



Recycling has progressed a lot. In the 1970s, it was mainly newspapers being recycled and in the last few years, I've seen an exponential growth in recycling. It's the future if we want to be sustainable.

– Bob Arata, 50-year employee
Life-long Oakland resident



Thanks to the staff at Waste Management, we reached 71% diversion this year. They helped us design a collection system for recyclables and organics that we hope will make Fox Theater a zero-waste venue.

– Tom Reilly, Operations Manager
Another Planet Productions (The Fox Theater)



5. TECHNICAL PROPOSAL

Introduction

WMAC is proposing on Services Groups 1, 2 and 3 and throughout our responses to each Oakland Zero Waste RFP, WMAC details a non-exhaustive list of advantages to combining and awarding all Service Groups to WMAC. Below is a high-level synopsis of the advantages detailed throughout our three proposals.

CEQA & Entitlements/Permitting

No other proposer other than WMAC has secured CEQA, studied and mitigated environmental impacts for all Service Groups. WMAC provides the following:

- **Continued Service:** CEQA has been completed and all environmental impacts have been studied and mitigated for WMAC to continue servicing the City of Oakland from our collection facility at 98th Avenue, to our processing at Davis Street and finally transferring to the Altamont landfill for further processing and disposal. The City of Oakland can feel confident that our existing entitlements are not subject to legal challenges. No other proposer can make this claim.
- **Zero Waste Projects:** CEQA and our entitlements and permits are secured for existing and most all of our proposed projects at 98th Avenue, Davis Street and the Altamont Landfill. More importantly, WMAC has all entitlements for every needed project to ensure Oakland achieves its zero waste goals. The City of Oakland can feel confident that our existing entitlements are not subject to legal challenges. No other proposer can make this claim.
- **In-County Solution:** WMAC is the only proposer who can offer a 100% in-county solution for collection, processing and disposal. Our facilities, capabilities, entitlements and permits are a matter of public record and are located in Oakland, San Leandro and Livermore. The City of Oakland can feel confident that our zero waste solution is Alameda County based. No other proposer can make this claim.

Existing Facilities & Zero Waste Infrastructure

No other proposer other than WMAC has the existing in-county collection, processing and disposal facilities and infrastructure to service all Service Groups, including:

- **98th Avenue:** Our strategically located 15-acre collection facility at 98th Avenue, Oakland is in place and currently services the City of Oakland. Our facility is equipped with sufficient employee and truck parking, maintenance bays, LNG and CNG fueling stations, employee break rooms, locker rooms/showers, training facility, container repair (welding shop, paint booth and cart wash), customer service and customer pay stations. The City of Oakland can feel confident that our existing collection facilities and infrastructure will service Oakland into the future. No other proposer can make this claim.
- **Davis Street:** Our strategically located, 52-acre processing facility at Davis Street in San Leandro is in place and currently services the City of Oakland with its Single Stream MRF, Dry Waste MRF, Commercial MRF, C&D MRF, Public Area Drop-Off, Bulky Waste processing, i-School in partnership with Stop-Waste.Org, Landscape Center, Diesel and CNG fueling stations, fleet and heavy equipment maintenance facility and Transfer Station. WMAC has CEQA completed and permits to upgrade Davis Street's Single Stream and Dry Waste/Commercial MRFs and construct its Mixed Materials MRF. The City of

Oakland can feel confident that our unparalleled existing Davis Street processing facility and infrastructure along with CEQA approved proposed upgrades and new construction will ensure Oakland achieves its zero waste goals. No other proposer can make this claim.

- Altamont Landfill: Our world renowned, state-of-the-art and celebrated Altamont Landfill, located in Alameda County, has received Oakland's waste for 32-years. With its existing entitlements, sufficient airspace, 24/7 operations, two landfill-gas-to-energy projects, Waste Management-Linde landfill-gas-to-LNG facility, wind farm, CNG fueling station, conservation easements, wild life habitats, tire recycling, C&D recycling and proposed covered aerated static pile composting(CASP) and reclaimable anaerobic composter(RAC) projects, WMAC's Altamont Landfill is the best residual disposal solution for the City of Oakland. The City of Oakland can feel confident that our unrivalled existing in-county disposal facility will ensure Oakland's residual waste is well managed. No other proposer can make this claim.

Management Team & Personnel

No other proposer other than WMAC has the existing management team and personnel in place to fulfill all Service Groups. WMAC provides the following:

- Senior Leadership: WMAC's senior management and leadership team is in place within our Bay Area office, WMAC collection facility, Davis Street processing facility and the Altamont Landfill for all Service Groups and are currently servicing Oakland. Our existing departments include finance & accounting, financial analysis, billing, procurement, human resources, payroll, customer service, communications, maintenance, contract compliance, governmental affairs, engineering, IT, safety, and environmental protection. No other proposer can make this claim.
- Frontline Management: WMAC's frontline management team at 98th Avenue, Davis Street and the Altamont Landfill includes district managers, supervisors, operations managers, maintenance managers, MRF managers and route managers. Our entire frontline management team is in place for all Service Groups and is currently servicing Oakland. No other proposer can make this claim.
- Frontline Employees: WMAC's frontline employees at 98th Avenue, Davis Street and the Altamont Landfill includes drivers, landfill & MRF heavy equipment operators, vehicle and heavy equipment technicians, recycling sorters, dispatchers and clerical employees are in place for all Service Groups and currently servicing Oakland. No other proposer can make this claim.
- Recruiting: While other proposers are attempting to permit facilities, obtain building permits, secure entitlements, recruit management and frontline employees and "learn" Oakland, WMAC "knows" Oakland and will focus all of its attention on transitioning to the July 1, 2015 contract start date with in place infrastructure, permits and personnel which includes more than 150 Oakland residents between our three operations. No other proposer can make this claim.

Transition Plan

WMAC and its predecessor, Oakland Scavenger, is the only proposer with 100-years of experience in servicing the City of Oakland. Combining and awarding all Service Groups to WMAC provides the following advantages during the Transition Phase:

- Overall reduced cost through economies of scale
- Uninterrupted transitional service by WMAC as the current service and new provider

- Convenience and ease of use for the customer-one point of contact, one message, one voice
- Seamless transition with minimal disruption and confusion for all stakeholders
- Well-organized, well-orchestrated consolidated approach
- Fast tracked implementation of new diversion programs
- Greater opportunity to increase diversion early on
- Mitigation of numerous impacts to the City, customers, community and environment
- Opportunity to expedited creation of jobs
- Consolidated deployment of Program Manager and implementation team
- Effective use of all resources including people, equipment, technology and time
- Efficient use of personnel, facilities, reporting, public outreach and customer service

Collection Services

Coordinated logistics and seamless operations are critical to meeting the needs of the customer and providing excellent service. Managing the relationships between the collections, processing, transportation and disposal is best accomplished with one service provider. Combining and awarding Service Groups 1, 2 & 3 to WMAC provides the following advantages in logistics and operations:

- Overall reduced cost through economies of scale
- Consolidated and consultative materials management to achieve Oakland's zero waste goals
- Unified and consolidated set of reporting and diversion documentation for the City
- One provider can more nimbly adapt to requests from either the City or customers, as there is no need to coordinate with other affected entities or service providers
- Better management and considerations for unexpected issues that may affect our collection service, processing service and disposal service
- Holistic approach for easier management of all material flows from collection, processing and disposal through one service provider
- Ability to maximize efficiencies by servicing routes more effectively and ensuring our customers are serviced on the same day for all of their pickups
- One set of drivers, operating under the same service and safety standards, all of which have the same set of customer instructions and can respond to all customers' inquiries, requests and requirements from one call
- Not having multiple service providers ensures optimal service delivery as customers' materials may move from trash to organics or recycling and WMAC can work with the customer to effectively adjust service and routes
- One service provider offers customers convenience for all their service needs without having to coordinate through another party to effect service changes and requests
- One service provider has the benefit of observing all customer activity and can pick up material more readily should there be an issue.
- WMAC has more vehicles on hand to serve as a back-up, should there be maintenance issues with trucks

Truck & Container Deployment

WMAC understands the unique requirements and diverse areas within the City of Oakland. We have firsthand experience of the issues and obstacles throughout the City's service area and further appreciate the type and required equipment necessary to deliver excellent service. Combining and awarding Service Groups 1 & 2 to WMAC provides the following advantages in truck and container deployment

- Overall reduced cost through economies of scale
- Improved safety and community image
- Consolidated environmentally friendly CNG collection and transfer fleet
- Reduced air emissions through use of the Altamont's landfill gas to LNG/CNG fuel with lowest carbon intensity vehicle fuel commercially available for collection trucks, container delivery vehicles and transportation tractor-trailers
- Maximized productivity through automated residential MMO and RR collections trucks
- Consistent and industry leading vehicle maintenance program
- Standardized look & feel with unified and consistent vehicle and cart appearance and messaging
- Larger legal payload with fewer trips to WMAC's transfer and recovery facility resulting in fuel savings, minimization of air contaminants and road wear and tear
- All collection (MMO & RR) and transferring vehicles being equipped with onboard scales, onboard computer system, DriveCam, GPS tracking, ground traffic control, electronic fleet management and rear sonar systems.
- Larger Pool of Equipment/Backup Capabilities
- Fewer trucks on the road—during cart delivery and regular servicing, one provider can deliver all containers to a single location at one time
- Consolidated container repair facility for Service Groups 1 and 2

Diversion Plan

Achieving the City of Oakland's zero waste goals will require a significant amount of diversion throughout the course of the contract term. Combining and awarding Service Groups 1, 2 & 3 to WMAC provides Oakland the best opportunity to meet its diversion goals as set forth below:

- Only proposer with an existing facility, entitlements and permits in Alameda County to provide the necessary processing to achieve Oakland's zero waste goals
- Ability to provide the most comprehensive and best coordinated effort around public awareness and outreach
- Proven collection methods, superior marketing of materials and highest technology available in processing
- Coordinated public education efforts maximizes source separation for all materials, especially in expanding participation and education with the dry recyclable material stream
- Uninterrupted service with no transition disruption will allow the City and WMAC to have a laser focus on diversion goals and community benefits
- Harmony on contract diversion requirements

- Ability to maintain adjustable processing options through the Davis Street roundabout for all materials to maximize recovery and exceed the City's diversion guarantees
- One set of comprehensive reporting for all materials streams by one provider

Customer Service/Call Center

Combining and awarding Service Groups 1, 2 & 3 to WMAC ensures there is one point of contact for customer to address service issues, service changes, billing inquiries and general questions. The following are advantages of a consolidated customer service/call center for the City of Oakland, its residents and businesses:

- Overall reduced cost through economies of scale
- Eliminates customer confusion and duplicative staffing
- Delivers consistent messaging, communication and outreach regarding allowances and prohibitives in each container
- One-point of contact for service and billing issues
- Centralized business office and pay-station at 172 98th Avenue in Oakland
- Consistent measurement for call handling, call waiting and average speed of answer
- Ability to provide multi-channel and integrated experience for all Oakland customers
- Leverages best in class technologies and customer service practices with all Oakland customers having access and ability to communicate by phone, email, live chat, walk-in, mail, fax, social media, web, IVR, SMS and Smart Phone App
- Use of "Track My Driver" function allowing customers to view ETA of their service
- Consolidated and targeted outreach and promotions

Outreach Plan

Behavior change is the cornerstone of sustainability and the way to drive real change; WMAC's Outreach Plan is designed to ensure Oakland achieves its Zero Waste goals. Combining and awarding Service Groups 1, 2 & 3 to WMAC provides the best opportunity to consistently provide Outreach and communication to the City's residents and businesses. The following are some of the advantages to having one service provider and one voice for the Outreach program:

- Overall reduced cost through economies of scale
- Combined services provide a "one stop shop" for all zero waste programs and service questions
- Eliminates inconsistent messaging and customer confusion
- Holistic approach will benefit the adoption and maintenance of zero waste behavior, leading to early and sustained diversion
- One collector ensures diversion efforts are targeted and coordinated for MFD and other high-volume, low-participation customers
- WMAC selection to provide both MM&O and RR collection and outreach provides the City with the best partner to achieve zero waste

- WMAC brings broadest local knowledge, community relationships, collection resources and processing capabilities to launch and executive a zero waste campaign to reach Oakland's goals in advance of 2030
- Ensures effective and coordinated grass roots campaign to transforms the City
- Facilitates a smooth and efficient transition with minimal disruption to customers
- Allows WMAC to meet aggressive diversion targets in a way that aligns with the City's zero waste hierarchy
- Enhances service equity by focusing outreach in historically underserved communities
- Delivers unified community based social marketing (CBSM) approach
- Provides Oaklandish's marketing efforts and Cascadia's consultative efforts around zero waste programs to drive WMAC's Outreach efforts across all three Service
- Gives voice to well organized and consistent messaging within Zero Waste Community Events
- Coordinates grassroots effort to better target previously underserved populations
- One voice reaching out to the community and business organizations
- Effective mobilization of Zero Waste Ambassador Corps by Council District
- Community-based, effective Job Training for recycling coordinators
- Consistent and unified branding and communications campaigns including smart phone apps, social media, TV, print, radio, online, billboards, public transit signs, collateral materials, automated reminders, booths, outdoor media, community outreach events and speakers bureau

5.1 RESIDENTIAL RECYCLING COLLECTION SERVICES

Proposers are required to provide a description of the manner in which the requested services are to be provided. The proposers' work plans as required below will be attached as Exhibits in the approved Residential Recycling Collection Services Contract. The work plans must address and include those items as specified below. The City will place significant emphasis on proposers proposed work plans during the evaluation process. At a minimum, proposers shall include the following work plans:

5.1.1 TRANSITION PLAN

Introduction

WMAC and its predecessor, Oakland Scavenger, is the only company with 100 years of experience in the Oakland community—a background that will facilitate a seamless transition as we implement many of our planned new diversion programs 18 months before the start of the new contract. As the incumbent, our drivers are already familiar with the unique requirements of the City's routes. Oakland and WMAC have a shared history that will virtually eliminate typical transition challenges, such as collecting critical customer information, which we already have stored in our system.

Our proposed comprehensive transition plan will mitigate any impact to the City and its stakeholders and eliminate service disruptions to the community and environment.

With WMAC, there is no learning curve. We know the streets, the landscape and the community.

Early Implementation Creates Jobs and Drives Diversion - WMAC will be able to complete much of the planning and preparation for the transition behind the scenes, far in advance of the City's start date of July 1, 2015. On page 60, we have provided a detailed schedule of tasks, which indicates when we will complete each step of the transition. This schedule is flexible, and we will work closely with the City staff to refine it.

Relevant Transition Success in Oakland - WMAC has championed successful program transitions for large and diverse communities in the Bay area, including Oakland. In 2005, WMAC transitioned the City of Oakland, without a glitch, to a new and enhanced single-stream recycling program. During this transition, we delivered over 60,000 grey, 64-gallon recycling carts and 100,000, 2.5-gallon kitchen pails for food scrap recycling. We held numerous planning sessions with City staff to anticipate potential issues, resulting in a seamless transition from a biweekly, two-bin recycling system to an effective weekly, one-cart recycling program.

Critical Success Factors to a Seamless Transition

WMAC is prepared to devote ample resources—including people, equipment, technology and time, to ensure a smooth transition, reflecting our true intent to exceed the City's expectations. Key highlights of our personnel commitments are outlined below:

- Hire a full-time Program Manager, dedicated solely to the City of Oakland. Think of this person as an additional City employee, on us. The Program Manager will serve as the main point of contact during the transition, and throughout the life of the contract. He or she will streamline communication with the City, oversee all programs, milestones and goal achievements and reduce the burden of complaints and resident calls to City staff. The Program Manager will oversee all aspects of the program's

success. This dedicated resource is an invaluable tool to ensuring the City of Oakland, in partnership with WMAC, achieves all of its zero waste goals.

- Cross-functional team of individuals—Oakland-based community partners and businesses will also work together to fulfill specific elements of the plan. We have included a list of our potential partners in Section 5.5 of this proposal, Community Outreach. Our cross-functional transition team is composed of experienced employees in key areas with specific expertise.

Table 4. Key Functional Department Transition Responsibilities

| Functional Department | Key Responsibilities |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Real Estate and Development | <ul style="list-style-type: none"> • Develop key infrastructure enhancements |
| Procurement | <ul style="list-style-type: none"> • Procure major capital expenditures required to perform contract obligations • Manage “Buy Oakland” program |
| Human Resources | <ul style="list-style-type: none"> • Provide recruiting, screening and hiring efforts • Manage “Hire Oakland” program • Manage intern program • Coordinate with strategic partners to effectively implement community outreach programs |
| Operations | <ul style="list-style-type: none"> • Implement effective routing, employee training, process development |
| Data Management | <ul style="list-style-type: none"> • Manage customer database to effectively ensure seamless interaction with our customers |
| Information Technology | <ul style="list-style-type: none"> • Integrate onboard computing system (OCS) with City of Oakland terminal and data interface |
| Contract Compliance | <ul style="list-style-type: none"> • Assess all contract requirements |
| Public Education/Communications | <ul style="list-style-type: none"> • Collaborate with City on development of education and outreach materials, key messages and media opportunities • Develop customer communications for day changes, service schedule changes |
| Customer Service | <ul style="list-style-type: none"> • Train customer service representatives on all Oakland-specific programs, processes and protocols |
| Contract Management/ Implementation Management | <ul style="list-style-type: none"> • Implement overall project management and meeting facilitation • Enable all necessary cross-departmental coordination • Update weekly implementation plan and timeline status |

A Comprehensive Implementation Plan and Progress Tracking

Our implementation plan addresses all necessary activities and milestones associated with a smooth contract rollout. The corresponding timeline will ensure that each activity is completed on time to reach every milestone. We have designated specific tasks for implementation by team members and groups. (See Table 5 for draft timeline)

On an ongoing basis, the Oakland Program Manager will update a status tracking spreadsheet. The status tracking spreadsheet will be uploaded to an Oakland-specific website daily. Our goal is to provide complete, real time reports to Oakland staff through a web access system.

5.1.2 WORK PRIOR TO START OF RESIDENTIAL RECYCLING COLLECTION SERVICES

What the Proposer will accomplish prior to the start of Residential Recycling Collection Services provided in a timeline and described in concise terms. This shall include, among other things, order equipment, prepare necessary routing schedules and route maps, obtain any permits and licenses, establish/build facilities, and begin the community outreach campaign;

Key Considerations for a Flawless Oakland Implementation

WMAC believes a well-organized and well-orchestrated approach is key to the success of new service initiation and/or change. As soon as the contract is awarded, we will begin working with City staff for approval and implementation of all tasks required to initiate early implementation and a smooth transition, maximizing the value to Oakland. The table below describes what will be accomplished in the period prior to the implementation date of new services to ensure a smooth transition, minimize disruption, and eliminate confusion. Note that as the incumbent hauler, WMAC has already completed many key implementation tasks. We are the only company that is ready to move forward on day one.

Table 5. Draft Timeline

| City of Oakland Transition Plan Task Timeline | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------|-----------|---------------------|-----|------|-----|------|------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|------|------|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|------|------|---------------------|-----|-----|-----|-----|--|--|
| RR Collection Services New Contract | | | | 2013 | | | | | | | | | | | | 2014 | | | | | | | | | | | | 2015 | | | | Ongoing (2015-2025) | | | | | | |
| Task Name | Completed | Upon Contract Award | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec | | |
| Personnel | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recruit and hire a full-time Program Manager | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recruit Team Oakland | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Team Oakland will meet daily and as needed with community partners - weekly update to City on progress via web | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Recruit Zero Waste Ambassadors for WMAC program- completed in 2013 | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assess all contract requirements and assisting with refinement of Operations Plan | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Initiate procurement of major capital expenditures through the "Buy Oakland" program | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Monthly meetings with the City of Oakland regarding program implementation | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Collection Vehicle Order Placed (phased in approach)-Last Truck Ordered | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Customer Service Training | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop cart and container removal plan | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop new route maps | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Drivers bid routes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Driver Training | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop Existing Commercial Bin Audit (appearance and professionalism) Plan | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implement Commercial Bin Audit (appearance and professionalism) plan, schedule repair and/or replacements | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop Transition Plan Outreach Schedule | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deliver Initial Transition Outreach Materials | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Deadline for Customer Response | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Outbound Calling Campaigns/non responsive commercial customers without recycling services | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop plan for site assessment for commercial customers requesting/needding service level changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site Assessment for commercial customers requesting/needding service level changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop plan for site assessment for MFD customers requesting/needding service level changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site Assessment for commercial MFD requesting/needding service level changes | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Order Bin Lids | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implement New Bin Lids Schema | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Order Carts | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Receive Carts | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Operations Training (drivers, supervisors) - 3 months | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| New Vehicles Received (phased) - Asked Scott 10/25 | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Prep New Vehicles for Service | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Outbound Calling Campaigns/cart set out reminders | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Old Carts/Containers Removed, New Carts/Containers Delivered | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Scheduled Bin repair/replacement | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Residential, Commercial & MFD Public Education | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| New Residential, Commercial & MFD Programs Start | | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Facilities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Implementation of upgrades to the Oakland hauling location - completed 2013 | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Establish local office located within the City of Oakland | x | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | </ | | | | | | |

Key Transition Elements

Personnel

WMAC employees currently serving the City of Oakland bring more to the table than their industry experience and commitment to safety and sustainability. Our drivers, route managers, and other key personnel bring their first-hand community knowledge with them to work on day one. **Their professional experience and personal commitment ensures that service will continue uninterrupted, as no major service transition will be required.** We are familiar with Oakland's Residential Recycling customers because they are currently our customers,¹ and we understand the idiosyncrasies and service issues of certain accounts and the topography and layout of the City.

Vehicles

As noted in more detail in Section 5.2 of this proposal, WMAC will employ state-of-the-art McNeilus fully and semi-automated collection vehicles powered by Compressed Natural Gas (CNG) for residential, commercial and industrial customer collections. We will introduce 26 new collection vehicles at the start of the contract to service the City of Oakland's routes. These collection vehicles will run on CNG generated at WMAC's Altamont Landfill in Livermore, California. As demonstrated below, WMAC has already coordinated with our provider, McNeilus, to obtain a commitment to deliver all trucks by the July 2015 start date, or earlier if desired.

Upon receipt, each vehicle will be customized with City-approved signage and graphics. Our drivers are currently operating fully and semi-automated CNG trucks in Alameda County resulting in the need for minimal training as we transition Oakland to the McNeilus collection vehicle. We will inspect each truck for safety compliance, and once the trucks are ready to be deployed, WMAC will set up a time with City staff to inspect the trucks and approve their use.

Carts

Because WMAC is the incumbent in the City of Oakland, we have the equipment, service standards, personnel, and infrastructure in place, allowing us to focus on the implementation and the swap out of new carts. This dedication of resources, combined with our prior experience rolling out carts in the City, will guarantee that this process, often confusing for residents, will be simple and convenient. Please read more about our focused cart selection and delivery plan in Section XX below.

Routing

Throughout our partnership with Oakland, our operations professionals have performed numerous program transitions and re-routes—improving quality of service and increasing our fleet's effectiveness. The City has benefitted from these improvements, seeing a reduction in the number of vehicles, improvement in customer complaints and reductions in the City's carbon footprint.

WMAC is the only company that can begin service on day one of the implementation, with highly optimized routes and drivers that have years of experience and familiarity with those routes.

Facilities

WMAC is very excited about the opportunity to increase our investment in the City of Oakland and in Alameda County. While our facilities at 98th Avenue and Davis Street are already providing valuable

¹ We currently service these customers for Mixed Materials and Organics and provide Recycling for the Eastern part of the City

recycling services, we plan on making some exciting improvements if awarded the contract. These improvements will expedite our ability to achieve Oakland's zero waste goals and help highlight the City as a leader in environmental stewardship.

It is important to note that WMAC will be financing all of its investments and will not burden the City of Oakland with the need for public financing. Our financial strength is unparalleled and offers the City of Oakland a stable service partner.

Safety

Safety is a core value of ours, and a cornerstone of operational excellence. This philosophy is embedded in the way we work, the decisions we make and the actions we take every single day. WMAC offers a safety culture—including ongoing training for all employees—and years of experience with the City of Oakland that are unparalleled by any other company.



WMAC Safety Team, delivering training, guidance and inspiration every day to our drivers, technicians, operators and sorters to ensure the safety of our employees and customers.

We will use our existing pool of experienced, professional collection drivers to provide service to the City of Oakland. WMAC currently services the City, so basic training relating to routes and the community will not be necessary. WMAC will continue to employ our rigorous, comprehensive training program to ensure the safety of our customers, drivers and all employees.

Our drivers are required to complete additional training that includes three weeks of training in routing and customer service. The mandatory ongoing training schedule includes weekly "tailgate" meetings and drive-alongs, driver observations and ongoing regular driver skills training. New drivers undergo an extensive four-day classroom training program that includes two full days covering all the required Department of Transportation safety training requirements. The fourth and final classroom training day is dedicated to our Safe Driving Practices program. This program discusses the need for drivers to maintain a high level of overall physical fitness to perform their job safely, including proper eating and sleeping habits.

Following the successful completion of our in-class training, each driver begins a comprehensive, 45-day, on-the-road training program that includes specifics on how to effectively and safely operate our equipment, along with scheduled checks and written evaluations to determine if the new driver is capable of performing at high levels of safety and service excellence.

Reporting

WMAC provides the City of Oakland with detailed, accurate reporting on a monthly, quarterly, and annual basis and our intent is to improve upon our current delivery services. We are developing improved

software systems that will enable WMAC to provide a variety of reports to meet the City's needs. Upon being chosen as the preferred proposer, WMAC's Contract Compliance staff will begin to update reporting templates, ensuring these reports are ready for City approval well before the implementation date.

Public Education and Outreach

WMAC's experienced public education and outreach team and our partner, Cascadia Consulting, have developed a comprehensive public education and outreach plan that will be immediately implemented once the contract is awarded. This plan is outlined in detail in Section 5.5 and includes implementing a grass roots campaign to transform the City—neighborhood by neighborhood, business district by district, building by building—into a place where zero waste behaviors are the norm.

WMAC believes that behavior change is the cornerstone of sustainability and is a key priority. WMAC will take community education and outreach to the next level. Changing behavior is the primary way to drive real results and enact lasting change. That's why WMAC is proposing an innovative, grassroots, full-scale change campaign that builds upon the years of experience we have in the Oakland community.

Customer Service "Everyone is Involved"

To surpass our current level of customer service, WMAC is undergoing a technological transformation. By the July 1, 2015 contract start date, customers will have numerous channels for communicating with our Customer Service Representatives (CSR), requesting service and immediately accessing Oakland's Zero Waste programs and results. These changes reflect extensive research of customer-facing technology and the growing customer demand for web-based services and Smartphone apps. Of course, traditional communication channels, including face-to-face office hours and phone calls with WMAC personnel, will still be an important part of our customer service offerings.

Customer Service in the Field - During the transition, our most visible employees will be those on the ground, including cart delivery personnel, collection drivers, and community welcome event staff. That's where Team Oakland comes in. WMAC is committed to finding community partners within each Council District in the City who are familiar with its diverse residents, and typical issues so we can thoroughly address anything that comes our way. All members of Team Oakland, along with all WMAC staff, will receive extensive customer service training.

Customer Service at the Call Center - WMAC places significant resources and time in the preparation and training of our Customer Service Center employees. We will begin training our customer service representatives well before the first mailing is sent to our Oakland customers. We call this the pre-implementation and program launch training. We will develop training materials specific to the new collection programs selected by the City. We will share talking points to ensure all supervisors and front-line customer service representatives are aware of changes and can anticipate and answer customer questions. Training will include the following:

- **Informational Tools.** WMAC's implementation team and our Contract Compliance department will work closely to update our Oakland-specific information pages or Green Pages. Green Pages is an online database that allows WMAC CSRs to pull up City-specific service information, service offerings and rates within seconds. Our CSRs use this tool on every call, ensuring we provide customers with

100% accurate service information. We will create customized pages for each customer type and line of business. We'll share updates for this information tool with City of Oakland staff for approval prior to activation.

- **Intensive, Small-Pod Training.** All CSRs who take City of Oakland calls will be trained in groups of five. CSRs will review service offerings specific to Oakland, including rates, new programs, policies and procedures. CSRs will also be provided with copies of all customer communication collateral distributed in the City of Oakland.
- **Increased Staffing.** Regardless of how well a new contract implementation is communicated to customers, there will likely be a call spike during the first one to two weeks of the new contract. Customers often call to request duplicate copies of materials sent or to confirm collection day changes (if applicable). It is critical for the service provider to prepare for this spike in call volume with additional staffing. As with any new contract implementation, WMAC's state-of-the-art customer service center will make sure there is a pool of additional CSRs trained on Oakland-specific issues to help us manage increases in call-volume.

Customer Service Ensuring Contract Compliance - To support the Program Manager, our Contract Compliance team will play an integral role in the implementation of new services in Oakland. The Oakland-dedicated Contract Compliance Coordinator will be integral to contract performance, establishing our contract compliance checklist and implementation plan, which we will share with the City.

Contract Compliance will work closely with our Customer Service Center to summarize all new contract services and rates, ensuring all information is entered into Green Pages.

Billing

Managing billing—including receiving new customer data and setting up new accounts—can be one of the most complicated processes in a contract transition. As Oakland's current service provider, WMAC already has a successful billing system in place, which will minimize disruption to customers, provided we are selected as the provider for Service Groups 1 & 2. Customers will continue to enjoy the ease of use of our EZ Pay online system and the familiarity of our traditional mailed bills. For WMAC, the billing transition will simply consist of populating our existing database with new recycling data for mostly already existing customers and for any new customers within the City of Oakland. We will also audit all of our customer data upon award. If we are only selected for Service Group 2, we will work to transition our customer data base to the Service Group 1 provider who will be responsible for billing.

How customers will select the size and number of carts and bins and how these carts and bins will be delivered.

SFD Cart Selection & Roll Out

As required in the RFP, all customers with carts will receive new wheeled carts. Customers with bins will retain their existing bin unless they request a new bin or upon inspection, WMAC identifies the bins should be replaced and/or repainted. Allowing bin customers to retain their existing bins reduces GHG based on the decrease in materials needed for production, shipment and delivery.

All SFDs will be provided with a 64-gallon cart as the standard service. As the current Residential Recycling collections service provider for the Eastern portion of the City, WMAC already knows the size and location of our customers' containers. We currently service customers in the Western portion of the City for Mixed Materials and Organics and will be able to collect information about existing recycling service levels for these customers prior to the Contract start date. We have an accomplished cart delivery team in place, ensuring new carts will be delivered and exchanged with minimal impact. WMAC has extensive experience rolling out programs of this nature and, in fact, performed a similar rollout for the City of Oakland in 2005. The following is the process we will follow to deliver the new carts:

1. Each SFD currently has a minimum of (1) 64-gallon Recycling Cart.
2. Each SFD customer will receive a postcard detailing the number and size of Recycling carts they currently have. We will also heavily advertise the option for each customer to select carts via the Oakland website. WMAC is committed to leveraging technology wherever possible to save paper, reduce our carbon footprint, and consolidate all materials in one easy-to-access information hub.
3. WMAC will advise customers that we will replace their existing carts with new carts on their regularly scheduled collection day. Customers will have been previously advised, 6-8 weeks prior to the cart swap, that they may opt for a different sized cart.²
4. On collection day, customers will be provided with new 64-gallon carts for recycling unless a change is requested as indicated above.
5. All carts will be purchased through either Cascade or Rehrig Pacific. We will select the best provider for each situation based on the economic impact to Oakland and the percentage of recycled content used to manufacture the cart. All carts will be made from recycled content and designed to function optimally with both semi-automated and fully automated systems. Other features of Rehrig and Cascade carts include:
 - These are some of the most durable carts in the industry and—unlike many cross-link plastic carts—they are **fully recyclable** when their useful life is done.
 - These vendors use post-consumer recycled plastic in their manufacturing process.
 - Carts have in-molded graphics that provide weather-resistant, clear and concise instructions to users.
 - Blue carts will be provided for recycling. The City will approve labeling, graphics, and cart design prior to ordering.
 - All carts have heavy-duty wheels, attached hinged lids, and are designed to be resistant to inadvertent tipping due to high winds.
 - Carts are compatible with the proposed collection system.
 - Manufacturer will deliver new carts and remove the carts previously used by the customer.³

WMAC will coordinate the manufacturing, shipment and neighborhood delivery program. We will provide route sheets, special service instructions (if any) and a direct line to a route manager and the Oakland transition team to ensure the carts are delivered properly and the existing carts are removed and

² 20, 35, and 96 gallon carts will also be available

³ Note if carts removed are the property of another vendor, WMAC will instruct the manufacturer to return those Carts to the City or Vendor as directed by the City

recycled if not reusable. Complete cart delivery will take place over eight weeks. The manufacturing period is three months from order to delivery.

Multiple Communications Platforms - Convenient and User Friendly - WMAC will use multiple communication platforms to communicate with customers for container selection, as well as to provide information related to new services, requirements and pricing information. The following is a description of how customers will be made aware of the cart options available and will select the size and number of their containers:

- **Web-Based Container Selection** - WMAC will offer web-based container selection to Oakland customers. It's simple, convenient, and has the lowest carbon footprint of any selection method. The website will also include information regarding all programs and services.
- **Bill Insert Container Selection** - In order to utilize already existing communication channels, WMAC will also include mail-back cart selection cards as bill inserts. Customers will be able to fill out the insert and mail it back with their bill. The bill insert will also provide customers with the cart selection website in case they wish to make their selection online.
- **Postcard Container Selection** - To ensure we contact each customer, WMAC will also mail out a cart selection postcard to every residential Oakland address. Like the bill insert, residents will be able to fill out the postcard and mail it back to WMAC. The postcard will also provide residents with the cart selection website in case they wish to make their selection online.
- **Sample Carts at Community Centers** - The best way for customers to evaluate their cart needs is to physically experience the size, shape and volume of the carts. WMAC will deliver a complete set of cart options to community centers willing to display them, including City Hall, libraries, bus depots, and other civic centers. We will provide clear signage to explain the differences in price, capacity, and the environmental benefits of waste reduction.

MFD Cart Selection & Roll Out

MFDs currently vary in the size and type of container that they have for Recycling services (if any). Current sizes for the Recycling carts are 20, 35, 64 or 96 gallon. Current sizes for the bins are 1, 1.5, 2, 3, 4, 6 or 7 cubic yards and sizes for the roll-offs are 6 - 40 cubic yards.

1. Each MFD property manager or owner will receive a postcard or letter detailing the new diversion requirements,⁴ and the number and size of carts/bins/roll-offs they currently have.
2. Customers will be advised that WMAC will replace their existing Recycling carts (if any) on their regularly scheduled Recycling collections day with new carts that match their existing service levels, unless directed otherwise. WMAC will request that each MFD property owner/manager contact WMAC to obtain appropriate Recycling Services Containers. Customers will be advised that they can change their existing service levels by calling into a designated phone number, or visiting the website, with a deadline six to eight weeks prior to the cart swap. The phone number provided will be staffed by customer service personnel who are fully informed about the transition plan and can provide guidance to customers about the impacts of any requested service changes.
3. Our program will also include a visit from one of our sustainability experts to assist MFD customers

⁴ Multi-family owners/managers (five units or more), will be required to obtain a level of recycling service adequate for the amount of recyclables they generate.

with their decisions and appropriately gauge their service and recycling opportunities.

4. WMAC will also offer all MFDs the option to request additional 96-gallon carts to make collection easier for residents (i.e. if a MFD has multiple floors, the MFD will be able to provide a 96-gallon cart for each floor to allow residents to easily dispose of recyclables). WMAC will make 11,000 additional 96-gallon carts available to MFD properties over the term of the contract at no additional charge. Property Owners/Managers will be able to contact WMAC and obtain additional carts for their MFDs. All MFD customers will receive written information regarding this program, including benefits of its utilization. This information will also be available on our website.
5. On each customer's collection day, all customers will be provided with new carts if they have cart service. WMAC will evaluate customers with existing bins to determine whether their bins need to be repaired or repainted and will provide these services as part of the transition plan schedule.

As described above, WMAC will purchase all carts through either Rehrig Pacific or Cascade.

We have found it is better for us to focus on the collection aspects of implementation. WMAC will coordinate the manufacturing, shipment and MFD cart delivery program with the chosen cart vendor. We will provide route sheets, special service instructions (if any) and a direct line to a route manager to ensure the carts are delivered properly and the existing carts are removed and recycled if not reusable. Complete cart delivery will take place over an eight-week period.

Bins-Metal Containers

WMAC will refurbish a portion of existing metal containers and purchase some new metal containers for those customers requesting new or expanded service. As part of the transition plan, WMAC will coordinate repainting all bins and roll-off containers green and replacing their lids with blue lids to match the Residential recycling cart blue. This will help reinforce behavior between home, school and work as well as provide consistent color cues for the zero waste program.

For non-WMAC bins and containers, WMAC will coordinate with the current recycling services provider as indicated in the transition plan to for timely removal and replacement.

Commercial and City Facility Cart Collection and Roll Out

WMAC currently provides a variety of carts, bins and roll-off services to both Commercial Customers and City facilities.

1. WMAC will send a postcard/letter to each Commercial and City Facility customer detailing the number and size of Recycling carts/bins/or roll-off containers they currently have (if any). To those customers who currently do not have recycling services, our program will include a visit from one of our sustainability experts to appropriately gauge their service and recycling opportunities and assist them with their container selection.
2. Customers will be advised that WMAC will replace their existing recycling carts on their regularly scheduled collections day with new carts that match their existing service levels (if any). WMAC will advise all Commercial property owners or managers of the new diversion requirements⁵ and request

⁵ WMAC is aware that as of July 1, 2012, businesses generating four or more cubic yards of solid waste per week, and multi-family owners/managers (five units or more), will be required to obtain a level of recycling service adequate for the amount of recyclables they generate. Business waste generators will need to separate high-market-value materials from other solid waste (or ensure that materials are taken to a high diversion mixed waste processing facility).

- they contact WMAC to obtain appropriate recycling containers.
3. WMAC will reach out to those commercial customers who currently do not have recycling services and work with these customers to implement recycling services at their locations.
 4. Customers will be advised that they can modify their existing service by calling into a designated phone number, or visiting the website with a deadline six to eight weeks prior to the cart swap. The phone number provided will be staffed by customer service personnel who are fully informed about the transition plan and can provide guidance to customers about the impacts of any requested service changes.
 5. On each customer's collection day all Commercial and City customers with carts will be provided with new carts unless a change is requested. Customers requesting additional service will be provided with the additional carts, bins, or roll-off container as requested.
 6. WMAC will purchase all carts through Cascade or Rehrig.
 7. The chosen manufacturer will deliver the carts and remove the carts for recycling in a similar fashion as described above.

Bins-Metal Containers

WMAC will be refurbishing a portion of existing metal containers and purchasing some new metal containers. As part of the transition plan, WMAC will coordinate repainting all bins and roll-off containers green and replacing their lids with blue lids to match the Residential recycling cart blue. This will help to reinforce behavior between home and work as well as provide consistent color cues for the zero waste program. WMAC will be responsible for providing all customers that require new bin service with bins that are appropriate for their service level.

Roll-Off Containers

WMAC will be refurbishing existing metal roll-off containers and purchasing new metal containers as needed, based on the request and requirements of customers. WMAC will coordinate the exchange of old containers with freshly painted green containers.

As part of the transition plan, WMAC will perform an inspection of all roll-off boxes prior to the roll-out of new containers, and will identify those that need to be replaced or repaired. Moreover, WMAC will coordinate the exchange of old roll-off boxes with freshly painted containers.

How the Residential Recycling Collection Services Contractor will implement the required SFD programs.

As the current Residential Recycling collection service provider in the Eastern portion of the City of Oakland, and as the current service provider for Mixed Materials and Organics for all of the City of Oakland, WMAC has 100 years of experience servicing its residential customers, perfecting routes, implementing practices to maximize service efficiencies and optimizing service delivery. As such, WMAC has unmatched knowledge in terms of understanding existing SFD service requirements, route densities, potential obstacles, etc. This knowledge, combined with the extensive preparation done in the period prior to implementation, will result in a seamless start of new programs and services.

SFD Recyclable Materials Collection, Processing, and Transfer

WMAC will continue to provide SFD recycling collection services for SFDs between 1-4 units. This includes weekly residential curbside collection service utilizing a single person crew. We will employ a low-entry, right side drive vehicle that can be operated in both an automated and semi-automated fashion to improve the efficiency of our workforce. All new vehicles are guaranteed to be ready in time for the contract start date, and WMAC will perform collection services Monday through Friday (Saturday service will be provided as required per the holiday schedule listed in the RFP). Service hours will be between 6 am and 6 pm.

Each vehicle will be equipped with an Onboard Computer System (along with other accessories as described in Section 5.2, Operations Plan), which we will update daily with the driver's route, scheduled customer stops (including backyard customers), and any special tickets or additional service requests for the day.

WMAC drivers will be required to service each SFD container and leave the container at the point of collection in an upright position. For back yard services, the driver will be required to retrieve the container from the agreed-upon service location, empty the materials and return the container to its proper location.

All recyclable materials will be delivered to Davis Street's newly upgraded and expanded Single Stream Materials Recovery Facility where they will be processed to capture recyclables. Please see a description of this facility in both the Facilities section of 5.2, Operations Plan and section 5.3, Diversion Plan.

Used Oil and Filter Collection and Processing

WMAC will offer all Oakland SFDs weekly curbside collection and processing of used oil and filters on the Resident's regularly scheduled recycling collection day. Residents will be able to either request a used oil container kit that includes two containers for used oil or place used oil in a clear one-gallon plastic jug. Residents will be provided with instructions for how they can request recycled used oil and filters kits as well as on proper handling and collection.

Used Oil and Filter collection will coincide with the regular recycling collection day.

WMAC drivers who identify used oil and filters at the curb will exit the vehicle and collect the materials and store them in an appropriate location on the truck for delivery to Davis Street. After the vehicle tips its recyclables, the driver delivers the oil and filters to a separate area within Davis Street. A one thousand gallon oil drum serves as the repository for the motor oil. Drivers unload the oil from the one-gallon containers into a collection container and the filters are stored in a labeled drum for final recycling.

Dry Cell Battery Collection and Processing

WMAC will offer all Oakland SFDs weekly curbside collection and processing of dry cell batteries on the Resident's regularly scheduled recycling collection day. Residents will be able to follow the instructions below to have this material collected and processed.

1. Residents will be instructed to tape over the contact points of each lithium battery, and to place

loose household batteries into a clear plastic bag and seal.

2. Residents will be instructed to place the sealed bag on top of their recycling cart lid and set it out by 6:00 am with their cart on their collection day.

Residents will be advised NEVER to place the battery bags inside their collection carts.

WMAC drivers who identify batteries on the carts inside of sealed bags at the curb will exit the vehicle and collect the materials and store them in an designated “battery compartment” in the truck. After the vehicle has tipped its recyclables at Davis Street, the batteries will then be deposited in a collection bin adjacent to where the oil is dropped off.

Textile Collection and Processing

WMAC will be offering City of Oakland residents the ability to recycle textiles at the curb. Residents will be able to place their textiles into clear plastic bags and place them on the top of their recyclables inside of their cart. All collected textiles will be delivered to Davis Street Single Stream MRF, captured on the sort line and compiled for processing by a textile recycler.

How the Contractor will implement the MFD programs

WMAC has been providing collection services to MFDs within the City of Oakland for 100 years. As such, we have an unmatched familiarity with existing customers—including routes, accessibility, special requirements, etc. The roll-out of recycling services to these accounts provides an exciting opportunity to increase diversion in this often overlooked segment of the community.

MFD Recycling Collection and Processing

WMAC is aware that as of July 1, 2012, all multi-family residential buildings in the City of Oakland (per the Alameda County ordinance) with five or more units are now required to provide recycling service sufficient to handle the amount of recyclables they produce.⁶ As a result, prior to service implementation and according to the Transition Plan provided, WMAC will conduct an analysis to identify those MFDs with five units or more that are not currently providing recycling services. For those MFDs with five units or more, that are not providing recycling services,⁷ WMAC will engage in a proactive campaign as part of the transition plan, to reach out to these customers, explain the diversion requirements, and identify what existing barriers there are currently (if any) to implementing recycling services at their locations. WMAC will assign dedicated sustainability staff to reach out to these property owners/managers, visit their locations and work with them to implement recycling services on site.

As previously mentioned, WMAC will advise all MFDs about the new Recycling services per the Outreach Strategy provided in this RFP response. WMAC will provide similar information to all new MFD customer sign-ups. All MFDs will be asked to respond to WMAC either by mail, by phone or online to set up or change existing services as described in the SFD section above.

⁶ <http://www.recyclingrulesac.org/multi-family/>

⁷ According to the information provided in the RFP, there are currently 3809 MFDs in the City of Oakland of which 2,983 are currently providing recycling services. WMAC will therefore reach out to the 826 MFDs (22% of all MFDs) currently not providing recycling services with the intention of implementing recycling services.

Each MFD dwelling will be offered service based on the size of the building, the number of dwellings and space requirements. For recycling service, we will offer 20,35,64, or 96-gallon carts, as well as 1, 1.5, 2,3,4,6, or 7 CY Bins, and 6-40 CY roll-offs will also be available.

WMAC will provide recycling collection services to multi-family premises at a minimum of once per week and as frequently as six times per week, as scheduled by the customer.

WMAC crews will perform recycling collection between the hours of 6:00 a.m. and 6:00 p.m., Monday through Friday, and on Saturdays when requested. WMAC will employ various types of equipment to service MFD customers. However, because of the complexity and diversity of the numerous multi-family sites within Oakland, WMAC will have multiple solutions available as we work with our customers to maximize Recycling service adoption and utilization.

WMAC will expand MFD site visits to ensure that customers maximize their diversion efforts. MFD specialists will visit these customers throughout the transition period as well as the life of the contract to conduct audits and proactively work with these customers to implement diversion programs. New buildings, changes in management, and high resident turnover make numerous touches necessary.

Recyclable materials will be delivered to WMAC's expanded Single Stream MRF at Davis Street where it will be processed as described in the facilities and diversion sections of this response.

Please see a description of the facilities utilized in sections 5.2 and 5.3 of our response.

How the Collection Services Contractor will implement the City programs

As the current provider of recycling collection services to Oakland's City facilities, WMAC is ready to continue these services upon contract award. We will notify all City facilities of new programs and any service changes, as indicated in Section 5.5, Community Outreach Strategy and will provide collection of City facilities at a minimum weekly, but as frequently as scheduled by the City, up to six (6) times per week.

WMAC will conduct audits at City facilities to help identify if recycling programs can be expanded, and to assist with additional cart placement if required to capture this material. WMAC will also work with City facilities on education programs that will best benefit the City and maximize diversion at each site. WMAC will work with the City to identify where cart implementation may be best utilized in high-volume areas and develop a schedule to ensure these locations are adequately serviced, should the need arise.

Roll-Off, Container and/or Cart Services for City Facilities

WMAC will provide collection of City facility containers a minimum of once per week, or as frequently as scheduled by the City, up to six times per week. WMAC crews will perform collection between the hours of 4:00 a.m. and 6:00 p.m., Monday through Friday, and on Saturday when requested. If the City service location is within a residential service area, the driver will follow the guidelines outlined in the City's ordinance.

How the Collection Services Contractor will implement the Commercial Non-Exclusive Recyclable Material programs, if selected

WMAC will offer recycling collection services to all commercial customers. WMAC will comply with all County and State recycling ordinances.

As of July 1, 2012, per the Alameda County and CalRecycle Ordinances, businesses generating four or more cubic yards of solid waste per week will be required to obtain a level of recycling service adequate for the amount of recyclables they generate. Business waste generators will need to separate high-market-value materials from other solid waste (or ensure that materials are taken to a high-diversion mixed waste processing facility) and that organics (food and compostable paper) will be added to the basic recyclables.⁸

As a result, prior to service implementation and according to our Transition Plan, WMAC will conduct an analysis to identify those commercial businesses generating four or more cubic yards of solid waste per week that are not currently utilizing recycling services.

As the incumbent service provider to the City of Oakland, WMAC currently services approximately 5,000 commercial customer locations. We will analyze our existing commercial customer service levels to identify those businesses that are not providing recycling services.

For those customers that do not have existing recycling services, WMAC will provide them with a letter outlining AB 341 and StopWaste.org mandatory recycle and organics requirements and notify them of the diversion service requirements.

WMAC will engage in a proactive campaign as part of our Transition Plan to reach out to these customers, explain the diversion requirements, and identify what existing barriers there are currently (if any) to implementing recycling services at their locations. WMAC will assign dedicated sustainability staff to reach out to these property owners/managers, visit their locations and work with them to implement recycling services onsite.

WMAC will provide recycling services to commercial premises a minimum of once per week and as frequently as six times per week, as scheduled by the customer. We will utilize various types of equipment to service commercial customers in the City of Oakland. As the long-term provider of services to Oakland commercial customers, we have unmatched expertise in determining the type of services they will require. Our experience extends to developing routing efficiencies, overcoming potential barriers and maximizing service efficiency.

WMAC will offer cart, bin and compactor service to all commercial customers for recyclables. Front-end load service will be provided for bins ranging from 1 to 7 yards and rear-end load service will be provided for both bins ranging from 1 to 2 yards and for cart service from 20 to 96 gallons in size. Commercial customers in the City of Oakland have various requirements based on the location of existing enclosures.

⁸ <http://www.recyclingrulesac.org>

Recyclable materials will be delivered to WMAC's expanded Single Stream MRF at Davis Street to processed as described in the facilities section of this response below.

What type of public education and outreach activities will occur

WMAC is poised to help Oakland reach its Zero Waste goals by employing a multi-faceted outreach campaign designed to change behavior through targeted, culturally sensitive and tested methods, which are explained fully in Section 5.5 of this document. The following highlights our strategy and proposed activities. An extensive list of activities is included in Section 5.5.

As noted elsewhere, the role of the Group 2 service provider is secondary to the Group 1 service provider. As a result, our proposed Residential Recycling Outreach Plan is a more limited version of our MMO Group 1 plan. If WMAC is selected to provide both Group 1 and Group 2 services, the combined Outreach Plan leverages our relationships in the community, spreads the budget further and maximizes the talents of our consultants. Regardless of the outcome, WMAC is prepared to deliver an exceptional outreach effort to reach the City's zero waste goals.

We have engaged the services of two local experts, Oaklandish and Cascadia Consulting Group, to assist with the design and rollout of the Outreach campaign to ensure targeted programs, culturally sensitive messaging and compelling delivery.

- Oaklandish works to spread the word about what's good in Oakland. It started in 2000 as a wild public art project with the aim of celebrating "local love and original Oakland charm." Today, it has grown into a design collective known for its t-shirts, community work, and branding projects for local partners like the Oakland International Airport, Brown Sugar Kitchen and Waste Management of Alameda County. Oaklandish will provide the marketing creative, including logo, branding, social media and website design. A creative, unifying force Oaklandish transcends neighborhoods to celebrate the people, places and events that are uniquely Oakland and is the perfect marketing partner for Oakland's Zero Waste outreach campaign. The company is also a certified B Corp, meeting the highest standards for socially responsible business practices.
- Cascadia Consulting Group (Cascadia) is a national leader in developing and implementing innovative zero waste programs. Its team brings experience working in every major metropolitan region along the West Coast — from Los Angeles to Vancouver, British Columbia — to assess potential, shape strategies and implement community outreach programs to move toward ambitious waste reduction, recycling, composting and zero waste targets. It has a wealth of research knowledge and best practices as well as local experience. Cascadia has an Oakland office and staff that are currently providing technical assistance for the StopWaste.org Business Partnership Program in Alameda County. Cascadia will provide pilot projects design, implementation and evaluation assistance.

Behavior change is the cornerstone of sustainability and is a key priority. It is the only way to drive real results and enact lasting change. Throughout this Zero Waste transformation, Oakland residents and community groups will be actively engaged in the process to effect tangible results. The City's voice will resonate at the forefront of environmental and economic stewardship. Youth, disadvantaged and displaced workers and others will acquire new skills through positions, ranging from community outreach

ambassadors and pre-apprentice training for potential Waste Management jobs to summer youth employment and social media videographers.

Changing behavior on a broad scale is not simple; it takes more than conventional outreach approaches like advertising, distributing brochures and writing newsletters. Together, the City and WMAC have already picked the low-hanging fruit. To reach Zero Waste, we will have to embark on a targeted outreach campaign with “boots on the street” and district-by-district strategies that target material streams for diversion and motivate lasting behavioral change.

To ensure the implementation of this comprehensive plan we will hire a dedicated Program Manager to oversee all aspect of the Outreach Plan, including coordination with the City, community and our Oakland-based consultants.

Our plan takes a holistic approach, following the Six Steps for Community Based Social Market (CBSM), and employs the following strategies to achieve Oakland’s zero waste goals:

- Understand Council District Profiles, Needs and Opportunities
- Target Sectors and Streams for Maximum Return
- Engage Vital Community Partners
- Mobilize Zero Waste Ambassador Corps and Provide Job Training
- Incentivize Participants
- Utilize Technology and Social Media Platforms

It also builds upon our existing presence in the community. We are prepared to begin research and pilot project testing following the award of the contract. This will allow us to have the Outreach Plan fully developed in consultation with City staff and ready for launch on July 1, 2015.

Figure 1. Six Steps for Community Based Social Marketing

Six Steps for Community Based Social Marketing

Adapted from Fostering Sustainable Behavior by Dr. Doug McKenzie-Mohr



Step 1: Understand Council District Profiles, Needs and Opportunities

Mere speculation about what motivates people to engage in certain activities, such as recycling, composting, or making green purchasing choices won't produce a successful Community Based Social Marketing (CBSM) campaign. Thorough research, conducted by Cascadia, is needed to understand the benefits that motivate various demographic groups in the City, as well as to understand the barriers that hold them back. WMAC is suggesting a combination of market research methods, including focus groups, surveys, and in-home ethnographic research. The research will focus on understanding customer knowledge and awareness of target diversion and zero waste behaviors. Barriers and motivations will also be addressed through this research.

The research, along with discussions with City staff, City Councilmembers and community-based organizations, will inform the pilot projects targeted to each District. The research can begin as soon as the contract is awarded so that pilot projects are in the field during 2014 and will help formulate the July 1, 2015 launch activities.

Step 2: Target Sectors and Streams for Maximum Diversion

It is clear from our experience in Oakland that one size does not fit all. An effective CBSM strategy is targeted to specific sectors and waste streams. Based on the priorities of the City's Zero Waste RFP, we will focus on the following sectors and waste streams to maximize diversion:

- Multi-Family Dwellings
- Organics Recycling
- Businesses
- Events

The strategy includes working with organizations already established in the community to promote source separation and Oakland's Zero Waste goals. Potential partners include the East Bay Rental Housing Authority, the YMCA of the East Bay "Healthy Living" program, Oakland Unified School District with whom we partner on the Green Gloves program, and the Oakland Public Housing Authority for whom we provide all collection services. The Oakland and ethnic Chambers of Commerce along with Business Improvement Districts provide a direct avenue to engaging businesses in recycling. Event organizers are known to City staff via the permitting process.

Activities include MFD resident recycling champions, door-to-door outreach, convenient and attractive on-site collection stations, in-home kitchen pails and recycling tote bags. Businesses will be encouraged to take the Zero Waste pledge and proudly display a decal in their window. WMAC sustainability coordinators will help these businesses evaluate internal and external spaces for recycling and organics separation and provide training to reach zero waste diversion goals. WMAC proposes augmenting the City's existing event Zero Waste kit with online tools and a dedicated sustainability coordinator to ensure events are properly designed to reduce waste and serviced to achieve the greatest diversion.

Step 3: Engage Vital Community Partners

In addition to the community and business organizations mentioned earlier, WMAC will reach out to a diverse network of organizations such as the Oakland Unity Council, Oakland Realtors Association, Friends of the Gardens at Lake Merritt and more to engage them in promoting the principals of Zero Waste to their membership.

Celebrating the diversity of Oakland and reaching out to various communities is an important part of our outreach strategy. Oaklandish provides both social media and grassroots venues for reaching a cross-section of Oakland residents and businesses. We will leverage all these resources to make sure every neighborhood is touched, informed and engaged in Oakland's zero waste initiative.

Step 4: Mobilize Zero Waste Ambassador Corps and Provide Job Training

Behavioral change research demonstrates that the major influence upon our attitudes and behavior is not the media, but rather our contact with other people. The actions and attitudes of our friends, neighbors, and perceived social groups play an important role in influencing our own behaviors. To effectively leverage these community norms and affect change on the ground, WMAC will put together a robust grassroots campaign. It will include activities that provide many benefits to Oakland including job creation and training, incentives and education to bring the zero waste message to the diverse Oakland community.

WMAC proposes the creation of the Zero Waste Ambassador Corps comprised of youth, young adults and disadvantaged and displaced workers to help spread the word. The Zero Waste Ambassador Corps will be recruited through:

- Local Green Jobs Training Programs
- Mayor's Summer Youth Program
- WMAC and City Staff Networks
- Community-based, environmental and other organizations

Based on interests and skills, ambassadors will trained and assigned to perform specific outreach tasks - from administration and direct customer outreach to staffing events and evaluating data and results. They will be compensated through Outreach stipends provided by WMAC and administered by the hiring organizations.

WMAC will also collaborate with local green jobs training programs to help build local green job capacity. Examples of these programs include the Oakland Green Job Corps and SEE Green Careers. Key partner organizations would likely include Cypress Mandela, Laney College, Oakland Private Industry Council, Spanish Speaking Citizens' Foundation, The English Center, and Urban Services YMCA. The text box provides more details on the Oakland Green Job Corps program and our ideas for partnership.

“Making Green Work: Best Practices in Green-Collar Job Training,”**Ella Baker Center for Human Rights, Green-Collar Jobs Campaign, 2010.**

The Oakland Green Job Corps Program (OGJC) began in 2008 as a green-collar job training program enabling trainees to pursue jobs, primarily in the clean energy sector. The program is a partnership of Cypress Mandela, Laney College, and Growth Sector, and offers a 38-week college accredited job training program in partnership with local employers. Wrap-around social support services are also provided as an integral part of the program.

The Oakland Apollo Alliance, a OGJC employment partner “believes that Oakland can become a shining national example of a blue-collar town transformed into a green-collar powerhouse. Oakland can be a model sustainable city that creates high quality jobs for its residents while cleaning up the environment, improving public health and helping America achieve energy independence.”

WMAC wants to contribute to this vision. We are in conversation with OGJC program managers about expanding the curriculum and instruction to address zero waste. We also plan to dedicate zero waste ambassador positions for OGJC interns and graduates to build transferable skills and support them in their transition to permanent employment. This would likely happen through the Oakland Green Employer Council or Oakland Apollo Alliance, groups already partnered with this program.

In addition to generous seed funding from the City of Oakland, OGJC has benefitted from financial contributions from the State of California, federal Department of Labor, and Yahoo! For Good grants. As federal stimulus funds are set sunset in the summer of 2013, WMAC is prepared to infuse financial support and zero waste job options for graduates whose energy-related opportunities may be more limited.

Step 5: Incentivize Participants

Incentive programs help to drive behavior as proven in communities around the country. One such approach could be to recruit block leaders, similar to political campaigns, to mobilize their neighborhoods in maximizing diversion. Working with our community partners, WMAC will provide training, supplies, block and in-home events to educate selected neighborhoods on zero waste behaviors. (Waste Management has collaborated with the City of Seattle on a similar program.)

Community-Based Social Marketing Research on Seattle Area Multifamily Customers:**A Waste Management - Cascadia Partnership**

As part of a multi-year project aimed at improving recycling outcomes in the multifamily sector, Waste Management Northwest and Cascadia conducted international case study research and coordinated on-the-ground field work in Snohomish and King Counties to inform the development and implementation of innovative multifamily recycling pilot projects. Through the international research process, Cascadia identified a number of unique strategies that have achieved measurable improvements to outcomes and that could be adapted for the local context. Through the on-the-ground field work, Cascadia used social marketing research techniques to study the recycling behaviors, motivations and barriers of multifamily residents and property managers in the project area.

In 2013, Cascadia will work with Waste Management and both Counties to design, implement, and evaluate pilot projects based on a selection of the strategies identified through international research and tailored to address the specific behaviors and barriers of the target population. The results of the pilot projects will provide valuable insights for recycling programs throughout the West Coast.

This work is also contributing to a larger statewide multifamily recycling research effort led by the Washington State Recycling Association that is poised to identify best practices for improving outcomes in Washington and throughout the Western U.S.

National Night Out would be a natural partner to kick-off this campaign. In 2012, 605 block parties were held in Oakland. Neighborhoods that reduce waste disposal the most over a designated time period will receive rewards. Rewards would be directed toward projects that benefit the collective community, such as improvement projects for parks or public places.

Reward Individuals - Through the nine Business Improvement Districts and Community Benefit Districts, a campaign can be launched to encourage businesses to adopt Zero Waste practices along the same lines as Clean Streets/Clean Storefronts. They will be provided a window decal and randomly will be selected to receive OaklandGrown.com rewards. A program for single-family residents could be similarly designed along the lines of StopWaste.org's Ready, Set, Recycle!

Step 6: Utilize Technology and Social Media Platforms

Our team will collaborate with the City to create a creative and locally relevant branding and communications platform to inform all program communications. Based on the platform, our team, led by Oaklandish, will develop new logo, look-and-feel, and tagline that will speak to City residents and businesses in a meaningful way about zero waste. Logos and brand messaging will guide website development, advertising, social media as well as community blog posts, posters at our zero waste storefronts, and other communication channels to receive feedback from the community.

Key elements of our branding and communications campaign include:

- Website
- Apps & Social Media
- Diverse Communications Channels - TV, print, radio, online, billboards
- Collateral - engaging, multicultural, and multilingual
- Event Staff - to educate
- Speakers Bureau

Impact on Diversion

Based on the activities and programs outlined in our outreach plan, we expect to drive diversion in multiple streams and sectors to track with and exceed the City's 2022 and 2030 diversion milestones, which is explained in greater detail in Section 5.3.

How the transition will be coordinated with the current services, current hauler, and with the City (switching of Containers, billing system, etc.).

As the current service provider of Recycling Services in the Eastern portion of the City of Oakland, and as the current service provider of Mixed Materials and Organics in the entire City, WMAC will be prepared to start building upon and improving programs immediately upon contract award. Because we already have a majority of the required programs in place, the transition period will be stable and risk free.

WMAC is at an advantage in terms of existing customer knowledge as we already possess a majority of customer service addresses, special service needs, and have a history of customer interaction to draw from. Moreover, before contract award we are able to visit existing Mixed Materials customers and obtain existing service levels of recycling for those customers in the Western portion of the City. WMAC also already possesses information about these customers in our billing system. As a result, for all of the City customers, we are not learning new information about each customer, and we do not need to learn

how to best navigate their needs most efficiently. WMAC had years to develop our expertise down to the driver/customer level of interaction.

However, for those customers in the Western part of Oakland, currently being serviced by another service provider, WMAC will want to ensure that we obtain accurate information related to these customers in terms of service levels, special requests, etc. Therefore, as described in the Transition Plan, upon contract award, WMAC will work with the City of Oakland and the current service provider to establish a protocol for establishing a quarterly data exchange, whereby non-WMAC recycling customer information is provided to WMAC for upload into our service set up and billing systems. The protocol will include procedures for how WMAC, the City, and the prior service provider, can effectively resolve customer address/service or any other issues. The dedicated Contract Compliance Coordinator will establish regularly quarterly meetings or dates with the City where data exchanges will take place, and complete service area lists will be generated to ensure all customer data information has been captured and any issues can be resolved. Quarterly exchanges will occur up until the service launch date to ensure that as new customers are added, and existing customers are successfully captured. Moreover, WMAC will conduct trial route runs using all customer data for prior to the service start date to ensure that all customer locations have been captured, that service levels provided are correct, instructions are clearly understood and issues are prevented prior to service roll-out.

Additional meetings will be pre-arranged prior to the service start-up date with the City and the previous service provider per the City's request to ensure that any issues identified during the trial run are clarified and/or resolved.

Replacing Non-WMAC Carts/Bins and Containers

As described above, WMAC will collect all existing carts and replace them with new carts per the transition schedule and return non-WMAC carts to either the City or the current service provider as instructed. For any non-WMAC bins and containers WMAC will coordinate with the current recycling services provider as indicated in the transition plan to for timely removal and replacement.

Billing Services Plan

As the existing MSW service provider for the entire City of Oakland, WMAC currently maintains all billing services records for recycling customers in both the Eastern and Western portions of the City. There will not be any billing data transition required should we be selected for Service Group 1 as well as Service Group 2.

If WMAC is NOT selected as the City of Oakland Mixed Materials and Organics collections service provider as proposed in the Service Group 1 RFP, WMAC will arrange to meet with the selected provider and the City in an effort to identify the format and delivery method for how billing information should be exchanged. WMAC will work with the selected provider and the City to decide upon a mutually agreed upon format, delivery method, designated contact(s) and schedule. Once the aforementioned items have been determined, WMAC will work with the provider to establish regularly schedule meetings (for the life of the contract) between the parties whereby billing records, tonnage amounts collected, invoices, payments, disputes, and issues around payment or other areas of concern can be discussed.

Our billing department for the purpose of reporting and tying back key data will be implementing a “fresh” customer database specific to the City Agreement to ensure all customer information, service levels, tonnages, fees, monthly, quarterly and annual reporting will meet all expectations of the requirements of the new Agreement. The information will be used to generate cart and bin invoices according to the contract parameters and City agreed upon and approved invoicing and reporting.

Moreover, in the customer engagement mailers sent to customers that will request their preferred level of service (or any service level changes), WMAC will also include a section to update any current information that we currently have on file. When WMAC is in receipt of a responses indicating that customer information has been updated, WMAC will update the information accordingly but also provide the updated information to the selected MM&O service provider and the City so that records can be changed accordingly.

WMAC understands that regardless of the Residential Recycling Service provider selected, WMAC will continue to be responsible for invoicing all non-exclusive commercial recycling customers. WMAC currently maintains all information about existing commercial recycling customers in our billing databases. However, as mentioned above, for the purpose of reporting and trying back key data will be implementing a “fresh” customer database specific to the City Agreement to ensure all customer information, service levels, tonnages, fees, monthly, quarterly and annual reporting will meet all expectations of the requirements of the new Agreement. The information will be used to generate cart and bin invoices according to the contract parameters and City agreed upon and approved invoicing and reporting.

WMAC understands that transitioning to a new service provider can create numerous challenges, giving rise to customer complaints. Customers are especially sensitive to any errors on their billing. Fortunately, by establishing the process above, WMAC hopes to ensure that billing services will continue uninterrupted during the transition with little-to-no inconvenience to the customer.

Other haulers would have to use the transition period as a time to switch out, implement and communicate new programs, containers, contact information, etc, which is chaotic and confusing for residents and City staff. The City risks, in a best case scenario, a stalling of diversion and participation in programs while a new hauler implements service, and in a worst case scenario, a backwards slide in diversion and participation while a new hauler works out the kinks. WMAC has already worked out the kinks over our last 100 years of service, and can use the transition period to smoothly move forward with improved programs to enhance current services, and boost diversion on day one.

In fact, if the City so desires, WMAC is prepared to start implementing any new programs and services ahead of the July 2015 start date.

In developing the transition plan, proposers should consider that the City strongly seeks to reduce disruption to Customers during the transition period. If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

Table 6. Transition Plan Advantages of Combining Mixed Materials/Organics and Recycling Services

| Benefit | Category | Description |
|------------------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Convenience/ Ease of Use for Customer | Improved Customer Experience | Seamless Transition One Point of Contact One Billing Source Convenience by Conveying Instructions to One Party Improved Claim Resolution |
| Superior Service | Improved Customer Experience | Service Integration/Consistent Service Experience Consultative Service Provider Flexibility in Service Offerings Optimal and Improved Customer Experience |
| Better Communication/ Less Confusion | Improved Customer Experience | One Message/One Voice Clear, Consistent Communication One Brand Container Standardization/Consistent Messaging |
| Lower Cost | Economic Benefit | Maximize Efficiencies, Take Advantage of Economies of Scale |
| Increased Diversion/Spirit of Zero Waste | Improved Environmental Performance | Consultative Materials Management - Diversion Recommendations Targeted Outreach/Increased Awareness Better Material, Volume and Facility Planning Reduced Emissions |
| Less Waste Generation/ More Reuse | Improved Environmental Performance | One Set of Marketing Communications One Office, Half the Energy/Materials Resources Reuse of Bins |
| Less Road Wear and Tear | Improved Environmental Performance | Fewer Trips, Fewer Trucks on the Road |
| Improved Operational Performance | Improved Operational Performance | Standard Practices Comprehensive Customer Knowledge Routing Efficiencies Reduced Training & Knowledge Adoption Time Larger Pool of Equipment/Backup Capabilities Improved Coordination and Flexibility Fewer Missed Pickups Standardized Fleet |
| Benefits to the City | Improved Customer Experience | One Point of Contact One Consistent Message/Brand/Campaign Consistent Outreach Activities Easier Dispute Resolution Holistic Approach to Meeting City Goals |

5.2 COLLECTION SERVICES OPERATIONS PLAN

Proposers shall provide a detailed Collection Services operations plan that presents the specific Collection programs that will be implemented in the City. This may be appended as part of the signed RR Collection Services Contract. If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

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

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

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

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

5.2.1 VEHICLES

New Collection vehicles are required for RR Collection Services proposal. Proposers may include supervisory and administrative vehicles that are no more than five (5) years old.

WMAC is excited about the opportunity to bring new collection vehicles that are the most advanced, environmentally friendly trucks available. WMAC will bring to the City state-of-the-art McNeilus fully automated and semi-automated collection vehicles powered by natural gas fuel derived in part from the waste deposited at the Altamont Landfill. The Altamont Landfill, located in Alameda County, is the current depository for the City's material. Using near-zero carbon fuel created from Oakland residents' historic waste is a closed-loop solution in keeping with the City's Zero Waste goals.

RR Collection Vehicle Services Form 14—Vehicle Specifications

For each type of Collection vehicle, complete a Vehicle Specifications Form (RR Collection Services Form 14 - Vehicle Specifications)

Please see completed forms in Section 6 of this proposal.

Supervisory and Administrative Vehicles

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

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

Table 7 is a listing of WMAC's supervisory and administrative vehicles that service the City of Oakland. We will be purchasing new supervisory and administrative vehicles well before the contract start date.

Table 7. Supervisory and Administration Vehicles

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

New Vehicle Delivery Guarantee

For new Collection vehicles, delivery guarantees by manufacturers shall be included in the Proposal

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



September 27, 2012

To Whom It May Concern:

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Derr". The signature is fluid and cursive, written over a horizontal line.

Michael Derr
National Accounts Manager

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

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



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

Closing the Loop in Alameda County

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

For each heavy duty "Class 8" collection truck that we convert to natural gas, we reduce the use of diesel fuel by an average of 8,000 gallons per year. It is estimated bio-fuel from the Altamont Landfill eliminates 30,000 metric tons of CO₂ annually.

Reducing Air Emissions



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

Other air emissions reductions include:

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

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

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

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

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

- Maximized productivity through automated residential collections
- Eliminated litter problems caused during collections or during travel

- Minimized rain water contamination and vectors because lids are closed when returned to collection location
- Collected materials even when carts are improperly set out
- Larger legal payload (10.5 tons), fewer trips to recovery facility, saving fuel and minimizing air contaminants and road wear and tear
- Onboard scales to eliminate overweight vehicles on roads, which will minimize the effects of truck traffic on city streets
- Full eject payload vehicle, which is safer during the off-loading procedure
- Lower noise due to idle compaction mode (800 rpm vs. 1,400 rpm currently) and fuel savings
- Disc brake applications will eliminate brake noise and maximize brake life by incorporating a transmission retarder which slows the vehicle between stops without using friction material
- No skid marks due to the driver remaining in the cab in control of the brake applications and the transmission retarder assisting stops
- Flexibility to service carts manually in difficult areas or when the need arises
- Onboard Computer System for faster customer service response and tracking of trucks' position

Waste Management of California Earns Green Fleet Certification

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

Innovative Technology Integrated into Collection Vehicles

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

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

| Innovation | Benefits to Oakland |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Onboard Scales by Air-Weigh | <ul style="list-style-type: none"> • Alerts driver when maximum load capacity nears, eliminating overweight vehicles and minimizing wear and tear on City streets • Allows drivers to weigh individual container loads, thereby facilitating collection of diversion data by location |

| Innovation | Benefits to Oakland |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proprietary Onboard Computer System | <ul style="list-style-type: none"> Allows centralized dispatch facilities to obtain near real-time information related to all truck locations, stops serviced, capacity, service status, and other key service indicators Enables dispatch to communicate with Operations Base for immediate and efficient customer issue resolution including on-call requests, on-demand service requirements, re-routing, and customer service needs Allows for programmed communications with one-touch verifications, including events such as missing or damaged carts and carts in need of service Tracks all information collected and can be used to improve overall service performance Constantly evolves and allows us to monitor and track vehicle and driver activities to optimize efficiency and overall performance |
| DriveCam by DriveCam, Inc. | <ul style="list-style-type: none"> Palm-sized digital video event recorder mounted on the windshield of City of Oakland collection vehicles Designed to capture video and audio inside and outside the vehicle when triggered by abrupt actions (such as hard braking, sudden acceleration, swerving, speeding, or collisions) Provides real-time feedback to the driver Helps identify and address risky behaviors Enables managers to coach driver performance before accidents occur, further protecting the public and our employees Helps reduce collisions, claims, fuel consumption, and maintenance costs |
| V2J Fleet GPS Tracking manufactured by Zonar | <ul style="list-style-type: none"> Used to monitor programmed alerts, such as exceeding speed limits, truck path, productivity, speed, instant locator, time stamped location, history locator, truck usage, stop and start events, etc. Provides next-generation GPS tracking capabilities with real-time delivery of vehicle condition and performance data High Definition GPS Tracking: First truck GPS system to capture data in five dimensions: latitude, longitude, time, odometer, and fuel. Captures greater location accuracy and more precise performance metrics Vehicle Diagnostics System: Provides real-time transmission of vehicle subsystem data, allowing instant transmission of faulty equipment read-outs to reduce vehicle downtime and improve maintenance and operations Provides powerful real-time platform for transmitting precise information effectively Enables improved fleet management related to items like travel stops, speeds, routes, excessive idling and specific onboard events |
| Ground Traffic Control, Electronic Fleet Management manufactured by Zonar | <ul style="list-style-type: none"> Provides web-based fleet tracking and real-time picture of fleet operations Features include displays of total fuel shot through the injectors on a per-trip, driver, or vehicle basis Monitors engine idle time per vehicle and operator to save fuel and emissions Provides end-to-end workday visibility of vehicle operator productivity Automatic real-time notification of missed inspection events impacting safety Real-time dispatch, route management, navigation, and two-way messaging |
| Rear Sonar System by Preview | <ul style="list-style-type: none"> Alerts the driver, audibly and visually, when there is an object in the direct path of the vehicle while backing up |

Vehicle Appearance

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

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

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

As mentioned previously, WMAC will be purchasing all new state-of-the-art, McNeilus fully automated and semi-automated collection vehicles powered by Cummins CNG motors for residential, commercial and industrial

customer collections to service the City of Oakland. The new state-of-the-art McNeilus CNG collections trucks WMAC will purchase for use in the City of Oakland are pictured below. All collection vehicles will be either green or white (depending on the type of collection vehicle).

As required under this contract, each Collection vehicle will also include space for outdoor messaging as provided by the city and promotional messaging related to either the recyclable materials and/or organic materials programs may be included per the City's discretion. WMAC envisions this space as an opportunity for Oakland to spread the word about its zero waste programs—an extension of the community outreach plan we've outlined in section 5.5.

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



Front-End Load Truck



Rear-End Load Truck



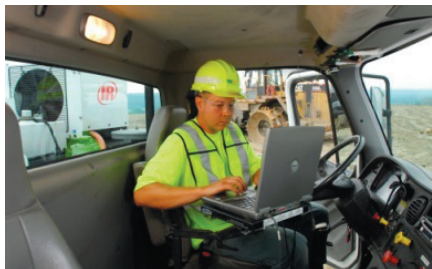
Roll-Off Truck



Side Load Truck

Vehicle Maintenance Program

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



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

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

These professionals offer a vast amount of experience with vehicle maintenance, repair and safety, which we can offer to the City of Oakland staff, community organizations and/or other local job development training programs to train the City's own fleet maintenance team or to promote job development opportunities within the community.

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

Our preventive maintenance (PM) program establishes a standard to minimize vehicle failures by monitoring the current condition of the equipment and correcting defects before they develop into safety concerns or costly repairs. The program establishes a systematic procedure to inspect, lubricate, and maintain all vehicles owned and/or operated by WMAC. These procedures reduce breakdowns and accidents within our fleet, and provide us with trouble-free, safe and efficient operations. Our objective is to provide Oakland residents with the safest, cleanest, and most reliable vehicles in operation. The program is consistent with the standards and procedures recommended by the Technical Maintenance Council (TMC) of the American Trucking Association. WMAC is an active member and resource contributor to the TMC. Our maintenance manual, which spells out the program in detail and is unique for each vehicle, can be made available upon request to the City of Oakland.⁹ The following is a summary of our PM program.

Scope

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

⁹ Each PM is in excess of 265 pages. Therefore, they are not provided here in their entirety. However, these plans are available for the City's review upon request.

Responsibilities

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

- Fleet Services and Logistics
- Fleet Directors
- District Manager/Route Manager
- District Fleet Manager

Preventive Maintenance Intervals

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

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

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

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

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

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

As indicated earlier, WMAC utilizes various technologies within each truck to identify if additional maintenance is required. Moreover, before each shift, drivers are required to check their vehicles and

report on any items that may need servicing. Driver feedback and our in-house maintenance crew are also responsible for identifying and scheduling when vehicles require maintenance or repair. If a driver experiences an issue while en route he/she calls into dispatch immediately to report the problem. Our in-house maintenance shop located at 172 98th Avenue in Oakland will dispatch a mechanic out to the driver immediately to make the necessary repairs. If a repair cannot be made while en route the driver is instructed to return the truck to the maintenance yard and a replacement truck is dispatched immediately. WMAC has the necessary reserve equipment available to ensure that replacement collection equipment can be put into service and operation within one (1) hour of any breakdown.

WMAC immediately responds to all maintenance needs by scheduling the truck for service in our in-house maintenance facility located at 98th Avenue and operates according to the schedule below:

- Maintenance - Monday through Friday 24 hours, Saturday 6:00 am - 2:30 pm,
Sunday 9:00 pm - 5:30 am

Depending on the nature of the repair required, maintenance times can vary. However, as mentioned above, WMAC has the necessary reserve equipment on-hand to ensure that replacement collection vehicles can be put into service so that no route service is compromised.

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

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

The scheduled maintenance and cleaning of the vehicles

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

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

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

WMAC is proposing on both Service Groups 1 and 2 and can say definitively that when it comes to collection vehicles, there are a number of benefits and advantages to having one service provider perform the collection and processing of Mixed Materials, Organics and Recyclables. Not only are there advantages to the customer, but there are also advantages in terms of environmental performance, operational performance and to the City as a partner. Below we have described these benefits in detail.

Table 8. Vehicle Related Advantages of Combining Mixed Materials/Organics and Recycling Services

| Benefit | Category | Description |
|-----------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lower Cost | Economic Advantage | One service provider is able to maximize efficiencies by servicing routes more effectively, and can minimize costs for providing service through truck purchases, as well as resulting in the ability to lower the costs for the customer. |
| Reduced Emissions | Environmental Benefit | During cart delivery and regular servicing, one provider is able to deliver all containers to a single location at one time, maximizing route efficiencies, and reducing the number of trucks on the road and travel time. |
| Standardized Customer Service | Improved Customer Experience | One set of drivers, operating under the same service and safety standards, with the same set of customer instructions can respond to all customers' inquiries, requests and requirements in one call. |
| Routing Efficiencies | Improved Operational Performance | <p>Able to reduce trips and travel times by consolidating routes and customers that are closer together and perform multiple service stops more easily.</p> <ul style="list-style-type: none"> Ensures that customers are serviced on the same day for all of their pickups; customers only have to place materials out for pickup once a week. Provides optimal service delivery. As materials may move from trash to organics or recycling, we can work with the customer and make the necessary adjustments to service the routes most effectively. |
| Reduced Training, & Knowledge Adoption Time | Improved Operational Performance | One service provider provides consistent training to one set of drivers, one call center, one set of regular employees. |
| Larger Pool of Equipment/ Backup Capabilities | Improved Operational Performance | One service provider is able to amass more vehicles and containers to service all three material types and have those vehicles and containers on-hand for swaps, painting, cleaning, and service requests or for maintenance issues. |
| Improved Coordination and Flexibility | Improved Operational Performance | One service provider can easily service all of the needs of the customer without having to coordinate through another party and can adapt to service changes and requests and ensure those requests are implemented across all service lines more easily. One provider can nimbly adapt to requests from either the City or customers, as there is no need to coordinate with other affected entities or service providers. |
| Fewer Missed Pickups | Improved Customer Experience | One service provider has the benefit of observing all customer activity and can pick up material more readily should there be an issue. There are also more vehicles on hand to serve as a back-up so should there be maintenance issues with trucks there are more back up vehicles to take over. |
| Standardized Fleet | Reduced Cost | One common manufacturer of vehicles is used to service all commodities, ensuring we are better able to maintain vehicles and lower the overall cost. |
| Standardized Look & Feel | Consistent Messaging | All vehicles look the same, displaying one consistent brand and set of messages that all community members recognize. City doesn't have to work with multiple parties to establish image and messaging and doesn't have to worry about customer confusion. |

5.2.2 CONTAINERS

WMAC has 100 years of experience working with a variety of containers ranging from bins to carts to roll-offs. We work with trusted manufacturers in the industry to provide quality receptacles through a variety of contract terms to municipalities throughout the region.

RR Form 13—Cart Specifications

For each type of Container complete the appropriate Container Specification Form (RR Collection Services Form 13 - Cart Specifications);

Please see Section 6 of this proposal for WMAC's container specifications. We will be utilizing carts from one of two companies—Rehrig Pacific or Cascade. Form 13 has been completed for both cart manufacturers.

Experience with Type of Container

Past experience of other Collection programs with this type of Container;

WMAC has over 12 years of experience using both Cascade and Rehrig carts. For bins, WMAC has a long-standing relationship with Consolidated Fabricators who makes quality products and is extremely responsive.

Rehrig and Cascade have been manufacturing containers for decades and have millions of carts in the market today. In WMAC's experience, Cascade and Rehrig carts are of the highest quality and are the most cost-effective. They both build a container that has high recycled material content (20%-50%), exceptional durability and a high-quality finish. Both firms utilize recycled materials from MRFs and the reprocessing of aging carts in their manufacturing processes so that all of their carts are recyclable.

Moreover by purchasing carts from either Rehrig Pacific Company or Cascade, we will be able to keep our expenditures in the state with local distribution.

Ease of Cleaning and Appearance of Containers

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

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

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

Bins - WMAC will repaint all bins green at the start of the contract. We will steam clean or repaint bins as needed in order to maintain an ongoing sanitary and professional appearance. Upon customer request, or upon WMAC identifying a bin that is in need of cleaning, WMAC will pick up the bin, deliver it to our 98th Avenue location, steam clean it and return it to the customer.

Appearance & Colors

WMAC is proposing to provide carts and bins in the following appearance and colors (see images below for colors proposed):

Table 9. Recycling

| Container Type | Dimensions | Colors | Information on Container |
|-------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| 35 Gallon Cart | H 37.5" W 19" D 23.75" | <ul style="list-style-type: none"> • Blue Body • White Lettering • Blue Lid | <ul style="list-style-type: none"> • Custom-in-mold graphics on lid (TBD by City of Oakland) |
| 64 Gallon Cart | H 41.5" W 24" D 27" | | <ul style="list-style-type: none"> • Custom hot-stamp on lid and body |
| 96 Gallon Cart | H 46" W 26" D 34.5" | | <ul style="list-style-type: none"> • WM Logo, Phone #, Safety Information |
| All Bin Sizes Required by RFP | Various | <ul style="list-style-type: none"> • Green with Blue Lid | <ul style="list-style-type: none"> • TBD by City of Oakland • WM Logo, Phone #, Safety Information |



Carts

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

Bins

WMAC will ensure that all bins are freshly painted, contain a unique identification number, and are labeled—pictographically to ensure they are universally understood—with the type of materials to be collected. The bin WMAC provides will display the size in cubic yards, Waste Management’s logo, our toll-free customer service telephone number, instructions for proper usage and general safety information. All bins will have green bodies. The lids color will be blue to designate that recyclable materials should be included and to be consistent with the Residential Recycling Program.

Roll-Off Boxes

WMAC will ensure that all roll-off boxes are freshly painted green, contain a unique identification number, and are labeled—pictographically to ensure universal understanding—with the type of materials to be collected. We will ensure that all roll-off boxes display instructions for proper usage, general

safety information, the size in cubic yards, Waste Management's logo, and our toll-free customer service telephone number. In accordance with our container maintenance program, described below, WMAC will maintain the bins to keep them in good working order and free of rust and holes.

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

Container Maintenance

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

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

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

Containers that need to be refurbished will be picked up and brought to our 98th Avenue facility in Oakland for repair. Our 98th Avenue Container Repair Facility includes a state-of-the-art welding shop and paint booth for larger repairs and refurbishing. In some cases, compactors and containers are repaired in the field and maintenance may occur onsite at the customer location. We will send a certified welder who is a full-time Local 1546, WMAC employee. Containers that can no longer be serviced will be either repaired or replaced within two business days. Ninety-five percent or more of unserviceable containers are either repaired or replaced within two business days, and serviceable containers are repaired within five business days (e.g., broken lids, wheels or handles).

If a customer requests a new container, a container handling ticket will be generated the same day and WMAC's standard for container turnaround time will be communicated to the customer.¹⁰ Delivery of new containers and requests for removal are performed the date the customer requests service to be completed.

WMAC will maintain a minimum of 4,500 carts for SFD and MFD replacements in year one as required by the RFP and the appropriate number of carts in subsequent years. In addition, WMAC will maintain an adequate number of bins and roll-off boxes to ensure that locations needing service, repair or replacement are provided with a bin while in service, repair or for replacement.

¹⁰ Maximum of 5 business day TAT

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

There are a numerous advantages to having one company provide all of the Mixed Materials, Organics and Recycling services when it comes to containers. Not only are there a number of advantages to the customer, but there are also advantages in terms of environmental performance, operational performance and to the City as a partner. Below we have described these benefits in detail.

Table 10. Container Related Advantages of Combining Mixed Materials/Organics and Recycling Services

| Benefit | Category | Description |
|---------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lower Cost | Economic Advantage | Economies of scale when purchasing large volumes of containers yield lower costs to customer |
| One Point of Contact | Improved Customer Experience | Customers don't have to communicate with multiple parties regarding service questions, issues, changes or requests — one location, one address, one website, one phone number, etc. Customers would only require one site visit (for right sizing or other evaluations/requests) from one party as opposed to two |
| Standardized Customer Service | Improved Customer Experience | Standard Practices; i.e., one set of instructions for customers, the same service and safety standards, etc. |
| Container Standardization/Consistent Messaging and Same Look & Feel | Improved Customer Experience | One provider will ensure all containers come from one manufacturer, look the same, and carry the same message, which ensures clear and consistent education and/or communication |
| Seamless Transition | Improved Customer Experience | No need to exchange information between providers to ensure all customer information is up-to-date and customers obtain their previous level of service All customer records will be stored in one location |
| Larger Pool of Equipment/Backup Capabilities | Improved Operational Performance | Provider will be better able to amass containers on-hand and have them available for swaps, painting, cleaning, service requests or for maintenance issues |
| Convenience | Improved Customer Experience | Customers only have to relay information to one party (i.e., instructions, alterations, requests, etc.) Customers can put all materials out on one day because one provider can manage all routes |
| Improved Issue Resolution | Improved Customer Experience | Eliminates confusion when deciding whom to deal with for any issues, claims, etc. |

| Benefit | Category | Description |
|------------------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increased Diversion/Spirit of Zero Waste | Improved Environmental Performance | <p>Provider can offer consultative services, as they are knowledgeable of volumes and have control over all materials</p> <p>Can monitor and improve customer diversion behavior through recommendations and consultations without competing interests</p> <p>One provider can work to right size and/or improve material capture by moving material between services</p> |
| Reduce Emissions | Improved Environmental Performance | <p>Fewer trucks on the road – during cart delivery and regular servicing, one provider can deliver all containers to a single location at one time</p> <p>Route efficiencies are maximized</p> <p>Number of trucks on the road and travel time are reduced</p> |
| Reuse Opportunities | Improved Environmental Performance | One service provider can reuse bins or carts, resulting in the need for fewer new materials |

5.2.3 ROUTE OPERATIONS

Number of Vehicles Required

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

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

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

| Truck Type | No. of Trucks | No. of Routes |
|------------------------|---------------|---------------|
| Residential Recycling | 23 | 23 |
| Multi Family Recycling | 2 | 2 |
| Container Delivery | 1 | 1 |
| Total | 26 | 26 |

Vehicle Passes Per Account

The number of vehicle passes per account;

Utilizing our single-compartment, automated CNG vehicles, WMAC will make one vehicle pass per account. However, if additional materials are left next to the container, WMAC will empty the container, load the materials into the container and empty the container a second time.

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

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

Number of Required Crew per Vehicle

The number of crew members required per vehicle and their responsibilities;

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

SFD

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

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

- Each driver will receive a daily route list, backyard service list, canceled service list and any special route tickets for additional services or requests.
- After a comprehensive, DOT-required pre-trip truck inspection, the drivers will leave the facility and head to their designated routes.
- The driver sits on the right-side of the vehicle for optimum position to view the cart. Driver activates a joystick to engage the vehicle's automated arm and grabbing mechanism to pick up the cart that is stationed at the curb. The driver has five (5) in cab cameras to monitor the cart as it is lifted into the hopper, monitor the contents of the cart as it is emptied and to monitor the surrounding area around the vehicle.

- For all special needs or subscription backyard accounts, the driver will retrieve the cart from the side or backyard, bring the cart to the curb, dump the cart and place the emptied cart back in its original location.
- At each residential customer's location the arm is lifted to dump the contents of the cart into the vehicle's hopper, and then the arm is lowered and the cart is placed back to its location.
- If the driver observes improper material in the cart as it is being dumped, the driver will leave a two (2) part "correction service tag" on the cart, and the other is turned into dispatch to be keyed into the customer's account.
- If a cart is tipped over during the collection process the driver is required to get out of the vehicle and place the cart back to its original location.
- The driver will clean up any litter found or debris that is around the cart location.
- The driver will continue on the route until the route is complete.
- The driver will check route tags, call into dispatch for any new tags and proceed to locations for any special requests, missed pick-ups or any customers that have corrected any reported contamination tags.
- The driver will proceed to transport the material to the designated delivery site.
- At the end of the route the driver will return to 98th Avenue and will follow all DOT procedures to shut down and park the vehicle for the evening.

MFD

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

Each recycling collection vehicle will be assigned one driver, who will cover the same routes each week. Some difficult to service routes will also contain a second crew member. Driver responsibility will consist of collecting recyclables in a safe and efficient manner. Drivers will be required to be in compliance with DOT guidelines, and to report immediately any problems or unforeseen incidents to dispatch or their Route Manager.

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

- Multi-Family Cart Customers: The driver will follow procedures as described above for SFH.
- Multi-Family Bin Customers: The driver will follow procedures of City/Commercial Front End Loader (FEL) Driver requirements. A second crew member will also be on hand for those routes that have hard to service locations. The second crew member will assist with moving containers closer to the truck location in order to expedite material collection and route operations.

Commercial and City Facility Collection

Either one or two person crews will perform collection between the hours of 4:00 a.m. and 6:00 p.m., Monday through Saturday when requested.¹¹ Each vehicle will be assigned one driver, who will cover the same routes each week. A second crew member will be on hand to assist with difficult to service routes. Driver responsibility will consist of collecting commercial recyclables. Drivers will be required to be in compliance with DOT guidelines, and to report immediately any problems or unforeseen incidents to dispatch or their Route Manager.

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

- Each driver will receive a daily route list, canceled service list and any special route tickets for additional services or request. The daily route sheet lists customer's name, service address, level of service, account number and a comments line which informs the driver of any particular service requirements, such as key and/or code needed for entry, time requirements, access availability such as low wires or enter from a certain driveway.
- After a comprehensive Department of Transportation required pre-trip truck inspection the driver will leave 98th Avenue and head to the first stop on the designated route.
- Once the driver has reached the customer's location, the truck is put into park, applies the parking brake, the front forks are lowered in front of the cab, the driver dismounts the truck to open any gates or unlock the bins, and the bin is rolled into place so it can slide onto the forks of the truck.
- The driver gets back into the truck and moves the truck forward to move the forks into the side pockets of the bin.
- The driver activates the controls that lifts the bin up and over the cab past the hopper and empties the bin into the hopper.
- The driver lowers the bin back down to the ground, gets out of the truck and rolls the bin back into its original service location, re-locking any gates or bin.
- If the driver observes improper material in the bin prior to it being dumped, the driver will call into dispatch and report an "HOC" (Haul or Call) for that account. WMAC prides itself on the company's Service Machine program, as a requirement of this program, a driver will call in all accounts that cannot be serviced under the HOC guidelines. The dispatcher keys in a service ticket and a call is placed to the customer for resolution. If we are unable to reach a customer for any reason the account is noted and when the customer calls into customer service, the CSR has all of the detailed information to be able to assist the customer in a resolution. For repeated occurrences a second ticket is keyed for the Route Manager to help assist the driver in a resolution.
- The driver will clean up any litter found or debris that is around the bin location.
- The driver will also make any notes or concerns on the Daily Route Sheet.
- The driver proceeds on the route until the truck has reached capacity, then the driver will proceed to the approved disposal site for processing. He will continue on the route until the route is completed. At the end of the route the driver will return to the facility and will follow all DOT procedures to shut down and park the vehicle for the evening.

¹¹ Two person crews will be required for those routes with difficult to service locations

Advantages and Disadvantages of Collection Vehicles

To the extent not discussed in Section 3.3.2.5.2.1 above, the advantages and disadvantages of the type of vehicle chosen (particularly with regard to backyard Collection, noise and the impact on the City's roads and street trees);

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

Positive Environmental Impact

- All City of Oakland collection truck motors will run on natural gas. The following are the benefits of using natural gas trucks over diesel.
- Nitrogen oxide (NOx) emissions are reduced by up to 50% compared to 2010 diesel engines and even more compared to the older diesel engines we are replacing
- Green House Gas (GHG) emissions are reduced by 21% compared to standard diesel motors and are certified with the California Air Resources Board Executive Order A-021-0537
- Greenhouse gas emissions (GHG) are reduced by over 21% compared to standard diesel engines
- GHG can be reduced by over 90% when using CNG derived from landfill gas instead of standard pipeline gas¹²
- Natural gas trucks are quieter, contributing to up to an 80% reduction in noise pollution¹³
- CNG trucks are easier to maintain and weigh less than new diesel truck equivalents, thereby reducing wear and tear on City streets

Increased Safety and Improved Community Image

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

¹² WMAC will be utilizing landfill gas from its Altamont Landfill in Livermore, CA to fuel its fleet of collection vehicles.

¹³ <http://www.anga.us/issues--policy/transportation/case-studies->

- The chassis has an “air ride suspension” and “on board scales”, which lessens road wear and tear. The “On Board Scales” alerts the driver when the maximum load capacity nears and eliminates truck weight guessing and overweighted vehicles, again reducing wear and tear on City Streets. It also will alert the Onboard Computer System which is documented through the Onboard Unit (OBU).
- The brake system consists of disc brakes which are accompanied with a transmission retarder which slows the vehicle without applying the brakes which maximizes brake life and minimizes brake noise during collections and light brake applications.
- The in cab camera monitor system views the compaction chamber for guaranteed complete cart emptiness and proper commodity disposal from the customer. The rear vision camera allows the operator to view areas that are hidden from view when using rear view mirrors.
- The unloaded truck weight is 3,000 lbs lighter than the current residential vehicle thereby reducing the potential for road wear and tear.
- The vehicle tires are “less aggressive,” thereby reducing the potential for road wear and tear.
- These vehicles will also substantially reduce the potential for litter generation associated with cart collection as the vehicle arm and mechanical process as designed virtually eliminate the opportunity for litter with the exception of overflowing carts.

Ease of Service

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

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

It is important to note that while there are many advantages to natural gas vehicles, unfortunately, these vehicles do cost more to purchase and are more expensive to maintain than traditional diesel vehicles. Having these vehicles in the fleet can therefore lead to costlier collection services.

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

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

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

Onboard computing also features a vehicle positioning aspect that serves to accurately record the driver's progress throughout the workday. As the driver completes parts of his/her route, the associated customers are marked as serviced at various intervals throughout the day. This feature provides comprehensive route detail to dispatch in real time and enables superior route management and customer service excellence.

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

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

Labor Relations History and Impact on Performance

Labor relations history and impact on performance.

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

Table 11. WMAC Labor Union History

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

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

similar capacity for many years. In fact, for many of these employees, securing the Oakland contract is vital to their job security as they have been working for WMAC and for the City of Oakland for as long as 50 years.

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

We have outlined in detail our labor relations history. As we have described in that section, the WMAC of today is a different company than the service provider in 2007. Our management has changed, our attitude has changed and our procedures and processes for how we interact with our Union employees have changed. We neither want nor welcome labor discord. We want to excel as an organization. And we want all of our employees to feel as if they are part of our Organization and are integral part of our success. As a result, we have put in place new people, new procedures, and new management to ensure that our Union employees are part of WMAC, and that there is no “Us vs. Them mentality.” Rather, it is all just ‘US.’ All of our employees know that any work we do has to be performed well and is regarded as vital to the health of our company and our jobs. For this reason, we know that our labor relations history and our relationship with our Union employees will only help us in our ability to perform well under the City of Oakland contract because in the end, these employees have been committed to servicing the City for decades and want to continue to for years to come.

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

As we have described above, there are a numerous advantages to having one company provide all of the Mixed Materials, Organics and Recycling services when it comes to containers and vehicles. However, there are also many advantages when it comes to Routing. Not only are there a number of advantages to the customer, but there are also advantages in terms of environmental performance, operational performance and to the City as a partner. Below we have described these benefits in detail.

Table 12. Routing Advantages of Combining Mixed Materials/Organics and Recycling Services

| Benefit | Category | Description |
|------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Convenience/Ease of Use for Customer | Improved Customer Experience | <ul style="list-style-type: none"> • Services can all be provided on one day • Consistent service that fosters bonds between drivers and customers • Coordinated routes that ensure single day, weekly service on residential streets |
| Superior Service | Improved Customer Experience | <ul style="list-style-type: none"> • Service Integration/Consistent Service Experience • Consultative Service Provider • Flexibility in Service Offerings • Optimal and Improved Customer Experience |
| Better Communication/Less Confusion | Improved Customer Experience | <ul style="list-style-type: none"> • One Message/One Voice • Clear, Consistent Communication • One Brand • Container Standardization/Consistent Messaging |
| Lower Cost | Economic Benefit | <ul style="list-style-type: none"> • Maximize efficiencies, take advantage of economies of scale |
| Increased Diversion/Spirit of Zero Waste | Improved Environmental Performance | <ul style="list-style-type: none"> • Reduced Emissions • Fewer Trips, fewer trucks on the road - less road wear and tear |
| Improved Operational Performance | Improved Operational Performance | <ul style="list-style-type: none"> • Standard Practices • Comprehensive Customer knowledge • Routing Efficiencies • Reduced Training and Knowledge Adoption Time • Larger Pool of Equipment/Backup Capabilities • Improved Coordination and Flexibility • Fewer Missed Pickups |

5.2.4 FACILITIES

Complete a Facilities Specification Form for each facility to be used (RR Collection Services Form 12A - Material Recovery Facility);

Please see the attached form in Section 6.

Customer Service office;

WMAC currently maintains its customer service office at the following location:

WMAC Customer Service, Hauling Operations, and Yard Location

172 98th Avenue

Oakland, CA 94603

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

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

WMAC is proposing to locate its Customer Service Call Center at this address as well. In Section 5.4 of our proposal—Customer Service Plan—we have outlined in detail the numerous benefits that our call center can provide.

Operating hours for WMAC are as follows:

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

The 98th Avenue office is certified as a "Green Business" by the Alameda County Green Business Program and earned USGBC LEED Gold certification in 2012. WMAC has one of the largest alternative fuel fleets in Northern California that is supported by dedicated on-site CNG and LNG fueling facilities and a shop infrastructure to maintain both vehicles and fueling facilities.

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

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

While WMAC understands that education, participation and proper source separation are key elements to the success of the City of Oakland meeting its Zero Waste goal; it is also undeniable that the proper diversion facilities, technologies and oversight need to be in place in order to achieve success. As such, WMAC is committed to providing the City with two state-of-the-art advanced processing facilities that will facilitate the maximum diversion of materials through cutting-edge technological equipment that will extract collected materials into marketable commodity streams. WMAC is committed to making a \$25M dollar investment in the existing Davis Street complex to upgrade and expand our existing assets for the City of Oakland in order to ensure the City accomplishes its goals. These facilities include the following:

1. Expanded, Retrofitted and Improved Advanced Single Stream Material Recovery Facility (MRF)
2. Expanded, and Retrofitted Dry Waste/C&D Material Recovery Facility (MRF)

These facilities will be located onsite at WMAC's Davis Street facility. All Recyclable materials collected will first be delivered to the Davis Street complex located at the address below. A detailed description of each of these facilities follows:

WMAC's Davis Street Material Recovery Facility and Transfer Station

2615 Davis Street
San Leandro, CA 94577

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

Facility Name: Single Stream Material Recovery Facility (upgraded)
Facility Location: WMAC's Davis Street
Function: Process Recyclables
Capacity: 500 TPD

In 2002, WMAC invested \$6 million to construct a state-of-the-art Single Stream Material Recovery Facility at Davis Street. This 400 tons per day (TPD) facility separates materials collected curbside from single family, multi-family and commercial source-separated recycling programs. In 2010, the facility was upgraded with the addition of optical sorters to segregate plastics further. Optical sorting increases quality control to maximize diversion and recycling.

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

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

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

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

Facility Name: WMAC's Dry (C&D) Material Recovery Facility (MRF)
Facility Location: WMAC's Davis Street
Function: Process C&D and Bulky Recyclables
Capacity: 800 TPD

The WMAC Davis Street facility will also include a newly expanded and upgraded Dry (C&D) system that can process mixed material loads that are high in recyclable content but low in organic material content. The upgrade is estimated to cost \$6 million. This expanded Dry Material (and C&D) MRF which is expected to be completed in 2013, incorporates today's most advanced processing strategy to deal with an ever changing and rapidly growing material stream. It emphasizes the highest recovery for dry material from re-routed waste vehicles full of recyclables, including commercial and retail, non-source separated Single Stream from malls and warehouses, construction materials, demolition materials, and other streams.

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

With its 800 TPD expanded throughput capacity and advanced technology, WMAC will maximize recycling and diversion for curbside bulky and commercial material by effective sizing, recognition, and capture. Along with traditional recyclables, Davis Street's Dry Materials MRF culls materials such as wood, rock, metals and concrete.

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

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

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

Labor relations history and impact on performance.

As mentioned above, the employees who will be working at the existing facilities will be both non-union employees and members of several unions that we have long-term labor agreements with, including: Local 6 Longshoremen, Local 1546 Machinists and Local 70 Teamsters Union. WMAC has maintained long-term labor relations agreements and working relationships with these unions for many years. These employees are an integral part of our staff. As a result, we are confident that our labor relations history will positively impact performance. These workers know our business and their jobs, are familiar with their work sites, know what is expected of them, and have a deep familiarity with the City of Oakland, its customers and its material. Our employees have long-standing relationships with our staff and management. They have been entrenched with WMAC and have been servicing the City of Oakland in a similar capacity for many years.

For our employees, performing the services associated with the scope of the Contract is not new. They are already performing similar activities today—activities that run the gamut from driving trucks, collecting material, operating and maintaining heavy equipment and machinery, and sorting material, etc. All Heavy Equipment Operators will be members of the Local 70 Teamsters Union and maintenance will be provided by Local 1546 Machinists. These employees currently work with similar equipment today and rolling over the responsibilities to new equipment will not affect performance. The Local 1546 machinists will be trained as required to ensure performance and up-time of the equipment and these activities are within the current scope of job activities. WMAC is continuously introducing new equip-

ment into its environment and learning to maintain and service this equipment is part of the Local 1546 Machinists routine job functions.

Similarly, Local 70 Teamsters Union employees are already using wheel loaders and excavators in their daily routine. Moreover, sorters, and screen cleaners at the upgraded MRFs will be members of Local 6 Longshoremen with whom we have labor relations agreements and are already performing these activities today.

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

There are numerous facility advantages to having only one service provider for Mixed Materials, Organics and Recycling services. Not only are there a number of advantages to the customer, but there are also advantages in terms of environmental performance, operational performance and to the City as a partner. Below we have described these benefits in detail.

Table 13. Facility Advantages of Combining Mixed Materials/Organics and Recycling Services

| Benefit | Category | Description |
|------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improved City Information | Improved Customer Experience | <ul style="list-style-type: none"> All materials delivered to one location One point of contact One Information Source All materials captured managed under one roof One set of reports for all materials |
| Lower Cost | Economic Benefit/ Better Price | <ul style="list-style-type: none"> Ability to maximize efficiencies and take advantage of economies of scale |
| Increased Diversion/Spirit of Zero Waste | Improved Environmental Performance | <ul style="list-style-type: none"> Consultative Materials Management, including diversion recommendations and improved auditing Targeted Outreach/Increased Awareness based on info Better Material, Volume and Facility Planning Can divert material to appropriate outlets Holistic Materials Management Approach Maximized Recovery and Diversion Reduced waste generation (one back office) |
| Holistic Approach | Improved City Experience | <ul style="list-style-type: none"> Can Manage all Material Flows and more easily move toward City goals |
| Improved Reporting | Improved City Knowledge | <ul style="list-style-type: none"> Provide detailed reporting of all material streams |

5.2.5 SAFETY

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

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

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

the environment we share. We strive to be the safest company in our industry by adopting policies and encouraging practices that ensure work site safety in an attempt to assure protection of the health, safety and welfare of the community. For a hauling company like WMAC, the term “work site” refers not only to our yards and our transfer, processing, and operating facilities, but also to the roadways over which we travel daily in the communities we serve.

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

Workforce Safety

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

Continuous Improvement

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

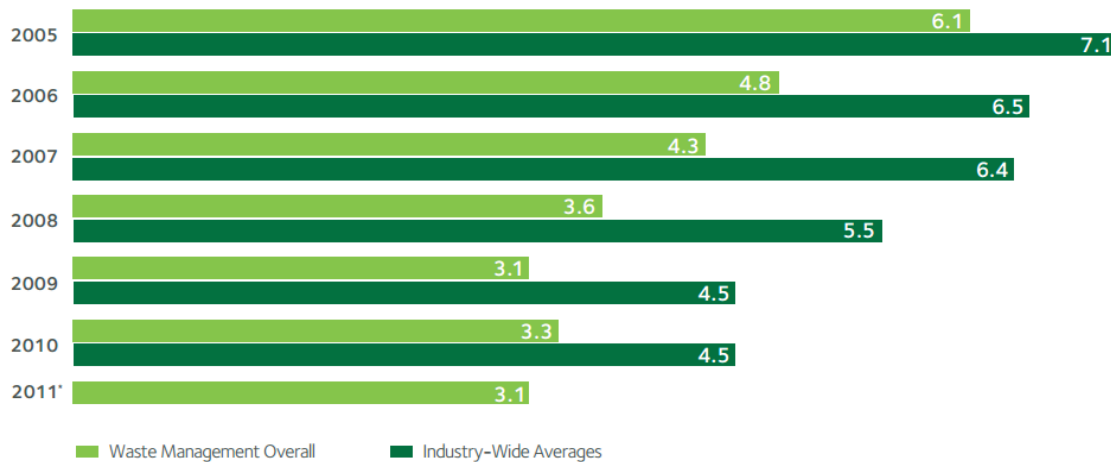
- A decrease of 86% in our Total Recordable Injury Rate (TRIR)—i.e., nonfatal illnesses and injuries—between 2000 and 2011. In 2011, our TRIR of 3.09 put us well below the 2010 industry average of 4.5, the most recent government statistic available.

Figure 2. WM Overall Total Recordable Injury Rate (TRIR)

Number of injuries per 100 employees

TOTAL RECORDABLE INJURY RATE

Number of injuries per 100 employees; 49% improvement since 2005



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

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

Figure 3. Wmac Total Recordable Injury Rate (TRIR)



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

Figure 4. Wm Overall Vehicle Accident Recordable Rate (VARR)



One truck equals 1,000 hours

FIGURE 5. WMAC Vehicle Accident Recordable Rate (VARR)



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

Vehicle Safety and Driver Training

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

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

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

Hiring Standards

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

Background Checks

In compliance with the Jessica Lunsford Act, a candidate for employment at WMAC's landfills, hauling operations, and recycling must successfully complete a comprehensive background check, fingerprinting

and drug test before being hired. Employees who will perform safety sensitive functions must complete medical exams. Employees who will be driving waste collection vehicles must pass DOT medical exams. Moreover, all employees are required to wear personal protective equipment (PPE) as defined by their work environment and job location. A list of PPE required by employee can be provided upon request.

Physicals

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

Drug and Alcohol Free Workplace Policy

The purpose of Waste Management's Drug and Alcohol Free Workplace Policy is to communicate management objectives for maintaining a substance-free workplace. This Policy applies to all company employees and applicants. Drivers and potential employees are tested for drugs (amphetamines, cocaine, cannabinoids, opiates and phencyclidines) and alcohol initially and random drug tests are given to all employees who operate company vehicles on a regular, on-going basis.

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

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

- Environmental Compliance
- Air Quality
- Storm Water Management
- Vehicle and Equipment Leaks
- Nuisance Management and Community Compatibility
- Recognizing and Reporting Environmental Issues
- Process Water Management
- Environmental Monitoring
- Housekeeping
- CFC-containing appliances and E-Waste

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

For employees at Davis Street, a program has been established to ensure that all employees are trained prior to beginning work with hazardous materials. Procedures have also been established to train new hires and transferred employees. This training is to inform employees of any hazardous materials known to be present in the workplace. A copy of the Davis Street Hazard Communication Program can be made available upon request to the City of Oakland.

This written program is maintained by managers and supervisors in appropriate places to permit ready access to employees, physicians, and employee representatives at all times. Material Safety Data Sheets (MSDS's) are readily available by phone. The Environmental Protection Manager maintains the facilities Workplace Chemical List. A master copy of all MSDS's is maintained by an outside service provider, 3E. Employees are able to review the information at any time.

Employee training includes, at a minimum:

- A briefing on the OSHA Hazard Communication Standard concerning employee and company rights and responsibilities.
- Identification of hazardous materials in the employee's work area, and potential dangers associated with them.
- Location of the written program and MSDS's appropriate to the employee's work area.
- How to use MSDS's (e.g., what information they contain, where to find the information, how to use it).
- How to use labels and other forms of warning—what information they communicate, and how to use that information for protection.
- Specific training appropriate to the employee.
- Methods and observations that may be used to detect the presence or release of a hazardous chemical in the work area (such as monitoring conducted by the employer, continuous monitoring devices, visual appearance or odor of hazardous chemicals when being released, etc.).
- The measures employees can take to protect themselves from these hazards, including specific procedures the employer has implemented to protect employees from exposure to hazardous chemicals, such as appropriate work practices, emergency procedures, and PPE to be used.
- Employee's protection against discharge or other discrimination due to the employee's exercise of the rights afforded pursuant to the provisions of the Hazardous Substances Information and Training Act.

Whenever Davis Street receives a new or revised MSDS, the information is provided on a timely basis not to exceed 30 days after receipt, if the new information indicates significantly increased risk to, or measures necessary to protect, employee health as compared to those stated on a MSDS previously provided.

Schedule:

- All new employees are trained prior to working with hazardous materials.

- All transferred employees are trained prior to assignment in an area where hazardous materials are used.
- All employees are trained on the hazards of materials at the time they are introduced into their work area.
- All employees, prior to being assigned to a non-routine task involving hazardous materials, receive special training.
- All employees are retrained annually.
- The District Manager schedules annual training as a safety-meeting topic.
- Ongoing responsibility for training employees in the situations described above rests with the supervisor of the applicable work area.

All training is documented and the information kept at the facility site.

E-waste

Davis Street maintains a Public Drop-Off location for Recyclables, E-waste and Universal Waste. At the Public Drop Off, the public is able to deliver ewaste and Universal materials to this location for either free or a fee depending on the item in question. In addition, all employees are trained on procedures for identification and proper removal of ewaste and universal materials should these items be discovered either during processing or a routine loadcheck.

Due to the landfill ban on monitors and incentives provided by the state of California, Davis Street accepts computer monitors, laptops and televisions at no charge. However, in the event these materials are identified during processing, they are removed and diverted accordingly. If these materials are discovered during a load-check the same protocol is followed.

Other escrap, which includes anything with a plug or battery, is accepted for a fee from the public. Intercompany trucks collect these items separately in bulky collections using a flat bed. If these items are discovered while on the processing line, they are removed. All escrap collected, including monitors discovered during processing, public drop off material, and items discovered in load checks are collected in a designated escrap location in the WM DSTS public drop off location. The materials are subsequently loaded into boxes and sent to e-recycling of California. At the e-recycling facility in Hayward, the items are deconstructed by employees and various recovered materials are sent for recycling in accordance with the BAN treaty.

Universal Waste

Universal waste includes batteries, fluorescent lightbulbs, medical waste, chemicals & household hazardous waste (HHW). Davis Street has a trained HHW-site maintenance team that is responsible for removing any of the aforementioned materials should they be discovered on the processing line, during load-checks or during routine operations. It is the responsibility of the HHW-site maintenance employee to remove these materials for safe disposal or diversion if and when they are discovered.

Davis Street also receives used motor oil, batteries and fluorescent lightbulbs through other WMAC municipal and commercial contracts. Drivers collect these materials at the curb in cities participating in the program and deposit them at the Oil Recycling area within Davis Street. Motor Oil is sent to Ever-green Environmental in Newark for processing where it's re-refined and WMAC in turn re-purchases this oil for use in our equipment. WMAC staff brings batteries to the At Your Door facility where they're sent on for recycling. Lightbulbs are handled by Waste Management's Think Green From Home.

Davis Street is not permitted to accept any other Universal waste from anyone other than the hauling district. We send the materials home with public who try to bring it to our facility.

Health and safety management procedures.

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

Table 14. Waste Management Health and Safety Programs

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

Employee Training

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

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

If the proposer is proposing on Service Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

The following are the safety improvements that the City and customers will realize from having only one service provider perform all of the Group 1 and 2 collection and processing services.

Table 15. Safety Advantages of Combining Mixed Materials/Organics and Recycling Services

| Benefit | Category | Description |
|------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Standardized Practices | Improved Customer Experience | <ul style="list-style-type: none"> Consistent quality of operations Facilitated transfer of knowledge regarding unsafe acts, conditions, etc. |
| Fewer Accidents | Improved Operations | <ul style="list-style-type: none"> Ability to leverage previous experience to improve performance |

5.2.6 REPORTING***Detailed Zero Waste monitoring and reporting program, including electronic transmittal of reports to City;***

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

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

- Tonnage and diversion reports
- SFD and MFD service levels, cart and bin replacements
- Customer service logs, including call answer times
- Roll off box service levels
- Vehicle inventory
- Bulky item pick ups, including overages and snapshot incidents
- City litter can pick ups
- Non-participation reports

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

Table 16. Table of sample reports provided below.

| | |
|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Collection Service Account | <ul style="list-style-type: none"> Number of SFD and MFD buildings and units served Number of Commercial and City accounts served Number of containers in service by collection service type, container size, and material type (e.g., recyclables), and container service Location (e.g., curbside placement, premium backyard, exempt backyard) Number of non-collection notices issued by collection service type and by reason for non-collection |
| Collected Tonnage | <ul style="list-style-type: none"> Tonnage for all materials collected, by collection service type and by material type (e.g., recyclables) including collected tonnage, and other data and information per Exhibit 14 of the contract Tonnage for all materials delivered to the transfer facility by City vehicles, and tonnage and pull data for City roll-off boxes serviced by Waste Management |
| Processed Tonnage | <ul style="list-style-type: none"> Tonnage for all collected materials that are delivered to processing facilities by collection service type, and by processing facility |
| Processed Materials | <ul style="list-style-type: none"> Tonnage of each material produced through the processing of collected materials at Waste Management's processing facilities- (e.g., aluminum, glass, #1-7 plastics, paper, cardboard, etc.). Waste Management will use a statistically significant method approved by the City to calculate the tonnage of finished processed material and the net amount of residue attributable to material collected under this contract. |
| Customer Service | <ul style="list-style-type: none"> Number of customer and service recipient contacts (e.g., phone calls or electronic communications) by date, collection service type |
| Local Hire Requirement Update | <ul style="list-style-type: none"> Monthly updates on compliance with local hire requirements in Article 55 of the RR contract |
| Quarterly Reports | <i>Waste Management will provide quarterly reports, including the following information, within 20 calendar days after the end of the reporting quarter</i> |
| Public Outreach | <ul style="list-style-type: none"> All public outreach and information activities undertaken during the period, including distribution of outreach materials and other promotional activities |
| Processing and Marketing Activities | <ul style="list-style-type: none"> Report on recyclable materials and organic materials processing and marketing issues or conditions, if any, occurring during the previous quarter |
| Customer Service Activities | <ul style="list-style-type: none"> Report on customer service and call center issues or conditions, if any, occurring during the previous quarter |
| Operational Issues and Activities - | <ul style="list-style-type: none"> Report on significant changes in collection service or processing operations, instances of property damage or accidents, scavenging, or other operational issues |
| Annual Reports | <i>Waste Management will provide the following data to the City within 30 days after the end of each preceding calendar year</i> |
| Customer and Collection Services Data | <ul style="list-style-type: none"> List of all customers serviced under this contract including and sortable by collection service type, customer name, service address (street number, street name, zip code), number of containers billed for by collection service type, container size, and material type (e.g., aluminum, glass, #1-7 plastics, paper, cardboard, etc.) |
| Local Business Presence | <ul style="list-style-type: none"> Local business presence and participation report |
| Local Hire Annual Report | <ul style="list-style-type: none"> Annual report on compliance with local hire requirements of contract |
| Gross Receipts | <ul style="list-style-type: none"> Summary of the prior year's gross receipts received, by collection service type |
| Equipment Inventory | <ul style="list-style-type: none"> Updated complete inventory of collection vehicles used pursuant to this contract, by vehicle chassis identification number, vehicle body identification number, license number, and model year |
| Business Tax Certificate | <ul style="list-style-type: none"> Copy of current business tax certificate |
| Composition study | <ul style="list-style-type: none"> Waste characterization study results |
| Additional Reporting & Access to Information | <i>Upon request from the City, Waste Management will provide the following additional information</i> |
| | <ul style="list-style-type: none"> Any additional data and information as requested by the City, as may reasonably be provided, within a reasonable time following the request Call center records, as may reasonably be provided Large wall map of the service area that shows collection day of service for SFD and MFD routes, updated whenever route change include a change to day of service |
| | <ul style="list-style-type: none"> Collection route information as requested by the City, as may reasonably be provided within a reasonable time following the request |
| | <ul style="list-style-type: none"> Collection vehicle global positioning system (GPS) reports as requested by the City, as may reasonably be provided |

Figure 6. Screenshot of Sample Reports

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

Highlights

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

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

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



conserving
xxx gallons of gasoline



removing the annual emissions from
xxx cars off the road



conserving
xxx propane cylinders for home bbqs



greenhouse gas emissions reduction of
xxx metric tons of CO2 equivalent



conserving
xxx barrels of oil

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

Tonnage Collected

All WMAC trucks entering Davis Street are weighed on State-certified scales so that accurate classifications and measurements can be made of material types and tonnages being deposited. For the City of Oakland, WMAC will continue to run dedicated Recycling collection routes, ensuring the weight for those materials is accurately recorded upon delivery to Davis Street. The scales are equipped with Waste Man-

agement's FASTLANE system, which produces a copy of the weight ticket. The FASTLANE system produces scale operating metrics and other base reports on scale activity. WMAC delivers all tonnage collected in the City of Oakland to Davis Street, which ensures accurate data and maximizes diversion because every ton will be processed. Only WMAC can guarantee this level of accuracy and accountability.

Tonnage Disposed, Processed and Residue Disposed

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

For all materials processed, Waste Management's Raadar system maintains detailed records of all individual commodities sold by quantity as well as the associated vendor to whom they were marketed and/or delivered for further processing. Raadar also maintains information on all materials disposed. To calculate total residue disposed, WMAC records the weight of all residual material removed from the processing of recyclables (including rejected loads)¹⁴ and disposed of at Altamont Landfill.¹⁵

Oakland Specific Data

However, because Davis Street processes material for many cities and entities within the Bay Area over its processing system simultaneously, the material that is ultimately shipped as end product is commingled with all other incoming materials (i.e., old newspaper (ONP) sold includes ONP from Monterey, Hayward, etc.). As a result, in order to identify the percent composition of recyclable commodities (and associated tonnages) delivered to market by commodity as well as the amount of residue disposed solely for the City of Oakland, WMAC will perform detailed material characterizations of the City of Oakland's incoming recyclable material. WMAC currently follows and will continue to follow a protocol developed by Cascadia Consulting for all Oakland material stream characterizations. A copy of this protocol can be provided upon request. On a quarterly basis, WMAC can also clear all non-Oakland material from the MRF and run 100 tons of only Oakland incoming recyclable material in order to extract the percent composition of material as well as the associated residue. All information collected from the aforementioned material composition audits will be stored in our proprietary Waste Audit Database so that information can be tracked through time and that information can be used to help both the City improve the capture of recyclables, decrease residue, improve quality and increase the overall value of material collected and marketed.

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

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

WMAC has a standard operating procedure for receiving, tracking, and resolving all customer complaints and disputes it receives. First—in order to document, assign, track and ultimately resolve any issue—a

¹⁴ Each trailer of residue collected as a result of processing or rejected incoming loads is weighed before disposal

¹⁵ Reports are ran during specific time periods to correlate data

case is created in our internal customer relationship management database. We have a variety of categories for complaints that provide us with a reporting review. For all complaints, WMAC has 24 hours in which to contact the customer and attempt resolution. It is our goal to resolve issues within that timeframe. Issue resolution can be handled in a variety of ways and is dependent upon the nature of the issue. For example, billing issues are handled very differently than missed collection activities. All cases are documented and closed upon resolution. WMAC tracks open cases at all locations and rolls-up the information for the Market Area to review and ensure compliance on due date/time and resolution with the customer. We also track the actual time to resolve, along with complaint types to proactively look for trends and then launch root cause analysis to reduce complaints via process improvements, training and coaching, standardization, etc.

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

If the proposer is proposing on Services Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide

Below are the multiple ways in which the City will experience improved reporting as a result of combining services.

Table 17. Reporting Advantages of Combining Mixed Materials/Organics and Recycling Services

| Benefit | Category | Description |
|------------------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improved City Information | Improved Customer Experience | <ul style="list-style-type: none"> All materials delivered to one location One point of contact One information source All materials captured managed under one roof One set of reports for all materials |
| Increased Diversion/Spirit of Zero Waste | Improved Environmental Performance | <ul style="list-style-type: none"> Consultative Materials Management, including diversion recommendations and improved auditing Targeted Outreach/Increased Awareness based on info Better Material, Volume and Facility Planning Can divert material to appropriate outlets Holistic Materials Management Approach Maximize Recovery and Diversion Reduced waste generation (one back office) |
| Holistic Approach | Improved City Experience | <ul style="list-style-type: none"> Easier management of all material flows to facilitate progress toward City goals |
| Improved Reporting | Improved City Knowledge | <ul style="list-style-type: none"> Provide detailed reporting of all material streams |

5.3 DIVERSION (RECOVERY) PLAN FOR RESIDENTIAL RECYCLING

First and foremost, WMAC's goals are Oakland's goals for the City's residential recycling program and Single Stream. Throughout this Proposal (See Diversion Recovery Table below) and the Oakland RFP, the emphasis is twofold. First, increase Oakland residential recycling material recovery in source separated programs. This takes a concerted approach in all customer segments and redesigning community behavior. As a recycling service provider for Oakland residents for 100 years, we understand our customers and further understand the methods and efforts needed for Oakland's desired outcome. Second, the Diversion Standard required in Article 8 of the RR Collection Services Contract makes it clear the City expects improvement in the amount of material actually recovered from the recycling program. We could not agree more. WMAC is proposing aggressive program-wide improvements to achieve an 85% Diversion Standard from current and much lower levels. We are challenging ourselves and the community to reach this aggressive goal. We will rely on planned Outreach and investment to ensure success.



WMAC promises to fulfill these service requests by increasing recycling from residents, institutions, and businesses from current levels through our proposed Diversion plan. Our Plan provides for a coordinated effort involving:

- public awareness,
- proven collection methods,
- superior marketing of materials with diverse and stable outlets; and,
- the highest processing technology available.

WMAC will augment these efforts with collaboration with our Oakland customers to ensure high levels of service and satisfaction. We will drive diversion, through close coordination with Oakland staff and StopWaste.Org, efforts to align the regulatory, enforcement, and stewardship policies, which best fit Oakland's goals, and continue to grow support and underpinnings for the effort. Finally, we will ensure

all of our diversion outcomes through careful expansion of opportunities to participate for Oakland residents. Even if access is unavailable or not practical in the source separated Diversion program, WMAC's approach will be to maximize residential recovery by 2030 by targeting material stream recycling options with new processing capabilities to augment the residential recycling program. WMAC intends to build all of our processing facilities to ensure diversion even if we are only selected for residential recycling service.

Diversion Standard and Tonnage Cap

In RFP section 4.3.2.5.3. Diversion Plan, the City requires that, "Proposers must provide their approach in meeting or exceeding the material Diversion standard requirements specified in Section 4.1.9 of this RFP and in the RR Collection Services Contract Proposers must provide a material Diversion standard, which must be tied to specific Collection methods and public education programs. Failure to provide the projected Tonnage cap and material Diversion standard may be grounds for disqualification." WMAC has provided this information on the appropriate forms and they are summarized again below.

1. Diversion Standard: WMAC plans to reduce the projected audited residuals in residential recycling from current levels of ~30% residuals to a guaranteed 15% by the beginning of the contract start date through improvements in processing technology and our Residential Recycling and Single Stream outreach and community action plans. We are proposing a minimum Diversion Standard of 85% of collected materials (15% residuals).
2. In the Residential Recycling COLLECTION SERVICES FORM 2 MAXIMUM RECYCLING SERVICE RATES PROPOSAL the City states that, Proposers should provide projections for the total maximum Collected Tons for the period beginning July 1, 2015, through December 31, 2015, and the period beginning January 1, 2016, through December 31, 2016:

| | |
|-------------------------------------------|--------|
| July 1, 2015 through December 31, 2015 | 19,000 |
| January 1, 2016 through December 31, 2016 | 39,500 |

Existing and Future Permitted Zero Waste Facilities

To achieve Oakland's long-term objectives, WMAC is upgrading its processing infrastructure in 2013 to implement advanced technology and improve recovery results. WMAC also plans to front load outreach well before the new contract date, if it is the chosen vendor, to make a strong dent in the overall requirements. WMAC is also implementing improvements to its Dry Material Recycling Facility (MRF) to capture additional dry mixed materials where our Single Stream MRF is not practical due to material mix, contamination, space or other limitations. Finally, in 2017-2018, all residential materials WMAC handles will be processed for recyclables through the addition of the Mixed Materials Recovery Facility at Davis Street (described in the MMO proposal submitted by WMAC). Our Mixed Materials MRF will be instrumental to growing multifamily recovery. Taken together with our Diversion Plan and our efforts to impact source separation of Single Stream for both residential and non-exclusive commercial customers, the City will see early sustained growth in participation and recovery of recyclable materials throughout the course of the contract. Our overall diversion guarantee depends on it. (See Diversion Recovery Table below.)

Focusing in on the residential recycling collection and proposed processing, WMAC's residential strategy is stand-alone and severable. However, it is proposed from long experience with Single Stream and designed to be integrated with the City's approach to Zero Waste and MMO services to reach diversion targets. WMAC's Residential Recycling Diversion Plan is complementary to the public education, outreach, and utilization of existing local assets and new investments in our collective neighborhood, which are proposed for Mixed Materials and Organics RFP. Our plan focuses on source separation and is flexible enough to work in concert with other vendors who may be chosen in Service Group 1 and Service Group 3.

Setting the Standard with the Leader

Residential recycling is a core business for WMAC and its parent company, Waste Management, who collectively operate close to 2,500 municipal programs nationwide and 40 processing locations (four in Northern California and Nevada including Davis Street). WMAC will start implementation immediately upon being chosen. Only WMAC can do so as your current program provider and meet the desired outcomes in an expedited manner. Our campaign will leverage and maximize:

- Our proposed Single Stream public education programs will impact behavioral change explicitly at the neighborhood participation level, in the multifamily environment, and as a key awareness and sales strategy for commercial and City facilities' growth.
- WMAC will bring its considerable resources to collaborate with the City and other key stakeholders to increase engagement immediately (instead of waiting for 2015). We will focus immediately on removing barriers and improving policies which spur improvement in recycling collection programs, influence and improve multifamily and commercial access to Single Stream opportunities, and grow local reuse and recycling markets.
- WMAC's proposed innovative collection and processing methods and technologies ensure, from the moment customer contact begins and containers are delivered, that recoverable materials are maximized and behavior is sustained, and goes further, to allow processing in the most advanced technology protocol, which focuses on uncovering, identifying and capturing all fiber, containers, and other recyclables proposed herein.

A Positive and Economically Dynamic Diversion Plan and Approach for Oakland Residential Recycling

WMAC is a proven, established, and significant employer, contributor, spender, and tax/fee payer in the Oakland economy, generating income and wealth, good paying jobs with benefits, and opportunities for Oakland vendors. The company is financially stable with the best back-up resource base in the recycling industry.

WMAC commissioned Economics & Politics, Inc., a respected and independent California economic analysis firm, to catalogue the entirety of WMAC's existing and proposed contributions. The report is included in Appendix B, with all of the direct and indirect economic impacts of our proposal.

Some of the more impactful highlights for the Residential Recycling proposal (apportioned) include:

- Approximately 15 new jobs from increased volumes and opportunities at Davis Street's MRFs (Single Stream and Dry Material Stream) and three at 98th Avenue and, an estimated additional 10 replacement jobs per year at Davis Street and 98th Avenue with average employee compensation (between MRF workers and drivers) just over \$65K per year. The partial increase just from residential recycling in replacement positions will benefit from WMAC's Oakland Hire Approach and provide opportunities for Oakland residents, including major training and apprenticeship programs. New payroll dollars flowing into Oakland are over \$1.63M from our RR proposal alone, and much more for all three proposals. The cited report also details the longevity and working conditions WMAC engenders with its employees, which makes these gains sustainable.
- Recycling has particularly benefitted from a 27% annual hiring rate of Oakland employees in recent times at the same high sustained salary rate. Many of these jobs will be lost without Oakland program volumes.
- An estimated 14.5% of Oakland's 98th Avenue facility spending, or over \$11.5M per year flows directly into the Oakland economy. This is lost without WMAC participation in the residential recycling program.
- WMAC's planned \$18M in capital investment in direct recycling collection vehicles and equipment in this proposal augments close to \$20M (in 2012 dollars) already invested.
- Additional annual capital spending of over \$4M on new equipment for commercial and MFD source separation programs will be spent for replacement and new containers and trucks. WMAC's proposed vendor outreach programs will allow the city maximum benefit from all capital expenditures.
- A \$25M investment of residential recycling infrastructure will be completed in 2013 at Davis Street to increase residential recovery from primarily Single Stream (\$19M) and our planned Dry Material facility upgrade (~\$6M). Oakland vendors will share in over 20% of the benefit.
- Wherever possible, WMAC will employ Oakland firms and residents (interns, consultants, etc.) to manage its Outreach Programs for all three Service Groups to obtain the necessary Zero Waste results. Daily spending will be increased by 30% by our Vendor Outreach program above current levels. We are neighbors, and it just makes sense.
- More details are available in the complete report.

The following sections are laid out following the requirements of the RFP Section 4.3.2.5.3. Diversion Plan:

1. The methods used for the Diversion programs by program type (SFD, MFD, City, and Commercial);
2. Provide audit procedures detailing the Diversion of actual materials Collected from Oakland;
3. List of facilities to be used, as included in the Facility Specification Form (RR Collection Services Form 12 - Material Recovery Facility);

We will begin implementation in 2013. WMAC has high expectations for residential Single Stream improvement in this Diversion Plan (60%). It is a critical method to reach Oakland's Zero Waste priorities. WMAC is anxious to begin executing from the moment we are selected to continue our longstanding partnership.

4. A schedule showing specific programs and tasks, milestones, and time frames for meeting the Diversion requirements, as specified in this RFP;
5. A table segregated by SFD and MFD services that estimates Tonnages for Recyclable Material delivered and Processed, and the estimated Residual Tonnages for each calendar year of the RR Collection Services Contract beginning with calendar year 2016; and
6. The overall Diversion outcome for all Tonnages handled, which must not be less than the minimum Diversion required in the RR Collection Services Contract.
7. If the proposer is proposing on Service Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

5.3.1 METHODS USED FOR DIVERSION RECOVERY BY PROGRAM TYPE

GENERAL

Understanding

Given Oakland's current mid-60 percent recycling rates and the differing needs of the diverse Oakland residential neighborhoods, to increase participation AND BE SUCCESSFUL, WMAC will seamlessly execute reliable recycling collection and utilize all best methods available to maximize quality recyclables volume and participation. Flexibility in our approach for all facets of the program is required.

Where access to source separation is impossible, or where public outreach is ineffective, WMAC has presented back up facilities in the RR proposal and the MMO proposal, which will act as a safety net, and can be used to ensure recovery is achieved. Our upgraded Dry Material Recycling facility, and the Mixed Material Recovery Facility, makes certain Oakland recyclables are captured, processed and recovered. This is important for residents who have disadvantages, which are hard to overcome. The WMAC proposal directly follows the Oakland desire to implement . . . "source separated Collection services as the primary and most important method of Diversion."

1. Specific Diversion Methods By Customer Type

A. Single Family Dwellings

i. Outreach Program

Design of WMAC Innovative Outreach Program: NOTE: All Customer Segments benefit from the WMAC Outreach approach and the design (presented here before the SFD Summary Description) applies to all four segments. It is not repeated in the other sections.

The fundamentals of our outreach plan are based on social marketing research and proven best practices, including intense community contact and development of the Single Stream and Zero Waste messages. We will work with the City and a host of community-based partners to design and launch a grass roots campaign, which will transform Oakland - neighborhood by neighborhood, business district by district, building by building - into a place where zero waste behaviors are the norm. This effort will create new green job opportunities in the zero waste industry through WMAC's hiring of community assets to assist delivering the messages, partnerships with local job training, economic development, and other related programs. WMAC is proposing a technology driven, multi-media, and multicultural ap-

proach to our outreach - from the program website and social media to collateral and events. WMAC is uniquely positioned to work with the City to:

- Create and sustain zero waste ambassador paid staff positions, with internship and on-the-job training opportunities
- Strong relationships with community-based organizations to enhance green jobs training programs and more effectively reach and influence resident and business behaviors
- Best practices from leading zero waste communities, combined with our team's real-world experience on what works and familiarity with Oakland's unique character and culture
- Use innovative technology to take our outreach campaign viral, target those participant groups with the greatest potential, and facilitate efficient and effective outreach and reporting
- Application of targeted resources to neighborhoods and areas needing access and development.
- Transition plan for the new containers and trucks that allows for contact and excitement to spur higher levels of public support
- Availability of containers and services for targeted outreach to an expanded customer base.

Table 18. Summary Description SFD Outreach

| Summary Description SFD Outreach | |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Utilizing Touch points with Residents to Stimulate Participation in Source Separated Recycling | Billing messages, container delivery, customer inquiries and community events will all be designed with powerful graphic messages, incentives and reminders to stimulate behavioral modification that drives recycling in the home. |
| Door-to-door outreach | Target customer groups with the greatest diversion potential - i.e. Neighborhoods with poor participation and lower quality. Grid out approach based on need and provide sustained contact to build program results in yield and quality. |
| Zero Waste Citizen Messaging | Align source separated recycling message and branding with the need for a Zero Waste Citizen model, with emphasis on community health, i.e. fresh bulk food and vegetables over processed foods in single use containers, reduce consumption of unnecessary packaging, positive imaging through recycling practices, etc. Give access to new models of community health and happiness through approach and sustain throughout contract. |
| Recruit ambassadors from community-based organizations | Recruit Oakland zero waste ambassadors from community-based organizations in districts throughout the City. Provide grants or stipends to partner organizations to compensate ambassadors. Target age specific family segments, i.e. schools, leagues, clubs, etc. to insure all family members have access to resources and information. |
| Web-based reward game | Use a web-based game to educate ambassadors, pilot participants, and potentially the public at large on zero waste. Every time a player completes 1 level of the game, they receive an opportunity to pledge to take a new zero waste action or receive incentives, such as Oakland Grown gift cards or Oakland Bucks. |

| | |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Zero Waste jobs partnership with CA Endowment | Explore partnership with The California Endowment to promote Zero Waste and healthy communities, with specific focus in East Oakland. Would likely focus on illegal dumping, litter removal, and community cleanup. Seek to leverage Outreach funds for job training and employment. |
| Zero waste neighborhood-based rewards program | Incentive program that rewards customers on the same collection route for reducing MM without contaminating the organics and recyclables materials streams. Reward points could go to purchases at local businesses, arts, and cultural organizations. Funds could also be used for community improvement projects like illegal dumping and litter mitigation. Community gardens/murals |
| Single-family zero waste block leaders | Block leaders receive incentives for signing up to be stewards of their neighborhood block zero waste programs. Responsibilities of block leaders would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases at local businesses, arts, and cultural organizations. Technology tools like website nextdoor.com could be used to facilitate neighbors connecting with neighbors. |
| Community Beautification with Raiders, Warrior, or A's | Partner with local teams to sponsor community beautification projects. On game days, host "Zero Waste Challenge" with giveaways. Focus on themes related to the residential programs, including games and prizes. |
| Neighborhood cleanup events | Partner with neighborhood organizations to lead cleanup efforts related to illegal dumping, litter removal, and graffiti abatement. Donate hauling services a. Incentives could be made available for those who contribute a minimum number of hours. These events will also provide opportunities for engaging with customers on adopting zero waste behaviors and provide incentives, knowledge and encouragement for participation in residential programs. |
| Zero waste public demonstration sites | Work with community groups to create public displays in high traffic places to engage and educate the public on the benefits and ease of adopting zero waste behaviors, addressing key customer barriers and motivations. |
| Events zero waste toolkit | Expand upon the City's existing Events Guide, to provide an online calculators to determine numbers of bins, a searchable database for best practices and recoverable food packaging options, bin stations including multilingual signage, and a zero waste public education booth, where desired. Provide sustainability coordinator to answer questions via e-mail or phone. |
| Zero waste public cultural events | Make zero waste ambassadors available to staff sorting stations and provide zero waste information at high attendance community events, such as Art Murmur, Eat Real Festival, Art and Soul, Dunsmuir Hellman Historic Estate events, City of Oakland Parks and Rec programs. |
| Develop and launch a zero waste apps | Leverage Apps under development at Waste Management to include an image recognition recyclable item database or a zero waste behavior tracker tool. Apps will link with social media sites wherever possible. |

ii. Single Family Dwellings Technical Improvements

Note: Technical improvements are summarized here and are the same for MFD, commercial, and City programs. They are not repeated but referred to for the other segments.

1. Recovery will be improved in processing at our Davis Street Single Stream MRF through a \$19M, 50 ton per hour technology upgrade with a completely new processing line and layout in 2013/2104. The Single Stream facility will have greater throughput, and much improved sizing capabilities for easier separation and recovery. The new system's design has been proven at several of our new Single Stream facilities throughout the west and in North America. The upgraded MRF will better spread material for recognition, capture more types of plastic, textiles, and juice containers, and target small pieces of fiber usually lost to residue through air classification and optical sorting.
2. The building footprint is being expanded by over 25,000 feet of additional storage and tip floor space to accommodate peak times without disrupting throughput.
3. WMAC will enhance its LEAN approach to ensure that continuous improvement is utilized by facility personnel through LEAN Methods, recovery metrics and audit results. LEAN allows maximum employee participation toward obtaining better throughput and recovery, feeds back to the entire facility team progress on a regular basis, and establishes written processes and expectations to follow.
4. Additional materials WMAC plans to process are summarized in "Facilities" and elsewhere in the proposal. In addition to current materials, textiles and juice boxes are "officially" added and targeted in the sorting protocol. WMAC has a history of adding materials as soon as reliable markets can be found and our new system was built for that flexibility.

iii. Policy and Regulatory Support

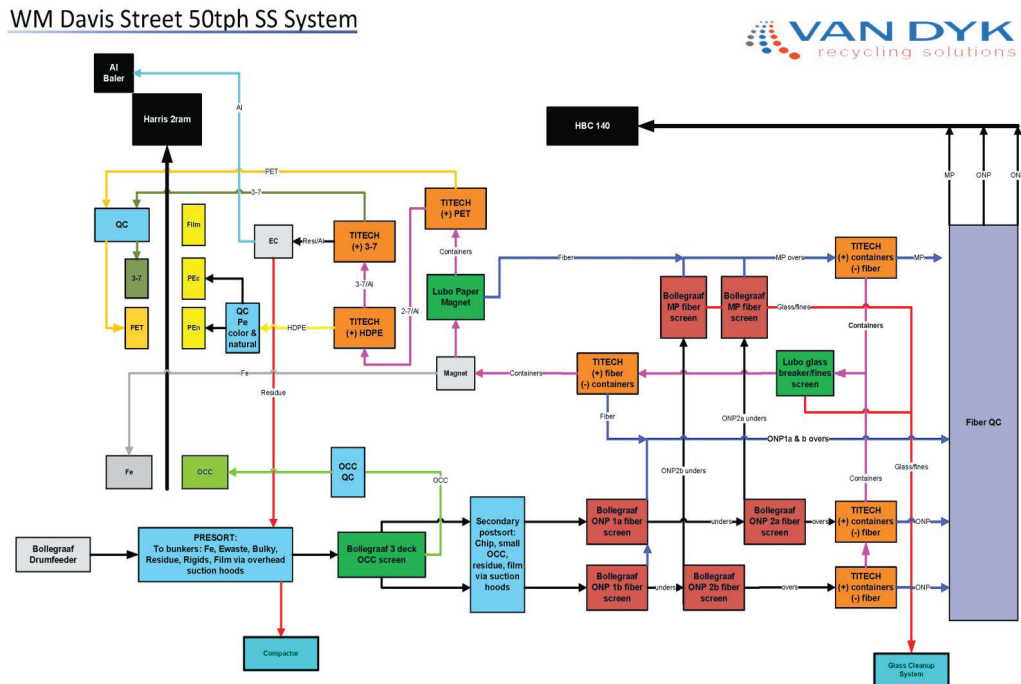
Note: The following policy and regulatory support items apply to all facets of the source separated recycling programs WMAC is committed to growing. They apply to all four-customer segments and are not repeated in each section, just additional materials relating to those segments.

1. WMAC will work with StopWaste.Org to continue implementing its suite of mandatory source separated practices for all segments of collection.
2. WMAC will work with product and packaging manufacturers to encourage the use of recycled-content feedstocks.
3. WMAC will support the City and State on the myriad of re-use and waste reduction alternatives related to packaging and fibers which will eventually reduce these materials from ever entering the stream for treatment downstream as source separated recyclables.
4. WMAC will also work internally to expand its EPP purchasing practices, including reducing packaging waste.
5. WMAC will build and support local reuse markets too:

A. Multi-Family Dwellings**i. Outreach Program for Multifamily Dwellings**

Note: MFD Outreach will also incorporate all of the items in the SFD Outreach above with the additional creative tasks in this table.

Figure 7. WMAC Davis Street 50tph SS System



Throughput Highlights of How the enlarged and retrofitted proposed Single Stream facility will work (see also Facility Description)

1. Material is fed into the Drum feeder outfitted with direct feed bypass conveyor for commercial material and redundancy
2. There is an added Extended presort for manual sorting of new materials and film which will increase throughput and recovery:
 - a. Ferrous, new materials, rigid containers
 - b. Utility bunkers
 - c. WM is adding (3) overhead film suction hoods - film air conveyed to bunker for baling
3. There is an added Triple deck OCC screen: OCC passes over the screen to a Quality control (QC) station for removal of trash and capture of film by OH suction hood
 - a. Secondary manual presort trash, brown grades back to OCC
 - b. Material continues to two ONP screens
 - c. ONP goes over the ONP screens to QC stations for removal of trash, browns, and containers as needed.

Line is equipped with OH suction hood.

- d. Two Quality control (QC) optical sorters automatically remove containers from fiber. Containers are ejected and sent to container line.
4. Other paper goes to the Mixed Paper Screens for separation of remaining fiber from containers and fines removal to glass cleanup.
5. Mixed paper goes over the screens and is combined with mixed paper from previous stations and is put through an optical sorter for automated removal of containers from fiber, with Fiber QC for browns, film suction hoods, trash, and containers.
6. Container line: Glass fines are removed and cleaned; a ti-tech optical sorter takes out the remaining mixed paper and returns it to the fiber line
7. Overhead magnets and eddy current cart off the metal containers;
8. Three in-line Ti-Tech optical sorters take out PET, HDPE and 3-7 plastics for storage and baling.
9. Remaining trash is removed to the compactor.
10. Line Drawings are available upon request.

Table 19. Summary Description MFD Outreach

| Summary Description MFD Outreach | |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Multifamily partnership with Oakland Public Housing Authority | Conduct pilot projects with OPHA, with specific focus on historically under-served multifamily buildings. |
| Door-to-door outreach | Target customer groups with the greatest diversion potential - i.e. multifamily buildings, commercial properties, and City departments. Pilot and then implement successful strategies more broadly. Outreach could include distributing educational materials, providing in-home or on-site business training, delivering on-site waste assessments, providing on-site composting lessons, gaining reduce and reuse pledge signups, and more. |
| Zero Waste Citizen Messaging | Align source separated recycling message and branding with the need for a Zero Waste Citizen model, with emphasis on community health, i.e. fresh bulk food and vegetables over processed foods in single use containers, reduce consumption of unnecessary packaging, positive imaging through recycling practices, etc. Grow perception of happiness through approach. |
| Multifamily resident zero waste champions | Champions receive incentives for signing up to be stewards of their multifamily building's zero waste programs. Responsibilities of champions would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases at local businesses, arts, and cultural organizations. |
| Keep It Clean/Fight Graffiti | Provide kits to MFD to decorate dumpster to make areas more inviting and artistic. MF building champions would be provided with kits upon request and residents would be encouraged to work together on a dumpster décor project. Competitions and rewards could be involved. Provide spray cans of green paint to businesses so they can keep their bins free of graffiti and stickers to re-emphasize supportive recycling messaging. |

ii. Technical Improvements

Note: Please refer to SFD Technical improvements for processing improvements.

There are four keys to this very important customer segment for increasing source separated recycling in MFD. WMAC's approach and programs are predicated on these elements.

1. **Access to Collection Containers for individual residents:** WMAC is proposing increased access through single dwelling tote bags that are re-useable and fit into small residences and, are easy to carry and unload at site containers bound for collection.
2. **Access to Collection opportunities for residents without Auto Transport:** WMAC also proposes community and neighborhood events, which will provide local access to collection sites for source separated recyclables, as well as providing access and collection at permanent collection sites at Davis Street and City-specified events and locations.
3. **Access at individual MFD locations for site storage containers:** WMAC is providing trained recycling professionals in our outreach plan to work with local MFD property owners to re-design storage areas and container sizes to include source separated recycling containers. WMAC professionals will also emphasize visits to sites by actual route supervisors and logistic coordinators as recycling becomes accepted, to continually increase source separated container storage and delivery systems.
4. **Access to information:** WMAC will provide positive community support and information to

enhance StopWaste.Org efforts supporting the responsibilities of property owners for recycling (and organics) at MFD locations.

iii. Policy and Community Support

Note: Please refer to SFD Policy and Community Support for efforts that apply to all customer segments.

1. WMAC will work with the City to provide support on technical zoning requirements for new and remodel construction projects and design criteria to ensure access for on-site bins for source separated recycling as integral to building design.
2. WMAC will design general messaging for source separated programs and branding (with Oakland approval and collaboration) designed to improve image of source separated collection and storage at MFD sites with landlords and owners.

C. Commercial Single Stream Non-Exclusive Recycling

i. Outreach Program

Note: Commercial Non-Exclusive (CNE) Outreach will also incorporate all of the items in the SFD and MFD Outreach above with the additional creative tasks in this table.

Table 20. Summary Description Additional CNE Outreach

| Summary Description Additional CNE Outreach | |
|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Zero waste business leaders | Business leaders receive incentives for signing up to be stewards of their business or commercial property's zero waste program. Responsibilities of business leaders would be determined by WMAC and the City. Incentives could go to business or community improvement projects, arts, and cultural organizations. Business leaders could be recognized through industry groups, chambers, and by Oakland's elected officials. |
| Business to Business outreach | Target commercial properties. Pilot and then implement successful strategies more broadly. Outreach could include distributing educational materials, providing on-site business training, delivering on-site waste assessments, s, gaining reduce, provide container selection support delivery to bin support, bin storage support, and reuse pledge signups, and more. |
| Zero Waste Citizen Messaging | Align source separated recycling message and branding with the need for a Zero Waste Citizen model, with emphasis on community health, i.e. fresh bulk food and vegetables over processed foods in single use containers, reduce consumption of unnecessary packaging, positive imaging through recycling practices, etc. Grow perception of happiness through approach. |
| Stop illegal dumping campaign Multifamily resident zero waste champions | Champions receive incentives for signing up to be stewards of their commercial building's zero waste programs. Responsibilities of champions would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases or bill credits, etc. |

| Summary Description Additional CNE Outreach | |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Keep It Clean/Fight Graffiti | Provide kits to businesses to police dumpster to make areas more inviting and artistic. Business champions would be provided with kits upon request and would be encouraged to work together on dumpster messaging and decor. Provide spray cans of green paint to businesses so they can keep their bins free of graffiti and stickers to re-emphasize supportive recycling messaging. |

ii. Technical Approach

1. **Access at individual Business locations for site storage containers:** WMAC is providing trained recycling professionals in our Outreach plan to work with local owners and business managers to re-design storage areas and container sizes to include source separated recycling containers. WMAC professionals will also emphasize visits to sites by actual route supervisors and logistic coordinators as recycling becomes accepted, to continually increase source separated container storage and delivery systems.
2. **Access to information:** WMAC will provide positive community support and information to enhance StopWaste.org efforts supporting the responsibilities for property owners and recycling (and organics) with special emphasis locations. Major generic messaging on Oakland's priority of source separation will be provided to ensure participation.

iii. Policy and Community Support

Note: Please refer to SFD and MFD Policy and Community Support (above) for efforts that apply to all customer segments.

1. WMAC will work with the City to provide support on technical zoning requirements for new and remodel commercial and industrial building permits and design criteria to ensure access for on-site bins for source separated recycling as integral to building design.
2. WMAC will design general messaging for source separated programs and branding (with Oakland approval and collaboration) designed to improve image of source separated collection and storage at MFD sites with landlords and owners.

D. City Recycling Services

i. Outreach Program

Note: City Recycling Services will also incorporate all of the items in the SFD, MFD, and CNE Outreach above with the additional creative tasks in this table. Additionally high traffic and other bin programs are provided elsewhere in this proposal.

Table 21. Summary Description Additional CNE Outreach

| Summary Description Additional CNE Outreach | |
|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Offer Source Separated Recycling at all contract sponsored Community Events and Services | WMAC will provide source separated recycling collection opportunities and bins with supportive messages at all City and proposal specified events, increasing access to actual recycling and information. |

| Summary Description Additional CNE Outreach | |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| City zero waste department leaders | Department leaders receive incentives for signing up to be stewards of their department's zero waste programs. Responsibilities of department leads would be determined by WMAC and the City. WMAC will host symposium similar to OUSD Green Gloves to train zero waste leaders. Incentives could go to purchases at local businesses, arts, and cultural organizations. WMAC would propose hosting annual meetings for recognizing star performers and share best practices and tips with peers. |
| City Outreach by Major Department | Peer to peer outreach including site visits and tours for every area of City services impacted or potential customers for source separated recycling, including tours of new processing facilities, webinars, social messaging, kick-off campaigning and on-site technical support with programs. |

ii. **Technical Approach-** WMAC's technical approach is outlined in other areas of this proposal as specified by the RFP.

iii. **Policy and Community Support-** Policy and Community support will be incorporated in all of the activities in the customer segments above.

2. Collection Methods

WMAC understands the City of Oakland and the collection methods required for highest Single Stream recovery. For instance, routes are drawn with precision from vast experience and build on the most important values for any collection program, safety, efficiency, volume, and service delivery. The container, truck specifications, customer service and community Outreach strategy sections present many of these items in detail. Our approach will remain aggressive throughout the contract period. WMAC will match targeted recycling programs, both commercial and residential, to specific routes by utilizing and reacting to comparative metrics; for instance, route pickups per day and route yield. We will analyze the feedback, and remove collection and participation barriers to meet expectations. As your incumbent provider, we will gear up immediately beginning in 2013 to further enhance many of the collection strategies.

Table 22. Summary of Collection Methods for Source Separated Recycling for SFD, MFD and Commercial/City Program Expansion

| Material & Customer Type | Collection Container | Collection Vehicle | Processing facility | Market | Utilization | Products |
|----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------|-----------|-------------------|--------------|
| SFD, MFD, City offices & Commercial Source Separated recycling | MFD: new recycling tote bags. New blue carts & green metal bins with blue lids, specialized pup loaders | Automated side loaders & Front loaders | Davis Street Single Stream MRF | Recyclers | Recycling Process | New Products |

| Material & Customer Type | Collection Container | Collection Vehicle | Processing facility | Market | Utilization | Products |
|--------------------------|--------------------------------|--------------------|---------------------|--------|-------------|----------|
| Residual | Davis Street Residual Transfer | Altamont | Landfill | Energy | | |

Table 23. Summary of Collection Methods for Recycling for SFD, MFD and Commercial/ City Program Expansion where Single Stream is not practicable or available but recovery will take place

| Material & Customer Type | Collection Container | Collection Vehicle | Processing facility | Market | Utilization | Products |
|----------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------|--------------------------------|-----------|-------------------|--------------|
| SFD, MFD, City offices & Commercial Source Separated recycling | Metal bins and roll off containers | Automated side loaders & Front loaders, specialized pup loaders | Davis Street Dry Materials MRF | Recyclers | Recycling Process | New Products |
| Residual | Davis Street Residual Transfer | Altamont | Landfill | Energy | | |

3. Material Streams

Specific material streams are defined in the RFP, but WMAC has customized the Oakland material stream further to match its processing protocol below, to achieve the highest diversion. Listed below are the customized target streams.\

| Material & Customer Type | Summary |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| SFD, MFD & Commercial recycling | Recycling Materials accepted on the curb for the Single Stream facility |
| Mixed MFD & Commercial Recycling | Mixed Recyclable materials in wet loads and rich loads, which are separated under this plan by WMAC's Dry and Mixed Material MRFs |

4. Materials Marketing

In order to facilitate an economically feasible system that will assist in driving diversion and stabilizing rates, attention must be given to ensure materials recovered are marketed at their highest value.

WMAC has an enviable record of recovering some 400,000 tons per year of materials from all of its programs, including over 100,000 tons of recyclables. Continuous movement and best markets are required to keep materials directed to end-markets.

The approach is local first and seeks to find ways to cultivate a diversified customer base in Oakland and Northern California, which includes both domestic customers and end-users abroad. WMAC will continue to foster the development of local commodity markets. At the same time, WMAC will continue to secure markets worldwide for traditional commodities. WMAC also utilizes Waste Management Recycle America (WMRA), our commodities marketing traders to leverage over 9 million tons of traditional recyclable

materials it manages. In the East Bay and Northern California in particular, over 40,000 tons are shipped per month alone. In marketing arrangements on such a global scale, WMRA's marketing team seeks to achieve the following goals:



- a. Assure consistent movement during strong and weak markets.
- b. Satisfy the quality requirements of our end-using customers, and identify customers whose quality requirements best match the products available.
- c. Avoid customers knowingly demonstrating environmentally irresponsible and unethical handling of recyclables in the conversion and manufacturing process.
- d. Develop diverse outlets and new products.
- e. Large supply and variety of locations leverages position with consuming customers. Preferred position means the market's top prices and uninterrupted orders even during severe market downturns, when others may be forced to warehouse.
- f. Even during the last financial crisis and commodity collapse of 2008-2009, The East Bay was able to ship and sell all recovered materials and uphold all commitments.

Audit procedures - Measuring and Analyzing to Improve diversion

WMAC will develop a mutually agreeable research and reporting protocol to guide all diversion measurement auditing procedures. If desired, WMAC will use a third party to conduct the auditing function. Our initial ideas for auditing methods include the following.

- Diversion tonnage estimates - Implement quarterly material stream characterization studies, and review scale house and collection records to determine the composition and quantity for each sector, material stream, and geographic area of the city.
- Upstream waste prevention - Conduct a combination of material stream characterization (could be combined with diversion research), customer surveys, and on-site visits to quantify waste prevention-related outcomes.
- Customer participation rates - Examine set out rates for selected collection routes.
- Contamination rates - Employ combination of material stream characterization at the curb or loading dock, or at the receiving facility. It is our goal to maximize source separation at the curb - both by residents and businesses.
- Greater zero waste awareness and sustained behavior change with target customer groups - Utilize combination customer surveys, employee feedback, stakeholder focus groups, and in-field research where appropriate.
- Reach historically underserved communities - U.S. Census-based research on the demographics of customers served.
- Pursue synergistic efforts with regional agencies, environmental groups, other City programs - track and report partnerships each year.

5.3.2 PROCESSING FACILITY PROPOSED

5. PROPOSED FACILITY:

Upgraded 50 TPH enlarged Single Stream Material Recovery facility (in operation now)

2615 Davis Street, San Leandro, CA

1. The Davis Street facilities used to meet Oakland's contract requirements include:
 - a. Under form 12A: Expanded/upgraded 50 Ton per Hour Single Stream facility
 - b. Under form 12A & B: Expanded/upgraded 50 Ton per Hour Dry Materials Recycling Facility (including C&D) by 2014

Table 24. Material Recovery Facilities

| Name of Material Recovery Facility (MRF) | Material Type |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Single Stream MRF (proposed facility) | Source Separated Single stream material from residential and commercial (see list of materials below) |
| Dry Materials MRF (increased recovery where access unavailable and back-up without disruption right on-site at Davis Street) | Allows residential, commercial and other dry select materials from re-routes, including construction and Demolition, bulky items, recovering any remaining Single Stream material. |

The Diversion Guarantee for the Zero Waste RFP outcome is not only feasible, given the fully permitted & capitalized facilities, but is achievable with the waste sector strategies and processing technologies WMAC proposes. In addition, Oakland will begin benefitting from higher diversion from the upgrades immediately and there will be no transition headaches or other worries.

2. Davis Street is receiving a zero waste upgrade to its Single Stream (proposed facility) and Dry Materials MRF (back up facility) in 2013/2014. They are fully permitted for construction and operation:

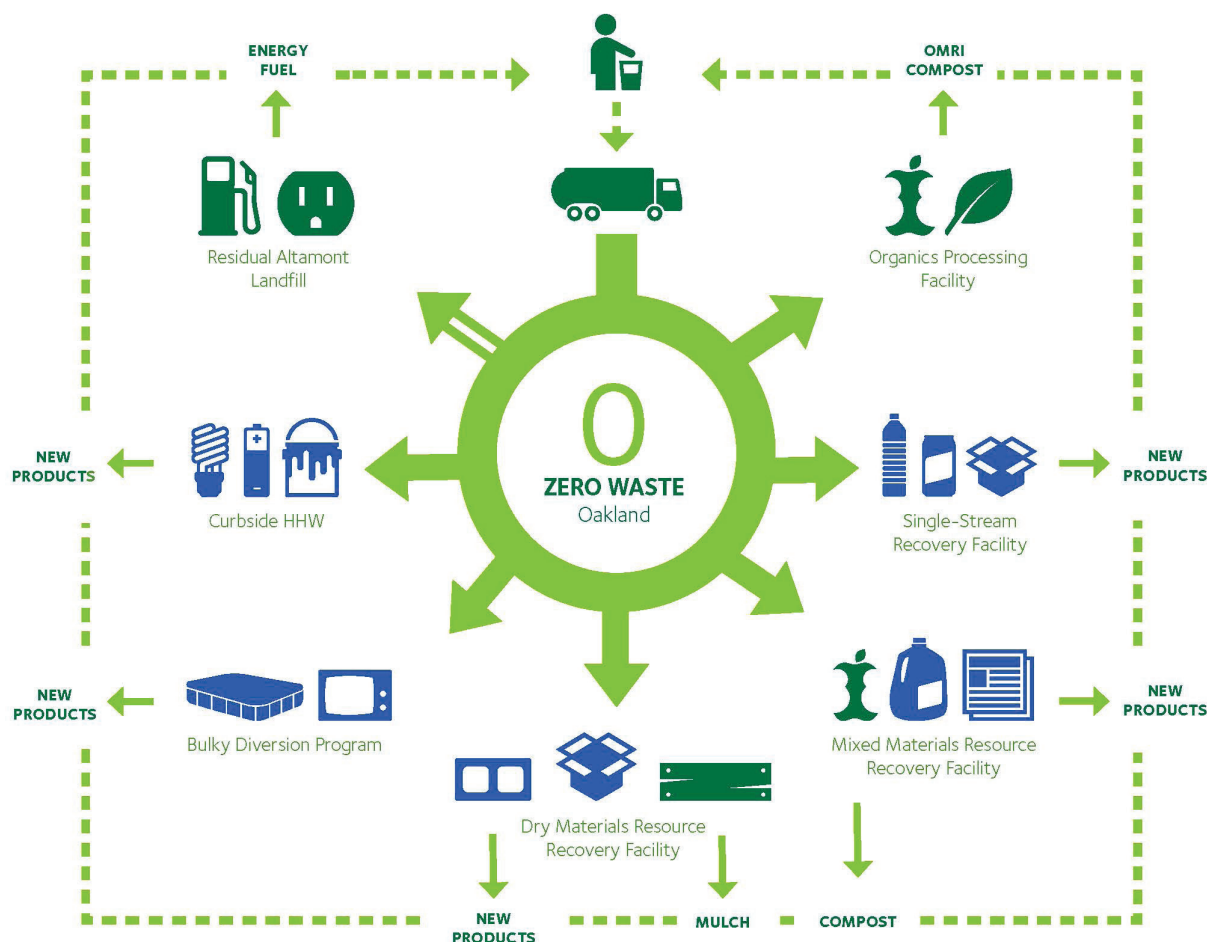
- Built using local, unionized labor
- If WMAC is selected, we will begin upgrades and construction plans immediately
- MRF's (Single Stream & Dry Material) worth over \$23 Million
- Investment is self-financed - no drain on City resources
- Custom capabilities matched to the collection methods (above) and the Guarantees (Form 15)
- Continuous improvement and evolution to add new technologies (See discussion of the CORE facility).
- 100-plus projected jobs for sorters, mechanics and drivers
- The Mixed Material MRF in 2018 will further increase residential and commercial capture of containers, fibers and textiles if WMAC is selected for both services.

Figure 8. Proposed Facilities: Davis Street Map



3. **WMAC's Proposed Residential Recycling Facility and Other Disposal Options:** Davis Street will maximize Single Stream separation (proposed facility) and back it up with mixed processing options to help Oakland get to its goals.

Figure 9. Proposed Facilities: Graphic Description for Each Material Stream Acheiving Guarantees Towards Zero Waste



Details of Proposed Facility and Back Up facilities: Expected Capacity

WMAC has ample capacity at its facilities to fulfill the Zero Waste obligations for Oakland.

| Proposed Upgrades & Facility | Daily Capacity Built Out | Oakland Daily Capacity Needed with Peaks and Planned Maintenance | % of the capacity needed for Oakland volumes |
|-----------------------------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------------------|----------------------------------------------|
| Upgraded Single Stream 50 TPH Facility | 500 | 160 | 19% |
| Upgraded Dry Material Recovery Facility | 300 | 100 | 25% |
| New Mixed Material Facility to Guarantee Access for Maximum Residential Recycling | 1120 TPD with <10% Capacity used for this activity | | |

RESIDENTIAL & COMMERCIAL RECYCLING



Facility Name: Single Stream Material Recovery (upgraded)

Location: Davis Street

Function: Process Recyclables

Capacity: 500 TPD

Single Stream Recovery

- Paper
- Cardboard
- Ferrous metal
- Non-ferrous metal
- Glass
- Textiles
- Plastic Containers
- Film
- Aseptic packaging and juice boxes



WMAC invested \$6 million to construct a state-of-the-art Single Stream Material Recovery Facility at Davis Street. This 400 ton-per-day facility separates materials collected curbside from single family, multi-family and commercial source-separated recycling stream.

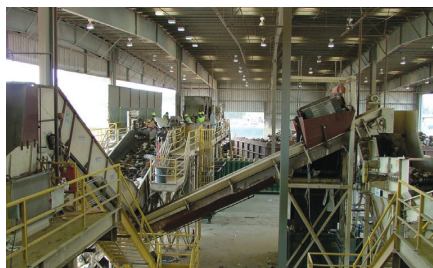
In 2010, the facility was upgraded with the addition of optical sorters to segregate plastics further. Optical sorting increases quality control to maximize diversion and recycling.

The Single Stream MRF will be expanded again in the 3rd quarter of 2013. The upgrade will result in 500 tons per day of capacity and employ a series of manual sort lines, vacuums, magnets, eddy currents, optical sorters as well as a state-of-the-art

glass system, ensuring the highest diversion possible. The upgrade is estimated to cost \$13 million.

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

DRY/CONSTRUCTION & DEMOLITION MATERIAL



Facility Name: Dry/C&D Material Recovery Facility (MRF)

Location: Davis Street

Function: Process C&D and Bulky Recyclables

Capacity: 800 TPD

In 2013, OAKLAND SCAVENGER will continue developing the recycling infrastructure available to Alameda County communities by upgrading its Dry/C&D MRF. Construction will begin in 2013 and take 3 months. The resulting facility will improve diversion from loads of

- Commercial dry
- Residential bulky
- Construction & Demolition debris



This high diversion 845 TPD mixed waste facility will reflect very similarly the processes currently in place for Oakland's curbside bulky and commercial dry waste programs effectively recovering dry recyclables as well as large recoverable materials such as wood and concrete. The Dry/C&D MRF will work integrally with the MMMRF (described above) for the dry portion of a 2-bin, wet/dry program ensuring that no materials from our commercial and residential customers go to the landfill without preprocessing. The upgrade will result in over 250 tons per day of additional material diverted from the Altamont Landfill as ADC.

WM EarthCare will utilize the recovered wood for mulch¹ and remaining wood will be used for bio-

mass. We will utilize concrete, asphalt and other inerts recovered in the construction of the MMMRF and other projects on site at Davis Street. When demand on site ends, the Altamont will use these materials for road building.

The Dry/C&D facility is conveniently located on site at Davis Street making it an easy destination for collection crews hauling mixed materials (see Map).

¹ WM EarthCare™ is our closed-loop solution for beneficially reusing organics in the communities from which they are generated. Our WM EarthCare™ mulch begins with clean, untreated, and unpainted lumber that OAKLAND SCAVENGER collects and receives from construction debris and is repurposed.

This page contains Waste Management company confidential and proprietary methods, work product, and information and therefore is not subject to disclosure.

1. Schedules

Figure 10. Public Outreach: key public education program elements (See Diversion activities below and Public Outreach Plan)

| Timeline | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Activity | PUBLIC EDUCATION PROGRAMS SCHEDULE | | | | | | | | | | | | | | | | | |
| Pilot Programs | | | | | | | | | | | | | | | | | | |
| Plan and develop performance metrics | | | | | | | | | | | | | | | | | | |
| Zero Waste Storefronts | | | | | | | | | | | | | | | | | | |
| Brand Platform | | | | | | | | | | | | | | | | | | |
| Kick off Events | | | | | | | | | | | | | | | | | | |
| Multi-Media Campaign | | | | | | | | | | | | | | | | | | |
| Zero Waste Ambassadors Corps | | | | | | | | | | | | | | | | | | |
| Proposed on-going Outreach- Pilots, campaigns, container delivery etc., targeted to increasing yield, quality, and participation in Single Stream and Organics for residential, MFD, and non-exclusive Commercial; see Plan | | | | | | | | | | | | | | | | | | |

Figure 11. Processing Facilities Timetable:

| Timeline | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------------|------|-------------------------------------------------------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|------|
| Facility | PROCESSING TO MATCH COLLECTION SYSTEMS | | | | | | | | | | | | | | | | | |
| Davis Street Organics Transfer Building | In Operation- Unlimited capacity | | | | | | | | | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary | | | | | | | | |
| Davis St. Residential & Commercial Single Stream MRF | Capacity expansion to 50TPH source separated Single Stream & recovery Improvement | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary | | | | | | | | | | | | | | | | |
| Davis St. Dry Materials MRF, including C&D | Capacity expansion to 50TPH, recovery Improvement; Back up commercial Single Stream capabilities | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary | | | | | | | | | | | | | | | | |
| Davis Street Mixed MRF | All Site & Building permitting already completed | | | Begin construction, installation of equipment | | Start-up, ramp up | | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary | | | | | | | | | | |
| Future Davis Street CORE Processing for Separated Organics | | Design, building permits completed. | | | | Start-up, ramp up to expected volumes. | | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary | | | | | | | | | | |
| Altamont LF Covered Area Static Pile Composting & Bio Filter (CASP) | Design completed, Permitting submitted | Permitting completed Construction completed. Rollout to full Capacity. | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary | | | | | | | | | | | | | | | |
| Altamont LF Anaerobic Digester Composting & Gas Recovery (RAC) | Permitting submitted, Design completed | Permitting completed | Construction completed. Rollout to full Capacity. | | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary | | | | | | | | | | | | | |
| Redwood LF Windrow Composting | In Operation Now - Cells added as needed | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary. | | | | | | | | | | | | | | | | |
| Redwood LF Covered Area Static Pile Composting & Bio Filter (CASP) | Permitting completed. | Construction completed. Begin rollout to full Capacity. | | | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary. | | | | | | | | | | | | | |
| Redwood LF Anaerobic Digester Composting & Gas Recovery (RAC) | Permitting submitted, Design completed | Permitting completed, Construction completed. Begin rollout to full Capacity. | | | Operational continuous improvement, audits for results; & upgrade with new technology. Replace as necessary. | | | | | | | | | | | | | |

Table 25. Diversion Recovery Table (Required) by Customer Segment and Material Stream

The table below reflects WMAC's full commitment to the Residential Recycling guarantee over the full contract term. It is fully integrated into WMAC's Overall Diversion Outcome in Mixed Materials and Organics proposal and is offered in this proposal as a "stand-alone" element. Figures are approximate and will change with a changing waste stream, WMAC will work with the City to make adjustments over time with expected changes in the material stream. It is fully consistent with Oakland's long term Zero Waste Guarantee.

| Program Type - Sector and Material Stream | Annual Diversion Plan- Residential Recycling Delivered and Processed | | | | | | | | | | | | | | |
|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Collection and Processing | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Present Residential Program Tonnage Delivered and Processed (35,103) | | | | | | | | | | | | | | | |
| Additional Collected SFD Source Separated Recyclable Materials (Single Stream) in this proposal | 1,410 | 2,820 | 3,720 | 4,620 | 5,520 | 6,420 | 7,320 | 8,220 | 9,120 | 10,020 | 10,920 | 11,820 | 12,720 | 13,620 | 14,520 |
| Additional Collected MFD Source Separated Recyclable Materials (Single Stream) | 1,004 | 1,513 | 2,022 | 2,531 | 3,040 | 3,549 | 4,058 | 4,567 | 5,076 | 5,585 | 6,094 | 6,603 | 7,112 | 7,621 | 7,971 |
| Commercial and City Source Separated Recyclable Materials | 1,600 | 2,530 | 3,700 | 4,200 | 5,000 | 7,290 | 8,380 | 9,470 | 10,560 | 11,650 | 12,740 | 13,830 | 14,920 | 16,010 | 17,100 |
| Total Tonnage Collected (35,103) | 39,117 | 41,966 | 44,545 | 46,454 | 48,663 | 52,362 | 54,861 | 57,360 | 59,859 | 62,358 | 64,857 | 67,356 | 69,855 | 72,354 | 74,694 |
| Total % Increase from the Base | 7% | 12% | 16% | 20% | 24% | 28% | 32% | 36% | 40% | 44% | 48% | 52% | 56% | 61% | 64% |
| % Increase from Previous Year | 7% | 5% | 4% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 3% | 2% |
| Residuals from Plan- 85% Diversion Standard | | | | | | | | | | | | | | | |
| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| Residual from the Base tonnage @15% | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 | 5265 |
| Additional SFD Recyclable Residue | 212 | 423 | 558 | 693 | 828 | 963 | 1098 | 1233 | 1368 | 1503 | 1638 | 1773 | 1908 | 2043 | 2178 |
| Additional MFD Recyclable Residue | 151 | 227 | 303 | 380 | 456 | 532 | 609 | 685 | 761 | 838 | 914 | 990 | 1067 | 1143 | 1196 |
| Commercial and City Recyclable Residue | 240 | 380 | 555 | 630 | 750 | 1094 | 1257 | 1421 | 1584 | 1748 | 1911 | 2075 | 2238 | 2402 | 2565 |
| Total Tonnage Diverted | 33,249 | 35,671 | 37,864 | 39,486 | 41,364 | 44,508 | 46,632 | 48,756 | 50,881 | 53,004 | 55,129 | 57,253 | 59,377 | 61,501 | 63,490 |
| % Total Residuals | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% | 15% |

WMAC proposes to reduce net residuals 5% from above 32% to 15% for the contract term for new and base tonnages through its targeted outreach plan and planned technology improvements at the proposed Davis Street Upgraded Single Stream facility. This is the maximum residual rate used in the Required Diversion Standard.

Table 26. Impact Of Public Outreach

| DIVERSION IMPACT OF OUTREACH PROGRAM BY CALENDAR YEARS IN TONS | | | | | | | | | | | | | | | |
|----------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Public Education Programs | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| SFD Recyclable Materials (Single Stream) | 1,050 | 1,313 | 1,418 | 1,575 | 1,733 | 1,838 | 2,100 | 2,205 | 2,363 | 2,468 | 2,626 | 2,731 | 2,836 | 2,941 | 3,151 |
| MFD Recyclable Materials (Single Stream) | 263 | 329 | 355 | 395 | 434 | 460 | 526 | 553 | 592 | 618 | 658 | 684 | 710 | 737 | 789 |
| Commercial Recyclable Materials (Single Stream) | 1,116 | 1,265 | 1,488 | 1,637 | 1,785 | 1,860 | 2,008 | 2,232 | 2,380 | 2,529 | 2,604 | 2,752 | 2,901 | 2,975 | 2,975 |
| City Recyclable Materials (Single Stream) | 72 | 91 | 98 | 109 | 119 | 127 | 145 | 152 | 163 | 170 | 181 | 188 | 195 | 203 | 217 |
| Total | 2,501 | 2,998 | 3,359 | 3,716 | 4,071 | 4,285 | 4,779 | 5,142 | 5,498 | 5,785 | 6,069 | 6,355 | 6,642 | 6,856 | 7,132 |

5.3.3 BENEFITS OF COMBINING SERVICE GROUPS

The combination of service groups is explained in detail elsewhere in this proposal. The list represents only the major benefits.

CEQA & Entitlements/Permitting

- CEQA has been completed and all environmental impacts have been studied and mitigated. No existing entitlements are subject to legal challenges. No other proposer can make this claim.
- CEQA and our entitlements and permits are secured for existing and most all of our proposed projects at 98th Avenue, Davis Street and the Altamont Landfills. More importantly, WMAC has all entitlements for every needed project to ensure Oakland achieves its zero waste goals.
- Only proposer who can offer a 100% in-county solution for all diversion projects in collection and processing.

Existing Collection, Processing Facilities & Zero Waste Infrastructure

- Modern Facilities Doing the job now.
- 98th Avenue: Our strategically located 15-acre collection facility at 98th Avenue, Oakland is in place and currently services the City of Oakland. Our facility is equipped with sufficient employee and truck parking, maintenance bays, LNG and CNG fueling stations, employee break rooms, locker rooms/showers, training facility, container repair (welding shop, paint booth and cart wash), customer service and customer pay stations.
- Davis Street: Our strategically located 52-acre processing facility at Davis Street, San Leandro is in place and currently services the City of Oakland with its Single Stream MRF, Dry Waste MRF, Commercial MRF, C&D MRF, Public Area Drop-Off, Bulky Waste processing, I-School in partnership with Stop-Waste.Org, Landscape Center, Diesel and CNG fueling stations, fleet and heavy equipment maintenance facility and Transfer Station. No other proposer can make this claim.
- Altamont: Our world renowned, state-of-the-art and celebrated Altamont landfill is located in Alameda County and has received Oakland's waste for 32-years. With its existing entitlements, sufficient airspace, 24/7 operations, two landfill gas to energy projects, WM-Lined landfill gas to LNG/CNG facility, wind farm, CNG fueling station, conservation easements, wild life habitats, tire recycling, C&D recycling and proposed covered aerated static pile composting and reclaimable anaerobic composter projects, WMAC's Altamont landfill is the best residual disposal solution for the City of Oakland. No other proposer can make this claim.

Diversion Plan

Achieving the City of Oakland's zero waste goals will require a significant amount of diversion throughout the course of the contract term. Combining and awarding Service Groups 1, 2 & 3 to WMAC provides Oakland the best opportunity to meet its diversion goals as set forth below.

- WMAC is the only proposer with an existing facility, entitlements and permits in Alameda County, which can provide the necessary processing to achieve Oakland's zero waste goals; WMAC also has in-county markets for organic materials generated in the proposal.
- Our ability to provide the most comprehensive and best coordinated effort around public awareness and Outreach
- Proven collection methods, superior marketing of materials and highest technology available in processing
- Coordination of public education efforts that maximizes source separation for all materials, especially in expanding participation and education with the dry recyclable material stream.
- No transition disruption will allow the City and WMAC to have a laser focus on diversion goals and community benefits.
- Harmony on contract diversion requirements
- Ability to maintain adjustable processing options through the Davis Street roundabout for all materials; to maximize recovery and exceed the City's diversion guarantees.
- One set of comprehensive reporting for all materials streams by being managed by one service provider.

5.4 CUSTOMER SERVICE PLAN

Proposers shall provide a detailed Customer service plan that specifies the Customer service operations that will be used in the City. This will be appended as part of the signed RR Collection Services Contract. Customer service hours should be noted.

The following section responds to the four Customer Service questions posed in the RFP should WMAC only be selected to be the Service Group 2 provider. It is followed by a more extensive description of the robust customer service experience we will provide the City should we be selected as the provider of both Service Group 1 and Group 2. It is our experience in Oakland and Contra Costa County — in first case we're the waste hauler and in the second we're the recyclables hauler — that it is the waste hauler who is the primary point of contact for customers. Whoever collects the garbage and sends the bills is the customer's first point of reference and the recipient of 99% of all service inquiries. As a result, we do not expect to receive many direct inquiries from customers if we are only the Service Group 2 hauler. We will provide the basic services described prior to the Technology section.

In the event WMAC is selected for both Service Group 1 and Service Group 2, we will provide an expansive customer service platform to the City of Oakland. Waste Management is undergoing a technological transformation to surpass its current level of customer service. By the July 1, 2015 contract start date, customers will have numerous channels for communicating with our Customer Service Representatives (CSR), requesting service and immediately accessing Oakland Zero Waste information. These changes reflect extensive research of customer-facing technology and the growing customer demand for web-based services and smartphone apps. Of course, traditional communication channels, including face-to-face office hours and phone calls with CSRs, will still be an important part of our customer service offerings. The Technology section provides details of our capabilities and benefits to the City of Oakland and its residents.

Protocol for Receiving Customer Requests, Issuing Work Orders, Closing Work Orders and Replying to Customers

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

Call Center Capacity

WMAC proposes to locate the call center at our Oakland facility, located at 172 98th Avenue. However, as previously noted, Oakland ratepayers will realize a cost-savings if the City chooses to allow the call center to remain at its current location in Oak Harbor, WA. Based on our Oak Harbor experience, we propose to continue staffing the Oakland Call Center as follows:

- 1 Customer Experience Manager
- 1 Customer Service Supervisor
- 16 Customer Service Representatives

If the Oakland Call Center is moved to Alameda County, we will focus our recruiting efforts in Oakland to fill these positions with qualified candidates, utilizing our “Hire Oakland” approach. We will also recruit and hire Spanish, Vietnamese and Chinese-speaking candidates to respond and meet the diverse languages spoken by Oakland customers.

The call center will be staffed from 7 am to 6 pm, Monday through Friday and Saturdays on which SFD or MFD MM&O Collection Services are provided.



Customer-Focused Knowledge Management Tool. Waste Management uses a proprietary web-based Knowledge Management Tool (KMT) called Green Pages to track and maintain all contract information. Green Pages are accessible by field staff and customer service representatives and can be updated in real-time. It contains comprehensive information about our municipal contracts, such as service offerings and collection schedules as well as miscellaneous information about each of the communities we serve, such as a map, demo-

graphic information, special events and activities. Pricing and billing information is also included. We review our contracts regularly and enter any updates or changes into Green Pages. Customer Service Center staff and field staff receive regular training on contract changes and program enhancements.

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

Website. While the RR contractor is not required to provide a website, WMAC will have a website to assist our residential recycling customers. Our website will offer customers a one-stop shop for all their service requests—including service set-up, cart replacement or repair, holiday schedules, guidance on what is recyclable, as well as e-mail and Live Chat. WMAC is currently developing an Oakland-specific website in coordination with Oakland staff. This site will serve as the backbone to the more expansive capabilities described in the section below.

Business Office

We have maintained our business office at 172 98th Avenue in Oakland since 1990. Our local office is readily accessible from Interstate 880 and is familiar to many Oakland residents and business owners. The office is open from 8:00 a.m. to 5:00 p.m. for customers to request service literature, seek service assistance or pay their bills. Our friendly staff welcomes customers with a smile and ensures they leave satisfied with their service. Whether or not the Oakland Call Center remains in Oak Harbor, our plan is

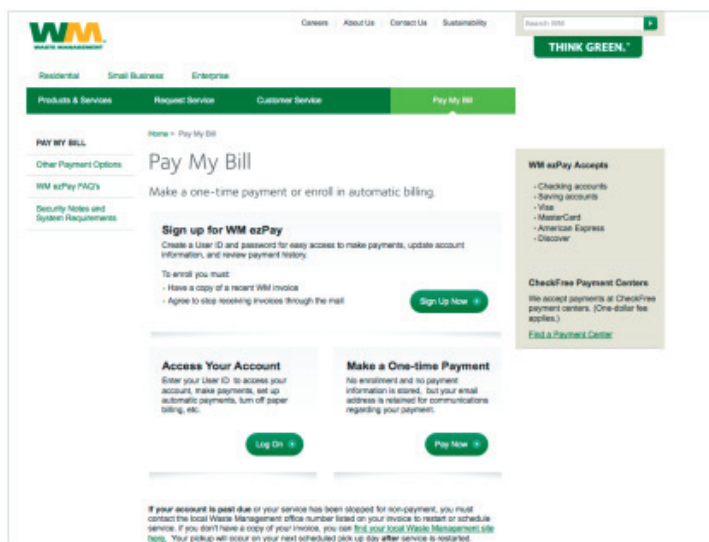
to continue staffing 172 98th Avenue with local CSRs to accept payments, accommodate service changes/new starts/cancellations/service ordering and to answer questions from walk-in customers.

Protocol for Customer Billing

Waste Management currently bills the City of Oakland's residential customers quarterly in advance and the City's commercial customers monthly. Any ancillary charges or service level changes are reflected on the next invoice and are discussed with the customer at the time of the request.

- **New Service** - When a customer sets up service, the CSR provides the monthly rate and explains what the invoice will reflect on the next quarterly (or monthly) bill.
- **Change in Service** - The same protocol above is followed when a customer changes their level of service. In addition, our billing department calculates any adjustment resulting from the change and applies it to the customer's account within one week of the effective date and prior to next quarterly billing in most cases (unless customer has communicated the change after the account has been billed).
- **Billing Dispute** - When a customer disputes their invoice, the CSR follows guidelines for resolving the dispute at the time of first contact. If for any reason the CSR is unable to resolve the issue on the first call, the CSR sets the expectation for a returned call and resolution with the customer within five business days.

Online, Paperless Billing



In the spirit of Zero Waste, since 2005, Waste Management has offered Oakland customers a secure, online bill paying system called “EZPay.” Our online billing system saves customers the time and expense of writing and mailing checks. Waste Management customers may make one-time payments or enroll to view invoices, payment details, save payment methods and set up automatic, recurring payments.

Should we be the successful bidder, WMAC hopes to make EZPay part of the City's Zero Waste initiative—a small way every customer can immediately reduce waste.

Our Customer Experience Strategy

Four-Week Professional Training

WMAC has an intensive, four-week training program for new customer service representatives.

The four-week classroom course is designed to introduce new employees to the WMAC family and create a strong, consistent foundation in the areas of customer-focused service, professionalism, safety, and company pride. The training covers the following information:

Table 27.4 Week Training Program

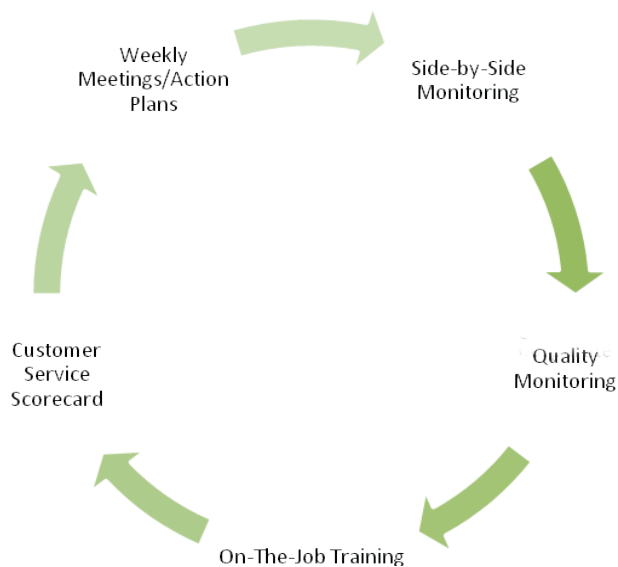
| Topics Covered | |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| New Hire Orientation | <ul style="list-style-type: none"> • Overview of WMAC • City of Oakland service offerings • Internal customers and introduction of CSC team • Introduction to our customer-focused service strategy |
| Getting to Know Oakland | <ul style="list-style-type: none"> • Ride-along in a truck • Steel Wheels tour of Davis Street and the Altamont • Geography review of the City of Oakland • Understanding Oakland's Zero Waste and diversion goals |
| Developing Customer Relationships | <ul style="list-style-type: none"> • Clear communication • Communicating Oakland's Zero Waste programs and goals • Building a relationship with your customer • Review of other performance metrics |
| Customer Engagement Tools | <ul style="list-style-type: none"> • Listening sympathetically • Agreeing and providing a solution • Staying positive and calm • Maintaining professionalism |
| Call Center Equipment Training | <ul style="list-style-type: none"> • MAS (integrated billing system) • Knowledge Management Tool • Phone system |
| Professional Customer Service Skills | <ul style="list-style-type: none"> • Strategies for handling common collection and billing questions • Methods for handling difficult customer situations |

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

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

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

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



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

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

Weekly Meetings and Action Plans. In order to maintain and improve our customer service standards, the

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

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

Driver Training

Our drivers are on the frontline for providing exceptional service to our customers. To ensure our drivers provide outstanding customer service, WMAC requires them to attend extensive customer service training sessions in which they learn and are required to meet the City of Oakland's customer service standards. As a result, some of the key actions and behaviors that our drivers perform each day are as follows:

- Using friendly nonverbal communications with customers
- Always speaking in a friendly voice and maintaining a pleasant demeanor
- Answering and ending each customer communication with a SMILE
- Offering to clean up any items/debris during collection, before the customer has to ask
- Monitoring customer containers and quickly replacing broken/damaged ones before the customer has to ask
- Understanding the customer's needs
- Explaining what items can and cannot be placed in each container and why
- Monitoring a customer's load and knowing when to suggest a service increase/decrease
- Acting as a consultant to optimize the service for the customer

- Taking the time to inform customers of holiday schedules one week before a major holiday
- Owning the customer's issue and saying, "I'm sorry that we disappointed you. But I ensure we will work hard to correct the situation."

These behaviors ensure our customers receive excellent service and have a positive impressions of WMAC.

Educational Training & Seminars

The following are just some of the comments WMAC has received recently from customers in Oakland about our drivers:

"Customer service is superb and reliable."

"Our local drivers are great!"

"The collectors are very good and take pride in their jobs."

"Our garbage man- is the reason (the service) is outstanding he picks up in the Winton Street area off Santa Clara and he is always courteous, hard-working, on time and extremely efficient when I see him working!"

"Great service. I never have to worry about a pick up. The drivers are friendly and courteous."

"Consistent, reliable and dependable. Very good customer service and communications."

Based on this feedback we are extremely pleased with the level of customer service our drivers are providing.

In an effort to support the City's Zero Waste goals, WMAC will provide the City with seminars, lunch-time training, and other educational sessions in which WMAC recycling coordinators will disseminate diversion education throughout the calendar year in various Oakland locations. WMAC will work with the City to design and develop a strategic outreach plan that targets specific locations to drive diversion participation. Tours of all WMAC facilities will also be provided.

How We Measure Success

The first pillar of our Customer Experience model is to excel operationally. At WMAC, we take this seriously, and we employ a two-pronged approach to ensure that all of our customers are being serviced to the Waste Management Standard. First, we track to metrics that provide us with a clear picture of

how we are doing. Second, we actively seek feedback from our customers in an effort to better understand how successful we are in their eyes.

Performance Measures

There is a science behind the art of providing outstanding customer service. Accordingly, Waste Management has developed a set of standards and metrics for the areas of customer setup, operational excellence, and call handling.

All metrics are ranked on a scale of 1 to 3, with 3 being the highest. The categories are then averaged, allowing us to see overall performance of any of our operational districts in any given week. We are able to quantify and analyze the data to improve our service delivery.

Using these metrics, we also hold weekly meetings to discuss issues, updates, and reminders for the market area employees. This provides a forum for our teams to provide feedback, information, and recommendations on how to resolve issues. All meetings are documented and used to track opportunities, challenges and action plans.

Customer Setup

Customers give WMAC High Service Rankings

Our Customer Service Team earns an average of 4.56 (out of 5) on all service call surveys.

The measurements below are used to track how successful we are in the area of customer setup:

- Percentage of defective setups
- Number of errors by line of business
- Number of errors by responsible party

- Operations
- We utilized the following measures to achieve success:
 - Number of missed pickups by driver
 - Number of estimated time of arrival inquiries by driver
 - Number of collection calls (incidents in which driver cites customer action as reason for missed pickup)
 - Number of open service tickets (e.g., deliveries, swaps, etc.)

Measuring Missed Pickups (MPU) is arguably the most important indicator of our ability to satisfy our customers' service delivery expectations. The acceptable standard of performance for MPUs is that there should be fewer than or equal to 1 MPU per 1,200 customers.

Call Handling

At WMAC, we focus on our customers' ability to reach us effectively, monitoring the following metrics:

- Average speed to answer and hold time
- Abandonment rate
- Average length of call
- Number of calls taken each hour

Customer Feedback

We believe there is no better way to monitor our performance than to ask our customers. First, we record all calls. Customers are offered a post-service survey to evaluate our responsiveness. These surveys measure both service experience and our ability to resolve issues effectively. Surveys are ranked on a scale of one to five, with five being the highest. We track these calls and use them as training tools throughout the year.

Next, customers are randomly surveyed. Local staff review the feedback each week. Customers rank our service in a number of categories, including timeliness of cart delivery, issue and complaint resolution, billing accuracy, reliability, safety, cleanliness, professionalism and how likely they are to recommend us.

This tool enables WMAC to identify the top five most significant issues, as identified by our customers. We can then work toward remedying these problems. By actively surveying our customers, we are better able to adjust our operations and provide exceptional service.

Finally, we proactively contact customers who have reported a missed pick-up. We want to make sure their containers were serviced and that they are satisfied with our customer service. This provides us with an opportunity to remedy the situation as necessary.

Technology

We want to offer our customers the easiest and most convenient channels of communication. Technology offers a variety of tools to meet our customers' needs and allow us to meet our remaining pillars: customer-centric service and a variety of channels by which customers can communicate with us.-.

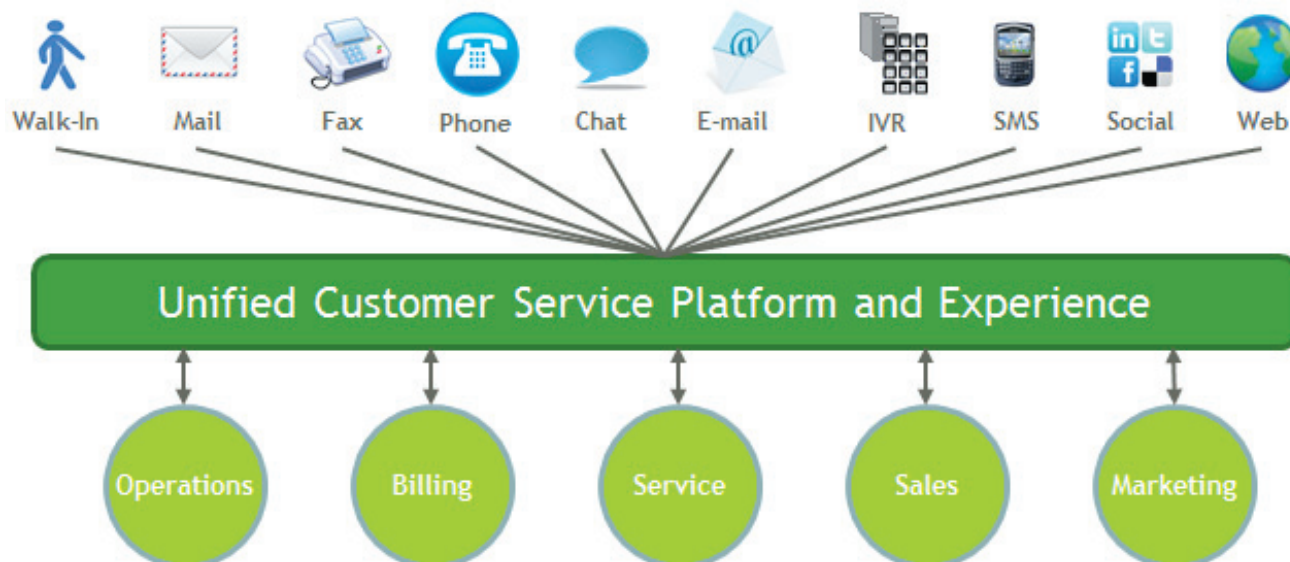
WMAC will provide a world-class customer experience through:

- Integrated customer experience
- Cutting-edge customer relationship management
- Tailored websites

Integrated Customer Experience

Waste Management recognizes the importance of creating an all-around positive customer experience. Providing an integrated customer experience allows the customer to define how they would like to engage with us, creating a personalized experience with each touch-point. Accordingly, Waste Management's Customer Service Strategy is to provide a multi-channel integrated experience for our customers, leveraging best in class technologies and customer service practices.

Customers will experience multi-directional touch-points with Waste Management, with their contact preferences, schedules, and needs at the forefront. The key to this strategy is alignment across the organization, and the ability to be agile while maintaining a customer-centric focus.



Customer Relationship Management—Customer Experience Representatives

Phone - Our Customer Experience Representatives are comprehensively trained and equipped with state-of-the-art tools to provide FCR for our Oakland customers. If the Call Center is moved to Alameda County, the primary customer service call center will be located at our 172 98th Avenue facility in Oakland. The hours of operation for the call center will be 7 am to 6 pm, Monday through Friday and Satur-

days on which SFD or MFD MM&O Collection Services are provided. Customers can call during these hours and receive personal and localized service to assist them through any request.

E-mail - Customers have the ability to e-mail us today and receive a prompt reply from a knowledgeable member of the Customer Experience Team. By the July 1, 2015 contract start date, WMAC will offer a dedicated email address and a website from which customers can email their inquiries. The dedicated Oakland Customer Experience Team will respond promptly. E-mail is used to minimize paper waste and increase customer convenience. Items such as signatures, account and service updates and billing statements can all be transmitted via e-mail if the customer so chooses.

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

Walk-In - Our Oakland office on 98th Avenue provides continuous customer service. It's a place for residents to seek on-site educational assistance, address service-related requests, and make in-person payments. We also have three additional, convenient payment locations:

- **Hayward** - 22770 Main Street, Hayward, CA 94541
- **Alameda** - Alameda Mail Boxes Plus, 2532 Santa Clara Avenue, Alameda, CA 94501
- **Newark** - Mail N Services Store, 3511 Newark Blvd., Newark, CA 94560

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

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

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

Customer Relationship Management—Self Service

Web - Customers will enjoy 24-hour access to our web portal, providing access to the following self-service features:

- Transparent online pricing and service offerings, including the ability to set up new service
- Ability to change services
- Service calendars and notifications

- Amnesty days
- Sorting instructions (what goes where and why)
- Billing management (e.g., payment, statements, balances, dispute management)
- Account management (e.g., address or phone number updates)
- Ad hoc service requests (e.g., bulky item or HHW pick up)
- Customer Experience Representative interaction (via live chat and e-mail)
- “Track My Driver” function, allowing customers to view the ETA of their pickup
- Targeted promotions, coordinated with City staff, aimed at providing value to the customer

IVR (Automated telephone self-service) - Voice recognition software that offers the customer simplified self-service over the phone, without having to speak to an agent, including:

- New service setup
- Service changes
- Service calendars and notifications
- Billing management (e.g., payment, statements, balances, dispute management)
- Ad hoc service requests (e.g., bulky item pick up)
- Ability to easily transfer to a live agent at any time

SMS - Customers can send and receive SMS, enabling quick account and service management, including:

- Ad-hoc service requests
- Service notifications (e.g., truck running late)
- Billing management (e.g., notification and payments)

SmartPhone - Customers will have 24 hour access to our Smart App, providing access to the following self-service features:

- New service setup
- Service changes
- Targeted promotions, coordinated with City staff, aimed at providing value to the customer
- Service calendars and notifications
- Billing management (e.g., payment, statements, balances, dispute management)
- Account management (e.g., address or phone number updates)
- Ad hoc service requests (e.g. HHW, Bulky pickups)
- Customer Experience Representative interaction (via live chat and e-mail)
- “Track My Driver” function, allowing customers to view the ETA of their pickup

Tailored Web Capabilities

In order to provide the City with current information about its recycling Zero Waste achievements, WMAC will provide a customized website that can be used by both customers and the City of Oakland.

WMAC will design and maintain a publicly accessible website that uses graphics and statistics illustrating the City's progress toward becoming a Zero Waste community. In this way, the City, residents and businesses will have access online location to get complete and comprehensive information about City services and achievements.

There will be dedicated sections for residential and commercial customers, the City of Oakland, and community outreach programs. Visitors will be able to:

Sign-up for basic and add-on services

- Modify existing service
- Schedule one-time services
- Pay for services
- Opt-in/opt-out for electronic communications (e.g., text and email)
- View service disruptions
- View holiday calendars
- Contact WMAC with any questions or concerns
- View future service or price changes
- View community events supported by the City of Oakland and WMAC
- View resources to support the City's Zero Waste initiative
- Print signs for organics and recycling programs
- Download training for employees around implementing recycling and organics service

The City of Oakland will have access to a secure section of the site that offers a comprehensive view of our operations, metrics, customer opinion, and what-if scenarios.



Driving Efficient Service Delivery with Technology

Onboard Computing System (OCS) mobile technology integrated into our fleet, coupled with advanced route optimization, decision sciences, and business intelligence technologies allow WMAC to continually measure our internal operational performance. This helps ensure our drivers and route logistics maintain the highest level of safety, efficiency, and quality of service possible. Our business intelligence dashboards and exception-based reports provide valuable insight into vehicle, driver, and route performance. This data allows us to proactively address service issues. Our enterprise data warehousing and reporting systems provide a 360 degree view of the services we provide, identify trends and provide

proactive solutions. In our industry, we are best suited to address the complex objectives of municipalities. Among the benefits to City of Oakland, its businesses and residents are:

- Optimizing assets to maintain a high quality, efficient fleet, and ensure consistent service
- Scheduling capabilities to avoid interruption due to traffic flow
- Assessing container sizes, frequencies, and other programs (e.g., recycling) based on analysis of waste stream and disposal tonnage, or based on past service history with similar types of service customers to make service recommendations
- Identifying service issue trends to proactively address before further degradation to the City

Online Estimate Time of Arrival (ETA)

As our presence grows in communities, so does our responsibility to inform our customers of service times. Traditionally, ETA analysis is a time-consuming, manual process that can result in either the customer experiencing hold time or a call back. With our OCS technology, we are able to process near real time routing data to determine the time in which a service is expected to be performed within a three-hour window. This enables us to respond to customer inquiries on demand through the web, providing updates with no call hold time.

Online Diversion and Recycling Tracking (DART)



With increasing demand for sustainable construction, higher reuse, and recycling rates, Waste Management can provide the City of Oakland with the ability to divert and track online a variety of construction and demolition materials from landfills, such as wood, rock, metal, cardboard and plastic. There may also be nontraditional items that can be put to reuse—like shingles, concrete, fiberboard and paneling. With so many substances to manage, calculating total diversion has traditionally been a time-consuming process, involving extensive labor, math and manual reporting.

DART technology was created by Waste Management to measure recycling and diversion easily, enabling contractors and municipalities to:

- Track diversion rates and volumes from the global level to MSA (Metropolitan Statistical Area) to specific project across every project and jobsite
- Set benchmarks and track progress to exceed on future projects
- Access secure, self-service portal to create customizable reports according to a variety of criteria with just a few clicks
- Produce consistent reports formatted to align with the structure of your business
- Track and reports for LEED® certification submissions with reports that are easily uploaded to the Green Building Certification Institute's LEED Online system

- Use automatic calculators for creating your own environmental impact for marketing purposes
- Export and download graphs and charts

Customer Reporting



WMAC offers customer-centric reporting tools to facilitate the tracking of key metrics at the county and state levels. Through our integrated data warehouse, we can furnish service details for municipality franchise agreements and tonnage for all locations managed by Waste Management. Our technology improves the accuracy and timeliness of

reports, offering insight into all environmental solutions we manage for small and medium businesses and municipalities.

The City of Oakland will benefit from our Customer Reporting to provide insight into:

- Service usage
- Environmental and sustainability analysis to maximize diversion
- Service optimization
- Summary billings
- Location-level detail
- Aggregation across multiple time periods
- Export and download of data and charts

Customized Reporting Enabled by “Big Data”

In order to help the City of Oakland reach its diversion goals, WMAC has the ability to utilize our fully integrated systems to produce specific information requested by the City. These reports could range from trending what services or products Oakland residents have used throughout a year in order to better predict the specifications of the City’s next waste contract, to providing Oakland with a detailed analysis of how each of its residents is tracking to the City’s waste production goals. WMAC can query commercial, roll-off, residential and multifamily data and produce multiple reports based on the City’s needs. Whatever customer and WMAC-specific data the City of Oakland needs, we have the capability to provide it.

A Day in the Life of an Oakland Resident

Serena moves to Oakland

Serena is currently a resident of Los Angeles and has Waste Management service at her home. She is planning a move to the City of Oakland in about two weeks. She's up late packing when it occurs to her that she has not yet set up a cancellation of her services for her LA residence. Given the time of night, she decides to try going to Waste Management's website to schedule the cancellation of her Los Angeles service in preparation for the move.

Upon entering the site, Serena remembers that she has not yet paid her bill. She quickly views her bill and makes an electronic payment before proceeding with her cancellation.

Serena moves on to the cancellation and populates all necessary dates/information to cancel her service. She is then presented with the option to schedule service setup for her new residence in the City of Oakland. Throughout Serena's history with Waste Management, she has primarily produced a small amount of trash and a large amount of recycled material and organics. Accordingly, she is presented with customized service options for her new residence, as well as a Bagster Bag and Bulky services to help her prepare for her move.

Serena is unfamiliar with the Bagster product and wants to quickly talk to somebody about it to ask a couple of questions. She sends an instant message to her designated Waste Management chat representative, and they talk through whether Bagster would be a good fit for her.

Serena wraps up her online order and thinks to herself how easy the cancellation/setup process was. She notices an optional survey on the website and decides to quickly log her feedback, then gets back to packing.

Serena's First Service Week in Oakland

Serena is getting settled into her new house in Oakland and checks the mail for the first time. She finds a welcome packet from Waste Management and the City of Oakland, outlining her service days and holiday schedule. She notices that her first service day is Wednesday and makes a mental note to set her trash out on Wednesday morning before leaving for work.

Wednesday morning, Serena is rushing to get out the door for an 8 a.m. meeting. While sitting in the meeting, it hits her that she completely forgot to move her carts to the curb. From her welcome packet, she knows her truck is scheduled to be in her area by mid-morning, but she is stuck in her meeting and won't be able to do anything about it before then. She then remembers that she saw in her welcome packet that Waste Management has an iPhone app! She finds the app and downloads it to her phone. Using Track My Driver, she is able to see that her driver has not yet made it to her house. As she continues to navigate around the app, Serena finds that she can actually create a note directly to her driver to request that he pick the cans up from behind her house. She creates the note and is hopeful that everything went through okay.

That evening, Serena arrives to her home. To her satisfaction, her carts have been emptied and neatly replaced at the back of her house. What a relief!

Serena Goes on Vacation

Serena's been working hard at her new job in Oakland and decides she wants to get away for the summer. She opts for a tour of Europe, and will be out of the country for almost three months.

Her first Wednesday in Europe, something feels off. She realizes that it is her regularly scheduled pickup day, and she has not called to place a seasonal hold on her services. Even though she liked the ease of use of the mobile app, she opts to go back to the website, since her cell phone doesn't have service overseas.

Serena is able to quickly update her account with the start and end dates of her seasonal hold. While she is on her account, she notices a feature that she hadn't seen before. It's a graph of her waste output against the rest of the residents in Oakland. She is also presented with suggestions as to how she can continue to minimize waste, which she notes.

Serena's Service Interruption

A month after Serena comes home from her vacation, there's a big storm in Oakland. There is damage to some of the roadways, preventing access to several streets in Serena's area. Luckily, nobody was hurt. Serena goes about her business as usual, pulling her carts to the curb the next morning before trying to find her way through a detour to get to work.

She returns home later that evening to find her carts still full sitting at the curb. Frustrated by this, she makes a hasty FaceBook update describing the scenario. Before eating dinner, she walks over to her home's answering machine and plays her messages from the day. She realizes that Waste Management tried to call a couple of times with details about the service interruption.

The next day, a WMAC employee is reviewing his Waste Management social media alerts when he reads Serena's post. He promptly investigates the situation and finds that service alerts went out; however, WMAC only has Serena's home phone on file. He leaves Serena a message in her email and on her home phone with an apology and a request for a preferred contact number. Upon receipt of the messages, Serena logs back into her mobile application and updates her information successfully.

A Day in the Life of a City Staffer

Bill, the newest staff member of the City's Public Works Department Solid Waste & Recycling Program, wants a quick understanding of what services WMAC provides to the City of Oakland. He reaches out to Jason, the WMAC Contract Compliance Supervisor and liaison to the City of Oakland. Jason offers to come to Bill's office to set up an account on the WMAC Oakland City portal and walk him through the portal and the city contract. (See "Tailored Web Capabilities" for the portal overview and capabilities.) In the portal, Bill is able to review key operational and financial statistics for residents, businesses and the City of Oakland.

After the walk-through, Bill asks for two additional reports that he feels he will need on an on-going basis. Jason shows Bill how he can get the first report by using the ad hoc reporting already offered. Jason also lets him know that since the second report requires exposing additional internal data and working with IT, Jason will have it available in two weeks.

While the City appears on track to meet its diversion goals, Bill challenges Jason to come up with options to exceed their goals. Jason suggests additional communication and incentives that can be offered to City residents. Bill approves the additional communication and incentives but wants to be able to evaluate the effectiveness of the campaign. Jason directs Bill to the Marketing section of the portal, where he can view data on the campaign. Bill adds the campaign to his portal home page so he can monitor it daily and downloads the portal app on his smartphone. He also sets up daily email and text alerts so he stays on top of developments and can be more effective in his job.

A few months later, Bill is invited to the Mayor's annual holiday party. The Mayor asks him about his new role. Bill uses the portal app on his smartphone to show how the City is on track to meet its diversion goals and, based on the effectiveness of the recent campaign, may actually exceed the goals.

Torrential Rain...

Bill is sent a text by GreenOakland.com that there is a major storm likely to hit Oakland next week and last for two days. He sees that Jason has already set up a meeting with him the next day at 8 am to review contingency and communication plans. Bill logs into the portal to prepare for the meeting. Based on available weather data, the service interruption section of the portal estimates that 30-40% of the city's customers will be affected and it could take two days for WMAC to catch up. The system also predicts that there will be an additional 12000 requests to pick up fallen trees and debris, based on historical data. Bill does what-if scenarios (storm lasts for four days, the storm is of higher category than predicted etc.) to understand the worst case.

The next day, Bill and Jason compare scenarios and prepare a report to the mayor. They also agree on the communication that needs to go out to customers. That evening, Bill receives a confirmation email with details of the communication that includes the number of emails, text messages, outbound calls and customer views of the portal.

At the end of the first day of the storm, Bill reviews how the projections matched against actual service interruption. He sees that the storm's intensity has subsided and that WMAC is projecting that 90% of the customers will receive service the next day up from the original 50% projection. The next day, he views WMAC's progress by monitoring the following:

- # of trucks behind schedule
- # of customers impacted by delay
- # of missed pickups
- # of ad-hoc requests for pickup
- # of complaints

He joins the scheduled daily conference call with Jason to review the plans for the rest of the week. The Twitter and Facebook feeds that are available on the portal allow Bill to listen' to his customers in real-time.

Regular Service Review

It's Friday again and time for the weekly City of Oakland and Waste Management Customer Service update. The meeting starts out as usual, reviewing the key weekly operational, call center, and customer stats, as well as customer survey responses and driver compliments/complaints. Finally, they get to Jason's favorite part of the meeting, the weekly WM/City of Oakland social media trends. Most of the posts are positive, but one catches Bill's eye.

For the third week in a row, there is a post about City of Oakland residents not knowing how to dispose of their CFL bulbs. Bill requests that Jason pull all of the posts about CFL bulb disposal.

The following Monday, Jason presents Bill with the report and they talk through the results. There have, in fact, been quite a few people calling in for the service. They discuss service options that would be most beneficial to residents and the City of Oakland. Jason leaves the meeting with an action item to put together a proposal.

Later that week, Jason returns with options. They settle on Waste Management's mail-in LampTracker™ recycling service and develop an action plan to contact those customers who requested the service.

One month later, following the roll out of the new service, Bill and Jason are in their regular service review. Again, the topic of CFL bulb disposal comes up on the social media trends report. This time, it's from a customer who raves about how awesome the new service is!

A Day in the Life of a Business Owner

Tom runs a small home improvement construction company in Oakland. He received a call from Serena, who recently moved from Los Angeles, to renovate her basement. Based on the Tom's assessment, Serena's basement has cement boards with asbestos, which require special disposal.

Tom calls WMAC and is connected to Brenda, a customer service representative. Brenda asks him for the estimated volume of waste, predicted types of material, preferred frequency of pickup, and his preferred service days. Based on the information provided by Tom, Brenda outlines Tom's options. They agree that two temporary roll-off containers would be the best fit—one for the hazardous asbestos and the other for general construction debris. Brenda tells Tom about the WMAC smartphone app that has additional information about handling asbestos and other construction materials. She informs him that metals, rebar, asphalt, concrete, brick and stone, cardboard, wood, plastics, drywall/gypsum, acoustic tiles, glass, carpet, plaster, ceramic tile, insulation and shingles can be recycled—ensuring he is we make C&D recycling easy-to-use, cost-effective and compliant with both your project plan and city ordinances. compliant with both his project plan and city ordinances.

Serena loves the idea that most of her construction debris will be diverted for reuse or recycling and that the hazardous material will be disposed in compliance with local, city, state and federal environmental laws. Serena gives Tom approval to start the project.

Tom calls WMAC back to confirm the quote he received. He has done business with WMAC before, and based on his communication preferences, WMAC emails him a copy of his contract. Tom signs it electronically on his smartphone and confirms that his credit card on file can be used for payment. He also adds Serena's contact information to the contract.

Four hours prior to the delivery of the containers, Serena and Tom receive email and text messages. Serena is at work when she receives the message and won't be able to make it home in time. She asks Tom if he can meet the drivers at the house, but he is also busy. Serena text messages a reply to request a later delivery time and quickly receives a text confirmation with her new ETA.

A few days later, Tom realizes that the general construction debris container is full. He logs into his WMAC smartphone app, selects the appropriate contract and requests a pick-up. The app tells him that WMAC will pick up and drop off a new roll-off container within the hour. Fifteen minutes prior to the pick-up and as soon as the container is picked up Tom and Serena receive a text confirming the events. Two days later, Tom finds himself in the same situation and again requests a pickup.

During his initial sales consultation, Brenda noted that Tom projected he would need pickup once every two weeks. The system flags that Tom has requested two pickups in just one week, and a sales rep calls Tom back to ensure he is happy with the size of his containers. Upon consideration, Tom concludes that he is in fact outputting more waste than he had expected, and the rep and Tom decide to "right size" his containers and exchange them for larger ones.

As the demolition progresses, Tom checks the WMAC smartphone app for hazardous material classifications. The knowledge base provides him with a wealth of information on how to dispose of the material appropriately.

Tom and Serena also get an emailed report detailing how much material was picked up and what percentage was diverted for reuse and recycling. They also receive a link to a customer service survey.

Serena tweets about how great a job the City of Oakland and WMAC have done in helping her clean up the mess in her basement.

5.5 COMMUNITY OUTREACH STRATEGY

Proposers shall provide a detailed public awareness plan that specifies the methods and public education materials that will be used for program start-up and throughout the first eighteen (18) months. Specific attention should be given to methods that achieve high participation and Diversion in Organics Material Collection programs, City special events, and on-going “how to” promotions. This will be appended as part of the signed RR Collection Services Contract. If the proposer is proposing on Service Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

The City of Oakland is a recognized leader of sustainable initiatives, serving America’s most diverse city. As an early champion of the plastic bag ban, Oakland instituted the Bring Your Own Bag campaign, long before it became a ubiquitous slogan of many retailers. Similarly, staff introduced a dynamic MFD recycling campaign before AB 341 was enacted. Oakland’s Zero Waste RFP is the latest example of the City’s leadership.

Throughout these and many other initiatives including the 2005 residential single-stream recycling roll-out, WMAC collaborated with the City to ensure materials were diverted and processed for the highest reuse. As a result, tonnage sent to the landfill was reduced from 400,000 tons in 2005 to approximately 185,000 tons today. Oakland boasts a diversion rate of 65%.

Today, WMAC is poised to help Oakland reach its Zero Waste goals by employing a multi-faceted outreach campaign designed to change behavior through targeted, culturally sensitive and tested methods. We have engaged the services of two local experts, Oaklandish and Cascadia Consulting Group, contingent on the award of the contract to assist with the design and roll-out of the Outreach campaign.

- Oaklandish works to spread the word about what’s good in Oakland. It started in 2000 as a wild public art project with the aim of celebrating “local love and original Oakland charm.” Today, it has grown into a design collective known for its t-shirts, community work, and branding projects for local partners like the Oakland International Airport, Brown Sugar Kitchen and Waste Management of Alameda County. Oaklandish will provide the marketing creative, including logo, branding, and social media strategy. A creative, unifying force Oaklandish transcends neighborhoods to celebrate the people, places and events that are uniquely Oakland and is the perfect marketing partner for Oakland’s Zero Waste outreach campaign. The company is also a certified B Corp, meeting the highest standards for socially responsible business practices.
- Cascadia Consulting Group (Cascadia) is a national leader in developing and implementing innovative zero waste programs. Its team brings experience working in every major metropolitan region along the West Coast - from Los Angeles to Vancouver, British Columbia - to assess potential, shape strategies and implement community outreach programs to move toward ambitious waste reduction, recycling, composting and zero waste targets. It has a wealth of research knowledge and best practices as well as local experience. Cascadia has an Oakland office and staff that are currently providing technical assistance for the StopWaste.org Business Partnership Program in Alameda County. Cascadia will provide pilot projects design, implementation and evaluation assistance.

Behavior change is the cornerstone of sustainability and is a key priority. It's the only way to drive real results and enact lasting change. Throughout this Zero Waste transformation Oakland residents and community groups will be actively engaged in the process to effect tangible results. The City's voice will resonate at the forefront of environmental and economic stewardship. Youth, disadvantaged and displaced workers and others will acquire new skills through positions, ranging from community outreach ambassadors and pre-apprentice training for potential Waste Management jobs to summer youth employment and social media videographers.

Changing behavior on a broad scale is not simple; it takes more than conventional outreach approaches like advertising, distributing brochures and writing newsletters. Together, the City and WMAC have already picked the low-hanging fruit. To reach Zero Waste, we will have to embark on a targeted outreach campaign with "boots on the street" and district-by-district strategies that target material streams for diversion and motivate lasting behavioral change.

Summary of Outreach Plan

- WMAC's Community Outreach Plan is structured as follows: Our Vision
- Dedicated Program Manager
- Our Strategy - Holistic Approach to Drive Zero WasteSix Key Steps
 - Understand Council District profiles, Needs and Opportunities
 - Target Sectors and Streams for Maximum Results
 - Engage Vital Community Partners
 - Mobilize Zero Waste AmbassadorCorps Provide Job Training
 - Incentivize Participants
 - Utilize Technology and Social Media Platforms
- Community Outreach Timeline
- Listing of Potential Outreach Pilots
- Ongoing Evaluation
- Benefits of Combining Service Groups
- Budget outlined in "Table 33. Community Outreach Budget" on page 232, details the budget for the transition and on-going expenses

Our Vision

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, business district by district, building by building - into a place where zero waste behaviors are the norm. We've spent the last 100 years building a strong foundation. Now, with this aggressive Zero Waste RFP, we've taken the opportunity to analyze that foundation and tailor improvements that will take us to the next level.

Community based social marketing (CBSM), based on thorough research, best practices, pilot programs, and subsequent analysis, are the fundamental basis of WMAC's approach for Oakland. The framework

for our campaign is based on The Six Steps for Community Based Social Marketing, as adapted from *Fostering Sustainable Behavior*, by Dr. Doug McKenzie-Mohr, environmental psychologist, and founder of community-based social marketing.

Six Steps for Community Based Social Marketing

Adapted from Fostering Sustainable Behavior by Dr. Doug McKenzie-Mohr



To ensure maximum impact of our strategies and underlying activities, sustainable behavior change in Oakland, WMAC in collaboration with the City and Cascadia will implement a wide variety of pilot programs targeted toward a range of sectors and waste streams during 2014, following final award of the contract. As illustrated by the Six Steps of CBSM, carefully researched and targeted pilot programs with pre-defined goals and outcomes for objective analysis of effectiveness are key to creating lasting, adaptable and relevant education and outreach strategies to promote behavior change. We will regularly review pilot results with City staff to refine our approach to ensure successful roll-out following the July 1, 2015 contract start date.

Dedicated Program Manager

To ensure the success of the proposed Outreach Program, WMAC will dedicate a full time program manager to coordinate all aspects of this multi-faceted program. In keeping with our Local Hire commitment, the program manager will be an Oakland resident with previous experience in the areas of community organizing and environmental stewardship. We will recruit this individual following our selection and the final negotiations of the contract.

Our Strategy

Overview - The outreach strategy that we have developed is the first of its kind on this scale - we combine conventional outreach strategies with community based social marketing. Utilizing the overarching framework of the Six Steps for Community Based Social Marketing, WMAC has identified four major strategies to implement a successful grassroots full-scale change campaign in Oakland. **Figure 12** illustrates these four strategies and how they will transform the Oakland community into a global zero waste leader. The graphic provides a holistic visual of what our plan will accomplish by integrating demographics, segments, community and economic components. All these components need to be present for the community outreach plan to be successful and reach the ultimate goal of changing behavior and driving the zero waste strategies through grassroots efforts that will increase the “buy in” and “stick factor” of change.

Key Strategies of Community Based Outreach Campaign

1. Understand Council District profiles, needs, and opportunities
2. Target sectors and streams for maximum return
3. Engage Vital Community Partners
4. Mobilize Zero Waste Ambassador Corps and Provide Job Training
5. Incentivize Participants
6. Utilize Technology and Social Media Platforms

Drive Behavior to Achieve Measurable Changes in Diversion- As shown in Figure 12, our outreach approach is intended to achieve measurable diversion across each of the four waste sectors included in the RFP. Diversion estimates are based on results achieved in comparable communities in the U.S. and abroad. The table was developed using outreach/behavior change-specific tonnage estimates (separately from collection and processing) based on in-house and published research so that the tonnage estimates have integrity.

The method we used to develop the diversion estimates are outlined below -

1. Applied 2008 Alameda County waste characterization data to current tons disposed as listed in the RFP:

| Sector | Oakland Tons Disposed - 2011 | % Recyclable (AC WCS 2008) | Oakland Tons of <u>Recyclable</u> Material Disposed - 2011 |
|------------|------------------------------|----------------------------|------------------------------------------------------------|
| SFD | 61,406 | 29% | 17,504 |
| MFD | 32,165 | 34% | 10,962 |
| Commercial | 79,996 | 31% | 24,796 |
| City | 9,733 | 31% | 3,017 |
| | 183,300 | | 56,279 |

2. Modeled changes in disposed tonnage over time based on population growth (Oakland population projections here: <http://www2.oaklandnet.com/Government/o/CityAdministration/d/EconomicDevelopment/s/MerchantOrganizations/DOWD008095>)

-
3. Applied the following factors that influence the amount of recyclable and organic materials captured by sector as a result of public education programs:
 - Participation Rate (Households/units participating in public education program)
 - Efficiency (% of targeted material participating households/units put into the recycling or organics bin)
 4. Applied company and industry knowledge of similar processing operations first within WMAC, second in California, third on the west coast and finally through N. America, and checked outcomes for reasonableness in recovery technology and outreach programs.

Participation and efficiency rates are based on a combination of Cascadia's primary and secondary research as well as actual results from outreach programs.

A grass roots, community-based social marketing outreach strategy to achieve

Zero Waste in the City of Oakland

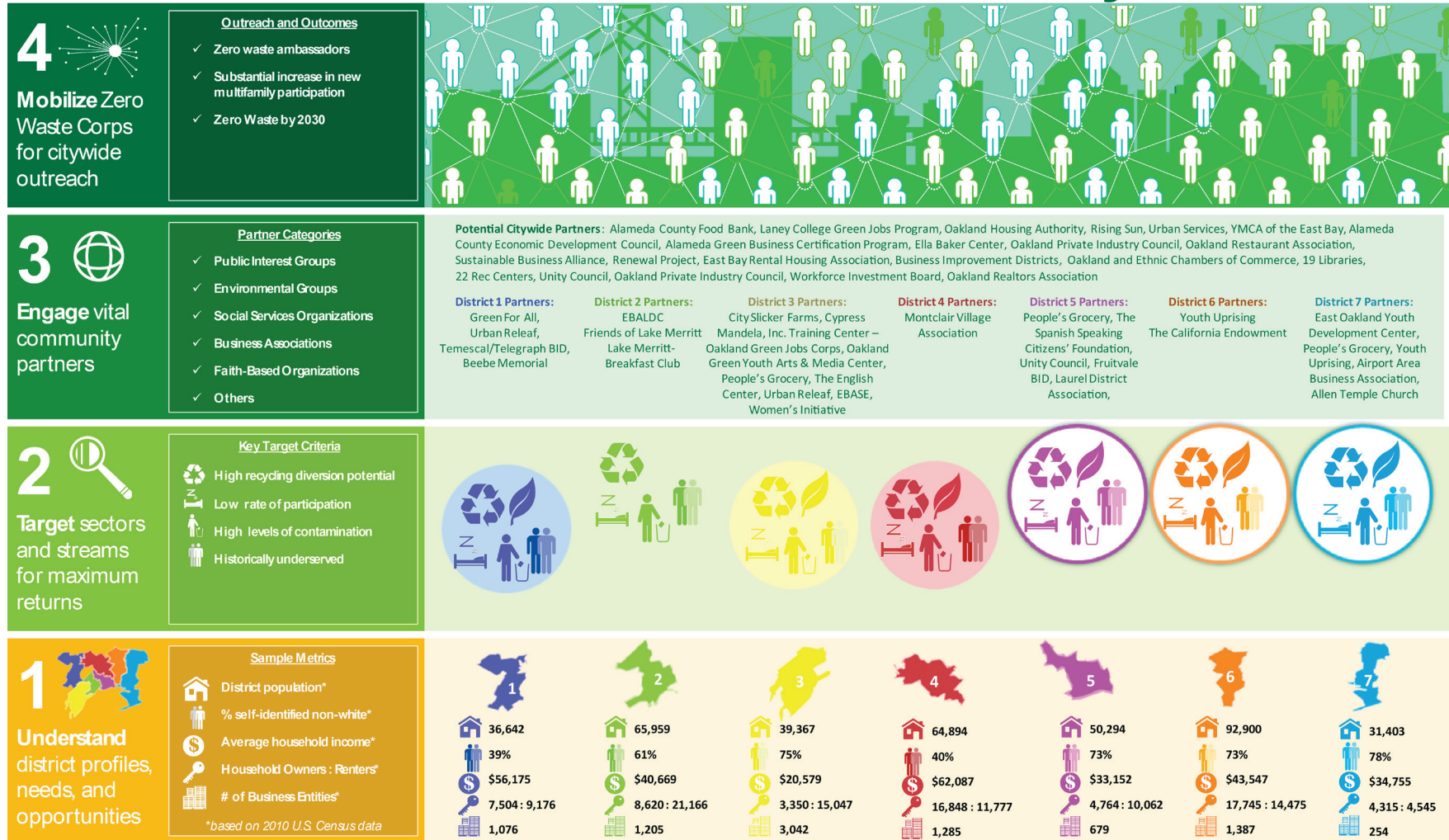


Figure 12. Holistic Strategy To Drive Zero Waste

Step One. Understand Council District Profiles, Needs and Opportunities

Develop Successful Programs Based on Community Research and Model Programs

Community-Based Social Marketing Research on Seattle Area Multifamily Customers

As part of a multi-year project aimed at improving recycling outcomes in the multifamily sector, Waste Management Northwest and Cascadia conducted international case study research and coordinated on-the-ground field work in Snohomish and King Counties to inform the development and implementation of innovative multifamily recycling pilot projects. We used social marketing research techniques to study the recycling behaviors, motivations and barriers of multifamily residents and property managers in the project area.

In the coming year, pilot projects based on a selection of the strategies identified through international research and tailored to address the specific behaviors and barriers of the target population will be launched. The results of the pilot projects will provide valuable insights for recycling programs throughout the West Coast.

This work is also contributing to a larger statewide multifamily recycling research effort led by the Washington State Recycling Association. These best practices will be shared with the City of Oakland and will help guide the development of our multifamily outreach programs.

Mere speculation about what motivates people to engage in certain activities, such as recycling, composting, or making green purchasing choices won't produce a successful Community Based Social Marketing (CBSM) campaign. Thorough research, conducted by Cascadia, is needed to understand the benefits that motivate various demographic groups in the City, as well as to understand the barriers that hold them back. To better understand the key motivators and barriers that affect the diverse population of Oakland, WMAC will utilize the following activities:

Translate Waste Management's decades of experience designing, implementing, and evaluating zero waste outreach programs across the country based on CBSM principles to Oakland where applicable. Waste Management has spearheaded innovative residential, commercial, and municipal multicultural outreach programs with clients in all major metropolitan regions on the West Coast - from Los Angeles and the Bay Area to Portland, Seattle, and Vancouver, BC. As a Company we have

years of relevant experience, and a deep archive of best practices. We've seen what's been effective in certain communities, and not so much in others. Working with Cascadia and City staff, WMAC will leverage this vast database of resources to match best practices with the appropriate communities in Oakland.

Conduct community research to uncover personal motivations and priorities for a diverse range of demographics. WMAC is suggesting a combination of market research methods, including focus groups, surveys, and in-home ethnographic research. The research will focus on understanding customer knowledge and awareness of target diversion and zero waste behaviors. Barriers and motivations will also be addressed through this research.

Another valuable tool is waste characterization studies to profile the materials generated by sector and at the individual business or MFD level. Cascadia brings Oakland access to the most comprehensive characterization database in the country, with data for more than 50,000 sorted material samples from across the U.S. Where data gaps exist, in-field research will help to verify customer information, such as participation and contamination rates. WMAC will work with the City to determine the extent to which this research is needed and desired.

Armed with the research findings, WMAC in collaboration with the City and the respective Councilmembers will refine its outreach strategies for pilot projects, target customer groups, and performance goals.

Step Two. Target Sectors and Streams for Maximum Diversion Return

It is clear from our experience in Oakland that one size does not fit all. An effective CBSM strategy is targeted to specific sectors and waste streams. Based on the priorities of the City's Zero Waste RFP, we will focus on the following sectors and waste streams to maximize diversion:

Multi-Family Dwellings

The MFD sector represents a tremendous opportunity to dramatically impact diversion. The City of Oakland has 3,503 multifamily buildings with a total of 57,414 units. Nearly 80% of the buildings have 20 or fewer units. (See Table 28 below). Based on our experience in Oakland and surrounding cities, we have found that residents in buildings with 20 or fewer units are more likely to adopt source separation for both recyclables and organics. A couple of factors contribute to this. One, most buildings this size do not have trash chutes; a feature that hinders source separation. Two, there is usually less animosity among residents which helps to foster peer-to-peer support for recycling. These 2,811 buildings represent a significant and immediate diversion opportunity.

Table 28. Multi-Family Dwellings

| Size | Total Number of Buildings | Units Per Group | Percentage of Total Buildings | Percentage of Total Units |
|------------------------|---------------------------|-----------------|-------------------------------|---------------------------|
| All | 3503 | 57414 | 100.0% | 100.0% |
| 5-10 Unit Buildings | 2101 | 13825 | 60.0% | 24.1% |
| 11-15 unit buildings | 418 | 5293 | 11.9% | 9.2% |
| 16-20 unit buildings | 292 | 5194 | 8.3% | 9.0% |
| 21-50 Unit Buildings | 532 | 16122 | 15.2% | 28.1% |
| 51-100 Unit Buildings | 113 | 8045 | 3.2% | 14.0% |
| 101-200 Unit Buildings | 33 | 4885 | 0.9% | 8.5% |
| 201+ Unit Buildings | 13 | 4050 | 0.4% | 7.1% |

Working with the East Bay Rental Housing Association, we will design a pilot program to introduce source separation collection services to its Oakland membership with buildings with 20 or fewer units.

Barriers to implementing successful MDF programs in larger buildings include high resident turnover and low property manager buy in. We will also work with community groups to reinforce the behavior. To help overcome these barriers, WMAC plans to build on existing relationships and successful programs already implemented in the City by a variety of community groups. One potential partnership is with the YMCA of the East Bay. Its "Healthy Living" program reaches multifamily residents throughout the City and targets residents in West and East Oakland through its Urban Services in collaboration with the Oakland Unified School District.

Targeting Specific Sectors and Waste Streams During the Transition

A targeted approach will be especially beneficial during the transition period. Even though WMAC is the incumbent hauler, a variety of education and outreach materials and activities will be needed to educate residents about new programs and cart/bin swaps.

WMAC will conduct site visits to multifamily dwellings, as well as commercial businesses to determine cart/bin condition, as well as optimal setup. All sectors will receive notifications from various platforms, including bill inserts, mailers, email blasts, outdial messaging, and ads that direct them to WMAC's comprehensive website.

Please see more about public education and outreach during the transition in WMAC's Transition Plan.

The OUSD - YMCA Collaborative brings on-site health and fitness programs such as community gardens, physical activities and other extracurricular programs to impart a healthy living lifestyle to families and students. The majority of the families who participate in these programs live in MFD's. In discussions with the Y, we propose to expand the definition of Healthy Living to include discussions around the impact of recycling organics and purchasing habits on an individual's health. The premise is healthy eating -- fresh fruits and vegetables -- not only improves your health, it helps the environment by producing less packaging

waste. Purchasing habits also contribute to a healthier lifestyle. By choosing tap water, instead of bottled water or bulk packaged goods instead of individual serving packages, consumers will save money and the environment. These behavioral changes align with zero waste goals.

The YMCA also promotes physical activities such as walking, biking, interactive sports. Another engagement activity could be a "litter walk". We would incorporate a beautification litter campaign, incentivize, and reward community groups that log the most miles and collect the most trash. This helps to reinforce the environmental benefits of Zero Waste and Oakland's beautification campaign.

Other potential partners with whom we've initiated conversations are The California Endowment to leverage its Health Communities campaign in East Oakland, Youth Uprising to develop educational videos and East Bay Asian Local Development Corporation. Additional outreach activities will be tailored based on WMAC's best practices research, including MFD resident recycling champions, door-to-door outreach, convenient and attractive on-site collection stations, and in-home kitchen pails and recycling tote bags. These methods have been shown to achieve the highest participation and diversion results in leading communities from Seattle to London.

Waste Reduction

For the MFD residential recycling stream, we are proposing a range of solutions that move participant behaviors up the City's zero waste hierarchy - i.e. from recycling to reuse. Through Healthy Living partnerships with the YMCA, The California Endowment and other community groups, we propose behavioral change that reduces single-container purchases to reduce packaging waste and recyclable containers. We will target geographic areas of the city that have high volumes of recyclables and low participation. Similarly, we will target properties with two bin collection locations with high levels of contamination for special handling. Their materials, regardless of the bin, will be processed at the Davis Street Mixed Material Recovery Facility (MMRF) to ensure the highest diversion of recyclables and organics. All recyclables will then be processed a second time at the Single Stream MRF for recycling.

Outreach will always promote source separation and we will monitor participation through waste audits. The MMRF is a “safety net” to ensure recyclables are captured; once a building demonstrates it is in compliance, its recyclables will be routed to the Davis Street Single Stream MRF. This “belt and suspenders” approach will help Oakland reach its Zero Waste goals. WMAC is the only company that can offer this permitted solution.

Businesses

WMAC will target and provide on-site technical assistance to businesses with high diversion potential. Businesses will be grouped by business district and outreach staff will deliver on-site technical assistance, such as audits, trainings, internal containers and signage, and offer public recognition for diversion achievements (i.e. zero waste window clings). We will work with business organizations to help deliver the Zero Waste message via newsletters, membership meetings, website links and more. Among the organizations we will target are the Oakland and ethnic Chambers of Commerce, Business Improvement Districts and the Community Benefit Districts.

Events “Zero Waste Community Events”

Community events are a fantastic opportunity to highlight sustainable practices at a variety of venues and to a wide range of audiences. The City of Oakland already has a well-developed Zero Waste Event Toolkit, *Recycling at Large Event in Oakland: A compliance and Planning Guide*. WMAC proposes to build on this sound approach by providing additional resources. As part of the proposed Oakland Zero Waste website described in the Customer Service section of this proposal, a portion of the website will be dedicated to Zero Waste Community Event Planning.

This one-stop shop website will provide event planners with the City’s guide along with an online calculator to help them determine the size and quantity of collection containers, recycling signage and access to staff to assist with material sorting and customer education at the event. The site will also include the phone number and email of a WMAC Sustainability Coordinator to answer any additional questions about planning for a Zero Waste event. To help promote this service, WMAC proposes a link from City department websites, Chambers, the Oakland Convention & Visitors Bureau and more to ensure event planners have ready access to the information. The website lends itself to easy updates to ensure Helpful Hints are timely and the information is always relevant.

Supporting Oakland Beautification



Community cleanups provide a valuable service to Oakland residents, and are already well established in the City. WMAC will build on this successful program to take it to the next level by:

- Extending existing services to provide additional collection containers to qualifying non-profits that host community cleanup events.
- Allocating WM EarthCare™ compost and mulch products for public space and community beautification. These contributions would be in addition to the compost give-back quantities required in the RFP.

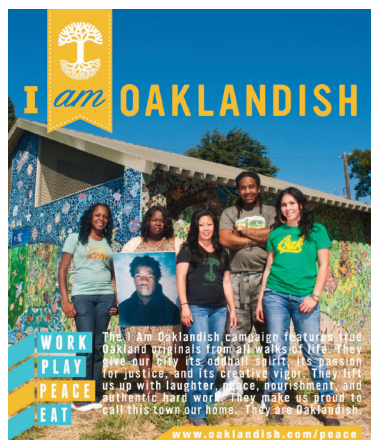
- Targeting partner organizations with similar goals, such as Adopt-a-Spot, Keep Oakland Beautiful, Friends of Oakland Parks and Recreation and various Creek Restoration Organizations.

SFDs and other traditional sectors

While WMAC's Community Outreach approach focuses on new priority targets to reach previously under-served populations, it is also very important to continue education and outreach to SFDs and other traditional sectors and waste streams, like single stream recycling and other continued diversion programs like bulky item collection. To maintain and build awareness in these sectors, WMAC will engage in a variety of activities as outlined in "Table 30. Community Outreach Detailed Timeline" on page 224.

Step Three - Engage Vital Community Partners

Sociological research suggests that many of our decisions are strongly affected by a process known as social diffusion. In contrast with non-personal sources of information, such as brochures or advertising, conversations that we have with others, and **particularly with those whom we trust and perceive as similar to ourselves**, have an inordinate influence.¹ Therefore, to successfully influence decisions and behaviors in the Oakland community, it is vital to engage established community partners that are well regarded and have a direct line on the pulse in the communities they serve.



Creative Partnerships with Organizations that Know Oakland

I AM Oaklandish: Arts in Action

The I Am Oaklandish campaign features true Oakland originals from all walks of life. They give our city its oddball spirit, its passion for justice, and its creative vigor. They lift us up with laughter, peace, nourishment, and authentic hard work. They make us proud to call this town our home. They are Oaklandish. The news never tells the whole story about Oakland. Any East Bay native knows that there's so much good in our city – but somehow those stories seem to get overlooked by the rest of the country. Our mission at Oaklandish has always been to celebrate the cultural legacy of the town, and to sing the praises of its renegade heroes, past and present. This four-part series profiles people who play, eat and work in the Town, along with folks who are working to bring peace to our city. Some of them are famous in their fields; others are notorious for their antics. But most work behind the scenes.

In addition to the community and business organizations mentioned earlier, WMAC will reach out to a diverse network of organizations such as the Oakland Unity Council, Oakland Realtors Association, Friends of the Gardens at Lake Merritt to engage them in promoting the principals of Zero Waste to their membership.

Celebrating the diversity of Oakland and reaching out to various communities is an important part of our Outreach strategy. Oaklandish provides both social media and grassroots venues for reaching a cross-section of Oakland residents and businesses.

We will leverage our deep knowledge of and connections in the Oakland community to hit the ground running to affect meaningful change over time. WMAC brings a number of strong and established relationships working with organizations on community events such as Keep Oakland Beautiful

¹ Dietz, T., Gardner, G.T., Gilligan, J., Stern, P., & Vandenbergh, M.P. (2009). Household actions can provide a behavioral wedge to rapidly reduce US carbon emissions. *Proceedings of the National Academy of Sciences*, 106(44), 18452-18456.

Clean Up Days, East Bay Regional Park District Martin Luther King Jr. Service Day and Creek to Bay Clean



Up events, National Night Out block parties, Oaktobfest in the Diamond, Rebuilding Oakland Together restoration events, Habitat for Humanity projects and many more. Each of these events and organizations provide a venue and audience for Zero Waste outreach. We will engage with these and other community partners to move towards a zero waste Oakland together.

Step Four - Mobilize Zero Waste Ambassador Corps and Provide Job Training

Behavioral change research demonstrates that the major influence upon our attitudes and behavior is not the media, but rather our contact with other people.² The actions and attitudes of our friends, neighbors, and perceived social groups play an important role in influencing our own behaviors. To effectively leverage these community norms and affect change on the ground, WMAC will put together a robust grassroots campaign. It will include activities that provide many benefits to Oakland including job creation and training, incentives and education to bring the zero waste message to the diverse Oakland community.

Job Creation and Training -The Zero Waste Ambassador Corps will be the heart of the grassroots Zero Waste campaign. Membership will be comprised of young people, business leaders and community activists. They will be volunteers as well as paid positions, depending on the job. Being a member of the Zero Waste Ambassador Corps will be a sought-after position and a symbol of one's commitment to greening Oakland and achieving zero waste.

WMAC is Committed to making the Vision a Reality - Creating Green Jobs

Making Green Work: Best Practices in Green-Collar Job Training,

Ella Baker Center for Human Rights, Green-Collar Jobs Campaign, 2010.

The Oakland Green Job Corps Program (OGJC) began in 2008 as a green-collar job training program enabling trainees to pursue jobs, primarily in the clean energy sector. The program is a partnership of Cypress Mandela, Laney College, and Growth Sector, and offers a 38-week college accredited job training program in partnership with local employers. Wrap-around social support services are also provided as an integral part of the program.

The Oakland Apollo Alliance, a OGJC employment partner “believes that Oakland can become a shining national example of a blue-collar town transformed into a green-collar powerhouse. Oakland can be a model sustainable city that creates high quality jobs for its residents while cleaning up the environment, improving public health and helping America achieve energy independence.”

WMAC wants to contribute to this vision. We are in conversation with OGJC program managers about expanding the curriculum and instruction to address zero waste. We also plan to dedicate zero waste ambassador positions for OGJC interns and graduates to build transferable skills and support them in their transition to permanent employment. This would likely happen through the Oakland Green Employer Council or Oakland Apollo Alliance, groups already partnered with this program.

In addition to generous seed funding from the City of Oakland, OGJC has benefitted from financial contributions from the State of California, federal Department of Labor, and Yahoo! For Good grants. As federal stimulus funds are set to sunset in the summer of 2013, WMACs is prepared to infuse financial support and zero waste job options for graduates whose energy-related opportunities may be more limited.

² MCKENZIE-MOHR, DOUG. (2006) *Fostering Sustainable Behavior: An Introduction to Community-Based Social Marketing*

WMAC will build on existing relationships with community-based partners, such as Cypress Mandela, Laney College, and YMCA of the East Bay to enhance local green jobs training programs and provide zero waste ambassador employment opportunities for interns and graduates. The ambassadors will serve as our “boots on the ground” staff in delivering outreach services to and influencing behaviors within their community.

WMAC will recruit, train, and mobilize this corps of zero waste community ambassadors through our community-based partners. Ambassadors will deliver outreach services in their homes, apartment buildings, workplaces, neighborhoods and events. The corps will be comprised of both volunteer and hourly staff, based on responsibilities, time commitment, and performance in meeting outreach targets. Interns and volunteers will gain on-the-job training and transferable soft and hard skills. We have included a budget for ambassador positions that will be paid for via grants and stipends to our community partners. We have begun conversations with The California Endowment to explore how we can leverage these funds to go further as zero waste creates healthier communities.

The Zero Waste Ambassador Corps will be recruited through:

- local green jobs training programs,
- Mayor’s Summer Youth Program,
- WMAC and City staff networks,
- signups from the communications campaign activities and kick-off events, and
- proactive recruiting via community-based, environmental, and other related organizations.

We will work with our community partners to facilitate an intake process with each ambassador to understand their skills and interests, community connections and influence, geographic location, and ties to specific sectors or buildings targeted for outreach. This information will inform their assigned responsibilities and outreach focus as well as the focus of their training.

All ambassadors will be required to complete a zero waste ambassador certification program designed by our team. The training will likely cover:

- the City’s zero waste hierarchy and goals for outreach efforts,
- the important role of the corps of Oakland zero waste ambassadors,
- new contract services and options, including all sectors and material streams,
- special services and material streams, including illegal dumping, HHW and sharps collection, electronics recycling, and community clean-up,
- information on Oakland customer knowledge, barriers, and motivations,
- communications campaign and resources available to customers, and
- frequently asked questions from customers.

Based on interests and skills, ambassadors will be assigned to perform specific outreach tasks - from administration and direct customer outreach to staffing events and evaluating data and results.

WMAC intends to reward star ambassadors for their good work. We envision accomplishing this through recognition events, performance incentives, rewards programs, and good old-fashioned hand-written thank you notes. Our community partners will compensate their ambassadors based on a stipend or grant provided from our Outreach budget.

WMAC will also partner with local green jobs training programs to help build local green job capacity. Examples of these programs include the Oakland Green Job Corps and SEE Green Careers. Key partner organizations would likely include Cypress Mandela, Laney College, Oakland Private Industry Council, Spanish Speaking Citizens' Foundation, The English Center, and Urban Services YMCA. The text box provides more details on the Oakland Green Job Corps program and our ideas for partnership.

Step Five - Incentivize Participants

Innovative Incentives to Engage the Community

Nonprofit Receives \$50 for Every Ton of Recyclable E-Scrap Material Delivered to the Davis Street Transfer Station

In honor of the Nov. 15 America Recycles Day, Waste Management of Alameda County (WMAC) donated \$50 for every ton of recyclable e-scrap material delivered to the Davis Street Transfer Station through Nov. 15. Youth UpRising received \$1,000 to support its competition campaign to encourage recycling and to help promote a sense of community by addressing illegal dumping, graffiti and curbside littering. All drop-off fees on e-scrap material were waived during this period.

"The promotion of recycling is relevant not only in consideration of the environment and sustainability, but also in promoting pride in our neighborhoods," said Neda Said, Rise Up Team Member, Youth UpRising. "Engaging in this kind of learning builds toward healthier communities and streets that reflect the people and potential for community transformation."

"Teaming up with Youth UpRising to promote recycling and to keep our neighborhoods clean is a great collaboration for creating a healthier community," said David Tucker, Director of Community Relations for WMAC.

"Our goal is to grow current and future recycling participation rates by educating the next generation of recycling leaders."

Incentive programs help to drive behavior as proven in communities around the country. One such approach could be to recruit block leaders, similar to political campaigns, to mobilize their neighborhoods in maximizing diversion. Working with our community partners, WMAC will provide training, supplies, block and in-home events to educate selected neighborhoods on zero waste behaviors. (Waste Management has partnered with the City of Seattle on a similar program.)

National Night Out would be a natural partner to kick-off this campaign. In 2012, 605 block parties were held in Oakland. Neighborhoods that reduce waste disposal the most over a designated time period will receive rewards. Rewards would be directed toward projects that benefit the collective community, such as improvement projects for parks or public places.

Reward Individuals - Through the nine Business Improvement Districts and Community Benefit Districts, a campaign can be launched to encourage businesses to adopt Zero Waste practices along

the same lines as Clean Streets/Clean Storefronts. They will be provided a window decal and randomly will be selected to receive OaklandGrown.com rewards. A program for single family residents could be similarly designed along the lines of StopWaste.Org's Ready, Set, Recycle!

Diversity - "Multi-cultural How-To Videos for a personalized appeal". WMAC will work with Youth UpRising, an existing outreach partner, to create online zero waste how-to videos for use in direct one-

on-one outreach, trainings, at events, and for other outreach purposes. Videos will be designed in a way that is culturally relevant for a diversity of Oakland viewers as well as to address community values such as cleanliness, preventing illegal dumping and litter, and building community pride. Some could focus on single family and multifamily residential audiences, while others more on businesses. All will be available on the Zero Waste website. We would also work with our ethnic chamber partners to ensure the videos are designed for their constituents.



Bring Zero Waste to the Community - Modeling the successful Oaklandish campaign in empty storefronts, WMAC will work with the City Oaklandish, business districts and City Councilmembers to design Zero Waste messages and images to hang in empty storefronts. These posters will serve to educate, inspire, and equip targeted communities to adopt desired behaviors. Storefronts will be designed to reflect the overall zero waste brand developed in Step 6.

Customer Service Strategies - As noted in Section 5.4, Customer Service, WMAC will deploy numerous tools and technology to drive behavior to achieve zero waste strategies. We plan to work with Oaklandish and City staff to create a website design interface that captures the excitement of the Oakland Zero Waste endeavor. The integrated customer experience will ensure that all customer touches deliver consistent messaging to support zero waste efforts.

Step Six - Utilize Technology And Social Media Platforms

Zero Waste Branding and Communications Campaign - Our team will collaborate with the City to create a creative and locally relevant branding and communications platform to inform all program communications. Based on the platform, our team, led by Oaklandish, will develop new logo, look-and-feel, and tagline that will speak to City residents and businesses in a meaningful way about zero waste. Logos and brand messaging will guide website development, advertising, social media as well as community blog posts, posters at our zero waste storefronts, and other communication channels to receive feedback from the community.

We will ensure the campaign is appropriate and engaging for the diversity of cultures represented in Oakland.

Key elements of our branding and communications campaign include the following.

- **Apps, social media,** and other innovative online communication formats that reach large numbers of Oakland residents and businesses.
- **Diverse Communication Channels:** TV, print, radio, online, billboards, signs on public transit, and others. WMAC will provide City staff sufficient time to review and approve all media relations activities per the contract requirements.
- **Collateral Materials** - Engaging, highly visual, and multicultural collateral materials developed in conjunction with the City and distributed to all of Oakland's residents and businesses. Materials, such as brochures and zero waste guides will be developed according to the City's contract requirements

for language translation, recycled content, the City’s hotline number and logo, and ADA needs. Drivers and customer service staff will serve as an extension of our outreach team, and will be trained and equipped with materials as appropriate. **Automated Reminders** - An automated series of reminder phone calls, emails, and/or text messages as well as billing inserts will be deployed to prepare customers for service changes in advance of the July 1, 2015 contract start date. Between now and then, WMAC will conduct customer outreach to determine their preferred form of communication. Multilingual and TDD services will be provided wherever needed to ensure equal access to the outreach services.

- **Booths and outdoor media** at local public and business events, high traffic intersections and public places, farmers markets, flea markets, swap meets, and places that reach large numbers of Oakland residents and businesses.
- **Community Outreach Events** - Informational updates at regularly scheduled community, business, and environmental group meetings throughout Oakland. Include a community calendar on the Oakland Zero Waste website to encourage attendance.
- **Speakers Bureau** - WMAC staff and volunteers will be trained to speak about Oakland’s Zero Waste campaign. We will actively promote the speakers bureau to business and civic organizations as well as to the Oakland Office of Adult Education as a topic in the “English as a Second Language” course.

WMAC will work in conjunction with the City to finalize the communications and branding campaign methods, materials, activities, and associated budgets.

Outreach Impact on Diversion

Based on the activities and programs outlined in our outreach plan, we expect to drive diversion in multiple multiple streams and sectors. The table below tracks with our Diversion Plan (Section 5.3) and provides benchmarks for each stream and sector over the life of the contract.

Table 29. Annual Tons Diverted Contributed to Outreach Programs

| Program Type - Sector and Material Stream | Annual Diversion for Public Education Programs | | | | | | | | | | | | | | |
|-------------------------------------------------|------------------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
| SFD Recyclable Materials (Single Stream) | 290 | 310 | 330 | 360 | 380 | 410 | 430 | 450 | 480 | 500 | 530 | 550 | 580 | 600 | 630 |
| MFD Recyclable Materials (Single Stream) | 180 | 200 | 210 | 220 | 240 | 250 | 270 | 280 | 300 | 320 | 330 | 350 | 360 | 380 | 390 |
| Commercial Recyclable Materials (Single Stream) | 640 | 700 | 770 | 840 | 900 | 970 | 1,040 | 1,100 | 1,170 | 1,240 | 1,310 | 1,380 | 1,450 | 1,520 | 1,590 |
| City Recyclable Materials (Single Stream) | 40 | 40 | 50 | 50 | 50 | 60 | 60 | 70 | 70 | 80 | 80 | 80 | 90 | 90 | 100 |
| | 1,150 | 1,250 | 1,360 | 1,470 | 1,570 | 1,690 | 1,800 | 1,900 | 2,020 | 2,140 | 2,250 | 2,360 | 2,480 | 2,590 | 2,710 |

Community Outreach Timeline

The timelines below chronicles the activities of WMAC's community outreach plan, as well as key milestones from the transition period through the first 18 months of the contract.

As the incumbent hauler in Oakland, WMAC will be ready on day one to begin setting up our program. Immediately following a contract award, WMAC will hire a program manager to manage the outreach plan. Working with Cascadia, Oaklandish and City staff, we can begin to design and implement pilots and programs, such as site visits and website development. We will also begin working with community partners to hire our Zero Waste Ambassador Corps. Starting in 2014, we will begin to identify zero waste storefront locations and design cart swap and new service public education materials. The updated brand platform and supporting campaign materials will begin development. The branded marketing campaign and trained Zero Waste Ambassador corps will be ready to start promoting new contract changes a full year prior to the contract start date.

Following the contract start date, WMAC will continue to implement, administer, evaluate, and improve pilot programs. Effective pilot programs will be expanded and extended as applicable. We will continually train our zero waste ambassadors, form new community partnerships, and maintain a presence at City events.

Please see Table 30, Outreach Timeline, for more information.

Table 30. Community Outreach Detailed Timeline

WMAC proposes the following timeline to accomplish the transition and ongoing outreach activities as proposed in this section.

| OUTREACH TIMELINE | | 2013 | | | | | | | | | | | | 2014 | | | | | | | | | | | | 2015 | | | | | | | | | | | | Ongoing (2015-2025) | | | | | | | | | | | | |
|-------------------|-----------------------------------------------------------------|------|-----|-----|------|------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|------|------|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|------|------|-----|-----|-----|-----|-----|-----|-----|---------------------|-----|-----|------|------|-----|-----|-----|-----|-----|--|--|--|
| Steps | Outreach Activities | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sep | Oct | Nov | Dec | | | |
| 0 | Conduct Pre-contract pilots and corps program | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | Clarify outcomes, behaviors, audiences | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Refresh Best Management Practices and fill in Oakland info gaps | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Best practices research | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Local market research | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Characterization targeting analysis | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | In-field research | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Develop brand platform | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Launch kick-off events | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Execute multi-media campaign | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Interactive website | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Social media | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Other collateral materials | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Automated calls/emails/text messages | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Community booths | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Presentations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Develop zero waste ambassador corps/partnerships | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Design and test pilot outreach strategies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Ongoing outreach | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Select pilots to expand | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Continue research | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Recommend & launch new pilot projects | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Grow ambassador corps & job training opportunities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Continue & grow outreach efforts | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Nurture partner organization relationships | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Further integrate with related programs/efforts | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Maintain presence at City events | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Activities in Progress | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Action/Milestone | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Listing of Potential Outreach Pilots “Confirming Effectiveness”

Table 31 presents a broad listing of outreach pilots by waste sector and material stream.

By structuring our program around pilot campaigns, followed by thorough evaluation and relevant expansion, the City and its ratepayers are getting “the most bang for their buck.” Pilots ensure that the cost effectiveness, viability, flexibility and relevance of outreach programs are maximized before rolled out on a large scale. Implementing pilots will help boost diversion in the long run by identifying the activities that are producing desired results and which have a viable return on investment.

The following outreach activities will be considered for pilots. WMAC will collaborate with the City for the final pilot selection. We are planning for at least two pilots Council District (residential, multi-family, etc), plus one citywide pilot during the transition period. It is our goal to

advance the body of zero waste knowledge through our work with the City of Oakland. For this reason, we propose publishing results of pilot projects wherever feasible to drive excitement.

We also propose a kick-off event to coincide with the new contract in July 2015. The venue, format and partners for the event will be developed in conjunction with City staff and Oaklandish.

Table 31. Suggested Outreach Pilots

| Outreach Activities | Summary Description | Sector | | | | | Material stream | | |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----|------|------|------------|-----------------|-----------|-----------------------------------------------|
| | | SF | MF | Comm | City | Mixed mats | Organics | Recycling | Other (bulky, sharps, HHW, electronics, etc.) |
| Citywide Kick-off Event | Inaugurate the Zero Waste campaign in July 2015 with a citywide kick-off event that showcases Oakland diversity, community support and Oakland commitment to Zero Waste. | X | X | X | X | X | X | X | X |
| Recruit ambassadors from community-based organizations | Recruit Oakland zero waste ambassadors from community-based organizations in districts throughout the City. Provide grants or stipends to partner organizations to compensate ambassadors. | X | X | X | X | X | X | X | X |
| Web-based reward game | Use a web-based game to educate ambassadors, pilot participants, and potentially the public at large on zero waste. Every time a player completes 1 level of the game, they receive an opportunity to pledge to take a new zero waste action or receive incentives, such as Oakland Grown gift cards or Oakland Bucks. | X | X | X | X | X | X | X | X |
| Zero Waste jobs partnership with CA Endowment | Explore partnership with The California Endowment to promote Zero Waste and healthy communities, with specific focus in East Oakland. Would likely focus on illegal dumping, litter removal, and community clean-up. Seek to leverage Outreach funds for job training and employment. | X | X | X | X | | | X | X |
| Multifamily partnership with Oakland Public Housing Authority | Conduct pilot projects with OPHA, with specific focus on historically underserved multifamily buildings. | | X | | | X | X | X | X |

| Outreach Activities | Summary Description | Sector | | | | | Material stream | | | |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----|------|------|------------|-----------------|-----------|-----------------------------------------------|--|
| | | SF | MF | Comm | City | Mixed mats | Organics | Recycling | Other (bulky, sharps, HHW, electronics, etc.) | |
| Zero waste neighborhood-based rewards program | Incentive program that rewards customers on the same collection route for reducing MM without contaminating the organics and recyclables materials streams. Reward points could go to purchases at local businesses, arts, and cultural organizations. Funds could also be used for community improvement projects like illegal dumping and litter mitigation. Community gardens/ murals | X | | | | X | X | X | | |
| Door-to-door outreach | Target customer groups with the greatest diversion potential - i.e. multifamily buildings, commercial properties, and City departments. Pilot and then implement successful strategies more broadly. Outreach could include distributing educational materials, providing in-home or on-site business training, delivering on-site waste assessments, providing on-site composting lessons, gaining reduce and reuse pledge signups, and more. | X | X | X | X | X | X | X | | |
| Multifamily resident zero waste champions | Champions receive incentives for signing up to be stewards of their multifamily building's zero waste program. Responsibilities of champions would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases at local businesses, arts, and cultural organizations. | | X | | | X | X | X | X | |
| Single-family zero waste block leaders | Block leaders receive incentives for signing up to be stewards of their neighborhood block zero waste program. Responsibilities of block leaders would be determined by WMAC and the City. WMAC would provide support through the zero waste ambassador corps. Incentives could go to purchases at local businesses, arts, and cultural organizations. Technology tools like website nextdoor.com could be used to facilitate neighbors connecting with neighbors. | X | X | | | X | X | X | X | |

| Outreach Activities | Summary Description | Sector | | | | | Material stream | | |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----|------|------|------------|-----------------|-----------|-----------------------------------------------|
| | | SF | MF | Comm | City | Mixed mats | Organics | Recycling | Other (bulky, sharps, HHW, electronics, etc.) |
| City zero waste department leads | Department leads receive incentives for signing up to be stewards of their department's zero waste program. Responsibilities of department leads would be determined by WMAC and the City. WMAC will host symposium similar to OUSD Green Gloves to train zero waste leaders. Incentives could go to purchases at local businesses, arts, and cultural organizations. WMAC would propose hosting annual meetings for recognizing star performers and share best practices and tips with peers. | | | | X | X | X | X | X |
| Zero waste business leaders | Business leaders receive incentives for signing up to be stewards of their business or commercial property's zero waste program. Responsibilities of business leaders would be determined by WMAC and the City. Incentives could go to business or community improvement projects, arts, and cultural organizations. Business leaders could be recognized through industry groups, chambers, and by Oakland's elected officials. | | | X | | X | X | X | X |
| Community Beautification with Raiders, Warrior, or A's | Partner with local teams to sponsor community beautification projects. On game days, host "Zero Waste Challenge" with give-aways. | | | | | X | X | X | X |
| Neighborhood cleanup events | Partner with neighborhood organizations to lead cleanup efforts related to illegal dumping, litter removal, and graffiti abatement. Donate hauling services and WM EarthCare compost and/or mulch for 501-c-3s. Incentives could be made available for those who contribute a minimum number of hours. These events will also provide opportunities for engaging with customers on adopting zero waste behaviors. | X | X | X | X | | | | X |

| Outreach Activities | Summary Description | Sector | | | | | Material stream | | | |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----|------|------|------------|-----------------|-----------|-----------------------------------------------|---|
| | | SF | MF | Comm | City | Mixed mats | Organics | Recycling | Other (bulky, sharps, HHW, electronics, etc.) | |
| Keep It Clean/ Fight Graffiti | Provide kits to MFD to decorate dumpster to make areas more inviting and artistic. MF building champions would be provided with kits upon request and residents would be encouraged to work together on a dumpster décor project. Competitions and rewards could be involved. Provide spray cans of green paint to businesses so they can keep their bins free of graffiti. | | X | | | X | X | X | | |
| Zero waste public demonstration sites | Work with community groups to create public displays in high traffic places to engage and educate the public on the benefits and ease of adopting zero waste behaviors, addressing key customer barriers and motivations. | X | X | X | X | X | X | X | | X |
| Events zero waste toolkit | Expand upon the City's existing Events Guide, to provide an online calculators to determine numbers of bins, a searchable database for best practices and recoverable food packaging options, bin stations including multilingual signage, and a zero waste public education booth, where desired. Provide sustainability coordinator to answer questions via e-mail or phone. | X | X | X | X | X | X | X | | |
| Zero waste business districts | Partner with Business Districts and Chambers to deliver multilingual/multicultural outreach services district by district, provide zero waste toolkits, refer businesses to related utility or conservation programs. Sharefunding opportunities by combining outreach with other environmental programs, such as Bay Area Green Business and PG&E commercial energy efficiency programs. | | | X | | X | X | X | | |

| Outreach Activities | Summary Description | Sector | | | | | Material stream | | |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----|------|------|------------|-----------------|-----------|-----------------------------------------------|
| | | SF | MF | Comm | City | Mixed mats | Organics | Recycling | Other (bulky, sharps, HHW, electronics, etc.) |
| Zero waste public cultural events | Make zero waste ambassadors available to staff sorting stations and provide zero waste information at high attendance community events, such as Art Murmur, Eat Real Festival, Art and Soul, Dunsmuir Hellman Historic Estate events, City of Oakland Parks and Rec programs. | x | X | X | X | X | X | X | X |
| Develop and launch a zero waste apps | Leverage Apps under development at Waste Management to include an image recognition recyclable item database or a zero waste behavior tracker tool. Apps will link with social media sites wherever possible. | X | X | X | X | X | X | X | X |
| Supply multifamily tote bags and indoor containers | Provide custom Oakland zero waste designed tote bags for MF residents to transport materials to designated collection points. Also provide indoor bins, such as slim jims, upon request. | | X | | | X | X | X | |

Ongoing Evaluation

WMAC is committed to bringing innovation and ingenuity throughout the contract to transform the Oakland community into a global zero waste leader. We will also employ efficiency effectiveness principles for continuously monitoring and improving Oakland's zero waste outreach efforts. A nimble, easily adaptable program is key to maintaining and growing participation in Zero Waste programs. Based on the success of the pilot projects, WMAC will collaborate with the City to review outcomes and identify those strategies best suited for broad scale implementation because they are predicted to:

- Results - yield the most promising and lasting zero waste behavior change outcomes,
- Needs - meet needs of historically underserved communities,
- Goals - achieve these goals at the least cost to the City and its ratepayers.

WMAC will take the following steps to thoroughly analyze pilots to identify successful strategies to implement broadly.

Table 32.

| Strategy | Description |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ongoing research | Monitor customer knowledge, and barriers and motivations to increasing the adoption of zero waste behaviors annually. |
| Recommend and launch new pilot projects | Further City's zero waste goals through the adoption of desired behaviors by City residents and businesses. |
| Sustain and grow the corps of zero waste ambassadors and job training opportunities | In addition to growing partnerships with local green jobs training programs, we will continue to recruit, train, and motivate ambassadors from the community at large. Additionally, WMAC may consider recruiting public or private sponsors to help support individuals or groups of ambassadors. |
| Continue and grow outreach efforts | Target all City Council districts and focus on target groups that meet City-specified priorities. Meet relevant contract requirements including bill inserts, bulky item collection notices, and compost give-back events. |
| Nurture relationships with community-based partner organizations | Regular outreach and communication, publicly recognizing key partners, volunteer contributions, and sponsorship. Seek endorsements from influential organizations and sponsorship for job training and ambassadors. |
| Integrate and leverage related City and regional environmental, community, or jobs programs | Cost effectively further program reach and achieve broader sustainability goals |
| Maintain strong presence at high-impact City special events | Deliver public outreach, hosting displays and booths, and offering fun, interactive games and hauling trucks to attract more customers |
| Sustain communications and outreach campaign | Keep brand consistent and fresh over time, build out new website content and functionality, and keep collateral current, engaging, and maximizing new media opportunities. |
| Measure and report on key performance metrics | <ul style="list-style-type: none"> Align with City goals and the Oakland zero waste hierarchy, Target strong diversion potential, Identify low participation areas, Target high contamination area, Leverage influential community partners or |

Benefits of Combining Service Groups

Combining the outreach services for MM&O and RR collections offers significant economies of scale, efficiency and direct benefits to both City staff and Oakland residents. From a purely logistics point of view, the combined services provide a “one stop shop” for all zero waste programs and service questions. Residents, community partners and businesses, will know there is one hauler responsible for helping them achieve zero waste. There will be a clear, consistent message, brand and program offerings plus only one phone number to call with service inquiries.

This holistic approach will benefit the adoption and maintenance of zero waste behavior, leading to early and sustained diversion. It will also maximize the \$1.5 million budget for the first 18-month transition period and the ongoing outreach budget. By coordinating outreach under one service provider with a dedicated Project Manager, synergies will be found, existing programs will be leveraged and community partners will have one point of contact for supporting zero waste in their neighborhoods. For City staff it will save valuable time and result in direct savings. Working with a single provider means staff only has one monthly meeting to discuss the zero waste program, has only one diversion report to review and only one vendor to contact in the event a Councilmember, business or resident calls with a service issue. Staff is already aware of the time lost sorting out customer confusion in West Oakland where WMAC collects trash and organics and another vendor collects recyclables.

One collector also means that diversion efforts are targeted and coordinated for MFD and other high-volume, low-participation customers. Providing a single voice and directions to MFD property owners will ensure greater participation. Coordination of bin placement, collection days and waste audits will provide better service, consistent monitoring of zero waste participation and ultimately higher diversion. Further, WMAC offers the “safety net” of the Davis Street Mixed Materials Recovery Facility to process both MM&O and RR materials collected from customers with high contamination or poor participation to ensure the highest reuse and diversion.

The selection of WMAC to provide both MM&O and RR outreach provides the City with the best partner to achieve zero waste. We have the local knowledge, community relationships, collection resources and processing capabilities to launch and execute a zero waste campaign to reach Oakland’s goals in advance of 2030. As the incumbent, WMAC is also able to begin piloting zero waste programs in the seven council districts, working with community and business organizations in advance of the July 1, 2015 contract start date.

This seamless approach will allow the City to launch its Zero Waste initiative to tremendous fanfare throughout the state, country and even the world. WMAC will begin working with the City to implement the outreach strategy as soon as the final contract negotiations are completed. The City and WMAC have a long history that in the end facilitates the launch of this ambitious Zero Waste initiative. We understand the diversity of the City, its unique districts and the communities that make Oakland great. With the help of Oaklandish and Cascadia, in collaboration with City staff, we have the talent to create an outreach program that will drive diversion and put Oakland on the map as the first Zero Waste City with model programs and measurable, transparent results.

Table 33. Community Outreach Budget

The proposed budget is a working document to be refined in collaboration with City staff, Oaklandish and Cascadia as the final pilot programs and outreach activities are defined.

| | Transition | Ongoing | Transition | Ongoing | Transition | Ongoing | |
|--------------------------------------------------------------------------|---------------|--------------|---------------|--------------|---------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community-based zero waste ambassadors corps | \$200,000.00 | \$140,000.00 | \$130,000.00 | \$75,000.00 | \$330,000.00 | \$215,000.00 | Includes grant funds, and 1 FTE program manager; ambassador job responsibilities will include delivering outreach and education at events and on-site, door-to-door with residents and businesses, pilot projects, working City events, and supporting other outreach activities |
| Green jobs training program partnerships | \$100,000.00 | \$70,000.00 | \$35,000.00 | \$40,000.00 | \$135,000.00 | \$110,000 | Stipends, training material, equipment/tools, recruitment |
| Multi-media campaign | \$ 200,000.00 | \$ 70,000.00 | \$ 100,000.00 | \$ 50,000.00 | \$ 300,000.00 | \$ 120,000.00 | Includes Oaklandish as professional partner leading marketing aspects of campaign; campaign itself includes brand and logo development, website, social media, advertising, kick-off and other community outreach events, presentations at meetings and videos/ social media by Youth Uprising and other organizations. |
| Civic Engagement | \$70,000.00 | \$90,000.00 | \$25,000.00 | \$25,000.00 | \$95,000.00 | \$115,000.00 | Community Capacity building, educational program development, zero waste incentive grants/prizes |
| Planning, coordination with City and partners, evaluation, and reporting | \$50,000.00 | \$30,000.00 | \$20,000.00 | \$20,000.00 | \$70,000.00 | \$50,000.00 | Includes Cascadia to provide planning and coordination with City and community partners; annual performance reviews with community-based partners and other subcontractors; work with City to develop program evaluation methods, diversion and other performance metrics, and reporting frequency and format; coordinate and leverage other local and regional zero waste and sustainability-related efforts (i.e. StopWaste.Org, Bay Area Green Business, etc.) |

The proposed budget is a working document to be refined in collaboration with City staff, Oaklandish and Cascadia as the final pilot programs and outreach activities are defined.

| | Transition | Ongoing | Transition | Ongoing | Transition | Ongoing | |
|--------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outreach supplies and collateral | \$130,000.00 | \$40,000.00 | \$50,000.00 | \$20,000.00 | \$180,000.00 | \$70,000.00 | Supplies include giveaways at events, event-related and other outreach supplies; collateral includes printing and distribution costs, using an Oakland-based vendor for: 3 sets of service brochures - 1 per sector, quarterly billing inserts, annual collection service notice, 2 bulky goods mailers. All materials will be provided in English with Spanish, Vietnamese, and Chinese translations available. Includes training videos by Youth Uprising |
| Pilot project research, implementation, and evaluation | \$ 70,000.00 | \$ 50,000.00 | \$ 30,000.00 | \$ 20,000.00 | \$ 100,000.00 | \$ 70,000.00 | Pilot selection process with City and stakeholders; Market research to inform outreach strategy selection in a way that is appropriate and effective specifically for Oakland residents, businesses, and City employees; Transition period: Up to 2 pilots project per District and 1 citywide pilot; professional consulting services to help design, manage, and evaluate pilots; pilots will be selected based on market research and City guidance; Ongoing: Up to 1 pilot per sector and 1 citywide pilot |
| TOTAL | \$820,000.00 | \$490,000.00 | \$390,000.00 | \$250,000.00 | \$1,210,000.00 | \$750,000.00 | |

5.6 EMPLOYEE AND LABOR RELATIONS

Proposers shall provide a detailed Employee and Labor Relations Plan to include the following:

5.6.1 HISTORY AS AN EMPLOYER

History as an employer;

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

Table 34.

| Labor Union Affiliation | Type of Work Performed | # of Years of Affiliation w/WMAC | Contract Inception Year |
|-------------------------|--------------------------------|----------------------------------|-------------------------|
| Local 1546 | Mechanical | 54 | 1958 |
| Local 70 | Transportation/Drivers | 47 | 1965 |
| Local 6 | Clerical, Landfill & Recycling | 47 | 1965 |

Employees represented by Local 6, Local 1546, and Local 70 currently service Oakland customers each day. Relationships with these collective bargaining units stretch back over a generation. These men and women are our most important partners in delivering excellent service, day in and day out to residents and businesses in Oakland. Our employees know their jobs well and are poised to continue to deliver their work for Oakland and WMAC.

Our history with these Unions ensures the continued rate stability and reliable customer service that the City of Oakland requires. Their involvement will positively impact performance, as these workers know our business, their jobs, their work sites, and what is expected of them. In fact, for many of these employees, securing the Oakland contract is vital to their job security, as they have been working for WMAC and for the City of Oakland for many years—much longer than can be expected in many companies today.

What's more, our team knows the City of Oakland, its streets, its customers, its unique challenges and its material. The services associated with the scope of this contract are not new. Our Union employees are familiar with navigating Oakland's streets and the challenges and obstacles they can sometimes face. Our employees have learned how to adapt and properly manage and navigate situations to provide optimal service delivery. Providing new service to a new city can come with a steep learning curve. Our employees need no time to familiarize themselves with the City.

The Waste Management of Alameda County of today is a different Waste Management than the company one might recall if thinking back five years ago. Our management has changed, our attitude has changed, and our procedures and processes for how we interact with our Union employees have changed. As a result, we have new people, new procedures, and new management to ensure our Union employees are part of WMAC—erasing any “Us” vs. “Them” mentality. All of our employees understand that any work we do has to be performed well and is regarded as vital to the health of community, our company and our jobs. Thus,

WMAC understands that our labor relations history and relationship with our Union employees will only help us in our ability to perform well under the City of Oakland contract. In the end, these employees have been committed to serving the City for many years and are ready to continue that service for years to come.

5.6.2 WORKING CONDITION COMMITMENTS

Working condition commitments;

Our employees are essential to the success of our business, and we work hard to ensure we provide them with safe working conditions and tools they need to succeed in their careers. We want to provide a clean and healthy workplace for our employees. Section 5.2.5 describes our Safety program and its successes in depth. Beyond Safety, we train all of our employees in our company Code of Conduct and utilize our Injury and Illness Prevention Program (IIPP) as a guide for ensuring we meet the standards of working conditions we have set for ourselves.

How Our Code of Conduct Guides the Way We Do Business

Each employee of the company, as well as all officers and directors, are given a copy of the Code of Conduct yearly. The Code provides standards for ethical behavior across the scope of our business, including providing equal employment opportunities, ensuring employee safety, maintaining quality in our services, honoring relationships with suppliers and vendors and complying with all applicable rules and regulations, including those related to bribery and corruption.

All employees receive training on the Code of Conduct when they join the company and periodically thereafter. The Code applies to all employees, and signed acknowledgments are required attesting that each recipient understands the responsibilities outlined. There is an affirmative obligation to report violations, and an anonymous and confidential Integrity Help Line is provided for employees to report concerns or violations. The Integrity Help Line reporting, annual Business Ethics questionnaire and whistleblower processes established by the Code of Conduct are reviewed, audited and verified by an outside auditing firm. Amendments to the Code require Board of Director approval.

The IIPP outlines the strategies we use to ensure that working conditions at our facilities are second to none. Fundamental to these strategies are Communications, Hazard Assessments, Investigations, Hazard Corrections and Training and Instruction. Using these strategies, our employees and management work together to ensure WMAC facilities meet the goals we have set.

Communications guidelines review the methods for informing our employees about workplace safety and health issues. These include providing complete orientations for new employees, regularly scheduled staff safety meetings, and posted information. We also depend on employees to provide feedback around workplace conditions. Employees are invited to submit suggestions in person or anonymously to improve their areas and working conditions.

At least once per year, each job description is evaluated to identify potential hazards for each employee. As we recognize hazards, we work with employees and vendors to find solutions through additional personal protective equipment (gloves, glasses, etc.); structural changes (constructing barriers) or eliminating risks all together by changing job classifications.

Each employee is responsible for reporting unsafe working conditions or injuries immediately. This ensures accurate reporting and analysis of the root cause for the unsafe condition or injury. It also allows managers and employees the opportunity to take corrective action. Each corrective action is tracked to provide documentation to our regulators and assist, as necessary, in the treatment of injuries.

As hazards are mitigated and conditions are improved, we begin again with communications by providing employees information about new programs and equipment in place to ensure their safety and eliminate their exposure to risk.

Utilizing the Code of Ethics and the IIPP, WMAC and Waste Management continue our efforts towards world-class safety and an incident-free workplace. We are proud of our employees for their commitment to their safety and partnership.

Some of our workplace recognitions include:



For the last five years, Ethisphere has included Waste Management on its list of the “World’s Most Ethical Companies.” We are the only company listed in the environmental services category.

Creating a Good Place to Work

WMAC engages its employees through numerous activities, among them:

- **Barry’s Blog** - A monthly employee newsletter distributed in English and Spanish that focuses on individual, department and site achievements throughout our area.
- **Women’s Professional Network** - An in-house professional development organization, run by employees, to provide women at all levels of the organization with an opportunity to hear speakers on relevant topics and network with colleagues. Meetings are held six times a year, and the program has been in existence for five years.
- **Community Volunteer Activities** - During the work week, as well as weekends, departments or groups of employees volunteer at local community groups. Annually, we have volunteers for the Alameda County Food Bank, East Bay Regional Park Coastal Cleanup Day and Martin Luther King, Jr. Volunteer Day, Keep Oakland Beautiful events, Oakland Rebuild Together and many more. Most recently, employees raised over \$10,000, which was then matched by WMAC, for the American Cancer Society Making Strides Against Breast Cancer.
- **Employee Appreciation Events** - Throughout the year, at all our sites and offices, events are held to recognize and celebrate the tremendous contributions of our employees.

Mutual Respect

In working together, we emphasize teamwork, dignity, and mutual respect. We are fair, reasonable, and courteous in working with others. We value our differences.

Equal Employment Opportunity

Waste Management is an equal opportunity employer and is committed to an environment free from discrimination. It is the policy of the Company and the responsibility of every Waste Management employee to treat our colleagues fairly, and with dignity and respect. We will provide equal employment opportunity for all persons by placing the most qualified person in each job, without regard to race, color, sex, sexual orientation, gender identity, religion, marital status, age, national origin, disability, veteran status, citizenship status, or other protected group status as defined by applicable federal, state, or local laws. This policy applies to, but is not limited to, hiring, placement, promotion, demotion, transfer, recall, recruitment, recruitment advertising, lay-off or termination, rate of pay or other forms of compensation, selection for training, and all other terms and conditions of employment. We will not tolerate discrimination of any kind.

Diversity and Inclusion



In 2007, DiversityRecruitersNetwork.org and City Career Fair Productions presented the Bay Area Diversity Spirit Achievement Award to WMAC in recognition of its actions in support of diversity in the community and workplace.

We aim to provide a positive workplace where all individuals may grow, contribute, and participate. We are committed to making sure that every person has an opportunity to succeed and grow, and to contribute to the overall success of our business. Each of us is responsible for creating a workplace where everyone is treated with honesty, dignity, fairness, and respect.

Harassment

Harassment is not tolerated at Waste Management. Waste Management employees, customers, vendors, and visitors are to be treated with dignity, respect, and fairness. Unwelcome, insulting, or offensive remarks or actions are simply not tolerated at Waste Management.

5.6.3 WMAC COMMITMENT TO LABOR PEACE

Assurances of its commitments to labor peace;

In order to promote a peaceful working environment, WMAC works hard to ensure that we communicate regularly with union representatives including Business Agents, Shop Stewards, etc. We have formal processes in place to ensure that all grievances, if any, are aired, and evaluated fairly. Regularly scheduled meetings take place to address all potential issues that arise and leadership is engaged early on to encourage harmony. Moreover, as new programs, organizational structures, or business activities are introduced and/or altered, WMAC works diligently with Union representatives to communicate these

changes so that any concerns of the union employees can be addressed and that Union buy-in can be achieved peacefully.

**Felix Martinez, Business Agent & Marty Frates, Secretary-Treasurer
Brotherhood of Teamsters Local 70**

“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 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.”

Full letter is included in Section 3 Qualifications

Since 2009, under the leadership of Area Vice President Barry Skolnick, Waste Management of Alameda County has worked diligently to foster harmonious relationships with our Union leadership and employees. The following processes and procedures have been developed and implemented in collaboration with the unions to engender open dialog and positive relationships.

- **Dedicated Communication:** Information regarding any new or updated Waste Management programs flows from Area Vice President, Barry Skolnick, directly to the Shop Stewards, ensuring they understand the changes and can effectively communicate them to all union employees.
- **Customized Training:** Training is tailored to address questions we receive from our union employees, ensuring we prevent unnecessary issues from arising.
- **Strict Adherence to Grievance Procedures:** As described below, WMAC conducts weekly pre-grievance meetings in order to air and address concerns, issues, etc. and engages in a formal grievance process involving monthly grievance panels if issues cannot be resolved early on.

Under our current labor agreement with Local 70 (see Appendix C), Waste Management follows a formal grievance procedure to ensure we maintain a solid working relationship with union leadership and employees.

Grievance Procedure—Collective Bargaining Agreement with Teamsters Local Number 70

The grievance procedure is intended to be the primary form for resolution of any grievance, money claim, or dispute covered by the collective bargaining agreement. Either the Union or WMAC may request the grievance panel to decide any question of contract interpretation or practice in connection with litigation or administrative proceedings involving WMAC or the Union.

Before the formal grievance panel meeting, each week, WMAC meets with the Local Union Agent in a regularly scheduled pre-grievance meeting. Prior to the pre-grievance meeting, the employee may discuss any grievance with his Shop Steward, Chief Steward and Supervisor. If a settlement cannot be reached, the Business Agent of the Union, the Chief Steward, and the Employer will discuss the grievance at a weekly pre-grievance meeting. During these pre-grievance meetings, Union employee concerns are aired and issues can be discussed and resolved.

Approximately 90% of all issues are resolved during pre-grievance meetings. However, for the approximately 10% of issues that are not resolved, WMAC continues with its formal grievance procedure in which the grievance is submitted in writing to a formal grievance panel. The panel is comprised of two

representatives of the Union¹, and two representatives of WMAC². This grievance panel, referred to as the 2+2 grievance panel, meets on the last Tuesday of each month at 1:00 PM.

Grievances that remain unresolved or deadlocked by the 2+2 grievance panel are then submitted to a grievance panel that includes two representatives from the Union, one selected by the Union³, and two representatives of WMAC and a third person selected by WMAC. This 3+3 Panel occurs regularly at 9:00 AM on the last Tuesday the following month's 2+2 Panel. For deadlocked disputes an arbitrator is selected for resolution.

5.6.4 PROTECTING AGAINST LABOR DISCORD

Information regarding how the proposer will protect against labor discord during the term of the MM&O Collection Services Contract; and

There are a number of strategies that WMAC engages in, as well as policies that we promote, that will work to protect against labor discord during the term of the proposed contract. These strategies include providing excellent benefits to our employees, engaging them in their work, participating in formal dispute resolution procedures and having clear communication strategies that involve Union representatives prior to any workplace changes occurring.

Supporting Labor Relations at Waste Management of Alameda County

One of the key ways that WMAC prevents labor discord is by compensating our employees. Our Local 70 employees are covered by a comprehensive wage and benefits package to ensure that they feel fairly compensated for the work they are performing. For details regarding the wages and benefits provided to our union employees under this agreement, please see Appendix C.

Moreover, as described below, Waste Management implements numerous employee engagement programs and surveys to ensure our employees feel engaged, valued and supported. These programs include peer reviews, coaching, daily safety meetings, etc. Specifically, for our drivers, we employ a new-hire process that includes two weeks of orientation and nine weeks of training, along with employee coaching and mentoring. In addition to this, we also encourage our employees to participate in area-wide community events and public facility tours at our Davis Street and Altamont facilities. Rather than lowering costs for such events by outsourcing the labor to unengaged, under-informed third-parties, we compensate our highly trained WMAC employees for their time.

In order to foster a sense of contribution, we also have our employees participate in Accountability Review Boards (ARB), safety reviews and committees, and Town Hall meetings, etc. These forums provide our employees with an opportunity to contribute and shape Company policies and behaviors and to provide feedback to management.

To reward employees for their contribution we offer a company-wide program called My WM Recognition, which rewards employees with points toward valuable merchandise and awards. Under this program, employees earn points by receiving the following awards for providing exemplary customer service, helping fellow employees, and working and living safer and healthier

1 Other than the Business Agent of the Terminal

2 Other than the representative presenting the case

3 Cannot be an official of Teamsters Local No. 70

- **Customer Engagement Award:** Each time an employee is recognized by his or her supervisor for consistently exhibiting customer-focused behavior, they earn 2,000 points and receive a certificate acknowledging their achievement.
- **StepUP Star Award:** If an employee is mentioned by name in Waste Management customer surveys, they automatically earn 11,000 points and receive a certificate acknowledging their achievement.
- **Wellness Awards:** Employees earn points by taking health assessments, completing sessions with WM Get Well Guides, or getting their annual physical/wellness exams.

We also hold special employee recognition events like company picnics, retirement parties, birthday parties, etc. with prizes and other incentives to reward employees for their tenure and contribution to our organization.

Formal Dispute Resolution and Communication Procedures

As described earlier, WMAC also has implemented formal dispute procedures to ensure that grievances are aired, attended to and resolved fairly. Moreover, we have implemented the following strategies to ensure that there is clear communication between WMAC and Union employees to prevent discord from occurring.

- **Dedicated Communication:** Information regarding any new or updated Waste Management programs flows from Area Vice President, Barry Skolnick, directly to the Shop Stewards, ensuring they understand the changes and can effectively communicate them to all union employees.
- **Customized Training:** Training is tailored to address questions we receive from our union employees, ensuring we prevent unnecessary issues from arising.
- **Strict Adherence to Grievance Procedures:** As described below, WMAC conducts weekly pre-grievance meetings in order to air and address concerns, issues, etc. and engages in a formal grievance process involving monthly grievance panels if issues cannot be resolved early on.

5.6.5 WMAC APPROACH TO EQUITY AND WORK CONDITIONS FOR NON-UNION EMPLOYEES

How company addresses equity and work conditions for positions that are not covered by collectively bargained agreements.

Depending on the line of business, an average of 90% of our employees are members of a collective bargaining unit. WMAC values the contribution of these managers and supervisors as important members of our team. We provide competitive salaries and benefits as well as opportunities for professional development and promotion during their careers.

Benefits

We offer our employees competitive wages and benefits, including health and dental coverage, prescription drug coverage, short- and long-term disability insurance, life insurance, education savings accounts and paid time off to participate in our Community Partners Volunteer Program.

Company-wide, most of Waste Management's employees—98 percent—are provided with comprehensive benefit plans, which include medical, dental, vision, retirement savings, and paid time off. Waste Management also subsidizes family coverage for our employees if they elect to cover their families

under our plans. Over 75% of our employees cover at least part of their family. The following is a list of the extensive benefits we provide:

- Medical
- Dental
- Vision
- Life and AD&D insurance
- Short and Long Term Disability
- Employee Assistance Program
- Legal assistance
- 401(k)
- Employee Stock Purchased Program
- Adoption Assistance
- Tuition Reimbursement
- Discount Programs

Waste Management also offers options such as job sharing and flex schedules to help our employees balance work with their other commitments. Our HR Total Rewards team continuously benchmarks our rewards and recognition packages to industry peers to ensure our competitiveness.

We are particularly proud of our wellness programs. We have a team of “Get Well Guides,” a group of nurses and coaches who help employees and their families get access to the help they may need for a variety of life challenges. Employees can dial a toll-free phone number for support and confidential assistance from reliable, compassionate professionals who are trained as nurses, coaches, dieticians, clinicians and financial counselors. They are available for assistance with:

- Health questions
- Tobacco cessation
- Weight loss
- Financial advice and assistance
- Discounts on gym memberships and other wellness programs

Our wellness programs also include onsite flu clinics and health fairs, where we provide blood pressure tests, blood lipid tests and other screenings that aid in the early detection of health risks. A health coach also meets individually with every participant to review their results and suggest action items to improve their health.

Learning Programs

Waste Management conducts formal skill mapping and development processes for 100 percent of top and mid-level management and 90 percent of first-line managers and supervisors. In 2011, more than 35,000 employees recorded nearly 9,155 hours of training; our training budget was approximately \$10M.

We offer a virtual “university”—Waste Management University—to empower and engage our employees in learning opportunities that can advance their careers. The online course offering includes training in 400 desktop applications, such as using PowerPoint and Excel, as well as 3,000 business courses.

In addition to our own courses, we offer up to \$4,000 of tuition reimbursement each year to Waste Management employees for approved courses and degrees through our Learning and Educational Assistance Program.

In 2009, when WMAC launched, Waste Management University, it was selected as runner-up for a CUBIC (Corporate University Best-In-Class) Award for “Best New Corporate University.” The award, which recognizes corporate universities, is granted by a panel of leading corporate university experts who base their decisions on alignment of learning to business strategy and enculturation of learning throughout the organization.

If the proposer is proposing on Service Groups 1 and 2, the proposer must describe any change or improvement that combining these services will provide.

Working with only Waste Management for Disposal, Mixed Materials & Organics and Recycling contracts, Labor will improve by a variety of measures.

- Labor representatives, business agents and stewards can work with one company for all organizing activities. This allows for consistent communications between represented employees, their union leadership and company management.
- Each company has negotiated different pay scales, benefits packages and health & welfare premiums for each Collective Bargaining unit. Local 6 sorters, Local 70 Drivers and Local 1546 Machinists currently working at other companies could expect quality and consistency if they’re all working for Waste Management.
- Waste Management is fully committed to coordinating a Hire Oakland program with our three collective bargaining unit partners.
- One contract for each Collective Bargaining unit, with one expiration date, enables the company, union leaders and City of Oakland to focus on expediting negotiations and resolving outstanding issues in a methodical way.
- All employees working within the same bargaining unit for the same company can expect the same training, standards and evaluation procedures. This helps to ensure dependable customer service.

5.7 VALUE-ADDED SERVICES

WMAC has demonstrated how our first hand knowledge of the City benefits all stakeholders. In this section, we will explain how our value add offerings provide the best value, meet the needs of all stakeholders and collectively work to protect the beauty, health and safety of Oakland. Our value added services 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. WMAC is the only company that can bring this level of value and innovation to the City based on our long-term experience and strategic partnerships.

Over the past few years, WMAC heavily invested staff time and other resources in researching opportunities to best meet the needs of all customers in the next contract. We based these programs not only on our own knowledge of the specific needs of the community, but also on that of other industry experts and strategic partners who have provided extensive research to enhance this proposal and service offerings in the City. These programs are offered as value added services, providing significant benefit to the City at no cost unless otherwise noted.

Benefit Of Continuity Of Service And Early Implementation

Early Implementation of Services

WMAC and its predecessor, Oakland Scavenger, is the only company with 100 years of experience in the Oakland community—a background that will facilitate a seamless transition as we implement diversion programs before the start of the new contract. As the incumbent, our drivers and managers are already familiar with the unique requirements of the City's routes. Oakland and WMAC have a shared history that will virtually eliminate typical transition challenges, such as collecting critical customer information and unique routing requirements, which are already have stored in our systems.

Our proposed comprehensive transition plan will mitigate any impact to the City and its stakeholders and eliminate service disruptions to the community and environment. Among the key components identified in our transition plan, WMAC offers Oakland early implementation to:

- Create Jobs
- Drive Diversion more quickly
- Roll-out critical outreach activities immediately
- Eliminate all confusion
- Engage community to change behavior upon award
- Deliver seamless customer and operational transition
- Provide existing and permitted facilities
- Guarantee equipment delivery and financing

Economic Benefits - Cost Savings And Revenue Generation Programs

WMAC Proposal Provides Oakland Jobs And Drives Local Economy

Commitment to Hire Oakland

Waste Management of Alameda County is committed to the goal of hiring 50% or greater Oakland residents to the extent fair/organized labor and hiring practices allow. WMAC will supercharge the process going forward by beginning the campaign from first day of selection as your continuing vendor, something that no other party can duplicate.

WMAC offers the City of Oakland a continuing relationship with a company that has consistently brought growth and expansion to the city's economy. As evidenced in John Husing's, Ph.D. (See

Appendix B) economic impact analysis, WMAC's historical and future estimated economic impact to Oakland and the Alameda County area provides significant benefit. Two key components of WMAC's proposal include 1) hire Oakland outreach initiative; and, 2) vendor outreach initiative to "Buy Oakland" which is described in more detail below.

Hire Oakland Outreach Initiative

For 100 years, well-paying jobs with strong benefits and security have been part of doing business with WMAC and we are still growing. Our increasing diversion activities have added the highest number of net new jobs, up 75% over the last 10 years. In a 2009 study Waste Management commissioned for King County, Washington, it was estimated that for every 1,000 tons of recyclable material recovered per year, there is one net new MRF job. As we guide the City to its long term goal of zero waste by 2030, we estimate well over 15 new jobs will be created at Davis Street in single stream recycling processing alone. In addition, as the stable waste business adds further penetration into source separated food and organic materials, net new employment will take place in that sector as well.

This year, 40% of all of Davis Street's new employees were Oakland residents and 27% of the 49 jobs for all positions went to City dwellers. Said another more powerful way, Oakland is 58% of WMAC's total business, so as a pro rata share of new employment, the same hiring accounts for 44% of potential Oakland business, and the Davis Street Oakland hiring accounts for 69% of new jobs.

However, we believe we have a responsibility to build a legacy of economic progress by providing local employment opportunities and investing in the workforce of the City. Not only does local hiring reduce unemployment, but it also advances economic development in the City by putting dollars back in the pockets of City residents, allowing them to spend money within the City limits and offering reduced traffic, less travel and more leisure time as workers live closer to home and can spend less time and money commuting. While, we believe that 40% is a substantial number, we are committed to developing and implementing a strategic plan that will allow us to continuously increase this percentage and hire more local City of Oakland residents for available positions.

Only through a dedicated and coordinated effort will we have success in reaching out to and hiring qualified local City of Oakland residents. Below in detail, is our approach:

Recruitment and Outreach - In order to reach eligible local workers, our local hiring initiatives will require multiple recruitment and outreach tactics. We will select the most effective practices to support local hiring, including on-campus recruiting, employee networking, utilizing labor and trade organizations, referrals, and working with community organizations (i.e. Community colleges, nonprofit referral agencies, faith institutions, and community based organization training programs), and external search firms. Moreover, Oakland specifically has a Local Construction Employment and Referral Program (LCERP), which contracts with over 35 community groups for workforce development and outreach. Once residents have been identified (and frequently trained) by local groups, they are referred to LCERP, where their skills are assessed and they are assigned to a local union hall where they are dispatched out to individual jobs. WMAC will utilize this source as a potential partner, especially during the initial years of our contract when we are constructing the Mixed Materials MRF, upgrading our Davis Street Single Stream MRF and Dry Waste MRF and constructing the CASP and RAC at the Altamont Landfill.

As part of our outreach efforts, WMAC will strengthen existing pipelines in Oakland by:

- Sending a written notification to construction unions, community organizations, and all partner organizations whenever we have job openings;
- Maintaining records of organizational responses to our announcements;
- Maintaining a file on each local worker who was referred; and
- Documenting participation in local employment training programs.

In total, WMAC will work to develop a high-quality outreach, screening, training support, and referral program.

Internships, Apprenticeship and Training Programs - Our local hiring initiative will include providing internships, apprenticeships and training for local job seekers. WMAC will create additional pathways to our organization through local schools and labor unions to provide information about programs and turn temporary jobs into full time positions for qualified candidates. After developing a comprehensive list of qualified institutions and organizations, WMAC will proactively reach out and work with them to establish and execute recruiting initiatives on campus and utilized by students for credit, resume building, and career enhancement.

Skills/Trade Training - WMAC will also share responsibility for training job seekers. We will amplify our skills training activities with the goal of developing qualified personnel.

Monitoring and Enforcement - WMAC will centralize our outreach strategies and monitor outcomes by tracking our partnerships, announcements, hiring procedures, and hiring results. We will share this information with the City both in an effort to provide real progress updates and to obtain feedback on how efforts can be improved. We will analyze our strategies, programs, and progress and alter and adapt activities to increase success.

Vendor Outreach Plan - “Buy Oakland Strategy”

As an organization based in Alameda County since the early 1900s, WMAC has been a long-time partner in the community, and contributing supporter of the economic growth and development of the region. As the largest city in the county, the third largest city in the San Francisco Bay Area and the busiest West Coast port city in all of Northern California, it is critical that the City of Oakland, specifically, maintains its vitality and continues to prosper during these uncertain economic times. Oakland’s continued economic development is crucial to both the City and WMAC’s long-term success and we are dedicated to ensuring that Oakland continues to prosper. **To assist in this effort we are therefore, committed to implementing an internal “Buy Oakland Strategy” and will increase our spending with City of Oakland businesses and organizations by 30% throughout the first five years of the contract term.**¹

WMAC’s three facilities which are located at 98th Avenue in Oakland; Davis Street in San Leandro; and on Altamont Pass in Livermore, California consist of numerous operations and hundreds of employees that utilize a tremendous number of services, supplies and vendors. These activities contribute positively to the economic development of the region, especially when local businesses are utilized. In 2010-2012 alone, WMAC spent over \$257 million in the course of its operations on business related services. Within the City of Oakland, there are multitudes of small and mid-sized local businesses that are hungry for new opportunities. Redirecting even small amounts of our collective buying power to qualified City of Oakland enterprises could give the local economy a helpful boost. The City of Oakland represents a fertile ground for our coordinated local procurement efforts. By seeking out potential local City of Oakland providers, encouraging, and setting internal goals to require that a minimum amount is spent purchasing goods and services located in the City of Oakland, we can help to transform small businesses, foster employment and strengthen City of Oakland neighborhoods.

Upon being selected as the City of Oakland’s contractor for this response, WMAC will adopt and implement a comprehensive buy local strategy for the City of Oakland and increase our spending with local businesses and organizations by 30%.² Through this initiative, WMAC will identify and utilize, whenever possible, local City of Oakland suppliers to perform services required for WMAC’s operations. Below is our plan.

Defining City of Oakland Businesses

City of Oakland suppliers will include those organizations that fall under any of the below categories:

1. At least one physical location in the City
2. Headquarters or main office in the City
3. Maintains a local business license and pays local property taxes, and/or sales taxes

Plan for Increasing City of Oakland Spend

- **Establish a Baseline:** WMAC will establish a baseline of all of the City of Oakland suppliers and associations used or donated to by WMAC for all facets of our operations and the associated revenue spent. Information will be based on 2012-2014 internal reports.

¹ After the first five years, new goals will be established for following years.

² In 2010-2012 WMAC spent in excess of over \$3.2 Million dollars on organizations located in the City of Oakland for either services performed or in donations. The proposed increased that we are committing to will be independent of the amounts we are required to spend on outreach activities as a result of this contract.

- **Identify Potential Vendors:** WMAC will initiate a research effort to identify potential suppliers and organizations within the City of Oakland and will conduct an outreach campaign using our existing mixed materials commercial customer knowledge to engage potential vendors.
- **Establish Targets:** WMAC will aim to increase local spending by 30% overall for the first five years of the contract term but may select distinct goals for different categories of services since some may be easier to shift to local vendors than others. The goals in each category will be ambitious but realistic, in the first year. As our experience builds, we will increase the local spending goal for maximum impact.
- **Record and Report on Progress:** Once we have our baseline and goals, we will track how we are doing. We will record how many local companies are now serving as vendors, how much money we are spending and report our results to the City on a monthly basis.

Buy Oakland Strategies

We will utilize the following buy-local strategies in order to increase our chances for success. These strategies will allow us to develop effective policies and strengthen connections with local suppliers in the community.

Institute Formal Local Preferences - WMAC will develop a local purchasing preference policy and incorporate “Buy Oakland” goals into our procurement policy. In this way, we will be able to give Oakland businesses a real chance to compete for our businesses. WMAC will communicate to all internal procurement officers of our goals to buy local and make it a WMAC policy to try to utilize local suppliers as the first opportunity whenever possible.

Create a Centralized Local Business Database - We will create a centralized repository of information on City of Oakland suppliers and their offerings so that our purchasing agents have information readily available to match Oakland businesses with purchasing requirements in a timely way. WMAC currently maintains an updated list of all commercial customers in the City of Oakland through our Mixed Materials service. We will utilize this existing knowledge to identify potential suppliers and will actively build from this list to identify additional sources.

Expand Small Business Outreach - WMAC will engage in sustained outreach efforts to communicate to local businesses and make them aware that we are seeking out local vendors and invite them to visit with us to provide information about their services through periodic networking events. WMAC may also utilize our existing or newly constructed website dedicated to the City of Oakland to establish an online registration system where suppliers can register and provide us with information about their services as well receive automated communications related to opportunities. Other outreach efforts might include notifying existing commercial customers on bill inserts, advertising in publications targeted to minority business owners and/or offering trainings at local chambers of commerce and business associations with small business or minority memberships.

Cultivate Relationships with the Local Business Community - Purchasing is about relationships. To successfully increase local spending, WMAC will not only find local businesses that we can utilize but will work to build relationships with them in an effort to make it easier and more appealing to buy local. As

mentioned above, we will reach out to local businesses through outreach efforts to make them aware that WMAC is seeking out local vendors and invites them to visit with us to provide information about their services through periodic networking events.

Solicit bids/work first from local businesses - WMAC will reach out directly to Oakland businesses first when looking for vendors and/or suppliers. To ensure that local purchasing becomes deeply ingrained across departments, WMAC may tie performance evaluations and other internal perks to the volume of purchasing dollars steered to local businesses.

Request that large suppliers work with small local businesses - As part of contract negotiations with larger suppliers, WMAC will attempt to include provisions for their purchasing departments to partner with local businesses in some fashion.

Develop a system to monitor performance of the local procurement strategies - In order to evaluate the effectiveness of our buy-local approach WMAC will develop an internal system for tracking progress. By having a baseline understanding of our 2012-2014 local spend, combined with an understanding of the number of local Oakland business that could potentially serve procurement needs, and followed up with ongoing measure of the total share of procurement dollars that flow to these businesses, we will be able to create benchmarks and future goals as well as understand the effectiveness of our strategies over time.

Small, locally owned businesses are the bedrock of thriving economies. They employ millions of people, they invest in their neighborhoods and cities and they provide wealth-building opportunities for entrepreneurs. A dollar spent at a locally owned business stays in the local economy longer than a dollar spent with a company whose roots lie elsewhere and it has a greater ripple effect. For the City of Oakland, directing more money to locally owned businesses will foster job creation and boost tax revenue, while keeping profits local where they can be reinvested in the community. For all of the aforementioned reasons, WMAC believes that committing to and engaging in a comprehensive strategy to channel spending into a “Buy Oakland” Strategy will support the growth and diversification of the City of Oakland’s local economy and complement its efforts to enhance its economic vitality.

Promoting Sustainability, Safety and Compliance through Recycling

eCycling Services (Optional with cost)

WMAC can provide comprehensive eCycling services. As North America’s leading electronics recycler, Waste Management delivers recycling solutions that are convenient to use, cost-effective and environmentally responsible. Supported by ISO-certified processing centers and depot collection locations, our eCycling services can be completely customized to meet Oakland’s specific needs.

We offer a full range of eCycling services that include:

- End-of-life equipment processing – to ensure that old equipment is handled properly and responsibly.
- Product refurbishment and reuse – to reintroduce equipment that can still provide value.
- Certified data destruction – to strip all sensitive data from equipment that is either recycled or reused.



Our eScrapTracker™ service provides an easy solution for storing and recycling used electronic equipment. We can deliver a Gaylord-style container that can hold up to 600 pounds of e-scrap for larger volumes. Customers fill up the container, then go online or call us to schedule a pickup. Once the scrap material has been recycled, customers receive a Certificate of Recycling via email.

This service can be added to the current proposal at the request of the City of Oakland for a negotiated per home or subscription based fee.

CFL Bulb Recycling (Optional with cost)

Fluorescent lamps contain mercury, which is a regulated waste at federal and state levels. When lamps are broken, either when being handled or when in storage, they release mercury that can potentially put residents and employees at risk.

WMAC offers a curbside recycling program that provides a safe and cost effective way to manage this often-overlooked environmental and health hazard. Our exclusive, patent-pending Mercury VaporLok™ packaging reduces the risk of mercury exposure for residents and carriers during storage and collection, thus reducing liability. The City of Albany recently adopted this curbside program for its residents.

Managing Market Volatility And Maximizing Market Potential

If the City of Oakland continues partnering with WMAC for material processing, it will benefit from the continued marketing strength of our dedicated team, locally represented by Michael Peltz. Michael and his colleagues will be responsible for 100% of the outbound commodities. A primary function of Michael's job is to maintain existing relationships with the buyers of our materials. Michael has developed long-standing, strong relationships with all of our vendors and has an excellent reputation as a partner who is able to provide a wealth of solutions for providing quality material on time.

WMAC has close relationships with every mill in the area as well as the best export markets. Our freight lanes to the mills and ports take into account long-standing relationships with the most secure trucking logistics providers. We maintain an office in Asia and another in Europe. We have an experienced marketing staff, recognized as best in the industry and in all the major export ports.

Our marketing team has developed a vast network of local, regional, national, and export markets that provide us with the ability to move material in a variety of ways, allowing us to derive the highest price. Waste Management has marketing offices throughout the world, outfitted with real time market trend, freight, shipment, and accounting infrastructure, which move up to 30,000 tons per day to locations worldwide without disruption. The 9.1 million tons that Waste Management markets nationally enable us to have leverage at every North American mill and strong direct representation in the Asian and Pan-American markets. As an example of this presence, Waste Management is the largest supplier of recovered paper in the United States. Moreover, of a total market of 45 million tons per year, we handle nearly 6 million.

WMAC Material Markets

WMAC has many years of experience obtaining commitments from the best available material markets resulting in a deep portfolio of marketing options. In order to derive the highest value, some of the City of Oakland's material will be sold under existing contracts while some of the material sold will be through on-spot sales.

Waste Management has been a world leader in moving recyclables to the right market. We have an unrivaled network of world partners and enjoy excellent relationships with all the major domestic mills, thereby allowing us to consistently receive the best prices. Even during the commodity collapse of 2008-2009, WMAC was able to provide unparalleled, uninterrupted service and met all of our commitments to the City of Oakland.

WMAC's plan pays close attention to the volatile nature of recycled commodities and the associated variables that drive sales in the local, regional, national, and international arenas. By virtue of carefully honed strategies, WMAC guarantees stability to the City of Oakland and our customer base in an area otherwise often characterized by wild swings and unanticipated price moves.

As noted above, our team will aggressively seek to maximize the revenues while minimizing exposure to potentially dangerous market conditions or wild commodity price swings. We promote a balanced, long-term approach, taking risks only when the probability of success is in the project's favor. This approach has consistently beaten the market.