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*Davis Street has been 'the center of the universe' for Alameda County diversion programs for 20 years... They responded to our collective vision and created the infrastructure that is needed by the City of Oakland and Alameda County to reach the 75 percent diversion goal of Measure D and the Zero Waste goal of the City of Oakland... We will never get to site another facility of its kind, so close to our urban centers.*

– Ruth Abbe



*Davis Street is positioned to create a resource recovery complex to provide cities within Alameda County and beyond a 'zero waste' infrastructure capable of significantly reducing the amount of material going to the landfill, while establishing itself as an economic driver for quality jobs and community benefit...*

– Chris Zapata, City Manager  
City of San Leandro



## 2. EXECUTIVE SUMMARY

Waste Management of Alameda County, Inc. (WMAC) appreciates the opportunity to provide the City of Oakland with this Residential Recycling Services solutions proposal. Our proposal builds on our service to the community over the past 100 years and offers the City an innovative Zero Waste partnership designed to drive economic growth, be socially equitable, and environmentally sustainable. We produced the video “Oakland to Zero” to illustrate our local, closed-loop approach; it is on the enclosed DVD.

### Key Proposal Components



#### *WMAC Provides the Highest Overall Economic Benefits*

Oakland is at a pivotal moment in its economic growth. After weathering setbacks in the 1980s and 1990s, it has emerged as a City well positioned to take advantage of the economic recovery with its diverse workforce and strong City fundamentals. WMAC is committed to helping Oakland by expanding economic growth, introducing new community-based recycling programs, increasing investment in existing local facilities, focusing on local job creation, and implementing leading edge technology. As an organization based in Alameda County since the early 1900s, WMAC has been a community partner for the past century, contributing greatly to the economic growth and development of the region. In addition to over \$9.7M in vehicle purchases, and \$8.3M in carts, WMAC will upgrade both single stream and other zero waste recycling facilities with investments of over \$97M at our local, permitted facilities as part of our commitment to Oakland’s zero waste initiatives and our community. A comprehensive Economic Benefit Report (Appendix B) has been prepared by a reputable third party that better depicts our overall economic contribution.

### Key Highlights of our plan include:

**Maximize Local Business Presence - WMAC “Buy Oakland” Vendor Program.** WMAC is committed to implementing an internal “Buy Oakland” strategy and to increase our purchases with City of Oakland businesses and organizations by 30%.

**New Quality Jobs - “Hire Oakland.”** The 50% Hire Oakland Initiative will add at least 15 new recycling jobs for Oakland residents whose pay would be consistent with the \$65,000 weighted average compensation packages that apply to new hires and replacement works in the relevant classifications. This will result in a total payroll flowing into Oakland of \$2M annually. Keeping WMAC as the City’s service provider will maintain employment for approximately 55 local employees, of which 35% have over 15 years of employment tenure and experience.

**Investment in Oakland’s Zero Waste Future.** WMAC will invest \$97M in overall infrastructure improvements to further bolster our ability to meet the City’s zero waste goals. Our capital investment will create 255 direct jobs with significant direct and secondary benefits to Oakland and Alameda County. These locally spent funds indirectly impact another \$43.2M in sales and 236 jobs in firms not directly related to WMAC’s operations. The region will see 491 jobs and \$110.3M in local sales created by planned capital spending for its operations.

**Commitment to Oakland.** WMAC long-term commitment to Oakland is seen in our existing \$111.5M investment in our 98th Avenue facility and \$82.5M investment at Davis Street. It is also seen in our \$1.7M in corporate contributions to charitable institutions serving the city. There is no other company that can attest to this type of financial commitment.



#### *WMAC is Oakland’s Most Ecologically Sustainable Choice*

At WMAC, sustainability is our core competency and the center of everything that we do. We recognize our responsibility to lead as well as serve our communities, by providing residents the platform and incentives to recycle. We want to help everyone see environmental stewardship as not only a cause, but a lifestyle.

**The Heartbeat of Oakland’s Diversion Plan - Davis Street.** This innovative facility is receiving a Zero Waste upgrade to be able to process all single stream materials received from Oakland utilizing the most efficient and effective technologies on Day 1 of the contract. 100% of all materials collected from Oakland residents will be processed to capture maximum diversion from the landfill.

**State-of-the-Art Processing Facilities.** WMAC is proposing innovative collection and processing technologies that ensure recoverable materials are processed in a manner that provides for the highest and best use, maximizes diversion, and feeds local recycling markets.

**Zero Waste Ready.** WMAC understands that as an environmental leader, the City is now ready to take its existing program to the next level and we are committed to achieving zero waste. As your service provider for the last 100 years, we have unique knowledge of both customer and routing requirements inherent with a City as large and diverse as Oakland. We know very well that it is not a “one size fits all” service requirement, and have custom-designed both our historical approach and future considerations on the unique requirements of our diverse community. Only WMAC has the experience and ability to drive zero waste in Oakland.



### *WMAC is Invested in the Safety, Equity, and Well-Being of Our Local Team and Customers*

WMAC ensures social equity in our communities through living wages, strong labor relationships, fees for Open Space, commitment to safety, endowments, and community partnerships.

**Engaging the Community.** WMAC is the only company that understands the City of Oakland well enough to implement a grass roots campaign that transforms the City—neighborhood by neighborhood—into a place where zero waste behaviors are the norm. We have spent the last 100 years building this strong foundation and we are ready to take residential recycling to the next level.

**Innovative Technology and Social Media Platforms for Grassroots Marketing.** To influence behavior in zero waste programs on a grassroots, community-wide level, WMAC is going viral with the help of Oaklandish, our local branding partner. A highly interactive website that takes advantage of new technological opportunities for better engagement with customers, such as video, games, and custom tools will be the hub of our program. Apps, social media promotion, and other communication channels will be utilized to create zero waste buzz.

**Safety.** At WMAC, safety is a core value and a cornerstone of operational excellence. Our safety culture is embedded in the way we work, the decisions we make and the actions we take. At WMAC, we hold ourselves to the highest standards for the protection of our customers, our employees, the communities we serve, and the environment we share.

**Community Synergies and Partnerships.** WMAC is an active participant in the community, and as a part of the community, it relies on strong partnerships with local businesses, civic groups and non-profits.



### *A Seamless Transition That Minimizes Disruption to Residents and City Staff*

As one of the recycling incumbents, WMAC can guarantee continuity of service and avoid the service interruptions that can be involved in any transition. Continuing and expanding WMAC’s services ensures that residents, and consequently City staff and leaders, will not experience any issues related to a recycling transition.

## **In Summary**

The key proposal elements outlined above and explained in more detail throughout our proposal are aligned with, and complement, the City of Oakland’s pledges. Continuing to contract with WMAC not only means reliable, cost-effective, and sustainably-minded environmental services, but a long-term partnership that can provide solutions, generate revenue, and improve the quality of life for Oakland and the surrounding communities over the next 20 years.



QUALIFICATIONS

*My family moved to Oakland from Mexico when I was 13 years old. After high school, I started working at Waste Management. Today, I am an Oakland homeowner, MRF manager and nearly 20-year employee. I am proud to work for Waste Management.*

– Osvaldo Jauregui, Manager  
Davis Street Single Stream MRF





*Davis Street is a good place to work. I was promoted to Lead Sorter on the swing shift after I started at the Single Stream MRF seven years ago. I look forward to moving up in the company.*

– Delia Rodriguez, Lead Sorter  
12-year Oakland Resident



## 3. QUALIFICATIONS

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### 3.1 KEY STAFF PERSONS

*Include proposer's Contract Compliance Coordinator and Services Manager assigned to the City. Proposers must identify each Person and provide resumes and job responsibilities for key staff proposed for the service identified herein. Of key importance to the City is demonstrated experience in providing RR Collection Services, knowledge of Collection Containers, experience operating automated and semi-automated Collection vehicles, expertise in implementing Recyclable Material Diversion programs, and coordination with the current hauler and City staff.*

WMAC has been providing recycling collection and processing services to the City of Oakland for for 100 years. As the City's trusted partner, we have been able to work collaboratively to introduce new programs such as the single stream recycling in 1995 as well as kitchen food scraps recycling while continually refining our services to ensure routing that protects the health, safety and welfare of the community. s. We provide collection services in a coordinated manner, through a routing system that provides optimal collection while minimizing traffic and impacts to ensure that curbside recyclables are processed in a manner that provides for the highest and best use.

Because of our experience, WMAC can confidently claim that we are more familiar with the City's streets, its customers, and its unique needs and challenges than any other service provider. Of the 827 employees at our three Alameda County facilities serving the City of Oakland, the average years of service for each of our employees is 13 years, and we are proud to employ over 30 employees who have been with the company for over 35 years. In fact, one of our Oakland cart delivery employees has been with the company for 50 years and is a life-long resident of Oakland. He is one of 156 Oakland residents who work for WMAC.

We offer the City of Oakland not only the benefit of our expertise in collection, diversion strategies, zero waste programs and education, and environmental stewardship, but also an incomparable familiarity with the city's neighborhoods, and its zero waste environmental goals. Our drivers in this district have an average tenure of 10 years. Our team of operations personnel—described in more detail in section below—have over 500 years of combined industry experience.

Because we are intimately familiar with the City's needs, WMAC has carefully constructed the following team, most of whom have direct experience working with the City of Oakland to help you reach zero waste goals. Copies of their resumes are included in the Appendix.

### OAKLAND LEADERSHIP

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WMAC's leadership has years of experience in all aspects of the waste and recycling services. Their formidable industry knowledge, combined with years of familiarity handling Oakland's materials, and a commitment to exceeding City's zero waste goals will ensure the successful implementation of residential recycling collection, processing and diversion.

## DEDICATED CONTRACT MANAGER

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**Greg Lammers**

Area Sr. Manager, Public Affairs and Compliance

Phone: 510 613 2850

glammers@wm.com

Greg Lammers, the Northern California/Nevada Area Senior Manager for Public Affairs and Compliance will serve as the interim Contract Manager for the City of Oakland. Upon contract award, Greg will work with the City to identify the best possible candidate to ensure that the City of Oakland in partnership with WMAC achieves all of the public outreach, diversion, education, customer service, reporting and other goals set out in this response.

Greg brings extensive experience to his role as the Area Senior Manager for Public Affairs and Compliance. He joined Waste Management in 1986, following a role with IBM. Over the past 26 years, Greg developed a reputation as a respected team leader with the ability to engage employees and customers alike to implement new programs and drive measurable results. Most recently, Greg managed acquisitions and alternative energy initiatives for Waste Management in the western United States. In his new role, Greg oversees Franchise Agreements and our contract compliance team with the goal of fostering open dialog with our municipalities and implementing service excellence to achieve all franchise diversion and service related goals.

Responsibilities Include:

- Manages contractual obligations and requirements with the City of Oakland
- Acts as interim contract manager for the new City of Oakland contract(s)
- Oversees contract compliance team to ensure compliance, optimum diversion, stellar customer service, timely and accurate reporting and transparent communications with municipalities
- Manages monthly franchise payment to the City of Oakland

## SENIOR LEADERSHIP

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**Barry Skolnick**

Vice President, Northern California/Nevada Area

Phone: 510 613 2112

bskolnic@wm.com

Barry Skolnick moved to WMAC's Oakland Office to become the Area Vice President in 2009. He joined Waste Management in 2002, bringing more than 10 years of industry experience as a former owner and operator of several waste and recycling companies. Barry oversees the fiscal operations of a market area that spans from Fort Bragg to Monterey and east to the Nevada High Sierras. The region is home to several small, medium and large hauling companies, transfer stations and landfills with an employee base of approximately 2,200. The Area provides a wide range of career opportunities—from truck driv-

ers, recycling operators, mechanics and heavy equipment operators to accountants, engineers, customer service representatives and many positions that form a well-oiled environmental services team.

#### Responsibilities Include

- Approves all Northern California/Nevada Area contracts
- Secures Corporate capital for Davis Street, Altamont and Redwood Landfill facilities designed to help Oakland reach its zero waste goals
- Oversees performance of operations, maintenance, customer service, and all transfer stations, Material Recovery Facilities and landfills serving the City of Oakland
- Manages strategic planning and capital improvements for all Area locations



**Alex Oseguera**

Vice President and General Manager, Northern California/Nevada Area

Phone: 510 613 2833

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

Alex brings 21 years of progressive experience with Waste Management to the City of Oakland and the Northern California/Nevada Area. He joined the company in 1991, and served in several capacities and locales, including Area Vice President for the Sacramento/Nevada Area, Director of Operations for the Sacramento Area, District Manager for the Lodi and Santa Clara facilities, Director of Operations for Waste Management's Mexican operations based out of Mexico City, and Assistant Division Manager in Santa Ana, California. Alex and his team have received several coveted Waste Management honors, including "Best Market Area in the West (2006, 2007, and 2010)."

#### Responsibilities Include

- Manages government relations and public affairs
- Provides strategic guidance for contract service offerings
- Business Development



**Mike Witt**

Director of Collection Operations, Northern California/Nevada Area

Phone: 916 294 4001

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

As the Director of Collection Operations, Mike is responsible for ensuring Waste Management delivers safe, high-quality service to all our customers. Mike joined Waste Management in 1999 with more than nine years of industry experience spanning operations across the Western U.S. and Canada. Mike will provide guidance and implement Corporate initiatives designed to support Oakland's zero waste goals and provide exceptional service to Oakland residents.

#### Responsibilities Include

- Oversees all collection operations

- Introduces Corporate initiatives for safety and operational improvements
- Works with WMAC staff to ensure exceptional service to the City of Oakland

## COLLECTIONS TEAM

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### Fleet



**Scott Germann**

Fleet Manager, Northern California/Nevada Area

Phone: 510 613 2846

sgermann@wm.com

Scott oversees the fleet for the Area. His oversight includes all aspects of fleet maintenance, purchasing and compliance as well as facility maintenance and security for all lines of business including our Collection, Post Collection and Material Recycling Facilities. Scott joined Waste Management in 2008. He has over 23 years in the transportation industry, including experience with small electric vehicles, over the road tractor-trailers, collection vehicles and CAT D9 Dozers. Scott has overseen the construction of WMAC's three Natural Gas fueling stations in Oakland, Castroville and Livermore, California that provide Altamont Landfill bio-methane to our growing fleet of over 150 Natural Gas powered vehicles.

#### Responsibilities Include

- Manages the purchasing of all vehicles that will operate in the City of Oakland
- Provides technical support to ensure the operation of all vehicles
- Ensures compliance with federal, state, and local regulations of the fleet



**Charlie DeLa Mater**

Senior District Fleet Manager

Phone: 510 613 8760

cdelamat@wm.com

Charlie directs fleet operations at our Oakland facility. He is responsible for over 260 Collection vehicles and an additional 40-plus support vehicles that service seven franchise agreements, including the City of Oakland. He has worked in management for the last 11 years starting as a Maintenance Supervisor in Santa Rosa, then Fleet Manager at our Davis Street Transfer Station, and now as our Fleet Manager at WMAC. Charlie joined WMAC in 2001 and has over 31 years of experience in the industry.

Charlie has the distinction of not only running our largest facility, but also managing the first Liquefied Natural Gas (LNG) fueling station supplied with Altamont Landfill bio-methane. Under his supervision, the station expanded to incorporate conversion technology to fuel our growing fleet of Compressed Natural Gas (CNG) trucks.

#### Responsibilities Include

- Manages maintenance personnel who service, inspect, maintain and repair the Oakland fleet

- Coordinates and conducts all safety training meetings for the Maintenance department
- Institutes Waste Management's safety, compliance procedures, and fleet inspections to ensure safe operation of all vehicles on the road in the Oakland community

## Operations



**Tom Ridder**  
 Senior District Manager  
 Phone: 510 613 2875  
[tridder@wm.com](mailto:tridder@wm.com)

Tom arrived at Oakland in 2003 to serve as the Assistant District Manager of WMAC; his experience includes multiple operations in both collections and transfer. He joined Waste Management with more than 20 years of operations experience gained in the airline industry where he was most recently Manager of Ramp and Cargo Operations for American Airlines at Boston's Logan Airport. During his tenure with Waste Management, Tom served as District Manager of the Empire District, which included services in Marin, Sonoma, and Mendocino Counties. From there he moved on to Transportation Manager at Davis Street Transfer Station for one year prior to returning to Oakland as the Senior District Manager of WMAC. He has served in this position since 2009.

### Responsibilities Include

- Maintains overall responsibility for all aspects of the collection services provided for Oakland
- Manages a highly-trained staff which includes, Route Managers, maintenance, dispatch, drivers, and customer service
- Sets expectation for continuous improvement and exceptional service
- Works directly with municipal staff to resolve issues



**Dino Fontana**  
 District Operations Manager  
 Phone: 510 613 2182  
[dfontana@wm.com](mailto:dfontana@wm.com)

Dino Fontana joined Waste Management in 1984 as a second generation Oakland Scavenger. He has over 28 years of industry experience, all of it in Alameda County. As Operations Manager, Mr. Fontana oversees all hauling operations at the 98th Avenue, Oakland facility. Dino has also managed the roll-off division, cart and container delivery operations, as well as container repair operations. He oversaw the 2005 distribution of 64,000 single-stream recycling carts in the City of Oakland.

### Responsibilities Include

- Coordinates cart distribution and will be responsible for overseeing new cart distribution under the Oakland contract

- Oversees bin maintenance, including painting, graffiti cleanup and repair
- Directs commercial and roll-off departments



**Kevin Floyd**  
 Residential Operations Manager  
 Phone: 510 613 2185  
[kfloyd@wm.com](mailto:kfloyd@wm.com)

Kevin joined WMAC in 2006, following more than 20 years of transportation and logistics industry experience. He provides the logistics planning for all the Oakland Amnesty events as well as the special collections and compost give-aways in Castro Valley and Albany.

#### Responsibilities Include

- Oversees day-to-day operations of all residential routes with primary focus on safety, customer service, and efficiency
- Directs the managers for Oakland's residential routes



**Andre Christian**  
 Senior Route Manager  
 Phone: 510 613 2190  
[achristi@wm.com](mailto:achristi@wm.com)

Andre joined Waste Management in 1988 as a driver serving the Rockridge area of Oakland. With more than 24 years of experience with WMAC, he currently serves as the Senior Route Manager in the Northern Commercial Division. His duties include managing 35 union drivers and 22 routes covering Oakland, Alameda, Emeryville, Berkeley and Albany. Andre is a 41-year resident of the City of Oakland and a former volunteer coach with both the Oakland Dynamites youth football league and the Oakland Babe Ruth baseball league.

#### Responsibilities Include

- Supervises 35 drivers and 22 routes
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



Eric D. Baebler

Route Manager, Albany, Emeryville, Oakland Hills &amp; Oakland Bulky

Phone: 510 613 2148

ebaebler@wm.com

Eric serves as the Route Manager for Albany, Emeryville, Oakland Hills, and the Oakland Bulky Waste team. He joined WMAC in 2010 following a career in the U.S. Navy and experience in management and loss prevention in a retail setting. He holds a Master's degree in Criminal Justice and a BS in Political Science and General Engineering and is a member of the San Diego Sierra Club. Eric represents WMAC as the primary point of contact for Albany and Emeryville.

#### Responsibilities Include

- Manages 16 drivers and 12 Oakland routes, including Oakland Bulky
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



Ammie Brandon

Route Manager East Oakland

Phone: 510 714 6076

abrandon@wm.com

Ammie Brandon joined WMAC in 2010 as an Operations Manager in Training and was promoted to Route Manager. As a Route Manager, she oversees 18 routes and 25 drivers that service commercial and residential accounts in East Oakland. Ammie was born and raised in Oakland and takes the service of her city personally. Ammie made a commitment during her first quarter as a Route Manager to reduce accidents and injuries by at least 50%. Not only did she meet these goals, she surpassed them significantly. Ammie has been recognized by numerous customers for quality and personalization of service.

#### Responsibilities Include

- Manages 25 drivers and 18 residential and commercial routes in East Oakland
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



**Jeffrey Cox**  
 Route Manager, Residential Route Manager  
 jcox112@wm.com

In January 2012, Jeff joined the team at WMAC as a Route Manager. He is recognized by both coworkers and customers alike for exceeding expectations and is the recipient of numerous awards for his consistent commitment to excellence in execution.

#### Responsibilities Include

- Manages 15 drivers for 13 residential and commercial routes in west and north Oakland
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



**Dennis Mariano**  
 Route Manager  
 Phone: 510 875 3394  
 dmariano@wm.com

Dennis joined WMAC in 2012 with 20 years of operations experience, including managing large operations with over 200 direct reports. Dennis is skilled in building positive partnerships with collective bargaining employee groups, internal and external customers, and regulatory officials. His experience also includes P&L direction, capital improvement projects, labor relations, project management and continuous improvement.

#### Responsibilities Include

- Manages 19 drivers for 18 residential and commercial routes in east Oakland
- Conducts daily pre-trip meetings with drivers, focusing on safety and customer service
- Coaches drivers to ensure best practices
- Monitors routes to observe drivers and condition of routes
- Responds to customer complaints and service requests



**Eleanor Shaver**  
Route Auditor  
Phone: 510 613 2144  
eshaver@wm.com

Eleanor serves on the two-person Central Dispatch team. She joined Waste Management in 1981 as a second generation Oakland Scavenger. She has deep roots in Oakland Scavenger Company; her father, Robert Vaccarezza, was a partner in the company, her brother, Richard, a WMAC driver for the past 26 years started with Oakland Scavenger and her great uncle, Tony Dalcino, arranged for the purchase of the Altamont Landfill. During her tenure, Eleanor has served in many capacities, including customer service representative, front counter, billing, dispatch manager, and all other lines of business related to bookkeeping and service issues. In her lifetime, Ms. Shaver has seen Oakland Scavenger go from three-man rear-end load trucks to today's modern technology.

#### Responsibilities Include

- Dispatches 250 WMAC drivers and vehicles every morning, starting at 2:30 a.m.
- Ensures the highest level of service performance by our employees to the City of Oakland



**Timothy S. Reed**  
Route Auditor  
Phone: 510 613 2132  
treed6@wm.com

Tim joined WMAC in 2010 with over ten years of experience in the field of operations logistics. Using his extensive Marine Corps training and past work experience in Distribution Management, Tim continues his career in logistics as the second member of the WMAC Central Dispatch team.

#### Responsibilities Include

- Dispatches 250 WMAC drivers and vehicles every morning, starting at 2:30 a.m.
- Ensures the highest level of service performance by our employees to the City of Oakland



**Diana F. Camacho**  
Consolidated Dispatch Manager  
Phone: 510 613 2823  
fcamacho2@wm.com

Diana is the Dispatch Manager for WMAC. She joined Waste Management in 2001 and has 11 years of experience in the hauling industry. Prior to her current position, Ms. Camacho served as Consolidated Dispatch Billing Supervisor for Cal Bay Market Area and Operations Specialist, Dispatcher and Customer Service Representative for Empire Waste Management in Sonoma County.

## Responsibilities Include

- Ensures compliance with dispatch processes, productivity, efficiency, and DOT regulations
- Produces daily operations reports



Mark Cramer

Operations Improvement Manager

Phone: 510 714 7552

mcramer@wm.com

Mark joined WMAC in 2010 as an Operations Management Trainee, after completing his MBA at the University of San Diego. In two short years, he was promoted to Route Manager, then Centralized Dispatch Manager and now serves as Operations Improvement Manager. Mark is a superior programmer, and has used his skills to improve WMAC's many reports including, Missed Pick-Up, Route Manager Dispatch and many more. These reports are data driven to optimize protocols for continuous service improvements. Mark has an ingrained sense of the value of teamwork and cooperation, hard work and forward thinking that are essential to Operations Improvement that are an undeniable asset to the City of Oakland.

## Responsibilities Include

- Manages operations improvement and protocol optimization
- Creates reporting mechanisms to measure success and identify areas for improvement



Troy Zimmer

Technical Support Manager

Phone: 510 714 4861

tzimmer@wm.com

Troy joined WMAC in 2000 following a 22-year career in the refuse collection industry. He is the champion of our driver-training program and is popular among our drivers for his first-hand knowledge and result-oriented approach. Troy has been successful in building positive partnerships with collective bargaining employee groups as well as internal and external customers.

## Responsibilities Include

- Manages new-hire training program for the market area, spanning over five states
- Develops training curriculum for CDL drivers, dispatchers, and all management employees
- Develops weekly and monthly analysis on accidents and incidents in the market area
- Conducts weekly safety calls to review accidents and share best practices
- Manages and supports ad-hoc projects for Market Area hauling and post collection districts
- Reviews all safety and compliance regulations with District Managers and jointly develops solutions
- Interacts with route managers, drivers and facility management at each location on the top four causes of accidents and injuries in each district

## Processing



**Jack Isola**

**Sr. District Manager, Davis Street Material Recycling and Transfer Station**

**Phone: 510 563 4202**

**[jisola@wm.com](mailto:jisola@wm.com)**

Jack joined Waste Management in 1978, after a six-year teaching career. He is a second generation Oakland Scavenger. His tenure at WMAC includes experience overseeing the operation of Altamont, Tri-Cities and Sunnyvale Landfills. Progressive positions held include Route Driver, Supervisor, Construction Manager, assistant Engineering Manager and Manager of Landfill Operations. In 1990, Jack assumed the position of District Manager of the Davis Street Material Recycling and Transfer Station, which processes an average of 4,000 tons per day of material from Alameda and adjacent counties. He is responsible for the daily operation of the facility, including disposal operations, transfer operations, green/wood waste processing, special waste acceptance procedures, and truck and equipment maintenance.

### Responsibilities Include

- Manages all aspects of processing an average of 4,000 tons per day of recyclable, organic and compostable materials on 52-acre site with more than 400 employees
- Oversees one of the most complex material recovery operations, comprised of four material recovery facilities (MRFs), Public drop-off for universal waste, WM EarthCare retail center and reuse center.
- Provides strategic direction for the expansion of diversion services, overseeing permitting, engineering and technology acquisition



**Peter Holtzclaw**

**District Manager, Davis Street Recycling**

**Phone: 510 563-4231**

**[pholtzcl@wm.com](mailto:pholtzcl@wm.com)**

Peter has 23 years of experience in the solid waste and recycling industry and has served as District Manager of Davis Street Recycling since 2011. Prior to his current position, Peter served as San Francisco's Recycling Programs Manager and managed the City of Berkeley's Solid Waste Division.

### Responsibilities Include

- Oversees daily operation of a 375 ton/day Single Stream MRF serving Oakland and communities from the greater East Bay Area
- Manages the 74 staff (9 Teamster drivers; 62 Longshoreman sorters and equipment operators; three-Managers/Supervisors) and its multi-million dollar budget
- Drives a safety culture that has seen an average of less than two minor injuries per year for the past three years

- Leads the Davis Street Recycling team to maximize diversion and enhance the value of recovered commodities for the marketplace, the latest example being a film recovery system which averages almost 40 tons/month of diverted plastic film from the waste stream that is sold as a clean recycled product for use as feed stock to manufacturers



Rebecca Jewell

Recycling Programs Manager, Davis Street Material Recycling and Transfer Station

Phone: 510 563 4214

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

Rebecca began as the Recycling Program Manager at Davis Street in 2006, after 10 years in the nonprofit sector. Her interest in recycling grew during her three years as Volunteer Manager at the Society of St. Vincent de Paul of Alameda where she shaped two creative reuse programs and helped the recycling efforts of the community thrift. Rebecca is responsible for communicating with Davis Street partners about the facility, and opportunities for recycling and providing education. She currently volunteers on the Alameda County Recycling Board, The Northern California Recycling Association, and the San Leandro Chamber of Commerce program, Careers in Industrial Technology introducing San Leandro high school seniors to career options available within the City of San Leandro.

#### Responsibilities Include

- Researches new recycling technologies and programs for implementation at Davis Street
- Coordinates Careers in Industrial Technology, a model program for City of Oakland
- Assists WMAC team in preparing outreach materials and guidance for all material types and how to properly recycle, dispose or reuse
- Acts as a liaison for tours and education programs offered at the Davis Street iRecycle School



David Botell

Transportation Manager, Davis Street Material Recycling and Transfer Station

Phone: 510 563 4273

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

David joined WMAC in 2003, following a 17-year career in the transportation industry where he began as a truck driver in the U.S. Army. He has over 26 years of commercial driving experience and 20 years of equipment experience. David served as the route manager for the Davis Street Transfer Station, overseeing the transfer truck fleet and drivers who make the four-times a day trip to the Altamont Landfill. In 2012, he was promoted to Transportation Manager, overseeing the team of drivers and vehicles responsible for the transport of materials to the Altamont Landfill, Port of Oakland and our WM Earth-Care™ compost and mulch facilities.

#### Responsibilities Include

- Supervises four route managers overseeing 74 Local 70 drivers

- Meets weekly with the union
- Conducts regular safety meetings
- Oversees compliance and safety issues

## SAFETY/ENVIRONMENTAL PROTECTION



Michael Bocage, Safety Manager, Northern California/Nevada Area  
 District Operations Manager, WMAC  
 Phone: 510 613 2102  
[mbocage@wm.com](mailto:mbocage@wm.com)

Michael began his career in 1985 as a Head Route Driver in east and west Oakland with Oakland Scavenger. Following Waste Management's purchase of Oakland Scavenger in 1986, Michael became a Route Manager for various Oakland collection routes. Today, Michael is the Area Safety Manager responsible for effectively supporting the development and implementation of an approach to safety aimed at creating a sustainable safety culture throughout the Northern California Area. He works with WM Safety Services, and our Corporate safety team, to integrate critical safety principles with day-to-day collection operations within the cities and municipalities that compose our service area as well as our processing and disposal facilities.

### Responsibilities Include

- Champions safety culture at our collections, processing and disposal facilities
- Engages employees in quarterly safety challenges
- Drives constant safety improvement
- Conducts weekly Safety call to review incidents and document behavioral change



Tianna Nourot  
 Environmental Protection Manager, Northern California and Nevada  
 Phone: 925 455 7325  
[tnourot@wm.com](mailto:tnourot@wm.com)

Tianna is the Environmental Protection Manager for Waste Management's Northern California and Nevada Area. She joined Waste Management in 2007, following a consulting career in environmental compliance and permitting activities. She has more than 10 years of experience in the field.

### Responsibilities Include

- Oversees implementation of environmental protection programs and policies at our collection, processing and disposal sites
- Works with regulatory staff to ensure reporting compliance and site inspections
- Handles facilities' permitting, including renewable energy, composting and MRF installations or expansions

## CUSTOMER SERVICE/COMMUNITY RELATIONS



**Karen Brown**  
 Customer Experience Manager  
 Phone: 510 613 2198  
 kbrown11@wm.com

Karen began her career as a mail clerk with the Oakland Scavenger Company in 1974. Her family, including her father, mother, sisters, brother-in-law and two sons, has a long tradition of working for Waste Management in Oakland. Karen's tenure at WMAC includes a variety of positions, but her passion has been her work with Oakland customers as a Customer Service Representative, Office Manager, Billing Manager and Customer Service Manager. Karen was instrumental in rolling out the first automated computer system for customer service. Today, she serves as Customer Experience Manager in the Oakland Area Office.

### Responsibilities Include

- Manages 98th Avenue staff dedicated to customer service - both walk-ins and call-ins
- Coordinates training of Customer Service Representatives (CSR) at our call center in Oak Harbor, WA
- Ensures CSRs have accurate information about rates, services and schedules for the City of Oakland and other municipalities
- Monitors daily customer feedback through third-party survey and works with Operations staff to respond immediately to customer concerns



**David Tucker**  
 Director of Community & Public Relations  
 Phone: 510 613 2142  
 dtucker2@wm.com

David joined Waste Management in 2004 with many years of experience in the government and community relations arena. David began his career in government and community relations as a Field Representative with the California State Assembly and later as a Government and Community Relations Representative for Kaiser Permanente. He later served as a District Director for a member of the U.S. House of Representative and most recently as Division Manager of Local Government and Community Relations for the San Francisco Bay Area Rapid Transit District. David is a member of several Bay Area Civic and Business Board of Directors, including the Oakland, Hispanic, African American and Chinatown Chambers of Commerce in Oakland and the Airport Area Business Association. He is past president of the San Leandro Chamber of Commerce.

### Responsibilities Include

- Monitors WMAC's franchise agreements
- Develops and implements strategic communications, fostering strategic alliances and relationships with area elected officials

- Supports community organizations through charitable contributions and volunteer efforts



Rebecca Parnes  
 Recycling Coordinator  
 Phone: 510 613 2104  
 rparnes@wm.com

Rebecca is an Oakland resident who has worked as a recycling coordinator for WMAC since 2007. She provides community outreach and technical support for recycle and organics programs to help businesses, multifamily dwellings, and schools reduce waste sent to the landfill. Rebecca works closely with the Oakland Unified School District staff on the implementation and expansion of its Green Gloves Program. Rebecca is a member of the Keep Oakland Beautiful board and serves on the Education and Schools committee.

#### Responsibilities Include

- Coordinates community outreach activities in Oakland, Albany and Emeryville
- Presents on recycling and composting to school assemblies, community and civic organizations
- Advises businesses and multifamily dwellings covered by AB 341 on services and outreach materials for employees and residents

## COMPLIANCE



Jason Silva  
 Contract Compliance Supervisor  
 Phone: 510 613 2187  
 jsilva4@wm.com

Jason joined WMAC's Contract Compliance Department in 2004, serving as the primary liaison between several Alameda County municipalities and WMAC. His responsibilities include managing the Franchise Agreements, overseeing the public education programs, diversion programs and reporting for these jurisdictions. In 2012, Jason became the Contract Compliance Supervisor, helping to manage the WMAC Contract Compliance staff. Jason is a former Oakland resident and a graduate of Bishop O'Dowd High School in Oakland and UC Riverside. Through the Oakland Diocese, Jason is a CYO basketball coach.

#### Responsibilities Include

- Coordinates Oakland contract
- Supervises Contract Compliance staff
- Prepares monthly reports
- Administers Price Increases
- Responds to City requests
- Trouble shoots customer service issues



## 3.2 REFERENCES

*Proposers must provide a minimum of five (5) governmental clients that the City may contact to conduct a reference check. The proposer must be providing or have provided similar services as requested herein to the municipality within the last five (5) years. Proposers must identify the number of residential and Commercial accounts serviced for 1904 each reference, the type of Diversion program, and the Diversion results for the last three (3) years.*

Waste Management of Alameda County has extensive experience providing innovative environmental services to the East Bay's greenest communities. Through collaboration and first-hand knowledge of our customers, we design recycling programs and supporting public outreach campaigns that focus on increasing participation and diversion.

### **Ecologically Sustainable - Aligned with Zero Waste Goals**

We pride ourselves in long-lasting relationships that reach back to our Oakland Scavenger roots. Among these are the cities of Albany and Emeryville and the sanitary districts of Castro Valley and Oro Loma. Within the last 24 months, both Albany and Emeryville sole-source negotiated to continue our partnership and to build upon the solid foundation that we have established over the years. Albany at 83 percent and Emeryville at 77 percent have achieved the highest diversion rates in the County through our partnership. As evidenced by their testimonials and others, we approach each relationship with a focus on their unique community and diversion goals while providing consistent, safe service to the highest environmental standards.

### **Socially Equitable - Committed Community Partner**

WMAC and its employees are active community partners in Oakland and elsewhere. Our role does not end with contractual event requirements, we are engaged in the communities where we work and live. From MLK Day of Service and the Oakland Unified School District Green Gloves Program to the Oakland Holiday Parade and Oakland Running Festival, to name just a few, we are proud to say, "We are Oakland." The following letters in the Community Partner section provides a sampling of our commitment of time, money and resources in all the communities we service and beyond.

### **Economically Dynamic - Continued Local Investor**

To achieve the City and Alameda County's Zero Waste goals, WMAC continually invests to upgrade the diversion and processing facilities at Davis Street. During the recent construction of the LEED Gold Organics building, Oakland contractors collected over \$1 million for their services. The installation of the mobile Public Area MRF resulted in 25 new jobs. More than 40 percent of the Davis Street hires in the past year are Oakland residents. These numbers reflect a real commitment to the economic and ecological vitality of Oakland. Ruth Abbe, longtime Alameda County zero-waste advocate; and DR3, a sustainable job development business, join the City of San Leandro in the attached letters in enumerating the economic value WMAC provides.

### Safety First - Dedicated to Employees and Customers

Our customers, including Oakland, often cite safety as an important benefit of their partnership with Waste Management. Safety is a core value of ours, and a cornerstone of operational excellence. Ensuring the safety of our employees and customers is a paramount focus every day. Safety also extends to maintaining Labor Peace, providing uninterrupted service and assuring customers, they can rely on WMAC employees’ commitment to customer service and service excellence. The attached letter from Felix Martinez, Business Agent, and Marty Frates, Secretary-Treasurer, of the Brotherhood of Teamsters Local Union No. 70 reinforces this commitment.

### Know-How - Shared Proven Experience

WMAC can also draw upon our parent company’s resources and knowledge base to offer new and innovative programs that are tested and proven. In particular, we look forward to sharing the successful multi-family recycling programs from sustainable cities like Seattle and Vancouver. The enclosed references reflect the capabilities we will bring to the City’s Zero Waste campaign.

In addition to our four Alameda County governmental references per the RFP, we have included references from the City of Seattle and Vancouver to provide information on the multi-family diversion capabilities WMAC can bring to the City of Oakland as a result of our affiliation with Waste Management, the country’s leading recycler.

To demonstrate our experience relevant to the services required in the Oakland Zero Waste RFP, Table 1 below summarizes the services we currently provide to our Alameda County municipalities.

**Table 1. Summary of Residential Recycling Collection Services Reference Service Offerings**

Oakland Residential Recycling RFP Requirements	Castro Valley Sanitary District	City of Albany	City of Emeryville	Oro Loma Sanitary District
SFD Single Stream Recycling Collection and Processing	X	X	X	X
SFD Used Oil and Filter Collection	X	X	X	X
SFD Dry Cell Battery Collection	X	X	X	X
MFD Single Stream Recycling Collection and Processing	X	X	X	X
Commercial Single Stream Recycling Collection and Processing	X	X	X	X
Community Outreach Services	X	X	X	X
Monitoring and Reports	X	X	X	X
Business Office in the City*				
Billing	X	X	X	X

\* Our main office is located in Oakland at 172 98th Avenue, and we maintain a second office in Hayward.

As you can see, WMAC has extensive experience providing the residential single-stream recycling programs and outreach services Oakland is requesting.

With respect to an Oakland Call Center, WMAC has maintained an office at 172 98<sup>th</sup> Avenue in Oakland since 1986. This facility will house the Oakland-based Call Center should the City choose this option over our call center in Oak Harbor, WA. The office offers many services and benefits to the community, including bill pay and customer assistance as well as recycling literature and meeting space for community partners. The 425 employees working at this facility regularly participate in volunteer activities that directly benefit Oakland residents. They have a proud tradition of marching in the Oakland Holiday Parade, contributing to the Alameda County Fire Department Toys for Tots, donating and volunteering at the Alameda County Food Bank, and much more.

**Table 2. Recycling Customer Accounts by City**

City	Residential Accounts	Multi-Family Accounts	Commercial Accounts
Castro Valley	14,899	159	326
Albany	4,021	169	212
Emeryville	615	102	192
Oro Loma	30,096	434	1,050
Seattle	90,000	2,300	5,000
Vancouver	N/A	105,00	N/A

**Table 3. Diversion Rates by City**

City	2008	2009	2010	2011
Castro Valley	63%	59%	67%	76%
Albany	77%	78%	83%	79%
Emeryville	74%	70%	77%	65%
Oro Loma	63%	59%	67%	76%
Seattle*		51.1%	53.7%	55.4%
Rates based on CIWMB and StopWaste.org reporting.				
*Note: These rates reflect citywide diversion rates. Seattle is serviced by two collection companies, one of which is Waste Management. Please also note that while they have an extremely effective diversion program, the City of Vancouver does not currently report diversion percentages.				

## CITY OF ALBANY



Claire Griffing, Sustainability & Transportation Coordinator  
 1000 San Pablo Avenue  
 Albany, CA 94706  
 Phone: 510 528 5754  
 Email: [cgriffing@albanyca.org](mailto:cgriffing@albanyca.org)

### Claire Griffing, Sustainability & Transportation Coordinator

*“Their sorting capabilities at the Davis Street Transfer Station provide the City unmatched diversion capacity. The City maintains an excellent working relationship with WMAC staff.”*

### Overview of Partnership

The City of Albany and WMAC enjoy a long-term partnership that has resulted in the highest diversion rate in the County. WMAC has provided residential and commercial collection services for recycling, organics, and trash for many years. In 2010, Albany achieved 83% diversion, exceeding the County’s goal of 75% by 2010.

In 2011, the City of Albany sole-source negotiated with WMAC, entering into a new 10-year exclusive collection contract and a 20-year disposal and recycling processing agreement. The new agreement provides for a number of new services to help the City reach the goal of zero waste (90% diversion from the landfill). Among the new services are:

- Household Batteries & Cell Phone Curbside Collection
- CFL Curbside Collection - for both single and multi-family dwellings
- CNG Fueled Collection Vehicles
- 15 Solar-Powered City Can Compactors
- Free Commercial Recycling

Albany became the first jurisdiction in Alameda County to become 100% AB341 compliant in October 2012. This reflects the active outreach campaign WMAC developed in conjunction with the City and the targeted efforts of our recycling coordinators. By offering free recycling, more recyclable materials are diverted from the trash and customers are able to realize a cost savings through decreasing trash service levels.

Organics recycling is also very successful in the City of Albany; 100 percent of single-family dwellings participate. Participation is encouraged through the distribution of kitchen food containers, public education via service brochures and billing inserts as well as WM EarthCare compost give-aways.

Other effective diversion programs in the City of Albany include:

- The 10-gallon micro trash maximizes waste reduction and provides an incentive due to reduced cost. Participation has increased from 50 single-family customers to over 300 due to increased advertising and cost savings.

- WMAC offers free waste assessments to commercial and multi-family dwellings customers to maximize diversion. The waste assessments help in reducing contamination, increasing volume in recycling containers and make it a win-win for the customer to implement new programs. In 2012, every multi-family and commercial customer received a waste assessment.

Contributing to the success of these programs is WMAC's presence in the community. Our staff participates in a number of community events, including:

- Solano Stroll
- Albany Film Festival
- Albany Days on the Green
- Compost Give-Away



## City of Albany

1000 SAN PABLO AVENUE · ALBANY, CALIFORNIA 94706

510-528-5710

FAX: 510-528-5797

November 13, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

The City of Albany has worked closely with Waste Management of Alameda County (WMAC) for more than 30 years, and is pleased to recommend the company to the City of Oakland. WMAC has been a consistent partner in helping the City achieve its waste reduction goals. During our contract, Albany residents and businesses have achieved an 83 percent diversion rate, the highest in the county. We attribute our success to the collaboration between WMAC and our staff and citizens.

The City maintains an excellent working relationship with WMAC staff. In particular, I would like to highlight our Contract Compliance Representative Jason Silva. Mr. Silva is consistently responsive, thorough, and professional. We have received such exceptional service from by Mr. Silva that we specifically expressed he continue as our primary WMAC point person.

In addition, Rebecca Parnes, Recycling Coordinator for WMAC, provides Albany schools and commercial customers with dedicated outreach. We have been impressed by her ability to address a variety of audiences – from preschool students to custodial staff to business owners – all with patience and grace. She is both professional and personable. Thanks to her initiative, Albany has already achieved 100% compliance with AB 341.

Working with WMAC also provides the City the opportunity to benefit from their state-of-the-art facilities. Their sorting capabilities at the Davis Street Transfer Station provide the City unmatched diversion capacity. They have also been willing to initiate innovative collection programs, such as the City's new curbside collection program for CFLs, household batteries and cell phones.



## *City of Albany*

1000 SAN PABLO AVENUE · ALBANY, CALIFORNIA 94706

510-528-5710

FAX: 510-528-5797

These programs and our citizens' participation would not be successful without the dedicated service of WMAC's drivers, route supervisors and operations staff. WMAC's operations team, and Route Supervisor Eric Baebler in particular, are very responsive to the City, consistently going above and beyond to make sure customers are provided excellent service.

We are also impressed by WMAC's commitment to natural gas vehicles and innovation in powering these vehicles with fuel made from landfill gas. Lowering GHG emissions with locally-produced fuel helps our City to achieve the greenhouse gas emissions reduction goals set forth by our Climate Action Plan.

Please feel free to contact me at (510) 528-5754 or [cgriffing@albanyca.org](mailto:cgriffing@albanyca.org) with any questions you may have.

Sincerely,

A handwritten signature in black ink that reads "Claire Griffing". The signature is written in a cursive style.

Claire Griffing

Sustainability & Transportation Coordinator, City of Albany

## CITY OF EMERYVILLE



Peter Schultze-Allen, Environmental Programs Analyst

1333 Park Avenue

Emeryville, CA 94608

Phone: 510-596-3728

Email: pschultze-allen@emeryville.or

### Patrick D. O’Keefe, City Manager, City of Emeryville

*“We believe that achieving the goals of the City’s Climate Action Plan related to our Multi-Family residents is firmly within our reach working with Waste Management of Alameda County.”*

### Overview of Partnership

Waste Management of Alameda County has been serving the City of Emeryville since 1980. Working together, Emeryville reached 77% diversion in 2010, exceeding the County’s goal of 75%. As a result, the City of Emeryville extended the partnership in 2011 and entered into a new 10-year exclusive collection contract and a 20-year disposal and recycling processing agreement.

A focus of the agreement is to drive diversion in support of the City’s 2008 Climate Action Plan goal to reduce 2004-landfilled tonnage in half by 2020. With more than three quarters of the City’s population living in multi-family dwelling, the City and WMAC adopted on a number of programs designed increase recycling and organics participation. As a result, 96% of multi-family accounts are now participating in recycling. Programs include:

- Rate Structure to Incentivize Participation - Compostables and recyclables are offered at no additional charge for both cart and bin customers.
- Waste Assessments Offered to 100% of Customer Base - WMAC right-sized service and completed public education and outreach, resulting in nearly 100% participation.
- Public Education Tools - WMAC provided internal and external signage, such as decals and posters, for the enclosure area and inside the common areas of the multi-family complexes. Through extensive research and discussions with multi-family stakeholders, we developed an effective outreach program.
- Bulky Item Solutions Customized for Property Type - Based on the layout of complex, WMAC either provides curbside collection or roll-off container and flat bed collection. Research revealed a one-size-fits-all approach would not work.
- Battery Collection Provided to MF Complexes - WMAC provides either curbside collection or a free mail-back program, based on the property owner’s preference.
- CFL collection provided via free mail-back program

Working with the City, the new franchise agreement includes many innovative programs designed to increase commercial participation. These include:

- Bundled Rates - offer 50% discount on recycling and organics when bundled with trash collection service

- Small Business Rates - for business with 2 cubic yards or less of trash per week, recycling and organics collection are provided for free
- Free Waste Assessment - WMAC recycling coordinator conducts onsite visits to determine best level of service to achieve greatest level of diversion. Achieved 100% participation.

Contributing to the success of these programs is WMAC's presence in the community. Our staff participates in a number of community events, including:

- Emeryville Healthy City Expo
- Emeryville Art Exhibition
- Emeryville Chamber State of the City
- Emeryville Chamber Business Expo
- Emeryville Earth Day



## CITY OF EMERYVILLE

INCORPORATED 1898

1333 PARK AVENUE  
EMERYVILLE, CALIFORNIA 94608-3517

TEL: (510) 596-4300 FAX: (510) 450-7831

November 9, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

Dear Colleague:

In response to a request from Waste Management of Alameda County staff, the City of Emeryville is writing a letter summarizing the new multi-family programs and services implemented as part of our new waste management collection and disposal franchise agreements entered into in December of 2010 and relating how the transition to the new service and programs occurred.

Emeryville shares many of the multi-family service challenges, albeit on a smaller scale, as Oakland. In our sole-source negotiations with Waste Management, we developed a number of programs that are helping us reach and service this population. Our goal is to increase participation by delivering convenient services. WMAC staff have been meeting with every of our approximate 100 multi-family property owners to offer the following services at no additional charge:

- Compostables and Recyclables collection,
- Right sizing of Trash containers,
- Labeling of indoor and outdoor containers and signage,
- Bulky item collection: curbside collection or roll-off bin, as space and vehicle logistics permit,
- Battery collection: curbside collection or through a mail-back kit option,
- Compact florescent lamps collection: through a mail-back kit option.

Waste Management's staff worked with City staff to produce brochures and other materials for multi-family services. The website they designed and host for the City (Emeryville.wm.com) has also included that information. We have been able to stretch our Public Education budget using Waste Management's in-house graphic design team while continuing to use an Emeryville printer to produce all our materials.

Waste Management staff have done a commendable job on our Multi-Family programs. We believe that achieving the goals of the City's Climate Action Plan related to our Multi-Family residents is firmly within our reach working with Waste Management of Alameda County.

Best regards,

Patrick D. O'Keeffe  
City Manager

cc: Karen Hemphill, Assistant to the City Manager  
Peter Schultze-Allen, Environmental Programs Analyst

## ORO LOMA SANITARY DISTRICT



Jason Warner, Manager  
 2600 Grant Avenue  
 San Lorenzo, CA 94580  
 Phone: (510) 276-4700  
 Email: [jwarner@oroloma.org](mailto:jwarner@oroloma.org)

### Alex Ameri, Director of Public Works, Utilities & Environmental Services

*“Waste Management successfully instituted a ‘Wet/Dry’ routing system that immediately generated higher diversion among businesses and multi-family complexes.”*

WMAC is proud to be the Oro Loma Sanitary District’s environmental services provider since 1944. In 2011, Oro Loma sole-source negotiated with us to award a 12-year collection and disposal agreement. Sensitive to the District’s desire to hold down rates while increasing diversion, we expanded services to include the following:

- Residential Curbside Batteries and Cell Phone Collection
- Compressed Natural Gas Collection Vehicles
- Dedicated Recycling Coordinator

The introduction of curbside batteries and cell phone collection helps to divert banned materials from the Altamont and offers residents a convenient recycling solution to ubiquitous products. These additional recycling services complement existing residential curbside programs, including the organics recycling introduced to 29,000 residents in 2009 to with the distribution of a kitchen pail and instructional literature and the existing single-stream recycling program. The District’s diversion rate increased from 59% in 2009 to 67% in 2010.

In 2012, we introduced 15 natural gas collection vehicles, powered in part by the near-zero carbon fuel produced from landfill gas at the Altamont Landfill. These clean-burning fuel vehicles reduce emissions and run quieter than diesel trucks, improving the quality of life for District residents.

The dedicated recycling coordinator works least 20 hours per week to conduct outreach and implement diversion programs within the District. With a focus on multi-family dwellings and the implementation of AB 341, WMAC has achieved 82% participation among the AB 341 properties and is focused on bringing the District to 100% compliance within the year.

Contributing to the success of these programs is WMAC’s presence in the community. Our staff participates in a number of community events, including:

- Annual School Children’s Recycling Poster Contest
- Cherryland Event
- Dig Deep Farms
- Project EAT Compost Giveaway



## ORO LOMA SANITARY DISTRICT

### BOARD OF DIRECTORS

Howard W. Kerr, President  
Laython N. Landis, Vice President  
Roland J. Dias, Secretary  
Timothy P. Becker, Director  
Frank V. Sidari, Director

**GENERAL MANAGER**  
Jason Warner

November 13, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

Oro Loma Sanitary District has enjoyed a long business relationship with Waste Management. This year, we chose to extend that relationship for an additional 12 years through contract negotiations for both collection and disposal.

We were impressed by Waste Management's creative approach to our concerns about holding down rates while providing services to increase diversion. Working together, we implemented new curbside collection programs for used batteries and cell phones, and introduced CNG collection vehicles. These enhancements will improve the quality of life for our residents, with minimal impact on rates.

Waste Management is our partner. Each year they work with us on the Earth Day Poster Contest and recycling calendar for the schools. These are our main outreach efforts that promote recycling and diversion; also, the schools in the District receive thousands of dollars in prizes.

We work closely with our assigned Waste Management Recycling Coordinator to ensure regular communications through billing inserts and service brochures about residential, commercial and multi-family recycling, composting, and other ways to increase diversion. We have been pleased with the work of Waste Management's graphic design staff.

Waste Management Operations and Customer Service deserve special recognition. There has been a noticeable decline in complaints to our offices. The use of the automated messaging system to notify customers when there is a delay on their routes is very effective. Similarly, the 48-hour commitment to replacing or repairing broken carts has paid great dividends.

We believe Waste Management offers the best value and services.

Sincerely,

Jason Warner  
General Manager

2655 Grant Avenue ■ San Lorenzo, California 94580-1838 ■ (510) 276-4700 ■ Fax (510) 276-1528 ■ Email: info@oroloma.org  
www.oroloma.org

## CASTRO VALLEY SANITARY DISTRICT



Naomi Lue, Solid Waste Supervisor

21040 Marshall Street

Castro Valley, CA 94546

Phone: 510-537-1500

Email: [naomi@cvsan.org](mailto:naomi@cvsan.org)

### Naomi Lue, following a January 2011 WM EarthCare Workshop

*“We were impressed by Waste Management’s creative approach to our concerns about holding down rates while providing services to increase diversion.”*

### Overview of Partnership

Waste Management has a long history of partnership and collaboration with the Castro Valley Sanitary District. In 2009, they entered into a new 10-year exclusive collection contract and a 20-year disposal and recycling processing agreement. As a result, WMAC became the exclusive hauler of all commercial recycling and organics as well as construction and demolition debris along with residential waste, recycling and organics. The consolidation of services is designed to increase diversion, provide customers with a one-stop service provider and contain costs over the life of the contract.

WMAC worked with the District to introduce new programs to enhance its existing residential single-stream and organics recycling programs. These include:

- **Bundled Rates** - To incentivize commercial and multi-family property owners to recycle, free recycling is offered to any property with 3-yards of trash service a week. Today, 85% of commercial properties has 3-yard bins or smaller.
- **Curbside Added Value Services** - For no additional charge residents can recycle household batteries, plastic bags and extra cardboard placed beside the recycling cart.
- **Dedicated Recycling Coordinator** - Focused on multi-family, businesses and schools, the recycling coordinator spends at least 20 hours trying to increase their diversion activities. The results are MFD recycling participation increased from 94% to 99%.
- **Compost Give-Away & Community Recycling Event** - Held twice annually, this popular event allows residents and businesses to drop off shredded paper, paint, batteries, e-waste and light bulbs. They are rewarded with three 1 cu ft bags of WM EarthCare™ compost. Within the course of 6-1/2 hours, over 1,180 CVSan residents and business-owners recycled 23,357 pounds of e-waste, and 1,216 pounds of fluorescent bulbs and left with 4,000 bags of compost.
- **AB 341** - WMAC assisted the District in analyzing compliance of all customers, developing public education and outreach materials specific to the type of customers, and performing personalized waste assessments for those not in compliance. Currently, 85% of businesses participate in the commercial recycling program.

Today, 100% of residential customers and 72% of multi-family accountants participate in organics recycling and nearly 100% of both participate in curbside recycling.

## CITY OF SEATTLE



Hans Van Dusen, Solid Waste Contract Administrator  
 700 5th Avenue, Suite 4900  
 Seattle, WA 98124  
 Phone: (206) 684-4657  
 Email: Hans.VanDusen@seattle.gov

### Hans Van Dusen, Solid Waste Contract Administrator

*“Waste Management has been a valued partner in Seattle’s internationally recognized solid waste services.”*

### Overview of Partnership

Like Oakland, the City of Seattle has set ambitious Zero Waste and sustainability goals. Long considered a leader among U.S. cities on environmental policy, Seattle reaffirmed its status as a trailblazer when, in 2010, the city council adopted an aggressive zero waste strategy, including legislation that will increase recycling, reduce waste and improve transfer stations. A combination of these and other strategies have earned the City a rank of fourth overall in Siemens’ Green City Index, and second overall in the waste category.

### Sustainability Awards



Waste Management is proud to partner with the City in working toward and achieving many of these goals. In 2009, Waste Management expanded our residential and commercial collection boundaries within the City of Seattle, resulting in thousands of new Waste Management customers. Our current contract includes a variety of new features, including:

- The entire Waste Management fleet that services Seattle has been fueled by CNG since 2009. WM’s transition from a diesel fleet to CNG also resulted in the construction of on-site CNG fueling infrastructure for over 100 new CNG trucks
- An expanded, single-stream residential recycling system
- Mandatory residential food and yard waste collection

- Mandatory multi-family food waste collection
- “Pay as you throw” bag collection program that eliminated traditional carts and dumpsters for many Downtown residents and businesses
- Custom onboard computer system linked directly to the City of Seattle customer service and billing system

WM partners with the City to reward neighborhoods for successful recycling and waste reduction, providing \$50,000/year in grants and in-kind services to reward successful neighborhoods during Contract years 2 through 5. Please see more information about our current grant program at <http://www.wmnorthwest.com/seattle/seattlerewards.html>.



**City of Seattle**  
Seattle Public Utilities

November 16, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

I am writing to recommend Waste Management to you based on their long and successful partnership with the City of Seattle in delivering exceptional solid waste services. Waste Management has been a valued partner in Seattle's internationally recognized solid waste system for over twenty years, fulfilling the following services agreements:

- Recycling services for 70,000 households and 2,000 apartments (1989 – 1999)
- Garbage, recycling, and yard waste services for 70,000 households and 2,000 apartments (2000-2008)
- Garbage services for 3,500 businesses (2001-2008) along with independent commercial recycling services and franchise garbage services in prior decades.
- Garbage, recycling, and food/yard services for 90,000 households, 2,300 apartments, and 5,000 businesses (2009 – 2018)
- Long-haul disposal services for all Seattle garbage (1989 – 2028)

Throughout these agreements, Waste Management has demonstrated an ongoing commitment to exceptional customer service, performance reliability, environmental improvements and operational safety. Their service reliability has continually surpassed City standards. We receive fewer than 0.2 miss complaints per 1000 stops, well below our standard of 1 miss per 1,000 stops and below any historic performance trend.

In 2009, they demonstrated comprehensive preparation and exceptional execution for the service transitions under the current service agreement, as they took on substantial new service areas and customer accounts. In 2012, we experienced a brief set-back in service reliability due to an eight-day interruption under an expired labor agreement. However, this set-back did not diminish our continued appreciation for Waste Management's focus on service reliability.

Ray Hoffman, Director  
Seattle Public Utilities  
700 5<sup>th</sup> Avenue, Suite 4900  
PO Box 34018  
Seattle, WA 98124-4018

Tel (206) 684-5851  
Fax (206) 684-4631  
TDD (206) 233-7241  
[ray.hoffman@seattle.gov](mailto:ray.hoffman@seattle.gov)

<http://www.seattle.gov/util>

*An equal employment opportunity, affirmative action employer. Accommodations for people with disabilities provided on request.*

## CITY OF VANCOUVER



Paul Gagnon, Corporate Zero Waste Officer

453 West 12th Avenue

Vancouver, B.C. V5Z 4A8

Phone: 604-873-8149

Email: paul.gagnon@vancouver.ca

### Paul Gagnon, Corporate Zero Waste Officer

*“Waste Management leadership and pro-active approach provided a smooth transition for the City of Vancouver.”*

### Overview of Partnership

The City of Vancouver has set an ambitious goal to become the world’s greenest city by 2020. Their Zero Waste strategy and goal to reduce solid waste going to the landfill or incinerator by 50% from 2008 levels will be achieved through a focus on increasing composting, advocating for Extended Producer Responsibility (EPR), and regulation and financial incentives for construction and demolition debris. Vancouver is well on its way to meeting these goals; they rank second overall in Siemens’ Green City Index, and seventh in the waste category.

Waste Management began our partnership with the City of Vancouver in 2009 to provide recycling for over 100,000 multi-family accounts. While transitions, especially for multi-family complexes, can be tricky, the Vancouver transition occurred smoothly. The City was impressed with the seamlessness of the transition, and residents were largely undisrupted. Due to poor service received from the incumbent, one of the City’s highest priorities was to require the new hauler to reduce the complaint ratio. WM took this charge very seriously, and in 2010—out of 104,605 units—the complaint rate was drastically reduced to an average of only three complaints per month.

In the summer of 2012, Waste Management and the City of Vancouver expanded their partnership to include the City’s Corporate Zero Waste Program. Designed to improve the sustainability of City operations by implementing comprehensive corporate waste reduction and diversion programs for all City facilities, the Program’s main goals include multi-stream recycling, full-scale composting, and the collection of detailed data for all waste streams generated.

WM has played a key role in implementing the public education and outreach efforts for the program, as well as providing containers and training. Recycling programs for items such as CD and DVD cases, organics, books, soft plastics, mixed fibers, CFLs, and batteries have been implemented. Waste Management’s Sustainability Services team has also provided detailed reporting for all facilities. At all City facilities where the program has launched, we have seen garbage reductions of at least 50% within the first month.

Customer service is of the utmost concern to Waste Management, and we use a variety of tools to ensure we are providing every customer with outstanding customer service. Our internal customer service initiative allows us to measure and to be accountable for customer service metrics weekly basis

Customer service was also on the forefront of the City of Vancouver's concerns. Due to the poor service received from their previous hauler, the City charged WM with drastically reducing the complaint ratio. In 2010, out of 104,605 units, our average complaints were reduced to 3 per month and MPU at a mere 4 per month.

### Sustainability Awards



### THE FOLLOWING SECTION CONTAINS REFERENCES FROM DIVERSION LEADERS, COMMUNITY PARTNERS AND LOCAL 70.

- Ruth Abbe
- DR3
- City of San Leandro
- East Bay Clean Cities
- Oakland Unified School District
- Daniel Swafford - email
- DSAL - Alameda County Deputy Sheriffs Activities League
- Rebuilding Together Oakland
- City Slicker Farms
- We Lead Ours
- Alameda County Office of Education
- Pebble Beach Company
- Teamsters Local 70 Castro Valley Sanitary District

# In Praise of Davis Street

## Alameda County's Zero Waste Infrastructure

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By Ruth Abbe

December 10, 2012, Alameda, California

When Rebecca asked me if I would be willing to write a letter in support of the Waste Management/Davis Street proposal for the City of Oakland I said, "Of course." Davis Street has been "the center of the universe" for Alameda County diversion programs for over 20 years.

I have long thought that it would be very prudent for Stopwaste.org or the City of Oakland to purchase Davis Street as a public facility, like the South Bayside Waste Management Authority's purchase of BFI's San Carlos Transfer Station. The benefits are obvious.

- Centrally located in San Leandro, Davis Street serves the whole region.
- Public and private investments have created state-of-the-art education programs and materials processing capacity.
- We will never get to site another facility of its kind, so close to our urban centers.

Waste Management has been a steady and responsible steward of this essential public asset. While Davis Street is privately owned, I have always considered it "our" transfer station. "We built that" with our rate-payer funding and through grants and incentive payments from Stopwaste.org and Measure D.

Davis Street's program managers, including especially Jack Isola, Kevin McCarthy, David Krueger and Rebecca Jewell have truly pushed the envelope (and pushed their corporate leadership). They have responded to our collective vision and created the infrastructure that is needed by the City of Oakland and Alameda County to reach the 75 percent diversion goal of Measure D and the Zero Waste goal of the City of Oakland.

Davis Street is unique among Waste Management's transfer stations and reflects the values and aspirations of our community. However, as a publicly traded company, Waste Management needs to see a return on its investments. It requires a dedicated flow of materials to the transfer station through its collection franchises, in particular, the City of Oakland. Without this commitment of materials, Waste Management cannot make a commitment to its workforce to maintain family-wage jobs at Davis Street.

In the transition from a system reliant on extraction and destructive disposal to a vision of a world without waste, we need to recognize and value the investments that we have made together: in people, institutions, and in our physical and social infrastructure. Davis Street is emblematic of that investment.



9921 Medford Avenue, Oakland, CA 94603  
Phone: 510-351-0520 or 1-800-860-6774  
Fax: 510-351-0521

December 6, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

I am writing to recommend that you continue to work with Waste Management and their team at the Davis Street Transfer Station on the collection and processing of curbside materials.

DR3 (Divert, Reduce, Reuse, Recycle) in Oakland has been working with Davis Street to recover used mattress for over 10 years. This relationship has been critical to our success. We've been pleased with their efforts to divert materials from the landfill as well as their operational efficiencies, providing product to us on a regular basis. Our records reflect that Davis Street has delivered 14,952 mattresses and boxsprings to our warehouse in 2012 alone.

We're very excited that Davis Street recently agreed to recover reusable goods including books, magazines, purses, belts, clothing and other textiles through their Reuse Zone. I understand that Waste Management proposes to include this Reuse Zone in the Amnesty Days they are proposing for Oakland residents. We are looking forward to being a partner with the City of Oakland through these events.

DR3 employs 17 people, several of whom live in Oakland and the surrounding communities within the Green Corridor. We have been honored to receive funding from StopWaste.org, the Recycling Board, local foundations and others over the years in support of our important work. The Davis Street facility has been an important partner to us and we look forward to continuing our work with them in the future.

Thank you for your consideration. If you wish to discuss my recommendation further, please feel free to contact me at (541) 912-7576.

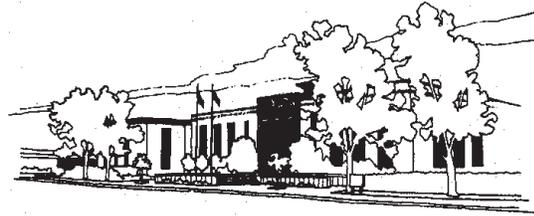
Sincerely,

A handwritten signature in black ink, appearing to read 'Terrence McDonald', written over a horizontal line.

Terrence McDonald  
Director

## City of San Leandro

Civic Center, 835 E. 14th Street  
San Leandro, California 94577



Office of the City Manager 510-577-3351  
FAX 510-577-3340

November 15, 2012

Mr. Vitaly Troyan  
City of Oakland - Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

Dear Mr. Troyan,

As the host City for the Davis Street Resource Recovery and Transfer Station, I would like to share our exceptional experience with the Waste Management team at Davis Street. They run an impressive operation directly aligned with Alameda County's goals to achieve Zero Waste. To that end, I encourage the City of Oakland to continue utilizing this regional asset as you evaluate submittals under your Zero Waste Request For Proposal.

Upon my recent arrival to San Leandro, I was immediately contacted by the Davis Street management team to visit and learn about the facility. Davis Street is positioned to create a resource recovery complex to provide cities within Alameda County and beyond a "zero waste" infrastructure capable of significantly reducing the amount of material going to the landfill while establishing itself as an economic driver for quality jobs and community benefit for the City of San Leandro and East Bay.

The Waste Management/Davis Street commitment to the region is evident from years of operating in our City and working with your City. Recently, San Leandro's Board of Zoning Adjustment, along with City staff, reviewed and approved the Davis Street Master Plan, a multi-million dollar project that will add jobs, increase local revenue, reduce neighborhood impacts while providing a safe place to work for its employees and visiting customers. From supporting our local chamber of commerce, senior meal programs to the development of future leaders through Leadership San Leandro, Waste Management has been a solid corporate citizen.

As you consider who will be your provider of choice for the next 10 plus years, I ask that you keep in mind the Davis Street quality jobs, local/regional economic benefits, responsive and engaged community partnership.

On behalf of the City of San Leandro, we hope you will continue your relationship with Waste Management of Alameda County and the Davis Street Resource Recovery and Transfer Station.

Sincerely,

Chris Zapata  
City Manager



November 16, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612



To Whom It May Concern:

The East Bay Clean Cities Coalition, a local advocate for clean energy under direct charter by the U.S. Department of Energy, enthusiastically supports Waste Management of Alameda County and the Altamont Landfill for their leadership in displacing petroleum consumption and reducing carbon emissions in our communities.

Waste Management received our 2009 Clean Air Champion Award, given annually to individuals or organizations demonstrating innovation and commitment to alternative fuels and petroleum displacement for its pioneering efforts to convert landfill gas into nearly 13,000 of liquefied natural gas daily at the Altamont Landfill. This closed-loop fuel source is estimated to eliminate 30,000 tons of CO<sub>2</sub> annually and displace 2.5 million gallons of foreign fossil fuel, by capturing methane that would normally be burned off or escape into the atmosphere and converting it into a vehicle fuel. The near-zero carbon fuel produced is then used to power 300 collections vehicles. A testament to Waste Management's commitment to Alameda County and Northern California is its role in securing more than \$15.5 in corporate capital, technology partnerships and grants to fund the project. Waste Management has also taken an active leadership role in educating community leaders and the general public about the positive benefits of clean fuels.

Noteworthy too is Waste Management's investment in a fueling infrastructure to support its growing fleet of natural gas vehicles in Alameda County. The 98<sup>th</sup> Avenue fueling complex is an impressive operation and we eagerly await the ribbon-cutting of the Altamont Landfill fueling station to support 24 transfer trucks that travel along I-580 four times a day. Another fueling station is planned for its Davis Street facility in 2013. Each will deliver Altamont bio-fuel.

Powering vehicles with clean-burning fuel made from local residents' waste is the essence of Zero Waste. Creating a healthier environment for the benefit of the greater community is the true measure of corporate responsibility. The City of Oakland and its residents stand to benefit from the environmental stewardship and commitment of Waste Management for years to come.

I welcome the opportunity to discuss the outstanding merits of the Altamont Landfill and Waste Management with you further. Please feel free to contact me at (530) 752-9666 or [rebattersby@ucdavis.edu](mailto:rebattersby@ucdavis.edu).

Sincerely,

Richard E. Battersby  
Director

1282 Shelby Drive, Fairfield, CA 94534  
(530) 752-9666 phone (530) 752-9668 fax  
[www.cleancitieseastbay.org](http://www.cleancitieseastbay.org)



OAKLAND UNIFIED  
SCHOOL DISTRICT

*Community Schools, Thriving Students*

**DEPARTMENT OF CUSTODIAL SERVICES**

November 9, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

As we strive to build a healthier, stronger and greener Oakland, many elements have an impact toward this goal. We understand the importance of upstream planning and thinking as it optimizes precious resources and sets the foundation for future generations. We also understand that one organization cannot go it alone, and it takes a collaborative effort from all sectors public, private and nonprofit to move the needle – as the saying goes, it takes a village...

Waste Management has been an invaluable partner of the Oakland Unified School District's in our waste reduction and recycling efforts which have more recently been formalized through our award-winning, Green Gloves program. The goal of the Green Gloves program is to reduce the environmental footprint of our schools by decreasing and sorting our discards, and Waste Management has enthusiastically brought its zero-waste expertise, closed-loop solutions, and unrelenting commitment to tell our story. Our collaboration has generated:

- A diversion rate of 41 percent,
- Annual custodial and nutrition services symposium focused on waste reduction,
- More than 100 cubic yards (55 tons) of locally-sourced, 100 percent recycled WM EarthCare products donated to Green Glove school gardens,
- Significant media coverage including ABC 7, FOX 2, KQED and Oakland Local, and
- A new generation of environmental leaders,
- Award winning custodians whose dedication to recycling is honored,
- Student support and awareness associated with recycling and diversion.

What we have achieved through our partnership has been quite remarkable. To see our young students in first and second grade able to quickly sort and properly recycle and dispose of their lunch waste as if it was a part of an innate reaction is a testament to the progress being made toward zero-waste. Waste Management has been a true partner in setting this foundation in building a healthier, stronger and greener Oakland.

Unequivocally, I give my recommendation to Waste Management. OUSD looks forward to completing the journey of sustainability that we have started with our friends at Waste Management.

Sincerely,

Roland Broach, Director of Custodial Services

**From:** Daniel Swafford <[danielswafford@yahoo.com](mailto:danielswafford@yahoo.com)>  
**To:** Susan Kattchee <[skattchee@oaklandnet.com](mailto:skattchee@oaklandnet.com)>  
**Sent:** Thu, October 18, 2012 8:29:09 AM  
**Subject:** Community Involvement for Oakland's contracting Partners

Good Morning Mrs. Kattchee,

I am reaching out as an involved Oakland resident to emphasize the importance of a community connection on the part of businesses receiving contracts from the City of Oakland. Fostering a corporate culture that supports our neighborhoods, where partners contribute back to our communities, is a critical component of the prosperity and growth of our City.

I serve a number of non profit organizations primarily focused on community development and public improvements. For many years the missions' of these organizations have been supported by donated services and contributions from Waste Management. Please consider this testimonial of the concerned and connected role Waste Management has played in serving Oakland. Street level projects, driven by community organizations, often struggle to get attention from the corporate sector. Waste Management has consistently supported projects on the local level, helping set the example for large corporations that community involvement is more than just doing business in the neighborhood, it is being active in the community.

As contract decisions for waste handling are being made, please give added weight to the companies that prioritize involvement in our communities. The return on the right partnership benefits our neighborhoods as well as our general fund.

Thank you for reading my perspective and working to achieve the best services to our neighborhoods and our City, and thank you for your service,

Daniel

510-452-7392

Daniel Swafford

Executive Director, Montclair Village Association  
[www.MontclairVillage.com](http://www.MontclairVillage.com)

Board of Directors and Past Chair, Dimond Improvement Association  
[www.DimondNews.org](http://www.DimondNews.org)

Board of Directors, Friends of Oakland Parks & Recreation  
[www.OaklandParks.org](http://www.OaklandParks.org)



**ALAMEDA COUNTY  
DEPUTY SHERIFFS'  
ACTIVITIES LEAGUE**

16378 E. 14<sup>th</sup> Street  
Suite #101  
San Leandro, CA 94578  
(510) 667-3285 Phone  
(510) 481-7615 Fax

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*Chouinard Vineyards and Winery*

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*Chouinard Vineyards and Winery*

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**Shanale Allen**  
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AC Public Health Dept.*

**Roberta Rivet**  
*Castro Valley Eden Area  
Chamber of Commerce*

[www.acdeputysal.weebly.com](http://www.acdeputysal.weebly.com)

November 15, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

As we strive to build a healthier, stronger and greener Alameda County, many elements have an impact toward this goal. We understand the importance of upstream planning and thinking as it optimizes precious resources and sets the foundation for future generations. We also understand that one organization cannot go it alone, and it takes a collaborative effort from all sectors public, private and nonprofit to move the needle.

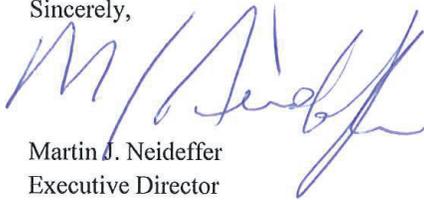
Waste Management has been an invaluable partner of the Alameda County Deputy Sheriffs' Activities League social enterprise Dig Deep Farms & Produce (DDF&P). The goal of DDF&P is to employ at-risk young adults (many returning from incarceration) to grow fresh, healthy produce on vacant county land and sell that produce back to community members. Waste Management has enthusiastically brought its zero-waste expertise, closed-loop solutions, and unrelenting commitment to tell our story. Our collaboration has generated:

- The construction of a 9-acre farm and orchard in the hills above the Alameda County Juvenile Justice Center. WM EarthCare products donated compost and mulch to the project
- The construction of a greenhouse in the unincorporated Alameda County
- Significant media coverage including ABC 7, FOX 2, KQED and the Bay Area News paper Group
- A new generation of environmental leaders

What we have achieved in two years has been quite remarkable. To see these young adults striving to create a viable social enterprise that brings healthy food into their neighborhoods has been inspiring. Waste Management has been a true partner in setting this foundation in building a healthier, stronger and greener Alameda County.

Unequivocally, I give my recommendation to Waste Management. The Alameda County Deputy Sheriffs' Activities League and Dig Deep Farms & Produce looks forward to completing the journey of sustainability that we have started with our friends at Waste Management.

Sincerely,



Martin J. Neideffer  
Executive Director



November 12, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

On behalf of Rebuilding Together Oakland, its not often you find a company who utilizes their financial resources and physical assets to transform a community as well as the lives of homeowners in need of assistance.

Waste Management of Alameda County is a long time and active supporter of Rebuilding Together Oakland. Every year Waste Management donates several debris boxes for our use to help in the removal of clutter and debris ranging from construction and demolition material, unsafe and non-operating appliances and yard waste.

Partnerships like this while on the surface may not seem like a lot, however for the homeowner, especially for our senior population, having a safe and secure home makes a world of difference in their quality of life. Waste Managements support allows us the ability to direct our finite resources to activities with the highest impact.

As you consider who will be your provider of choice for the next 10 plus years, I ask that you keep in mind the long storied history of Waste Management of Alameda County in our community. Many companies may promise involvement and collaboration, Waste Management delivers.

For that, we encourage the City of Oakland to continue utilizing this regional asset as you evaluate submittals under your Zero Waste Request for Proposal.

Respectfully,

A handwritten signature in blue ink, appearing to read "Kym Luqman".

Kym Luqman  
Executive Director

---

Federal Tax ID: 94-3213325

1171 Ocean Avenue, Suite 100 • Oakland CA 94608 • tel (510) 625-0316 • fax (510) 625-0436

November 14, 2012



City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

Since 2006, Waste Management has supported City Slicker Farms by donating compost to our Backyard Garden Program. During that time, they have donated nearly 600 cubic yards of compost, which has helped over 200 low-income families grow over 100,000 pounds of fresh fruits and vegetables. We attribute our success to the collaboration between Waste Management and our staff.

By donating compost, Waste Management illustrates closing the loop on organics and we hope this inspires greater participation. We let our community know that if they don't compost at home, they should put their food scrapes and yard waste in the green bin so that compost can be made and brought back to benefit West Oakland.

We are grateful that Waste Management understands the importance of giving back to the community. They have been generous to our community and have contributed to the health and well being of our most vulnerable community members. We support their bid for renewal of their disposal contract.

Thank you for your consideration.

Sincerely,

Barbara Finnin  
Executive Director

1625 16th Street Oakland CA 94607  
510.763.4241 • info@cityslickerfarms.org  
www.cityslickerfarms.org

THE ANNEX FARM  
CENTER STREET FARM  
THE HERB FARM  
RALPH BUNCHE SCHOOL NURSERY  
THE SECRET GARDEN  
WEST OAKLAND WOODS FARM

**Growing Affordable Fresh Produce For West Oakland** 



November 13, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

We Lead Ours' (WELO) is nonprofit organization designed to provide youth with educational, volunteer opportunities, and service learning enrichment activities. That provides affirmative educational, health, and leadership principles. WELO provides communities in Oakland with gardening, civic leadership, and recycling clubs through our after-school, summer camp, and Saturday camp programming. As the executive director of We Lead Ours; I encourage youth, volunteers, and staff members of We Lead Ours to participate in programs that will help the community become a cleaner and greener environment.

In the spring of 2012 WELO participated in the Keep Oakland Beautiful event and meet representatives from Waste Management. The Waste Management Green Gloves Program is highly appreciated by WELO because the program provided my youth this summer with a rare opportunity to be featured of the Eco Company Fox television show. By partnering with Waste Management We Lead Ours has established a media portfolio that will support WELO's environmental education program. Over the past year Waste Management has supported my organization through establishing green partnerships, media program recognition, and field-trip outings.

Waste Management is doing exceptional things for the community of Oakland and on behalf of my organization I am thankful for the work that Waste Management is doing with The Green Glove Program.

Sincerely,

Dwayne Aikens Jr.  
Executive Director  
We Lead Ours  
(510)485-6254  
[mrdaikensjr@weleadours.org](mailto:mrdaikensjr@weleadours.org)  
[www.weleadours.org](http://www.weleadours.org)  
[www.facebook.com/weleadours](http://www.facebook.com/weleadours)



# Alameda County Office of Education

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Superintendent

**Damon Smith**  
Associate Superintendent  
Business Services

**Movetia Salter**  
Chief Human Resources Officer

**Naomi Eason**  
Assistant Superintendent  
Educational Services

**Robert Crose**  
Assistant Superintendent  
Student Programs and Services

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**Eileen McDonald**  
Trustee Area 6

**Yvonne Cerrato**  
Trustee Area 7

11/14/12

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

Alameda County Office of Education – Project EAT considers Waste Management to be our zero waste partner and is pleased to recommend its services to the City of Oakland. We have enjoyed more than five years of service from Waste Management. Their donation of several thousand pounds of organic compost to our program has supported the sustainability of thirty school site gardens throughout Alameda County. We attribute the success of our bountiful gardens in part to the collaboration between Waste Management and our staff.

Student participants in Project EAT programs have received numerous benefits from this annual compost donation, including: education about soil composition, nutrition, and the function of soil components in food production. Waste Management has made it possible for generations of youth to learn about where their food comes from and how to grow it sustainably.

These programs would not be successful without the dedicated service of Waste Management’s drivers, route supervisors and operations. When problems arise, Waste Management responds promptly and professionally. Waste Management is an active member of our community.

Thank you for your consideration.

Sincerely,

Christine Boynton, Ed.D.  
Executive Director  
Project EAT (Educate, Act, Thrive)  
Alameda County Office of Education

313 W. Winton Ave.  
Hayward, California  
94544-1136

(510) 887-0152

www.acoe.org



PEBBLE BEACH  
COMPANY

November 19, 2012

City of Oakland  
Office of Public Works Agency  
250 Frank H. Ogawa Plaza, Suite 4313  
Oakland, CA 94612

To Whom It May Concern:

It is my pleasure to recommend the Zero Waste Challenge event services of Waste Management. During the AT&T Pebble Beach National Pro-Am, we have worked with Waste Management the last few years to create a Zero Waste event. More than 130,000 spectators attend this week long event. An estimate of 1,000 tons of waste material was collected during the course of the event. Thanks to the efforts of the Waste Management team, more than 88% of the material was diverted for recycling and composting.

The team's strategy and execution was seamless. They advised our PBC staff and vendors on the set-up to minimize waste and to guarantee recycling of materials during and at the end of the event. Here are a few of the examples on how Waste Management executed their strategy: increase in the efficiency of transitioning waste containers by reviewing and anticipating the individual needs of the PBC staff and vendors, transparent process through bin ID labeling which made communicating needs to dispose trash and replace bins faster, and 24 hour accessibility with Waste Management staff. We are incorporating many of these practices into our daily routines here at Pebble Beach and these improvements have proven to aid in our initiatives in our Go Green initiatives.

I highly recommend Waste Management's Zero Waste Challenge event services to the City of Oakland. We are consistently impressed with the local knowledge and corporate support for Waste Management's Zero Waste event services. We look forward to building on this relationship and our diversion success in 2013. We are fortunate to have the leadership of Waste Management in our community.

Best regards,

  
Rommel Esteybar  
Purchasing Operation Manager

Post Office Box 567, Pebble Beach, California 93953 831-647-7500 telephone



## BROTHERHOOD OF TEAMSTERS LOCAL UNION NO. 70 ALAMEDA COUNTY, CALIFORNIA

Auto Truck Drivers, Line Haulers, Car Haulers and Helpers

Affiliated with the International Brotherhood of Teamsters

To whom this may concern

Teamsters Local 70 on behalf of its members would like to say "Thank You" for allowing us the opportunity to continue serving the City of Oakland.

While recent history seems to take us back to the 2007 Lockout many things have changed. The Union continues to believe that Labor peace is essential to the daily delivery of services to the residents of Oakland but the relationship between Local 70 and Waste Management of California, Inc. (WMAC) has changed considerably since the July Lockout of 2007. Changes in leadership in January 2009 resulted in a new attitude in labor and management relationships.

Since 2009, there have been numerous meetings and ongoing dialogue and negotiations. Those efforts led to WMAC and the Union ratifying and extending the current agreement through June 30<sup>th</sup> 2017. This provided significant changes to improve health and safety. The emphasis since the execution of the CBA has been efforts to structurally and culturally change the relationship between parties.

The commitment has been top down and reflects the open dialogue between Area Vice President Barry Skolnick and myself (Felix Martinez). Weekly meetings and quarterly shop steward meetings to discuss operations and employee concerns have led to vast improved relations getting away from the "us against them".

Management has engaged employees by:

- Listening to employees through surveys and round table discussions.
- Valuing employees opinions by making them part of the solution.
- Holding the management team accountable for following and implementing terms of the CBA.
- Numerous site improvements at 98<sup>th</sup> and the Davis Street locations.
- Frontline employees voiced the opinions on the type and design of new trucks.
- Meet regularly on improving customer service and hard to service stops.

The City of Oakland will benefit from this relationship. WMAC and the Union are committed to Labor Peace. A continued partnership assures Oakland a minimal transition in 2015. Our members have serviced the City for over a half a century and have familiarity and expertise to continue to meet the needs and challenges of Oakland's Zero Waste Initiatives. Our Members and employees of WMAC are a known quality and assure the Oakland community of their commitment to customer service and service excellence.

400 Roland Way  
Oakland, CA 94621-0170  
ibt70@teamsterslocal70.org

[www.teamsterslocal70.org](http://www.teamsterslocal70.org)

Main: 800.243.1350  
Office: 510.569.9317  
Fax: 510.569.1906





## BROTHERHOOD OF TEAMSTERS LOCAL UNION NO. 70

ALAMEDA COUNTY, CALIFORNIA

Auto Truck Drivers, Line Haulers, Car Haulers and Helpers

Affiliated with the International Brotherhood of Teamsters

WMAC has demonstrated a willingness to work into the future. With their considerable investments to facilities and further processing to help achieve a "True" Oakland Zero waste initiative.

Thank You.

Felix Martinez  
Business Agent

Marty Frates  
Secretary-Treasurer

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### 3.3 LITIGATION HISTORY

*The proposer must provide a history for the last ten (10) years of all claims settlements, arbitrations, litigation proceedings, and civil actions involving One Hundred Thousand Dollars (\$100,000) or more, and all criminal actions in which the company, its parent company, subsidiaries, all partners, or principals were involved. For each case, the proposer must provide the following:*

- *The name of the claim, arbitration, litigation or action;*
- *The amount at issue or the criminal charges alleged; and*
- *The resolution of the case.*

*The proposer must also provide details of any current or threatened legal actions in California against the proposer or its parent company, subsidiaries, all partners, principals, or joint venture company(ies) by a governmental entity contracting with the proposer or its parent company for services relating to Solid Waste management, or against such a government entity by the proposer or its parent company or joint venture company(ies). For each action, the proposer must provide the following:*

- *The name of the action;*
- *The court in which the action is pending;*
- *The action number; and*
- *The amount at issue.*

*The proposer shall provide a list of all enforcement actions taken against it during the last five (5) years by any regulatory agency such as, but not limited to, the United States Environmental Protection Agency, Air Quality Management District, State Water Resources Control Board, or a Local Enforcement Agency under the California Integrated Waste Management Act. The list shall include the name of the regulatory agency and the date of the enforcement action. The proposer shall inform the City if it has had a permit, franchise, license, entitlement or business license that has been revoked or suspended in the last five (5) years. The proposer must list any liquidated damages, administrative fines, charges, or assessments that total Ten Thousand Dollars (\$10,000) or greater in any one (1) calendar year during the last five (5) years that have been paid by the proposer to a public agency as a result of Collection services provided by proposer. The list shall include the name of the public agency, the date and amount of the liquidated damages, administrative fines, charges, or assessments, and the reason the public agency assessed the liquidated damages, administrative fines, charges, or assessments.*

*The proposer must list any claims against a bid, proposal, or performance bond and the results and failure to receive a bid, proposal, or performance bond, or any contractual defaults or termination in the last twenty (20) years.*

WMAC employs 764 people at the facilities we propose to accept and process materials from the City of Oakland's three RFPs, namely, Davis Street Transfer Station and Recycling Facility, WM of Alameda County (Oakland), and Altamont Landfill and Resource Recovery Facility. As a result, of our expan-

sive scope of operations, we believe our litigation and regulatory history is appropriate given the size of our company and the complexity of our industry.

However, it is important to note that even despite this litigation Waste Management, Inc. has been continuously named on the Ethisphere Institute's list of "World's Most Ethical Companies" year over year (<http://www.ethisphere.com/wme/>). The Ethisphere is a think tank dedicated to the research and promotion of best practices in global governance, business ethics, compliance and corporate responsibility. Please find our litigation history attached in Appendix B. The chart provided lists lawsuits filed and served in the past ten years involving the proposer, Waste Management of Alameda County, Inc., and "involving" \$100,000 or more.<sup>1</sup> There are no criminal actions to report from the past decade for the proposer, its immediate parent company, USA Waste of California, Inc., and the proposer's subsidiary, WM LNG, Inc.

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<sup>1</sup> Please note that some types of cases are excluded as a standard matter from our review process, including third-party personal injury and property claims, worker's compensation cases, and litigation relating to non-Bay Area sites that may have been sold, closed facilities previously owned or operated by the companies, or closed facilities for which the companies acquired or assumed liability. With respect to the City's request for individual amounts at issue, as a general rule, we consider the information to be confidential and/or privileged. However, if the City is interested in the specific amount at issue for any particular matter, we would be willing to further discuss the request with the City as necessary.