

**EXHIBIT 8:
CUSTOMER SERVICE PLAN**

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Customer Service Plan

CWS currently operates customer call centers in Oakland and San José, California. Each center focuses on the customers in the respective cities. By having separate call centers, CWS is able to provide redundancy and ensure that in the event of extended outages customers will continue to receive service. The redundancy is a result of CWS's ability to automatically commute Oakland calls to our San Jose CSR's if either an electrical or equipment disruption occurs in Oakland. San Jose CSR's will record essential information that enables CWS's personnel to respond and assist Oakland customers. CWS will publicize its easy to remember local customer call-in telephone number 1-510-OAKLAND (1-510-625-5263). Additionally CWS provides a toll-free number to Oakland residents that is: 1-800-322-9829.

All Customer Service Representatives (CSRs) are trained and empowered to resolve customers' needs without requiring further follow up by the customer. This level of response is achieved through proper training, empowerment, and supervision.

The Customer Service Manager (CSM) will continually motivate the CSRs to be pro-active, courteous, helpful, and quick to resolve issues. CSRs will be regularly evaluated to ensure that staffing levels are maintained to provide the highest service levels and to exceed contract level requirements.

Protocols

CWS operates a customer call center staffed by trained CSRs that provides access through a local telephone number and will be expanded to provide web access to all residents and businesses in Oakland. At a minimum, the call center will be open 8:00 AM to 6:00 PM Monday through Friday and on Saturdays when SFD or MFD recycling services are scheduled.

CWS subscribes to the Language Line Personal Interpreter Services to service non-English speaking customers, particularly in Chinese (Cantonese), Vietnamese, and Spanish. Additionally multi-lingual CSRs may be able to respond to certain calls. Customers needing to use TDD services may use our caller relay service (CRS) that will be advertised on the CWS web site.

When customer calls are received, CWS Customer Service Representatives using the TOWER customer service system will determine the type of inquiry, e.g., service-related, billing problem, container exchange, etc.

During the call, the customer account is reviewed for previous service request history and the appropriate computer codes, route and priority number for processing are entered. The request is processed electronically so that it appears immediately in the system and is available on-line in real-time to Dispatch. The following information is entered by the CSR who prints a standard, two-part automated service call work order at the Dispatch office:

- Date and time of contact; date and time response was provided; date and time resolution was provided; and description of resolution or response to inquiry
- Customer name and contact information: phone numbers; e-mail address; account, service and/or occupant address

- Service location information, including where applicable: number of units; number, size and type of recycling container(s); collection service day; route number; backyard service status; special handling service status

The work order is printed out immediately, assigned a priority number and held in a batch file for printing or viewing in real-time, together with other similar requests. Work orders can be categorized in various ways including by route, type, and status (pending, open or closed).

Customers' questions, service requests, complaints and missed collections will be addressed in compliance with the CWS/City agreement. If the response time for the request is the same day, the online feature of the CSR system allows dispatchers to quickly assess outstanding work orders and immediately relay them to drivers in the field.

If the response time for the request is the next day, the work orders are printed as part of the route sheet and given to involved drivers at the start of their shift for completion that day.

Work order hard copies and electronic data are kept on file as part of the monthly reporting requirements to the City. The computerized database allows requests to be catalogued for reporting purposes. All customer service inquiries received on the voice mail system after office hours are transcribed onto a work order. A special note is made indicating when the customer requires a return phone call. The protocol for closing a work order is summarized below:

- Work Order gets created by a customer service representative based upon the customer's inquiry
- Work Order is then provided to Ops/Driver
- Driver completes request per stated within Work Order and returns to Ops Management with drivers signature
- Ops/Customer Service contacts customer to confirm completion and or findings
- Ops Management or Customer Service management closes out the Work Order within Tower

The minimum customer service standards for customers in the City of Oakland will be as follows:

- A minimum of ten (10) incoming calls can be received at one time at the call center
- All incoming calls are answered within five (5) rings before a message is taken
- Customer on-hold waiting time will be three (3) minutes or less based on a weekly average; CWS will report the weekly averages call hold time in its monthly report to City.
- During any on-hold waiting time and when the call center is closed, customers are offered the option to leave a voice message
- Any call "on-hold" in excess of one and one half (1.5) minutes will have the option to continue holding or leave a message
- Customer voice messages are returned in the order received and at latest by the close of the workday following the day the voice message is received

- Customer emails are responded to in the order received and at latest by the close of the workday following the day the email is received
- Customer complaints on missed collections received prior 12:00 p.m. will be resolved on the same day; complaints received after 12:00 p.m. will be resolved on the next business day

The protocol for customers calling about inquiries, ancillary service billing changes and disputes is handled in the following way:

- CWS customer service department receives an inquiry call or e-mail from a customer
- CWS responds to the customer to solve the matter or inform the customer that the matter is being researched by the appropriate CWS colleague (billing, operations, management, etc.)
- CWS researches the matter, complete or learns about the solution and outcome
- If customers' requests involve billing, CWS will communicate directly with WMAC or WMAC and customers to find a solution
- CWS replies to the customer about the outcome
- CWS records the inquiry, matter and outcome into CWS's Tower customer service software program so it may be referenced

CWS is upgrading its website to provide customers with a convenient resource to communicate service issues and requests through a simple contact form. The website will also have a link to OaklandRecycles.com. Further, CWS is working with the City to ensure that the Oakland Recycles website has a link to the CWS site.

During Transition, CWS will enhance the capabilities of its Oakland-based customer call center to best serve new Oakland customers.

Customer Service staff will be increased as needed if the number of customer calls notably increase during transition. Ongoing, a CSM will be hired and three (3) CSRs may be employed full time. The CWS Oakland call center can accommodate one additional customer service representatives (CSR). CSRs will be trained on multiple aspects of customer service. This training will include, and may not be limited to the following:

- Company customer service standards
- Phone etiquette, constructively working with the public and constructive communications. (provided by an independent 3rd party)
- Oakland Recycles Program components
- Other current and any revised public/customer information
- Oakland Service areas (maps, streets, etc.)
- Functionality and use of Tower/PC Scales (conducted by software provider)
- Functionality and proper use of customer service support equipment

The Oakland call center will be located in the 1819 building at the CWS 10th St. campus in newly remodeled facilities. Upgrades include an adequate number of phone lines to ensure responsive

service and contract compliance, adequate high-speed internet access, and any modifications to the customer service software system which allows any required work order information interface with the City.

Systems will be in place, tested and Customer Service staff completely trained before the July 1, 2015 start date.

Attached is a customer service transition schedule.

CWS 2015 Customer											
A	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Refine Customer Service Plan											
Activate 1-510-OAKLAND number											
Telephone system upgrade											
Secure/install/customize Tower											
Refurbish Oakland Call Center											
Website refresh											
Hire Customer Service Manager (CSM)											
Hire Customer Service Representatives											
CSM training											
CSR training											
Activate Call Center											
Test call center functionality											
Evaluate Call Center functionality											