

EXHIBIT 10:
COLLECTION SERVICES OPERATIONS PLAN

This page intentionally left blank

Note: This is the Collection Services Operations Plan as of the date of signing, February 12, 2015. This document is subject to modification to update the information contained herein. Updating will be at direction of the City, and subject to City and Contractor approval.

COLLECTION SERVICES OPERATIONS PLAN

Currently, the City of Oakland ranks as the fourth greenest city in the U.S., and we're dedicated to helping you become even greener. Our transition plan (outlined above) and operations plan represent the combination of WMAC's familiarity with your City's unique needs and the decades of experience our staff offers in environmental services. We've developed a customized set of programs to help push Oakland's commitment to sustainability further. A green community is a healthy community. As stated above, we are dedicated to leveraging our financial resources and Oakland-based personnel to grow the city's infrastructure, drive jobs to the Green Corridor, and provide citizens and businesses within Oakland with the tools they need to improve environmental stewardship through training, community outreach programs, optimized service, and innovative solutions.

On the following pages, WMAC has outlined our comprehensive plan for delivering MM&O services to Oakland, which includes:

- **Vehicles:** Specifications, manufacturer's guarantee, green features of WMAC collection vehicles, technology for tracking and monitoring vehicle operation, and vehicle maintenance and appearance
- **Containers:** Specifications, past experience, maintenance and appearance of containers
- **Routing:** Number of vehicles required, number of routes to be performed by service line, vehicle passes per account, number of crew members required per vehicle and their responsibilities; MFD Holiday Tree Collection; advantages and disadvantages of the type of vehicle chosen; how drivers and dispatch will communicate while on route to resolve Customer service requests/complaint; and Labor relations history and impact on performance
- **Facilities:** Specifications, capacity of each facility, ability to accommodate deliveries, customer service office, call center, and operations yard locations, and labor relations history and impact on performance
- **Safety:** Assurances that all required plans are in place, employee safety requirements, hazardous waste, e-waste, and universal waste management protocol, spill response plan, and health and safety management procedures
- **Reporting:** Detailed Zero Waste monitoring and reporting program and approach to dispute resolution

In the Transition Plan provided above, WMAC has provided the City with detailed information as to how we will implement and perform all of the collection services required for SFD, MFD, City, and commercial mixed materials and organics programs as well as commercial non-exclusive recyclable material programs. Please refer to the sections above for these detailed collection services operation plan elements.

1. VEHICLES

WMAC is excited about the opportunity to bring new collection vehicles that are the most advanced, environmentally friendly trucks available. WMAC will bring to the City state-of-the-art fully automated and semi-automated collection vehicles powered by natural gas fuel, presently derived from the waste deposited at the Altamont Landfill; backup trucks may be powered by diesel fuel. The Altamont Landfill, which is located 40 minutes from the City of Oakland, is the current depository for the City's material.

MM&O Collection Services Contract Exhibit 12—Vehicle Specifications

Please see completed forms for each type of collection vehicle in Exhibit 12 to the MM&O Collection Services Contract.

Supervisory and Administrative Vehicles

WMAC uses a number of supervisory and administrative vehicles to service the City of Oakland for a variety of purposes, including servicing locations that our regular trucks can't reach, picking up bulky items and servicing the jurisdiction in general. If awarded the collection and processing contract, WMAC will be introducing all new supervisory and administrative vehicles. It is our plan that these new vehicles will also be powered by natural gas derived from the Altamont Landfill, ensuring environmentally friendly and superior options to those on the road today.

A listing of supervisory and administrative vehicles and all accessories by type, model, year of manufacture, and anticipated remaining useful life, as of the date of the inventory

Table 1 is a listing of WMAC's supervisory and administrative vehicles that service the City of Oakland. We will be purchasing new supervisory and administrative vehicles well before the Contract Start date.

Table 1. Supervisory and Administration Vehicles

Model	Year of Manufacture	Type	Anticipated Remaining Useful life
GMC Sierra	2000	Pick Up	5 years
GMC Sierra	2000	Pick Up	5 years
GMC Sierra	2001	Pick Up	4 years
Chevrolet 1500	2001	Pick Up	4 years
Chevrolet 1500	2002	Pick Up	3 years
FORD F150	2002	Pick Up	3 years
Date of Inventory November 10, 2012			

New Vehicle Delivery Guarantee

On the following page, please find a letter of guarantee from McNeilus, stating their commitment to deliver the new collection vehicles by the start of contract performance.



September 27, 2012

To Whom It May Concern:

McNeilus Truck and Manufacturing commits to delivering units for the Oakland RFP July 1, 2015 contract within the following parameters:

McNeilus Truck and Manufacturing must receive notice of the upcoming orders, chassis information, and CNG requirements three (3) months prior to expected delivery date.

Chassis and CNG systems (if applicable) must arrive at the McNeilus Truck and Manufacturing, Dodge Center, MN facility eight (8) weeks prior to expected delivery date.

If the rear loader bodies requested are M5 or Metropak body types, more than eight (8) weeks will be required in order to meet expected delivery date.

Sincerely,

A handwritten signature in black ink that reads "Michael Derr". The signature is fluid and cursive, with a long horizontal stroke at the end.

Michael Derr
National Accounts Manager

WMAC's LNG/CNG Fleet Reduces Air emissions, Minimizes Noise, and Reduces Wear and Tear

How WMAC's vehicles will reduce air emissions, minimize noise, and reduce wear and tear on the City's streets



The City of Oakland can count on WMAC to offer the most advanced, environmentally friendly collection vehicles available. We currently operate one of the world's largest fleets of clean natural gas collection trucks, offering enormous environmental benefits to Oakland's residents.

Closing the Loop in Alameda County

Currently, LNG derived from the Altamont Landfill is powering 95 of our collection vehicles in Alameda County and 28 of our transfer trucks from the Davis Street Transfer Station in San Leandro. We expect to bring online an additional 36 vehicles by Q1 2013 to replace diesel-powered vehicles. As the MM&O collection contractor for the City, WMAC will be able to fuel the entire fleet of vehicles serving the Oakland area with LNG/CNG, much of which is currently produced at the Altamont Landfill. Our state of the art McNeilus collection vehicles are powered by Cummins CNG motors for residential, commercial and industrial customer collections.

For each heavy duty "Class 8" collection truck that we convert to natural gas, we reduce the use of diesel fuel by an average of 8,000 gallons per year.

Reducing Air Emissions



Breathe clean Oakland! The LNG produced at the Altamont Landfill is the lowest carbon intensity vehicle fuel commercially available, since it is made from landfill gas—a near-term carbon source.

Other air emissions reductions include:

- Nitrogen oxide emissions are reduced by up to 50 percent compared to 2010 diesel engines
- Greenhouse gas emissions are reduced by over 21 percent compared to standard diesel trucks
- Greenhouse gas emissions can be reduced by over 80 percent when using landfill-gas-derived compressed or liquid natural gas

Minimizing Noise, impact on the Community, and Wear and Tear on City Streets

Natural gas trucks are quieter, easier to maintain and weigh less than new diesel truck equivalents. The result is less noise in the community and reduced wear and tear on City streets.

Natural gas trucks provide a bridge to future zero tailpipe emission vehicles. Waste Management can create natural gas from landfill gas, sewage treatment facilities and dairies, reducing GHG emissions by over 80%.

Other benefits to the City of Oakland as a result of our fleet of clean vehicles include:

- Maximized productivity through automated residential collections

- Reduced litter during collections or fly away debris during travel
- Closes lid when returning cart to collection location which minimizes rain water contamination and vectors
- Larger legal payload (10 tons), fewer trips to recovery facility, saving fuel and minimizing air contaminants and road wear and tear
- Onboard scales on some trucks to eliminate overweighted vehicles on roads which will minimize the effects truck traffic has on city streets
- Full eject payload vehicle, which is safer during the off-loading of the commodity procedure
- Lower noise due to idle compaction mode (800 rpm vs. 1400 rpm currently) and fuel savings
- Disc brake applications will eliminate brake noise and maximize brake life by incorporating a transmission retarder which slows the vehicle between stops without using friction material
- Leaves no skid marks due to the driver remaining in the cab in control of the brake applications and the transmission retarder assisting stops
- Has flexibility to service carts manually in difficult areas or when the need arises
- Onboard Computer System for faster customer service needs and tracking of trucks' position

Waste Management of California Earns Green Fleet Certification

In 2011, the Association of Equipment Management Professionals awarded its Green Fleet Silver-level Certification to Waste Management of California. The award recognizes the improvements we have made to our heavy-equipment fleet, upgrading and retrofitting our vehicles to meet the higher emissions standards set by the California Air Resources Board. In addition, we retired more than 150 heavy-equipment units that could not be upgraded or retrofitted. One of the replacements for these units is a new hybrid bulldozer, the D7E, designed primarily for waste-hauling. The first of its kind to use diesel-electric drive technology, it increases efficiency by 25 percent and reduces fuel consumption by 10 to 30 percent.

Innovative Technology integrated into Collection Vehicles

How WMAC will use technology, such as GPS, to track and monitor vehicle operation and use, and identify the proposed technology brand to be used

Each year, WMAC invests millions of dollars in innovative technologies that improve the efficiency, safety, and environmental impact of our fleet. In partnering with us, the City of Oakland will be supported by the most sophisticated collection fleet in the industry. The unique features detailed below will significantly enhance productivity, optimize the performance of drivers and vehicles, reduce the likelihood of accidental property damage, and improve safety within the City of Oakland.

Innovation	Benefits to Oakland
Onboard Scales	<ul style="list-style-type: none"> • Alerts driver when maximum load capacity nears, eliminating overweight vehicles and minimizing wear and tear on City streets
Proprietary Onboard Computer System	<ul style="list-style-type: none"> • Allows centralized dispatch facilities to obtain near real-time information related to all truck locations, stops serviced, capacity, service status, and other key service indicators • enables dispatch to communicate with Operations Base for immediate and efficient customer issue resolution including on-call requests, on-demand service requirements, re-routing, and customer service needs

Innovation	Benefits to Oakland
	<ul style="list-style-type: none"> Allows for programmed communications with one-touch verifications, including events such as missing or damaged carts and carts in need of service Tracks all information collected and can be used to improve overall service performance Constantly evolves and allows us to monitor and track vehicle and driver activities to optimize efficiency and overall performance
DriveCam by DriveCam, Inc.	<ul style="list-style-type: none"> Palm-sized digital video event recorder mounted on the windshield of City of Oakland collection vehicles 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) Provides real-time feedback to the driver Helps identify and address risky behaviors enables managers to coach driver performance before accidents occur, further protecting the public and our employees Helps reduce collisions, claims, fuel consumption, and maintenance costs
Rear Sonar System by Preview	<ul style="list-style-type: none"> Alerts the driver, audibly and visually, when there is an object in the direct path of the vehicle while backing up

Vehicle Appearance

Appearance of vehicles, including the color and information to appear on the outside of the vehicle

As mentioned previously WMAC will be purchasing all new state-of-the-art, fully automated and semi-automated collection vehicles powered by CNG motors for residential, commercial and industrial customer collections to service the City of Oakland. Images of some of the new CNG collections trucks WMAC will purchase for use in the City of Oakland are pictured below. All collection vehicles will be either green or white (depending on the type of collection vehicle).

Signage in contrasting-colored lettering on each side and the rear of each vehicle indicates the following:

- Waste Management logo
- Waste Management phone number
- City's Oakland Recycles logo
- Vehicle number
- Statement that collection vehicle is servicing the City of Oakland

As required under this contract, each Collection vehicle will also include space for outdoor messaging as provided by the city and promotional messaging related to either the recyclable materials and/or organic materials programs may be

included per the City's discretion. WMAC envisions this space as an opportunity for Oakland to spread the word about its zero waste programs—an extension of the community outreach plan.

WMAC will employ the vehicle maintenance program detailed under item 7 below to ensure our trucks consistently convey an image of cleanliness and professionalism to the community. We will repaint our trucks as necessary to maintain a positive public image.



Front-End Load Truck



Rear-End Load Truck



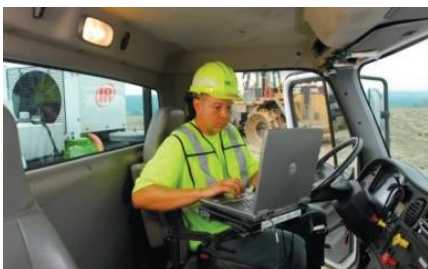
Roll-Off Truck



Side Load Truck

Vehicle Maintenance Program

Vehicle maintenance program, including response/replacement/repair time for vehicles on route



WMAC understands that the safety, cleanliness, and overall image of Oakland are impacted by the condition and performance of our fleet. Moreover, we understand that properly maintaining our fleet helps to ensure that we are able to maintain a continuous and uniform level of Collection services that protects the health, safety and welfare of the community.

Our team of mechanics and other operations personnel possesses hundreds of hours of combined experience working not only with WMAC vehicles and maintenance schedules, but with the City of Oakland.

These professionals offer a vast amount of experience with vehicle maintenance, repair and safety, which we can offer to the City of Oakland Staff, Community Organizations and/or other local job development training programs that can be used by the City's for its own fleet, to promote job development, and as an overall resource that can be utilized. This will assist in providing vocational training to City of Oakland residents.



Annually, Waste Management recognizes maintenance shops for stellar safety, performance and preventive maintenance records. In 2011, we were named a Top Shop, an honor for our 22-person team.

- Mickey Lattimer, Fleet Manager, Davis Street Transfer Station

The following is an overview of our comprehensive preventive maintenance program and policy for all of our vehicles.

Our preventive maintenance (PM) program establishes a standard to minimize vehicle failures by monitoring the current condition of the equipment and correcting defects before they develop into safety concerns or costly repairs. The program establishes a systematic procedure to inspect, lubricate, and maintain all vehicles owned and/or operated by WMAC. These procedures reduce breakdowns and accidents within our fleet, and provide us with trouble-free, safe and efficient operations. Our objective is to provide Oakland residents with the safest, cleanest, and most reliable equipment in operation. The program is consistent with the standards and procedures recommended by the Technical Maintenance Council (TMC) of the American Trucking Association. WMAC is an active member and resource contributor to the TMC. The company's maintenance manual, which spells out the program in detail and is unique for each vehicle, can be made available upon request to the City of Oakland.¹ The following is a summary of our PM program.

Scope

This PM program applies to all of WMAC's collection vehicles. Our inspection program encompasses the mandatory Department of Transportation (DOT) inspection criteria set forth in section 396 of the Federal Motor Carrier Safety Regulations (FMCSR). Any vehicle found that does not meet these minimum standards will not be operated until those defects that violated these standards have been properly corrected. We perform quality control audits and self-inspections for compliance of our maintenance programs, enabling us to identify areas of improvement and correct deficiencies.

Responsibilities

Waste Management uses a comprehensive inspection form that recognizes the important components of DOT and our specific fleet requirements. It is our policy to ensure that every Waste Management asset is in a safe and mechanically sound condition for our drivers and the motoring public. Responsibility for compliance with this policy lies with the following personnel.

- Fleet Services and Logistics

¹ Each PM is in excess of 265 pages and therefore, they are not provided here in their entirety. However, these plans are available for the City's review upon request.

- Fleet Directors
- District Manager/Route Manager
- District Fleet Manager

Preventive Maintenance intervals

The Preventive Maintenance Program for collection operations is based on vehicle utilization by hours and/or days. If severe operating conditions exist, the Market Area Fleet Manager may request, in writing, to the appropriate Fleet Director an increase in the frequency of preventive maintenance service intervals for a specific site. The Vice President of Fleet Services and Logistics is the only approving authority for any changes extending preventative maintenance inspection (PMI) intervals. Standard inspection intervals are as outlined in the table below for the WMAC collection fleet:

The PM program adheres to the following cycle. Each vehicle receives three PM 150s consecutively, and then receives a PM 600. The annual basic cycle occurs as below:

- (PM 150) - (PM 150) - (PM 150) - (PM 600) - (PM 150) - (PM 150) - (PM150) - (PM 600 & 1200)
- (PM 150) - (PM 150) - (PM 150) - (PM 600) - (PM 150) - (PM 150) - (PM150) - (PM 600 & 1200 & 2400)

Waste Management also requires fluid sampling and filter changes at specified intervals, in accordance with the preventive maintenance program. The 150 and 600-hour PMI sheets include inspection elements required to meet State, provincial or Federal annual inspection in accordance with section 396 to subpart B of 49 CFR. Each commercial motor vehicle subject to DOT is required to undergo this inspection annually and documentation of the last inspection remains with the vehicle. (Some States require documentation of this inspection every six months; therefore, it is important that our Fleet Manager is familiar, and complies, with State/Provincial regulations.)

In addition to our Preventative Maintenance Program, it is of utmost importance to WMAC that our collection vehicles are maintained in clean condition and in good repair at all times. It is corporate policy to ensure that at no time are any collected materials, oil, grease, or any other substances blowing, falling, escaping or leaking from vehicles and that all parts and systems operate properly and are maintained in excellent condition.

Equipment reliability is managed and recorded locally. Corporate policy requires 99% equipment reliability, which is computed by total up time as a percentage of total shift operating hours to which the equipment is assigned.

As indicated earlier, WMAC utilizes various technologies within each truck environment to identify if additional maintenance is required. Moreover, before each shift, drivers are required to check their vehicles and report on any items that may need to be serviced. Driver feedback and our in-house maintenance crew are also responsible for identifying and scheduling when vehicles may require maintenance or repair. If a driver experiences an issue while en route he/she calls into dispatch immediately to report the problem. Our in-house maintenance shop located at 172 98th Avenue Oakland, CA 94603, will dispatch a mechanic out to the driver immediately to make the necessary repairs. If a repair cannot be made while en route the driver is instructed to return the truck to the

maintenance yard and a replacement truck is dispatched immediately. WMAC has the necessary reserve equipment on-hand to ensure that replacement collection equipment can be put into service and operation within one (1) hour of any breakdown.

WMAC immediately responds to all maintenance needs by scheduling the truck for maintenance in our in-house maintenance facility located at 98th Avenue and operates according to the schedule below: Maintenance - Monday through Friday 24 hours, Saturday 6:00 am - 2:30 pm, Sunday 9:00 pm - 5:30 am. Depending on the nature of the repair required, maintenance times can vary. However, as mentioned above, WMAC has the necessary reserve equipment on-hand to ensure that replacement collection vehicles can be put into service and operation so that no route service is compromised.

At WMAC, we watch our equipment closely and replace it whenever it fails to meet our high operational and aesthetic standards. Our drivers continuously survey all vehicles as well as other equipment and immediately call in repair or replacement orders when they identify damaged or defaced equipment.

As an illustration, of our commitment, for the past six years, WMAC has achieved the highest possible score on the California Highway Patrol Safety Biennial Inspection of Terminals (BIT) Program, which is a safety inspection of commercial vehicles and driver qualifications that is completed every two years in the State.

The scheduled maintenance and cleaning of the vehicles

As described above, WMAC has in place both a comprehensive preventive maintenance program and ongoing maintenance programs to ensure that vehicles in need of maintenance or repair are tended to immediately to mitigate any negative impact on the City.

Appearance of our vehicles is important to WMAC, and it is part of our core policy to ensure all vehicles appear clean, sanitary, and professional at all times. We will wash all collection vehicles that service the City of Oakland at least once per week and repaint them as required.

2. CONTAINERS

WMAC has over 80 years of experience working with a variety of containers ranging from bins to carts to roll-offs. We have been working with trusted manufacturers in the industry to provide quality receptacles to a wealth of municipalities throughout the region through a variety of contract terms and service lives.

MM&O Exhibit 13—Container Specifications

See MM&O Collection Services Contract Exhibit 13 - Container Specifications)

We will be utilizing carts from Rehrig Pacific, Cascade, or similar highly respected companies. Exhibit 13 includes information for both Rehrig Pacific and Cascade.

Experience with Type of Container

Past experience of other Collection programs with this type of Container

WMAC has extensive experience using both Cascade and Rehrig carts. For bins, WMAC has a long-standing relationship with Consolidated Fabricators who makes quality products and is extremely responsive.

Rehrig and Cascade have been manufacturing containers for decades and have millions of carts in the market today. In WMAC's experience, Cascade and Rehrig carts are of the highest quality and are the most cost-effective. They both build a container that has high recycled material content (20%-50%), exceptional durability and a high-quality finish.

Ease of Cleaning and Appearance of Containers

Ease of cleaning and the appearance of the Containers, including their colors and information to be imprinted on the Containers

Cleaning of Carts

The appearance of our containers is very important to WMAC. For this reason, we provide our customers with carts and bins that are very easy to clean and maintain. However, we do believe that it is our responsibility to report containers that need to be replaced, painted or repaired.

Carts - Cascade and Rehrig carts are designed for ease of maintenance and cleaning. To clean the carts, residents will be advised to simply rinse the cart with water from time to time, and to let the cart(s) dry in sunlight with the lid open.

Bins - WMAC will steam clean or repaint bins as needed in order to maintain a sanitary and professional appearance. Upon request by a customer, or upon WMAC identifying a bin that is in need of cleaning (up to once each quarter), WMAC will pick up the bin, deliver it to our 98th Avenue location, steam clean it and return it to the customer.

Appearance & Colors

WMAC will provide carts and bins in the following appearance and colors:

Table 2. Mixed Materials

Container Type	Dimensions	Colors	information on Container
32 Gallon Cart	H 37.5" W 19" D 23.75"	• Burgundy Body	Lid/Body: (TBD by City and WMAC)
64 Gallon Cart	H 41.5" W 24" D 27"	• White Lettering	•
96 Gallon Cart	H 46" W 26" D 34.5"		• WM Logo, Phone #, Safety information
All Bin Sizes Required by RFP	Various	• Green body • White Lettering • Black Lid	• Lid/Body: TBD by City of Oakland • WM Logo, Phone #, Safety information

Table 3. Organics

Container Type	Dimensions	Colors	information on Container
32 Gallon Cart	H 37.5" W 19" D 23.75"	• Green Body	• Lid/Body: (TBD by City of Oakland)
64 Gallon Cart	H 41.5" W 24" D 27"	• White Lettering	•
96 Gallon Cart	H 46" W 26" D 34.5"		• WM Logo, Phone #, Safety information
All Bin Sizes Required by RFP	Various	• Green body • White Lettering • Green Lid	• Lid/Body: TBD by City of Oakland • WM Logo, Phone #, Safety information, Materials designated for container

Carts

WMAC will ensure that all carts have a unique identification number and the words “City of Oakland” on the lid. They will also indicate the type of materials to be collected (i.e., mixed materials or organic materials), Waste Management’s name and phone number, instructions for proper usage, and general safety information.

Bins

WMAC will ensure in a phased-in process that all bins are freshly painted as needed, contain a unique identification number, and are labeled—pictographically to ensure they are universally understood—with the type of materials to be collected. The bin WMAC provides will display the size in cubic yards, Waste Management’s logo, our toll-free customer service telephone number, instructions for proper usage and general safety information. All bins will have green bodies. The lids color will designate what material should be included. Mixed Material bins will include a black lid and those for Organics will include a green lid.

Roll-Off Boxes

WMAC will ensure in a phased-in process that all roll-off boxes are freshly painted as needed, contain a unique identification number, and are labeled—pictographically to ensure universal understanding—with the type of materials to be collected. We will ensure that all roll-off boxes display instructions for proper usage, general safety information, the size in cubic yards, Waste Management’s logo, and our toll-free customer service telephone number. In accordance with our container maintenance program, described below, WMAC will maintain the bins to keep them in good working order and free of rust and holes.

WMAC will ensure that all containers remain in clean and sanitary condition and will steam clean and repaint them as needed. If containers are subject to graffiti, we will clean or replace them within five working days.

Container Maintenance

Container maintenance program, including response/replacement/repair time for Containers.

Container appearance and maintenance is an extremely important element of WMAC’s service. We want to ensure we project an image of quality, cleanliness and upkeep. For this reason, we believe it is our responsibility to report containers that need to be replaced or repaired. With their experience in the field, our drivers often identify containers that need repair or swapping before customers can. Waste Management has built a reporting process through which drivers can report possible swaps or other maintenance issues.

As part of their scheduled service to the City, WMAC drivers will monitor the condition of the collection areas, containers, etc. if they observe containers that require maintenance, painting, replacement, etc., they will alert WMAC’s dispatch that a replacement or service is required. These tickets will not be closed within the system until the driver has received a response. Drivers’ concerns are addressed promptly, ensuring that container issues are minimized.

Containers that need to be refurbished will be picked up and brought to our 98th Avenue facility in Oakland for repair. In some cases, compactors and containers are repaired in the field (as with compactors) and customer maintenance may occur onsite at the customer location. We will send a certified welder who is a full-time Local 1546, WMAC employee. Containers that can no longer be serviced will be either repaired or replaced within six business days.

If a customer requests a new container, a container handling ticket will be generated the same day and WMAC's standard for container turnaround time will be communicated to the customer.

WMAC will maintain an adequate number of carts, bins and roll-off boxes to ensure that locations needing service, repair or replacement are provided.

3. ROUTE OPERATIONS

Number of Vehicles Required

The number of vehicles required for the Collection programs, and the number of routes to be performed by service line

As the environmental services provider for the City of Oakland for over 100 years, WMAC is uniquely familiar with the City's topography, infrastructure, and communities. Over the years, our operations professionals have performed numerous program transitions and re-routes—improving the efficiency of service. Over time, the City has benefitted from these improvements, seeing a reduction in the number of vehicles and routes required. The value of WMAC's experience within Oakland exceeds operational efficiency. Fewer vehicles on the City streets and optimized routes improve Oakland's image, allowing its residents and visitors to focus on the results of beautification and diminishing the impact of its environmental services programs on the City's appearance.

The table below indicates the number of vehicles required for the City's collection programs and the number of routes to be performed by each service line. More than anyone, WMAC understands Oakland's needs. We can ensure the numbers in the table below are accurate and represent the most efficient and least disruptive solution for the City.

Table 4. Number of Trucks Required

Truck Type	No. of Trucks	No. of Routes
Residential Mixed Materials	28	25
Residential Organics	19	17
Multi Family Mixed Materials	6	6
Multi Family Organics	2	2
Commercial Mixed Materials	14	13
Commercial Organics	1	1
Bulky	6	3
Roll-Off	7	7
Container Delivery	4	4
Total	87	78

Vehicle Passes Per Account

The number of vehicle passes per account

Utilizing our single-compartment automated CNG vehicles, WMAC will make two vehicle passes per account. One pass will be for the collection of mixed materials and one pass will be for the collection of organics. Both passes will occur on the same day.

In the event that a driver observes contamination in the organics cart, he or she will use a City-approved non-collection tag to inform the customer why the cart was not collected. The driver will affix a copy of the non-collection tag to the cart and then call into dispatch to report the issue. The dispatcher will log the information into the customer's account.

In the event that a route is delayed for any reason, we will use our outdial notification tool to contact all residents serviced by that route. This outdial tool allows us to inform customers that while their materials will be collected on their regular day of service, collection may occur at a later time in the morning or afternoon, than they may be accustomed to. By utilizing this tool, we have realized a significant decrease in the number of calls by residents inquiring on when their material will be collected.

Number of Required Crew per Vehicle

The number of crew members required per vehicle and their responsibilities

Below is a description of the number of crew members required per vehicle as well as the responsibilities associated with each type of service location (SFD, MFD and Commercial).

SFD

WMAC will provide weekly residential curbside collection service to all single-family homes for both Mixed Materials and Organics. Single-person crews will perform collection of each material, separately between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday, and on Saturdays when called for in the holiday schedule.

each Mixed Materials vehicle and each Organics vehicle will be assigned one driver, who will cover the same routes each week, ensuring WMAC drivers are familiar with the unique characteristics of their assigned route. Driver responsibility will consist of collecting residential Mixed Materials and/or Organics. They will be required to be in compliance with DOT guidelines, and to report immediately any problems or unforeseen incidents to dispatch or their Route Manager. The following procedures are required for each single-family driver:

- Each driver will receive a daily route list, backyard service list, canceled service list and any special route tickets for additional services or requests.
- After a comprehensive DOT required pre-trip truck inspection, the driver will leave the facility and head to their designated routes.
- The driver sits on the right-side of the vehicle for optimum position to view the cart. Driver activates a joystick to engage the vehicle's automated arm and grabbing mechanism to pick up the cart that is

stationed at the curb. The driver has five (5) in cab cameras to monitor the cart as it is lifted into the hopper, monitor the contents of the cart as it is emptied and to monitor the surrounding area around the vehicle.

- For all special needs or subscription backyard accounts, the driver will retrieve the cart from the side or backyard, brings the cart to the curb, dumps the cart and the emptied cart will be placed back in its original location.
- At each residential customers location the arm is lifted to dump the contents of the cart into the vehicles hopper, and then the arm is lowered and the cart is placed back to its location.
- If the driver observes improper material in the cart as it is being dumped, the driver will leave a two (2) part “correction service tag” on the cart, and the other is turned into dispatch to be keyed into the customer’s account.
- If a cart is tipped over during the collection process the driver is required to get out of the vehicle and place the cart back to its original location.
- The driver will clean up any litter found or debris that is around the cart location.
- The driver will continue on the route until the route is complete.
- The driver will check their route tags, call into dispatch for any new tags and proceed to locations for any special requests, missed pick-ups or any customers that have corrected any reported contamination tags.
- The driver will proceed to transport the material to the designated delivery site.
- At the end of the route the driver will return to the facility and will follow all DOT procedures to shut down and park the vehicle for the evening.

MFD

WMAC will provide at a minimum weekly, but as frequently as scheduled by the customer, up to six times per week multi-family collection service to all multi-family premises. Single-person crews will perform both Mixed Materials and Organics collection between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday, and on Saturdays when requested.

Each Mixed Materials and Organics collection vehicle will be assigned one driver, who will cover the same routes each week. Driver responsibility will consist of collecting solid waste in a safe and efficient manner. Drivers will be required to be in compliance with DOT guidelines, and to report immediately any problems or unforeseen incidents to dispatch or their Route Manager.

The following procedures are required for each multi-family driver:

- Multi-Family Cart and Bin Customers: The driver will follow procedures of Single family dwellings and Commercial FEL Driver requirements.

Commercial and City Facility Collection

Single-person crews will perform collection between the hours of 4:00 a.m. and 6:00 p.m., Monday through Saturday when requested. Each vehicle will be assigned one driver, who will cover the same routes each week. Driver responsibility will consist of collecting Commercial and City Facility Mixed

Materials and Organics separately. Drivers will be required to be in compliance with DOT guidelines, and to report immediately any problems or unforeseen incidents to dispatch or their Route Manager.

The following procedures are required for each Commercial and City Facility Front-End-Loader driver:

- Each driver will receive a daily route list, canceled service list and any special route tickets for additional services or request. The daily route sheet lists customers name, service address, level of service, account number and a comments line which informs the driver of any particular service requirements, such as key and/or code needed for entry, time requirements, and access availability, such as low wires or enter from a certain driveway.
- After a comprehensive Department of Transportation required pre-trip truck inspection the driver will leave the facility and head to the first stop on their designated route.
- Once the driver has reached the customer's location, the truck is put into park, applies the parking brake, the front forks are lowered in front of the cab, they dismount the truck to open any gates or unlock the bins, and the bin is rolled into place so it can slide onto the forks of the truck.
- The driver gets back into the truck and moves the truck forward to move the forks into the side pockets of the bin.
- The driver activates the controls that lifts the bin up and over the cab past the hopper and empties the bin into the hopper.
- The driver lowers the bin back down to the ground, gets out of the truck and rolls the bin back into its original service location, re-locking any gates or bin.
- If the driver observes improper material in the bin prior to it being dumped, the driver will call into dispatch and report an "HOC" for that account. WMAC prides itself on the company's Service Machine program, as a requirement of this program, a driver will call in all accounts that cannot be serviced under the Haul or Call (HOC) guidelines. The dispatcher keys in a service ticket and a call is placed to the customer for resolution. If we are unable to reach a customer for any reason the account is noted and when the customer calls into customer service, the CSR has all of the detailed information to be able to assist the customer in a resolution. For repeated occurrences a second ticket is keyed for the Route Manager to help assist the driver in a resolution.
- The driver will clean up litter or debris that is around the bin location caused by collection operation.
- The driver will also make any notes or concerns on the Daily Route Sheet.
- The driver proceeds on the route until the truck has reached capacity, then the driver will proceed to the approved disposal site for processing. He will continue on the route until the route is completed. At the end of the route the driver will return to the facility and will follow all DOT procedures to shut down and park the vehicle for the evening.

Holiday Tree Collection

MFD Holiday Tree Collection plan

WMAC offers curbside holiday tree collection to all MFD customers with 99 units or less. For those MFD customers with 100 or more units, WMAC will offer holiday tree collection at no additional cost, but will request that customers schedule a pick-up day for collection. Scheduled pick-up days will run from the first workday following December 25th through the end of the second full work week in January.

In accordance with contract requirements, only green clean trees that are four feet or less in length and set out at will be collected. WMAC will be unable to collect trees with flocking, tinsel, tree stands, nails, or ornaments.

Advantages and Disadvantages of Collection Vehicles

As mentioned above, WMAC will use state-of-the-art fully automated and semi-automated collection vehicles powered by CNG motors for residential, commercial and industrial customer collections. The following are benefits the City of Oakland will see in association with our use of these trucks:

Positive Environmental Impact

- All City of Oakland primary collection truck motors will run on natural gas (backups may run on diesel). The following are the benefits of using natural gas trucks over diesel.
 - nitrogen oxide (NOx) emissions are reduced by up to 50% compared to 2010 diesel engines and even more compared to the older diesel engines we are replacing
 - Green House Gas (GHG) emissions are reduced by 21% compared to standard diesel motors and are certified with the California Air Resources Board Executive Order A-021-0537
 - GHG emissions are reduced by over 21% compared to standard diesel engines
 - GHG can be reduced by over 90% when using CNG derived from landfill gas instead of standard pipeline gas²
 - They're also easier to maintain and weigh less than new diesel truck equivalents thereby reducing wear and tear on City Streets

Increased Safety and Improved Community Image

- The collection body employs current technology that maximizes productivity and minimizes safety hazards. The collection arm benefits the customer and the environment with technology that maximizes flexibility for the customer and reduces littering of the environment. This increased productivity also minimizes the number of collection vehicles required on the streets at any one time, thereby minimizing traffic.
- The hydraulic system uses formed steel pipe in all applicable areas and the flexible hose is of a 4000 psi burst strength which is two times stronger than needed to eliminate leaks and spills.
- The hydraulics, do not use "pack throttle", rather they operate at idle during the collection process and operate at idle speed (800 rpm), compared to past collection vehicles of 1400 rpm. Minimizing noise, pollution, wear and tear of the motor components and fuel usage.
- The overall total height of the tallest proposed residential vehicle (commercial will remain the same) is 13 feet 3 inches vs. current vehicle dimensions of 13 feet 6 inches during straight driving and 17 feet 8 inches (during the dumping process). This will minimize the potential for tree damage, telephone and cable wire damage during residential collection.
- The chassis has an "air ride suspension" and "on board scales", which lessens road wear and tear. The "On Board Scales" alerts the driver when the maximum load capacity nears and eliminates

² WMAC plans to utilize landfill gas from its landfill in Livermore, CA to fuel its fleet of collection vehicles.

truck weight guessing and overweighted vehicles, again reducing wear and tear on City Streets. It also will alert the Onboard Computer System which is documented through the Onboard Unit (OBU).

- The brake system consists of disc brakes which are accompanied with a transmission retarder which slows the vehicle without applying the brakes which maximizes brake life and minimizes brake noise during collections and light brake applications.
- The in cab camera monitor system views the compaction chamber for guaranteed complete cart emptiness and proper commodity disposal from the customer. The rear vision camera allows the operator to view areas that are hidden from view when using rear view mirrors.
- The unloaded truck weight is 3000 lbs lighter than the current residential vehicle thereby reducing the potential for road wear and tear.
- The vehicle tires are “less aggressive” thereby reducing the potential for road wear and tear.
- These vehicles will also substantially reduce the potential for litter generation associated with cart collection as the vehicle arm and mechanical process as designed virtually eliminate the opportunity for litter with the exception of overflowing carts.

Ease of Service

- Time lapse for backyard service results in reduced emissions. These trucks will now allow for fully automation or semi-automation of what used to be a manual service for backyard customers, thereby minimizing the difficulty associated with collection, improving service efficiency, and reducing the time spent at each household. Moreover, with our On Board Computing system we will further be able to prevent missed pickups from occurring.
- The vehicle is outfitted with a rear sonar system (Preview) that alerts the driver, audible as well as visual while backing when there is an object in the direct path of the vehicle.

All of the above noted vehicle compliments significantly reduce the potential of accidental damage to property as well as the safety and convenience to the City of Oakland and the customer. All Oakland primary collection vehicles will be outfitted with CNG motors and the aforementioned attributes, as described above.

It is important to note that while there are many advantages to natural gas vehicles, unfortunately, these vehicles do cost more to purchase and are more expensive to maintain than traditional diesel vehicles.

How drivers and dispatch will communicate while on route to resolve Customer service requests

As mentioned above, WMAC utilizes an onboard computer system on each of our vehicles that enables drivers and dispatch to communicate and address service issues, including customer requests, in real time.

The onboard computers serve to network each truck to our dispatch offices for accurate information and positioning. Customer orders such as additional pick-ups, or information regarding customer late set outs, can be relayed to onboard units and received by drivers in a timely fashion.

Onboard computing also features a vehicle positioning aspect that serves to accurately record the driver's progress throughout the workday. As the driver completes parts of his/her route, the associated

customers are marked as serviced at various intervals throughout the day. This feature provides comprehensive route detail to dispatch in real time and enables superior route management and customer service excellence.

Onboard computing is a significant service enhancement from the days of route books. Rather than relying on binders with printed paper tickets, maps and customer details, onboard computing services significantly streamlines communications between drivers and operations support. The greater level of detail allows for superior route management and customer service delivery.

Whether by radio, phone and now through the onboard unit, drivers in the field have access to management assistance, dispatch, incident response, and individual customer detail. Using state-of-the-art technology, Onboard Computer Systems, Waste Management of Alameda County is able to deliver unparalleled customer service safely.

Labor Relations history and impact on Performance

Labor relations history and impact on performance.

WMAC has a long history of utilizing unionized labor for all facets of its operations, including collection disposal and processing. Currently, WMAC works with Labor Unions in northern California designated as Local 1546, Local 70 and Local 6. A description of what type of work each labor union employee is associated with as well as the length of time WMAC has been working with each union is listed in the table below.

Table 5. Type of Work Performed by Union Affiliation

Labor Union Affiliation	Type of Work Performed	# of Years of Affiliation w/ WMAC	Contract inception Year
Local 1546	Mechanical	54	1958
Local 70	Transportation/Drivers	47	1965
Local 6	Clerical	13	1965

The employees who will be servicing the City of Oakland will be both local employees as well as members of several unions that we have long-term labor agreements with including; Local 6 Longshoremen, Local 1546 Machinists and the Local 70 Teamsters Union. WMAC has maintained long-term labor relations agreements as well as working relationships with these unions for many years and these employees have been an integral part of our staff. As a result, we are confident that our labor relations history will if anything, positively impact performance as these workers know our business, their jobs, their work sites, what is expected of them and moreover, have a deep familiarity with the City of Oakland, its streets, its customers, its unique challenges and its material. Our employees have long-standing relationships with our staff and management; they have been entrenched with WMAC, and have been servicing the City of Oakland in a similar capacity for many years. In fact, for many of these employees, securing the Oakland contract is vital to their job security as they have been working for WMAC and for the City of Oakland, for many years, much longer than can be expected in many companies today.

For the aforementioned employees, performing the services associated with the scope of the Contract is not new. They are already performing similar activities today, activities that run the gamut from servicing customers, driving trucks, collecting material, operating and maintaining heavy equipment and machinery, and sorting material, etc. Moreover, introducing new but related activities or new equipment is part of their job and they often welcome the opportunity to enhance their skills. These workers are already trained to work with similar equipment, and have been learning to work on new equipment that we have introduced in other Cities in the Bay Area. WMAC is continuously introducing new equipment into its environment and learning to maintain, service and operate equipment is part of routine job functions. Moreover, our union employees already know the streets of Oakland, its residents, and its businesses. They are familiar with navigating its streets, and the challenges and obstacles that they can sometimes face and they have learned how to adapt, and properly manage and navigate situations to provide optimal service delivery. Providing new service to a new City can be a steep learning curve, which our employees have already experienced.

We have outlined in detail our labor relations history. As we have described, the Waste Management of Alameda County of today is a different company than the service provider one might recall if thinking back five years ago. Our management has changed, our attitude has changed and our procedures and processes for interacting with our Union employees have changed. We neither want nor welcome labor discord. We want to excel as an organization. And we want all of our employees to feel as if they are part of our Organization and are contributing to it, and moreover, that when they contribute, they get rewarded. As a result, and in order to achieve this, we have put in place new people, new procedures, and new management to ensure that our Union employees are part of WMAC, and that there is no “us” vs. “them” mentality. Rather, it is all just “us.” All of our employees know that any work we do has to be performed well and is regarded as vital to the health of our company and our jobs. For this reason, we know that our labor relations history and our relationship with our Union employees will only help us in our ability to perform well under the City of Oakland contract, because in the end these employees have been committed to servicing the City for many years and want to continue to for years to come.

The annual cost of providing street litter container service

The annual cost of providing street litter container service in accordance with the RFP requirements would be \$550,000 for two full-time routes to service City Cans and proportionately greater for more routes.

4. FACILITIES

Please find our completed facilities forms in Exhibit 3 to the MM&O Collection Services Contract.

The capacity of each facility and the ability to accommodate the deliveries from City's crews

While, WMAC understands that education, participation and proper source separation are key elements to the success of the City of Oakland meeting its Zero Waste goal; it is also undeniable that the proper diversion facilities, technologies and oversight need to be in place in order to achieve success. As such, WMAC is committed to providing the City with five state-of-the-art advanced processing facilities that will facilitate the maximum diversion of materials through cutting-edge technological equipment that

will extract collected materials into marketable commodity streams. WMAC anticipates making investments in the existing Davis Street Complex to upgrade our existing assets and build new facilities. These facilities include the following:

1. Organics Transfer Building
2. Newly Constructed Advanced Mixed Materials Material Recovery Facility (MMRF)
3. Expanded, Retrofitted and Improved Advanced Single Stream Material Recovery Facility (MRF)
4. Expanded, and Retrofitted Dry Waste/C&D Material Recovery Facility (MRF)

All of the aforementioned facilities will be located onsite at WMAC's Davis Street Complex. All Mixed materials collected will first be delivered to the Davis Street complex located at the address below. A detailed description of each of the new facilities also follows:

WMAC's Davis Street Transfer Station (DSTS)

2615 Davis Street
San Leandro, CA 94603

1. Organics Transfer Building	
Facility name:	Organics Transfer Building
Facility Location:	WMAC's Davis Street Campus
Function:	Transfer Organics for Anaerobic Digestion and/or Composting
Daily Capacity:	No limit
<p>WMAC constructed this LEED™ Gold designed Organics Transfer Building in September 2011. The building is designed to bring food scraps and organics transfer operations under one roof and help to eliminate vectors and contain odors through its state-of-the-art-bio-filtration system. The building allows for speedy, efficient transfer of organics utilizing Davis Street's fleet of natural gas-fueled trucks, including bio-methane captured by the Altamont Landfill's LNG facility. Source-separated organics from curbside commercial and residential customers, mixed with materials captured from the MMRF (both described below) are transferred to WMAC's Altamont Landfill's Organics infrastructure for Anaerobic Digestion and/or Composting or to third markets for composting and maximum energy recovery.</p>	

2. WMAC's Mixed Materials Material Recovery Facility	
Facility name:	Mixed Materials Recovery Facility (MMRF)
Facility Location:	WMAC's Davis Street Campus
Function:	Separate Organics and Recyclables from Mixed Materials
Capacity:	1,120 TPD
<p>The WMAC Davis Street Complex will also include a newly constructed Mixed Materials Material Recovery Facility ("MMRF") which is WM's plan to provide the City with the ability to extract maximum value from the waste stream. The MMRF will process at high speeds and separate the last remaining recoverable items in the waste stream, and also allow for further separation of the compostable fraction of mixed materials emanating from residential, multi-family, commercial organics, and all MSW streams.</p> <p>The MMRF guarantees diversion for materials for a variety of streams:</p> <ul style="list-style-type: none"> • Residential curbside Mixed Materials • Multifamily curbside Mixed Materials • Commercial Wet loads <p>Oakland's Mixed Materials delivered to Davis Street will be processed to capture all readily recyclable or compostable</p>	

2. WMAC's Mixed Materials Material Recovery Facility

materials and divert them from disposal. The system provides a safety net for diversion. We recognize that not all customers can participate in three-bin, source-separated programs due to space constraints or other issues. The MMRF provides diversion infrastructure to recover recyclables and organics materials found in streams from these customers. Capturing organics from this material stream guarantees diversion from the landfill and higher reuse after it has been processed at Davis Street and delivered to our high technology composting operations at the Altamont for conversion into either compost or energy for maximum recovery.

The facility uses highly advanced, dimensional and size automated separation protocols, with an emphasis on recovering items with the most value, including plastic and metal containers. It then processes the organics fractions into two streams to be composted into different grades and processes.

The MMRF will have the capability to process any Mixed Materials that are delivered to Davis Street from the City of Oakland and in addition be able to process any residue generated from recyclable processing activities in an effort to recover the maximum amount of material available.

Davis Street will take advantage of our fully-integrated site to market the outputs from this facility. Recyclable commodities will move through both the Oakland and Los Angeles Ports as well as stay local thereby generating local economic activity.

The MMRF facility will be conveniently located on site at the Davis Street Complex making it an easy destination for crews hauling mixed materials.

3. Single Stream Material Recovery Facility (located to the left of the entrance to Davis St)

Facility name: Single Stream Material Recovery Facility (upgraded)

Facility Location: WMAC's Davis Street Campus

Function: Process Recyclables

Capacity: 500 TPD

WMAC invested \$6 million to construct a state-of-the-art Single Stream Material Recovery Facility at Davis Street. This 400 ton per day facility separates materials collected curbside from single family, multi-family and commercial source-separated recycling programs. In 2010, the facility was upgraded with the addition of optical sorters to segregate plastics further. Optical sorting increases quality control to maximize diversion and recycling.

The Single Stream MRF will expand again in the 3rd quarter of 2013. The upgrade will result in 500 tons per day of capacity and employ a series of manual sort lines, vacuums, magnets, eddy currents, optical sorters as well as a state-of-the-art glass system, ensuring the highest diversion possible. The upgrade is estimated to cost \$19 million.

The convenient location of the Single Stream MRF at Davis Street, allows for the transfer of source-separated recyclables from the other MRFs at Davis Street. As part of the Davis Street Master Plan, elevated conveyor belts will be installed to facilitate the flow of materials across the site, helping to reduce GHG emissions associated with vehicular transfer as well as improved safety from reduced vehicle traffic.

The location of this MRF on site at the Davis Street Transfer Station makes it a convenient location for collection crews to deliver recyclables from participating locations.

4. WMAC's Dry Material/C&D Material Recovery Facility (located to the left of the entrance to Davis St)

Facility name: WMAC's Dry (C&D) Material Recovery Facility (MRF)

Facility Location: WMAC's Davis Street Campus

Function: Process C&D and Bulky Recyclables

Capacity: 800 TPD

The WMAC Davis Street Complex will also include a newly expanded and upgraded Dry (C&D) system that can process mixed material loads that are high in recyclable content but low in organic material content. This expanded Dry Material (and C&D) MRF which is expected to be completed in 2014, incorporates today's most advanced processing strategy to deal with an ever changing and rapidly growing material stream. It emphasizes the highest recovery for dry material from re-routed waste vehicles full of recyclables, including commercial and retail, non-source separated Single Stream from malls and warehouses, construction materials, demolition materials, and other streams.

4. WMAC's Dry Material/C&D Material Recovery Facility (located to the left of the entrance to Davis St)

This facility is the only one in Alameda County that is certified to effectively process C&D debris and fulfill the required reporting requirements and will take all commercial volumes and act as the first primary back-up for mixed and single stream recyclables on site.

The conveniently located 800 TPD layout and technology will maximize recycling and diversion for curbside bulky and commercial material by effective sizing, recognition, and capture. Along with traditional recyclables, it culls materials such as wood, rock, metals, and concrete.

The facility is also designed for Oakland material streams that may not be able to participate in source separation. The system works in tandem with the Mixed Materials MRF (above), for the dry routed portion of the material on WMAC routes. Together the strategy ensures materials never go to the landfill without processing for maximum recovery.

Organic material recovered is converted into WM Earthcare™, our closed loop solution for beneficially reusing organics in the communities from which they are generated. WM Earthcare™ mulch begins with clean, untreated, and unpainted lumber that is received from construction and dry materials and is repurposed. Concrete, asphalt and other inerts recovered are used for internal and external construction projects such as road building and commercial base.

The Dry Waste facility is also conveniently located on site making it an easy destination for collection crews hauling these materials (see Diagram provided in Diversion Plan).

Customer Service office and operations yard location

WMAC currently maintains its customer service office, hauling operations and hauling yard out of the following location:

WMAC Customer Service, Hauling Operations, and Yard Location

172 98th Avenue

Oakland, CA 95603

The WMAC owned facility at this address sits on 15 acres of property strategically located just off major highway interstate 880. It is the primary collection operation for the California Bay Area ("Bay Area") and shares the facility with the Bay Area Offices.

One of WM's largest operating locations in the nation, the business unit services 192,500 residential homes, 14,600 commercial customers and approximately 1,700 industrial customers with 209 daily routes - 26 industrial, 130 residential, and 53 commercial routes.

Operating hours for WMAC are as follows:

- **Collection Operations** - Monday through Friday 3:00 am - 7:00 pm; Saturday - 3:00 am - 2:00 pm
- **Maintenance** - Monday through Friday 24 hours, Saturday 6:00 am - 2:30 pm, Sunday 9:00 pm - 5:30 am
- **Pay Window hours** - Monday through Friday 8:00 am - 5:00 pm
- **General Operations** - Closed from: Friday 9:00 pm - Saturday 6:00 am

WMAC is certified as a "Green Business" by the Alameda Green Business Program, and our 98th Avenue facility has a "LEED Gold Level Certification." WMAC also currently has one of the largest alternative fueled fleets in Northern California. Moreover, a 14,000 gallon LNG fueling facility operates on the site with shop infrastructure to accommodate fueling needs and requirements.

The WMAC facility is in excellent condition. The facility was built in 1990 and has office space of approximately 34,000 square feet; the total building area is approximately 120,000 square feet, which includes the front office, warehouse, maintenance facility and operations.

Call center location

WMAC will locate its Customer Service Call Center in Alameda County at our existing operational district headquarters located at the address below:

Waste Management of Alameda County
172 98th Avenue
Oakland, CA 94603

In Exhibit 9—Customer Service Plan—we have outlined in detail the numerous benefits that our call center can provide.

Employees at our Customer Service Call Center will be trained to specifically service the City of Oakland and provide an excellent Customer Service experience for our customers as outlined in our Customer Service Plan.

Labor relations history and impact on performance

As mentioned above, the employees who will be working at the existing and new facilities will be both local employees and members of several unions that we have long-term labor agreements with, including: Local 6 Longshoremens, Local 1546 Machinists and Local 70 Teamsters Union. WMAC has maintained long-term labor relations agreements and working relationships with these unions for many years. These employees have been an integral part of our staff. As a result, we are confident that our labor relations history will, if anything, only positively impact performance. These workers know our business and their jobs, are familiar with their work sites, know what is expected of them, and have a deep familiarity with the City of Oakland, its customers and its material. Our employees have long-standing relationships with our staff and management. They have been entrenched with WMAC and have been servicing the City of Oakland in a similar capacity for many years. In fact, for many of these employees, securing the Oakland contract is vital to their job security, as they have been working for WMAC and for the City of Oakland for many years—much longer than can be expected in many companies today.

For the aforementioned employees, performing the services associated with the scope of the Contract is not new. They are already performing similar activities today—activities that run the gamut from driving trucks, collecting material, operating and maintaining heavy equipment and machinery, and sorting material, etc. Moreover, introducing new but related activities is part of their job, and they often welcome the opportunity to enhance their skills. For example, all Heavy equipment Operators will be members of the Local 70 Teamsters Union and maintenance will be provided by Local 1546 Machinists. These employees currently work with similar equipment today and rolling over the responsibilities to new equipment should not affect performance. The Local 1546 machinists will be trained as required to ensure performance and up-time of the equipment and these activities are within the current scope of job activities. WMAC is continuously introducing new equipment into its environment and learning to maintain and service this equipment is part of the Local 1546 Machinists routine job functions.

WMAC is continuously introducing new equipment into its environment and learning to maintain and service this equipment is part of the Local 1546 Machinists routine job functions. Similarly, Local 70 Teamsters Union employees are already using wheel loaders and excavators in their daily routine. Moreover, sorters, and screen cleaners at the MMRF will be members of Local 6 Longshoremen with whom we have labor relations agreements and are already performing these activities today.

5. SAFETY

Assurances that all required plans are in place and a description of the following:

Employee safety requirements, including physical, drug, and alcohol testing requirements

At WMAC, safety is a core value and a cornerstone of operational excellence. This philosophy is embedded in the way we work, the decisions we make and the actions we take. We hold ourselves to the highest standards for the protection of our customers, our employees, the communities we serve, and the environment we share. We strive to be the safest company in our industry by adopting policies and encouraging practices that ensure work site safety in an attempt to assure protection of the health, safety and welfare of the community. For a hauling company like Waste Management, the term “work site” refers not only to our yards and our transfer, processing, and operating facilities, but also to the roadways over which we travel daily in the communities we serve.

In the City of Oakland, we’ve worked over the last 100 years to build a continuously evolving safety culture that would take years to replicate with a new hauler. By collaborating directly with the unions, maintaining transparent communications, and creating a sense of urgency, WMAC successfully integrated our safety standards into union contracts. This has influenced real change that translates to fewer accidents and injuries and increased community safety in the City of Oakland.



“The nine-member WMAC Container Shop marked six years, injury and accident-free in August 2012. And the safety streak continues - they’re hard at work on year seven.”

Dino Fontana, Manager, WMAC Container Shop

Workforce Safety

WMAC’s worker safety efforts focus on helping workers avoid vehicle accidents and safely operate heavy equipment. Since trash collection, processing and disposal rank among the most dangerous occupations in North America, we are constantly looking for ways to ensure the safety of our employees and enhance worker safety in our industry overall. Our drivers and collectors must navigate residential and urban traffic and lift heavy items – both of which can lead to injuries. Employees at our facilities must be constantly alert to avoid serious injury as they work with sophisticated heavy equipment. Waste Management’s safety performance has ranked among the best in our industry in recent years, even as overall rates in our industry have continued to improve. We work actively with our trade association, the national Solid Wastes Management Association, in its efforts to educate the public on how they can make day-to-day sanitary service operations safer for everyone.

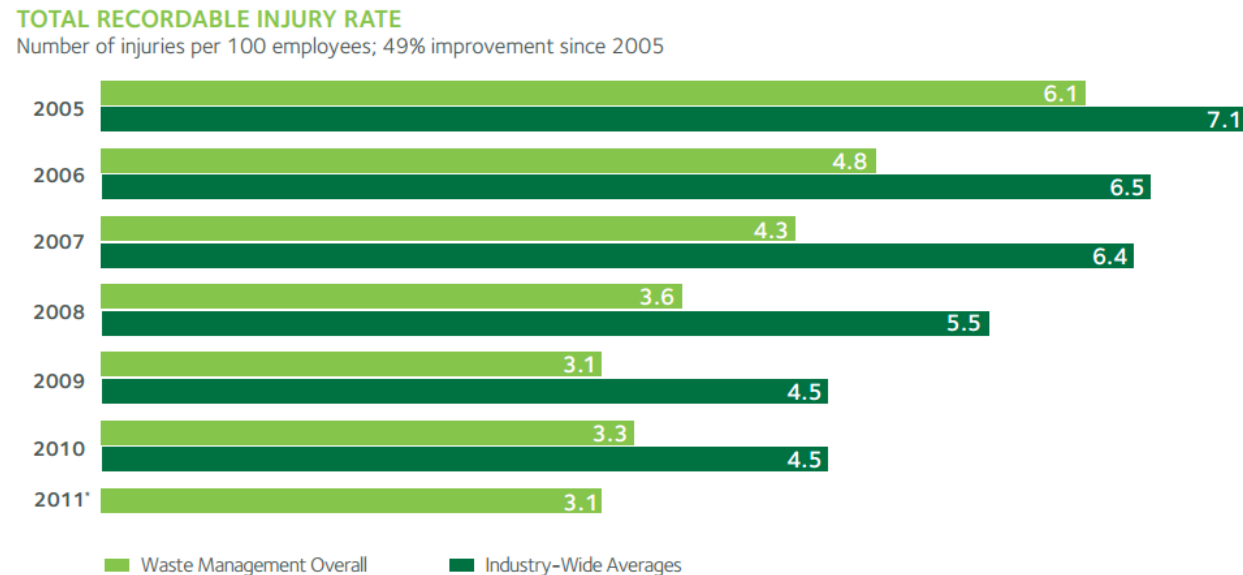
Continuous improvement

About a decade ago, we made a commitment to overhaul our safety culture and to put processes and systems in place that would make every site and each individual responsible for safe behaviors. As a result, we launched an internal safety philosophy that we call Mission to Zero™ or M2Z. The core of the M2Z philosophy is zero tolerance for unsafe behaviors by all employees, with a goal of zero accidents or injuries. All operational employees benefit from the program's safety training, rulebooks, fleet processes and standard practices. Over the years, the M2Z approach has resulted in programs that have improved safety performance, including worker injury rates, vehicle collision prevention and safety leadership development. The program, which ranks among the most far-reaching and comprehensive worker safety plans in our industry, involves classroom instruction, route observation, monitoring of safety data and driver training. Since its adoption, we have seen significant improvements, including:

- A decrease of 86 percent in our Total Recordable Injury Rate (TRIR)—i.e., nonfatal illnesses and injuries—between 2000 and 2011. In 2011, our TRIR of 3.09 put us well below the 2010 industry average of 4.5, the most recent government statistic available.

Figure 1. WM Overall Total Recordable injury Rate (TRIR)

Number of injuries per 100 employees



Source: Bureau of Labor Statistics, Incidence Rates of Non-Fatal Occupational Injuries and Illnesses (data for the waste management and remediation services industry).

*Government data on the industry-wide average for 2011 has not yet been released.

Figure 2. WMAC Total Recordable injury Rate (TRIR)



- An improvement of 76% in our vehicle Accident Recordable Rate (VARR) between 2005 and 2011

Figure 3. WM Overall vehicle Accident Recordable Rate (VARR)



One truck equals 1,000 hours

Figure 4. WMAC vehicle Accident Recordable Rate (VARR)



At WMAC, we've taken the Company's commitment to continuous improvement very seriously and have adopted a number of programs. Among them is the market area Weekly Safety Call where route managers detail an incident to all district managers. WMAC holds a separate weekly Safety meeting where Shop Stewards, Managers and the Area vice President candidly discuss driver performance and improvement strategies. Another is a kick-off meeting with the drivers and key leadership to review our safety performance for the past 12 months and its impact on future investments in the market area. A fourth is our robust training program for new hires. The results are in the numbers. We have seen a marked improvement, particularly at WMAC in the number of incidents.

Vehicle Safety and Driver Training

As a demonstration of our commitment to employee safety, Waste Management each year invests approximately \$500 million in the maintenance of collection vehicles and \$100 million in maintenance and repairs for heavy equipment. We believe this investment has contributed to our 76 percent decline in reported vehicle accidents between 2005 and 2011. We service our fleet monthly, inspect each vehicle twice daily to ensure proper operation and tie preventative maintenance inspections to vehicle usage rates.

In on-the-job training and evaluation programs for our drivers, we exceed U.S. Department of Transportation (DOT) requirements. Newly hired drivers undergo 80 hours of training, split evenly between the classroom and on the road with an experienced driver. We hold safety briefings each morning before drivers begin their routes.

As part of the training process, evaluations are given at 30, 60 and 75 days. We follow federal regulations for the maximum number of hours spent behind the wheel and require all drivers to pass a general physical and meet DOT physical requirements

Hiring Standards

Staffing safety starts with employee screening and training before new hires are brought on-board and throughout an employee's tenure at the company. We ensure all employees stay current on the information needed to be safe in all aspects of their jobs. At WMAC, we've taken the Company's commitment to continuous improvement very seriously and have adopted a number of programs, including weekly safety calls, meetings with key leadership, and a robust, ongoing training program.

Background Checks

In compliance with the Jessica Lunsford Act, a candidate for employment at WMAC's landfills, hauling operations, and recycling must successfully complete a comprehensive background check, fingerprinting and drug test before being hired. Employees who will perform safety sensitive functions must complete medical exams. Employees who will be driving waste collection vehicles must pass DOT medical exams. Moreover, all employees are required to wear personal protective equipment (PPE) as defined by their work environment and job location. A list of PPE required by employee can be provided upon request.

Physicals

Prospective employees' health histories are carefully reviewed and a physical examination tests vision, hearing, blood pressure, pulse and other musculoskeletal and neurological systems. There is also a physical abilities test (with a heavy physical demand level) that includes a grip and static strength test as well as some dynamic lifting.

Drug and Alcohol Free Workplace Policy

The purpose of Waste Management's Drug and Alcohol Free Workplace Policy is to communicate management objectives for maintaining a substance-free workplace. This Policy applies to all company

employees and applicants. Drivers and potential employees are tested for drugs (amphetamines, cocaine, cannabinoids, opiates and phencyclidines) and alcohol initially and random drug tests are given to all employees who operate company vehicles on a regular on-going basis.

Hazardous Waste, E-waste, and Universal Waste management protocol

As part of WMACs annual training all drivers go through Waste Management's annual environmental Compliance and Awareness Program, which includes the following topics and addresses amongst other subjects how to identify and handle hazardous waste, E-waste and Universal Waste:

- environmental Compliance
- Air Quality
- Storm Water Management
- vehicle and equipment Leaks
- nuisance Management and Community Compatibility
- Recognizing and Reporting environmental issues
- Process Water Management
- environmental Monitoring
- Housekeeping
- CFC-Containing Appliances and E-Waste

Drivers are trained annually on to identifying hazardous waste, e-waste and other non-acceptable materials in containers for disposal. If drivers do identify unauthorized waste in residential containers, they are required to tag the container so residents are notified that unauthorized materials are contained in their bin. Residents are asked to remove the unauthorized materials from the container so collection can then be rescheduled. For commercial customers, drivers are required to call into dispatch. Dispatch then contacts the customer to notify them of the unauthorized waste in the container, and the commercial customer is asked to remove the unauthorized materials so that service can be rescheduled.

For those bulky pickups in which WMAC accepts e-waste and appliances that contain CFCs, our CFC-containing appliances drivers are trained on how to handle those materials. These types of materials are only to be loaded onto non-compacting trucks, such as flatbeds. Appliances and E-waste are to be handled carefully, making sure not to tip, drop or damage them as this could release hazardous materials. Drivers are to take the materials to WMAC's Davis Street Transfer Station and off-load the materials into their proper locations for proper handling and recycling.

3. Spill response plan

WMAC has a Spill Prevention, Control and Counter Measure Plan (SPCC) that is followed by every driver in the case of any spill. The SPCC is updated regularly and was last updated in September 2011 for our facility located at 98th Avenue in Oakland. WMAC would be happy to provide the City with a copy of this plan upon request. The SPCC was prepared for the 98th Avenue WMAC facility, pursuant to Federal Regulations promulgated in 1973 [Code of Federal Regulations (CFR), Title 40, Chapter I, Subchapter D,

Part 112 - Oil Pollution Prevention] and revised most recently on December 26, 2006. The objective of the SPCC is to prevent the discharge of oil from non-transportation related onshore and offshore facilities into or upon the navigable waters of the United States or adjoining shorelines.

The plan contains general information, emergency notification information as well as procedures, preventative measures, controls, spill response and countermeasures, recovery, disposal and reporting procedures.

In brief, the plan calls for storing absorbent materials and hand tools at key locations throughout the site and that spill cleanup materials are kept accessible at the facility at all times. Upon discovery of an oil spill, the person making the discovery is to immediately notify the Site Manager. Any and all response equipment and manpower at the facility's disposal should be used as needed to contain the spill and prevent oil from discharging offsite or into a navigable waterway. Personnel are to consult with the Site Manager to determine if outside spill response contractors are required. If Management determines that outside resources are necessary, the spill response contractors listed in the front of the report may be utilized.

Any discharge is to be contained and cleaned up using appropriate spill response equipment, which may include shovels, pumps, and absorbent materials (e.g., pads, booms, oil-dry, etc.). Response equipment (i.e., spill kits) is located within easy access of truck parking and LNG fueling areas. Response equipment locations are identified to all facility personnel upon employment and during SPCC training. The supply of response equipment is replenished as needed.

Vehicles

WMAC also maintains a spill response plan for all vehicles and drivers on the road. This plan requires that all WMAC vehicles be equipped with a spill response kit. Drivers are trained on the following seven- step process for responding to and cleaning up a spill should one occur while on the road:

1. Secure the Area
 - a. *Drivers are instructed to park the vehicle in a safe area away from waterways, drains and sewers.*
2. ensure Proper Protective equipment is being worn
 - a. *This includes Leather Gloves, Safety Glasses and a Safety Vest*
 - b. *Block the Spill*
3. Drivers are to utilize the spill kit and/or other equipment to help stop the spill and keep it from reaching drains or waterways.
4. identify the Problem and Stop the Spill
 - a. *If it is safe to do so Drivers are to try and find where the spill is coming from and estimate the amount that has spilled*
 - b. *If it is safe Drivers are trained to try to stop or minimize the spill*
5. Contact Dispatch or Management
 - a. *Drivers are instructed to follow the chain of communication procedure to ensure a supervisor is notified*
6. Clean Up

a. If it is safe, Drivers are instructed to clean up the spill with absorbents, and to sweep the floor and use booms

b. Drivers are instructed to store any used absorbents in a closed container

7. Record the spill on the route coversheet to ensure the event is reported

A further note regarding hydraulic spills: Waste Management's fleet maintenance standards are the highest in the industry, further helping us prevent spills.

Health and safety management procedures.

The following health and safety programs are actively promoted, implemented and managed on site to ensure the WMAC family is healthy and safe.

Table 6. Waste Management health and Safety Programs

Waste Management health and Safety Programs			
Medical monitoring program	Storm water pollution prevention and management	Heat/cold stress prevention	Personal protective equipment emergency shower and eyewash stations use
Drug screening and sample analysis	Bloodborne pathogens	Health and safety plan	Respiratory protection
Hearing conservation	industrial hygiene	Job safety analysis	Confined space entry
Spill prevention, control and counter-measure	Hazard communication	Construction and equipment safety reviews	Hot work
Control of hazardous energy (lockout/tagout)	Grounding and bonding	emergency management/contingency plan	Fire prevention and protection Fire extinguisher use and inspection

Employee Training

All employees complete a comprehensive training program that provides classroom and on-the-job instruction in health, safety and compliance fundamentals. This training is critical to our company's ability to correct unsafe behavior and recognize outstanding safety performance.

Employees receive communications and developmental training to expand their knowledge of the industry and prepare them for greater job responsibilities. These programs include advance compliance and regulatory awareness training, ethics in the workplace and supervisory training programs

6. REPORTING

Detailed Zero Waste monitoring and reporting program, including electronic transmittal of reports to City

The City of Oakland will have access to detailed, electronically accessible reports that provide all information requested in the RFP.

WMAC is currently providing the City of Oakland with detailed accurate reporting on a monthly, quarterly, and annual basis. WMAC has an established process to ensure that all reports are submitted accurately and on time. We currently provide the City of Oakland with the following types of reports:



- Tonnage and Diversion reports
- SFD and MFD Service Levels, cart and bin replacements
- Customer Service logs, including call answer times
- Roll Off Box Service Levels
- vehicle inventory
- Bulky item Pick Ups, including overages and snapshot incidents
- City Litter can pick ups
- Non-participation reports

Moving forward, WMAC will enhance the monthly, quarterly, and annual reports to provide the City of Oakland a more comprehensive summary of what WMAC is providing to the City of Oakland and how we are working towards their goal of zero waste in 2030. Along with the existing reports we are currently providing, the enhanced reports will show the breakdown of materials collected and, once processed, the product that was produced from that material and diverted from a landfill. WMAC will provide easy to read charts that display the year-over-year improvements and where we stand in meeting the City of Oakland's' zero waste goals. Along with the diversion reporting goals, WMAC will also enhance the operational reports with detailed information to ensure contract compliance.

Collection Service Account	<ul style="list-style-type: none"> number of SFD and MFD buildings and units served number of Commercial and City accounts served number of containers in service by collection service type, container size, and material type (e.g., mixed materials, organic materials), and container service location (e.g., curbside placement, premium backyard, exempt backyard) number of non-collection notices issued by collection service type and by reason for non-collection
Collected Tonnage	<ul style="list-style-type: none"> tonnage for all materials collected, by collection service type and by material type (e.g., mixed material, organic materials, bulky goods collection service) including collected tonnage, bulky goods item counts, and other data and information per exhibit 14 of the contract tonnage for all materials delivered to the transfer facility by City vehicles, and tonnage and pull data for City roll-off boxes serviced by Waste Management
Processed Tonnage	<ul style="list-style-type: none"> tonnage for all collected materials that are delivered to processing facilities by collection service type, and by processing facility
Processed Materials	<ul style="list-style-type: none"> tonnage of each material produced through the processing of collected materials at Waste Management's processing facilities- (e.g., old corrugated containers, mixed paper and other recycled commodity grades, feedstock for biomass), and energy products derived from our processing of organic materials at the Altamont landfill. Waste Management will use a statistically significant method approved by the City to calculate the tonnage of finished processed material and the net amount of residue attributable to material collected under this contract.
Disposal Tonnage	<ul style="list-style-type: none"> tonnage for all materials collected that are transferred to the disposal facility without processing, by collection service type and tonnage for all residue from processing of collected materials, by processing facility
Customer Service	<ul style="list-style-type: none"> number of customer and service recipient contacts (e.g., phone calls or electronic communications) by date, collection service type
Local Hire Requirement Update	<ul style="list-style-type: none"> Monthly updates on compliance with local hire requirements in Article 55 of the MM&O contract
Roll-Off Box Report	<ul style="list-style-type: none"> City Council and Mayor roll-off box report that shows the allocation of roll-off boxes by office, including allocations that were carried forward, and use to-date for the then current calendar year
Quarterly Reports	<i>Waste Management will provide quarterly reports, including the following information, within 20 calendar days after the end of the reporting quarter</i>
Public Outreach	<ul style="list-style-type: none"> All public outreach and information activities undertaken during the period, including distribution of outreach materials and other promotional activities
Processing and Marketing Activities	<ul style="list-style-type: none"> report on recyclable materials and organic materials processing and marketing issues or conditions, if any, occurring during the previous quarter
Customer Service Activities	<ul style="list-style-type: none"> report on customer service and call center issues or conditions, if any, occurring during the previous quarter
Operational Issues and Activities -	<ul style="list-style-type: none"> report on significant changes in collection service or processing operations, instances of property damage or accidents, scavenging, or other operational issues
Annual Reports	<i>Waste Management will provide the following data to the City within 30 days after the end of each preceding calendar year</i>

Customer and Collection Services Data	<ul style="list-style-type: none"> list of all customers serviced under this contract including and sortable by collection service type, customer name, service address (Street number, street name, zip code), number of containers billed for by collection service type, container size, and material type (e.g., mixed material, organic material, etc.)
Local Business Presence	<ul style="list-style-type: none"> local business presence and participation report
Local Hire Annual Report	<ul style="list-style-type: none"> Annual report on compliance with local hire requirements of contract
Gross Receipts	<ul style="list-style-type: none"> Summary of the prior year's gross receipts received, by collection service type
Equipment Inventory	<ul style="list-style-type: none"> updated complete inventory of collection vehicles used pursuant to this contract, by vehicle chassis identification number, vehicle body identification number, license number, and model year
Business Tax Certificate	<ul style="list-style-type: none"> Copy of current business tax certificate
Composition study	<ul style="list-style-type: none"> Waste characterization study results
Additional Reporting & Access to Information	<p><i>Upon request from the City, Waste Management will provide the following additional information</i></p> <ul style="list-style-type: none"> Any additional data and information as requested by the City, as may reasonably be provided, within a reasonable time following the request Call center records, as may reasonably be provided large wall map of the service area that shows collection day of service for SFD and MFD routes, updated whenever route change include a change to day of service Collection route information as requested by the City, as may reasonably be provided within a reasonable time following the request Collection vehicle global positioning system (GPS) reports as requested by the City, as may reasonably be provided

Figure 5. Screenshot of Sample Reports

 		City of Oakland Recycling and Disposal Progress Report Monthly Detail 2012												
Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Average
# of Single Family Dwellings														
# of Multi Family Dwellings														
# of Commercial Accounts														
# of Roll Off Accounts														
# of City Facilities														
Tonnage Delivered to Processing Facility without processing														
Single Family Dwellings														
Multi Family Dwellings														
Commercial														
Roll Off														
City Facilities														
Delivered by City Vehicles														
Total Tons Delivered to Processing Facility without processing														
Tonnage Diverted														
Single Family Dwellings														
Multi Family Dwellings														
Commercial														
Roll Off														
City Facilities														
Delivered by City Vehicles														
Total Tonnage Collected														
Tonnage Produced by Processing - finished product														
Compost														
Mixed Paper														
Feedstock for Biomass														
Refuse-derived fuel														
Material Diverted														
Aluminum														
Glass														
Newspaper														
Cardboard														
Mixed Paper														
Plastics														
HDPE - Natural														
HDPE - Colored														
Tin														
Organics														
Brush / Greenwaste														
Christmas Trees														
Bulky Item tonnage														
Number of Bulky Items														
Other Data														
# of Motor Vehicle Accidents														
# of Property Damage Claims														
# of Non-Collection Notices														

Highlights

Waste Management is proud of the accomplishments we've achieved in partnership with the City of Oakland so far this quarter:

- Insert Public Outreach and Information activities
- Insert Recycle and Organic material issues or conditions
- Insert Operational Changes

Use the 2012 EPA WARM Model Excel Calculator at to calculate visual savings and results. Fill in Happy Facts below based on WARM Model results.



Method used to track Tonnage Collected, Disposed, Processed, and Residue Disposed

Tonnage Collected

All WMAC trucks entering DSTS are weighed on State-certified scales so that accurate classifications and measurements can be made of material types and tonnages being deposited. For the City of Oakland Waste Management currently services and will continue to run dedicated Mixed Materials and Organics collection routes, ensuring the weight for those materials is accurately recorded upon delivery to DSTS. The scales are equipped with Waste Management's FASTLANE system, which produces a copy of the weight ticket. The FASTLANE system produces scale operating metrics and other base reports on scale activity. WMAC delivers all tonnage collected in the City of Oakland to Waste Management facilities, which ensures accurate data and maximizes diversion because every ton will be processed. Only WMAC can guarantee this level of accuracy and accountability.

Tonnage of Material Disposed, Processed and Residue Disposed

All material delivered to DSTS will be processed unless it is rejected for a site-specific reason (i.e. hazardous materials in the load, etc.) in the uncommon event that a load is rejected, the tonnage associated with that load (as well as origination information) will be recorded and reported as unprocessed tons, subsequently recorded as residue, and processed tons will be reconciled on a monthly basis.

For all materials processed, Waste Management's Raadar system maintains detailed records of all individual commodities sold by quantity as well as the associated vendor to whom they were either marketed and/or delivered for further processing. Raadar also maintains information on all materials disposed. To calculate total residue disposed, WMAC records the weight of all residual material removed from the processing of recyclables (including rejected loads) and disposed of at Altamont Landfill.

Oakland Specific Data

However, because Waste Management processes material for many cities and entities within the Bay Area over its processing system simultaneously, the material that is ultimately shipped as end product

is commingled with all other incoming materials (i.e. ONP sold includes On from Monterrey, Hayward, etc.). As a result, in order to identify the percent composition of recyclable commodities (and associated tonnages) delivered to market by commodity as well as the amount of residue disposed solely for the City of Oakland, WMAC will perform detailed material characterizations of the City of Oakland's incoming recyclable material on a monthly basis. WMAC currently follows and will likely continue to follow a protocol developed by Cascadia Consulting for all Oakland material stream characterizations. A copy of this protocol can be provided upon request. On a quarterly basis, WMAC can also clear all non-Oakland material from the MRF and run 100 tons of only Oakland incoming recyclable material in order to extract the percent composition of material as well as the associated residue. All information collected from the aforementioned material composition audits will be stored in WM's proprietary Waste Audit Database so that information can be tracked through time and that information can be used to help both the City improve the capture of recyclables, decrease residue, improve quality and increase the overall value of material collected and marketed.

Both information from Oakland's unique waste characterizations and overall facility information (commodities processed and sold and residue disposed) will then be provided to the City of Oakland via customized reports that have been compiled based on the City's requirements.

Process for reporting Customer complaints and dispute resolution to the City.

WMAC has a standard operating procedure for receiving, tracking, and resolving all customer complaints and disputes it receives. First, and in order to document, assign, track and ultimately resolve any issue, a CASE is created in our internal customer relationship management database. We have a variety of categories for complaints that provide us with a reporting review. All complaints will be resolved as provided in the MM&O agreement. Issue resolution can be handled in a variety of ways and is dependent upon the nature of the issue. For example, billing issues are handled very differently than missed collection activities. All CASEs are documented and closed upon resolution. WMAC tracks open CASEs at all locations and roll-ups the information for Market Area to review to ensure compliance on due date/time and resolution with the customer. We also track the actual time to resolve (close) along with complaint types to pro-actively look for trends and then launch root cause analysis to reduce complaints via process improvements, training & coaching, standardization, etc.

As is standard practice with the City of Oakland, WMAC will track all customer complaints and/or disputes along with all resolution procedures in a log and provide a monthly customer service response log to the City so that the City is aware of all customer service issues that may have arisen during the month, if any. This log will indicate a description of the complaint type, how many of each type of event occurred, and how long dispute resolution took to occur. The details of each event can also be provided if required. This record can be provided to the City either via email, mail or during an in-person monthly meeting.