTAINER COUNT</b>		<b>CONTAINER WEIGHT</b>	<b>DISPOSAL FEE</b>	<b>SERVICE COMPONENT</b>	<b>CUSTOMER RATE</b>	
		<b>MF</b>	<b>COMM</b>					
	<b>Compacted Containers:</b>							
		1 Cubic Yard Compacted Container			310.4	\$103.48	\$559.70	\$663.18
		1.5 Cubic Yard Compacted Container			465.5	\$155.23	\$613.85	\$769.08
		2 Cubic Yard Compacted Container	2		620.7	\$206.97	\$684.90	\$891.87
		3 Cubic Yard Compacted Container	8		931.1	\$310.46	\$781.69	\$1,092.15
	4 Cubic Yard Compacted Container			1,241.4	\$413.94	\$864.30	\$1,278.24	
	6 Cubic Yard Compacted Container			1,862.1	\$620.92	\$1,245.47	\$1,866.39	

MF & Commercial Detachable Containers (Loose)	SERVICE LEVEL	CONTAINER COUNT		CONTAINER WEIGHT	DISPOSAL FEE	SERVICE COMPONENT	CUSTOMER RATE	
		MF	COMM					
<b>1 Cubic Yard Uncompacted Container:</b>								
	1 Pickup/Week/Container		12	103.5	\$34.49	\$121.37	\$155.86	
	2 Pickups/Week/Container		1	103.5	\$68.99	\$242.75	\$311.74	
	3 Pickups/Week/Container			103.5	\$103.48	\$364.12	\$467.60	
	4 Pickups/Week/Container		1	103.5	\$137.98	\$485.47	\$623.45	
	5 Pickups/Week/Container			103.5	\$172.47	\$606.86	\$779.33	
<b>1.5 Cubic Yard Uncompacted Container:</b>								
	1 Pickup/Week/Container		2	155.2	\$51.74	\$172.25	\$223.99	
	2 Pickups/Week/Container			155.2	\$103.49	\$344.49	\$447.98	
	3 Pickups/Week/Container			155.2	\$155.23	\$516.74	\$671.97	
	4 Pickups/Week/Container			155.2	\$206.98	\$688.97	\$895.95	
	5 Pickups/Week/Container			155.2	\$258.72	\$861.23	\$1,119.95	
<b>2 Cubic Yard Uncompacted Container:</b>								
	1 Pickup/Week/Container		2	206.9	\$68.99	\$220.59	\$289.58	
	2 Pickups/Week/Container		4	206.9	\$137.98	\$441.19	\$579.17	
	3 Pickups/Week/Container			206.9	\$206.97	\$661.75	\$868.72	
	4 Pickups/Week/Container			206.9	\$275.96	\$882.38	\$1,158.34	
	5 Pickups/Week/Container			206.9	\$344.95	\$1,102.98	\$1,447.93	
<b>3 Cubic Yard Uncompacted Container:</b>								
	1 Pickup/Week/Container		11	310.4	\$103.48	\$329.01	\$432.49	
	2 Pickups/Week/Container		4	310.4	\$206.97	\$658.00	\$864.97	
	3 Pickups/Week/Container		3	310.4	\$310.46	\$987.00	\$1,297.46	
	4 Pickups/Week/Container			310.4	\$413.94	\$1,316.01	\$1,729.95	
	5 Pickups/Week/Container			310.4	\$517.43	\$1,645.02	\$2,162.45	
<b>4 Cubic Yard Uncompacted Container:</b>								
	1 Pickup/Week/Container		37	413.8	\$137.98	\$431.14	\$569.12	
	2 Pickups/Week/Container		4	413.8	\$275.96	\$862.27	\$1,138.23	
	3 Pickups/Week/Container		7	413.8	\$413.94	\$1,293.42	\$1,707.36	
	4 Pickups/Week/Container		4	413.8	\$551.93	\$1,724.55	\$2,276.48	
	5 Pickups/Week/Container			413.8	\$689.91	\$2,155.67	\$2,845.58	
<b>6 Cubic Yard Uncompacted Container:</b>								
	1 Pickup/Week/Container		10	620.7	\$206.97	\$645.99	\$852.96	
	2 Pickups/Week/Container		3	620.7	\$413.94	\$1,291.97	\$1,705.91	
	3 Pickups/Week/Container			620.7	\$620.92	\$1,937.96	\$2,558.88	
	4 Pickups/Week/Container			620.7	\$827.89	\$2,583.96	\$3,411.85	
	5 Pickups/Week/Container			620.7	\$1,034.87	\$3,229.93	\$4,264.80	
<b>8 Cubic Yard Uncompacted Container:</b>								
	1 Pickup/Week/Container		5	827.6	\$275.96	\$852.90	\$1,128.86	
	2 Pickups/Week/Container		5	827.6	\$551.93	\$1,705.85	\$2,257.78	
	3 Pickups/Week/Container		1	827.6	\$827.89	\$2,558.74	\$3,386.63	
	4 Pickups/Week/Container			827.6	\$1,103.86	\$3,411.67	\$4,515.53	
	5 Pickups/Week/Container			827.6	\$1,379.82	\$4,264.59	\$5,644.41	
<b>Extra Garbage:</b>								
	Extra Garbage, 32 Gallon Equivalent (Each)		19	22.9	\$1.76	\$4.24	\$6.00	
<b>Miscellaneous Fees:</b>								
	Return Trip (Per Pickup)						\$10.00	
	Container Roll-out, Over 25 Feet (Per 25 Feet, Per Pickup)						\$5.00	
	Container Repair, Per Hour, Plus Materials						\$124.00	
Temporary Detachable Containers	SERVICE LEVEL		MONTHLY COUNT	CONTAINER WEIGHT	DISPOSAL FEE	SERVICE COMPONENT	CUSTOMER RATE	
	<b>Temporary Container Hauling:</b>							
		2 Cubic Yard Detachable Container			206.9	\$15.93	\$63.64	\$79.57
		4 Cubic Yard Detachable Container			413.8	\$31.86	\$124.38	\$156.24
		6 Cubic Yard Detachable Container			620.7	\$47.80	\$186.36	\$234.16
	<b>Temporary Container Rental &amp; Delivery:</b>					DAILY RENT	MONTHLY RENT	DELIVERY CHARGE
		2 Cubic Yard Detachable Container				\$2.44	\$74.64	\$104.24
	4 Cubic Yard Detachable Container				\$2.44	\$74.64	\$104.24	
	6 Cubic Yard Detachable Container				\$2.44	\$74.64	\$104.24	



City of Covington RFP  
Form 2

Proponent: Waste Management

MF & Commercial Drop-box Collection	SERVICE LEVEL	CONTAINER COUNT		MONTHLY HAUL COUNT			HAUL CHARGE
		MF	COMM				
<b>Drop-box Hauling:</b>							<b>PER EVENT</b>
Temporary Non-compacted 10 - 40 Cubic Yard Drop-box				1			\$315.42
Non-compacted 10 - 40 Cubic Yard Drop-box			4	20			\$293.67
Compacted 10 - 40 Cubic Yard Drop-box			13	31			\$330.39
<b>Non-compacted Drop-box Rental &amp; Delivery:</b>					<b>DAILY RENT</b>	<b>MONTHLY RENT</b>	<b>DELIVERY CHARGE</b>
Non-compacted 10 - 40 Cubic Yard Drop-box					\$6.72	\$204.15	\$115.64
<b>Miscellaneous Fees:</b>							<b>PER EVENT</b>
Additional Mileage Charge for Hauls to Other Sites (Per One Way Mile)							\$3.00
Return Trip (Per Pickup)							\$15.00
Stand-by Time (Per Minute)							\$1.50
Drop-box Turn Around Charge							\$15.00
Solid Drop-box Lid Charge (Per Month)							\$25.00
Misc. Services	SERVICE LEVEL	MONTHLY COUNT					CONTRACT RATE
<b>Truck &amp; Driver:</b>							<b>PER HOUR</b>
Rear/Side-load Packer & Driver							\$208.70
Front-load Packer & Driver							\$208.70
Drop-box Truck & Driver							\$208.70
Additional Labor (Per Person)							\$82.13
<b>Event Services:</b>							<b>PER EVENT</b>
Delivery, Provision, Collection of a Set of 3 Carts (G, R, & C)							\$30.00
<b>Miscellaneous Fees:</b>							<b>PER EVENT</b>
Container Cleaning - Carts							\$10.00
Container Cleaning - Detachable Containers							\$30.00
Re-line with Compostable Cart Liner							\$5.00
						<i>Tipping Fee:</i>	\$154.02

\*\*\*Fixed Annual Charge due to King County Rate Restructure will be added later.

Proposal Alternatives			
(1) Weekly Single-Family Subscription Compostables Collection	\$4.90	Per Month Increase in Rate Per SF Compostables Customer	
(2) Embedded Every-Other-Week Single-Family Compostables Collection	\$10.75	Per Month Increase in Rate Per SF Customer	
(3) Additional Compostables Collection	\$2.25	Per Month Increase in Rate Per SF Compostables Customer	
(4) Weekly Single-Family Recyclables Collection	\$6.75	Per Month Increase in Rate Per SF Customer	
(5) Automatic Credits	Not Offered	Annual Increase or Decrease in Annual Revenue Requirement	
(6) Make-up Collection & Service Credits	Not Offered	Annual Increase or Decrease in Annual Revenue Requirement	
(7) Commodity Value Adjustment	\$80,000	Annual <b>Increase</b> or Decrease in Annual Revenue Requirement	
(8) Use of Existing Carts	-\$100,000	Annual Increase or <b>Decrease</b> in Annual Revenue Requirement	
(9) Alternative Service Fee Escalation Component (WST)	-\$125,000	Annual Increase or <b>Decrease</b> in Annual Revenue Requirement	
(10) Alternative Service Fee Escalation Component (CPI no floor no cap)	-\$100,000	Annual Increase or <b>Decrease</b> in Annual Revenue Requirement	
(11) Alternative Service Fee Escalation Component (Fixed 3.5%)	\$500,000	Annual <b>Increase</b> or Decrease in Annual Revenue Requirement	

Note: Indicate whether the proposed rate adjustment is positive (increase) or negative (reduction)



December 5, 2022

Shellie Bates  
City of Covington  
16720 SE 271st St  
Covington, WA 98042  
[sbates@covingtonwa.gov](mailto:sbates@covingtonwa.gov)

**Re: Recology Proposal for Comprehensive Solid Waste, Recyclables, & Compostables Collection Services**

Dear Ms. Bates,

On behalf of the employee-owners at Recology King County (Recology), thank you for the opportunity to respond to the City of Covington's RFP for solid waste, recycling, and compostables collection services.

Although we are excited by the prospect of bringing Recology's vision of a World Without Waste™ to the Covington community, we ultimately decided not to submit a proposal.

As discussed during the Question & Answer period, the Mayor of Covington is currently a Republic employee in the role of Municipal Manager, which entails meeting with municipal decision-makers, working with cities during RFP processes, and maintaining awareness of competitors' activity in areas where Republic conducts business.

We are concerned that the Mayor's employment conflicts with the RFP's Process Integrity Rules, which require that proposers refrain from contacting non-specified staff or members of council; however, during the formal question and answer period we did not get a clear answer as to whether the Mayor would formally recuse himself from this RFP. As the Mayor is both a proposer and a member of the council, without some assurance of recusal, we did not feel it was practical to submit a proposal.

We appreciate the City's time discussing the proposal and contract during the industry review period, as well as the RFP question & answer period. If you have further questions, please contact Logan Harvey, Recology's Government Relations and Sustainability Manager, at 206.485.8379 or [LHarvey@recology.com](mailto:LHarvey@recology.com)

Thank you,

A handwritten signature in black ink that reads 'Anthony Brocato'. The signature is written in a cursive, flowing style.

Anthony Brocato  
General Manager  
Recology King County



22010 76<sup>th</sup> Ave S Kent, WA 98032  
o.253-376-2887  
w. republicservicesNW.com

## ATTACHMENT 3

City of Covington  
Attn: Shellie Bates  
16720 SE 271<sup>st</sup> St  
Covington, WA 98042

December 5, 2022

In response to the City of Covington Solid Waste Collection RFP

Dear Ms. Bates,

First, please allow me to express my sincere appreciation on behalf of Republic Services for working with us over the last number of decades. We truly believe we have developed a good partnership over the years and our decision to not respond to the City's RFP should not be construed as an unwillingness on Republic Services part to continue that partnership. As you know, the City still has the option to exercise a unilateral 2-year extension with its current service provider. As a result, we chose not to participate in the RFP for several reasons, but most importantly because Republic Services could not bid against itself. This is especially true when most RFP responses in neighboring cities have been coming in at 30% to 40% higher than current rates (Federal Way, Auburn, North Bend).

We do, however, know that there are several items of interest that the City would like to have addressed in a new extension or contract, including;

- provisions strengthening responses to inclement weather events;
- language addressing labor disruptions; and
- recycle commodity value language.

There may be other items of interest to the City as well.

In lieu of a response to the City's RFP, Republic Services would like to propose that we negotiate with the City to look at extending the contract and including other items of interest that the City and Republic Services may find of interest.

By extending the current contract, it would be of benefit to the City, its businesses and most importantly, its residents by keeping rates lower than what the rest of the market is experiencing. We know that the City would have been in a difficult position increasing rates to accommodate these modifications without going through an RFP process. Now that you have conducted your process we hope that you will see the value in negotiating modifications to your existing contract that should, include new language to benefit both parties and by keeping continuity with a current hauler, without a disruption of service by changing providers.

In your RFP, Section 2.6 City Investigations and Process Decisions; it states that the City reserves the right to:

- Decline to award a Contract for the Services as a result of this RFP Process
- Withdraw the RFP and reject any or all Proposals

Similarly, as mentioned, your current contract allows you unilaterally decide to extend your existing contract for 2 years. Republic Services specifically requests that the City exercise these options and allow us the opportunity to negotiate changes to our contract. We hope that your current RFP will give you the coverage necessary to do so.

We thank you for your continued partnership and for allowing us to serve your residents.

Sincerely,

A handwritten signature in blue ink that reads "John Olivares". The signature is fluid and cursive, with the first name "John" being more prominent than the last name "Olivares".

John Olivares  
General Manager  
Republic Services